

Leadership Excellence and Gender in Organizations

Succession planning in higher education

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The current research shows that women and racial minorities are experiencing considerable trouble moving into leadership roles in higher education. Literature related to succession planning in higher education is significantly limited. According to a 2007 report by the American Council on Education (ACE), the numbers of women and minorities in presidential positions at colleges and universities have not increased significantly since 1998. Not only has there been little movement in the presidency, but these groups are also underrepresented in other senior administrative positions such as, Dean, Provost and Vice Presidents. Due to the low numbers of women and minorities assuming leadership roles, the need to develop “succession planning models” should be considered to help increase the number of minorities in leadership. Projections of leadership turnover indicate as much as 50% among higher administrators within higher education beginning 2014 (Klein & Salk, 2013). Succession planning can help institutions realize current employees who not only have talent, but potential to move into leadership roles.