Hints for Success: New Program Directors

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Introductions

• Name
• School
• Length of time in your current position
• One challenge you have already encountered (in one sentence)

Helpful Resources

• The Department Chair Primer, Don Chu, Anker Publishing, Bolton, Massachusetts, 2006.
• The Teaching Professor Newsletter, monthly Magna Publications, Reading, PA.
• The Department Chair Newsletter, Wiley Online, quarterly.
• Tools for Teaching, 2nd ed. Barbara Gross Davis
• Become a member of professional organizations.
Personnel Issues

- Academic Affairs
- Human Resources
- Legal Team
- State Ethics Laws
- What is the campus climate?

Communication

- 50% appearance related
- 40% tone of voice related
- 10% content related

Email Communication

- Overall tone
- Pleasantries/greetings
- Perceptions
- Reply all?
- Forwarding
- Distribution lists
Budget

- Student fees for clinics and lab
- Patient fees—75% less than average for private practices in your area
- Electronic billing of insurance
- Leasing program for expensive equipment

Student Issues

- Student Handbook
- Signed Letter of Agreement (approved by legal department)
- Letter re-signed each year
- Department Honor Code
- Strong academic integrity statements
- Dental Profession Oath
- Medical history for students

Some faculty can make you sick
Good Teams:

- Mutual trust
- Mutual support
- Communication
- All members utilized
- Minimal control by leader
- Respect each other
- Leave ego at the door

Great Team Members:

- Are not afraid to air dirty laundry
- Have good debates and good conflict
- Know what everyone else is doing and helps others
- Trust
- Commits to group decisions
- Holds peers accountable
- Focus on results of team, not themselves
- Do not have prejudice
- Do not have to fix or heal others
- Are non-controlling


Conflict

- Perspective crucial:
  - If you are a woman, and flowers are delivered to you at the office, you may feel any of the following:
    - Happy
    - Suspicious
    - Angry

People spend more energy defending their view than being open
Conflict

• Retreat
  – Rules of Engagement
  – What is said never leaves the room
  – Must be open communication
  – Address the behavior/incident, not the individual
  – Have people come with written thoughts—and a copy for everyone present
  – Food?

Rules of Engagement

• Respect each other as individuals and professionals
• Maintain confidentiality
• Talk to other team members, not about them
• Focus our discussions on ideas and issues—not people
• Be open to all points of view and perspectives
• Take personal responsibility to build trust
• Focus discussions that will move us forward to actions
• Disagree in private; support decisions publicly

You won’t be best friends with everyone!

• If the offense is small, just do nothing
• Move away from the situation
• Take deep breaths before speaking
• Take a 10 minute break
• Think: “What are the facts?”
• Separate the person from the offense
• Never send an email as a reaction….wait 24 hours, reread then send
Decide how serious the situation is...

- If worse offense, or multiple offenses: have a conversation with the person
- If you have a conversation, cc an email to the person, documenting that the conversation occurred
- Touch base, a day later after the conversation, to make an extra effort

Few more thoughts on conflict...

- It’s okay to have a different opinion than someone else!
- If someone’s relationship with you improves, then give them a clean slate
- GRACE!

“I” Statements

- Use “I” messages—this way YOU take responsibility and don’t place blame
- Use ‘I want” statements
- Avoid labeling
- I felt hurt when you said that
- I feel bad because of what you said
- I want you to stop saying that
- I want you to sit down and listen to me
Something to Ponder…

• 2% of the people you meet won’t like you in your lifetime.

Stress!

• The way we react physically, mentally and emotionally to change…

• Middle-aged people under emotional stress had a 50% increase in death rate over a 15-year period than those not under stress (UK 2003)
• Atherosclerosis
• Hypertension
• Increased diabetes
• Decreased immune response

Career Stress

• This stress is the single greatest health problem for adults
• This stress is more stressful than family and financial combined
• Remember Stress and Busy are not defined the same way.
Stress Makes you Stupid!

- Uncontrollable stress causes “deterioration cognitive processes (Seligman, 1972)
- Our ability to learn is severely compromised (Rose, 1985)
- People revert (downshift) to more primitive, aggressive, territorial patterns (Berstein, 1989; Hart 1983)

People who effectively resist stress:

- Learn to say “NO”!
- Ask for help!
- Make friends with non-worriers.
- Manage your time effectively.
- Do something for yourself, but don’t over-indulge or over-spend.
- LAUGH: Kids 500x daily vs. 6x adults

People who effectively resist stress:

- Look at problems positively, as challenges to be met.
- Have personal goals that are well defined.
- Engage in a sensible lifestyle that includes regular exercise and methods of relaxation.
- Are socially involved with others.
- Plan—if you fail to plan, you plan to fail.
To avoid the effects of stress…

- Avoid high caloric foods, deep fried foods
- Take care of your health
- Minimize caffeine, stimulants, and alcohol
- Take short breaks when studying
- Relax and unwind once in awhile
- Muscle relaxation exercises
- Exercise
- Make sure they are getting plenty of Vit. C
- Eat enough protein

Remember…

Some Thoughts to Ponder…

- Never make a decision until you have to
- You’ve got to get the fundamentals down, or the fancy stuff isn’t going to work
- Know what you don’t know and admit it
- Not everything/everyone needs to be fixed
- You might have to find a new normal
- You can change your plan, but only if you have one
- Are you spending your time on the right things?
- Don’t complain, just work harder
- Experience is what you get when you didn’t get what you wanted. And experience is the most valuable thing you have to offer.
- No job is beneath you
- All you have to do is ask

Quotes from the late Dr. Randy Pausch, Carnegie Mellon

6 Great Stress Lessons From Your Dog

- Live in the present and celebrate everyday
- Trust your instincts—pay attention to body language, tone of voice, and energy
- Communicate clearly
- Listen carefully—don’t try to fix others
- Resolve disagreements and then move on
- Live with purpose—how can you make the world a better place?
Reflections from my 1st year as director:
- I can walk away from a messy desk
- I love my job, but it's not my life
- Multi-tasking is the norm
- I still have a lot to learn
- I am not responsible for other people's happiness
- Students have amazing life stories
- Not everything is urgent/not everything is a crisis
- I can't let email enslave me
- Some people just don't get it
- I worry too much about letting people down
- I like my work

Are you balanced?
- Social: 1 hour
- Health: 1 hour
- Career/Education: 11 hours
- Family: 1 hour
- Spiritual: 1 hour
- Self: 1 hour
- Sleep: 7-8 hours

Insanity
- Einstein defined insanity as:
  - Keep doing the same thing and expecting a different result!
Never Lose Your Sense of Humor!

Exercise

I decided to take an aerobics class. I bent, twisted, gyrated and jumped up and down for an hour. But, by the time I got my leotard on, the class was over.
Time Management

• Work hard while at work
• Leave work at work, unless under severe circumstances (like accreditation)
• Take time for you—
• Make a strict policy as to when faculty and students can contact you
• Don’t waste time at work—minimize chit-chat. Stay away from gossip groups

Curriculum Management

• Retreat each summer, or end of spring
• All syllabi look the same
• Every didactic faculty member MUST attend
• Main document maintained by director

Curriculum Outlines/Topics

- DNHY 330 - Lecture Sequence - Fall Q, 1st Yr
  - Process of care (ADPIED) with emphasis on assessment and diagnosis to clinical standards of practice
  - Assessment/standard precautions
  - Medical/medical alert
  - Medical history/Stages of disease/NIA
  - Vital signs
  - Basic anatomy of the oral cavity
  - OHI/D & intra-oral lesion description
  - Occlusion
  - Principles of instrumentation
  - Asepsis/standard precautions
  - Intro to periodontal (Lisa guest lecture)
  - Dental caries
  - Oral cancer
  - Capturing oral detection
  - Client home care/homemade product presentations (dental research task)
- Significant exposure protocol
- Intro to medical emergency protocols
- DNHY 330 - Clinical Activities
- Client home care/homemade product presentations (dental research task)
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- Intro to medical emergency protocols
- Client home care/homemade product presentations (dental research task)
Accreditation

- **Start EARLY**
- **12-24 months** Receive notification that site visit is due
- **12 months** Develop a plan
- **10 months** Assignments
- **6 - 8 months** Review first draft

Accreditation

- **5 months** Institutional Review
- **4 months** Final Self Study
- **3 months** Third Party Comments
- **2 months** Self-study to team

Accreditation

- **1 month**
  - Confirm Schedule with Staff Rep
  - Confirm concerns with team
  - Final details for advisory committee
  - Arrange room
  - Review with faculty and administration
  - Arrange dental office visits
Accreditation
• Elicit help from ALL: staff/faculty/students
• Keep one document as master—everyone submits to that
• If you do it all—then no one else will no what’s in it, nor will they appreciate its magnitude or the successes of the program.

Frequent Citations
• VISIT THE CODA WEBSITE!
• Outcomes and assessment processes
• Educational Methodology
• Faculty Credentials
• Quality Assurance

Accreditation resources
• New standards in place for DA and DH
• Frequent Citations
• Ask questions of your colleagues
• Recommendations are NOT the end of the world
• No more commendations
Take Risks!

You will fall down…that’s okay

Enjoy the Conference/Relax!