

Herman Ostrow School of Dentistry of USC

Senior Associate Dean, Clinical Affairs
Herman Ostrow School of Dentistry
University of Southern California
Los Angeles, California

THE SEARCH

The Herman Ostrow School of Dentistry (Ostrow) at the University of Southern California (USC) invites applications and nominations for the position of Senior Associate Dean of Clinical Affairs (SADCA). This leadership role offers a unique opportunity to join a top-tier dental school renowned for its innovative dental education, groundbreaking research, and expansive clinical programs. The Herman Ostrow School of Dentistry is consistently ranked among the nation's best for research funding, according to the Blue Ridge Institute for Medical Research, and boasts one of the largest clinical footprints of any U.S. dental school—providing an unparalleled learning experience for its students.

At a time when dentistry is increasingly integrated with general health, precision medicine, advanced technologies, materials science, and stem cell biology/regenerative medicine, Ostrow is at the forefront of this transformative era in oral health education and practice. USC's commitment to doubling its research enterprise and expanding its health system makes this an exciting moment to shape clinical education and practice at a school recognized for research excellence and impactful patient care.

Founded in 1897 as USC's College of Dentistry and renamed in 2010 following a transformative \$35 million gift from alumnus Herman Ostrow, the school has educated over 14,000 health professionals, including prominent leaders in dental education, research, and clinical practice. Each year, more than 70,000 patients receive care through Ostrow's on-campus dental clinics and its community-based programs serving underserved areas throughout Southern California.

Reporting to [Dr. Yang Chai](#), Dean of Ostrow, and working closely with leaders across USC's clinical enterprise, the Senior Associate Dean of Clinical Affairs will oversee the operational aspects of doctoral and postdoctoral programs and the management of clinical programs and practices. The SADCA will drive improvements in quality, efficiency, and revenue growth while ensuring outstanding educational and patient care experiences.

The successful candidate will be a visionary leader with the strategic acumen, creativity, and collaborative mindset necessary to inspire confidence and innovation across a complex, matrixed environment. The SADCA must demonstrate a proven ability to integrate clinical education and practice at a top dental

school and lead through influence, problem-solving, and collaboration to advance the mission of Ostrow and USC's broader health system.

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm.

ABOUT THE UNIVERSITY OF SOUTHERN CALIFORNIA

Founded in 1880, USC is recognized as the first private research university in the western United States, and to this day, remains one of the premier private research universities in the world. Located in Los Angeles, a global center for arts, technology, and international trade, USC is home to 23 schools and academic units including the Herman Ostrow School of Dentistry of USC. In addition to Ostrow, USC's other leading schools include the Keck School of Medicine, the Viterbi School of Engineering, the School of Cinematic Arts, the Annenberg School for Communication, and the Dornsife College of Letters, Arts, and Sciences. The Marshall School of Business, the Suzanne Dworak-Peck School of Social Work, and the Price School of Public Policy also offer nationally ranked programs.

USC's University Park campus, located in the heart of Los Angeles' Downtown Arts and Education Corridor, is home to the College and many of the professional schools including Ostrow and its associated clinics. The Health Sciences Campus, northeast of downtown Los Angeles, is home to the Keck School of Medicine of USC, the Alfred E. Mann School of Pharmacy, three major teaching hospitals, and programs in Occupational Science and Occupational Therapy, and Biokinesiology and Physical Therapy.

USC currently enrolls approximately 47,000 students and employs 4,767 faculty members and 18,123 staff. It is the largest private employer in Los Angeles. The University's faculty includes 18 members of the National Academy of Sciences, 19 members of the National Academy of Medicine, 42 members of the National Academy of Engineering, and 14 members of the National Academy of Inventors. There are nearly 465,000 living alumni in the USC "Trojan" Family.

With an institutional budget of \$7.4 billion, along with a total endowment valued at approximately \$7.3 billion, USC is well-positioned to advance its impact and innovation. In 2023, USC achieved a [record-breaking \\$1.04 billion](#) in annual research expenditures, fueling critical studies in fields such as biotechnology, public health, biomedical engineering, cancer, and Alzheimer's disease. This achievement places USC among the top 15 private universities in the U.S., exceeding \$1 billion in research expenditures annually. Additionally, USC invests \$35 million annually in community initiatives, directly supporting 40,000 local residents through various programs and partnerships, including 31 Neighborhood Academic Initiative partners across both campuses.

For more information about USC, visit: <https://www.usc.edu/>.

ABOUT THE HERMAN OSTROW SCHOOL OF DENTISTRY

Established in 1897 as the College of Dentistry of the University of Southern California, it first operated under the auspices of the School of Medicine and became the School of Dentistry in 1947. The current University Park Campus building opened in 1952 and was re-dedicated upon completion of the three-story addition in 1969. The dental school established a presence on the University's Health Science Campus in 1989 with the opening of the Center for Craniofacial Molecular Biology. During the 1997 centennial year, the School completed a 40,000 square foot renovation creating new pre-clinical teaching laboratories, orthodontic facilities, and a library-learning center that takes advantage of emerging technologies to enhance education, research, and patient care. In 2010, alumnus Herman Ostrow donated \$35M to name the school the Herman Ostrow School of Dentistry. In 2022, the School completed the renovation of the two pre-clinical simulation labs, the largest construction project in two decades.

Ostrow has educated more than 14,000 health professionals in the art and science of dentistry, including leaders in dental education, research, and the dental profession. Ostrow prepares oral health professionals in its doctoral dental, dental hygiene, general practice residency, and advanced specialty education programs. Students can pursue graduate degrees in craniofacial molecular biology and earn other advanced degrees in conjunction with their advanced specialty education. Interdisciplinary programs with USC's Marshall School of Business, Keck School of Medicine, Viterbi School of Engineering, Davis School of Gerontology, and the Dornsife College of Letters, Arts and Sciences provide students at USC with additional opportunities to broaden their educational experiences in pursuing their interests and career objectives.

Annually, more than 70,000 people receive healthcare through the school's dental clinic located on the University Park Campus and community-based health programs that provide oral healthcare, free screenings, and health education in underserved areas of California. The goal of the clinical enterprise is to provide quality, service, and efficiency for all patients. Comprehensive oral health care is afforded to all patients who qualify to be patients in the teaching programs. Ostrow's dental clinic offers comprehensive oral healthcare and special services for Southern Californians and is particularly convenient for families in underserved communities surrounding the university.

Patients with medical, developmental and/or age-related disabilities are seen in the School's Dr. Roseann Mulligan Special Patients Clinic which is a valuable resource to people for whom access to care is sometimes difficult. Community-based health programs target underserved populations from Bakersfield to the Mexican border. The USC Mobile Dental Clinic, the largest mobile clinic fleet in the nation outside of the U.S. Military, provides comprehensive dental care to children from low-income families throughout Southern California. The Neighborhood Mobile Dental Clinic provides dental treatment to children from kindergarten through third grade at USC partner schools. Ostrow partners with Union Rescue Mission (URM) to provide emergency and comprehensive dental services to those experiencing homelessness.

The USC–URM Dental Clinic is dedicated to restoring oral health and smiles for Skid Row residents. Ostrow students volunteer to promote oral health, provide free screenings and give preventive care instruction and educational materials at more than 20 health fairs each year in schools, agencies, churches and other community locations.

The USC Ostrow dental clinics are equipped with state-of-the-art infection control facilities and each employs universal precautions for safety and health. The USC dental clinic also offers in-house specialty services including endodontics, periodontics, prosthodontics, oral and maxillofacial surgery, orofacial pain and oral medicine, orthodontics, special patients, and pediatric dentistry.

As part of a reorganization undertaken by the University several years ago, the USC Chan Division of Occupational and Occupational Therapy and the USC Division of Biokinesiology and Physical Therapy partnered with and became administratively housed within the Herman Ostrow School of Dentistry. This relationship has led to a number of innovative collaborations that have fundamentally changed the oral health care, and by virtue of the fact that these Divisions are top-ranked programs in the U.S., they have enhanced the caliber of the Herman Ostrow School of Dentistry's portfolio.

For more information about the Herman Ostrow School of Dentistry, visit: <https://dentistry.usc.edu/>

THE ROLE OF THE SENIOR ASSOCIATE DEAN OF CLINICAL AFFAIRS

The Senior Associate Dean of Clinical Affairs is responsible for overseeing the day-to-day operational aspects of doctoral and postdoctoral programs, and the management of clinical programs and practice across the school. The SADCA will oversee an annual budget of over \$15 million, while leading a team consisting of five direct reports and approximately 90 clinical and staff members. Reporting to the interim Dean of the Herman Ostrow School of Dentistry, the SADCA will work closely with other leaders including group practice directors (GPD), assistant/associate deans, department chairs, and chief officers to continue growing the clinical services and improving the quality of clinical experiences offered to students and patients, as well as ensuring an exceptional 95% on-time graduation rate. To be successful in this role, the SADCA will address a number of key opportunities and challenges, listed below.

KEY OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE DEAN OF CLINICAL AFFAIRS

Collaborate with other school leaders to enhance the quality of clinical education

- With an open and collaborative mindset, the SADCA will work closely with school leaders, faculty, and staff members to increase the breadth and depth of the clinical experiences offered to students;
- In collaboration with the Executive Associate Dean of Academic Affairs, the SADCA will foster a culture of excellence in teaching by incorporating advanced technologies and innovative methodologies into the school's clinical teaching mission, ensuring the school's educational programs stay at the forefront of the evolving oral health care field;
- The SADCA will partner with faculty to monitor students' progress toward completing clinical education goals while expanding student access to clinic chairs and improving student satisfaction with clinical programs; the incoming leader must exemplify inclusive leadership by actively seeking feedback from the team and collaborating with group practice directors to develop and implement a strategic plan that ensures educational success and creates a supportive and positive learning environment for all students;
- The SADCA will mentor and support group practice directors who work closely with each of their cohort of students to monitor and ensure a steady progress of students' completion of clinical requirements, achieving 95% or higher on-time graduation rate;
- The SADCA will continue to strengthen clinical programs and experiences where students receive top-notch experiences offered by discipline specialists and ensure seamless integration of dental education and practice;
- The SADCA will design, implement, and oversee credentialing, licensure, and quality assurance programs to establish and maintain best practices across all clinical programs and intramural practices, fulfilling requirements by the Commission on Dental Accreditation (CODA).

Streamline clinical operations for greater efficiency

- The SADCA will engage school leaders, faculty, and clinical staff in meaningful discussions to optimize operational efficiency, improve the scheduling of students and faculty, and enhance patient follow-up, ensuring continuity of care and sustained engagement in the practice;
- The SADCA will embrace an innovative, entrepreneurial, and proactive problem-solving spirit to analyze, trouble-shoot, iterate, and identify sound solutions to resolve patient and student issues and/or grievances;
- The SADCA will review, establish, and implement protocols and procedures, and utilize data-driven practices and information systems when examining patient issues for all clinical programs and intramural practices.

Foster a culture of inclusion, communication, transparency, and effective organizational alignment

- As the school looks toward an era of continued innovation, the SADCA will ensure infrastructure and systems best support the school's needs as they continue to evolve;
- The SADCA will model and promote open and transparent communication by seeking meaningful input from a broad range of constituencies to identify needs in programming that advance the school and its clinical education and practice;
- The SADCA will cultivate values such as trust, collaboration, communication, transparency, accountability, innovation, productivity, and teamwork among colleagues;
- The SADCA will be highly visible on clinic floors by modeling professional clinic behaviors to students and staff, and demonstrate empathy toward students' learning journey at a premier private research institution and dental school;
- The SADCA will serve as an effective advocate for staff, students, and clinical programs;
- The SADCA will continue to build upon Ostrow's strong sense of family and belonging and foster a welcoming culture and climate in which faculty, staff, and students feel nurtured, empowered, respected, and valued as members of the broader community.

Manage resources effectively, ensure financial sustainability, and seek new opportunities for growth

- The SADCA is expected to provide sound financial leadership over the management of budgets, revenues, expense goals, and projections for the clinical programs and all intramural practices;
- The SADCA will strategically grow the patient base by developing marketing program and outreach strategies, working in collaboration with the dean's office;
- Under the support and leadership of the Senior Vice President for Health Affairs, [Dr. Steve Shapiro](#), the SADCA will work in collaboration with other leaders under the health system at USC to foster potential engagement and collaboration to advance the missions of the university, dental school and other health disciplines;
- The SADCA will pay attention to national trends in dentistry and seek new opportunities to grow programs and/or revenues that will benefit the school, faculty and students;
- The SADCA will be entrepreneurial and creative in seeking grants, external partnerships and potential expansion of off-site locations to offer unique, diverse, and meaningful programming and experiences to students;
- In collaboration with other chief officers, the SADCA will manage and evaluate the resources needed to support a seamless and scalable operation of the clinical practice;
- The SADCA will serve as the liaison with the office of general counsel and office of compliance concerning all legal and compliance matters related to the clinical programs and all intramural practices;
- The SADCA will serve as the principal dental school liaison with local, state, and federal regulators related to healthcare delivery and licensing.

Develop, recruit, and retain exceptional clinical staff and faculty

- Continue developing and mentoring staff and faculty through intentional professional and leadership development and guidance;
- Foster a culture of collaboration and inclusivity to attract top talent and ensure a supportive environment where clinical staff and faculty can thrive;
- Implement strategies to recognize and reward excellence in clinical teaching and patient care, promoting retention and long-term commitment among faculty and staff.

QUALIFICATIONS AND CHARACTERISTICS

This position requires a leader with vision, breadth, drive, and a creative and collaborative spirit. A compelling combination of organizational leadership skills and the interpersonal ability to lead and inspire confidence in diverse constituents working across a vast, matrixed environment. The Senior Associate Dean of Clinical Affairs should demonstrate proven ability to integrate clinical education and practice at a top dental school and will lead through influence, persuasion, and problem-solving to achieve the broad goals of the Herman Ostrow School of Dentistry. The desired qualifications and experience include the following:

- An outstanding dentist with a DDS or DMD with a significant record of practice and clinical services, administrative leadership, and leading and managing clinical affairs at a top research university and dental school;
- A strong record of effective team building, managing, and collaborating with multiple stakeholders;
- The highest standards of ethics and integrity, with a deep commitment to transparency and accountability in policy and strategy;
- Excellent communication, listening, advocacy, and interpersonal skills with both internal and external constituencies;
- Demonstrated sound judgment, maturity, and inclusivity when problem-solving in various situations and scenarios;
- Demonstrated commitment to and concrete experience in fostering and supporting programs that address justice, equity, diversity, and inclusion;
- A commitment to excellence in recruiting, retaining, and developing faculty and staff;
- Proven support for innovation in dental education and clinical programs with the ability to model the clinical behaviors desired at a top dental school;
- Ability to manage a clinical operational budget and participate in philanthropic efforts in support of the mission of the school and university.

COMPENSATION

The anticipated salary range for this position is about \$280,000-320,000 annually and is commensurate with related experience and qualifications. Relocation assistance is available. USC offers an inspiring higher education environment and excellent benefits, including medical, dental, vision, retirement, and paid time off. Learn more about USC Employee benefits at <https://employees.usc.edu/benefits-perks>.

LOCATION

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$4.9 billion annually in economic activity in the Los Angeles region and beyond, which does not include the direct spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found [here](#).

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, as well as application packets (CV and cover letter) should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/usc-dentistry/senior-associate-dean-clinical-affairs>. Electronic submission of materials is required.

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Isaacson, Miller
www.imsearch.com

USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The university particularly encourages members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified individuals with known

disabilities unless doing so would result in an undue hardship. Further information is available by contacting uschr@usc.edu.

This document has been prepared based on the information provided by USC. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by USC would supersede any conflicting information in this document.