



NEWS & VIEWS

A Newsletter for the
Members, Associate Members
and Administrators of the
Association of University
Professors of Ophthalmology

SEPTEMBER 2010

PRESIDENT'S PERSPECTIVE

Happy 100th Anniversary

BY SUSAN H. DAY, MD



ONE CENTURY AGO, the educator Abraham Flexner, PhD, heavily criticized medical education in the United States. His report was commissioned by the Carnegie Foundation in New York City. This organization is still alive and prospering, and continues to explore today's educational trends, having recently published its "anniversary" assessment of medical education. How did Flexner's analysis of what ails medical education compare to our current departmental headaches - where money is tough to find, specialties other than ophthalmology are favored by institutions, and program directors wonder why the baby boomer work ethic has faded in their cohort of residents?

Flexner did not like what he saw. Medical schools were easy to invent, and rarely had any academic backbone. Chairs of departments made money for doing not much of anything. Medical students were admitted with one sole criterion - that they could afford tuition; no prerequisite education was required. Teaching hospitals were in large part nonexistent; a medical degree was awarded after a series of, at most, two years of didactics. No clinical experience was required. There were rare exceptions to quality, but in essence, a person who really sought a quality education went overseas to London, Paris, or Edinburgh. Want to become an eye doctor? Easy! Simply read Edward Jackson's treatise, *Diseases of the Eye*.

Flexner's criticism pointed at two highly vulnerable groups: the yet-to-be-doctor and the public. He scorned the greed of the pseudo-academes, the absence of true science, and the lack of truth in advertising. He pitied the unsuspecting

patient as well as the uninitiated wannabe physician. He identified as the root of the problem the absence of any semblance of clinical education. No clinical experience was required; no patients were seen; virtually no hospitals were utilized; and no scientific inquiry or curiosity existed.

To varying degrees, all of us are familiar with the ensuing chapters of checks and balances which subsequently evolved: incorporation of medical schools into academic environments; the birth of teaching hospitals; the beginning of the "quality" movement initiated by board certification; organized medical school accreditation by the American Association of Medical Colleges; peer-driven standards for individuals (certification) as well as education (accreditation). In essence, Flexner's report gave birth to the "alphabet soup" of organized medicine. And yet, the rhetorical question "does any of this help at all?" is repeatedly asked.

We are knee-deep in the aftermath of Flexner, 100 years

continued on page 2

INSIDE

Program Directors Council	3
Administrators Update	4
The View from RPB	7
The View from the NEI	8
Council of Academic Societies	9
New Member Updates	10
Faculty Positions Available	10

President's Perspective
continued from front page

hence. It is important to remember why our medical bureaucracies were invented: in the name of sound education that in turn provides what society needs. There is no doubt that there is a burden to passing boards, to having an accredited residency, to credentialing doctors on staff, and to attending quality assurance meetings. These rules and regulations, when you really look at them, set a “minimum standard” level. In so doing, jumping over the hurdles assures the resident applicant that a place will offer good education; a hospital that a group of non-conflicted peers has deemed an individual worthy of board certification; and a public that a hospital is doing its best to prevent medical error, nosocomial infection, and the employment of quack personnel.

Despite the necessity, most of us do feel burdened by so much of what is now required: *document; measure; create milestones; Angoff test questions* (for those of you who are unfamiliar with this term, you may wish to Google what it is). These issues may not confront the typical department chair, but program directors are well aware of them. In a way, graduate medical education has been a fertile testing ground for many of the concepts which seem to be driving the quality movement (within the last month, I learned that the Joint Commission will now require that I judge each department member in each of the 6 competencies *twice a year!*). For better or for worse, this is what is on our plate as teachers of the next generation of ophthalmologists. We are in an era where the public demands that quality be assured, and setting standards for our field is quite complex. Ophthalmology often suffers in comparison to larger or more remunerative specialties whose educational workforce draws on so many more

**2010 Straatsma Award Recipient:
 Maria M. Aaron, MD**

AUPO WISHES TO CONGRATULATE **Maria M. Aaron, MD**, as the recipient of the 2010 Straatsma Award for



Excellence in Resident Education. Dr. Aaron is currently the Ophthalmology Program Director at the Emory Eye Center, Emory University School of Medicine. This award is sponsored by the American Academy of Ophthalmology and AUPO, and Maria Aaron will make presentations at both Annual Meetings. ■

people, or where hospitals and institutions devote extraordinary resources to prove they are better than a crosstown competitor.

So let's revisit Flexner's report, and reflect on what we might give as an anniversary present to medical education. Here are a few suggestions:

1. Keep academic medicine centered in scientific curiosity and rigor and the broader house of medicine.
2. “Be at the table” in the decision-making process. We still enjoy peer standards, yet we must be those peers.
3. Support those who teach our residents (have you hugged your program director today?)
4. Demand excellence; do more than barely clear the bureaucratic hurdles.

In conclusion, I believe we should all think very hard about what drives quality. If left in a society without rules and regulations, most citizens would do a good job of being kind to others and doing things right. Yet society's institutions—whether they are police forces, construction companies, or centers for higher education—do play a tremendous role in establishing an environment where trust and assurance can occur. Let us all appreciate what these systems do for us, push hard to make them better, applaud excellence, and kick off the next century of educational reform with renewed commitment. ■

**The Heed Foundation Merit Award
 Fellowship Program**

THE HEED OPHTHALMIC FOUNDATION designates the Heed Fellowship as a Merit Award of \$10,000. This annual award is granted to individuals pursuing postgraduate studies in ophthalmology or the related visual sciences. Applicants for the award must be citizens of the United States, graduates of either accredited medical schools or schools of osteopathic medicine, and the postgraduate studies must be conducted in the United States. Deadline for receipt of applications is January 15th for fellowships beginning in the same year. For information, please contact:

Froncie A. Gutman, MD
 The Heed Foundation
 Cleveland Clinic Foundation
 9500 Euclid Avenue, Desk i-32
 Cleveland, OH 44195
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Program Directors Council

BY RICHARD A. HARPER, MD

THE PROGRAM DIRECTORS COUNCIL (PDC) continues to work toward the goal of improving ophthalmology resident education by providing effective resources to our fellow program directors. Current members of the PDC include the Immediate Past President (Steven J. Gedde, MD), President (Richard A. Harper, MD), President-Elect (Mark S. Juzych, MD), and four at-large members (Andreas K. Lauer, MD, Tara A. Uhler, MD, Natalie C. Kerr, MD, and Thomas A. Oetting, MD). Each year a new member is elected as the Past President rotates off the council. PDC members must have at least two years of experience as a program director, and be able to serve a seven-year term. Nominations for membership will be solicited via email in October and November, and I encourage anyone interested in this opportunity to submit your nomination. We will continue to use the PD listserv (eyepdnet@aaoforums.aao.org) so if you are not currently subscribed, please contact Stephen Moss (smoss@aaoforums.aao.org).

Educational symposia sponsored by the PDC in the coming year include:

Teaching and Learning in Ophthalmology (TLO) Symposium:

“Using New Technology in Resident Education” will take place at the AAO meeting in Chicago on Sunday, October 17, 2010 from 2:00 – 3:30 pm in Room S406A of McCormick Place. This symposium, chaired by Steven J. Gedde, MD, will discuss the application of technological advances to the didactic instruction and surgical training of residents, as well as the use of new technology in assessing resident outcomes.

Congratulations to Maria M. Aaron, MD, the recipient of this year’s Straatsma Award for Excellence in Resident Education; a well-deserved honor. She will conclude the TLO symposium with the Straatsma lecture.

The 2011 TLO symposium topic must be submitted prior to this year’s AAO meeting. Topic suggestions are welcome, and should be submitted to me at harperricharda@uams.edu.

Educating the Educators (EE) 2011:

The annual EE meeting will take place on Wednesday, January 26, 2011, immediately preceding the annual AUPO meeting in Scottsdale, Arizona. Thomas A. Oetting, MD and I have prepared a program focused on deliberate practice as a structural framework for accomplishing milestones-based education. In addition, a free paper session will provide pro-

gram directors with an opportunity to present their innovations, observations and ideas about ophthalmic resident education. An invitation to submit your work was sent on July 23rd on the eyepdnet listserv. The deadline for submitting abstracts is September 6th. Submit to: eeabstracts2011@gmail.com. Finally, updates from organizations impacting resident education will again be provided.

Residency Program Symposium:

The annual Residency Program Symposium will take place on Thursday, January 27, 2011, at the AUPO meeting. This program will be entitled, “Carrots and Sticks: Real-World Experiences in Incentivizing Resident Performance.” Program directors who wish to share their experiences (both successful and not-so-successful) should contact me at harperricharda@uams.edu.

Residency Review Committee (RRC) Workshop:

This workshop will take place on Saturday, January 29, 2011 at the AUPO meeting. It will be chaired by Maria Aaron, MD and Patricia Levenberg, PhD. This workshop provides an excellent forum for discussion of current Accreditation Council for Graduate Medical Education (ACGME) and RRC activities as they relate to accreditation. It also provides an opportunity for program directors to better understand the workings of the RRC, thus enhancing our ability to be in compliance with the program requirements.

Meetings with Patricia Levenberg, PhD:

Dr. Levenberg, Executive Director of the Ophthalmology RRC, will once again offer individual appointments with program directors at the AUPO meeting. These meetings provide an opportunity to discuss specific issues about your program that relate to the RRC and the ACGME. Invitations to schedule these appointments will be sent via email prior to the AUPO meeting.

In related news, work continues on the development of milestones for ophthalmic resident education. An Ophthalmology Milestones Group is being led by Anthony C. Arnold, MD, and will be composed of experienced educators, program directors, and RRC members, as well as leaders from the ACGME, and an advisory subgroup of senior leaders representing the major organizations in US ophthalmology. The

continued on page 4

Program Directors Council
continued from page 3

Resident Education Center (REC), a part of the AAO's Ophthalmic News and Education (ONE) Network, continues to be refined with new content, organization and utility. A growing body of resources available from the AAO, as well as third party content that addresses specific educational needs, is available to all residency programs - in addition to tools for creating curricula, carrying out evaluations, and interacting with colleagues via the Program Directors Forum.

The PDC remains committed first and foremost to improving each program director's ability to provide their residents with high quality educational experiences. The success of this endeavor depends directly on input from all ophthalmology program directors, and we solicit your continued participation. I am greatly indebted to all of the present and past PDC members for generously lending their time, talent, and energy to the sole purpose of improving ophthalmic resident education. For any comments or questions regarding the PDC or its activities, please contact me at harperricharda@uams.edu. ■

Administrators Update

BY PERRY B. SCHECHTMAN, MPP

THE UNIVERSITY ADMINISTRATORS of Ophthalmology (UAO) Board of Directors met recently to review the evaluations of the January 2010 meeting in Sarasota and to plan the program for the January 2011 meeting in Scottsdale. The January 2010 meeting was one of our best-attended meetings, with 53 members in attendance, including 14 new members. The focus of the administrator's meeting was "*Managing in Difficult Times*" and these sessions received uniformly high reviews from the attendees.

As always, the members felt that they benefited greatly from the opportunity to hear from each other about how our similar, yet unique, Departments of Ophthalmology and Health Systems were responding in management and strategic direction to the challenges we face. The "*The List.Serv Live*" and "*What's Happening in My Backyard*" sessions were rated very highly in this regard, as were the informal interchanges that took place throughout the meeting.

I am very excited about the plans for the 2011 meeting. The Thursday Management Symposium, which we will jointly attend with the Chairs and Program Directors, has the theme, "*Balancing a Budget in Perilous Times*." Speakers are being recruited to speak on such topics as staff efficiency and morale, faculty salaries, budget preparation and management, improving clinical revenue and alternative sources of revenue.

The Chairs have asked that UAO members contribute our expertise to the panel. Administrators will comprise three of the nine panel speakers. Wayne Imbrescia of the University of Utah is the UAO Board of Directors Vice President for 2010-

2012 and is planning this year's Annual Meeting program, including recruiting speakers for this panel.

Following the Management Symposium and the Straatsma Lecture, Larry McGranahan of the University of Iowa has agreed to again host List.Serv Live. Due to popular demand, we are extending the length of the session an additional half hour.

Friday we will be offering an executive development course based on the book "*Influencer: The Power to Change Anything*" by Kerry Patterson. Concepts in the book include:

- Personal Motivation (Make the undesirable desirable)
- Personal Ability (Surpass your limits)
- Social Motivation (Harness peer pressure)
- Social Ability (Find strength in numbers)
- Structural Motivation (Design rewards and demand accountability)
- Structural Ability (Change the environment)

The session will be distilled from a four-day course given by the University of Utah Health System Executive Development Institute.

Saturday morning will begin with several "*What's Happening in My Backyard*" presentations (much thanks to those who volunteered to participate when completing last year's evaluations). This session will be followed by an hour of roundtable discussions regarding "*Hot Topics*" in our practices and departments. After a short business meeting, we

continued on page 5

Administrators Update
continued from page 4

will join the Chairs for one of several break out sessions, including one on EMR implementation. The meeting will close at 12:45 p.m.

The role of Ophthalmology Department Administrator in an academic medical center is unique, challenging and fulfilling. Finance, human resources, billing and compliance, clinic operations, Joint Commission, participation in and negotiation with medical schools, hospital, and group

practice entities, marketing, development, medical education, grants and research, and of course, serving our faculty and Chairs are some of the many areas of responsibility we hold. The UAO is the one organization that brings together colleagues from around the country who share these experiences and responsibilities. Through the Listserv, through the contacts we make at our annual meetings, and through the meetings themselves, I am confident that you will continue to find the UAO an extremely helpful organization.

Best wishes to all for a happy and successful remainder of 2010. ■

Association of University Professors of Ophthalmology

2011 Annual Meeting—January 26–29; The Firesky Resort, Scottsdale, Arizona

Preliminary Schedule

Wednesday, January 26

8:00 am–5:00 pm Educating the Educators Meeting

Thursday, January 27

8:00 am–4:40 pm RRC Appointments with Pat Levenberg (by program registration)

8:00 am–8:15 am Welcome

8:15 am–11:30 am Management Symposium: *Balancing a Budget in Perilous Times*

11:30 am–12:00 pm Straatsma Award Presentation and Lecture

12:00 pm–1:30 pm LUNCH (on your own)

1:30 pm–4:30 pm Residency Program Symposium—*Carrots and Sticks: Real-World Experiences in Incentivizing Resident Performance*

6:00 pm–7:30 pm Members & Guests Welcome Reception

Friday, January 28

7:00 am–7:45 am AUPO/RPB New Chairs Breakfast (by invitation only)

8:00 am–4:40 pm RRC Appointments with Pat Levenberg (by program registration)

8:00 am–9:30 am President's Symposium in Memory of Steven M. Podos—*How Will We Educate Tomorrow's Ophthalmologists?*

Friday, January 28 (cont'd.)

9:30 am–10:00 am BREAK

10:00 am–11:00 am Resident and Fellow Research Forum

11:00 am–12:00 pm Organization Reports (*part I*)

12:00 pm–1:00 pm AUPO Business Meeting

1:00 pm LUNCH (on your own)

1:30 pm–2:30 pm Medical Student Educators Membership Meeting

6:30 pm–10:00 pm Reception and Banquet for Members, Administrators and Registered Guests

Saturday, January 29

8:00 am–8:45 am Organization Reports (*part II*)

8:45 am–9:00 am BREAK

9:00 am–11:00 am Symposium: *Scholarly Research During Ophthalmology Residency and Fellowships*

11:15 am–12:45 pm Workshops and Discussion Groups

1. Hot Topics from the Ophthalmology RRC
2. Skills for Chairs
3. Medical Student Educators
4. Electronic Medical Records

University Administrators of Ophthalmology Preliminary 2011 Meeting Schedule

Wednesday, January 26

7:30 pm–9:30 pm: Administrators Welcome Reception

Thursday, January 27

8:00 am–8:15 am: Welcome

8:15 am–11:30 am: Management Symposium: *Balancing a Budget in Perilous Times*

11:30 am–12:00 pm: Straatsma Award Presentation and Lecture

12:15 pm–1:45 pm: ListServ Live

4:30 pm–8:00 pm: Administrators Outing and Dinner

Friday, January 28

8:00 am–12:00 pm: Executive Development: Course based on the book *"Influencer: The Power to Change Anything"* by Kerry Patterson. Drawing on the skills of hundreds of successful influencers and combining them with five decades of social science research, *Influencer* helps you:

- Apply strategies for changing thoughts and actions
- Identify vital behaviors to dramatically improve results
- Use powerful experiences to change minds
- Marshall six sources of influence to make change inevitable

6:30 pm–10:00 pm: Reception and Banquet for Members, Administrators and Registered Guests

Saturday, January 29

8:00 am–9:30 am: *What's Happening in My Backyard?*

- Three administrators share information about their departments' recent major events and successes

9:45 am–10:45 am: Hot Topics: Round tables focused on key issues facing practices and departments

10:45 am–11:15 am: Business Meeting

11:15 am–12:45 pm: Break out Sessions

- Several areas of discussion, including EMR implementation, will be covered in this joint session with Chairs

Educating the Educators Wednesday, January 26, 2011

2011 PRELIMINARY PROGRAM

7:30 am–8:15 am	Registration and Continental Breakfast
8:20 am–8:30 am	Welcome & Review of Feedback from EE2010
8:30 am–10:00 am	Free Paper Session
10:00 am–10:25 am	BREAK
10:30 am–12:00 pm	Free Paper Session (<i>continued</i>)
	Organizational Reports
12:00 pm–1:15 pm	LUNCH
1:30 pm–4:30 pm	Workshop: "Simulation and Deliberate Practice – A Framework for Accomplishing Milestones-Based Education"
4:45 pm	Wrap-Up/Adjournment
5:00 pm	Reception

Annual Business Meeting

The membership is invited to submit agenda items to the Executive Vice President for consideration at the Annual Business Meeting. Submissions of items of business in advance will allow full discussion of issues of concern by all AUPO members.

2011 Annual Meeting IMPORTANT DATES

October 1, 2010

Advance Registration Opens

October 1, 2010

Housing Opens to Advance Registrants Only

January 6, 2011

Advance Registration Closes

Future Annual Meeting Dates

January 27–29, 2011

FireSky Resort & Spa, Scottsdale, Arizona

January 26–28, 2012

J. W. Marriott Marquis Miami, Miami, Florida

The View from RPB

RESEARCH TO PREVENT BLINDNESS (RPB) marks its 50th Anniversary this year. In celebrating its accomplishments it seems appropriate to note the dominant role RPB played in creating AUPO and the National Eye Institute (NEI).

The task of creating the NEI took several years to accomplish since the National Institutes of Health and the Johnson Administration strenuously opposed the legislation. The bill, authored by RPB's CEO, David F. Weeks, was introduced by Congressman Fred B. Rooney (D) (PA) in 1965, but it died in committee due to the lack of a scientific organization's endorsement. Among the organizations that refused to support RPB's quest were the American Medical Association, the American Academy of Ophthalmology and Otolaryngology (for obvious reasons) and ARVO. ARVO's leadership declined because they felt that "taking a stand" would jeopardize the modest level of funding being allocated by the Federal Government (National Institute of Neurological Diseases and Blindness) for eye research

at that time. With the exception of the National Federation of the Blind, no other existing public foundation expressed an interest in supporting the endeavor.

Stimulated by RPB, Dr. A. Edward Maumenee led the movement to establish AUPO. Dr. Maumenee was a member of RPB's Scientific Advisory Panel, as well as Director of the Wilmer Eye Institute and Chairman of the department of ophthalmology at Johns Hopkins. After its formation, AUPO's first item of business was to endorse the NEI concept.

When the legislation was re-introduced in 1967, with AUPO's endorsement, the proposal generated wide Congressional support. The Congressional Committee designated to

hear testimony both for and against the bill met in the fall of 1967. RPB prepared cogent testimony for each of the supporting witnesses to avoid repetitious presentations.

Aside from Dr. Jules Stein, the AUPO members presenting favorable testimony were Drs. **David G. Cogan** (Harvard), **Thomas D. Duane** (Jefferson Medical College), **Michael J. Hogan** (UCSF), **Herbert E. Kaufman** (University of Florida), **A. Edward Maumenee** (Johns Hopkins), **Frank**

W. Newell (University of Chicago) and **Bradley R. Straatsma** (UCLA).

The bill was passed unanimously in both the House and Senate. The President finally signed the bill establishing the NEI on August 16, 1968.

RPB and AUPO have maintained a close relationship since its founding, and RPB has provided nearly \$3 million to help AUPO enhance and invigorate the research and educational programs of its members. In commenting on the relationship, Dr. Straatsma said: "There has always been a natural fit between RPB and AUPO. Good organizations respond to meet a

need, and that is true of both. RPB—particularly through its unrestricted grants that allow for the pursuit of an idea—has been important for the fundamental structure of the ophthalmic community. And AUPO, as the core organization for academic ophthalmology, is more effective than ever in broadening the participation of key constituents: department chairs, resident program directors and directors of research."

AUPO members and associate members who have not yet seen RPB's 50th Anniversary Annual Report may download a copy or order one directly from RPB: 645 Madison Ave., New York, NY, 10022; 1-800-621-0026; fax 212-688-6231; or e-mail inforequest@rpbusa.org. ■



Shown here is an artist's sketch depicting the congressional testimony of RPB's founder, Dr. Jules Stein, in support of the legislation to create the National Eye Institute. He is flanked at the witness table by Dr. Straatsma, on the left, and Dr. Cogan, on the right.

THE VIEW FROM THE NEI

Ophthalmic Community Comes Together to Improve Health Disparities

BY PAUL A. SIEVING, MD, PHD, *Director, National Eye Institute*

PASSAGE OF THE HISTORIC health care reform legislation elevated the existing NIH National Center on Minority Health and Health Disparities to institute status. This change greatly expands the mission to improve the health of minorities, who often bear a disproportionate burden of disease. Recently, I had the great satisfaction of watching the eye research and clinical communities come together to address minority health care.

In the spring of 2010, Rohit Varma, MD, MPH and colleagues published results from the NEI-supported Los Angeles Latino Eye Study (LALES), a large epidemiologic study to determine the incidence of eye disease and visual impairment in Hispanics. They found that Latinos bear a substantially greater burden of eye disease and visual impairment than do other ethnic groups in the United States. Moreover, 60% of study participants had undiagnosed eye disease (98% age-related macular degeneration cases; 95% diabetic retinopathy cases; 82% glaucoma cases; 57% cataract cases, and 12% refractive error cases). Clearly, the LALES study presented a call to action.

In preparing for publication of the study, Dr. Varma contacted the American Academy of Ophthalmology (AAO) to discuss possible new screening programs for Latinos. I was privileged to take part in a productive teleconference with AAO Executive Vice President and CEO David W. Parke II, MD and several staff members. From this discussion

came EyeSmart™ EyeCheck, a new program by the Foundation of the American Academy of Ophthalmology, which addresses minority eye health. EyeSmart™ EyeCheck will offer screenings for common eye diseases and then work with local hospitals, community clinics and health departments to arrange for treatment.

The launch of the program took place in Los Angeles on July 25th, under the direction of Anne L. Coleman, MD and with enthusiastic support from AUPO Executive Vice President Bartly J. Mondino, MD. The California Academy of Eye Physicians and Surgeons and the Los Angeles Society of Ophthalmology also participated. The ophthalmic community responded generously, with 29 clinicians volunteering their clinical expertise. Many also provided free care at their offices for those without health insurance or Medi-Cal coverage. The AAO hopes to make EyeSmart™ EyeCheck a national program to improve minority eye health.

I am greatly encouraged to see the ophthalmic community rapidly integrating research findings into clinical care. This is particularly laudable given the obstacles to reducing health disparities.

The vision community has provided a potential paradigm for the new NIH Institute on Minority Health. The Academy, Dr. Varma and Dr. Coleman deserve much praise for their efforts. ■

Council of Academic Societies

BY ROBERT E. KALINA, MD

The Council of Academic Societies (CAS) of the Association of American Medical Colleges (AAMC) met in Austin, Texas from March 4–6, 2010. The theme of the meeting was “*The Role of Faculty Leaders in Aligning Priorities, Perceptions, and Missions.*”

The meeting was held at a theoretically opportune time to discuss and analyze the effects of health care reform (or lack of it) on the academic enterprise. Instead, due to the impasse in Congress, only observations on the present state, and speculations for the future, were possible. Subsequently, the AAMC issued a statement supporting passage of the Senate Bill with Reconciliation and later a statement congratulating Congress on its passage. Most agree that the full impact of health care reform on Academic Medical Centers (AMCs) remains uncertain.

Observations on the current state of AMCs:

- AMCs are addicted to growth and are at the crossroads of mission and money.
- There often is no “plan B” if clinical income is lost.
- Private practices make up for fee cuts by owning equipment but in most AMCs, the hospital owns the equipment and the income from it.
- The impact of the end of the National Institute of Health’s (NIH’s) American Recovery & Reinvestment Act (ARRA) funding may be worse than the end of the doubling of the NIH budget, since the doubling money stayed in the budget but the ARRA money may fall off a cliff.
- Schools and departments have leveraged budgets, program, and faculty growth on external sources of income (Principal).
- The pursuit of Principal can lead to loss of Principles (research and teaching missions).

Last year I was asked to address the workforce issues facing ophthalmology. The specialties included this year and some of their challenges were:

- Pediatrics: Increased subspecialization, reduction of residency training hours.
- OB-Gyn: C-section by maternal request, reproductive technology.
- Physiology: Decreased funding, lack of interest in it as a career.

- Radiology: Commoditization, outsourcing, endless ways to study the same data set.

A recurrent theme throughout the meeting was the need to incentivize a team approach to teaching, research, and patient care with appropriate recognition for contributions to the team. A session on respect described the often pejorative references that can damage team effectiveness when made about primary care and non-MD faculty as well as nurses and technicians. Department chairs are key to the success of the team, but in most cases are still chosen on the strength of their research achievements rather than leadership and clinical skills that are more difficult to document. The AAMC has several publications that can be helpful in the search for academic leaders and maintaining success as a department chair. ■

San Francisco Matching Program Update

BY DENNIS S. THOMATOS,

Manager, San Francisco Matching Program

THE NEW MATCHING SOFTWARE has now been utilized for a full year. We have taken your feedback and applied it toward continued development of the system. This year we brought the Ophthalmology Fellowship and Residency Matches online. Changes include being able to rank online for programs and the ability to view your applicant profiles from anywhere you can access a web browser and Adobe Acrobat software.

Our new system development also includes a single web portal for downloading and viewing all applicants and the ability to email selected applicants from within the system. We have retained the download system used last year and have merged it with our new portal so there is a single website with banking level website security. In development for this year are a medical school portal and additional functionality that will be announced upon completion. ■



Association of University Professors of Ophthalmology

AUPO/RPB Resident and Fellow Research Forum

ABSTRACT SUBMISSION DEADLINE: OCTOBER 1, 2010

The AUPO Board of Trustees is proud to announce the **AUPO/RPB Resident and Fellow Research Forum**. AUPO was founded to promote excellence in ophthalmic education. The AUPO Board of Trustees believes strongly that skills learned by participating in research are an invaluable component of the education of an ophthalmologist. The establishment of the AUPO/RPB Resident and Fellow Research Forum is an acknowledgment by AUPO of the importance of research in ophthalmic education. The Forum is intended to encourage the most promising house officers to pursue a career in academic ophthalmology and vision research.

The AUPO/RPB Resident and Fellow Research Forum will be held during the annual meeting of AUPO. Residents or fellows, carrying out research on a full or part-time basis in any approved residency training program in the United States and Canada may apply to participate in the forum. Medical Students doing a full year of research may also apply. Research content should reflect ongoing or very recent research that has not yet been published or accepted for publication at the time of submission. Abstracts of research carried out by candidates should be submitted to David L. Epstein, MD, AUPO/RPB Forum Chair, at the address listed on the application. **The deadline for receipt of abstracts is October 1 each year.** Abstracts should be in ARVO format. **Please note: the introduction should contain a single sentence statement of the hypothesis, and the conclusion a single sentence statement of the relevance of the work to the prevention of blindness (why the study is therefore important).** A supporting letter must accompany the abstract from the candidate's Department Chair and a one-page curriculum vitae. The abstract should indicate the percent of "hands-on" effort of the abstract work actually performed by the candidate. No candidate may submit more than one abstract, although there is no limit

to the number of abstracts that may be submitted from any department. In general there should be only one submission from the laboratory or program of an individual scientific faculty preceptor. Applications across the full spectrum of ophthalmic diseases are encouraged. A winning presenter is eligible to present only once at an AUPO annual meeting. An AUPO committee will review the abstracts and notify successful candidates by November 30. A maximum of four candidates will be chosen to present their research at the annual meeting.

Each year, AUPO schedules a session for the Resident and Fellow Research Forum as an integral part of the AUPO annual meeting. The 2011 Forum will be held at The Firesky Resort & Spa in Scottsdale, Arizona, on Friday, January 28, 2011. AUPO will be responsible for all travel-related expenses in keeping with AUPO reimbursement guidelines. The winners who present their research will receive a cash award of \$500 plus a commemorative certificate.

The AUPO Trustees and members wish to express their appreciation to Research to Prevent Blindness, to its Board of Directors, and to David F. Weeks, Chairman, and Diane S. Swift, President, for the generous grant to AUPO that has made possible the Resident and Fellow Research Forum. The AUPO Trustees hope that this forum will continue to promote excellence in research by residents and fellows and to identify and support those individuals considering a career in ophthalmic research. Additionally, this forum will serve to familiarize AUPO members with ophthalmic residents and fellows who show unusual promise for productive careers in academic ophthalmology.

The abstract form is available on the AUPO website at www.aupo.org/awards/awards.html

FACULTY POSITIONS AVAILABLE

SEPTEMBER 2010

For the most complete, up-to-date listing of faculty positions, with full descriptions, please visit the "Faculty Positions" section of www.aupo.org.

Geisinger Medical Center, Geisinger Health System, Department of Ophthalmology

- Glaucoma Specialist

Henry Ford Health System, Department of Ophthalmology and Eye Care Services

- Neuro-ophthalmology Specialist

Indiana University School of Medicine, Eugene and Marilyn Glick Eye Institute

- Assistant Research Professor

Johns Hopkins University, The Wilmer Eye Institute

- Director of General Eye Service
- Comprehensive Ophthalmologist

Medical University of South Carolina, Department of Ophthalmology

- Professor and Chair

Pittsburgh School of Medicine, UPMC Eye Center, Department of Ophthalmology

- Clinician-Scientists

State University of New York at Buffalo, Department of Ophthalmology

- Residency Program Director

Tulane University Health Sciences Center, Department of Ophthalmology

- Academic Position – Full-time Assistant Professor of Glaucoma

University of California, San Francisco

- Glaucoma Specialist

University of Kansas Medical Center, Department of Ophthalmology

- Glaucoma Specialist

University of Minnesota, Department of Ophthalmology

- Professor and Chair

University of Oklahoma College of Medicine, The Dean McGee Eye Institute

- Cornea and External Disease Specialist

University of Pennsylvania, Scheie Eye Institute

- Vitreoretinal Specialist

University of Southern California, School of Medicine Department of Ophthalmology/Doheny Eye Institute

- Retina-vitreous Surgeon

University of Texas, Southwestern Medical Center

- Comprehensive Ophthalmologists

West Virginia University Eye Institute, Department of Ophthalmology

- Pediatric Ophthalmologist

West Virginia University Eye Institute, School of Medicine

- Cornea Specialist

AUPO Board of Trustees Meeting Highlights

Friday, July 16, 2010

- Finalized 2011 Annual Meeting symposia and workshop topics.
- Selected the JW Marriott Hotel in Miami, Florida as the 2012 Annual Meeting site.
- Approved bylaws revisions for distribution to the membership.
- Conducted an Audit Committee conference call with the lead auditor of Hood & Strong to review FYE 2009 Audited Financial Statements.
- Met with David W. Parke, II, MD, EVP & CEO, American Academy of Ophthalmology to discuss Eyewiki, Resident Education Center (REC), Ophthalmology Clinical Database, and Community Health Clinics Program.
- Met with San Francisco Matching Program staff to review updates and future plans of the matching program.
- Reviewed guidelines for use by subspecialty programs for conducting an audit of their annual match.
- Accepted a new fee structure for the Fellowship Central Application Service.
- Approved updates to the Medical Student Educators Council Roles and Responsibilities document.
- Approved the Straatsma Award Committee's recommendation of Maria Aaron, MD for the 2010–2011 Straatsma Award.
- Appointed Julia Haller, MD as an AUPO Representative to the AUPO Fellowship Compliance Committee (FCC) Board of Managers.

AUPO – New Member Updates

Chairman

Migliori, Michael	Providence, RI	Rhode Island Hospital, Brown University
Wroblewski, Keith	Laytonsville, MD	Walter Reed Army Medical Center

Program Director

Sauer, Stephen K.	Madison, WI	University of Wisconsin Department of Ophthalmology
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Research Director

Smith, Sylvia	Augusta, GA	Medical College of Georgia
Rosenblatt, Mark	New York, NY	Weill Cornell Medical College
Keltner, John	Sacramento, CA	UC Davis Eye Center

Medical Student Educator

Duncan, Jacque	San Francisco, CA	University of California, San Francisco
Lin, Amy	Maywood, IL	Loyola University Medical Center
Gardiner, Jane	Vancouver, BC	University of British Columbia
Lee, John	Boston, MA	Boston University School of Medicine
Dersu, Inci	Little Rock, AR	UAMS, Jones Eye Institute
Singh, Tina	Durham, NC	Duke University

* (acting) ~ (interim)

Things You Should Know

Dues News

Renew your dues! Renewing AUPO Members and Associate Members may pay dues using either a Visa, MasterCard, or check. Online dues renewal is encouraged! To pay online please login to “My Profile” located on the Membership page of the AUPO website. Please contact the AUPO office at 415-561-8548 if you need to reset your username and/or password.

Medical Student Educators and **Directors of Research** may join AUPO as Associate Members. Information about the activities of the Council of the Medical Student Educators can be found on their dedicated website, www.cmse.ophed.com. Please call the AUPO office at 415-561-8548 for an application. Encourage your Medical Student Educator and Research Director to get involved with this growing part of our membership!

University Administrators of Ophthalmology welcomes new members! Membership dues are \$195 and entitle you to a discounted registration for the annual meeting, access to the UAO Listserv, voting privileges for vacant seats on the Board of Directors and the opportunity to run for a board position. The membership runs from January-December. Notices will be sent out in October for new memberships and renewal memberships. If you have any questions, please contact Kathy Austin, keAustin@unmc.edu, 402-559-5379.

Annual Meeting registration will open October 1st. If your 2010–2011 dues are still outstanding, Members and Associ-

ate Members will not be able to register for the Annual Meeting and Administrators will need to register as non-members. Contact the San Francisco office at 415-561-8548 or aupo@aao.org if you have questions regarding your Member or Associate Member dues status. Contact Kathy Austin at 402-559-5379 or keAustin@unmc.edu about your Administrator dues status.

Compensation Survey

Limited quantities of the compensation survey report produced in 2007 are still available for purchase through the AUPO office. The order form is located on the AUPO website in the “What’s New” section. The 2007 survey is the most recent data available. Programs that participated in the survey receive a substantial discount on the price. ■

AUPO Chair Mentoring Program

THE BOARD OF TRUSTEES OF AUPO has established a chair mentoring program for chairs or about-to-be chairs. Mentoring is an important element in the academic way of life and is currently mandated in many universities. A mentor provides to his or her mentee advice, guidance, perspective, wisdom, counsel and perhaps even inspiration. Chairs and about-to-be chairs are invited to participate in AUPO’s Chair Mentoring Program. Mentors include retired chairs who have been presidents of AUPO. If you are interested in having a mentor, please contact Sara Nguyen at snguyen@jsei.ucla.edu. ■



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