



RUTGERS

School of Dental Medicine



Building
Communities
ANNUAL
REPORT 2013

RUTGERS
School of Dental Medicine

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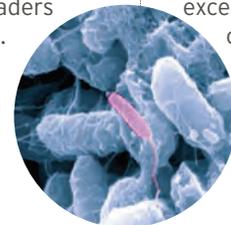
BUILDING A NEW UNIVERSITY COMMUNITY

By joining the newly created RBHS entity, we became part of a larger, stronger community with a wider reach and greater opportunities.

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We choose students who will be the next leaders in oral health care.



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RSDM's first-rate faculty excel at research, clinical care and inspire students in lecture halls and online courses.

Our Mission

The mission of Rutgers School of Dental Medicine is to improve oral health and quality of life through the education of oral health professionals and scientists, the conduct of research, the promotion of health and disease prevention, and the delivery of oral health care to communities throughout the state and beyond.

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BUILDING COMMUNITIES THROUGH SERVICE

Treating the underserved is something we do every day, on campus and around the globe.



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BUILDING A COMMUNITY OF PATIENTS

We offer a comprehensive range of patient care, from clinics staffed by predoctoral students honing their general dentistry skills to complex oral and facial surgery.

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BUILDING A COMMUNITY OF PROFESSIONALS

Alumni and other dental professionals are mentors to our students, providing them opportunities to network and gain an insider's view of running a practice or working at other jobs in the field.



32 ADMINISTRATORS

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IBC FINANCIAL REPORT

A Message from the Dean

A community is more than a place. It's something less tangible—the bonds and relationships formed by its members. At Rutgers School of Dental Medicine (RSDM) we are a community of staff, students, faculty and our extended family of alumni and other supporters. For our students, we want to ensure

we've built from years of service to our neighbors in Newark and around the world, where we help underprivileged patients in desperate need of oral health care. Through our continuing dental education programs, volunteer campaigns, and other efforts, we foster ties between the state's professional dentists and our alumni, who are

As we view the dawning of a new era, we stand on a solid foundation. As members of the Rutgers community, we have many opportunities to create new partnerships, make new discoveries, and provide more patients an even higher quality of care.

that they are not only learning but supporting each other and receiving support from the faculty and staff who are dedicated to their success. For our faculty, we strive to create an environment that encourages collaboration, collegiality and cutting-edge research.

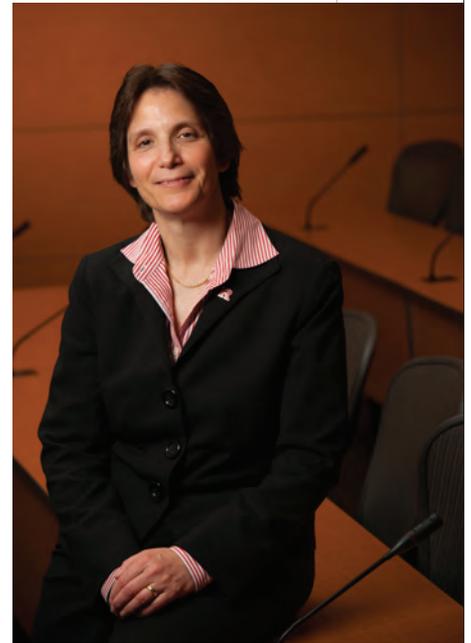
There are also the relationships we forge with others on local and even international levels.

One of our most treasured communities is the one we've formed with patients, from the parent on Medicaid seeking help for a child's toothache to the University Hospital trauma victim in need of facial surgery. There's the community

such a vital source of knowledge and support.

In 2013 we became part of a new community, Rutgers Biomedical and Health Sciences, (RBHS) formed when the University of Medicine and Dentistry of New Jersey (UMDNJ) integrated with Rutgers, the State University of New Jersey. It transformed us from New Jersey Dental School to Rutgers School of Dental Medicine.

Since our founding in 1956 we have created a strong legacy of academic and clinical excellence and established ourselves as leaders in the field of oral health. As we view



the dawning of a new era, we stand on a solid foundation. As members of the Rutgers community, we have many opportunities to create new partnerships, make new discoveries, and provide more patients an even higher quality of care.

When we work together within and among our many communities, there is no limit to what we can build in the years ahead.

Sincerely,

Cecile A. Feldman, DMD, MBA

DEAN, RUTGERS SCHOOL OF DENTAL MEDICINE

A Message from the Chancellor

In 2013 Rutgers University Biomedical and Health Sciences was born, and the school of dental medicine became a key partner in our mission: improving lives in our hometown of Newark and throughout the world.

Together, our hard work and collective talents will produce groundbreaking discoveries and innovative ways to treat patients and educate the next generation of scientists and health care providers. In 2013 we became one Rutgers, sharing

resources, ideas, and dedication.

The theme of this year's annual report—building communities—is perfectly illustrated by Rutgers School of Dental Medicine's many programs and achievements. The school continues to be New Jersey's major resource for dental education, patient care, community service, and research. Through its state-wide network, Rutgers School of Dental Medicine treats patients from all 21 counties and beyond New Jersey's borders. It offers

won approval for medical and dental patents on everything from a new type of syringe to new methods of treating cancer. As we look to build our own community within RBHS and Rutgers, we can point to the Rutgers School of Dental Medicine to demonstrate why and how we expect to reach our goals and achieve success.

I commend the school and its leadership for many years of sustained success, including

Together, our hard work and collective talents will produce groundbreaking discoveries and innovative ways to treat patients and educate the next generation of scientists and health care providers.

dental services to thousands of low-income, underserved residents and is the largest provider of dental care to New Jersey's special-needs population.

Rutgers School of Dental Medicine also has an active research program, focusing in particular on oral infectious diseases and the neurophysiology of pain. Its inventive, internationally recognized faculty have

this past year of transition, and welcome RSDM to this new enterprise as we reshape health care in New Jersey.

Sincerely,

Brian L. Strom, MD, MPH

CHANCELLOR,

RUTGERS BIOMEDICAL AND HEALTH SCIENCES







Boundless Possibilities: BUILDING A NEW UNIVERSITY COMMUNITY

S

ince New Jersey Dental School was founded in 1956, there's never been a more significant year in our history than 2013. The integration with Rutgers, the State University of New Jersey in July created boundless possibilities for education, collaborative research, public health, patient care, and professional development. By joining the newly created RBHS entity, we became part of a larger, stronger community with a wider reach and greater opportunities and resources for our students, faculty, and patients.

But our name was one of the first and most recognizable changes. In 2013 the dental school, part of the former University of Medicine and Dentistry of New Jersey, became Rutgers School of Dental Medicine, a title that reflects more than our partnership with Rutgers. Our name emphasizes the multifaceted, scientific nature of our work. Although we have an international reputation as a training ground for tomorrow's dentists—and rigorously uphold the highest standards in student education—our institution transcends dentistry. RSDM encompasses all aspects of oral health and beyond, from reconstructive surgery and studies in pain management to cancer research.

In fact, our new, seamless ability to work with other schools at Rutgers on research and clinical initiatives is one of the most exciting challenges of the integration. As part of RBHS, we can offer undergraduate,



The integration catapulted Rutgers' rank in grant funding from 56th in the nation to among the top 25 research universities in America.

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▶▶▶▶▶▶▶▶▶▶ graduate, and professional school access to interdisciplinary programs not previously available. That includes the promise of joint degrees, like an MBA, in addition to a degree in dental medicine. Together, we can help expand public-private partnerships between Rutgers and the health care industry statewide, nationally, and globally. As a team, we will be a driving force in shaping public health care policy.

In 2013 we invested great amounts of time and effort to accomplish a smooth segue way from our past identity to our new incarnation. Our transition team of administrators, faculty, and staff worked with Rutgers on all aspects of the integration. Because our school provides patient care, in addition to educating students, our most important task was introducing our new colleagues to our clinical operations. But we also worked to unify our branding efforts, finances, and billing and data systems.

Over the years our school has created a legacy that has transformed oral health care in New Jersey. By building a new university community with Rutgers, we can reach even greater heights as an institution and continue our dedication to one ultimate goal: serving humanity by improving the health of communities near and far.

Increased Opportunities

PAVING THE WAY FOR TRANSFORMATION



The integration of Rutgers and UMDNJ was an unprecedented plan in the history of United States higher education. By consolidating schools, the state government paved the way for a shift that will profoundly change the way health care is delivered in New Jersey and increase the school's potential to fund lifesaving research. The integration catapulted Rutgers' rank in grant funding from 56th in the nation to among the top 25 research universities in America. In 2013 the integrated Rutgers brought in more than

\$700 million research dollars. While the two schools had competed for funding in the past, the creation of Rutgers Biomedical and Health Sciences increases opportunities for grants from both the National Science Foundation and the National Institutes of Health.

The melding of the two institutions is the result of 2012 legislation known as the New Jersey Medical and Health Sciences Restructuring Act. It has created a network that includes all the schools, centers, and institutes that made up UMDNJ, along with three Rutgers academic institu-

THE NEW RUTGERS

By the Numbers

STUDENTS:

65,500

ON FOUR MAIN CAMPUSES
AT FOUR LOCATIONS IN NJ

MORE THAN

9,000

FULL AND PART-TIME
FACULTY

tions: the Ernest Mario School of Pharmacy, the College of Nursing, and the Institute for Health, Health Care Policy and Aging Research.

RSDM Collaborations
CREATING PARTNERSHIPS

One of the first of many collaborations between RSDM and faculty from the new Rutgers began in 2013. RSDM joined with the Rutgers Center for State Health Policy to

explore the rise in the state's emergency room (ER) dental visits. The results of the study, funded by the Nicholson Foundation, were released in April 2014.

The study revealed that uninsured young adults ages 19 to 34 and low-income residents have the highest number of ER visits for dental pain and infections that are unrelated to trauma. Accord-

ing to RSDM Dean Cecile A. Feldman, most of these trips to the ER could have been avoided through preventive dental visits or a dentist appointment when problems arise.

One of the most disturbing aspects of the trend, according to Dean Feldman, is that ERs aren't equipped to deal with dental needs because staff lack the training and equipment to treat the underlying cause. Instead, they focus mostly on relieving pain and infection.

The study creates a stronger platform for RSDM to continue advocating for preventive care and easier access to dental services.



Newfound Potential
CONTINUING A RUTGERS EDUCATION

Artem Krutyansky loved being a student at Rutgers-New Brunswick campus, where he majored in biology and environmental science. When he learned he could attend dental school at Rutgers, he was thrilled.

Krutyansky, a first-year student who plans to graduate in 2017, has already seen the benefits of integration, from the potential for joint-degree programs to new teammates in the RBHS intramural ice hockey league.

Because his mom is a dentist, Krutyansky was always interested in the profession, but he also wanted to explore other disciplines. The integration will make it easier for him to do that.

"There's more communication between the dental school and other health-related professions now," he says. "If someone wants to do research in another area, like psychology, they can talk to a professor, and it's so much easier."

For RSDM students there are also more libraries to ac-

cess and a wider network of alumni to help with mentoring and job prospects. Says Krutyansky, "Rutgers is such a well-known name. When you go off to work, you'll meet so many people who'll say, 'Oh, I went to Rutgers.' "

THE RUTGERS BRAND

By becoming part of Rutgers, RSDM benefits from the school's scope, history, and reputation. Here are some post-integration facts and figures:

- Established in 1766, Rutgers, The State University of New Jersey, is America's eighth oldest institution of higher learning.
- Rutgers was ranked one of the top five public universities in the Northeast by U.S. News & World Report and the Washington Monthly College Guide and Rankings.
- Rutgers University-New Brunswick research and development expenditures are first in the nation for chemistry and fourth for social sciences.
- Rutgers campuses rank among the most diverse in the nation. Rutgers-Newark has topped U.S. News & World Report's list of the most diverse schools since 1997. The Rutgers-New Brunswick campus is in the top 30.
- More than two-thirds of Rutgers first-year students are immigrants or the children or grandchildren of immigrants.



MORE THAN

15,400

FULL AND PART-TIME STAFF

PATIENT VISITS:

1.7million

APPROXIMATELY

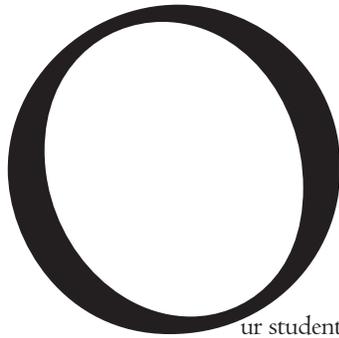
300

RESEARCH CENTERS AND INSTITUTES

CLINICAL TRIALS:

350

Passion and Sensitivity: BUILDING A COMMUNITY OF STUDENTS



Our students are among the nation's best and brightest, but to attend RSDM they must shine in other ways. We seek students who can connect with patients and peers in ways that can't be taught. At RSDM, technical skills and a high GPA are important, but they're not enough.

During our admissions process we consider the sum total of our students' lives, not just isolated achievements. We value passion and sensitivity that have been shaped by experience, along with a unique point of view. We choose students who'll be the next leaders in oral health care, sought-after practitioners who are known for the command and breadth of their clinical skills as well as their powers of empathy. Other students have shown the determination to follow an idea that leads to great research discoveries.

That's why we select a variety of students from a range of backgrounds. Our campus is not only ethnically diverse, it is a place where students are encouraged to celebrate their cultural differences as well as similarities. We have more than 25 student groups at RSDM, including the Hispanic Dental Student Association, the Indian Student Dental Association, the Asian American Dental Club, the Muslim Student Club, the American Association of Women Dentists, the Italian Dental Club, and the Dental Association for Equality, where many members are LGBT (lesbian, gay, bisexual, transgender). There are also student chapters of national organizations, such as the American Dental Education Association, as well as recreational groups like the RSDM Fitness Club. Our student population is also diverse in terms of age, hometown, and whether the students hope to





cause of the strong reputation of its clinical program. He believes dentistry can combine the planning skills needed for architecture with the personal connection to patients.

Naina Kaushal DOING THE RESEARCH

In 2013 Naina Kaushal began researching the effects of Vitamin D therapy on periodontal disease.

After a frustrating start, she experienced a breakthrough. With guidance from RSDM faculty, who had orchestrated the study, she found evidence that topical applications of Vitamin D can trigger inactive enzymes in the gum cells to fight bacteria.

"The first few times I was unsuccessful, and then on one of my last run-throughs I

was getting great results, and I couldn't believe it," remembers Kaushal, now 25, who attended New Jersey Institute of Technology (NJIT) before enrolling at RSDM.

After winning a \$4,000 research grant from the New York Academy of Dentistry for her research, Kaushal presented her findings to the academy in 2014. Although Kaushal, president of the Class of 2014, plans to start her career as a general practitioner, the project helped her develop a new understanding of and appreciation for research.

"I think a lot of the times as dentists we focus on patient care, but there's a lot to learn in terms of the scientific basis of the diseases that impact our patients," she says. When she begins her own practice, she hopes to use her newfound skills to do clinical research.



Elizabeth Fanciullo

FROM ANCHORWOMAN TO DENTIST

At age 16, Elizabeth Fanciullo had chosen her future career: TV newswoman. It didn't take her long to achieve that goal. After graduating from the University of Kentucky with a journalism degree, Fanciullo began working at an Indiana TV news station, first as an editor and producer, then as an on-air reporter. She covered presidential visits, the Kentucky Derby, and the aftermath of a sniper's shooting spree.

But for Fanciullo, something was missing. "I felt like I was talking into the camera not knowing whether people were caring about what I was saying," said Fanciullo. "I wasn't feeling fulfilled. I wasn't helping people."

It didn't take much soul-

searching for Fanciullo to decide she wanted to become a dentist—following in the footsteps of generations of her relatives, including her grandfather. Making the leap to a new career, however, meant that Fanciullo had a lot of catching up to do. To satisfy prerequisites for dental school, she took eight science courses in two years before enrolling at RSDM.

But after all the hard work, Fanciullo, a 2014 graduate, is convinced she made the right choice.

"I love the one-on-one interaction I get in dentistry and the instant gratification I can give someone," said Fanciullo. "If it's a broken tooth or a problem with a denture, I can fix it, and the patient is thrilled."



Our campus is not only ethnically diverse, it is a place where students are encouraged to celebrate their cultural differences as well as similarities.



2012-2013 RSDM STUDENTS

By the Numbers

APPLICANTS:

2,132

ADMITTED:

90

Allison Striano
GATEWAY TO A CAREER



In first grade, Allison Striano was enthralled when a classmate's dentist dad visited on career day. "I really loved it," she remembers. "He brought some kits in that we could

take home, and I took two." But her childhood interest in dentistry remained vague until she enrolled in RSDM's Decision for Dentistry as a Nutley high schooler and, later, the Gateway to Dentistry

STUDENTS WHO PASSED THE NATIONAL BOARD EXAMS ON THE FIRST TRY:

98%

PART ONE

95%

PART TWO

program as a sophomore biology major at the Rutgers-New Brunswick campus.

The Gateway program allows students with an interest in dentistry to spend two weeks at RSDM, immersed in interactive lessons about clinical techniques, dental specialties, and oral health research. It helped Striano, now 25, decide that dentistry was the career choice for her. "The Gateway program was critical in reinforcing my interest in pursuing a dental career," says Striano, who is vice president of her class. "There's no other opportunity to do that kind of hands-on work in this field."

Striano also learned how rewarding the profession can be. "You can touch people. You can see the physical difference in something you do to help them, and the patient can appreciate it, too."

Striano, of the Class of 2015, enrolled at RSDM in part because she knew it would offer a supportive atmosphere to offset the demands of dental school. "The staff and faculty are very warm and welcoming," she said. "Not every school I went

to is like that. Dental school is a tough four years, so to have an atmosphere like that makes a huge difference."

Kamel Elhosary

STARTING OVER

Kamel Elhosary had a successful career as a dentist in Egypt, where he began practicing in 2006.

But after visiting the United States and having a chance to see dentists at work, he wanted to practice in this country, where standards are higher and he would be free to give patients the individualized care they deserve, he says.

In 2009 he managed to arrive in Massachusetts with no job and no cash, intent on somehow starting his dental career. His first home

was the parking lot of a Wal-Mart, where he lived in a used car. He worked flipping burgers, acting as a medical interpreter and selling cars before landing a job as a dental assistant and finally enrolling in RSDM's Internationally Trained DMD program in 2012. "After extensive research, it was clear to me that RSDM has one of the few well-rounded international dentist programs in the country," he says. "I liked the diversity and the strong curriculum."

The program enables qualified dentists educated outside the United States or Canada to earn a DMD degree, which will allow them to acquire a license to practice in the United States. After graduating in 2014, Elhosary plans to work at a practice in New Hampshire and hopes to eventually do some teaching as well. His education at RSDM has given him "great confidence in myself," he says. "Coming here was one of the best decisions I ever made."



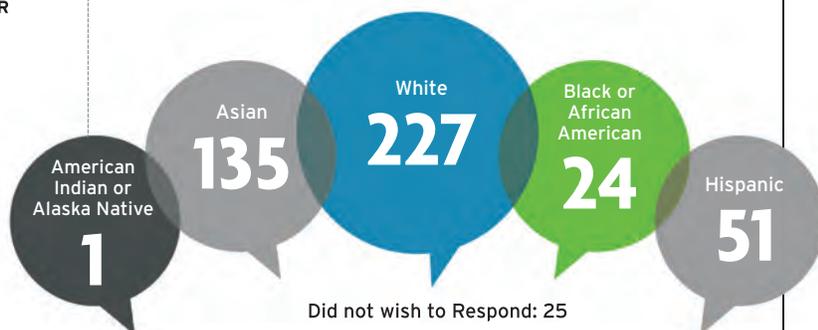
SENIORS WHO MATCHED ON MATCH DAY:

90%

AVERAGE GPA OF ENTERING FIRST-YEAR STUDENTS:

3.5

ETHNICITY OF DMD STUDENTS:



Research, Care, Inspiration: BUILDING A COMMUNITY OF FACULTY

At RSDM we

know that establishing a first-rate faculty means finding instructors who excel at research, clinical care and can inspire students in lecture halls and online courses. Above all, we look for team players who thrive in a collaborative environment. Because we emphasize a comprehensive approach to treatment and research, we choose faculty who seek the challenges and rewards of interdisciplinary work.

In 2013 we employed more than 200 full- and part-time faculty members plus more than 100 volunteer instructors. Our research faculty garnered \$2.4 million in research dollars in fiscal year 2013, and RSDM was awarded \$16 million in state funds to build new research labs. In 2013, RSDM faculty made discoveries that could help eradicate and treat cancer, detect a genetic form of periodontal disease before it progresses to the point of irreversible damage, and ward off drug-resistant bacteria. They have formed partnerships with private companies, such as Colgate-Palmolive, to perform clinical trials and have created patented technologies that transcend dentistry, including a new type of syringe and a bacterium that kills cancer cells.

Our clinical instructors have a wealth of hands-on experience in surgical specialties





Dr. Daniel Fine

EARLY DIAGNOSIS

Dr. Daniel Fine's team discovered that a group of three microbes found together provides a very accurate way of detecting a type of periodontal disease that affects African-American adolescents. The finding makes it possible for these children to be diagnosed with

98%

accuracy before tooth loss begins.

»»»»»»»» and the kind of diagnostic and treatment expertise that makes them among the best in the nation. Many are members of our faculty practice, Rutgers University Dental Associates. Others design innovative courses for students and serve the community in a multitude of ways.

Our From Practice to Preceptor program (FP2P) was designed with \$2.5 million in federal funds to address a nationwide shortage of dental school faculty. It will train 45 practicing general and pediatric dentists to become faculty members. In 2013 our second group of dentists joined the program, which began in 2012. Those who complete FP2P are qualified to teach, fill administrative roles, and do research. It's just one of the many ways we cultivate faculty who have a true passion for teaching, treatment, community service, and research.

In 2013, RSDM faculty made discoveries that could help eradicate and treat cancer, detect a genetic form of periodontal disease, and ward off drug-resistant bacteria.

Dr. Mahnaz Fatahzadeh

A LIFESAVING EDUCATION

During her residency at the British Columbia Cancer Agency, Dr. Mahnaz Fatahzadeh's job was to provide oral health care for oncology patients during their treatment.

For many, mid-to-late stage detection greatly worsened their prognosis and compounded their suffering. "It was heart-wrenching to see the consequences," remembers Fatahzadeh, director of RSDM's pre- and postdoctoral oral medicine training and the Oral Mucosal Diseases Clinic.

The experience drove her to explore oral cancer early-detection efforts as a way to prevent the need for aggressive therapies that can take such a toll on patients. Ever since, she has dedicated herself to educating others about oral cancer.

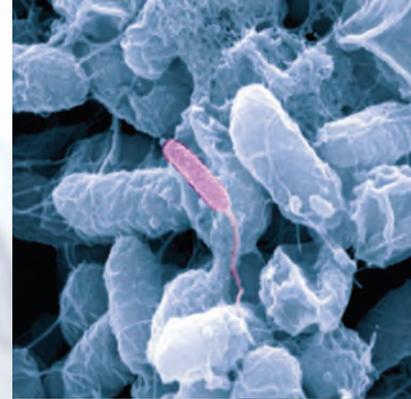
At RSDM, Fatahzadeh organizes walkathons and other student activities that raise oral cancer awareness and leads the school's annual day-long oral cancer screening event. But one of her most important roles is teaching students





Dr. Daniel Kadouri
THE GERM SLAYER

Bdellovibrio bacteriovorus (shown below) parasitically worms its way into a host and reproduces, killing drug-resistant germs that contribute to the deaths of nearly 2 million hospital patients annually.



how to spot the disease at its earliest and most imperceptible by examining the head, neck, and lymph nodes. They also learn to educate patients about the link between smoking, drinking alcohol, and oral cancer risks. "By virtue of their professional training, dentists are highly proficient in differentiating normal from abnormal in the oral cavity," she says. "I teach them that they have the potential to save many lives."

Dr. Daniel Kadouri
THE GODZILLA OF BACTERIA?

Daniel Kadouri and a team of RSDM microbiologists at the Center for Oral Infectious Diseases have found that two types of predatory bacteria can kill drug-resistant germs commonly found in hospitals. These pathogens contribute to the deaths of nearly 2 million hospital patients

and visitors annually. But they're apparently no match for the organisms unleashed by Kadouri, which function a bit like Godzilla, slaying lesser germs and potentially saving lives in the process. The first bacterium pinpointed by Kadouri's team is Micavibrio aeruginosavorus, a vampirish organism that devours the insides of other

germs. Another, Bdellovibrio bacteriovorus, parasitically worms its way into a host and reproduces. During studies, the results of which were published in a 2013 issue of the scientific journal PLOS ONE, the homicidal bacteria were unleashed on 14 drug-resistant varieties of bacteria often found in hospitals. They succeeded in eradicating a large number of pathogens. The breakthrough

(CONTINUED ON PAGE 18)

2012-2013 RSDM FACULTY

By the Numbers

\$24 million IN RESEARCH DOLLARS WAS GARNERED BY RSDM FACULTY MEMBERS IN FISCAL YEAR 2013.

was also the subject of a July 2013 story in Scientific American.

Kadouri's team has successfully used the therapy in animal studies and expects to test it on humans soon.

Dr. Harry Zohn
DENTAL DETECTIVES

As a forensic dentist, faculty member Dr. Harry Zohn has helped identify victims of 9/11 and passengers killed in plane crashes.

His predoctoral course in forensic dentistry teaches students the many ways in which dental remains, dental records, and bite marks can yield valuable crime-solving information.

But in 2013 he added another dimension to his class. Students visit the Northern Regional Medical Examiner's office to watch an autopsy and glimpse how dental forensics are used in the field. Until now it was an opportunity available



only to New Jersey Medical School students.

According to Zohn, it's one of the few, if not the only, predoctoral forensic dentistry classes where students shadow law-enforcement officials.

For several years Zohn has helped state medical examiners gather information

in criminal cases and other situations in which he was needed to identify the cause of death.

Although he is often called upon to help during tragedies, Zohn says the work is gratifying. For families, it often brings closure. And for students, it sparks an interest

in volunteer work as forensic dentists during national emergencies and other crises.

Dr. Daniel Fine
THE ACCIDENTAL CURE

While researching a form of periodontal disease prevalent among African-American adolescents, oral biologist Dr. Daniel Fine and his team discovered something else: a way to eliminate cavities.

The finding, made in 2013 and published in the journal *Infection and Immunity*, was almost accidental. For nearly a decade Fine has been studying the disease, which causes the loss of central incisors and first molars. He and his team have worked with more than 2,000 subjects from Newark, checking in with them every six months over a seven-year span.

During his studies he found that those with the periodontal disease have a much lower rate of dental caries than others. This is because

2012-2013 RSDM FACULTY

By the Numbers

FULL- AND PART-TIME FACULTY:

200+

FROM PRACTICE TO PRECEPTOR PROGRAM IS TRAINING

45

PRACTICING DENTISTS TO BECOME FACULTY MEMBERS.

VOLUNTEER INSTRUCTORS:

100+



Our faculty have formed partnerships with private companies, such as Colgate-Palmolive, to perform clinical trials and have created patented technologies that transcend dentistry.

they produce a higher volume of a genetic variant of lactoferrin, a salivary protein that kills the bacteria that cause cavities but has no effect on the bacteria that cause periodontal disease.

The findings led Fine to develop and patent a synthetic peptide that has the same cavity-fighting effect. His team has also been working on developing a diagnostic tool for early detection of the periodontal disease. The team discovered that a group of three microbes found together provides a very accurate way of determining disease activity. The finding makes it possible for these children to be diagnosed with 98 percent accuracy before tooth loss begins.

Dr. Scott Kachlany

FIGHTING CANCER AND OTHER DISEASES

Six years ago oral biologist Scott Kachlany set out to prove that the bacterium responsible for gingivitis can kill the cells that cause leukemia. It was a leap of imagination. No one else had

come up with the theory, let alone tested it.

Kachlany's guess was right. Through studies he discovered that the bacterium, called *Aggregatibacteria actinomycetemcomitans*, produces an organism called leukotoxin, which kills the diseased white blood cells responsible for cancer.

In 2013 Kachlany received a \$500,000 grant from the

Foundation Venture Capital Group to study leukotoxin's effects on veterinary animals' white blood cells. He also discovered that it can be used to treat inflammatory diseases like asthma, psoriasis, and pulmonary inflammation.

Its many curative, therapeutic possibilities are explored at Actinobac Biomed, a company Kachlany established

in 2009 to run clinical trials on his findings.

In 2013 he was also awarded the Thomas Edison Patent Award for his work with leukotoxin, including a process he has patented. Kachlany was among 30 inventors chosen for the award, which is presented by the Research and Development Council of New Jersey.



Dedication and Respect: BUILDING COMMUNITIES THROUGH SERVICE

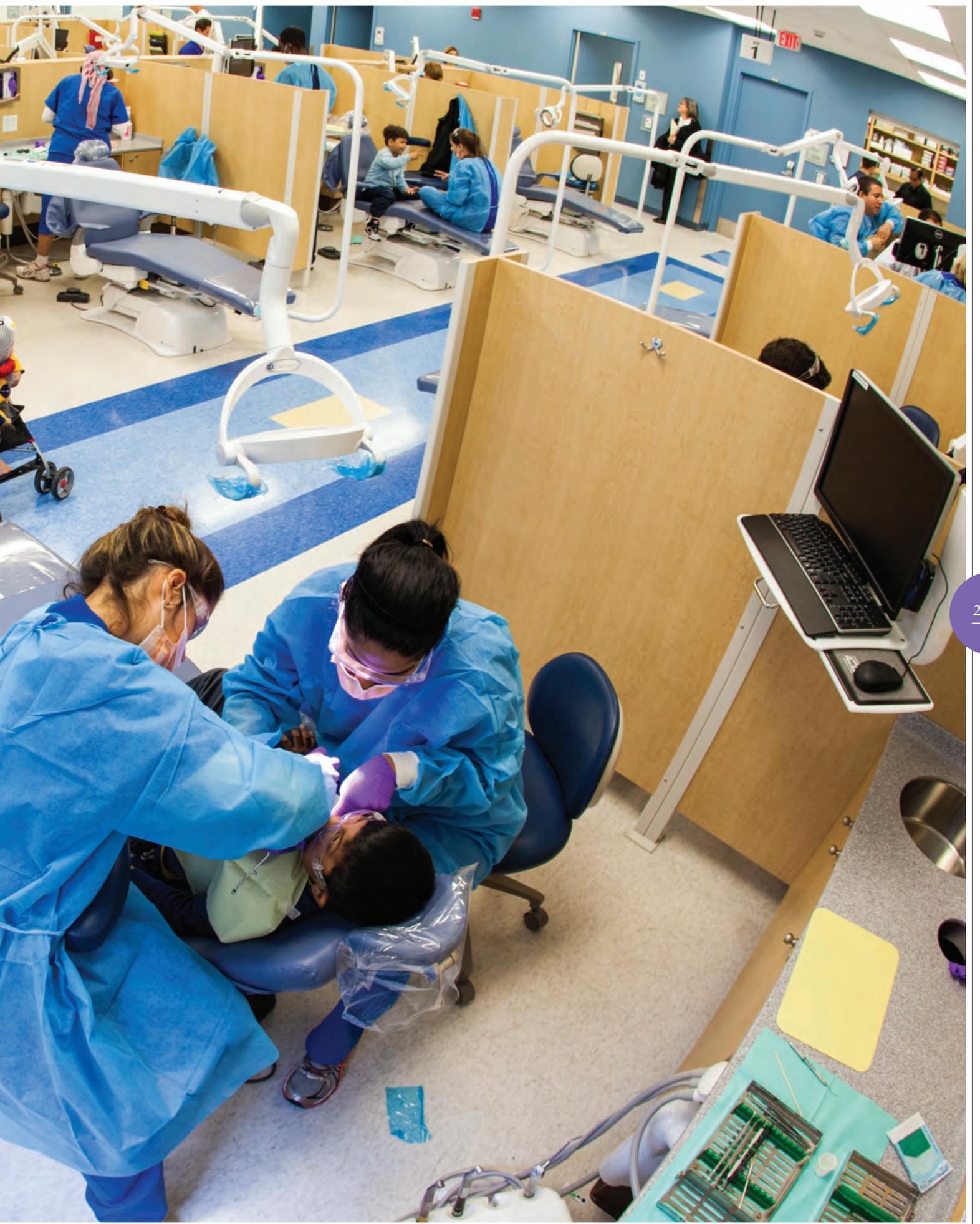
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roviding care for the state's most vulnerable populations—the elderly, ill, underprivileged, and disabled—is at the heart of our mission.

In a world where oral health care is inaccessible or unaffordable for so many, RSDM fills a dire need. Thirty percent of our patients are on Medicaid, which few New Jersey dentists accept. Treating the underserved is something we do every day, on campus and around the globe. In addition to healing tens of thousands annually, our clinics and volunteer work provide valuable training for RSDM students, who learn to treat patients from all walks of life, from many different cultures, with many different needs. It's an aspect of our program that distinguishes us from schools that serve a more homogenous population.

In our backyard of Newark we are the community dentists, caring for children through local school programs and our annual Give Kids a Smile! (GKAS) event. In 2013 we reached an important milestone in our efforts to help the underserved in Newark and the region. We broke ground on brand-new, more conveniently located facilities to house our highly regarded campus clinics for children and the disabled: the \$4.5 million Brunsdan-Villa Pediatric Center and the Delta Dental of New Jersey Special Care Center. 





Our students and faculty have worked at clinics everywhere from a Midwestern Native American reservation to a mobile clinic on the border of Haiti and the Dominican Republic.

We are pioneers in treating patients with HIV and educating others to follow our example. For nearly two decades, we have been providing dental care to children and adults with HIV/AIDS at our Newark site and satellite dental centers in South Jersey. In 2013, RSDM dental centers received more than \$807,000 in federal Ryan White funding.

Our Community-Oriented Dental Education (CODE) program is a national model. It provides II fourth-year students the year-long experience of treating underserved patients at RSDM's South Jersey centers, which serve uninsured patients, the elderly and others with special needs, in addition to HIV patients. As part of our CODE II program, which celebrated its five-year anniversary in 2013, all fourth-year students spend two weeks in satellite dental centers for the underserved.

In 2013 RSDM students helped provide dental screenings to New Jersey's Special Olympic athletes, educated others about oral cancer and the importance of early detection, and taught children about the importance of oral health at Liberty Science Center in Jersey City.

We provide a wealth of opportunities for students to learn from serving others.

Treating the underserved is something we do every day, on campus and around the globe.

Give Kids a Smile, Newark, New Jersey

SHARING SMILES



A dentist's chair isn't the first place you'd expect to find a happy child. But at RSDM's annual Give Kids a Smile! (GKAS) event in February, our Newark clinic was full of them. And it wasn't just because of the entertainment and free toothbrushes. Faculty and students made sure learning about dental health was fun for their young patients, many of whom were visiting a dentist for the first time. Hundreds of kids received a cleaning, a dental

exam, and a fluoride treatment at GKAS, held at our Newark campus and RSDM's extramural sites in South Jersey.

Started by the American Dental Association (ADA) in 2003, GKAS targets mostly underprivileged children and their families, teaching them how to prevent oral disease in childhood and beyond. The event was held in partnership with the ADA and the New Jersey Dental Association and funded with a grant from the PNC Foundation.

Neighborhood Dentists KID CONNECTION

At our campus pediatric clinic, which works closely with the Newark school system, RSDM students learn how to provide dental care for children. Part of their education involves helping kids feel comfortable and relaxed.



*RSDM Goes West***CULTURAL EXCHANGE**

Since 2004, RSDM students have travelled to Native American reservations to provide oral health care to nearly 2,500 community residents.

The clinic, which serves members of the Navajo nation, is a 24-chair facility run by Indian Health Services, a federal agency. When staff go on vacation in August, RSDM students and faculty step in. "They walk out, and we do all the dentistry," says Dr. Robert Shekitka, an RSDM assistant professor who leads the trip.

Few dental schools in the nation have this kind of rela-

tionship with a federal health agency, let alone one that serves Native Americans and is so far from their home base, says Shekitka. "It's unprecedented."

For both community residents and dental students, the arrangement took some getting used to.

Native Americans can appear reserved and aloof to those who aren't familiar with their culture, says Shekitka. They make little eye contact compared with many patients in New Jersey. They're also less inclined to make small talk or reveal much about their personal lives to strangers.

But after many return visits from RSDM staff and students, who spend much of their time filling teeth and performing extractions, the residents and visitors have grown accustomed to one another. RSDM volunteers try to avoid crowding and chit-chat, while patients have become more trusting. "We've all learned a lot," says Shekitka.

*Changing Lives***PAYING IT FORWARD IN BANGLADESH**

On missions to Bangladesh, Dr. Shahid Aziz, an oral and maxillofacial surgeon at RSDM, has corrected hundreds of cleft palates since 2006. With help from RSDM postgraduate students he has greatly improved the lives of patients and their families.

In the United States, cleft palates are usually repaired before a child's first birthday, but in Bangladesh and other countries, many families can't afford the procedure. Children with cleft palates are often shunned because of their facial deformities and can have trouble eating and speaking.

Aziz and his team produce

dramatic results each year.

But in 2013 the trip to Bangladesh was especially meaningful. The team was joined by Shenjuti Choudhary, an RSDM postgraduate orthodontics student who was born in Bangladesh with a cleft palate. It was repaired by missionary surgeons when she was a child, and at age 16 Choudhary emigrated to the United States. She worked her way through Barnard College and the College of Dental Medicine at Columbia before enrolling in RSDM's orthodontics program.

"Dr. Choudhary is a shining example of how repairing a cleft can change a life," says Dr. Aziz. "She went from rural Bangladesh to becoming an orthodontist."



Skill and Experience: BUILDING A COMMUNITY OF PATIENTS

At RSDM we

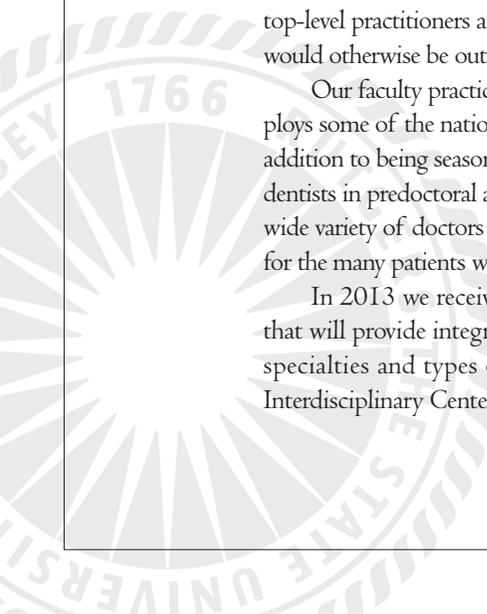
offer a comprehensive range of patient care, from clinics staffed by predoctoral students honing their general dentistry skills to complex oral and facial surgery.

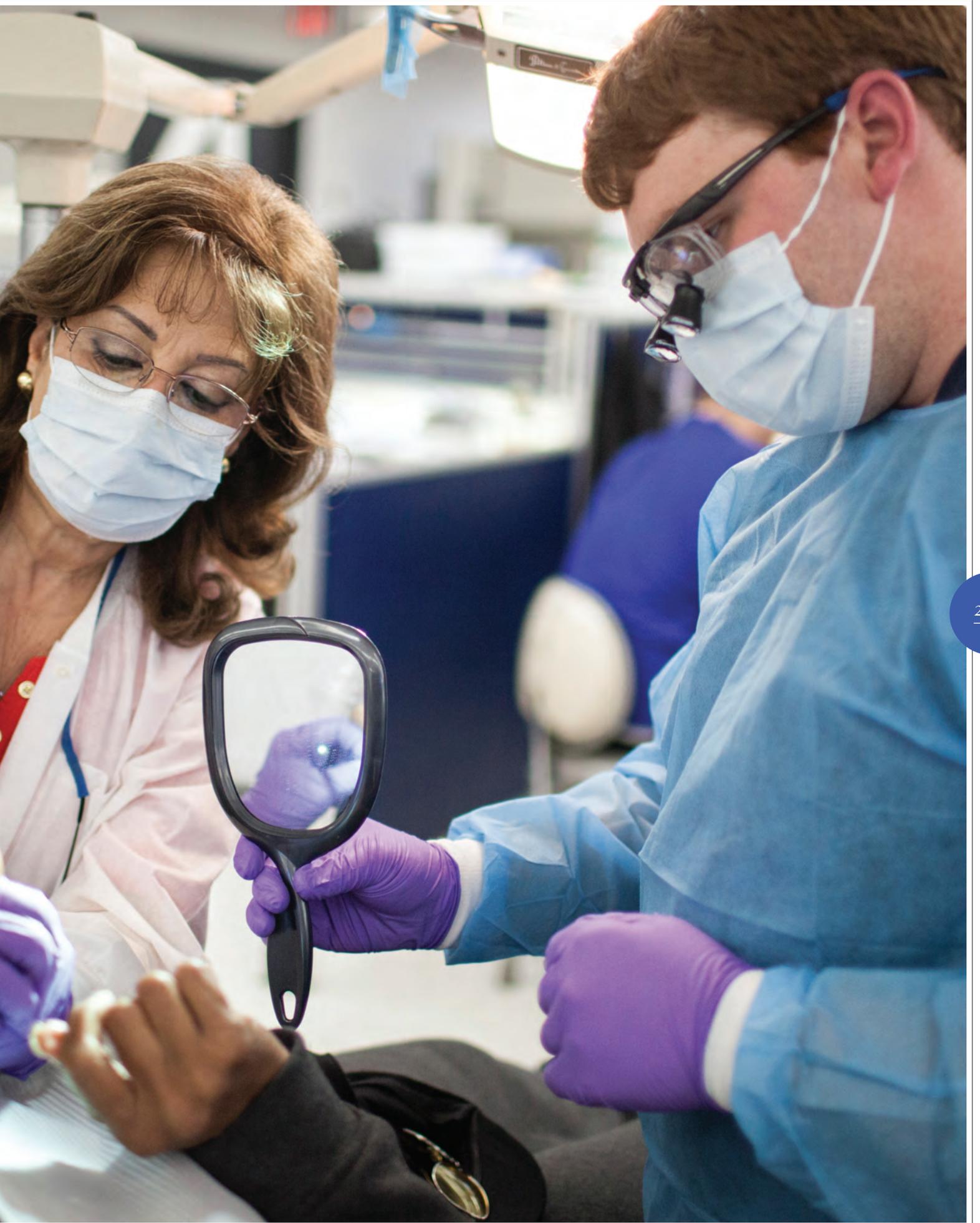
In fiscal year 2013, we logged 130,000 patient visits, including appointments with our orthodontists, periodontists, endodontists, prosthodontists, and pediatric specialists. Patients at our highly regarded Orofacial Pain Center have been treated for temporomandibular joint disease, and for migraines and other types of chronic pain. We are the state's largest oral health care provider for special-needs patients, treating more than 4,000 annually. We are also the largest provider for New Jersey's pediatric patients, who log more than 10,000 visits a year.

In addition to our student clinics, we offer care from experienced, top-level practitioners at affordable rates that, for most New Jerseyans, would otherwise be out of reach.

Our faculty practice, Rutgers University Dental Associates, employs some of the nation's top specialists. They teach at RSDM, in addition to being seasoned professionals who carefully oversee student dentists in predoctoral and postdoctoral clinics. Because we have such a wide variety of doctors under one roof, RSDM is especially convenient for the many patients who require more than one specialty.

In 2013 we received \$10 million in state funding for a facility that will provide integrated, cutting-edge treatment that spans many specialties and types of care. Our Postgraduate Interdisciplinary Center will include surgical suites, 





space for clinical labs, and an area where students will learn advanced implantology.

In 2013 we also improved our patients' experience with an electronic health record system, thanks to more than \$2 million in federal funding as part of a national program to encourage the use of digital medical records. Called axiUm, the system stores cradle-to-grave patient history and important information, which can be shared among caregivers, in addition to appointment times and insurance and billing data. It has negated the need for paper charts, allowing patient information to be processed quickly and improving communication among caregivers.

In 2013 RSDM broke ground for the Delta Dental of New Jersey Special Care Center, a modernized, expanded, more conveniently located version of the facility housed at our Newark campus.

"You made my life."

A REASON TO SMILE



Kaitlyn Pinto used to ask her parents, "Why do my friends have teeth, and I don't?" The 9-year-old had ectodermal dysplasia, a condition that hinders tooth development. Kaitlyn's front teeth never grew, and her back teeth were small and barely visible.

After a dental hygienist referred her to RSDM's prosthodontics clinic, Haitham Aga, a third-year prosthodontics resident, fitted her with pediatric dentures to fit over her existing teeth. He'll never forget Kaitlyn's smile the first time she wore her new teeth. "It didn't just make my day, it made my month," he says.

Kaitlyn will be fitted with new dentures periodically until she stops growing and receives

permanent implants. But she doesn't seem to mind. To thank Aga, she gave him a self-portrait inscribed with the words "You didn't just make my day. You made my life."

Experience and Compassion SPECIAL DELIVERY

Dennis Fitzpatrick had 17 cavities by the time he arrived at our special care center in 2007. Fitzpatrick, now 27, has cerebral palsy. He had regular checkups throughout his childhood, but other dentists lacked the equipment and experience to perform more than basic procedures. At RSDM, he wound up having four teeth extracted. "Other

dentists were terrified of him," remembers Dennis's father, Tom Fitzpatrick. "They would clean his teeth but they wouldn't even drill."

For disabled patients, dental care is often scant or nonexistent, and the experience of visiting a dentist can be filled with anxiety. But at RSDM's center for special-needs patients, staff are trained to work with a variety of patients, including those with autism, Alzheimer's disease, and psychiatric disorders. Geriatric patients are another group that receives treatment at the center.

In 2013 RSDM broke ground for the Delta Dental of New Jersey Special Care Center, a modernized, expanded, more conveniently located version of the facility that's provided care at the school's Newark campus since 2001. The clinic is one of few in the region, drawing patients from Delaware, Pennsylvania, and New York. The population of special-needs dental patients is increasing, but there's a severe shortage of treatment facilities. To keep pace with the growing demand, all RSDM

students are trained to work with disabled patients.

They have seen firsthand how important it is for the disabled to have regular, accessible treatment. Inadequate care can have serious consequences, including infections that spread throughout the body. "It's not just about fixing a tooth," says Dr. Evan Spivack, a professor of pediatric dentistry who has worked at the center for more than a decade. "This can be lifesaving."

The Value of Working Together

MAJOR PAIN

For eight years, Maria had pain in her upper jaw that grew worse despite four root canals and a sinus exploration.

When she arrived at RSDM's Center for Temporomandibular Disorders and Orofacial Pain, it didn't take doctors long to figure out what was wrong. Maria suffered from an "atypical" migraine that afflicted her midfacial region, not her forehead.

"When we took her med-



ical history, we learned that her mother and grandmother suffered from migraine headaches," said Dr. Rafael Benoiel, director of the center. "Migraines are genetic in nature." Maria was prescribed Depakote and remains pain-free as long as she takes her meds.

While her migraine may have been atypical, Maria's experience is common among many patients at the center. They land there after seeing multiple specialists, who sometimes make matters worse.

"A misdiagnosis not only may lead to inappropriate treatment and expense, it can

delay reaching an accurate, timely diagnosis of conditions with potentially severe consequences," says RSDM Dr. Gary Heir, who directs the center's Division of Orofacial Pain.

Both Heir and Benoiel are internationally recognized experts in their field. They say the key to helping patients like Maria is not a only heightened awareness of orofacial pain but the value of interdisciplinary care. When they work together, dentists, physicians, and other health care providers are more likely to relieve the pain rather than prolong it.

2012-2013 PATIENT CARE

By the Numbers

PATIENT VISITS IN 2013:

130,000

SPECIAL-NEEDS PATIENTS TREATED ANNUALLY:

4,000

ANNUAL PEDIATRIC PATIENT VISITS:

10,000+

Support, Knowledge, Networking: BUILDING A COMMUNITY OF PROFESSIONALS

W

e depend on the state's oral health care providers to help us educate New Jerseyans and keep them healthy. And they depend on us to further their own education and professional development.

Many are alumni whose support, knowledge, experience, and generosity have allowed us to thrive and become state and national standard bearers. Alumni and other dental professionals in New Jersey are wonderful mentors to our students, providing them opportunities to network and gain an insider's view of running a practice or working at other jobs in the field. They share memories of their own days at dental school and offer insight and advice. In fiscal year 2013 the school received \$1.3 million in donations, much of it from alumni.

Annual events like our Donor/Scholar Awards Reception, sponsored by the Dental Alumni Association and RSDM, allow students and their benefactors to form a connection. In 2013 more than \$100,000 in scholarships was awarded to students through the program.

As New Jersey's only dental school, we strive to be a valuable resource to our colleagues. For thousands of state practitioners, our Continuing Dental Education program is a necessity. Our courses and workshops fulfill the state's requirement that dentists receive 40 hours of continuing education to obtain their two-year license renewal.

But our curriculum is also known for engaging, up-to-the minute lessons, lectures,





»»»»»»»» and seminars that help attendees expand their knowledge and hone their skills. In fiscal year 2013 we had 1,435 continuing education registrants for courses that ranged from the how-tos of using the latest digital diagnostic tools to advanced dental genetics. We also held our third annual American Academy of Implant Dentistry MaxiCourse, a popular class that comprises more than 300 hours of comprehensive lectures, live surgeries, demonstrations, and hands-on sessions.



Alumni and other dental professionals are wonderful mentors to our students, providing opportunities to network and gain an insider's view of running a practice or working at other jobs in the field.

Dr. Linda Stone '82 and Vanna Stone '14
MOTHER-DAUGHTER DENTAL TEAM



In the late 1970s Dr. Linda Stone was studying at UMDNJ's School of Health Related Professions to become a dental hygienist when a professor called her aside.

"He said, 'I've given your class the same exam I give the dental students. You've done better than anyone,' " remembers Stone. "He looked at me and said, 'I want you to go to dental school. Don't stop here; continue.' "

She followed her professor's advice and graduated in 1982, one of only a handful of women in her class. For inspiration, she tacked up a 1978 New York Times article on the dearth of women in dentistry.

Today Dr. Stone has a successful practice in Livingston, New Jersey, where she advertises "gentle, caring dentistry." Both her office and chairside manner are designed to help patients feel as comfortable, relaxed, and

attended to as possible.

Her daughter, Vanna, Class of 2014, has followed in her footsteps. She also attended RSDM, where more than half of her classmates are women, and plans to join her mother's practice after graduation.

Vanna grew up spending time at her mother's dental office, playing with materials. "It was like arts and crafts," she says. She watched as her mother formed friendships with patients. "She goes to their weddings, they go out to lunch. When you see someone who loves what they do, it's infectious," says Vanna.

Her mother feels indebted to the school for nurturing her potential at a time when so few women were encouraged to enter the field—and for educating her daughter.

Over the years Linda Stone has been an involved, magnanimous RSDM supporter, serving on

the school's advisory board and making substantial gifts. When the new interdisciplinary clinic is finished, the dispensary will be a gift from her. "This school gave me my profession, and I feel privileged to be in this field," she says. "I want to give back."

Dr. Richard Pertes

AN EARLY LESSON IN ONLINE EDUCATION

There weren't many online dental courses in 1999, when RSDM's office of Continuing Dental Education launched a class in orofacial pain. "The few that existed were contemptuously referred to as 'correspondence courses,'" says Dr. Richard Pertes, a professor who specializes in orofacial pain, who conceived the course.

But the course, called "Update in Orofacial Pain," went on to become a remarkable success, with more than 400 dentists from around the world completing it. Among the many who have enrolled in the class are continuing education students from Australia, Europe, India, Zambia, and the Philippines.

The six-month course is no cakewalk. It focuses on the diagnosis and management of neuropathic, neurovascular, and musculoskeletal orofacial pain and requires several hours of study each week. There are many interactive student discussions online, and students are encouraged to post cases and ask questions.

Although the students aren't sitting in the same room, they can't duck out of class participation. It's part of the grade.



Dr. Cavan Brunsten and Dr. Nancy Villa-Brunsten

SUPPORT SYSTEM

When RSDM needed new, state-of-the-art facilities for our pediatric and special-care patients, three longtime supporters stepped up to the plate.

Delta Dental of New Jersey, one of our strongest professional allies, helped fund the special care center for disabled patients, which is named for the dental benefits company. "We are elated to have been able to help provide the support for these projects, enabling exceptional care to be provided to those most in need," said Dennis G. Wilson, President and CEO, Delta Dental of New Jersey.

They were joined by two alumni who have a long history of generosity and service to RSDM. Husband-and-wife team Dr. Cavan Brunsten and Dr. Nancy Villa-Brunsten, for whom the pediatric center is named, invested in the project so the school could continue its mission. "At this dental school, so many faculty members gave of themselves by pursuing the highest level of professionalism that they inspired us to continue their spirit of giving," said Dr. Cavan Brunsten.



“At Rutgers School of Dental Medicine students, faculty and our extended family



Fulfilling our Mission:
RUTGERS SCHOOL OF DENTAL
MEDICINE ADMINISTRATION

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he associate and assistant deans, department chairs and senior administrators make up our Administrative Council, headed by Dean Cecile A. Feldman. In addition to their duties at RSDM, most of them belong to a variety of professional organizations and hold elected or appointed offices.

Pictured from left to right:

RSDM ADMINISTRATION

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Victor M. Petriella, D.M.D.
Philips Consumer Lifestyle
Mr. Joseph G. Piarulli
Mr. Michael Pine
Dr. Aaron W. Prestup
Proviser Financial, L.L.C.
Ms. Angela YP Quek
Ms. Natalie Quek
Mr. Timothy Yuen-Teng Quek
Mr. Stuart Rachlin
Unum Rahmat, D.M.D.
Mr. Narendaran Rajan
Mr. Dennis Ramos
Ms. Karen Ann Raposa
Ms. Ashley A. Rapp
Ms. Rachel A. Rapp
Ralph S. Reilly, D.M.D.
Mr. Michael D. Rettagliata
Cynthia V. Reyes, D.M.D.
Maria C. Cordero-Ricardo, D.M.D.
Ms. Erica A. Rice
Barbara A. Rich, D.D.S.
Ms. Christine Roes
Raymond F. Roncin, Jr., D.M.D.
Mr. Lester Rosenbaum
Mr. Robert Ross
Ms. Marie-Jeanne Rothstein
Mr. Karl Rozario
Mr. Peter W. Rutherford
Ms. Lorraine P. Sachs
Dr. Louisa V. Sanders
A-J Santye & Company
Mr. Robert Sattler
Andrew A. Sauchelli, D.M.D.
Mr. William F. Saya, Jr.
David A. Scardella, D.M.D.
Alison M. Scavuzzo, D.M.D.
Ms. Caterina Schiavo
Mr. & Mrs. Lawrence C. Schneider
Mr. William D. Scurba
Thomas M. Scorziello, D.M.D.
Jay A. Shah, D.M.D.
Mr. Donald A. Shalan
Mr. Daniel Shapiro
Robert A. Shekitka, D.M.D.
Mr. Steven L. Shepp
Mr. Michael Shipper
Jerome Silverstein, D.D.S.
Ms. Debra Simoff
Ms. Kimberly Sims

Ms. Sharon Singer
Mr. James Smith
Ms. Irene H. So
Mr. Joseph Sozio
Speed System Orthodontics
Ms. Carol A. Speranza
C. Paul Spinale, D.D.S.
Evan Spivack, D.D.S.
Mr. Charles W. Springer
Ms. Janet A. Stager
Jerry M. Stahl, D.M.D.
Matthew S. Steinberg, D.M.D.
Ms. Kayte Steinert Threlkeld
Andrew Joseph Sullivan, D.D.S.
Tat Chiang D.M.D., L.L.C.
Adam C. Taylor, D.M.D.
TDO Software
William J. Testa, D.M.D.
Louis J. Theodorou, Jr., D.M.D.
Ms. Carol Torregrossa
Riva Touger-Decker, R.D., Ph.D.
Mr. Harry H. Toung
Mr. Heng Chen Toung
Brian P. Trava, D.M.D.
Trelor & Heisel, Inc.
Ms. Joan S. Trimble
Ms. Patricia-Lee Vultaggio
Christopher J. Wahlers, D.M.D.
Ms. Jasmine Walker
Susan M. Walsh, M.D.
Wealth Advisory Group
Mr. Michael Weber



Stephen M. Wechsler, D.M.D.
Saul Weiner, D.D.S.
Ms. Lynn Weston
Mr. & Mrs. James Whelan
Mr. & Mrs. Timothy F. Wilson
Ms. Delores J. Wong
Yali Emily Yu, D.M.D.
Vincent B. Ziccardi, D.D.S., M.D.
Jane E. Ziegler, D.C.N., R.D.

2013 Timeline



JANUARY

College students from our Gateway to Dentistry program got an up-close look at the Lava Chairside Oral Scanner (COS), cutting-edge technology that captures digital photos of the oral cavity and creates 3-D images to fabricate prostheses. The two-week Gateway program allows college students who are interested in dentistry to obtain hands-on experience. RSDM hosted 30 students from New Jersey and out of state.



FEBRUARY

Two second-year students were among 25 nationwide to receive prestigious scholarships from the American Dental Association Foundation. Yanelis Perez received the Predoctoral Student Scholarship, and Dania Santana was awarded the Underrepresented Minority Predoctoral Student Scholarship.

MARCH

The RSDM community found creative ways to raise money for victims of Hurricane Sandy, from singing the song "YMCA" in a university-wide talent show to squaring off against New Jersey Medical School at Rutgers in an intramural hockey match. (Our team, the Bitewings, won 6-5.)



MAY

The Class of 2013 participated in the school's last commencement as part of UMDNJ. The 113 graduates received their diplomas at the Izod Center in East Rutherford. Rutgers University President Robert L. Barchi, the commencement speaker, said the graduates are part of a new generation that will change the face of America's health care system.

JUNE

Special Olympians received dental screening from RSDM faculty, staff, and alumni at New Jersey's Special Olympics Summer Games. We also created free, custom-made mouthguards for the athletes. The Special Smiles program, part of the Special Olympics Healthy Athletes initiative, was created to focus on health issues facing the disabled.



JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JULY

We became the Rutgers School of Dental Medicine on July 1, when the integration of Rutgers University and UMDNJ became official. To commemorate the moment, Rutgers rang its 187-year-old Old Queens Bell, which is reserved for historic moments in the school's history.



AUGUST

We held our first White Coat Ceremony as Rutgers School of Dental Medicine. The white coat, a symbol of patient trust, represents a commitment to professional ethics and compassion toward patients. With the new school logo stitched near their lapels, the 91 members of RSDM's inaugural Class of 2017 were welcomed into dentistry.

SEPTEMBER

The newly appointed chancellor of RBHS, Brian L. Strom, paid his first visit to the dental school, meeting with Dean Cecile A. Feldman and answering faculty members' questions. He announced that finding "synergy" among the 14 schools and units of RBHS will be the key to its success.



OCTOBER

RSDM received more than \$2 million as part of a program for the U.S. Center for Medicare and Medicaid Services. The funding, part of the Electronic Healthcare Incentive (EHI) program, has helped the school implement its upgraded electronic health record system, axiUm.



NOVEMBER

Scholarship students had a chance to meet their benefactors at the Donor/Scholar Awards Reception, sponsored by the Dental Alumni Association and RSDM. In 2013 more than \$100,000 in scholarship money was awarded.

DECEMBER

Students from RSDM's Community-Oriented Dental Education (CODE) program observed the 25th anniversary of World AIDS Day by volunteering at events throughout South Jersey. They were reminded by speakers that while progress has been made in fighting the disease, it continues to claim patients on a global scale.

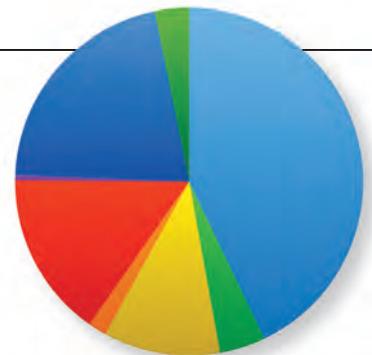


Financial Report

2012-2013

2013 REVENUES

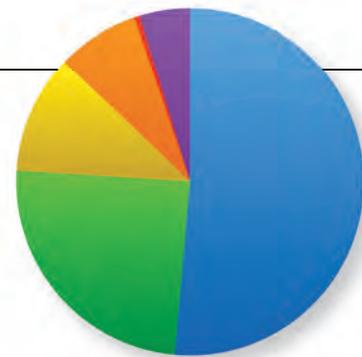
REVENUES	2013 ACTUAL IN MILLIONS OF DOLLARS	PERCENT
1. Tuition and Fees	\$22,674	43.1%
2. Faculty Practice Plan Services	\$2,251	4.3%
3. Recoveries of Dir. Grant Exp.	\$5,730	10.9%
4. Indirect Cost Recoveries	\$879	1.7%
5. Patient Service Revenues	\$8,168	15.5%
6. Donations and Endowment Inc	\$1	0.0%
7. State Appropriations - Direct	\$11,230	21.3%
8. Other	\$1,695	3.2%
TOTAL REVENUES	\$52,628	100.0%



- Tuition and Fees
- Faculty Practice Plan Services
- Recoveries of Dir. Grant Exp.
- Indirect Cost Recoveries
- Patient Service Revenues
- Donations and Endowment Inc
- State Appropriations - Direct
- Other

2013 EXPENSES

EXPENSES	2013 ACTUAL IN MILLIONS OF DOLLARS	PERCENT
1. Salaries and Wages	\$26,538	51.4%
2. Non-Salary	\$12,720	24.6%
3. Direct Grant Expenses	\$5,730	11.1%
4. Life Cycle Management	\$3,951	7.7%
5. Debt Service	\$250	0.5%
6. Central Administration Cost	\$2,446	4.7%
TOTAL EXPENSES	\$51,635	100.0%



- Salaries and Wages
- Non-Salary
- Direct Grant Expenses
- Life Cycle Management
- Debit Service
- Central Administration Cost

Building Communities Annual Report 2013



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