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Leading in the legacy of Vincent de Paul: reflections on Vincentian leadership today

The Hay Project

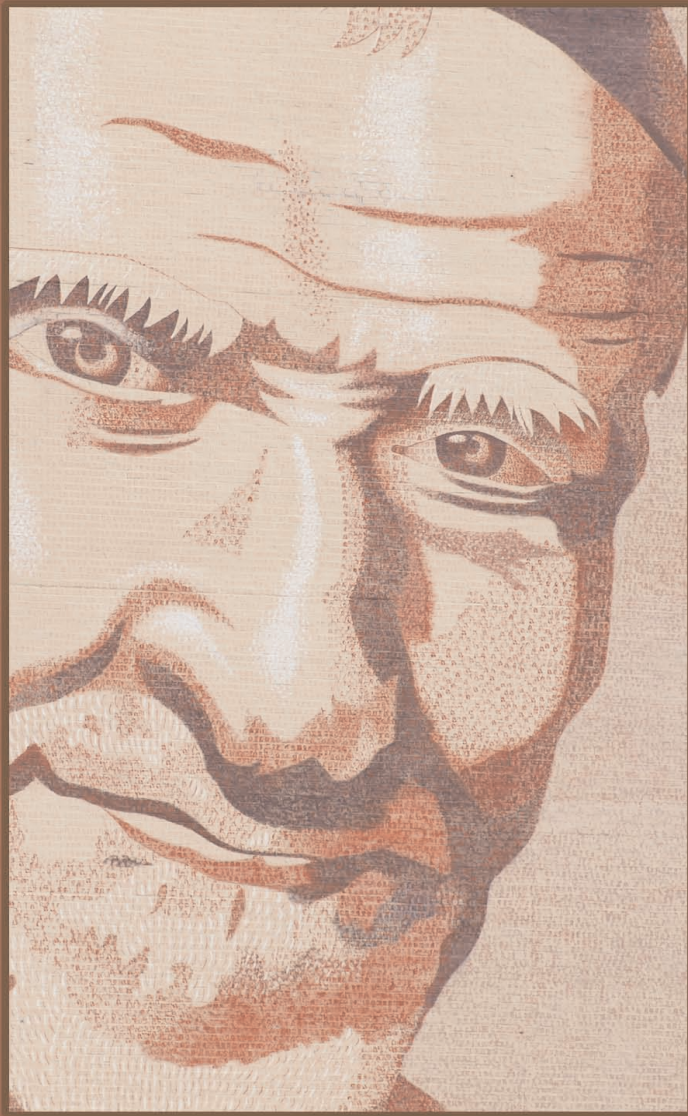
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Leading in the Legacy of Vincent de Paul:

**Reflections on Vincentian
Leadership Today**

Leading in the Legacy of Vincent de Paul:
Reflections on Vincentian Leadership Today

Leading in the Legacy of St. Vincent de Paul:
Reflections on Vincentian Leadership Today

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Table of Contents

Preface

Mission

Vision

Do What Makes You Hot
Inspired by Vincent's Vision

Values

Passing By...
Getting Around Town

Innovation

Charity Translated as Social Entrepreneurship
The Legacy of Vincent de Paul in New Orleans

People

Collaboration

Coming Full Circle
The Benefits of Community

Inclusiveness

Patience as Inclusiveness
Knowledge for the Good of All

Communication

Unity as Strength
The Telling of Stories

Service

Empowerment

An Idea Waiting to Happen
Learning to Empower

Social Justice

Moving out Vincent Style
The Ladies of Charity⁴⁵

Accompaniment

More than I in Leadership
Tough as Nails

Task

Commitment

Servant Leadership for the 21st Century
Not Just Another 'L' Ride

Risk-taking

Why Not?
The Holiness of Risk-Taking

Pragmatism

The Creation of Vincent on Leadership: The Hay Project
We Must Give Them A Life Worthy of Thy Name

Vincent on Leadership: The Hay Project

Mission Statement

Like a great fire, Vincent on Leadership: The Hay Project awakens and advances the vision, values, and leadership practices of St. Vincent de Paul in people and organizations worldwide. Providing research, leadership development, and collaboration in the manner of St. Vincent, The Project ensures the continuance of the legacy of St. Vincent de Paul's organizational genius and leadership skills in the service of others.

- We call it Vincent on Leadership after St. Vincent de Paul, whose legacy lives on nearly 400 years after his death, in the members of the Congregation of the Mission (Vincentians), the founders of DePaul University where we are housed.
- We call it The Hay Project in recognition of William and Mary Pat Gannon Hay, whose generosity and deep admiration for Vincent de Paul gave birth to this endeavor.
- We call it Project to imply practicality and action.

We have a sense of urgency, thus the notion of Vincent's idea that we should do what we do with zeal — **“like a great fire.”**

We dedicate this book to all those inspired by the legacy of Vincent de Paul and who continue to live the Vincentian charism and mission through their lives today.

The Authors

Individuals engaged in the promotion of the Vincentian charism through leadership and contributions to the community graciously wrote these reflections. We thank them for their commitment to the Vincentian charism, work, and generous offer to write a reflection.

Preface

“It must be held as an indubitable principle that in proportion as we labor for the perfection of our own interior, shall we be more capable of producing fruit on behalf of our neighbor.”

St. Vincent de Paul

One day, having only recently come to DePaul to serve as Director of Vincent on Leadership: The Hay Project, I sat across from one of my colleagues at the School of Public Service talking about the mission of The Project and Vincent. Suddenly, my colleague raised his head, grabbed hold of me with excited eyes, and with great passion and energy proclaimed, “You ARE the legacy of St. Vincent de Paul.”

“Really?” I thought, giving no outward indication to him of how taken aback I was by his statement and enthusiasm. “How does THAT work?”

Despite my efforts to deflect my colleague’s statement in the days following our conversation, the implications of his piercing comment remained. I continued to ponder how I am the living legacy of Vincent de Paul. Slowly it came to me. Vincent lived in a time of terrible social crises. He responded with compassion, by thinking outside the box, and by engaging and supporting others in responding to the needs of the poor and marginalized. Vincent’s life example challenges us today to continue his legacy.

In this year, the 350th anniversary of the deaths of Vincent de Paul and Louise de Marillac, it is our pleasure to offer to the Vincentian Family this book of reflections on *Leading in the Legacy of Vincent de Paul*. It is our hope that the reflections in this book demonstrate the continuation of Vincent’s legacy, modeling for us the leadership, values, and vision of today’s Vincentian leaders. Furthermore, as Vincent suggests in the quote above, we hope the questions at the end

of each reflection provide an opportunity for you to deepen your inner sense of self, as someone who today is a living legacy of Vincent de Paul, bearing fruit through your own works of service.

*Patricia Bombard, BVM, D.Min
Director, Vincent on Leadership: The Hay Project*

Leadership Approach

The reflections in this book illustrate the Vincentian Leadership Model developed by researchers at The Project. Vincentian leadership emphasizes connection with the mission, valuing the individual, and developing leadership competencies and skills that reflect Vincent's extraordinary management abilities and align well with organizational cultures and leadership challenges in contemporary times.



Leadership is a relationship.

Leadership is self-development.

Leadership is everyone's business.

Mission

Vision, values, and innovation comprise the Mission orientation of the Vincentian Leadership Model. The Mission orientation identifies leaders who lead with vision by inspiring clear vision of the future, lead with values by maintaining high ethical standards, and lead with innovation through new perspectives and ideas.

Vision

Vincentian leaders lead with vision. They inspire a clear vision of the future, base decisions on a strong sense of mission, and articulate directions for the organization's future.

Do What Makes You Hot

“Charity when it dwells in a soul takes complete possession of all its powers. It never rests. It is a fire that acts ceaselessly.”
St. Vincent de Paul

It took two days for twelve college students to drive from East Lansing, Michigan to Miami, Florida. After hours in crowded vans, we arrived in the bustling city among students on spring break enjoying the sand and sun. The purpose of our travel was different from the norm for a college spring break—we devoted our time to volunteer with the refugee and immigrant community in Miami.

As we ventured through the city, combating traffic and heat, our service itinerary led us to Sembrando Flores, a grassroots, faith-based HIV/AIDS ministry, and social service organization, focused on providing humane care, advocacy, and social activism to the at-risk Latino community. The organization addresses poverty, violence, and health issues by providing emotional, physical, psychological, and spiritual support to the Miami-Dade community.

Our group sat in a semi-circle on the wooden floor of the offices during a presentation from Executive Director, Nancy Rivera. She spoke kindly and thanked us for coming to volunteer. She explained the mission of Sembrando Flores and the need for health and spiritual support in the Latino community. Her words were sincere as she explained why she does this work. It makes her hot.

She turned the conversation to us — the twelve students sitting cross-legged on the floor. She asked us simple questions: What is your college major? What is your passion? What makes you hot? We each took a moment to think carefully about our responses. Journalism; Pre-medical; Pre-law; Social Work; Gender Studies; Speech Pathology; Business; Spanish; Higher Education; Finance; We listed our areas of study.

Then it was my turn. I hugged my knees as I shared, “I

will be attending DePaul University to study Public Service Management. It is my passion to work in the nonprofit or human service field and make a difference in the world.”

Nancy paused for only a moment before addressing each of us. “You must do what makes you hot. You should not do what makes you cold. You should not do what makes you warm. Do what makes you hot!”

Each of us had tears in our eyes, knowing that we had to use our passion, to find what made each of us hot, and live and work with purpose and with the same fire that radiated from Nancy. As I reflect on this experience years later, I think Vincent may agree with Nancy’s insight, like a great fire, we must do what makes us hot.

After two years in DePaul’s School of Public Service, I found my own personal mission — to do what makes me hot with a fire that acts ceaselessly — by working in international development. Vincent and Louise worked tirelessly to address the unmet needs of the poor — perhaps the fire they exuded for their work is what sustains their organizations more than 350 years after their deaths. They lived for their mission, both their personal mission to serve the poor, and for the mission of long-withstanding organizations that serve communities today.

Regardless of collegiate major or profession, I realize we must live with mission, purpose and fire to do what “makes us hot,” to ignite a lasting social change just as Vincent, Louise, and Nancy do to this day.

Mandy Sharp

Reflection

Vincent’s vision was to eradicate oppression and poverty. It became his passion and guided his life.

1. What is your passion? What steps are you taking right now to fulfill your passion? If not, what’s stopping you?
2. How do you communicate your vision to others?

Inspired by Vincent's Vision

“Do not rest content with doing good, but do it in the way God wishes; that is to say, as perfectly as you can, making yourselves worthy Servants of the poor.”
St. Vincent de Paul

Upon my arrival at DePaul University in Fall of 1992, I participated in a faculty orientation run by Fr. Jay and a meet-and-greet session with the then President, Fr. Richardson. Emerging from the doctoral dissertation trenches in Hyde Park for my first academic job, until orientation I had no knowledge of St. Vincent de Paul and the Congregation of the Mission—other than harboring a suspicion that there is a complex connection between Hittorff's beautiful basilica of St. Vincent de Paul in Paris, the network of Saint Vincent resale shops, and this large urban university.

Over the next few years, I learned much about the activities of the Congregation of the Mission in the United States, about our University's modest beginnings in the Loop, and its maturation during the 20th century. Importantly, I witnessed a great openness among my fellow academics—regardless of their personal views on religion—to embracing the social missions of DePaul and de Paul. These personal discoveries coincided with a period of great change in DePaul's Department of Geography.

With the consent and support of a senior member of the Department, Don Dewey, my colleague, Patrick McHaffie, and I reinvented the Geography Department in the mid-1990s. Our goal was to create a first-rate academic unit with high scholastic and intellectual standards, that would take seriously social and environmental justice in the curriculum, in our research and publishing, and in the manner we treat each other, our staff,

and our students. A decade or so later, the DePaul Geography Department became nationally known as a haven for “critical geographers” engaged in high-quality teaching and research.

Over the years, we formed working relationships with the West Humboldt Park Alliance, community groups in Pilsen, fair-trade coffee growers in southern Mexico, built up a public participation planning effort in Chicago and Milwaukee, and engaged in educational outreach to geography teachers. The new Department of Geography drew its inspiration from Saint Vincent’s teachings and more broadly, the Vincentian canon that defines the missions of the University. The wonderful colleagues who joined the Department in the last ten years or so were attracted to DePaul in the first place because of its social justice orientation and their own sense of social responsibility. The teachings of Saint Vincent and the mission of this university is lush soil for those who come to our department to live and practice an academic life that serves the disadvantaged.

Alex Papdopoulos

Reflection

This author saw a way to connect to their organization’s vision of making a difference in the world.

1. What inspires your vision?
2. How can you take practical steps toward growing your vision into a reality?

Values

Vincentian leaders have values. They maintain high ethical standards and are driven by values of honesty and integrity. They take the time to find inspiration in meditation or reflection — examining their own values in relationship to how they behave and how their actions affect those with whom they work and live.

Passing By...

“Say little; do much”
St. Vincent de Paul

When Fr. John Cortelyou was President at DePaul, I was a graduate student working in the mailroom. I would stop for a light supper in the Lewis Cafe before night class. I noticed a student often conversing with Fr. Cortelyou.

Curious about her continual conversations with Fr. Cortelyou, I asked her how she came to speak with him so often. She mentioned that she met him by accident in the Biology Department, and continued their friendship. She was in a lab having difficulty with her lab experiment. Fr. Cortelyou noticed she needed help. He entered the lab wearing a t-shirt and jeans, and asked if she needed help. He never introduced himself while he assisted her. He helped her with the experiment and left. A professor rushed in to the lab shortly afterwards to see the President on an important issue, but she told him there was no President here, only a lab assistant.

When the professor insisted the person was the President, she felt her face turn red. She did not acknowledge Fr. Cortelyou as President. She thought he was simply a lab assistant passing by. The next day she went to the President's office to thank him and explain that she did not recognize him when he assisted her.

Fr. Cortelyou comforted her by noting that he was a biologist and assisted her in a difficult lab experiment; therefore, he was a lab assistant. He shared his pleasure of helping her and noted that he was not interested in simply walking around identifying himself as the President. This student shared with me how Fr. Cortelyou's humble approach assisting her and having an interest in her academic work put her at ease and allowed her to continue their friendship and receive

academic advice from him—as the President, a lab assistant, and a friend.

Michael Kazanjian

Reflection

This story illustrates a servant leader displaying empathy, commitment to the growth of others, and humility.

1. What values motivate your leadership?
2. As a leader, do you look for opportunities to serve others?

Getting Around Town

“Go on as you are, Mademoiselle. I can give you no better guidance than your own heart has already given you.”
St. Vincent de Paul

My husband’s theory is that if he does not have money in his pocket, he cannot spend it. My counter theory is that if I do not have money in my pocket, I frequently have to make more trips to the ATM. After checking our account balance and in deference to my husband’s cheapskate attitude—or frugality as he prefers to call it — I withdrew only one crisp \$20 bill on a recent trip to the ATM. I knew that was all I needed for the next few days, as long as I did not do anything too indulgent — like give in to a desire for obscenely overpriced coffee.

I left the ATM with the \$20 bill safely tucked in my pocket and headed toward the subway. I had a meeting at DePaul University’s Loop campus, which required purchasing a transit fare card to take the train downtown. The transit fare card machine does not give change. I really did not want to use the entire \$20 on a fare card since I tend to lose fare cards. It is a waste of money to put more than the exact amount of a round trip ticket on the card and would leave me without any cash. In an attempt to avoid another trip back to the ATM, knowing that two withdrawals in one day would cause my husband to call the bank to see if someone was illegally using our account, I thought about purchasing a cup of obscenely overpriced coffee to get change. I decided that would be wasteful spending. At that point, my boss walked into the train station headed to the same meeting. I asked if she had change for a \$20 bill to buy a smaller denomination fare card. She graciously handed me her fare card to use.

We arrived at the downtown campus early and decided to prepare for the meeting over a cup of obscenely overpriced coffee. It seemed fair that since my boss paid for my train ride I should buy the coffee. Another colleague was standing in line

ahead of us at the coffee shop and insisted on purchasing our coffee.

After the meeting concluded, I stopped in the cafeteria to buy a sandwich — partly because I was hungry, and partly to get a smaller bill to purchase a fare card. I ran into a friend who insisted on buying my lunch since I bought her lunch last time we were together. We walked to the subway together and again I faced the fare card dilemma. I still had the \$20 bill that I did not want to use to purchase a fare card. My friend let me use her card.

I am not a moocher — I was actually quite uncomfortable accepting the generosity of my friends and colleagues throughout the day. On the other hand, I envisioned myself surprising my husband with the news that I made my way around town all morning and afternoon without spending a dime. I took two train rides, had coffee, ate lunch, and still had the \$20 safely tucked in my pocket. This frugality thing was not so bad!

As I descended the stairs to the subway platform, I noticed something strange. The usual sound of voices—people chatting with companions or on cell phones — was missing. Instead, I heard violin music. It is not unusual for musicians to perform in the subway, instrument cases open on the ground waiting to catch spare change passengers might be inclined to toss. Sometimes their talents make waiting passengers hope the train comes quickly. Sometimes, as on this day, the wait for the train becomes a community experience rather than a test of endurance. The violinist was playing Pachelbel Canon in D Major.

The beauty of the piece and the talent of the musician created a moment of calm in the “quick, get where you are going” pace of the day. People of all ethnic backgrounds, ages, and walks of life stood in silence listening to the unexpected concert. I was not the only person who watched a few trains come and go before reluctantly boarding one to get to my next appointment.

I was not able to tell my husband how I made it through

the whole day and still kept the \$20 safely tucked in my pocket. Instead, I was able to tell him that thanks to the kindness of those around me, I was able to save \$20 all day to do something exceptionally worthwhile with it at the end of the day—drop it into the violin case.

Roxanne Owens

Reflection

This is a story about the values of generosity, spontaneity, and stopping to appreciate the beauty of everyday experiences.

1. Do you stop to think about your values and how they guide your decisions?
2. When was the last time you spontaneously displayed generosity?

Innovation

Vincentian leaders lead with innovation, offering new perspectives and innovative ideas. They welcome new ideas and input from others. They also look outside of their organization for ideas and opportunities to improve their organizations.

Charity translated as Social Entrepreneurship

“Charity is inventive to infinity.”
St. Vincent de Paul

I still remember the surprised smiling face of Howard Rosing, Director of the Steans Center for Community Service Learning, when he helped relocated communities in the South of Manila, Philippines, with Adamson University’s faculty and volunteers. Our sister Vincentian University in the Orient gave us a lesson through their t-shirts imprinted with “ADD-YOU,” the slogan of Adamson University, in the front and “Vincentian social entrepreneur” on the back.

Fr. Afilian Fajardo, C.M., better known as Fr. Nonong, is a contemporary example of a leader that makes you think of what Vincent might do today to alleviate and transform poverty. After my course on Vincentian Leadership and Poverty Reduction at Adamson University in the summer of 2007, Fr. Nonong and other faculty at Adamson University founded the Vincentian Center for Social Responsibility (VCSR). Their goal is to find concrete and systemic solutions to the many needs of the informal settlers relocated by the Philippine government in the attempt to improve their railroad systems. Like Vincent, Fr. Nonong works with innovative ideas and tireless efforts to not simply serve these socially disadvantaged populations, but to find the right channels at the government level, with businesses, civil society, and through the academic community that could work together to alleviate the conditions of the poor.

We know Vincent was a compassionate servant, an indefatigable communicator, and an effective administrator. We know that he used all his creativity and intelligence to experiment and collaborate toward innovative initiatives that could make a difference in the lives of the poor in Paris, rural

France, and worldwide. Fr. Nonong is like Vincent translated into the 21st Century.

He talks about the social entrepreneurship, academic social responsibility and intersectoral partnership with the same convictions and clarity as experts in sustainable development. As Vincent was able to dialogue with the monarch of his time, Fr. Nonong has been very effective in collaborating and dialoguing with the Vice-President's office of the Philippines, the Archdiocese of Manila, and other national and international key players. We learned a great deal about the social enterprises and how the poor of Manila benefit from collaborative initiatives between a university, like Adamson, small and large business, the community-based organizations, and leaders through coordination from VCSR.

Fr. Nonong's leadership capacity, organizational skills, and managerial abilities along with his unique IT language. He talks about the upgrade CM 9.27, referring to the need of the Congregation of the Mission to rediscover St. Vincent's legacy, after his death on September 27, 1660 and how this will have no value unless contextualized in innovativeness to serve the poor and transform the root causes of poverty.

Social entrepreneurship for Fr. Nonong is not just another fashion concept of development; it is position. It is about working to empower leadership capacity of impoverished communities. It is about giving the poor a voice and the capacity to elevate their claims, needs, and hopes to the appropriate policy channels. It is about avoiding dependency or despair. It is appreciating the potential and capacity of our human and divine inventiveness to infinity. The work of charity, poverty reduction, and social justice is and should become more entrepreneurial, creative, and innovative. Vincent continues to inspire us and give us hope that a better world is possible. He is telling this through the examples of people, like Fr. Nonong, serving as social innovators for eradicating poverty and working toward the common good.

Marco Tavanti

Reflection

1. Think of a time when you used creativity to solve a problem or thought of a new idea. How did you find your answer and implement it?
2. Do you openly welcome new ideas and perspectives from colleagues?

The Legacy of Vincent dePaul in New Orleans

“Say little; do Much”
St. Vincent de Paul

It will soon be five years since Hurricane Katrina hit the Gulf Coast and three years since the School of Public Service (SPS) responded to a need in New Orleans. While the physical damage was great in all these areas, the effect was intense in the City of New Orleans as the levees failed, causing massive flooding in many neighborhoods and forcing many residents of these communities from their homes. Ultimately, more than 1,836 people lost their lives and more than \$81.2 billion dollars in damages from the storm made Hurricane Katrina the costliest natural disaster in U.S. history.

Despite the extent of the disaster, inadequate assistance from government agencies left many residents to fend for themselves. Media coverage over the next weeks and months showed the increasingly desperate faces of New Orleans citizens. It became clear that a disproportionate number of the people victimized by Katrina were extremely disadvantaged even before the storm, and lost what little they had.

Concerned individuals continue to ask why the gravest effects of this storm devastated the poor, and why the response from government continued to be slow. On the other hand, individuals across the nation and around the world responded, and many non-profits stepped up to fill in the gaps in services.

I believe that these are the conditions under which St. Vincent de Paul would have responded to a great need — and, in fact, I believe he did through the students and faculty of the School of Public Service (SPS) at DePaul University. One of the poorest neighborhoods in New Orleans before the storm was Mid-City, located less than half a mile away from

the Superdome, and just outside the historic French Quarter and the Central Business District, where flooding ranged from three to more than seven feet high. Before Katrina, poverty marked this neighborhood, with a population, that was 50.8% African American, with a median annual household income of \$6,875 annually and an individual poverty rate of 54 percent. A focal point of hope for poor residents in this neighborhood was St. Joseph's Church in the heart of Mid-City. Fr. Perry Henry, C.M., a former trustee of DePaul, is the Pastor of St. Joseph's. Less than a month after Katrina struck, Fr. Henry contacted the President of DePaul, Fr. Dennis Holschneider, C.M., to request technical assistance in urban planning, community development, and strategic planning for the Mid-City neighborhood. Faculty and students from SPS responded to this call.

Over the last five years since Katrina hit, more than 125 students of SPS traveled to New Orleans to work with Fr. Perry to establish a strategic plan for St. Joseph's, which was later adopted by the Mid-City Collaborative. Through this collaboration, a variety of non-profit organizations work to carry out the goals of that plan and established a community center to deliver services. The dedication of the Rebuild Center at St. Joseph's Church was August 26, 2007. As the faculty member leading the SPS response, I believe St. Vincent de Paul continues to inspire our work. The Rebuild Center provides personal assistance, in a spirit of justice and charity, and assures human dignity and integrity to those who are suffering and suffered from the effects of Hurricane Katrina, as well as problems they struggled with before the storm. I believe that each one of our students traveled to New Orleans with the spirit of St. Vincent in their hearts and it is a great blessing to be a part of this work.

Gloria Simo

Reflection

In the midst of destruction and despair, this author found a creative response to assist those in need and live out the Vincentian mission.

1. What helps you be creative when looking for solutions to problems?
2. How do you inspire creativity in others?

People

Collaboration, inclusiveness, and communication comprise the People orientation of the Vincentian Leadership Model. The People orientation identifies leaders who lead by promoting teamwork, treating others with respect, and communicate their expectations to motivate people.

Collaboration

Vincentian leaders are collaborators. They promote teamwork and collaboration, delegate responsibilities within a group. They communicate enthusiasm and confidence to encourage teamwork.

Coming Full Circle

“Today’s efforts will make tomorrow’s easier.”
St. Vincent de Paul

I have often thought that my employment at DePaul University brings my life full-circle since I grew up around the Daughters of Charity’s Marillac House, a social services facility on the west-side of Chicago.

Though not Catholic, I connect with Vincent’s love for Christ that empowered him to work on behalf of the poor and those marginalized by society. As an African American, I see similarities in Vincent’s work and the work of early civil rights organizations that emboldened Christian activists in their fight for equality in America. As a youngster, I witnessed my grandmother confront storekeepers about their poor service and mistreatment of patrons and her compassion to assist the incarcerated and poor families in Chicago.

It is no wonder that I, a beneficiary of the civil rights movement through the charity of the nuns of the Marillac House, and my grandmother’s example, would find my life’s work assisting students in higher education, disadvantaged by societal stereotypes and poverty. I see de Paul’s Vincentian legacy in action through my work in partnership with the Austin Community.

Austin is the largest neighborhood in Chicago with more than 100,000 residents, and is home to significant areas of poverty and poorly performing schools. As members of a newly formed Westside Education Coalition, the Center for Access and Attainment’s Office of Community Outreach provided tutors in an eight-week pilot program helping youth ages 10-17 with their reading and math skills. As director of the office, I was moved by the paucity of such initiatives in such a populated and the seemingly entrenched illiteracy in the community. Vincent’s

words, “It is our duty to prefer the service of the poor to everything else and to offer such services as quickly as possible,” empowered our response to create a pilot program and engage as members in the Westside Education Coalition.

Witnessing the interaction of DePaul tutors and their students reminds me of images of Vincent. These tutors not only assist with addressing the educational needs of these children but also openly offer their care, concern, and love for them. As one particular heart-tugging session came to a close, I watched as a youngster gave his tutor a joy-filled hug. I am confident, that as Vincent said, “Today’s efforts will make tomorrow’s easier.”

Glenna Ousley

Reflection

This story illustrates how reducing poverty and making a difference in the world is not something one can do individually.

1. How do you build support networks and foster collaboration with others?
2. When did you experience successful collaboration and what contributed to it?

The Benefits of Community

“What a benefit to be in a community where each single person participates in the good done by all its members.”
St. Vincent de Paul

St. Vincent de Paul's life of servant leadership inspires my daily work of serving impoverished senior citizens in Chicago's Uptown neighborhood. As a Case Manager for Catholic Charities, I coordinate community-based services for homebound senior citizens. As a servant leader, I have the additional duty of providing these services with compassion, respect, and empathy, as St. Vincent de Paul taught.

Edward was a seventy-eight year old, isolated senior, who received home delivered meals through Catholic Charities. He was an intelligent and gracious individual who suffered from a debilitating visual impairment and loneliness. I always looked forward to my visit with Edward, as we both enjoyed discussing the history of Chicago and old films from the nineteen-forties. One day, Ethel, Edward's property owner, phoned me to discuss Edward's well-being.

Ethel stated that Edward's health declined rapidly over the last few months and he may need to move to a safer environment. I visited Edward and immediately noticed his deteriorating health. Edward was now completely blind and incontinent. Garbage and stacks of unpaid bills cluttered his home. Edward reluctantly agreed to meet with Lorene from a Catholic Charities supportive living facility to discuss the possibility of moving to their center.

Within two weeks after our meeting, Edward moved to his new home at the Catholic Charities supportive living center facility — a community of caring individuals embodying Vincentian values. I arranged for Edward's apartment to be cleaned, Lorene offered to personally pack his belongings and

arranged for a representative payee to handle his finances, and Ethel agreed to return his security deposit while forgiving the debt owed for breaking the lease. Six months after the move, Lorene shared that Edward was happier than ever. He often told her how blessed he felt to have a new family with staff and residents at the Catholic Charities supportive living facility.

I am blessed and proud to serve at Catholic Charities, where, “we live our values as we journey with our clients” (Rev. Michael Boland). Our organization’s mission and the teachings of St. Vincent de Paul empower me to serve the poor with compassion and empathy. Each time I train new Catholic Charities Case Managers creates the opportunity to uphold St. Vincent de Paul’s example of empowering others to become servant leaders. Edward’s success story illustrates how a community’s commitment to Vincentian values can dramatically improve an individual’s life. Edward’s story reminds me that my duties as a servant leader go beyond my duties as a Case Manager. I am committed to further developing my Vincentian values, inspiring others to become servant leaders, and living by St. Vincent de Paul’s words, “it is not enough to do good, it must be done well.”

Amy Magnusson

Reflection

In this story, collaboration and teamwork successfully meet Edward’s needs.

1. Do you have a story of how collaboration helped you in achieving a goal?

2. Is there a project or challenge you currently face that could benefit by collaboration?

Inclusiveness

Vincentian leaders are inclusive. They treat others with respect and dignity. They welcome people who come to them with their problems because they accept people's ideas and personalities.

Patience as Inclusiveness

“Kindness is the key to hearts”
St. Vincent de Paul

Mike Lindsey is the ultimate customer service professional. As an advisor in DePaul Central, he works with hundreds of students every week and is always friendly and professional. Students and parents constantly tell me how wonderful he is. Colleagues often ask me who he is when they witness his interactions with students at our front desk. After I identify him, they inevitably tell me what a great job he is doing with students. I should mention that Mike is a petite man, and looks much younger than his 37 years.

One day, Mike was at the front desk with an upset student almost yelling in his face — demanding to see an advisor, not a student. I could tell Mike was getting nervous — he started pulling on one of his braided locks, always a sign of distress — but was maintaining composure. He told the student, in his most pleasant and calming voice, that he was an advisor and would be happy to assist him. Mike’s charm and composed manner eventually won the student over. At the end of the encounter, the student apologized for assuming Mike was a student. Mike made light of the mistaken identity by telling the student in his most beguiling voice, “Yes, I do have boyish good looks, but I’m really 37!” They both ended up laughing and the student left our office with his problem solved and a positive feeling toward DePaul.

Like Mike, we all encounter students or people who approach us with anger, confusion, or frustration. What makes Mike successful in dealing with those situations is that he deflects rather than absorbs the emotion and is able to see past the frustration and anger, to the person who needs our help — and helping students is the reason we are here. Mike is an example for all of us who feel our patience tested now and

then, and represents the DePaul mission in action.

Paula Luff

Reflection

1. Recall a time when you were confronted by someone who presented you a challenge. How did you respond? What might you have done differently knowing Mike's example of Vincentian leadership?
2. How do you build inclusiveness among those with whom you work?

Knowledge for the Good of All

“Some persons look and never see.
Others see and never look.”
St. Vincent de Paul

I entered college as a Political Science major with the frame of mind that I would one day become a U.S. Senator. After a year of taking political science classes, I realized that I knew nothing about politics, nor did I have the passion or drive to enter the political arena. I had to reevaluate what I wanted to do. Based on my grades, I excelled in English; therefore, I declared an English major. At the end of my junior year, I found myself in the same place once again, unsatisfied with my major. I dropped two majors within a three-year period and am finally finishing my third major, Catholic Studies.

I am happy with the way my college career unfolded but at the same time, I find myself asking, “Did any of those political science or english classes matter?” The answer in the end is always, “Yes.” While it is important to focus and concentrate on an area of study, it is also important to be well-rounded and educated. This means not limiting oneself to only one way of thinking or viewing the world. Rather, to be open to new ideas, opinions, and perspectives. It can be difficult to enter into a classroom or a discussion that challenges everything one believes. It is from these challenges and the obstacles of life that one grows and learns more about community and him or herself. I cannot walk around life with blinders that prevent me from seeing what is around. I must be open to others, even if that means I forget about my own self-interest. How will someone know who I am unless I see who I am not? I can only do this by engaging with other people from different backgrounds and lifestyles. This is what I do in a classroom full of students, ideas, and knowledge. Each one of my peers has something to offer me. It is up to me to see this and take advantage of the opportunity to grow.

Although, I may not enter into a career in either Political Science or English, I will always have the knowledge I gained from those classes. Do I use what I learned in my Shakespeare class in my daily life? Yes. I now see the beauty and power that language possesses. I am conscious of my own words and how they reflect the message I convey. More importantly, I recall the impact that people make upon the world. The overarching themes I learned from Political Science and English are the lasting implications that people's actions have upon their community and history.

I do not regret taking the classes that I have throughout college. Each class offered me something unique and different. I cannot imagine going through college unexposed to a breadth of knowledge. The course material, the professors, and my classmates inspired, discouraged, challenged, and upset me but never have I felt under-educated.

I know that I am able to enter into roles of leadership with a background of knowledge that is as diverse as the people that I am serving. I can actively listen to others and be open to what they are saying, even if I may disagree. I know that this is possible because of the exposure in my classes. Four years ago, I would have stopped talking to someone if I disagreed with what they said, but now I embrace and welcome this diversity of ideas because I am more aware of my community, peers, and my own set of beliefs and values.

I continue to work on viewing situations from a variety of perspectives — an area where I fall short. By hearing other perspectives and viewpoints, I see new ideas. There are times when I face a decision and think there is only one choice. I know there are more; I just cannot see them. I am striving to open my eyes and apply all that I learned within every aspect of my life. Otherwise, how will I know what decision is best if I do not know the worst?

As I conclude my third year at DePaul, I look back upon all I learned, exposed myself to, and experienced within such a short time. I am grateful for all I know and hope that my final year at DePaul will continue to educate and shape me into the socially responsible leader I aspire to be.

Mary Carlton

Reflection

1. Recall a time when you closed yourself off to someone or something. Why did you close yourself off? What do you think you could have learned if you remained open?

2. What are three things you can do to build a community that fosters dignity and respect?

Communication

Vincentian leaders are communicators. They clearly communicate their expectations by disseminating appropriate information to those at all levels of the organization.

Unity Makes Strength

“What a benefit to be in a community where each single person participates in the good done by all of its members.”
St. Vincent de Paul

To be part of a community in which we unite energy and ability to further our work with the young and with the poor is a gift that we do not always find easy to value and accept gratefully. I am convinced that teamwork is indispensable to mutually enrich our lives, to deliver our personal treasures to every individual and to achieve our goals.

In 2003, the VMY International Office in Madrid, Spain invited me to work as a volunteer. I shared my love for the Vincentian charism with people from many different cultures: Gustavo from Venezuela, Dorys Castillo from Ecuador, and Pamela Manthuhac from the Philippines. In spite of our differences, from the moment we were in touch, we discovered our strong points and we committed to working as a team.

The main goals of the Secretariat are to organize and implement international meetings and activities that promote spirituality and apostolically the life of the Association. Our work must be accurate and on time. Every document or project must be translated into five languages and be uploaded onto the website to be available to any country where the Association is present. As a member of a cross-cultural team, it was often stressful to know my actions might have a positive or negative influence on others. I discovered teamwork was very complicated; it is not only about doing my share of the work, but requires constant coordination so that everyone's contributions are in service to a common goal.

Through this experience, I discovered the reality I had always had but never seen, “Unity makes the strength, as written on the flag of my native country, Haiti.. While working in a team, one realizes that nothing is impossible. We learn

to recognize and evaluate our own limits, as well as those of our team and are able to work on our dreams of creating a world where the terms “rich” and “poor” become synonymous with “brotherhood” and “responsibility.” Our community supports us considerably, becoming a place to find oneself and to find God. It is a foundation of rejuvenating hopes and the will to serve.

Like St. Vincent de Paul, each day I try to become a living example of the special Vincentian charism, knowing that I can say that the key words for working as a real Vincentian team is communication and positive attitude. Many elements of St. Vincent’s life and work affect my own. Two of the most valuable of elements without a doubt the importance of teamwork and communication.

Yasmine Cajuste

Reflection

1. What are some struggles you face in developing communication with a team?
2. What steps can you take to become a better communicator?

The Telling of Stories

“Do you wish to find God?
He communicates Himself through the simple.”
St. Vincent de Paul

One day at work, my boss, Pat, handed me a slip of paper with a quote. “The telling of your stories is a revolutionary act.” -Sam Keen, author. As Pat handed it to me, she said she thought it would help with the work I am doing for the Reflections book. At first reading, I liked the quote but was not sure how it was going to help me. I still needed six additional reflections, reflections to edit and typeset, and continue to work on the layout of the book with the goal of having printed copies before June 2010 when my graduate assistance position with The Hay Project would conclude. I tacked this quote to my cubicle wall and figured it would hit me at some point. I thought it may provide me with a dose of motivation to continue working on the tedious parts of this Reflections book.

This quote sat, untouched, on my cubicle wall for more than three months. I would stare at it when I forced my eyes to take a break from staring at the computer screen but it did not sink in enough to force me to work on parts of the tedious project. Finally, one Saturday afternoon in my apartment while I completed an application for the Vincentian Lay Missionaries, it hit me, the significance of this quote. As I sat writing about my volunteer experiences in Newburgh, NY and St. Louis, MO, it occurred to me that I had never really written about my two years of volunteer experience. I verbally shared little stories here and there about students, clients, community life, and the service I performed, but never wrote about it—or began telling my story. As I wrote about my experience and my personal growth, I realized that the telling of my story is a revolutionary

act. It is through story telling that I convey my values, beliefs, morals and give insight into who I am as an individual. It is an opportunity for me to open myself and welcome others to be part of my life. Stories provide people with an avenue to understand each other and a way for us to relate to one another.

St. Vincent de Paul used stories to communicate his mission, vision, and values. He took his life experiences and shared them as stories to teach others. When he gave his sermon about the family who needed help, he did not stand up there and tell people what to do. He told a story about this family and their needs, leading to a community response. In his letters to St. Louise De Marillac and other members of the Congregation of the Mission, Vincent tells stories of his experiences as examples for how one should go about doing their work, leading other members, and living their life. More than 350 years after his death, Vincent's stories illustrate how things are to be done and how to approach work. The telling of Vincent's story is how he came to be remembered as a leader. For if no one told his story, would we still be living out his mission 350 years after his death and following his values, mission, and vision?

Jenny Mohan

Reflection

Vincent de Paul used various forms of communication to instill his mission and values to those at various levels within his organizations. Through the use of stories, he communicated how to accomplish tasks allowing his legacy to survive.

1. What are other forms of communication you can use when instructing or supervising others?
2. How can you use your story to communicate with others?

Service

Empowerment, social justice, and accompaniment comprise the Service orientation of the Vincentian Leadership Model. The Service orientation identifies leaders who encourage and promote learning, challenge situations of injustice, and inspire others through their example of service.

Empowerment

Vincentian leaders empower people. They help others become better leaders by creating an environment that promotes learning and by delegating appropriately to encourage others to work independently.

An Idea Waiting to Happen

“If we are faithful in small things,
God will entrust us with those that are greater.”
St. Vincent de Paul

I knew there was something wrong when I picked a photo from several spread on the table, showed it to my staff, and asked, “What do you think?” Three pairs of eyes just blinked.

At my first meeting with my staff, as the new director of the Institutional Development & External Affairs Office, IDEA Office — I was introducing the practice of spreading photographs on the table and choosing a cover shot for the upcoming issue of the Adamson News.

In disbelief, I realized that my staff, including the editor-in-chief, a photographer, and a graphics artist, was never encouraged to share their opinion. Add the fact that I was a priest in the Philippines, where the old adage, “The words of a priest are those of a king,” speaks much about attitudes in these Catholic islands, and you get an anachronism reminiscent of feudal Europe, which was more-or-less the Europe of Vincent de Paul's time. Vincent's ability to mingle with nobility as well as the poor is an eloquent picture of his vision of the priesthood. This was the inspiration I had when I made a promise on my ordination day 11 years ago — to make my priesthood more accessible to people. That meant not just opening up my calendar for appointments, but changing the attitudes that people have about priests — attitudes that automatically create walls when a collar is around. I can never totally change the mindset established by three centuries under the Spanish conquistadores when the subjugation of the Islands was committed in the name of God. I can, at least, slowly return to people the voice they lost when they relinquished everything — their culture, their names, their identity, their pride, and even their religious beliefs — to the invading army.

It was uphill at first with my staff. They depended on me to call the shots on just about everything. Not only did they lack initiative, they were frustratingly reticent when I asked for their opinions. That slowly changed. I gave people the authority to call meetings. I refused to let anyone off the hook when he or she needed to stand up publicly for something. I made people say what they honestly felt about the project. Ironically, I used the same strong-arm approach our colonizers used to rob Filipinos of their voices in order to return what was rightfully theirs.

The result? We now have the most creative bureau in Adamson University, where the free-flow of ideas is abundant. People initiate things and just as readily own up to their mistakes. Staff meetings have become more relaxed — even lively. If my job before was to encourage people to speak, now I ask them to wrap up their speeches. It is exciting to see my friends enjoying work and looking forward to new things.

We honored the new wind blowing through the office by putting up a war room with the face of Vincent de Paul gracing one whole wall and the last part of the Adamson Prayer as graffiti on an adjoining one:

“May your love for the poor, the mark of my uniquely Vincentian education, be the work I excel in, the standard I constantly refer to and my courage when I meet you someday.”

Fr. Francisco Cruz, C.M.

Reflection

This story is about achieving greatness through empowering others.

1. Recall a time when you felt empowered by someone else. What did he or she do to encourage you? How did you feel?

2. Do the people who work for you and with you become better individuals through your attention and direction?

Learning to Empower

“Let us accustom ourselves to instruct
more by example than by precept.”
St. Louise de Marillac

As a kid, I had wide and varied interests. I enjoyed singing, drawing, painting, writing, and reading. From an early age, other cultures fascinated me. At six years old, touring Chinatown and eating dim sum with chopsticks in a restaurant occupied primarily by Chinese-speaking families thrilled me. My best friend’s mother, who spoke French fluently, fascinated me and her collection of books, art, and trinkets from far away further fueled my desire to travel the world.

Despite my curiosity, I did not enjoy school. Teachers discouraged me from asking questions and often told to come prepared to discussions with “the right answer.” I remember a very painful experience where my math teacher publicly chided me for not keeping up with my classmates; another time a teacher accused me of being lazy, despite having studied hours upon hours for a test that earned a failing grade. By the time I reached high school, I developed a deep-seated distrust of most of my teachers as well as in my abilities and myself.

After experimenting with social work, psychology, counseling, and teaching, I finally settled on an undergraduate degree in theatre with a French minor. I felt at home immersing myself into two worlds where it seemed acceptable to search for answers. In the world of theatre, uncovering and understanding a character’s history, background, relationships, and motivation guided an actor’s actions. Studying French language provided me with an entrée into a foreign culture, where I learned something new and thrilling about geography, culture, history, politics, and perspectives beyond the American point of view.

After graduation I worked for five years in various day

jobs to pay my rent and at night as a poorly paid actor, director, or stage-manager. I eventually became restless and frustrated and decided to pursue a graduate degree in education at DePaul University.

My experience at the Open House clinched my decision to attend DePaul. The warmth, hospitality and care exhibited by the staff and faculty impressed me. Unlike my undergraduate experience at a large state university, I had the impression that they were genuinely interested in me and in my academic goals and objectives. At the time, I could not have imagined what a turning point my relationship with the DePaul community would make in my life and in my career.

I recently read an article entitled, “Vincent de Paul as Mentor,” written by Alison Forrestal. Forrestal read and researched many of Vincent de Paul’s letters written to his followers. She writes that Vincent de Paul, “never ordered anyone to do anything, but always asked and suggested...he usually suggested strategies and actions using phrases such as ‘it may be well to,’ ‘perhaps you could’ or ‘do you think.’”

As a student at DePaul, I experienced the same type of gentle encouragement and attention described by Forrestal. My faculty mentors recognized and honored my background and worldview and helped me connect my ideas and values with the subject matter and with my classmates’ perspectives. They used questions to challenge me to think differently, stretched me in my abilities as a student and a teacher, and in addition to academic direction, offered me personal guidance, especially at the moments when I thought I might not make it through the program. When writing my thesis, I often sent e-mails at the “wee hours” of the morning to my advisor, who was patient, kind, and generous in his responses to my questions and concerns.

At DePaul, I experienced education as empowerment. In turn, I aspire, in my current work as a staff member and instructor at DePaul University to emulate the actions of my mentors and the values of Vincent de Paul: To guide and to persuade; To encourage and to question; To love and to respect

others, and; To support others not only in their pursuit of knowledge, but in their self-knowing so that they may remain open and interested in learning and growing every day.

Mary McGuinness

Reflection

1. When have you experienced empowerment?
2. How do you use your experiences to create an empowering environment for others?

Social Justice

Vincentian leaders work for social justice. They seek to transform the causes of poverty and challenge situations of injustice.

Moving Out Vincent Style

“Charity is not charity if not accompanied by justice.”
St. Vincent de Paul

Contrary to popular belief, summer is perhaps the busiest season for DePaul University’s Department of Housing Services. Perhaps people assume that because most students moved out at the academic year’s end, our workload is light in the summertime. However, summer is our time for implementation and execution of extensive facility upgrade projects. During these critical weeks and days, we work to prepare the halls and apartments for the upcoming year’s residents.

One of our major projects is to ensure that all rooms and apartments on campus have quality furniture and amenities. Hence, we replace older furnishings nearing the end of their lifecycle as the budget allows. While upgrading the spaces that students inhabit is gratifying, the most fulfilling aspect of the process is crafting a plan for what to do with the used items.

As our planning process begins, I am reminded of St. Vincent de Paul’s words, “Charity is not charity if not accompanied by justice.” Housing Services student assistants and staff make countless phone calls to area charities and not-for-profit organizations to coordinate various donations including bed frames, student desks, dressers, and other items. Groups of staff and volunteers arrive on-site and assist with the moving the furniture. At scheduled times each group loads up vehicles to transport hundreds of items to service organizations that work with those in need. It is a tremendous feat to see the action, and hear the expressions of kindness, compassion, and responsibility.

During one summer’s project, one group wrote us a letter expressing their gratitude for the items they received from DePaul. After receiving their donation, they set up all the beds

and put linens and pillows on them. Every bed was in use that night at their shelter.

The dedicated leadership and service of everyone involved reflects St. Vincent's values, the same values that are at the foundation of so many facets of DePaul University.

Mary Atkinson

Reflection

Vincent was aware that stewardship of resources is a justice issue. In this story, we see this commitment in action.

1. As you look around your own home or office, are there ways you could cut back or share your resources with others in need?
2. If you made the decision to volunteer a few hours a week for an agency serving the poor, what would that look like for you?

The Ladies of Charity

“You have no right to anything but food and clothing; what is left over belongs to the service of the poor.”

St. Vincent de Paul

Inspired by Vincent, today nearly 260,000 Ladies of Charity across the globe combine compassion, care, and understanding to engage in forceful, vitalizing, and persistent work to serve the material and spiritual needs of the least among us. The Ladies of Charity is the oldest Lay Association of women in the history of volunteerism. The group dates back to 1617 when Vincent de Paul assembled a group of women in Chatillon-les-Dombes, France and gave structure to their first initiative to aid the poor families in the parish — identifying them as one of a network of charities bound together by a common mission and vision.

Today, the organization is 260,000 women members strong. With their motto, “Against all forms of poverty, acting together,” the Ladies of Charity are part of the larger Association Internationale de Charite, an international NGO committed to fighting all forms of poverty and injustice and to giving women an active role in society.

In a world that favors big agendas and loud appeals, the Ladies of Charity maintain their quiet yet influential manner with which St. Louise de Marillac, under St. Vincent’s tutelage, responded to humanizing the conditions of the less fortunate. Today’s circumstances may seem different with modern efficiency and technology but, as Jesus admonished, “the poor you will have with you always.”

There are hundreds of examples of the successful influence of Vincentian principles in the work that the Ladies of Charity do with drug-exposed babies, pregnant women, abused women, the illiterate, the lonely, aged, and the dying. One Kansas City response to poverty issues demonstrates the

leadership within our organization to affect change, not only in the charitable aspect of helping others but by raising the awareness of the desperate needs as well.

Gayle Johnson, whose commitment to active membership in the Ladies of Charity, stems from seeing the organization as “lay women who see a need and can devise a program to address it,” did just that in January 2007. Under her leadership, the Ladies of Charity held a poverty conference to develop public consciousness of the impact of generational and situational poverty in the Midwestern region of Kansas City. Open to the community and publicized by the media, this conference featured a speaker whose background included personal experience with the welfare system, a panel of Kansas and Missouri legislators, and a panel of directors of agencies who work with children and women. The hope was that those in attendance would leave with a better understanding of the causes of poverty, in particular generational poverty. Attendees from many regions took the ideas back to their organizations for replication. First-of-a-kind for the Ladies of Charity, this concept became a prototype for others, two of which took place in Washington, D.C. and Albany, NY.

“Women have a unique place in the Church,” says Gayle, “the strength of the Ladies of Charity is a certain independence. We see a need and address it.” Much the way St. Vincent de Paul, a Christian pragmatist of the 17th Century resolutely responded to those most in need and created programs to improve their conditions, the Ladies of Charity continue his work by bringing the haves and have-nots together in meaningful and life changing ways.

Albertine McGurk

Reflection

1. What are ways you can become more aware of social justice issues in your community?
2. What is one thing you can do this month to actively engage in working for social justice?

Accompaniment

Vincentian leaders are committed to accompaniment. They inspire others with their example by letting go of their personal agenda and walking with others. They view leadership as service rather than a role or position. They accompany others regardless of race, gender, religion, or position.

More than I in leadership

“We must love our neighbor as being made in the image of God and as an object of His love.”

St. Vincent de Paul

Why does it matter if one cares about the broader world? Why is DePaul University's second goal in its Vision Twenty12 about preparing students to become socially responsible leaders with a commitment to the common good? Attending to the common good is important because we live in a multifaceted world that demands new answers and approaches to relationships and communities. It matters because the problems we face are so complex that we need people of goodwill to look outside their immediate concerns to work together.

We may think of effective leaders as exceptional individuals who outshine everyone else in a room, but in my experience, exemplary leaders make it known that they ask for help as well as provide it. They know others helped them get where they are in life. Mentors challenged, supported, and encouraged them to attend to the broader good. Within DePaul, there are leaders working for more than just him or herself at every level.

As a graduate student in Social Work, Becky Reed was a DePaul University leader focused on the common good. Becky first came to DePaul as an undergraduate. She had no fiery interest in civic engagement or Vincentian values. At an invitation from friends, she began looking into issues of social justice regarding the War in Iraq.

“What was around me sunk in,” Becky says, and there came a discrete moment in time when she had a conscious realization of her responsibility to care for others and engage more students in the work of social justice. She took action for peace. Becky started doing service through University Ministry

where mentors, such as Karl Nass, introduced her to reflection on service using VIA, a Vincentian reflection model that helps guide student discussions by Vincentian principles and ideas. Becky states that, “When you participate in social action and are getting to really know the world — coming to terms with it — you need a mentor. Campus ministers guided and directed me. That is what helped me fill in gaps at the time — I wouldn’t have come to it on my own. And having 15-20 student leaders in VIA, going through similar things made a difference too.” Even two years out of grad school Becky says core ideas from VIA, like the Way of Appreciation and service to the poor, frame how she sees things and inspire her to ask questions outside the interests of her immediate relations. “I am grateful for my life, but not guiltily serving the poor. I appreciate that they can teach me and bring richness to the world that is indescribable.”

Becky relates how DePaul staff and faculty’s encouragement and mentoring led her to a student position with University Ministry to coordinate PAVE, Political Activist VIA Engagement. As part of her work at PAVE, Becky built relationships and trust with DePaul activist groups along the political spectrum — not an easy task, but one she felt was urgent and important in times of divisive partisan politics. Becky rarely failed to bring a thoughtful, globally focused perspective to discussions and planning. She was an example to staff and students alike of what it was to be a socially responsible leader.

When asked about how she related to the notion of being a model “socially responsible leader” as a DePaul student Becky said, “I wouldn’t have called myself that then! I just do the best that I can with the knowledge of poverty and suffering that’s out there. I’m not sure if I am a ‘leader,’ but maybe I can be that one person who notices what’s going on, who tries to separate people from apathy.”

Things Becky learned as a student — building relationships, tolerance of others’ ideas, being open to tough conversations to forward social justice — are skills and attitudes she continues to leverage as a graduate, whether

working as a case manager or in non-profit environments. “With PAVE, it was less talking and more listening. There are threads that still come through. That makes me who I am.”

Becky recounts that the first year after school was a never-ending adjustment and pretty uncomfortable. She says a question around Vincentian socially responsible leadership is, “How are you really going to do it when you graduate? You have no idea what you’ll do when you’ll leave until you do things — move, get a job.” Her current job is in advancement for a post-grad volunteer program. “Right now I’m not just a grant writer or mail sorter, I do everything with a sense of personalism. I know every volunteer. I know where they work. I try to go to prayer and dinners with them.” She enjoys writing thank you notes to the donors that enable program participants to serve the poor. Such attention is part of living out her values on a daily basis in the real world, something she can’t do on her own.

Becky related how her first year out of a Vincentian environment was an adjustment relationally. She experienced a sense of loss of community and belonging and often felt alone. So she worked to create a community in Milwaukee she trusts and relies on, with whom she can discuss faith and work. Anticipating another move soon, Becky says she’ll do so again in a new location. “God doesn’t intend us to be alone,” she believes. And God doesn’t intend us just to act for ourselves. So while Becky’s activism looks different now than it did as a student, her work for social justice on behalf of others continues. There are countless other examples of Vincentians who demonstrate a life-altering commitment of working and leading for the common good.

None of these people sprang from the womb with a global perspective. They developed such a perspective within communities. Hearing stories about people who commit to going beyond self-interest, who wrestle with difficult questions springing from their deepest values, is instrumental in giving others hope and practical guidelines for how to live and lead in the world.

Katie Brick

Reflection

Vincent de Paul had an extraordinary ability to walk through life in the company of people of all kinds: rich and poor, men and women, peasants and slaves.

1. What have you done recently to expand your own awareness of another person's culture or place in life?
2. When was the last time you shared something important and meaningful to you with someone who might initially think differently about it than you do?

Tough as Nails

“Say little; do much”
St. Vincent de Paul

Let’s see...it is 4:00pm on Sunday, any Sunday, so that means only 12 more hours before I get up and go to work again! This is not some dire sentiment. It is a sentiment of excitement and anticipation of a new workweek about to begin. It is a fresh chance to spend more time doing what I love to do — serve the DePaul community. Since the day I started, nearly 36 years ago, I experience this Sunday rush of anticipation and excitement of the week to come every Sunday.

I have the best job on earth! Each day I get to do something different, however minor it may be, that will eventually help to make a positive difference for DePaul and its students. It is a privilege to provide leadership to individuals who live the life and spirit of St. Vincent in the jobs they do each day. Facility Operations and those working within the organization believe not only in service and production, but also in providing exceptional levels of service and production. We, as a unit, truly feel that, “It is not enough to do good, it must be done well.” This is one of St. Vincent’s quotes that inspires us each day, along with, “Say little; do much.” We act in the belief that it is best to spend our valuable time doing things that will make a difference — versus spending too much time talking about them.

Whether we are designing and building new buildings, mopping floors in old ones, checking 2,900 students into housing, or setting new program opportunities in campus recreation, it is all a labor of love. We pay attention to the most remote details in each activity with an eye toward improvement the next time. One of the best ways to continue effectively to help others is to get better at what you do.

I grew up with the Vincentian priests. Many have left this world, many are now “elder statesmen,” and many serve DePaul. I learned from them over the years what it means to “live” St. Vincent, realizing it is easy for me to incorporate

into my thinking and actions each day. I share what I learned with my staff each chance I get, and think it is important for them to tune into the same kind of things that took me a short lifetime to learn, understand, and feel so good about.

I do not let the public in on a lot of this though, as it would ruin my tough as nails, “nasty guy” reputation, which I call upon when needed to get things done, all in the name of our good St. Vincent de Paul, of course!

Bob Janis

Reflection

Each day as he prepares for work at DePaul, this author is aware of all the people affected by his work.

1. How often do you stop to consider all those who rely on what you do?
2. What one thing, as the author suggests, would help you “get better at what you do?”

Task

Commitment, pragmatism, and risk-taking comprise the Task orientation of the Vincentian Leadership Model. The Task orientation identifies leaders who strive for excellence through commitment, set clear and realistic goals and welcome innovation when it involves risk.

Commitment

Vincentian leaders are committed. They strive for excellence by staying involved with a task until it is completed and clearly direct people to achieve set objectives.

Servant Leadership for the 21st Century

“Today’s efforts will make tomorrow’s easier.”
St. Vincent de Paul

St. Vincent de Paul dedicated his life to helping the poor in France in the 17th century. I dedicated my life to serving the poor for two short years. As a result, I started to study Vincentian leadership and servant leadership. Serving others is the best way to serve oneself. Through my experience with AmeriCorps and working with economically disadvantaged children, I learned a great deal. Before my involvement with AmeriCorps, I did not feel a need to serve my community. Now, I am dedicating the rest of my life to being a servant leader for the poor through education of all children.

Education is the key to a successful future. This education — whether obtained through a school setting or a life learning opportunity — is a great instrument for change. I see a bigger vision of the future because of my AmeriCorps experience. My new knowledge of Vincentian leadership forms a structure allowing me to appreciate my experience and shape the future of my leadership roles.

Vincent was only fifteen years old when he began to lead others in the church. My work with economically disadvantaged youth is with adolescents between the ages of 12-15 years old. I believe that they — just as Vincent did — can become leaders in their community, and the best way to realize this leadership possibility is through service to others. Many of these children have very few opportunities in their lives.

A chance to be a positive leader to their peers forces them to lead with values and a high level of commitment. Because these children — at such a young age — understand the importance of servant leadership, I must lead them with the

same high level of commitment that they show me.

For a leader to build another leader is to further the mission of one's cause. Although I was unaware of Vincentian leadership at the time, guiding these children exposes me to a new mission in life — that of servant leadership.

Carlye Greene

Reflection

1. Name three things you are committed to. What motivates these commitments?
2. How do these commitments help guide and focus your leadership?

Not just another L Ride

“Some persons look and never see.
Others see and never look.”
St. Vincent de Paul

As I saw the red line “L” train approaching, all I could think of was the delicious lunch I would eat back at my dorm and hope to find a seat in the crowded train to avoid bumping into unfriendly strangers. My focus was getting from point A to point B, no interruptions, and no confrontations. However, this particular ride moved me in a way that I never imagined. As I found a seat, I looked to my left and saw a blind homeless man walking aimlessly through the aisle, shaking a cup with coins in it. He was repeating a phrase of words over and over again that I could not quite understand, but it was clear that he was desperately trying to reach out to the commuters on the train for some sort of help. As usual, I immediately clammed up and hoped to stay clear of confrontation from this man, until something so unique, so genuine occurred.

As the man stumbled through the aisle, a young man stopped and said to the man, “Sir, do you need to know where you are? The man replied with hope and relief in his eyes, “Yes, yes I do!” “You’re approaching the Monroe stop of the red line,” he said. The man responded, “Thank you so much. God bless you!” As I watched the homeless man get off the train, I looked around the car at my fellow commuters. Dozens of people sat untouched by the amazing exchange that occurred before our eyes. While we sat desperately trying to ignore an uncomfortable situation, one man decided to reach out and acknowledge this blind man as a person, a fellow citizen that just needed help to find his way off the train. From this, I began to realize and appreciate the idea of the movement away from charity to change.

As a university, DePaul’s view on the movement away from charity is clear in its mission and responsibility for public

service. As declared in its mission statement, “The University encourages faculty, staff, and students to apply specialized expertise in ways that contribute to the societal, economic, cultural, and ethical quality of life in the metropolitan area and beyond.” Many organizations and offices at DePaul exist and revolve around the purpose of serving the public and reaching out to and helping those in need. These organizations pride themselves on their vast service learning opportunities, mission trips, community service, and the hours of work they put into serving the community. I am a firm believer that all people have good inside of them, but why is it that so many DePaul students are not actively involved in the University’s many public service organizations? I believe it is because of a simple, but jarring word that haunts many college students of today: commitment.

As college students, time management and prioritizing are drilled into our heads until fear of over-scheduling ourselves or spreading ourselves too thin is at the forefront of our worries and problems. Juggling classes and a social life is hard enough, but to throw in hours of community service seems way too much of a commitment to many students today, making the idea of public service an automatic turn-off. What students fail to realize, however, is that serving the public, reaching out to the needy, can be as easy as walking to your next class. When Greg Stolhand, Service Day coordinator and representative for University Ministry came to speak to our class about the opportunities DePaul had for community service, he stressed the simplicity of reaching out to the needy. He explained that serving the public does not have to be done through hours of service learning, but rather by a simple hello to a poor man on the street, making eye contact with the pan-handler outside of the DePaul Center, or even standing next to the homeless woman in the back pew during chapel. Public service begins with giving dignity to those who have lost it. To acknowledge someone as a human being is one of the greatest gifts, we, as students, can share with one another and with someone in need.

Thus, I believe that the movement from charity to change begins with a simple recognition of humanity. One can learn

from St. Vincent de Paul, “who instilled a love of God by leading his contemporaries in serving urgent human needs that the DePaul community is above all characterized by ennobling the God-given dignity of each person.” Public service begins inside one’s soul; public service begins with a simple hello.

Melanie Safford

Reflection

1. Think of a time when you had an experience that reinforced why you commit to something. What occurred during this experience that reminded you of your commitment?
2. How do you decide if you commit to something? Is your decision guided by values, mission, beliefs or something to put on a resume?

Risk-Taking

Vincentian leaders are risk-takers. They view conflict as an opportunity to grow, welcome innovation even when it involves risk, and openly accept criticism and challenge from others.

Why Not?

“Everything should be given the best interpretation. As the Bishop of Geneva used to say, if a thing could be looked at from a hundred different angles, we should always look at it from the best.”

St. Vincent de Paul

Becoming executive director of DePaul Ireland was a role Kerry Anthony least expected when she began her journey with the organization as a frontline caseworker. Over the years, Kerry served DePaul Ireland in various capacities, ultimately blazing a path to becoming the executive director. Kerry considers herself a young executive director to lead a large organization. At the age of 34, DePaul Ireland asked Kerry to fill the position after serving as interim executive director. It only seemed natural for Kerry to be the one to continue in this role. With this position, Kerry assumed responsibility to protect and promote the vision, mission, and values of DePaul Ireland while encouraging an environment where her employees thrive and learn. One leadership attribute of Kerry's that defines her ability to lead DePaul Ireland is her willingness to take risks. This characteristic encourages trust in the organization and creates an environment of innovation and learning.

Several employees approached Kerry about starting counseling sessions at one of the hostels for homeless men. Kerry disagreed with her employees, sharing that she did not think it was a good idea because the counseling sessions would occur where the men live and Kerry felt these sessions would be more effective in another location. After a little prodding, Kerry agreed to let her employees run a pilot group and, if successful, they could continue the counseling sessions. Kerry's willingness to set aside her power to make decisions and entrust decision-making to other employees exemplifies her leadership.

Kerry knew the counseling sessions might be unsuccessful, but she recognized that telling her employees this was ineffective. She needed to provide them guidance different from telling staff what to do. From this experience with her employees, Kerry learned the importance of being able and willing to ask the question, “Why not?” She asked this question of herself and DePaul Ireland when debating what to do about offering counseling at the hostel. Unable to determine any risks that they could not handle, Kerry supported her staff and trusted them to do the best job they could. By asking “Why not?” Kerry opens herself and DePaul Ireland up to opportunities and possibilities that they might not otherwise embark upon. From this experience and others, DePaul Ireland became inspired to use the question, “Why not?” as the theme for their three-year strategic plan. In their strategic plan, DePaul Ireland addresses goals and objectives that will define their organization and propel them into the future. It communicates their openness to engage in innovative projects, programs, collaborations, and opportunities to serve all stakeholders.

By asking “Why not?” of all individuals, DePaul Ireland challenges everyone involved to let go of their power and trust in one another to learn and grow. Kerry creates this among her employees because of her ability to understand that ownership of DePaul Ireland belongs to everyone. Her role is to protect and promote that mission, vision, and values of the organization. From this understanding, Kerry fosters leadership and ownership among the DePaul Ireland community to move the organization in achieving its mission and vision — “To offer homeless and disadvantaged people the opportunity to fulfill their potential and make positive, informed choices about their future.”

Jenny Mohan

Reflection

1. Think of a time when you let someone take a risk for which you would be responsible. What did you learn from this experience?

2. Are there opportunities for you to take more risks or let others? If so, how?

The Holiness of Risk-Taking

“Do not worry yourself over much. Grace has its moments. Let us abandon ourselves to the providence of God and be very careful not to run ahead of it.”
St. Vincent de Paul

In Vincent’s words, “The works of God have their moment, it is then when providence executes them, and not before or after.”

Vincent de Paul was a man of faith. His profound trust in the providence of God never led him to passivity or negligence. We can apply his wisdom to today. What is reality telling us? Many times the risk-taking of leaders today is an act of pride and overwhelming self-confidence. How are we living life with open eyes and ears to see and listen, to take risks while innovating and answering to real issues? Vincent doubted precipitation and a false sense of urgency, but at the same time, urged the missionaries “to serve the poor as if they were going to put out a fire!” Today, this wisdom is what Stephen Covey calls “prioritizing” — responding to what is important, not only to what is urgent, but also finding the right moment to do it. When we work with students at DePaul University in the Vincentians in Action (VIA) Program, our main goal is to bring our students to places of awareness. Many times this is a painful process because we, humans, are afraid of what is real. But how can we educate new generations to be risk takers if they do not have a profound sense of —and are faithful to—what is real?

The secret of risk-taking in Vincent’s life was discernment. We call this process awareness. There is no doubt sufficient contact with reality is what leads people to honor their personal intuitions with a profound sense of integrative transformation. In our society, we often witness that our leaders take unnecessary risks because of their lack of discernment and attentiveness to the real needs of people, communities, and

institutions. This did not happen to Vincent de Paul. His profound sense of reality provoked spontaneous risk-taking that was a careful, premeditated decision, led not by the accurate reading and understanding of what reality told him.

Vincent de Paul's risk-taking allowed him to become an innovator. His innovation reached the highest peaks of somebody who was not inferior to the times within which he lived. Vincent understood his time and helped others to become responsible. An example of this Vincentian innovation and risk-taking is Vincent's countercultural appreciation of women's roles in religious and broader societal life.

While visiting a displaced community called Los Altos de la Florida on the south-side of Bogota during a University Ministry trip with 16 students from the VIA senior leadership team, we witnessed how the leadership of this community was completely in the hands of 14 risk-taking widows. These women experienced first-hand the effects of internal violence in Colombia, such as displacement, loss of loved ones, rape, and violence. They stood in front of us as a sign of a new time in which the leadership of women and social organizations is emerging the way Vincent de Paul envisioned 350 years ago

Prudence, patience, and internal peace are essential dimensions of intelligent and clever risk-taking in Vincent's life. These are constant in most of his decisions when called to open new houses, send members of his communities to new countries, and find additional ways to serve the poor. Risk-taking was the way of holiness and the wholeness of this man led by a profound discernment and understanding of reality, even unseen reality. As he used to say, "We need to see the other side of the coin." Vincent de Paul is saying to leaders of today, are you taking any risks?

Fr. Guillermo Campuzano Velez, C.M.

Reflection

1. How can Vincent de Paul inspire risk-taking in your life?
2. What holds you back from taking a risk or letting others take a risk?

Pragmatism

Vincentian leaders are pragmatic. They effectively communicate ideas and plans, base their judgments on facts, and set clear and realistic goals.

The Creation of Vincent on Leadership: The Hay Project

“It is not enough to do good; it must be done well.”
St. Vincent de Paul

I have always been a student of leadership and an organization-design-junkie, as an undergraduate at the University of Illinois and as a graduate student at DePaul’s Graduate School of Business in the 1960s. My fascination with the topic further refined itself as I became a full-time faculty member and then continued as I redirected my career to management consulting, advising some of Chicago’s major companies on organizational planning and leadership selection. Throughout this transition, I continued to teach at DePaul as an adjunct faculty member, never straying far from my roots.

When I joined the DePaul Board of Trustees in 2001, I decided it was high time to think about giving back to the University in gratitude for giving me the grounding and inspiration to achieve in the consulting world under the name of Hay & Company. Like so many of my fellow Trustees who are alums, I realized I would not have achieved or succeeded without my training from DePaul. However, I did not know how I wanted to give back. I considered a donation to the general fund, creating an endowed faculty position, or creating a scholarship for students of leadership. I just was not sure what felt right to me.

I turned to my friend and colleague, Rev. J. Patrick Murphy, C.M., for his advice and counsel. Over wonderful dinners in his home, we explored the options. We finally lit upon the one that felt right to me: funding the Vincentian Leadership Project on the DePaul campus. The project would review the literature and codify all that we knew about Vincent de Paul’s leadership pattern, style, and the management techniques he employed to achieve the astounding results

credited to him and his close associate, Louise De Marillac. Once we knew the leadership profile that drove his success, we could then train students, faculty, administrators, Board of Trustees, and others in the community interested in the very principles that guide and drive the Vincentian leadership style.

It made perfectly good sense to me. It was a way to prevent what happened to me in all my years at DePaul as a graduate student and faculty member from happening again to all future generations of students. In all those years, 1965-2001, I never knew a thing about the man, the Saint, whose name appeared on the door. I saw the Vincentian Leadership Project as perhaps the answer to solving the problem and filling the void for future generations who pass through these same halls.

In 2001, I attended my first official DePaul Board meeting as part of a retreat for Trustees held in Paris. As my wife, Mary Pat, and I actually retraced the very footsteps of St. Vincent, as he spun his magic in helping the poor and disadvantaged — I knew we did the right thing. We all could benefit from knowing more about this figure who changed his own life to the benefit of countless others in the 17th century and understanding how he did it — finally.

Bill Hay

Reflection

1. When have you succeeded in turning a vision into action?
2. How do you work with others to determine a pragmatic solution or idea?

We Must Give Them a Life Worthy of The Name

“Let us work with a new love in the service of the poor, looking for the most destitute and abandoned among them.”
St. Vincent de Paul

St. Vincent de Paul Center is best known as a large childcare setting. Over 400 adorable children ages four months to thirteen years come to the center every day. Community Outreach Services (COS) is the other programming focus at our Center. COS includes community-based case management to seniors, an intergenerational home for college students and older adults, and homeless outreach. Those we serve through Community Outreach Services are not as adorable as our young childcare charges. COS clients are old. They are homeless. Some smell badly. Some are mentally ill and refuse to take medication. Some cannot see or hear. Some have addictions are not ready to live clean and sober. Many are manipulative, angry, and negative. They all have had difficult lives, and often make poor choices.

We do not get referrals for apple pie-baking, rosy-cheeked grandmas, because they have family and friends helping them. We do not get referrals for people in recovery who have jobs and a place to live, because they have a support network. We get the people who desperately need for someone to treat them with respect, and meet them where they are right now on their journeys. We get the people who hope for someone to simply, genuinely listen. We get the people who need everything we can give them and more, yet may not appreciate our efforts. Andrea is seventy-five-year-old woman in an abusive marriage for eight years. She wanted to leave but was afraid. Andrea thought she had no options. She came to live at Laboure House, our intergenerational residence. Fearful and angry, Andrea alternately hid from and lashed out at the staff. Over time, she accepted counseling and legal referrals. She began to feel safe. She came to see she could choose a different path for herself, and that we would support her choices. She said the love and acceptance in a safe

environment allowed her to move forward.

Kim was a Homeless Outreach client for eight years. He came to us each Monday morning, ready for a shower and a change of clothes. He spent the rest of his week hustling money to pay for his drug and alcohol addictions. Each Monday, we greeted him with a smile and asked if he wanted to talk. The Outreach Coordinator always told him he was smart, capable, and that he could handle a job and apartment if he could handle surviving on the street. After five years, Kim decided he was ready to try rehab. He tried three times before becoming clean and sober. Now, he is a dependable volunteer in the Homeless Outreach program. He was baptized two years ago at the age of forty-seven. He has a part-time maintenance job at his church. Kim says this is all because we treated him with respect. A smile, a shower, and trust in his abilities during the eight years he was our client convinced him to try a new approach to his life.

Why do we serve such people?

Simply put, they are the ones most in need. They are the ones most aligned with our mission, core values and Vincentian heritage. We choose to serve them, following the example set by St. Vincent de Paul 400 years ago. Even when it may seem hopeless, we can make a positive difference in someone's life. Those we serve are poor and in need, but they are not hopeless people. They are people who need hope. We learn from them, we are humbled by them, and it is truly a gift to serve them.

Kathy Slover

Reflection

This story shows how Vincent's pragmatic approach to assisting the poor is still alive today, helping people set clear and realistic goals.

1. How does the work you do demonstrate pragmatism?
2. What can you do to ensure that your mission and work will continue to live on?

Authors

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Bill Hay earned a B.S. in Industrial Management from University of Illinois-Urbana and a MBA from DePaul University. He served DePaul as a full time faculty member in the Management Department, an adjunct faculty in the Graduate School of Business and School of Public Service, and as a professional advisor in the School for New Learning. Currently, Bill is a Board of Trustee for DePaul and is the president of Hay & Co., a consulting firm specializing in organization design, strategy, structure, and senior executive selection to the manufacturing, service, and not-for-profit sectors.

Bob Janis earned his graduate degree from the School for New Learning and a Master of Science in Liberal Studies from LA&S. In 1974, Bob began work at DePaul as a part time replacement custodian in the Vincentian Residence. Over his 36 years at DePaul, Bob held a series of jobs in the Facility Operations department, leading to becoming the Vice President of Facility Operations in 2001 which includes Campus Recreation, Student Housing, Student Centers, Distribution & Document Services, Food Service, bookstores and Suburban Campuses.

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Vincentian Leadership Resources

Vincentian Studies Institute

Sponsored by DePaul University to provide publications, monographs, Vincentian books, conferences, symposiums, heritage tours, on-going research, and archives of Vincentian texts, items, and materials.

<http://vis.depaul.edu/index.html>

Steans Center for Community-based Service Learning

Provides educational opportunities grounded in Vincentian community values to DePaul students. The center seeks to develop mutually beneficial, reciprocal relationships with community organizations to develop a sense of social agency in students through courses, community internships and placements, and community-based student employment.

<http://steans.depaul.edu>

Office of Mission and Values at DePaul University

Collaborates with university constituencies in ways that measurably enhance their understanding and support of DePaul University's Catholic, Vincentian, and urban identity. Mission and Values provides leadership that enables the university to fulfill its distinctive educational mission, service its diverse student body, and maximize its strategic capacities. The Office also serves external constituencies who seek to deepen their engagement with Vincentian history, spirituality, and service.

<http://mission.depaul.edu>

FAMVIN: Vincentian Family

The World Wide Vincentian Family providing resources to learn about Vincentian mission and charism, experience the Vincentian mission, and connect with members of the Vincentian family.

<http://vinformation.famvin.org>

The Hay Project Leadership Resources

Leadership Assessments

Vincentian Leadership Assessments offer participants the opportunity to evaluate and grow in Vincentian leadership competencies and in a variety of contexts that begin with the personal or individual and extend to the international or cross-cultural. There are four versions of Vincentian Leadership Assessments: self, peer and supervisor observations, organization, and cross-cultural.

Action Plans

The Vincentian Leadership Action Plan is a four stage exercise that assists leaders with transforming their assessed leadership styles into focused strategies, behavioral changes and concrete goals. Basing assessments of strengths and weaknesses on assessment results and qualitative feedback, this four-stage tool provides leaders with a structured template to identify their best practices, review progress, and pursue their visions.

Leadership Coaching

Coaching is tailored to the needs of the individual, focused on Vincentian values, and attentive to the mission of the organization. Leaders progress in their awareness, analysis, education, and action. Leaders receive feedback and customized advising regarding their leadership practices, development plans, and strategies for change.

Online Retreats

Socially Responsible Leadership Retreat and Spiritual Leadership Retreat offer participants to engage in a 7- to 8-day reflection using St. Vincent de Paul as a mentor and example of how his values enlivened his leadership and inspires leadership today.

Certificate in Values-Centered Leadership

This certificate uses St. Vincent de Paul's radical inclusivity and values-into-action leadership to encourage us to examine our own values and visions as leaders today. The certificate uses four dynamics of engagement: assessment, inquiry, experience, and application, to improve leadership working from the "inside out," discovering the importance of alternative ways of knowing, the power of "showing up wholly present," and making deeper connections with self and others.

Library

The Hay Project provides a library of books and digital media on aspects of leadership and Vincentian leadership.

Leadership Skills and Training

The Hay Project is able to provide workshops and seminars for groups on a variety of topics. The workshops are created to meet the needs of those attending.

Programs and Events

The Hay Project sponsors a variety of programs and events throughout the year to engage others in Vincentian Leadership. Visit our website for more information on current and past programs and events.

Visit our website

<http://leadership.depaul.edu>

for more information about resources through
Vincent on Leadership: The Hay Project

Behind Vincent's Face:

The Inspiration of "We Are DePaul (2)" Mural

(pictured on front cover)

"To many of us, the image of St. Vincent de Paul reminds us of the many ideals and values that help us in our daily commitments and pursuits that we live by in our particular calling. The amount of artists alone who have their own version (s) of St. Vincent in their portfolios has resisted being numbered." (Br. Mark Elder, C.M.)

"We are DePaul 2," is a 70-by-36 foot mural of St. Vincent de Paul's face composed on faces of students, faculty, and staff from DePaul University, representing DePaul's diversity. The mural resides on McCabe Hall facing west over looking Wish Field and visible from the Fullerton L stop platforms.

Br. Mark Elder, C.M. developed the idea for the mural, drawing inspiration from Jean Pierre Yvaral's works. The motherhouse of the Congregation of the Mission commissioned Yvaral to create an aluminum shadow mural of St. Vincent de Paul. Br. Mark's first exposure to this mural in 1985 sparked his interest in Yvaral's works and eventually led him to visiting with Yvaral to learn how he constructs his work.

"Yvaral's technique has opened the door to a myriad of ways that I intend to use visual art as a means to evangelize. It truly is amazing how the gift of grace can be manifested so strong to a person, simply by walking down the street," said Br. Mark Elder, C.M.

In designing the cover for this book, the "We Are DePaul 2" mural beautifully reflects the idea that Vincent's legacy lives on inside each of us. Just as the pictures compose the face of Vincent, we as individuals compose the living legacy of Vincent de Paul.