

Kansas State University Libraries

## New Prairie Press

---

Academic Chairpersons Conference  
Proceedings

40th Academic Chairpersons Conference

---

### So Much Change!

Shaunda French-Collins  
sfrench@csc.edu

James F. Koehn  
*Chadron State College*

Wendy Waugh  
*Nebraska Wesleyan University, wendyleewaugh@gmail.com*

Follow this and additional works at: <https://newprairiepress.org/accp>



Part of the [Educational Leadership Commons](#), and the [Higher Education Administration Commons](#)



This work is licensed under a [Creative Commons Attribution-Share Alike 4.0 License](#).

---

#### Recommended Citation

French-Collins, Shaunda; Koehn, James F.; and Waugh, Wendy (2023). "So Much Change!," *Academic Chairpersons Conference Proceedings*. <https://newprairiepress.org/accp/2023/trends/4>

This Event is brought to you for free and open access by the Conferences at New Prairie Press. It has been accepted for inclusion in Academic Chairpersons Conference Proceedings by an authorized administrator of New Prairie Press. For more information, please contact [cads@k-state.edu](mailto:cads@k-state.edu).

## 2023 Academic Chairpersons Conference Proposal

**Presentation Title:** So Much Change!

**Presenter Information:** Shaunda French-Collins, James Koehn & Wendy Waugh

Shaunda French-Collins is the Interim Dean of Graduate Studies and the School of Business, Mathematics and Science at Chadron State College. She received her Bachelor of Arts in Public Relations from Northwest Missouri State University and her Master of Arts in Communication from the University of Central Missouri. Lastly, Shaunda has a Ph.D. in Communication Studies from The University of Southern Mississippi.

James F. Koehn is the Chair and a Professor in the Department of Business at Chadron State College. James currently serves on the Education Advisory Committee of the Nebraska Board of Public Accountancy. He holds Bachelor of Arts and Master of Accounting degrees from Rice University and earned a Juris Doctor from Baylor University. Koehn has worked for an international accounting firm in both their Houston and New York City offices, and he practiced tax and corporate law in Austin, Texas. Previously he served as the Director of Chadron's Small Business Development Center.

Wendy Waugh is the Dean of Graduate and Adult Programs at Nebraska Wesleyan University. Wendy taught Management Information Systems for 28 years, served as Department Chair of the Business Department for three years, and moved into a dean position in 2019 at Chadron State College. She holds a Ph.D. degree in Organization and Management with a specialization in Information Technology Management from Capella University.

**Disciplines:** Education, Education Leadership and Higher Education Administration

**Presentation Theme:** Emerging Trends in Higher Education

**Presentation Type:** Best Practice Presentations

**Abstract:** Presenters will examine change and change management in higher education leadership. For example, creating and managing fully remote faculty. Additionally, presenters will examine the importance of flexibility, as roles and demands change within administration. Lastly, participants will discuss strategies for navigating change.

**Keywords:** Change Management, Remote Faculty, Academic Leadership, Career Flexibility

**Presentation Documents:** Description of the Session

### **Fully remote lecturers & distance learning**

After the shift to remote work and learning due to COVID, there has been a change in workplace acceptance of remote workers including in higher education. For example, we will discuss a regional college's decision to create several fully remote, full time faculty positions. This has affected normal working conditions such as office hours, advising obligations, meetings, course assignments and balance of online vs face-to face course sections. Furthermore, the growth in online students is also changing the nature of higher education administration. We need new expertise in Learning Management Systems, scheduling, personal management, advising, program development, assessment and other competencies. We will discuss how to develop an academic program when few faculty and no students will ever set foot on campus.

### **Changing roles & demands**

In this part of the presentation, we will examine our roles and demands in higher education leadership and how each of our roles has changed within the past academic year. As we discuss these changing roles, we will explore areas including: moving from a department chair to an interim dean, changing institutions from a public to a private institution and learning/managing outside of your area of expertise.

### **Navigating change**

Higher education administrators often encounter change. Sometimes this is change that they advocate for and other times it is not. We will discuss how middle managers react to and manage decisions by higher ups, supervisors, faculty and/or non-academic units. Additionally, we will explore strategies such as how to get a reconsideration of a decision, how to support and champion change and other innovative strategies.