



Preparing for the Upcoming Talent Void: Succession Planning

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The Succession Challenge

“Succession planning is essential and universities on the whole are not very good at it, I guess for two reasons. One, because we are not very good at talent spotting, but we have had to get better at it not least because in the much more competitive world we live in, if you do not spot your talent, someone else will spot it and seduce it away. So one of the things that we, like many other institutions, are trying to do is to find some effective mechanism for succession planning.”



Leadership Development Strategies for Higher Education

- ✔ Academics are often ambivalent about assuming leadership roles
- ✔ Those in higher education settings are not often recruited for their leadership potential
- ✔ The prestige of specific professional discipline drains off potential leaders into profitable non-leadership roles
- ✔ Many academics are unwilling to give up their professional and personal lives for ones consumed by leadership responsibilities



Succession Planning

The process of identifying, developing, and tracking key individuals so that they may eventually assume top-level positions.

- Managing Human Resources, 10th Edition
 - Sherman, Bohlander & Snell



Why This Topic is Important?

- ✔ What has contributed to the growing interest on leadership development?
- ✔ Why is it important for colleges and universities to have conversations about it?
- ✔ What role will succession planning have when determining new leadership?



It's Important Conversation at Valencia

- ✓ Internal Labor Supply
- ✓ External Labor Supply
- ✓ Downsizing or Restructuring
- ✓ DROP
- ✓ Employees Near Retirement Age
- ✓ Institutional Memory
- ✓ Relationships – Institutional & Personal



Learning Conversation Issues

✓ Current Workforce

- Age
- Retirement Goals
- Education
- Work Experience
- Positions Held
- Professional & Personal Interests
- Skills & Skill Development

✓ Delineate and Establish a Mapping Process

✓ Identify Gaps

✓ Create a Strategic Plan



Thelma Scott-Skillman, Ed.D.
President - Folsom Lake College

College Effectiveness at Stake

“Effective leadership is a must for sustainability yet requires both quantity and quality of a knowledgeable and experienced workforce. A more systematic approach is needed to identify and develop future leaders in higher education. Higher education institutions need to develop a succession plan to respond to the critical shortage of effective leaders within the current pipeline of educators... Whatever institutional leadership does to address succession planning, it is clear that it cannot be ignored. Tomorrow’s successful community college administrative teams as well as teams in all institutions of higher education must be planned for today. To ignore this fact is not an option.”



Avenues for Leadership Development

- ✓ Cohort Programs
- ✓ Workshops, Seminars
- ✓ Formal Education
- ✓ Mentoring
- ✓ Coaching



Small Group Conversations

- ✔ What leadership development best practices have you experienced at your institution?
- ✔ What principles would you consider important when developing succession planning strategies at your institution?