ADEA Council of Deans Fellowship
Candidate Application Guide

Started in 2023, the ADEA Council of Deans Fellowship (ADEA CDF) is a year-long, part-time fellowship aimed at creating a diverse pipeline of future dental education leaders who will assume roles as dental school deans and other senior university leadership positions. The ADEA CDF will increase the number of qualified candidates for deanships and equip them with the skills and experiences to help them succeed. ADEA CDF Fellows will participate in formal leadership development programming (both onsite and online), engage with a mentor and peer group, visit two dental schools for up to one week each and complete a career development plan (CDP) along with an ADEA CDF Capstone project individually designed to enhance their potential for senior leadership.

The ADEA CDF application process simulates applying for the position of dean at a dental school. As the first step, read this application guide and the University of Tomorrow School of Dental Medicine document in their entirety before beginning the application.

The application submission deadline for all materials is 5:00 p.m. ET on Oct. 16, 2023

Applicants are self-nominated, and a committee comprised of senior leaders from dental and higher education will review and rank each applicant. To incorporate as many aspects of a dean’s search as reasonable, a dental dean’s position description has been prepared for each of three types of academic institutions common in U.S. dental education:

1. Research intensive (top 20 NIH-NIDCR-funded dental schools),
2. Multi-focused mission, with an emphasis on both research and clinical programs (NIH-NIDCR funded rank of 21-42) or
3. Clinical intensive, reflecting schools with limited extramural research funding.

See pdf: The University of Tomorrow School of Dental Medicine containing descriptions of each of these three variations.

Applicants select only one of the three position descriptions above (research intensive, multi-focused vision or clinical intensive) from which to base their approach to the application.

ADEA will select up to six individuals in the 2024-25 cohort to participate in this fellowship. ADEA strongly encourages applications from individuals of diverse backgrounds (e.g., individual demographics, public and private institutions, different academic positions and disciplines) and graduates of ADEA leadership programs or other formal or informal programs and activities in areas related to administrative leadership and management, such as the Executive Leadership in Academic Medicine or American Council on Education Fellows Program. The ADEA CDF is not
intended for new deans. Individuals who have served as an interim or acting dean for less than one year may apply.

During the program, Fellows will receive extensive mentoring, peer coaching, in-person learning and will attend the ADEA Deans’ Conference in November 2024. Fellows’ career goals should include leadership at the dean or higher administrative level in the near future.

**Program Dates in Brief**

<table>
<thead>
<tr>
<th>Date(s)</th>
<th>Venue</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 8, 2024</td>
<td>In person</td>
<td>2024 ADEA Annual Session &amp; Exhibition: Orientation and assignment of career development plan</td>
</tr>
<tr>
<td>April 5, 2024</td>
<td>Submit to LMS</td>
<td>Career development plan and project plan draft submission</td>
</tr>
<tr>
<td>April 14–17, 2024</td>
<td>In person</td>
<td>Module I: Fundamentals of Administrative Leadership ADEA Office, Washington, DC</td>
</tr>
<tr>
<td>May 1, 2024 – Feb. 14, 2025</td>
<td>Online</td>
<td>Individual (x3) and group (x3) meetings with Coach</td>
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<tr>
<td>May 1, 2024 – March 1, 2025</td>
<td>Online</td>
<td>Council of Deans, one-hour program each month</td>
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<tr>
<td>Aug. 1 – Oct. 31, 2024</td>
<td>In person</td>
<td>Site Visit 1</td>
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<tr>
<td>Nov. 3, 2024 – Jan. 30, 2025</td>
<td>In person</td>
<td>Site Visit 2</td>
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<tr>
<td>November 2024 (TBA)</td>
<td>In person</td>
<td>Module II: Practicing the Fundamentals of Administrative Leadership ADEA Deans’ Conference (TBA)</td>
</tr>
<tr>
<td>Feb. 17, 2025</td>
<td>Submit to LMS</td>
<td>Capstone project completion submission</td>
</tr>
<tr>
<td>March 2025 (TBA)</td>
<td>In person</td>
<td>2025 ADEA Annual Session &amp; Exhibition</td>
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*LMS = learning management system.*

**Criteria for Fellow Selection**

There are two sets of criteria: General criteria and institution-specific criteria determined by the type of institution to which the candidate applies (research intensive, multi-focused mission or clinical intensive).

**General Criteria**

*To be uploaded as attachments:*

- Curriculum vitae
- Letter of interest (LOI)
- Biosketch (one page)
- Two to three letters of support, one of which must be from the applicant’s dean
- Video (five minutes)

*(See “Applicant Submission Instructions” below for more details).*

*Note:* Candidates are responsible for inviting their sponsoring dean and recommender(s) to submit their letters as part of the online application. The system will generate an email invitation with a unique link for each recommender to access the system. ADEA encourages candidates to start the
process early and invite recommenders as soon as possible. Candidates can work on their application, save it and return later to complete it.

The ideal candidate:
- Has been employed in dental education for at least seven years and is currently in a leadership role at the Associate/Assistant Dean, Chair or equivalent position.
- Has documented progressive leadership roles and growth across time within and external to dental education.
- Demonstrates interest in their professional development by past participation in ADEA leadership programming, such as the ADEA Leadership Institute, and/or engagement in other formal or informal programs and activities in areas related to administrative leadership and management (e.g., the Executive Leadership in Academic Medicine or American Council on Education Fellows Program).
- Has contributed to their current institution’s mission, knowledge and understanding of diversity, equity, inclusion and belonging.
- Has served on a university-level committee.
- Has chaired a committee outside of a dental school (university, state or national organization);
- Has varied experience in leadership across organizations, such as ADEA Councils/committees, American Dental Association (ADA) committees or dental specialty organizations.
- Has state and national committee experience in organizations such as ADEA, ADA or dental specialty organizations.
- Has managed/supervised direct reports. (A direct report is defined as someone whose tasks you direct and for whom you are responsible for evaluations.) In your LOI, describe who the direct reports are (faculty, students, staff, residents, etc.), how many of each and over what period of time.
- Has managed a budget for an organization, department or other academic or administrative unit. In your LOI, describe the purpose of the budget, your role in the oversight as well as the total dollar amount of the budget and over what period of time.
- Has breadth of knowledge/experiences with stakeholders across multiple areas impacting dental education, such as curriculum, assessment, accreditation, alumni relations, dental societies, public health and policy.
- Has led change projects in dental education or dental-related organizations.
- Has excellent listening, communication and interpersonal skills.
- Demonstrates the highest level of integrity and professionalism and has a sense of humility and humor.
- Demonstrates support for diversity, equity, inclusion and belonging principles in daily activities.

Please describe these activities in your LOI, including pertinent details that allow reviewers to assess your level of leadership.

Institution-specific Criteria
As a part of this simulation, candidates must choose and apply to one institution described in three fictitious job announcements. In addition to the qualifications above, candidates must demonstrate through their application materials (letter of intent, curriculum vitae, and video) that they meet the qualifications required by that institution.
See pdf: The University of Tomorrow School of Dental Medicine for more details.
Fees and Additional Costs
The ADEA CDF program fee for 2024-2025 is $15,000, which covers distance and in-person learning and use of an ADEA Learning portal. The program fee also includes registration fees for the 2024 Deans’ Conference and the 2025 ADEA Annual Session & Exhibition. In addition to the program fees, the Fellow or institution is responsible for travel, lodging and meals.

Information for Sponsoring Deans
• A letter of support from the candidate’s sponsoring dean should outline the candidate’s attributes and propensity for effective leadership at the dean’s level. This letter will provide reviewers with an independent evaluation of the candidate to highlight experience, interest and qualifications to serve as dean of a dental school. The letter also should address the candidate’s strengths and areas for development to make the individual a strong dean candidate in the future.
• The sponsoring dean is strongly encouraged to:
  o Provide the candidate with the necessary time to fully participate and complete assignments,
  o Provide specific mentoring throughout the year and participate in the Fellow’s 360° assessment and
  o Review the Guide for Sponsoring Deans.

Information for Letters of Support
• Letters are required from one or two additional individuals who know the candidate well.
• Each letter should outline the candidate’s attributes and propensity for effective leadership at the dean’s level.
• These letters will provide the reviewers with an independent evaluation of the candidate to highlight experience, interest and qualifications to serve as dean of a dental school.

Applicant Submission Instructions
Select type of institution (Research Intensive, Multi-focus Mission or Clinical Intensive).
See The University of Tomorrow School of Dental Medicine for more details.

1. Submit the following materials:
   • Additional Information: See “Additional Information Requested in Application”.
   • Curriculum Vitae (CV): A current CV in an easily readable format that reflects the candidate’s educational background; past and current academic experience; and contributions to teaching, scholarship and service.
   • Biographical sketch: A brief, one-page summary of the candidate’s background.
   • Candidate letter of interest (LOI): The LOI should outline the candidate’s experience, interest and qualifications to serve as dean of a dental school of the selected institutional type; particular emphasis is placed on how the candidate responds to qualifications outlined in the respective position description. Please review the “Ideal Candidate” section above for more guidance.
   • Two to three letters of recommendation: One letter should be from the candidate’s dean and one or two additional letters from individuals who know the candidate well. Each letter should outline the candidate’s attributes and propensity for effective leadership at the dean’s level. These letters will provide the committee an independent evaluation of the
candidate to highlight experience, interest and qualifications to serve as dean of a dental school at the type of institution the candidate has selected (See pdf: The University of Tomorrow School of Dental Medicine.) The application process directs candidates to include the email address of the recommenders who will be contacted to upload their letters to the packet. Candidates can work on their application, save it and return later to complete it.

- **Five-minute, self-produced video:** You may upload a video or create one within the application site during the online application process. Please keep to the 5-minute timeline. The video provides initial information on the candidate’s interview and speaking skills. It will also help reviewers initially assess how well the candidate can relate their strengths to the institution’s needs. No special equipment is needed; candidates can use a mobile phone or tablet to record the video and audio. Once complete, the video should be uploaded to the application site. Specific areas of interest to be addressed in the video include:
  a. Why are you interested in pursuing the dean’s position at the institution type you have chosen?
  b. How has your background, education and experience prepared you for this executive-level leadership position?
  c. What is an example of a challenging situation in your previous position, and how did you handle this?
  d. What do you see as your limitations in leadership and how would you improve those limitations?
  e. What strengths would you bring to the position of dean?
  f. Any unique things you think would be of interest to the Selection Committee?

ADEA recommends that candidates start their application early as there will not be extensions for applications to this program.

**Fellow Selection Process**

The ADEA CDF application process simulates applying for the position of dean at a dental school. A committee comprised of senior leaders from dental and higher education will review and rank each candidate.

**Important Application Dates for Candidates:**

1. Oct. 17 – Nov. 28, 2023—Initial review: All submitted materials will be reviewed and written feedback provided to all candidates.
2. Dec. 1, 2023 – Jan. 20, 2024—Interviews: A second round of evaluation will involve a 30-minute, recorded video conference interview. The video conference will be recorded and may be used by ADEA CDF for instructional purposes. The Selection Committee will rate all candidates.
3. Jan. 22–30, 2024—Final Selection: The Committee will confer and select the cohort of Fellows and notify the Fellows. Written feedback will be provided to all candidates, including those who were not selected.
4. Candidate application information, including the application packet and video conference as well as Committee feedback, may be used for future reference by candidates, Fellows, mentors and/or coaches.