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A CRITICAL EXAMINATION OF SENIOR EXECUTIVE LEADERSHIP
SUCCESSION PLANNING AND MANAGEMENT WITH IMPLICATIONS FOR
UNDERREPRESENTED MINORITIES

Attachments:
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A CRITICAL EXAMINATION OF SENIOR EXECUTIVE LEADERSHIP
SUCCESSION PLANNING AND MANAGEMENT WITH IMPLICATIONS FOR
UNDERREPRESENTED MINORITIES

by

LEKEISHA D. JACKSON

A Dissertation Submitted to the Faculty
in the Educational Leadership Program
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Requirements for the Degree

DOCTOR OF PHILOSOPHY

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ABSTRACT

LEKEISHA D. JACKSON
A CRITICAL EXAMINATION OF SENIOR EXECUTIVE LEADERSHIP
SUCCESSION PLANNING AND MANAGEMENT WITH IMPLICATIONS FOR
UNDERREPRESENTED MINORITIES
Under the direction of PAMELA LARDE, Ph.D.

Guided by the research questions, this study utilized a sequential explanatory
mixed methods research design to examine senior executive leadership succession
planning at four-year, predominately white, doctoral universities in the state of Georgia.
Utilizing the Representative Bureaucracy theory and the Mateso SPM conceptual model,
this study employed a pragmatic epistemology coupled with the critical inquiry to collect
and analyze data. The purpose of this study was to explore succession planning and
management of senior executive leadership by examining the SPM practices and
processes surrounding the nomination of successors, with implications for diversifying
senior executive leadership. Included in this study is an extensive literature review
including the following: Leadership crisis in higher education, historical perspectives,
diversity in higher education, diversity management, succession planning, succession
planning and management, ending with succession planning and management theoretical
consideration. This research study explored the effectiveness of SPM practices at the
intuitional and divisional levels at four subject universities. Associated factors and perceptions were examined to identify patterns that facilitate an inclusive leadership environment. The study employed an explanatory mixed methods research design as suggested by Creswell (2015). Data findings are summarized in the following categories: Unit Driven Informal Practices (SPM Practices), Professional Development (leadership commitment), Decentralized organization (organizational culture), and Diversity management and various factors.