ADEA Council of Deans Fellowship

Guide for Sponsoring Deans

Class of 2024-2025
Table of Contents

Background ........................................................................................................ page 3
Orientation, Coaches and Director................................................................. page 3
Career Development Plan and Capstone Project ................................. page 4
Weeklong Campus Site Visits to Other Dental Schools.................... page 4
Modules......................................................................................................... page 5
Program Dates in Brief ................................................................................ page 5
Serving as a Sponsoring Dean ................................................................. page 6
Appendix. Career Development Plan Template,
With Project Guidelines ............................................................... page 8
**Background**
The ADEA Council of Deans Fellowship (CDF) program is a professional development experience that takes place over 12 months to develop the nation’s most promising dental education faculty and administrators to become future dental deans and higher education leaders. ADEA anticipates that five to six applicants will be selected as CDF Fellows. Faculty and administrators in United States and Canadian institutions in higher education and health care are eligible to apply. Fellows will engage in formal, in-person programming, coaching, site visits to other schools and a capstone project. They will benefit significantly from mentoring and support from their deans to maximize the outcomes of this new program.

CDF participants are selected through a competitive process. Following ADEA’s Call for Applications, applicants are required to submit a letter of intent; a brief biography; curriculum vitae; two to three letters of recommendations, one of which must be from the applicant’s dean; and a five-minute, self-produced video recording about their reasons for participating in the Fellowship. The process simulates an application for a deanship. After an initial review of materials, a subset of applicants will be invited to participate in a 30-minute video interview with a selection committee of former dental school deans. As noted, ADEA anticipates a class of five to six Fellows.

Major components of the CDF are shown below. These components, along with other CDF experiences, are described in further detail throughout this *Guide for Sponsoring Deans*.

**Orientation, Coaches and Director**
The ADEA CDF begins at the ADEA Annual Session & Exhibition with an orientation. Each Fellow will be assigned to a small group of peers and each group will have a coach. ADEA CDF coaches are former senior leaders at the level of dean or above in dental and higher education who will work with their assigned Fellows throughout the year. ADEA CDF coaches meet with Fellows virtually throughout the Fellowship, individually three times and in a small group three times.

Coaches will attend the ADEA Deans’ Conference and the ADEA Annual Session & Exhibition. ADEA CDF coaches will contact each Fellow’s dean early in the Fellowship to learn more about the
Fellow’s development needs and will contact them near the end to report on the Fellow’s development to provide feedback on the Fellow’s CDF experience.

ADEA has also appointed a director to oversee the ADEA CDF curriculum and learning experiences. The director will assist in the selection process, facilitate communication about site visits to other academic dental institutions with ADEA staff, assess CDF outcomes and serve as a liaison to the Fellows’ deans as needed (see information below). ADEA will provide contact information about CDF coaches and the director to mentor deans after the selection process is complete.

Career Development Plan and Capstone Project
An integral part of the ADEA CDF Fellows program is completion of a Career Development Plan (CDP) and Capstone Project. Fellows use the Career Development Plan to assess their leadership skills and set goals for Fellowship experience. The plan will also be a reference document for the sponsoring dean, the Fellow and the Fellow’s CDF coach to maximize the value of this experience and provide continued guidance for the Fellow following the completion of the formal program. The sponsoring dean is asked to monitor progress on the Fellow’s CDP. A sample template of the CDP is in the Appendix to this Guide.

The CDP includes a CDF Capstone Project. The purpose of the project is for the Fellow to gain new knowledge, skill and experience needed to serve as a dental school dean. The project should take place at the Fellow’s home institution, although exceptions may be submitted to the ADEA CDF director for approval. While the project does not require a precise time commitment, each Fellow must demonstrate a deliberate effort to increase knowledge, skill and experience as a potential dental school dean in a project that results in useful outcomes to the Fellow’s home institution. An estimate of the amount of time the Fellow should devote to the project is 30 to 50 hours.

Projects should be a mutual decision among the Fellow’s sponsoring dean, the Fellow and the Fellow’s CDF coach to maximize the value of this experience. CDPs are due before Module 1 begins, along with an initial proposal for the CDF Capstone Project. For more information, see the description of the project in the CDP template located in the Appendix.

Weeklong Campus Site Visits to Other Dental Schools (May – December 2024)
Following the three-day Fundamentals in Administrative Leadership curriculum in Washington, DC, Fellows will participate in two one-week site visits (one between May and August 2024; the second between September and December 2024) to a dental school that has agreed to host a Fellow for a week. Working with their coach and the host dental school, the Fellow will create a customized site visit plan and schedule at an institution comparable to one of three types of dental institutions (Research Intensive, Multi-focus Mission or Clinical Intensive) based on the Fellow’s career goals. The visit will include shadowing the host dean, engaging with leaders in the host dental school and conducting a series of interviews with key university leaders, such as the president, provost and selected vice presidents.

Onsite interviews will be conducted by each Fellow and in many cases will be debriefed by the senior dental school leader responsible for that area. The primary purpose of the site visit interviews is to gain an understanding of what key leaders do in the university and in organized dentistry, and to identify challenges and opportunities facing dental education as well as explore potential solutions. Based upon experiences gained from the first, one-week dental
school site visit, the Fellow and coach will debrief that experience and plan for the next one-week site visit.

**Modules**
The CDF consists of three formal, in-person sessions, described below.

**Module I (ADEA office)** focuses on the Fundamentals of Administrative Leadership and will be held at the ADEA office in Washington, DC. Prior to Module I, Fellows will complete their CDP, including a draft of their proposed Capstone Project. Programming will include strategic planning, finances for deans, crisis leadership, faculty recruitment/retention, understanding organizational dynamics, innovation and creative thinking, fundraising, negotiation and coaching, among other topics. Fellows will spend one-on-one time with their coaches. Opportunities are provided for peers to give feedback to each other about pertinent issues.

**Module II (ADEA Deans’ Conference)** includes attendance at the full set of meetings held by the ADEA Council of Deans. Module II emphasizes the practice of the Fundamentals of Administrative Leadership. Practicing the Fundamentals of Administrative Leadership will be an interactive, case-based workshop based on the foundation laid during Module I. On the afternoon of the first day, Fellows will participate in the ADEA New Deans Workshop. One of the most important components of Module II is attending the regular programming at the ADEA Deans’ Conference. Fellows are expected to attend all the conference meetings, including the business meeting. During the session, Fellows will plan for how to most effectively use their time with the deans.

**Module III (ADEA Annual Session & Exhibition)** will be held on the day prior to the ADEA Annual Session & Exhibition. It will begin with Fellows discussing key takeaways from the Fellowship experience. Fellows will present their projects to the incoming ADEA CDF cohort, sharing what they learned, how they have or plan to apply learning and what resources they recommend to other Fellows who may have an interest in the same area of development. There will be a graduation luncheon, and sponsoring deans will be invited to this event.

*Fellows are required to attend all CDF modules. Failure to do so may result in dismissal from the Fellowship.*

**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>Annual Session</td>
<td>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 Offices, 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>
</tr>
<tr>
<td>May 1, 2024 – March 1, 2025</td>
<td>Online</td>
<td>Council of Deans, one-hour program each month</td>
</tr>
<tr>
<td>Aug. 1 – Oct. 31, 2024</td>
<td>In person</td>
<td>Site Visit 1</td>
</tr>
<tr>
<td>Nov. 3, 2024 – Jan. 30, 2025</td>
<td>In person</td>
<td>Site Visit 2</td>
</tr>
<tr>
<td>November 2024</td>
<td>In person</td>
<td>ADEA Deans’ Conference TBA</td>
</tr>
</tbody>
</table>
Feb. 17, 2025 | Submit to LMS | Capstone project completion submission.
March 2025 | In person | 2025 ADEA Annual Session & Exhibition TBA

LMS = learning management system

Serving as a Sponsoring Dean
ADEA strongly encourages the Fellow’s sponsoring dean to actively mentor the Fellow throughout the year. Depending on the goals of the Fellow and institution, they may have an additional mentor. This Guide is to help the sponsoring dean implement a structured process to work with the Fellow. Over the course of the year, this Guide suggests eight formal meetings of approximately one hour that correspond to the milestones of the CDF Fellowship. The mentoring guidelines below are not exhaustive, but they constitute a minimal set of activities to ensure the Fellow’s experience at their home institution complements the formal CDF Fellowship curriculum.

ADEA CDF Fellowship coaches will contact you to arrange a telephone conference to discuss any insights for how to best work with your Fellow. This conversation should help the coach get to know the Fellow, including their strengths, areas for improvement and any aspects of the Fellow’s roles and/or responsibilities that will be different because of or during the Fellowship year. Coaches welcome any insights you have for how best to work with your Fellow.

**Formal Meeting 1: Prior to the Start of the ADEA CDF Program**
- Meet with your Fellow to discuss:
  - Their goals for the ADEA CDF Fellowship;
  - Their leadership philosophy;
  - How they plan to apply Fellowship learning during the Fellowship year;
  - Career aspirations—3 to 5 years into the future;
  - Your expectations for the Fellow during the fellowship year, including any new roles or responsibilities;
  - The CDF project and any required assistance; and
  - A schedule of meetings and other opportunities for the Fellow to meet with you and for the Fellow to attend during the Fellowship year (see list below).

**Formal Meeting 2: After Module I of the ADEA CDF Program**
- Identify and schedule reinforcing experiences at your institution. The impact of the CDF Fellowship curriculum is greatly enhanced if your Fellow has opportunities to practice what they are learning in the formal program. As a Sponsoring Dean, consider how you can help your Fellow grow by doing the following:
  - Have the Fellow “shadow” you in meetings that they would not ordinarily attend.
  - Appoint the Fellow to a committee or as chair of a committee that is working on an important task for the institution.
  - Engage the Fellow in university-wide affairs through an appointment, attendance at university-wide meetings and networking with key individuals.
  - Send the Fellow to ADEA regional meetings and other national or regional meetings in higher education or health professions education that are applicable to their leadership development.
  - Assist the Fellow in finalizing and pursuing the Fellowship project.
  - Develop a calendar for the upcoming year. To the extent possible, schedule in advance all meetings and opportunities in which you expect your Fellow to engage. If an annual calendar is not possible, consider a quarterly calendar to assist in keeping your Fellow on track to meet expectations.
Formal Meeting 3: Before Site Visit 1
- Meet with your Fellow to discuss their fall site visit plan. Review the proposed site visit schedule and offer suggestions to enhance the Fellow’s experience. The schedule will primarily be developed by the Fellow and their coach but as their dean you can and should provide specific recommendations to enhance the experience.

Formal Meeting 4: Following Site Visit 1
- Within two weeks of the completion of their site visit experience, meet with your Fellow to discuss what they learned from the experience and how your Fellow intends to apply what they learned as part of their CDP.

Formal Meeting 5: Before Site Visit 2
- Review the proposed site visit schedule and offer suggestions to enhance the Fellow’s experience. The schedule will primarily be developed by the Fellow and their coach but as their sponsoring dean you can and should provide specific recommendations to enhance the experience.

Formal Meeting 6: Following Site Visit 2
- Within two weeks of the completion of their site visit experience, meet with your Fellow to discuss what they learned from the experience and how your Fellow intends to apply the learning as part of their CDP.

Formal Meeting 7: Prior to Module III
- Meet with your Fellow to discuss what they learned from the overall Fellowship experience, including the Capstone project. Discuss ways in which the CDF Fellowship program might be enhanced, and how the Fellow intends to apply what they learned in a CDP.

Formal Meeting 8: Following Module III
- A couple of weeks after the ADEA Annual Session & Exhibition, meet with your Fellow to debrief the entire ADEA CDF Fellowship experience and implement the Fellow’s CDP. This is an excellent time to revisit the first meeting you had with your Fellow. Specific areas for discussion may include:
  1) What has changed in your Fellow’s leadership style since beginning the CDF Fellowship?
  2) What does your Fellow consider the most impactful aspects of the CDF Fellowship on their career?
  3) After the CDF experience, how have your Fellow’s career goals and aspirations changed?
  4) What is next in your Fellow’s plan for professional growth and development, which can form the basis of a Career Development Plan?

Engage your Fellow to inform others at your institution: To maximize the value gained, your Fellow should be required to pass on learning from the CDF Fellowship. Specifically, they could present an overview of the Fellowship experience to other faculty or even lead a workshop based on some aspect of the Fellowship curriculum.

As the sponsoring dean of a CDF Fellow, you play a vital role in the Fellow’s learning experience. The future of dental education depends on having exceptional leaders as deans. Thank you for your contribution to your Fellow’s career and to dental education!
Appendix
Career Development Plan Template

Council of Deans Fellowship (CDF)
Career Development Plan (CDP)

Upload your CDP to the learning management system no later than April 5, 2024.

You are strongly encouraged to meet with your sponsoring dean to discuss your CDP, especially your ideas for a Fellowship Project, prior to submitting it.

1. Leadership Purpose and Values
   1.1 What is your purpose as a leader?
   1.2 What are your core values? Please list and define them.

2. Vision for Dental Education
   2.1 What changes would you like to see in dental education?
   2.2 Write a mission statement, no more than five sentences, describing your ideal dental school. “The mission of our dental school is….”

3. Goals
   3.1 What are your reasons for aspiring to a dental school deanship?
   3.2 If you have applied for a dental school deanship, for what reasons do you think you were not awarded the position? (If you have not applied for a dental school deanship, omit this question.)
   3.3 What are your short-term career goals (1-3 years)?
   3.4 What are your long-term career goals (10 years or more)?
   3.5 What are your goals for participating in the CDF?
4. Self-assessment

4.1 What are your greatest strengths for serving as the dean of a dental school?

4.2 Please assess your satisfaction with your present level of knowledge, skill and experience in the following areas as a potential dental school:

<table>
<thead>
<tr>
<th>Area</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Needs Further Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding how the parent institution's priorities impact dental education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborating with other units of the university or health science center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working effectively with dental school alumni</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocating at both the state and federal levels for dental education and oral health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building relationships with the local (non-dental) community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building relationships with organized dentistry in the local community and state</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeting and financial management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseeing clinical affairs, including external sites and faculty practice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing crises</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieving outcomes related to diversity, equity, and inclusion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building effective teams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overseeing accreditation and curriculum management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruiting, retaining and development faculty</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3 Reviewing your self-assessment, in priority order, what are your top three areas for further development?

4.4 If you have an area for further development that has higher priority in preparing you for a deanship than the three listed above, please identify it here. If not, skip this item.
5. Coaching
During your Fellowship experience, you will work with a former senior leader in dental education and/or higher education. This person is your coach during the Fellowship.

5.1 Please list three to five questions you would like to discuss with your CDF coach about your career goals and development as a leader.

5.2 Please list three to five questions you would like to discuss with your CDF peers about your career goals and development as a leader.

6. CDF Project
As a part of your fellowship, you will pursue a project to gain new knowledge, skill and experience needed to serve as a dental school dean. Your self-assessment above (Section 4) is an initial resource for identifying a project. The project should take place at your home institution, although exceptions may be submitted to the CDF Director for approval.

National surveys of dental schools are not permissible as a project or as a part of a project.

While the CDF does not require an exact time commitment to the CDF project, it must demonstrate a deliberate effort to increase your knowledge, skill and experience as a potential dental school dean and result in useful outcomes to your institution. An estimate of the amount of time you should devote to the project is 30 to 50 hours. You will present your project to the new CDF class at the 2025 ADEA Annual Session & Exhibition.

Your project should focus primarily on gaining actual experience in the area (learning through doing). Secondary to experience is learning through mentoring or networking (e.g., attending meetings) and through formal learning opportunities (e.g., participating in a class or reading the literature). You must have your Sponsoring Dean’s approval for the project.

The following are examples of projects:

- The Fellow will take a leadership role on their school's Strategic Planning Committee or serve in another leadership role in developing a significant component of the strategic plan.
- The Fellow will conduct an analysis of the dental school's approach to budgeting and compare the pros and cons with models used by other institutions.
- The Fellow will participate with their Sponsoring Dean and Development Office in fundraising.
- The Fellow will develop a faculty recruitment, retention and development plan for their school.

Use the questions below to draft the first version of your project. You will have an opportunity to discuss this draft with your coach. The first draft of your project is due with your Career Development Plan by April 5, 2024. The final version of your project is due no later than Feb. 17, 2025.
Key Activities and Timeline:

- Meet with your Sponsoring Dean prior to Module 1 to discuss your project idea. You will submit your first draft with your Career Development Plan.
- Meet with your dean after Module 1, Fundamentals of Administrative Leadership (April 14–17, 2024), to finalize your project. You are expected to use the same questions below to develop your draft and your final project description.
- Submit your project via the learning management system by Feb. 17, 2025.
- Present your project to the incoming CDF class. You will present your project at the 2025 ADEA Annual Session & Exhibition. The date of the presentation will be announced.
- The due date for PowerPoint presentations, not to exceed 10 slides, will be announced.

6.1 What is the gap you wish to close between your current knowledge, skills and experience and the knowledge, skills and experience you need to serve as a dental school dean? Be specific.

6.2 Describe a project that will help you close the gap.

6.3 Beyond your professional development, what goals does the project aim to achieve? How will it benefit your home institution?

6.4 What experiences (assignments, tasks or practices) do you need to learn from this project? Note: You are expected to learn primarily by doing and by committing your time and effort to accomplishing the project’s goals.

6.4 With whom do you need to engage to accomplish the project (mentors, advisors or your networks)?

6.5 What courses, literature or other resources are important to learning about your project?

6.6 What are the major milestones and target dates on the way to accomplishing your project? List at least five in addition to the “Key Activities and Timeline” listed above.