



Council of Deans Fellowship

Mentor's Guide for Deans

Class of 2024

Revised February 16, 2023

Table of Contents

Background.....	page 3
Orientation Phase, CDF Coaches, and CDF Director	page 3
Career Development Plan and Capstone Project.....	page 4
Weeklong Campus Site Visits	page 4
Modules.....	page 5
Calendar of Key Events and Activities	page 5
Serving as a Dean Mentor.....	page 6
Appendix. Career Development Plan Template, with Project Guidelines.....	page 9

Background

The ADEA Council of Dean's Fellowship (CDF) is a professional development experience over 10 months to develop the nation's most promising faculty and administrators to become future dental deans and higher education leaders. As a new ADEA program, the Association anticipates that five to six applicants will be selected as CDF Fellows for the inaugural class. Faculty from U.S. and Canadian dental schools as well as other institutions in higher education and healthcare 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 in April 2023, applicants are required to submit a letter of intent, a brief biography, curriculum vita, two 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 in the inaugural class.

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



Orientation, CDF Coaches, and CDF Director

The CDF begins on June 8, 2023, with an online orientation. Each Fellow will be assigned to a small group of peers and each group will have a CDF Coach. 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. CDF Coaches meet with Fellows virtually throughout the Fellowship, individually three times and in a small group three times. In addition, Coaches will

attend the Council of Deans Conference in Savannah and the ADEA Annual Session in New Orleans. CDF Coaches will contact each Fellow's dean early in the Fellowship to learn more about the Fellow's development needs and near the end to report on the Fellow's development to provide feedback on the Fellow's CDF experience.

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

ADEA will provide contact information about CDF Coaches and the Director to deans after the selection process is complete.

Career Development Plan and Capstone Project

An integral part of the CDF Fellows program is completion of a Career Development Plan 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 Career Development Plan. A sample template of the Career Development Plan is located in the Appendix to this Guide.

The Career Development Plan 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 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 dean, the Fellow, and the Fellow's CDF Coach to maximize the value of this experience. Career Development Plans are due on or before June 30, 2023, before Module 1 begins (July 10), with an initial proposal for the CDF Capstone Project. The final proposal for the Capstone Project is due to the CDF Director by no later than Monday, August 7. For more information, see the description of the project in the Career Development Plan template located in the Appendix.

Weeklong Campus Site Visits to Other Dental Schools (August 2023 – January 2024)

Following the July 2023 three-day Fundamentals in Administrative Leadership curriculum in Washington, DC, Fellows will prepare to participate in two one-week site visits (one between August 1 and October 31; the second between November 1 and January 31) to one of the dental schools 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, 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. These sessions or Modules are described below.

Module I (July 10-12, 2023) 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 Career Development Plan, 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 (November 11-13, 2023) includes attendance at the full set of meetings held by the ADEA Council of Deans. Module II will be held in Savannah, and 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 2 is attending the regular programming at the Council of Deans Conference. Fellows are expected to attend all the conference meetings, including the business meeting. During the session on November 11, Fellows will plan for how to most effectively use their time with the deans.

Module III (March 8, 2024) will be held as part of the ADEA Annual Session in New Orleans. It will begin with Fellows discussing key takeaways from the Fellowship experience. Fellows will present their projects to the new CDF class, 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 area of development. The morning will conclude with a debrief (a focus group approach) about the CDF with the goal of identifying ways to improve the program.

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

Key Events and Activities	Dates	Location
Orientation	June 8, 2023, 6:00 - 8:00 PM EST	Virtual
Completion of Career Development Plan with first draft of Project	June 30, 2023	
Fundamentals of Administrative Leadership	July 10-12, 2023	Washington, DC

Final project description due to Coach	August 7, 2023	
ADEA Council of Deans Administrative Board Issues Discussions (1 hour)	Beginning August 2023, once per month, and concluding February 2024	Virtual
Fellows-Coaches Individual Meetings (3 one-hour sessions)	August, October, and January 2024; specific dates to be determined	Virtual
Fellows-Coaches Group Discussions (3 one-hour sessions)	September, November, and February 2024; specific dates to be determined	Virtual
Dental School Site Visit 1	August 1 – October 31, specific dates to be determined by Fellow and host dental school	TBD
Council of Deans Conference	November 11–14, 2023	Savannah, GA
Dental School Site Visit 2	November 1 – January 31, 2024, specific dates to be determined by Fellow and host dental school	TBD
CDF Project Completion	February 16, 2024	
ADEA Annual Session	March 8-12, 2024	New Orleans, LA

Serving as a Dean Mentor

ADEA strongly encourages the Fellow's 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 *Mentor's Guide* is to help the mentor 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.

Prior to Fundamentals Curriculum (July 10-12, 2023)

- Meet with your Fellow to discuss the following (**Formal Meeting 1**) 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—three to five years into the future;
 - Your expectations for the Fellow during the fellowship year, including any new roles or responsibilities;
 - Discussion and assistance with the CDF Project;
 - A schedule of meetings and other opportunities for the Fellow to meet with you and for the Fellow to attend during the Fellowship year are shown below.

After the Fundamentals Curriculum (July 10-12, 2023)

- Identify and schedule reinforcing experiences at your institution. (**Formal Meeting 2**)

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 dean mentor, consider how you can help your Fellow grow by:

- Having the Fellow “shadow” you in meetings that they would not ordinarily attend;
- Appointing the Fellow to a committee or as chair of a committee that is working on an important task for the institution;
- Engaging the Fellow in university-wide affairs through an appointment, attendance at university-wide meetings, and networking with key individuals;
- Sending 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;
- Assisting the Fellow in finalizing and pursuing the Fellowship project;
- Developing 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.

Site Visit 1 (August 1 – October 31, 2023)

- Meet with your Fellow to discuss their fall site-visit plan (**Formal Meeting 3**).

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 you as their dean can and should provide specific recommendations to enhance the experience.

- Following the fall site-visit, meet with your Fellow to discuss their experiences and what was learned (**Formal Meeting 4**).

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 Career Development Plan.

Site Visit 2 (November 1 – January 31, 2024)

- Meet with your Fellow to discuss their second site visit plan (**Formal Meeting 5**).

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 you as their dean can and should provide specific recommendations to enhance the experience.

- Following the site visit, meet with your Fellow to discuss their experiences and what was learned (**Formal Meeting 6**).

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 Career Development Plan.

Prior to Module III (March 8-12, 2014)

- Meet with your Fellow to discuss the overall CDF Fellowship experience (**Formal Meeting 7**).

By March 1st, sponsoring deans should meet with their Fellow to discuss what they learned from the overall Fellowship experience, including the CDF project. Discuss ways in which the CDF Fellowship program might be enhanced, and how the Fellow intends to apply the learning in a Career Development Plan.

After ADEA Annual Session 2024

- Meet with your Fellow to debrief the entire ADEA CDF Fellowship experience and implement the Fellow's Career Development Plan. (**Formal Meeting 8**).

A couple of weeks after the ADEA Annual Session 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 has 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 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)

Send your CDP to your Coach with a copy to the CDF Director no later than Friday, June 30, 2023.

You are strongly encouraged to meet with your 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)?

3.3 What are your long-term career goals (10 years or more)?

3.4 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:

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

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 (Item 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 2024 ADEA Annual Session.

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 (participating in a class; reading the literature). You must have your dean's approval for the project.

The following are *examples* of projects:

- Taking a leadership role on your school's strategic planning committee or serving in another leadership role in developing a significant component of the plan.
- Conducting an analysis of the dental school's approach to budgeting and comparing the pros and cons with models used by other institutions.
- Participating with your dean and development office in fundraising.
- Developing a faculty recruitment, retention, and development plan for your 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 June 30. The final version of your project is due to your Coach no later than August 7.

Key Activities and Timeline:

- Meet with your 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 (July 10-12, 2023), 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 to your Coach, copy to the CDF Director and to your dean on or before Monday, August 7, 2023.
- Present your project to the incoming CDF class. You will present your project at the ADEA Annual Session. The date of presentation is Friday, March 8, 2024 (New Orleans).
- PowerPoint presentations, not to exceed 10 slides, are due to your Coach, copy to the CDF Director, on or before Friday, February 16, 2024.

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, practices) do you need to learn from this project. Note: You are expected to learn primarily by doing, 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, 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.