

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

5
6 **Dr. John Chao:** Dr. John Chao, hi everybody. We have some wonderful guests
7 with us. The one that we've been talking to is Dr. Sadan, and we
8 also have his son with us.

9
10 **Salvador Gaytan:** Who is Jotham, and Jotham, he wants to be interviewed in detail, is
11 that right? No, we're just kidding, we're just kidding.

12
13 **Dr. John Chao:** He's made his wishes known. He just wants to say hi.

14
15 **Salvador Gaytan:** That's right, and we have here, Dr. Avishai Sadan, who is the dean
16 of the Ostrow School of Dentistry at or of USC, and we're going to
17 be talking today about the fundraising and the endowment that Dr.
18 Herman Ostrow has given, and what that means and what their
19 needs are and a lot of details to go over here, isn't that right, Dr.
20 John?

21
22 **Dr. John Chao:** Yes, it'd be very interesting to hear about that. There has been a
23 great deal of interest about this particular endowment.

24
25 **Salvador Gaytan:** Absolutely, and it's \$35 million, but the \$35 million means what,
26 Dr. Sadan?

27
28 **Dr. Avishai Sadan:** Well, first of all let's talk about the naming, and then I'll say how it
29 goes. Dr. Herman Ostrow was an alum of our school, and we can
30 talk a little bit more about him. I'd love to talk about him a little
31 more, because he's really a unique individual. He came back to us
32 and named the school he graduated from, which is a unique thing
33 in dentistry in general.

34
35 Most dental schools have been up for naming for many, many
36 years. It's not an easy thing to complete, because only people who
37 really are immersed in dentistry know what is it we do, and the
38 way we contribute and enhance science, access to care and
39 education in general can come up and do that kind of a thing.

40
41 And Herman Ostrow is one of those individuals. Now, when a
42 school is being named, it's very similar to an endowed chair, and
43 we can talk about that in a second as well, but the money is there in
44 perpetuity, meaning we don't touch the principal. We get a
45 percentage in interest rate of a certain percentage of that number
46 every year, that will go on forever.

47

48 **Salvador Gaytan:** So, you've got an endowment of \$35 million from Dr. Herman
49 Ostrow who graduated from the University of Southern California
50 in dentistry, right?

51

52 **Dr. Avishai Sadan:** Correct, Sal. Thank you so much for giving me the opportunity to
53 talk a little bit about the individual himself. Dr. Herman Ostrow is
54 a graduate of USC School of Dentistry in 1945. He practiced
55 dentistry for 17 years before moving to the commercial real estate
56 development area.

57

58 He was successful on both of those endeavors. He's a very
59 entrepreneurial person. And after all these years, he decided that he
60 wants to contribute significantly and enhance and be remembered
61 for something meaningful in the education arena, and we were
62 very excited that he chose us as the place to partner and continue
63 and maintain his legacy and tie his legacy with ours.

64

65 **Dr. John Chao:** How unusual is this amount donated to a school of dentistry in the
66 United States?

67

68 **Dr. Avishai Sadan:** To a school of dentistry, this is unprecedented, and it's not because
69 other dental schools did not try. I think it's very hard to find people
70 with the capability to name a school, who find the dental topic
71 close to their heart, and a lot of it has to do, again, with the lack of
72 understanding.

73

74 I think to those who don't know dentistry, other opportunities may
75 sound more alluring or more attractive. Only those who are part of
76 that group, this unique group, the dentists know exactly the
77 significance of contribution. So, this is very unusual, and the sum
78 itself is definitely unprecedented in dentistry.

79

80 **Dr. John Chao:** And obviously this is an endorsement of the previous
81 accomplishments of USC School of Dentistry, as well as his
82 agreement and his endorsement of the aims and visions at the
83 school of dentistry, isn't that correct?

84

85 **Dr. Avishai Sadan:** Absolutely. We have to keep in mind, we are talking about an
86 individual who is very, very, very sharp, who knows exactly what
87 it is to invest that kind of money in any place. So, when you look
88 at a person such as Dr. Herman Ostrow naming the USC School of
89 Dentistry after himself, you know this is a vote of confidence, not
90 only in the glorious past we have, but in the brilliant future ahead
91 of us.

92

93 And I think that if we started the discussion about naming, maybe
94 we'll take a step backwards, because the naming of a school is
95 pretty much the highest level of naming, and we're so fortunate to
96 have that happen to us. But I want you to know a little more about
97 the genesis of naming and how does that promotes and enhances
98 education in general?
99

100 **Dr. John Chao:** So, endowment is a way of perpetuating a name, isn't it?
101

102 **Dr. Avishai Sadan:** Correct. This is creating a legacy or tying your legacy with the
103 legacy and the mission of the place you are naming.
104

105 **Dr. John Chao:** And so therefore, the naming of a school is just along the tradition
106 of endowment, but it is a higher honor to name a school.
107

108 **Dr. Avishai Sadan:** Correct, it is. Naming of a school, to the best of my knowledge, is
109 rather a contemporary thing. I'm not sure it existed for hundreds of
110 years. The whole process started from naming an endowed chair.
111 That started actually in the ancient days, and if we look at the
112 modern western history, the concept of endowing a chair, meaning
113 naming someone as the endowed chair by donation as a gift,
114 started in the western history, in Cambridge.
115

116 So, when you look at the first endowed chair, the first endowed
117 chair in this western history, in the University I just mentioned,
118 was actually the Isaac Newton chair, and that tradition keeps going
119 all the way to our days.
120

121 And for those of you who don't know, Steve Hawking is the
122 endowed chair holder that Isaac Newton held at the time. He is the
123 Isaac Newton endowed chair holder. So, if you look at the
124 endowed chairs, they are one of the most ancient ways to support
125 academic, and to support the vision and the mission of academic
126 institutes.
127

128 We at the Ostrow School of Dentistry, I think, have one of the
129 highest number of endowed chairs altogether. We have about 14
130 endowed chairs, maybe with the last one that was just added to the
131 School of Physical Therapy, we'd probably be at 15.
132

133 Each and every one of them was a stepping stone in promoting and
134 perpetuating our academic agenda. So, this is how the whole
135 concept of endowed professorship chairs started, and it grew into
136 the highest level of naming a school after an endowment.
137

- 138 **Dr. John Chao:** Now, the dental school at USC is not the only school that's named
139 after a certain person, right? Isn't the School of Medicine at USC
140 also named after someone?
141
- 142 **Dr. Avishai Sadan:** Correct. USC always had a very strong core of dedicated alums
143 and friends. USC has most of its schools and colleges named after
144 a donor. We were kind of the newest comer when it comes to
145 naming, but within the arena of dental schools, we are very, very
146 unique.
147
- 148 To the best of my knowledge, there is only one other dental school
149 who is named after a gift, a specific gift, but it's a much smaller
150 gift and it's a far away school when it comes to geographic.
151
- 152 **Dr. John Chao:** Now, just to put it into context, certain universities actually are
153 named after a person, isn't that correct.
154
- 155 **Dr. Avishai Sadan:** Correct.
156
- 157 **Dr. John Chao:** Like Harvard, that was named after a person, wasn't it?
158
- 159 **Dr. Avishai Sadan:** Correct. The same goes for Carnegie Mellon and others. We can
160 find a variety of various examples of universities that are named
161 after a donor, yeah.
162
- 163 **Salvador Gaytan:** Now, getting back to the \$35 million that Dr. Herman Ostrow
164 donated as an endowment to the school, people hear the amount,
165 \$35 million, well that's a lot of money. But how does that
166 breakdown to you on a yearly basis?
167
- 168 **Dr. Avishai Sadan:** Dr. Ostrow's gift brings about a transformational change to our
169 school. It would allow us to do things that we would have to wait
170 many, many more years before they would come to fruition. But it
171 is important to remember that this is an endowment, let's say,
172 somewhere around 4% to 5% a year, depends on the year etc.
173
- 174 **Dr. John Chao:** So, you cannot take this \$35 million and actually spend it?
175
- 176 **Dr. Avishai Sadan:** Correct.
177
- 178 **Dr. John Chao:** It's not available to the school to take it out and buy some new
179 equipment, remodel the school and use that. You can only use the
180 income coming from the endowment.
181
- 182 **Dr. Avishai Sadan:** Correct. The concept is in perpetuity, not a penny of the principle
183 is being touched. This is only the earned interest that we spend,

184 and that is again, because it's in perpetuity, it allows you to plan
185 many years ahead of time. It is a significant amount of money that
186 brings about transformational change, but of course it's very
187 important for our friends and alums and supporters to understand
188 that our job is far from being done.

189
190 If anything, that would be a momentum that we'd like to leverage
191 on and bring more people to the table to understand why is it that
192 we need help and what is it we're going to do with the help that our
193 supporters give us?

194
195 **Dr. John Chao:** Well, as a long time supporter of the School of Dentistry at USC,
196 the thought did occur to me when I first heard it mentioned, that
197 such a large sum has been donated, that what's my puny little
198 amount is going to do, until you clarified for me that the
199 endowment cannot be spent.

200
201 It's what's derived from the endowment that can be spent. So,
202 therefore there's a lot of need still, as far as the school is
203 concerned. Isn't that right?

204
205 **Dr. Avishai Sadan:** Correct. First of all, John, you were the first -- I didn't do it. You
206 were the first to disclose you are an ongoing, very loyal,
207 enthusiastic supporter of the school. So, since you have mentioned
208 it, let me thank you for that. That is very important, but it is
209 important to go back to what you've mentioned.

210
211 There is not such a thing as too little of a support. Most of our
212 biggest supporters started in a much lower level. People, even
213 when they have the capability, want to first see what is the money
214 being used for. And after they see the process, they see the great
215 things that we use that money for, from scholarship to enhance our
216 community outreach, to go for research for endowed chairs, they
217 come back usually and give more.

218
219 So, it's a relationship that grows over years. I think if you wish to,
220 you can always elaborate about that a little more, but there is no
221 such a thing as too little. We have so many things that we need to
222 do. We are a very large operation, a very complex operation with
223 growth in mind, with success in mind. We always depend and rely
224 on the help and the loyalty of our friends and our alums.

225
226 **Dr. John Chao:** And I also want to point out that I've shared this with the students
227 that I have the privilege to interact and teach, that when they do
228 finish at the USC School of Dentistry, that whatever they can do is

229 helpful, whether if it's money or not. They can come back and
230 teach and do volunteer work, isn't that right?
231

232 **Dr. Avishai Sadan:** Correct. And I think once a Trojan, always a Trojan. I think it's
233 very, very unique to Trojans. They always come back and support
234 the university to the capacity or the level that they think they can,
235 and that's very unique to that university.
236
237

238 The vision is broad, the vision is vast, and the vision requires
239 heavy investments, and without the support and the loyalty of our
240 friends and alums, these things may take many, many more years.
241 And unfortunately, in the time and the era we're living in, time is
242 not what you have. Time is of essence, you many times have to
243 move on and do it quickly.
244

245 **Dr. John Chao:** But for the general public who may not know, USC School of
246 Dentistry is not supported by any state or governmental funds.
247

248 **Dr. Avishai Sadan:** Correct. We are a private university. Some of our grants are done
249 with the county, with the state, but that's not as a form of support
250 that is done on a constant base, that is based on a project. Yes, we
251 are, at the School of Dentistry, a 100% private school. So, we
252 manage our own budget, and we live and prosper by our own
253 decisions.
254

255 **Dr. John Chao:** So, there are no changes on the state or federal level that can affect
256 the function of the school in terms of direct support?
257

258 **Dr. Avishai Sadan:** Well, we live in the State of California; we are citizens of the state.
259 So, the financial situation of the state affects the patient who come
260 to seek care in our place. If we seek state grants, competitive state
261 grants, they sometimes may become less and less available.
262

263 But for the most part, since we're not relying on state funds, our
264 budget is independent of the financial situation of the state to some
265 extent, yes.
266

267 **Salvador Gaytan:** For anyone just tuning in, you're listening to SmileTalk, and you
268 can reach Dr. John or submit any questions at
269 AlhambraDental.com. Right now, we are having a great interview
270 with Dr. Avishai Sadan, the dean of the Ostrow School of
271 Dentistry of USC, and Dr. John is talking to him about a lot of
272 fascinating budget questions and how they raise money.
273

274 **Dr. John Chao:** Yeah, and this is interesting to the general public in that you in the
275 audience, who are not dentists and are not associated
276 professionally or business wise with dentistry, may want to know
277 what brings about a good dentist? How is a dentist made? What
278 brings out the dentist to your neighborhood, and how is it that you
279 have a dentist that can take care of you?
280

281 **Dr. Avishai Sadan:** Well, I love that question, I love that question because...
282

283 **Dr. John Chao:** Yeah. So, the school of dentistry, your dentist went to a school of
284 dentistry, and this is how a dentist is made. This is what I was
285 trying to search, and we're talking about how your dentist is made.
286

287 **Salvador Gaytan:** Now, Dr. Sadan, just before you get into that, why don't you give
288 the public the website for USC School of Dentistry?
289

290 **Dr. Avishai Sadan:** Correct. Our website is dentistry.usc.edu.
291

292 **Salvador Gaytan:** Excellent, okay.
293

294 **Dr. Avishai Sadan:** Again, dentistry.usc.edu. I think you'll find a lot of meaningful
295 information for prospective patients, for prospective students either
296 in our dental program or dental hygiene. Keep in mind that the
297 Division of Biokinesiology and Physical Therapy, and the Division
298 of Occupational Sciences and Occupational Therapy are also under
299 the school of dentistry.
300

301 They have their own independent website and they also provide
302 wonderful career opportunities, but we have decided to focus our
303 discussion on the dental part of it.
304

305 **Dr. John Chao:** And what makes a dentist excellent is his skills, but also his
306 science background and his philosophy of practice, and his ability
307 to make decisions on behalf of his practice, and particularly on
308 behalf of his patients.
309

310 And his philosophy of practice from a school such as USC, gives
311 them a world view as to what he should be doing. And so, your
312 dentist from USC would have a broad view in terms of his
313 obligations and his need to reach out to those in the community,
314 who may not even be part of his practice. Isn't that the vision of
315 School of Dentistry at USC?
316

317 **Dr. Avishai Sadan:** Absolutely. And I want to take one half step backwards just to
318 reiterate what you've mentioned. I think many people are not aware

319 of the long, intensive road that it would take to go through in order
320 to become a dentist.

321
322 From the involvement probably in the sciences and the major
323 before you can apply to the dental school, which is a graduate
324 school, and then you enter your dental training, which is a very,
325 very, very intensive experience.

326
327 You have to know your sciences very well. You have to acquire
328 the hand skills to see, as we call it, the bigger picture. You're never
329 treating something -- it's always attached to a human being, which
330 is a much bigger thing. Everything you do on a small scale may
331 affect the system as a whole. So, it's the need to know the sciences,
332 it's the art of managing your fellow human beings, and the
333 privilege of treating other fellow human beings.

334
335 It is about the values and the morals we are building in our
336 students when it comes to serving our communities. And I think a
337 very, very important part of it is the ethical and moral standards
338 that dentists are known for, that got us to where we are when it
339 comes to social stature.

340
341 I think there is a good reason why dentists and dental hygienists
342 are probably the most trusted professionals in the eyes of the lay
343 public. We've worked hard and long to gain that, and our long and
344 very demanding education brings about these values and morals as
345 well.

346
347 **Dr. John Chao:** Yeah, and these dentists, no matter what school they are from, they
348 arose from the crucible of dental training, and which is what we're
349 talking about, and all this takes money and support, and from the
350 alumni and the faculty of each dental school, and that's what's in
351 the context while we're talking about money here.

352
353 **Dr. Avishai Sadan:** Correct. Well, we are a very technologically oriented profession in
354 general. There are so many advancements, there are so many new
355 things coming up. Tuition by itself will not get you the
356 environment that is required to graduate the quintessential dentist.

357
358 Tuition by itself will not allow you to grow and research in the
359 way you want, and tuition by itself would not allow you to expand
360 your footprint when it comes to community outreach and making a
361 difference in access to care. We need additional help.

362
363 And I think only when you get involved with the dental school, as
364 you have been for many years, you start realizing that all these

365 wonderful things that we do should not be taken for granted. This
366 is not something you can just do based on tuition money. It needs
367 or it requires much more support and help from people who care
368 about what you do.

369
370 **Dr. John Chao:** Well, and as one who has taught at USC and supported USC
371 School of Dentistry, I have to say that whatever time and support I
372 have given to USC has come back to me, in a selfish way is that I
373 learned.

374
375 And when I'm involved with teaching at USC, I learn a lot more
376 than what I'm teaching, and it forces me to learn, and the
377 interaction with other dedicated faculty and alumni has been a
378 tremendous help to me in my own personal growth, as well as my
379 practice. So, there's a lot more for dentists who are involved.

380
381 **Dr. Avishai Sadan:** And I think, we as a school, we exemplify the concept of the
382 Trojan family. Once a Trojan, you never want to go. You want to
383 be part of that group that gave you so much. You now know that
384 your role is to give back, and there are many ways of doing that.

385
386 And people never actually want to detach themselves with what's
387 going on at the university in general. Our school is just another
388 fine example of what does it mean to be a Trojan.

389
390 **Dr. John Chao:** And would you say that a sign of a 21st century dentist is one who
391 is involved with a dental school that he's from or whatever dental
392 school he happens to pick?

393
394 **Dr. Avishai Sadan:** Well, many dentists eventually go to a different state, so it's going
395 to be hard, but I think if you're not involved with your school, it is
396 expected that you will either be a leader in the community you are
397 in, that you will give back to the community you are in, and you'll
398 support organized dentistry in some form.

399
400 So, the SC graduates, if you look at them over the years, they have
401 been in almost every possible leadership position in organized
402 dentistry. They've been known to be leaders in their community,
403 and they've been known to do things that give back to the
404 community.

405
406 **Salvador Gaytan:** Now, Dr. Sadan, the man who is named Dr. Herman Ostrow, has a
407 very interesting history. We touched upon it a little bit. What other
408 fascinating aspects would you like to add?

409

410 **Dr. Avishai Sadan:** I do have to say that the more I got to know the man, the more I
411 became to respect him. It's not as if we didn't have the utmost
412 respect to him to begin with, but it's just amazing to see someone
413 like that who is so successful in what he did, who is so humble and
414 unassuming.

415
416 We've met with him time and again, and it was never about him.
417 It's about creating a better future. It's a guy who is in many ways
418 not much of a talker, I have to say. He didn't want to say anything
419 in our ceremony or the naming ceremony, even though the naming
420 ceremony was around him.

421
422
423 **Dr. Avishai Sadan:** [Laughter] But it's amazing to see people who rise to that level of
424 that success and still maintain their feet on the ground. Very
425 humble, very nice individual, almost I would say shy, but yet very
426 knowledgeable. It's amazing to see how much he knows about
427 things.

428
429 I mean keep in mind, that's a dentist who is also a very, very
430 successful entrepreneurial businessman. So, you're talking about
431 someone who really got the package together, yet remains
432 unassuming, very humble, very down to earth.

433
434 So, what can I say? We're lucky with tying our future with the
435 legacy of a person, who in many ways exemplifies what SC is all
436 about, given back, not positioning necessarily yourself in the
437 forefront, but the mission and the vision of the place you're
438 working at is the most important thing.

439
440 **Salvador Gaytan:** And the school is probably a 100% different than when he
441 graduated, isn't it, 1945?

442
443 **Dr. Avishai Sadan:** Oh yeah, things have changed, but you know what, it's interesting
444 to see that a lot of our dentists -- and you see for nothing else,
445 that's a reason to become a dentist, enjoy a very, very long and
446 healthy life, even though we're a very demanding profession.

447
448 He remembered one of his teachers at the school, one of our
449 legends, his name is Rex Ingraham. Rex Ingraham himself is in
450 excellent health, a person we look up to and we keep involved in
451 decision making, and we seek his advice and mentorship on many
452 things as we do them.

453
454 And Rex Ingraham was kind enough to sit with Dr. Ostrow at the
455 lunch following the ceremony. It was just wonderful to see this

456 continuity, and I will tell you, yeah, a lot of things have changed.
457 Because we are a different profession than we were 50 years ago,
458 60 years ago, and when you come back, you're just amazed and
459 awed by how far along we have come. And this is in many ways,
460 just the beginning.
461
462 **Dr. John Chao:** Yes, I remember Dr. Rex Ingraham, and his commitment to
463 excellence, his skill, and his -- he is also a very kind and gracious
464 gentleman.
465
466 **Dr. Avishai Sadan:** Absolutely.
467
468 **Dr. John Chao:** I always remember him that way, and that added to his legend and
469 his reputation, and he's still helping with USC in all its endeavors.
470
471 **Dr. Avishai Sadan:** Correct.
472
473 **Salvador Gaytan:** Well, we're coming down to the last few seconds Dr. John, and
474 maybe Dr. Sadan, you'd like to give the website for the USC
475 School of Dentistry one last time?
476
477 **Dr. Avishai Sadan:** Yes, for those of you who seek information about a career
478 opportunity in dentistry and dental hygiene for prospective patients
479 who would like to be treated either in our dental school as the
480 school patient or the oral health center, our website is
481 dentistry.usc.edu.
482
483 And thank you so much, Sal, and thank you so much John, for
484 having me for the last four talk shows. I deeply appreciate the time
485 and the opportunity to give people the perspective about what is it
486 we stand for and what is it we do at the Ostrow School of Dentistry
487 of USC.
488
489 **Dr. John Chao:** I want to thank you on behalf of myself and our audience. Thank
490 you very much; it's been a great pleasure.
491
492 **Salvador Gaytan:** That's a wrap for today; we'll talk to you next week.
493
494 **Dr. John Chao:** Goodbye everybody.
495
496 [END OF AUDIO]