The New Grad Guide for the New World of Dentistry.

You’re about to make one of the most important decisions of your lifetime. With knowledge, you have the power to control your career.
Times have changed. Know your options.

Hanging your beautifully framed diploma in your new private practice. It was the dream of nearly every dental school graduate for decades. But times have changed. Between the high cost of purchasing and operating a practice, the competition for patients, and the late nights of managerial chores, that dream of owning a private practice has lost its luster like an old tooth. But here’s the good news. The challenges of traditional private practice have given rise to a new alternative for achieving your goals. It’s called a Dental Service Organization (or DSO).

DSOs manage and support a group of independently owned practices. In the case of Aspen Dental, the DSO is Aspen Dental Management, Inc. (ADMI) and Aspen Dental is the network of practices. Just like private practices, DSOs give dentists complete autonomy and the opportunity for ownership. Unlike private practices, DSOs provide the support you need to more easily and quickly achieve your goals. This includes higher income potential, a clear path to ownership for less investment, and practice support that handles the non-clinical chores of running a practice for you, so you can leave at a decent hour. For these reasons and others, many dental school graduates are finding that a DSO is a better fit for their career aspirations.
What matters most to you?

Based on a recent national survey,* most recent grads want a supportive environment where they can improve their skills. Another priority is working in a practice that values high quality work and allows dentists the clinical control to make a difference in patients’ lives. Owning a practice and making a good income is still important, especially if you have student loans. However, most students would rather not be involved in the day-to-day administrative and business matters of a practice.

Ask yourself the following questions:

- Do you want to work for a thriving practice that's committed to delivering excellent care?
- Do you want to be well compensated for your hard work?
- Would you like to be well supported and mentored instead of going it alone?
- Would you rather work on a few more patients per day instead of doing tedious chores like marketing mailers, tax filings and inventory management?
- Would you like to be involved in numerous philanthropic efforts to promote better oral health?
- Would you like to own your own practice sooner rather than later?

If you answered yes to most or all of these questions, a DSO like Aspen Dental Management, Inc. (“ADMI”) might be the way to go.

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*Job criteria importance: students and recent graduates

<table>
<thead>
<tr>
<th>Job Criteria</th>
<th>Not Important</th>
<th>Somewhat Important</th>
<th>Highly Important</th>
<th>Percent, using 7-pt scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing to improve my skills</td>
<td>0%</td>
<td>8%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>Supportive work environment</td>
<td>1%</td>
<td>12%</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>A practice that values the highest quality of work</td>
<td>0%</td>
<td>13%</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>Control over my clinical work</td>
<td>2%</td>
<td>13%</td>
<td>86%</td>
<td>86%</td>
</tr>
<tr>
<td>Knowing that I’m making a real difference in patients’ lives</td>
<td>3%</td>
<td>14%</td>
<td>84%</td>
<td>84%</td>
</tr>
<tr>
<td>Control over my schedule</td>
<td>1%</td>
<td>36%</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Opportunity to own/manage my own practice</td>
<td>5%</td>
<td>33%</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>Mentorship opportunities</td>
<td>4%</td>
<td>35%</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>Access to the best technology</td>
<td>3%</td>
<td>47%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Very high level of compensation</td>
<td>3%</td>
<td>48%</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>Focusing solely on clinical work and patient care</td>
<td>8%</td>
<td>44%</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Being involved in day-to-day business management</td>
<td>18%</td>
<td>41%</td>
<td>42%</td>
<td>42%</td>
</tr>
</tbody>
</table>
What do you know about a DSO?

Years ago, most dentists bristled at the idea of affiliating with a DSO. This was largely due to misconceptions and myths surrounding corporate dentistry. Today, DSOs are viewed positively as an evolution of the private practice model: a viable alternative to help more patients get the care they need, and more dentists have the career they want. Aspen Dental-branded practices are 100% dentist owned and run just like private practices, but with several key differences. Here are some of the advantages DSOs offer to both dentists and their patients over traditional private practices:

**Day-to-Day Business Support** – DSOs provide all the business support to run a successful practice. This includes billing, staffing, scheduling, tax filing, facilities management, marketing, even office location and lease negotiation. DSOs take care of the day-to-day operations so their dentists can focus on patient care.

**Better Compensation and Job Security** – Successful DSO practices provide above average incomes and tend to be more stable during economic downturns.

**Ongoing Career Development** – DSOs keep dentists on top of the latest advancements, trends, and technologies. Some, like ADMI and its practices, have mentorship programs for honing your skills, maintaining accreditation and learning about practice ownership.

**Clear Path to Ownership** – DSOs offer practice ownership opportunities for a smaller capital investment than traditional private practices. With Aspen Dental, dentists can become owners in as little as 6 months.

<table>
<thead>
<tr>
<th>TRADITIONAL vs. Aspen Dental</th>
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<tbody>
<tr>
<td><strong>DENTIST INCOME</strong></td>
<td></td>
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<tr>
<td>$130K</td>
<td>AS MUCH AS $350K</td>
</tr>
<tr>
<td><strong>MENTORSHIP PROGRAM</strong></td>
<td></td>
</tr>
<tr>
<td>NO OFFICIAL PROGRAM</td>
<td>ONE-TO-ONE MENTORSHIP</td>
</tr>
<tr>
<td><strong>OWNERSHIP PATH</strong></td>
<td></td>
</tr>
<tr>
<td>MAYBE NEVER</td>
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To learn more, visit AspenDentalJobs.com or call 866.529.2361 to talk to a recruiter.
Great Care at a Great Value – The pricing model and national buying power of DSOs provide powerful economies of scale. These translate to more people getting the dental care they need at a price they can afford.

The Chance to Make a Bigger Difference – Many communities served by DSOs have lacked affordable, quality care, so dentists can take pride in making a bigger difference in their patients’ lives. Aspen Dental practices even sponsor philanthropic efforts to provide free dental care in communities that need it.

State-of-the-Art Facilities – DSOs have the purchasing power to provide modern offices with the most advanced dental tools and equipment for their supported dentists and their patients’ care and comfort.

Flexible Careers – From part-time to full-time to practice owner, working at a DSO-supported dental practice gives you a range of options that fit your lifestyle and family profile.
They made a move that made a difference in their careers.

“After graduating from Temple University’s Kornberg School of Dentistry in 2011, I worked alongside my father at his family dental practice in Utah for 5 months. Although I valued this experience and credit my father with jumpstarting my career, I sought a different kind of work environment. My father’s practice didn’t quite offer the level of activity and experience I was looking for. I heard about Aspen Dental practices and knew that their practice model ensured each office would have the patient flow I desired to develop clinically and to help many patients each day.

As Owner of the Aspen Dental practice in Racine, Wisconsin, I enjoy the autonomy of my position, but also appreciate the office team that supports me on a daily basis. Being supported by ADMI allows me to do the very thing I went to school for – practicing dentistry – without worrying about the finances and other administrative tasks involved in running a practice.”

–Dr. Brian Boston

“I graduated from Indiana University in May 2008 with one goal—to own my own practice as quickly as possible. I had a friend who was working with an Aspen Dental practice, and she suggested that I look into the opportunity.

Starting a private practice can be expensive and difficult. It requires a lot of experience that I didn’t yet have. By working at Aspen Dental, I had support for all of the business aspects of running a practice.

Since my job is to provide comprehensive quality care to every patient, the DSO business model allowed me to hone my clinical skills very quickly and become comfortable with many types of procedures. Working at an Aspen Dental practice opened a lot of doors for me that I didn’t think would be open for at least another 10 years. Four years out of dental school, I was a practice owner with the clinical autonomy I desired.”

–Dr. Katherine Leyes

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We started a movement that’s making a difference everywhere.

Millions of Americans can’t afford dental care, and millions more live in communities with little or no access to care. According to a recent Oral Health America report, many Americans are suffering, with more than half of the country rated as “fair to poor” when it comes to minimal oral health standards. So ADMI and Aspen Dental practices have partnered with Oral Health America to launch the Healthy Mouth Movement, a nationwide initiative to bring free dental care to those who need it most.

In 2014, Aspen Dental practices made a pledge to provide free care at every practice one day per year. And for those who couldn’t come to an office, practice staff went to them—with the MouthMobile, a fully equipped dental office on wheels.

This year, Aspen Dental practices are partnering with Got Your 6 to provide free care to military veterans. This includes offering a free day of care at many Aspen Dental practices and sending the MouthMobile to 21 states so veterans can get back on track to good oral health.

Dr. John Inhen’s Day of Service

“As one of 340,000 veterans who call Kentucky home, it is hard to see the struggles a lot of my fellow servicemen are going through. As a dentist, I am often faced with veteran patients who are in serious need of dental work, due to years of delaying their oral health care or barriers such as their financial situation, insurance, access, or deep-seated emotional fears. So, when an opportunity arose to serve those who have served before and alongside me, I was quick to raise my hand. I volunteered as one of the lead dentists in the Aspen Dental MouthMobile. In this 42-foot dental office on wheels we provided many Lexington veterans with much-needed services, like fillings and extractions, free of charge.

A healthy mouth, free of dental pain, can be truly life-changing. I’ve witnessed it: folks who were too embarrassed to even look me in the eye are now confident and able to smile. They’re looking at me, shaking my hand, with a healthy mouth and a newfound confidence. I’m honored to help give veterans the smiles they deserve and empower them to be leaders and assets in our community.”

Want a career where you can be part of a moving story like this? You won’t find a better opportunity than at Aspen Dental.
How to get licensed.

Graduates of both accredited U.S. and Canadian dental education programs are eligible for licensure in the United States. All US licensing jurisdictions require evidence of having passed Parts I and II of the written National Board Dental Examinations. Part I of the exam covers the basic biomedical sciences, dental anatomy and ethics tests. Part II covers clinical dental subjects. In most US states, candidates for licensure are subject to a clinical examination requirement. This exam is conducted by either an individual state or a regional testing agency:


**Independent States—Delaware:** All applicants for dentist licensure, regardless of years in practice, are required to pass the Delaware Practical Board Examination in dentistry and the Delaware Jurisprudence Exam.

**Examination—Florida:** After Oct. 1, 2011, individuals who have taken the ADEX exam (administered by NERB) in other states can apply for licensure in Florida for one year. After that, they will be required to undergo additional requirements to maintain licensure such as a jurisprudence exam.

In addition to the educational, written examination and clinical examination requirements, state boards may have additional requirements, such as: a minimum age of 18 or 21 years; good moral character; examination on the state practice ad (jurisprudence); proof of malpractice insurance; current basic life support (BLS) or cardiopulmonary resuscitation (CPR) certification; Specialty examination results or certificate; background check; fingerprint verification; interview; documentation of hepatitis B vaccination; or a course in infection control, radiation safety or other specified topics.

Since state boards can change requirements at any time, candidates should check with the state board they wish to obtain licensure from, for the most current information.

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