

1 **Salvador Gaytan:** Welcome to SmileTalk, an entertaining and informative dental
2 talk-show featuring the latest news and developments in dentistry,
3 as well as other interesting topics that make you smile. I'm
4 Salvador Gaytan, and I'm here with...?
5

6 **Dr. John Chao:** Dr. John Chao, we'll have an exciting show. We're going to have a
7 very, very interesting guest from the USC Dental School, and we'll
8 tell you who it is and give you a rundown on what's happening at
9 USC Dental School.
10

11 **Salvador Gaytan:** Absolutely, and for anyone just tuning in, we have a very, very
12 interesting guest here. He is the dean, Dr. Avishai Sadan, and he is
13 the newest dean at USC Dental School. And the most fascinating
14 part of this, we're going to lead off with this right away, is how he
15 was selected dean.
16

17 I know a lot of people think that the dean, he is offered a big
18 contract, he waltzes in on a private plane and sits behind a desk
19 and just gives orders, but that's not the case. So, we have our
20 special guest with us. Dr. Sadan, how are you today?
21

22 **Dr. Avishai Sadan:** Doing great, thank you so much for having me.
23

24 **Dr. John Chao:** Hi Dr. Sadan, it's a pleasure to have you. It's a pleasure to meet
25 you.
26

27 **Salvador Gaytan:** Absolutely. Now, Dr. Sadan, we talked a little bit about your
28 process of becoming dean, and like I said, everyone thinks
29 probably you have a piece of cake job and a cushy job, but it was
30 quite a process. Now, you became the dean in August, 2009, is that
31 right?
32

33 **Dr. Avishai Sadan:** Correct.
34

35 **Salvador Gaytan:** Okay. Share with the people what the beginning process was like
36 for you to become the dean. Now, you were somewhere else first,
37 where were you?
38

39 **Dr. Avishai Sadan:** The five years prior to arriving to USC are the years I was at Case
40 Western Reserve University in Cleveland, Ohio. And prior to that,
41 I was, for a little over 10 years, at the LSU Health Sciences Center
42 in New Orleans, Louisiana.
43

44 **Salvador Gaytan:** Excellent. So, you were well established, and then what happened?
45 How did you become aware that the dean's position at USC School
46 of Dentistry was available?

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Dr. Avishai Sadan: Oh, I thought the first question would be why would you want to be a dean?

Salvador Gaytan: Well, we're going to get to that too [laughter].

Dr. Avishai Sadan: Just because a position is posted, doesn't mean you have to apply to it. So, I think that you first have to come to terms, whether this is what you want to do in your life. If you decide that this is what you want to do, then you have to kind of ask yourself, what is it that you consider is an exciting and a rewarding opportunity in that level.

And most of us, who search for leadership positions, look at it as a two-prong issue. You look at the university as a whole at the specific place within the university you're applying to. And when you look at USC, I don't think it's really a tough decision to want to be at USC.

For those of us who don't know, and some people may not be aware of it, USC as a university has experienced the steepest trajectory in the history of U.S. academics in the last 20 years. We're rising through the ranks like crazy.

A lot of it is associated with the president Steve Sample. And when you are looking at a place such as the USC School of Dentistry, now named the Herman Ostrow School of Dentistry of USC, a place with this phenomenal legacy, how can you go wrong by wanting to be part of a wonderful, influential, great educational institute called the USC School of Dentistry, and this phenomenal university called USC, the University of Southern California?

So, this was the choice issue. From thereon starts the process. If I had to give advice to someone who enters any search process, it's like get into it knowing how to begin with that it is a process A), and B) that the worst thing ever that can come out of that process, is that you will be told that you are not going to get the job.

You're not going to lose your reputation, you're not going to be fired from where you work. It's a worthy experience, and it's like any other experience in life. When you go through it, you always get something out of it.

It's part of the growth process, I think, not only professionally, but also as a human being. At this level of positions, most universities would recruit an external firm to do the screening, to do what we

93 call in slang, the headhunting, look for a worthy candidate, try to
94 cast as wide of a net as they can nationally and internationally,
95 because this is the nature of those processes.
96
97 And after they get out the initial list, then usually an advisory
98 committee within the university was chaired by usually a senior
99 administrator within the university, and either a dean or a vice
100 president or a vice provost in that case, who co-chaired with one of
101 the deans, are in charge of forming and managing the process of
102 screening, interviewing, and there are certain levels. They would
103 go over the resumes in the beginning, that's the initial screening.
104
105 It depends on the school and university that would follow up with
106 some first, second and sometimes even more than that phone calls
107 and interviews than either by the committee or by the outside firm.
108
109 **Salvador Gaytan:** Okay, now let me stop you right there, because it's a very
110 fascinating point. One, the process took how many months from
111 start to finish?
112
113 **Dr. Avishai Sadan:** To the best of my knowledge, it was around nine months.
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115 **Salvador Gaytan:** Nine months, okay.
116
117 **Dr. Avishai Sadan:** Because you never know at what stage is it that you joined? I
118 assume it was early on, but it was nine months, yeah.
119
120 **Salvador Gaytan:** Okay, so you were one of many candidates, and then you got into
121 the process, and where were your first interviews?
122
123 **Dr. Avishai Sadan:** I would call it probably screening discussions. The external firm
124 usually runs those searches from an administrative standpoint. Of
125 course, the university is in charge of the actual screening, is the
126 one collecting the information.
127
128 And other than the resume, they don't really know much about you.
129 So, if they think the resume carries enough weight, that's usually
130 when they pick up the phone, give you a call and "I would like to
131 hear a little more about you."
132
133 And those are pretty detailed discussions. "What have you done?
134 What is it you think you can do? What is the level of experience
135 you have in the various facets of managing those complex
136 organizations?"
137

138 And if you get a second phone call to get some more info,
139 evidently you've done reasonably well in the first one. And then it
140 would come to a point that usually committees would narrow down
141 the long list into a shorter version. It is hard for me to tell. These
142 things are confidential, I wouldn't be able to tell you how many
143 people were in those rounds.

144
145 But then they go into a round that we call the offsite interview. The
146 process is still confidential. People are asked to arrive to an offsite
147 interview. It's done in a variety of ways. Some would do it at the
148 airport interview style, in which you got 90 minutes, take it or
149 leave it.

150
151 You get in, you get all the questions, you got 90 minutes to make a
152 case for what you want to do. And that would be the offsite. At this
153 point, usually the list would be narrowed down again to what they
154 call the finalist in this specific search.

155
156 The finalist list was four people, then it becomes official. The
157 resumes are posted online, interviews are scheduled, and each one
158 of those four finalists arrive for what was around two days of very,
159 very, very intense schedule.

160
161 **Salvador Gaytan:** Can I just back up for a second though? The offsite interview,
162 which is 90 minutes, where was your interview offsite?

163
164 **Dr. Avishai Sadan:** It was at one of the hotels in Marina del Rey.

165
166 **Salvador Gaytan:** Okay, so you get to the hotel in Marina del Rey, and they give you
167 a list of questions or they just say, "Hey, you have 90 minutes, tell
168 us what you're about."

169
170 **Dr. Avishai Sadan:** Oh no, no, the pace, the direction, it's all taken -- I mean the
171 committee itself is the one dictating the pace, the questions, the
172 direction of the conversations. You are there to provide info and
173 input per their request.

174
175 **Salvador Gaytan:** And how many people were you speaking to, how many people
176 were on that committee at the [crosstalk]?

177
178 **Dr. Avishai Sadan:** You know what, if I have to just guess, it was over 10.

179
180 **Salvador Gaytan:** So, you got 10 people looking at you?

181
182 **Dr. Avishai Sadan:** At least, yeah.

183

184 **Salvador Gaytan:** And they are shooting questions at you?
185
186 **Dr. Avishai Sadan:** Oh, absolutely.
187
188 **Dr. John Chao:** Now, this is the long table, you sit in the middle?
189
190 **Dr. Avishai Sadan:** You sit at the end of that table, yeah.
191
192 **Salvador Gaytan:** So, was it intimidating? What were you thinking when you...?
193
194 **Dr. Avishai Sadan:** No, it was not intimidating. It was actually a very nice and relaxed
195 atmosphere. I think most prominent universities, and USC
196 definitely qualifies for that, always operate under the notion that it
197 doesn't really matter when you interview someone, if he's good
198 enough, he's going to get the job or not. You always want them to
199 leave thinking that that's the best place they've ever visited, and if
200 given the opportunity, that's where they want to be.
201
202 **Dr. John Chao:** Now, Dr. Sadan, why is it offsite, why don't they have it on the
203 campus? Is there some feeling about...?
204
205 **Dr. Avishai Sadan:** I think they're sensitive to the concern that some applicants may
206 have. They're not interested in anybody knowing they're in a
207 process of a search. Some people are not comfortable with the
208 concept of people knowing they're in the search and then they don't
209 get the job. That would be my assumption.
210
211 **Salvador Gaytan:** And for anyone just tuning in, you're listening to SmileTalk.
212 You're listening to Dr. John Chao, and you can reach Dr. Chao at
213 AlhambraDental.com or 626-308-9104.
214
215 **Dr. John Chao:** We should hasten to add that the person just talking was not Dr.
216 John Chao. It was Dr. Sadan, the dean at USC School of Dentistry.
217
218 **Salvador Gaytan:** That is correct, that is correct. In fact, let's do that one over again
219 just to make sure. And for anyone just tuning in, you're listening to
220 SmileTalk with Dr. John Chao, and the dean of the USC School of
221 Dentistry, Dr. Avishai Sadan, a very fascinating guest. You can
222 contact Dr. John Chao at AlhambraDental.com or 626-308-9104.
223
224 **Dr. John Chao:** Yeah, this is a public service radio show. We would love to hear
225 from you your comments, your questions. And if you miss a part of
226 this show or you want to catch up on past shows, feel free to go on
227 AlhambraDental.com, press the button on SmileTalk, and you can
228 select from any of the list of past broadcasts. You can listen to it on
229 your iPhone or your Blueberry -- BlackBerry.

230

231 **Salvador Gaytan:** Blueberry, BlackBerry, it's all the same, right Dr. John? Maybe
232 that will be the next version.

233

234 **Dr. John Chao:** You can listen to it and catch up on any other programs that we
235 have.

236

237 **Salvador Gaytan:** Absolutely. So, to continue with our fascinating guest, Dr. Sadan,
238 the dean of the USC School of Dentistry.

239

240 **Dr. Avishai Sadan:** You know what, if you can, Ostrow School of Dentistry of USC.

241

242 **Salvador Gaytan:** And we're continuing with our fascinating interview with Dr.
243 Sadan from the Herman Ostrow School of Dentistry. He is the
244 dean there, the newest dean, came aboard in August of 2009. And
245 we're talking about his process, which is very fascinating. He was
246 grilled, is that right, Dr. Sadan?

247

248 **Dr. Avishai Sadan:** It was an intense experience, but I never felt grilled. I mean I
249 always felt welcomed and it was an exciting experience. And I
250 always tell people at the end of the day that at these kind of
251 positions, you're not going to be necessarily the best person.

252

253 You will be the person who has something to offer that the
254 university is looking for. So, I don't want that to be viewed when
255 you're elected to chair a specific -- or to accept a specific position,
256 you are the man or the woman. You are just the person who has
257 something to offer that that specific institute was looking for.

258

259 **Salvador Gaytan:** But you have to admit, you had to have felt like you won a national
260 championship when they said you got the job, huh?

261

262 **Dr. Avishai Sadan:** It wasn't too bad of a feeling, yeah.

263

264 **Dr. John Chao:** Well, I think we should talk about how important this particular
265 position is. We only have three dental schools in Southern
266 California.

267

268 **Dr. Avishai Sadan:** Correct. We have four actually.

269

270 **Dr. John Chao:** We have a new one now.

271

272 **Dr. Avishai Sadan:** Yeah, a new one, so it's four in total.

273

274 **Dr. John Chao:** We have USC, we have Loma Linda, and we have UCLA. Now,
275 the fourth one is in Pomona?

276

277 **Dr. Avishai Sadan:** Correct, and its official name is the Western University of Health
278 Science College of Dental Medicine.

279

280 **Dr. John Chao:** Now, that's a private school, isn't it?

281

282 **Dr. Avishai Sadan:** Correct.

283

284 [Crosstalk]

285

286 **Dr. John Chao:** But USC is training a large number of dentists who will probably
287 end up staying in Southern California, so we have an impact in
288 those terms, and then the impact in other terms also.

289

290 **Dr. Avishai Sadan:** From a side standpoint, I think to the best of my knowledge, we
291 are the second largest in the U.S., definitely the largest one on the
292 West Coast. By the size of our DDS class, the size of the dental
293 school class we graduate, and also the size of our specialties,
294 residencies, we are the largest dental school in Southern California,
295 pretty much in California as a whole.

296

297 **Dr. John Chao:** Great. So, that position has a lot of significance in the present and
298 in the future as far as our dental profession is concerned, and as far
299 as our service to the public.

300

301 **Dr. Avishai Sadan:** It is, and if I may say, just to elaborate, I mean we're a very unique
302 entity in the arena of dental schools, because in addition to the
303 traditional structure of a dental school, our school hosts or is the
304 home for two other divisions.

305

306 One of them is the division of Biokinesiology and Physical
307 Therapy, which is the number one ranked school in the U.S. for
308 physical therapy, and they graduate students with the degree of
309 Doctor of Physical Therapy.

310

311 And the other division that is housed in the School of Dentistry is
312 Occupational Sciences, and the Occupational Sciences has been
313 ranked as number one for many years, it's number three for the last
314 two or three years.

315

316 So, we have two major powerhouses that are associated with the
317 dental school, and we are very fortunate and grateful for having
318 them. They make their own very unique impact on the quality of
319 healthcare and the level of science in those fields.

320

321 But we go back to the school of dentistry, we are a very diverse
322 and complex operation, so we are present in quite a few locations,
323 and the things that we administer, manage, educate and take care
324 of are truly fascinating.

325
326 From basic science research on the health science campus,
327 extensive community outreach, which I hope we'll be able to
328 discuss as well, and the training in our main facility on the main
329 campus at USC.

330
331 **Dr. John Chao:** So, when they were looking for a dean, they were looking at all
332 these needs of the dental school, and then from there, they would
333 drop a list or formula of requirements that they want a dean to be
334 able to handle once they come in.

335
336 **Salvador Gaytan:** That's right, and multi-faceted. And for people that don't know,
337 when was the first USC School of Dentistry started, what year?

338
339 **Dr. Avishai Sadan:** The year in which the dental school started operating was 1897.
340 Classes were, back then, held in the medical college in Buena
341 Vista, and the first class graduated in 1900. 11 students graduated
342 in 1900.

343
344 Just from an interest standpoint, 1906 was the first year in which
345 actually a high school diploma was required in order to be
346 admitted to the USC College of Dentistry. And in 1928, we opened
347 one of our other programs that we're very proud of, that's the dental
348 hygiene program that has a long tradition of excellence, service
349 and leadership.

350
351 And it was only in 1948 we became what is known as the school of
352 dentistry, and became or officially came under the full control of
353 the University of Southern California.

354
355 **Dr. John Chao:** So, it's been 113 years.

356
357 **Dr. Avishai Sadan:** Correct.

358
359 **Dr. John Chao:** Now, if I counted right, there have been 13 deans, only 13 deans in
360 113 years, and actually one of the deans served twice. He was an
361 interim dean, Dr. Crawford, and he was there for about a year or
362 so, and then there was one dean that came after him, and then he
363 became dean again.

364

365 So, actually in terms of severances, about 13 that I counted. That
366 could be wrong, but so you'll be the 14th dean, you are the 14th
367 dean, and we certainly congratulate you.
368
369 **Dr. Avishai Sadan:** Thank you.
370
371 **Dr. John Chao:** And we look forward to your enlightened and inspired leadership
372 in this very critical position.
373
374 **Salvador Gaytan:** Now, Dr. Sadan, how long do you plan on holding onto this
375 deanship?
376
377 **Dr. Avishai Sadan:** Well, those positions, how long you hold to them, it's got nothing
378 to do with you. It has only to do with the university.
379
380 **Dr. John Chao:** We're going to -- Sal, are you going to hold on to your job
381 [crosstalk]?
382
383 **Salvador Gaytan:** That's right. I'm just going to throw that away and I'm going to
384 hang on like a bulldog. Well, people think, "Oh, the presidents, the
385 deans, they got it easy," but just going and touching base back, you
386 had your initial interview, which we talked about, but then after
387 that it was narrowed down to four candidates, and then you had to
388 go to an interview on campus. Is that right?
389
390 **Dr. John Chao:** On campus for two days meeting with all the constituencies at the
391 dental school, staff, faculty, students, the researchers, the
392 clinicians, the faculty assembly, senior administration at the
393 university. It was a very, very, very busy schedule -- other deans of
394 course.
395
396 **Salvador Gaytan:** Now, you said two days, and I'm sure people heard that, but it was
397 a very intense two days, wasn't it?
398
399 **Dr. Avishai Sadan:** Yeah, I guess it's safe to say there were not a lot of pauses or
400 breaks in between those cycles of meetings. They for the most part
401 lasted 45 minutes, and after that you were rushed to your next
402 interview.
403
404 **Dr. John Chao:** Now, I would assume that there will be feedback to the university
405 subsequent to your interview with the [crosstalk].
406
407 **Dr. Avishai Sadan:** Oh, absolutely, absolutely, that's all [crosstalk].
408
409 **Dr. John Chao:** Yeah, you said the candidates were actually posted online. So, they
410 were asking for public comment on each of the candidates?

411
412 **Dr. Avishai Sadan:** Correct.
413
414 **Dr. John Chao:** Otherwise it wouldn't be online and to the public.
415
416 **Dr. Avishai Sadan:** The provost's office requested specifically input from the whole
417 community at large. I even met with our alum group, our board of
418 counselors, which are our biggest advocates, our premier support
419 group, you met with everyone.
420
421 **Salvador Gaytan:** And that was just -- the final four were posted online.
422
423 **Dr. Avishai Sadan:** That was the final four, so that was almost there, but not there.
424
425 **Salvador Gaytan:** Almost there.
426
427 **Dr. Avishai Sadan:** Yeah.
428
429 **Dr. John Chao:** Did you ever get to hear or see any of the comments?
430
431 **Dr. Avishai Sadan:** No, you don't get to see that, no.
432
433 **Dr. John Chao:** I was wondering whether we have a little interesting tidbit or not.
434 Obviously it was very good, otherwise you would not have been
435 appointed.
436
437 **Salvador Gaytan:** Absolutely. And for anyone just tuning in, you're listening to
438 SmileTalk with Dr. John Chao of Alhambra Dental, and he is
439 interviewing our very special guest, Dr. Avishai Sadan, who is the
440 dean of the Herman Ostrow School of Dentistry.
441
442 You can reach Dr. Chao at AlhambraDental.com and submit any
443 questions, or 626-308-9104. Continuing with our special guest, Dr.
444 John, it's been fascinating so far, the process.
445
446 **Dr. John Chao:** Okay, and so we stopped at the interview at the school with
447 different aspects of the school interviewing him.
448
449 **Salvador Gaytan:** Right. Now, so you were the final four -- we get to wrap this up.
450 You were part of the final four. Were you nervous in that two-day
451 stretch?
452
453 **Dr. Avishai Sadan:** No, honestly I cannot say I was nervous, no.
454
455 **Salvador Gaytan:** So, you were feeling confident?
456

457 **Dr. Avishai Sadan:** No, I just wasn't nervous, it's nothing to do with confidence,
458 because if the mindset is they're all worthy candidates, and you
459 bring what you bring to the table, and you hope that this is what
460 that place is looking for, that doesn't make you better or worse than
461 the other candidate.
462
463 You are who you are, you cannot change your resume. You better
464 not change your vision, and ideas of what is it that you like to do,
465 because people will hold you accountable to what you said during
466 those interviews if you get the job.
467
468 So, you just say what's on your mind and hope for the best. And
469 you know what, if you don't get it, maybe it wasn't meant to
470 happen, it's not a big deal.
471
472 **Salvador Gaytan:** That is true, but when you -- I'm sure you looked up who the other
473 three candidates were, right?
474
475 **Dr. Avishai Sadan:** Correct.
476
477 **Salvador Gaytan:** And did you look at them and said, like a competition, "Oh, come
478 on, I can beat those guys."
479
480 **Dr. Avishai Sadan:** No, I didn't look at it like that. They're all highly respected
481 professionals who accomplished a lot in their career, they're really
482 great individuals.
483
484 **Dr. John Chao:** Yeah, I'm sure they would not be on that very elite, select list if
485 they were not very accomplished, very talented.
486
487 **Salvador Gaytan:** It's like the final four of basketball or football, teams looking at
488 each other going, "Oh, come on, I can take him down there, I can
489 get that."
490
491 **Dr. Avishai Sadan:** Yeah, trash talking is not that big in dentistry.
492
493 **Salvador Gaytan:** You don't want to call them up and go, "Hey, why don't you just
494 pack it up man. You don't have what I have, come on now."
495
496 **Dr. John Chao:** Yeah, Sal used to play basketball. He did win a national trophy of
497 some kind, didn't you?
498
499 **Salvador Gaytan:** Yeah, it was in the Junior Olympics, and I was in Sports Illustrated
500 when I was 14 for scoring a record.
501
502 **Dr. John Chao:** I understand you won because of the trash talking?

503

504 **Salvador Gaytan:** Trash talking was always a part of my game. So, I was always
505 trying to psych through the guys like, "Come on man, get out, you
506 don't have what I have." Even today in golf, I'm still a trash talker.

507

508 **Dr. John Chao:** Yeah, don't play golf with him if you can't take the trash talk.

509

510 **Salvador Gaytan:** That's right, that's right. So, Dr. Sadan, you said something very
511 fascinating previously, that you approached the interviews, your
512 last interviews on the campus, that you were just going to -- you
513 were going to tell them, give them answers to questions, honest
514 opinions. You were not going to say -- to controversial topics I'm
515 referring to, and tell us a little bit about that, what your mindset
516 was.

517

518 **Dr. Avishai Sadan:** This is just me, there's really nothing right or wrong about it, but I
519 do believe that when you come to a place, everything you've done
520 so far is what got you the interview. What is it that you have
521 planned for the future is what may or may not get you the job that
522 you are looking forward to getting.

523

524 So, with that in mind, it cannot be that if you've done your
525 homework, that you don't really have an opinion about something.
526 And if you have an opinion, you may as well vocalize it at this
527 point, because the kind of off-stand'ish approach or not taking
528 sides on anything, I think, especially if you have an opinion, it's
529 not fair to the people that you are going to work with in the future.

530

531 Let them know what you think, and if that works well for them,
532 then it's great. That's the place you should be. And if it doesn't, but
533 sometimes they will just respect the honesty that you bring with
534 you, they may be willing to give it a chance.

535

536 So, I always tell people, "Be prepared. What you've done so far is
537 what got you the interview. Do your homework, learn about what
538 is it that you want to do with that place, and just say it."

539

540 **Salvador Gaytan:** So, they asked you some questions that could be considered
541 controversial, depending on which way you respond. Do you
542 remember any of those questions that stick out?

543

544 **Dr. Avishai Sadan:** Of course.

545

546 **Salvador Gaytan:** What was one question that stuck out?

547

548 **Dr. Avishai Sadan:** No, there's always an ongoing debate in dental education in general
549 about what is it that we should give priority, what the direction
550 would be, where is it we would allocate our resources towards?
551 Where should we be in 10 years from now? Who should get the
552 priority with the limited resources that we have?
553
554 And those are always charged questions, because each and every
555 one of those questions is related to the livelihood and the career of
556 the people that invested their life in this wonderful place. But if
557 you are in a position which you have an opinion and you're just not
558 stating it, I think it's somewhat unfair to those people, but that's
559 just me. So, there's a host of questions that are controversial, they
560 always revolve around the same issues, resources, directions etc.
561
562 **Salvador Gaytan:** Who is going to get the money?
563
564 **Dr. Avishai Sadan:** Not just the money, you know it was -- yeah, money as well.
565
566 **Dr. John Chao:** Yeah, well, how are you going to spend the money?
567
568 **Salvador Gaytan:** How are you going to spend it? Yeah.
569
570 **Dr. John Chao:** What are you going to spend it on? And also, it's a matter of
571 philosophy of practice.
572
573 **Dr. Avishai Sadan:** Yeah, it all comes down to vision, what is your vision? If you have
574 a clear vision, then it's pretty obvious. Where are we going to put
575 the resources, the time and the energy? And once you start
576 espousing and conveying the message about your vision, I think it's
577 pretty much clear what is it we're going to do with what we have.
578 The vision is the most important thing.
579
580 **Dr. John Chao:** So, what defines your success, you actually have stated before you
581 even got the job.
582
583 **Dr. Avishai Sadan:** I don't know. I don't want to stipulate on what is it -- I'm not the
584 one that made the decision, and again I have to go back and remind
585 you these are all worthy candidates. I think each and every one of
586 them could have done a great job if they would be appointed.
587
588 I guess that on the universities, and there was some kind of a match
589 between what I had in mind, when it comes to a vision of a school
590 of dentistry, and what is it the university wanted to see?
591
592 **Dr. John Chao:** Yeah, that's what I mean, because you have stated your position,
593 "This was my vision of where USC School of Dentistry will go in

594 the coming years, if you selected me." So, pretty much you've
595 stated your vision, and how nice it is that they picked you with
596 your vision in mind already. So, everybody is clear on what you
597 intend to do when you get here. Is that an aspect of it?
598
599 **Dr. Avishai Sadan:** I can tell you that on a personal level, it got me excited. Even in
600 the first interview, when I got to USC, it was obvious that because
601 of what that university stands for -- I mean this is not a regional
602 institute; I mean this is a global university, a very diverse place.
603
604 It was obvious from day one that when I come to work every day, I
605 don't have to bring someone else. I can bring myself and say what's
606 on my mind. So, knowing that you got elected after you have
607 clearly stated what's on your mind, it was a very, very reassuring
608 and rewarding experience, yes.
609
610 **Dr. John Chao:** Yes, and that kind of sets up the rubric or the scaffold of what you
611 would build on.
612
613 **Dr. Avishai Sadan:** In many ways, yes.
614
615 **Dr. John Chao:** And that's important.
616
617 **Salvador Gaytan:** And we're coming to the last minute or so of our show, but we're
618 going to get to Dr. Sadan's vision in detail and some of the new
619 things that are going on at the Herman Ostrow School of Dentistry.
620 But it's been a fascinating show, Dr. John.
621
622 **Dr. John Chao:** Yes, it has been excellent, and we will enjoy continuing this
623 interview at the next show.
624
625 **Salvador Gaytan:** Now, the one last little tidbit I have for Dr. Sadan, when you were
626 up there in front of the panel in your final four interview, and you
627 were giving your answers, you were telling them exactly what your
628 vision was, were you looking at them and reading and saying,
629 "Okay, yeah, I think that one's buying it, I think that one's buying
630 it." I think I got a hard customer over on that end.
631
632 **Dr. Avishai Sadan:** Well, just to remind you, usually the people who sit on those
633 committees are very, very experienced, prominent figures in
634 academia.
635
636 **Dr. John Chao:** {Well said}.
637
638 **Dr. Avishai Sadan:** So, they are very, very, very good and well trained in keeping
639 poker face, when it comes to responses.

640

641 **Dr. John Chao:** So, you couldn't even get a little glimpse of one of them, "I think I
642 got that one in my corner."

643

644 **Dr. Avishai Sadan:** Quite frankly, no.

645

646 **Salvador Gaytan:** No, really?

647

648 **Dr. Avishai Sadan:** No. But you know, there was just that stage, then they narrowed it
649 down again to two finalists, so it was okay. No, I wasn't nervous.

650

651 **Salvador Gaytan:** Fantastic. Well, that's the conclusion of our show. You can reach
652 Dr. John Chao at AlhambraDental.com and submit any questions
653 for future shows or 626-308-9104, and we'll be with our guest, Dr.
654 Avishai Sadan.

655

656 [Crosstalk]

657

658 **Salvador Gaytan:** And we'll be returning on our next show with Dr. Avishai Sadan,
659 the dean of the Herman Ostrow School of Dentistry at USC, and I
660 guess that's a wrap, Dr. John.

661

662 **Dr. John Chao:** Yes, see you next week everybody.

663

664 **Salvador Gaytan:** Goodbye.

665

666 **Dr. John Chao:** Bye.

667

668 [Crosstalk]

669

670 [END OF AUDIO]