This annual report was made possible by the Maurice Amado Foundation.
Charles “Charlie” Goldstein once said the best thing you can do in life is help others. This selfless sentiment motivated him in his work as the “father of USC’s community dentistry program.” It has also become integral to a USC dental education.

Each year, our faculty and students treat an average of 60,000 individuals, representing some of L.A.’s most vulnerable populations, including low-income women and children, homeless veterans and the elderly. The Ostrow School’s community focus not only provides patients relief from needless dental pain, but it also inspires a life-long desire in our students to make the world a better place.

We believe this humanitarianism plus an ever-evolving curriculum and participation in paradigm-shifting research prepares Trojan dental professionals to become stewards of a brighter tomorrow.
Dedicated to our students, faculty and friends serving the greater good.
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Dear friends of the Herman Ostrow School of Dentistry of USC,

Throughout our 2013-2014 fiscal year, we’ve been able to take a hard look at the changes and challenges facing USC and dental education in general, and from that examination, we’ve created and seized some amazing opportunities.

The Ostrow School continues to embrace smart growth and make key updates, including this year’s successful recruitment of excellent basic science and clinical faculty members. In addition, the school has unveiled the new Division of Oral and Maxillofacial Surgery, led by Ostrow alumnus and renowned surgeon Mark Urata, that gives faculty and students unprecedented research, clinical and educational advantages via an alliance with the Keck School of Medicine of USC Division of Plastic and Reconstructive Surgery.

We’re also proud of several technology and infrastructure upgrades we’ve made to the school, many of which have been generously supported by our alumni, friends and corporate collaborators. The new VITA CAD/CAM Learning Laboratory is the latest development in our quest to provide the most state-of-the-art technology and digital workflow to Ostrow students and faculty.
Our students also now benefit from a completely updated and continuously evaluated curriculum that prepares today’s students for tomorrow’s dental profession. Our 2014 graduates are the first class to have been educated entirely under this new learner-centered curriculum. The DDS Class of 2014’s national dental board exam scores, student surveys and on-time graduation rates indicate the newly adopted curriculum has been tremendously successful.

In the rapidly evolving dental profession, situated within a wider adverse financial climate, Ostrow has looked beyond the immediate challenges and has studied the future of the profession, its practitioners and the scientific knowledge that propels the field forward. In doing so, we’ve taken advantage of unique opportunities to not only continue our legacy of clinical excellence, service and scientific innovation but also to strategically grow, improve and prepare for what dentistry will become.

Avishai Sadan, DMD, MBA
Dean
G. Donald and Marian James Montgomery
Professor of Dentistry
Herman Ostrow School of Dentistry of USC
COMMUNITY OUTREACH

We believe no child should miss school because of dental pain. That no homeless veteran should be denied a job because of a smile devastated by decay. And that no working adult should have to choose between seeing a dentist and making ends meet.

For nearly 50 years, the Herman Ostrow School of Dentistry has been committed to providing dental care to those who might not otherwise be able to afford to see a dentist. What started as a single community clinic in Watts, Calif., has grown into 33 community oral health programs, including mobile and community-based clinics, affiliations with existing community service organizations and health fairs and screenings.

Year after year, we inspire tomorrow’s dental professionals to continue this all too important work in the community, with the vast majority of our graduates—90 percent of last year’s class—saying community outreach was the single greatest asset to their dental education.
Between our clinics at the John Wesley Community Health Institute and the Union Rescue Mission, we provided treatment to more than 2,700 homeless individuals on Skid Row last year.
Union Rescue Mission

Located in the heart of L.A.’s Skid Row, the Union Rescue Mission is a faith-based homeless shelter that gives men, women and children the skills and services necessary to get back on their feet. In 1999, USC dentistry partnered with URM to begin providing cleanings, direct restorations and extractions, boosting residents’ dental health and confidence as they started life anew. Now, more than 5,000 dental visits take place every year in USC’s eight on-site operatories.
Dr. Santosh Sundaresan (or “Dr. Santosh,” as he’s known) has been working on L.A.’s Skid Row for nearly a decade, getting his start as a USC dental student. He says he’s inspired in his work by his patients’ gratitude and by a responsibility to community service. “It’s important for me to give back to people who are not as fortunate as me and who have gone through hardships greater than what I have gone through,” he says.

Murray fell on hard times when a foot injury—and partial amputation—kept him from earning a paycheck. He came to the Union Rescue Mission dental clinic complaining of agonizing dental pain and is currently being treated. He says he looks forward to being able to eat without pain and being free from the constant infections caused by dental decay.
“I used to be ashamed to smile,” Chris says. His mouth had been ravaged by years of crystal meth abuse. But Dr. Santosh gave him a Hollywood leading-man smile, and Union Rescue Mission gave him the tools to launch a new life. He hopes to start a new truck-driving career and settle down with a wife and kids. “I’ve learned that I’m worth it,” he says.

“Cris Vivelo / 41 / Construction Worker

“I felt lost and confused,” Tyron says, remembering his first days at Union Rescue Mission. He had been on a path to self-destruction, drinking too much and making poor decisions. Now, as he finishes his year-long program, he says he’s feeling more confident about starting over. “If I put God first, I can do anything,” he says.

“Tyron Washington / 57 / Mechanic
Community Outreach Developments

Children’s Health and Maintenance Program Grant
In 2012, the Ostrow School received the largest grant in its history from First 5 LA to support dental care outreach to young children. The five-year, $18.4 million grant will enable the school to provide dental treatment, oral health education and social service referrals to nearly 46,000 underserved children and their families.

Hutto-Patterson Gift
The Hutto-Patterson Charitable Foundation gifted Ostrow and the USC School of Social Work $3 million to establish the Hutto-Patterson Institute for Community Health, helping both schools in their community outreach efforts. For Ostrow, it means a new eight-chair mobile clinic—the largest in the nation—to help it provide services to even more underserved children.
In the past year alone, we have provided treatment to more than 23,000 children. The CHAMP grant helped Ostrow reach nearly 8,500 more children than the prior year.
Last year, Ostrow faculty and students provided more than $7 million in free dental care to Los Angeles’ underserved populations.
The Herman Ostrow School of Dentistry is a home to visionaries. Some of the profession’s brightest minds are in labs on Los Angeles’ University Park and Health Sciences campuses, working tirelessly to find solutions to some of oral and craniofacial health’s most vexing problems.

From research that could lead to in utero cleft palate treatment to tooth and tissue regeneration using a patient’s own stem cells to finding ways to detect head and neck cancer even earlier, Ostrow researchers are committed to improving the quality of human life.

This scientific innovation and discovery is key to a USC dental education, with a curriculum that encourages students to participate in research programs from their first day of dental school. Under the guidance of the profession’s most respected faculty members, students develop a passion for scientific inquiry that can propel dentistry forward in ever more exciting ways.
Ostrow researchers published nearly 200 articles in 2013 and the first half of 2014.

Daniel Chee, Undergraduate Research Assistant
Research Developments

Our researchers received more than $5.2 million from the National Institute of Dental and Craniofacial Research in 2013, more than any other private dental school for the second consecutive year. With these grants, Ostrow jumped one spot to become the seventh highest-ranking institution overall. It’s a distinction made more impressive given the increasingly difficult federal funding environment for scientific researchers.
“There has been an explosion of knowledge in biology over the past 40 or so years,” the Center for Craniofacial Molecular Biology scientist says. “Every day we can push a little further into the unknown. This feeling of exploration and discovery is why I do this work.”

“Every day I am given the opportunity to learn more about dentistry and how health care impacts the community,” says the first-year dental student who aspires to treat underprivileged people around the world. She also works with Center for Craniofacial Molecular Biology faculty, developing strategies to improve dental care. “These discoveries allow us to find cures for diseases that once had high mortality rates.”
“People may not realize that there is a lot of creativity to being a dentist.” Davis says. “It’s very pragmatic and scientific, but the work is like an art. I would like to showcase my creativity with others, one smile at a time, and make a positive impact on society.”

“In health care, it’s important to be a life-long learner so that we can deliver the best, most updated standard of care to our patients,” Preston says. “I enjoy learning and developing my skills as a health professional so that I can be a valuable asset to my community. I also want to be a good example of hard work and service to my children.”
There are 34 visiting scholars, representing Asia, Europe, North America and South America at the Herman Ostrow School of Dentistry.
2013 Research Awards and Publications

MAJOR AWARDS

Ruchi Bajpai / R01 Award
National Institutes of Health
“Epigenetic control of human neural crest formation: impact on neurocristopathies”

Yang Chai Ph.D. ’91, D.D.S. ’96, / R37 Award
National Institutes of Health
“TGF-beta signaling and craniofacial morphogenesis”

Yang Chai / U01 Award
National Institutes of Health
“Integrated research of functional genomics and craniofacial morphogenesis”

Stephen Yen Ph.D. ’93, ORTHO ’93 / U01 Award
National Institutes of Health
“Clinical effectiveness of late maxillary protraction for cleft lip and palate”

MAJOR PUBLICATIONS

Yang Chai
“Secretion of Shh by a neuromuscular bundle niche supports mesenchymal stem cell homeostasis in the adult mouse incisor”
Cell Stem Cell 2014

Songtao Shi Ph.D. ’94
“Ossifying fibroma tumor stem cells are maintained by epigenetic regulation of a TSP1/TGF-b/SMAD3 autocrine loop”
Cell Stem Cell 2013

Songtao Shi
“Hydrogen sulfide maintains mesenchymal stem cell function and bone homeostasis via regulation of Ca2+ channel sulfhydration”
Cell Stem Cell 2014
The Herman Ostrow School of Dentistry is where today’s brightest dental students get the scientific education, rigorous clinical training and invaluable community outreach experience to become tomorrow’s leading dental professionals.

Ostrow programs include a doctor of dental surgery degree, a bachelor and master degree in dental hygiene, a doctor of dental surgery degree for international dentists, a master of science or doctor of philosophy degree in craniofacial biology and a number of advanced specialty certificate programs.

Our faculty members are some of the industry’s leading professionals. Many work in their own practices, bringing contemporary real-world experience and knowledge to the classroom. Under their careful supervision, students gain crucial hands-on experience, providing routine check-ups, cleanings, specialty treatments and urgent care to thousands of patients each year.

An Ostrow student is also exposed to some of dentistry’s latest technologies, giving them a distinct advantage when they enter the professional world.
Student Performance and Sentiment
The Ostrow DDS Class of 2014 was the first to graduate having had all four years taught under a new learner-centered curriculum. It was also the first class in 15 years to receive above 90 percent on the following metrics: first-attempt passing rates for the National Board Examinations I and II and the Western Regional Examining Board exam. The class had an on-time graduation rate of 97 percent.

Upon graduation, the Class of 2014 completed exit surveys reflecting on their educational experiences. According to the surveys, students described community oral health programs as one of the greatest assets in their professional preparation. They also cited the caliber of faculty and its commitment and dedication as factors contributing to class success. More than 90 percent would recommend USC to a prospective dental student, and 94 percent strongly agree that they have gained the essential knowledge, skills and values to practice dentistry professionally.
In the 2013-2014 academic school year, the Herman Ostrow School of Dentistry awarded more than $1.3 million in scholarships to support student education.
Ostrow is comprised of 94 full-time faculty, nearly 450 part-time faculty and volunteer faculty and 350 staff members.

Neimar Sartori, Assistant Professor of Clinical Dentistry
Learner-Centered Education
In 2010, Ostrow leadership did a complete review of the school’s curriculum, reimagining and streamlining course work and implementing a learner-centered curriculum. This educational philosophy utilizes traditional lectures, case-based learning and small group discussions to put students at the center of their own intellectual development. The successful curriculum was recently featured in the *Journal of Dental Education*.
For more than a century, the Herman Ostrow School of Dentistry has been the standard for clinical dentistry. Looking ahead, the next century will be about incorporating technology and preventative care into education, research and patient care. The USC dental school is already ahead of its time with nationally recognized curriculum, ground-breaking research and high-quality, technologically advanced patient care. The Ostrow School is once again positioned to be the leader into the 22nd century.
Executive Leadership

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Always see what can be.
About the Photographs
The Herman Ostrow School of Dentistry of USC commissioned Ward + Kweskin to capture these images in USC’s dental clinics at the Union Rescue Mission as well as on the streets of Downtown Los Angeles and Skid Row. For more information on Ward + Kweskin, visit wardkweskin.com.
Donor Honor Roll

The following has been gifted to the Ostrow School during its ongoing $115-million fundraising initiative—a part of the $6 billion Campaign for the University of Southern California. These gifts were given between July 1, 2010 and June 30, 2014.

$35 MILLION
Herman Ostrow

$1 MILLION +
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Hutto-Patterson Charitable Foundation
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Far West Athletic Trainer's Association
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## 2014 Statement of Revenues and Expenses

FY 2014 (July 1, 2013–June 30, 2014)

### REVENUES

<table>
<thead>
<tr>
<th></th>
<th>Herman Ostrow School of Dentistry of USC</th>
<th>Herman Ostrow School of Dentistry of USC Faculty Practice</th>
<th>USC Division of Occupational Science and Occupational Therapy</th>
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<td>203,001</td>
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<td>All Other Income</td>
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<td>Participation</td>
<td>5,305,892</td>
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<td>1,540,979</td>
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### EXPENSES

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This annual report was made possible by the Maurice Amado Foundation.

HERMAN OSTROW SCHOOL OF DENTISTRY OF USC
UNIVERSITY PARK, LOS ANGELES, CA 90089-0643

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Herman Ostrow School of Dentistry of USC