



## **VISIBLE—Villanova Initiative to Support Inclusiveness and Build Leaders NSF ADVANCE Institutional Transformation Grant**

### **Leadership During Times of Change**

Times of change are notorious for creating chaotic situations for employees and management in which bias can run unchecked (Riek, Mania, & Gaertner, 2006). Implicit bias is more likely to manifest itself when individuals do not have time to think their decisions through (Duncan, 1976; Hilton & Von Hippel, 1990; Jacobs & Eccles, 1992; Rothbart & Burrell, 1977; Sagar & Schofield, 1980), and when evaluation criteria is unclear (Fiske & Taylor, 1991). During periods of rapid transition in institutional identity, both of these situations commonly occur. Thus, increases in gender and racial inequality may be an unintended byproduct of organizational change, if not addressed directly.

As Villanova is already experiencing inequality in how women, particularly women of color, are hired and advanced through the STEM faculty ranks, it is likely that the transition in institutional identity will exacerbate the situation. It is critical that specific attention be paid by the University to diversity and inclusion issues during the transition as these issues directly impact faculty scholarly productivity. This will ensure that intersectional gender bias (including issues with workload, service expectations and tokenism) is not cemented into the new processes and that, instead, inclusive and equitable evaluative behaviors and criteria are normative within the new and evolving organizational structures and policies. At the same time, it is critical that the faculty develop skills which allow them to manage stress during a time of shifting expectations and be able to use these skills to advance their careers.

### **Navigating a Changing Workplace**

The Leading Impact team and the VISIBLE team will also work together to develop a series of faculty workshops on “Navigating a Changing Workplace.” Leading Impact will develop the materials and train the VISIBLE, McNulty Institute, and ODI staff to execute the workshops through “Train the Trainer” seminars in the spring of the first year so that the initiative becomes sustainable in the long term. Feedback from the leadership retreats will be used to inform and improve the faculty workshops.

The primary areas of emphasis for the “Navigating a Changing Workplace” faculty workshops will include understanding the motivation/need for change, the emotional aspects of navigating between the “old normal” and the “new normal”, emotional intelligence, managing stress, and resilience training. These workshops are intended to provide faculty with the skills to successfully navigate the changing workplace while maintaining and increasing their productivity to meet the new expectations.

To improve access to and get buy-in from faculty, Villanova will offer the trainings in small groups throughout the second year, working with department chairs who have previously completed the leaders’ training. For instance, the VISIBLE staff can run the workshops at department meetings or faculty retreats by chair invitation.