

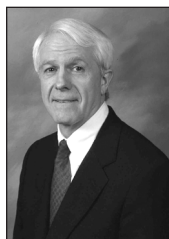


MEMBERS, ASSOCIATE MEMBERS AND ADMINISTRATORS
NEWS & VIEWS

DECEMBER 2005

PRESIDENT'S PERSPECTIVE

BY GARY W. ABRAMS, MD



The news out of Washington has not been encouraging for funding of vision research. According to Jack McLaughlin, PhD, the deputy director of the National Eye Institute (NEI), it is probable that a smaller percentage of researchers will be funded in 2006.

The National Institutes of Health (NIH) and the NEI are facing record low increases in funding for 2006. The Senate recently voted for a 3.7 percent increase in NIH funding, while President Bush has recommended only a 0.7 percent increase. Most project that the House of Representatives will approve nearer the President's request and that the budget reconciliation between the House and the Senate will be at the lower level. Record budget deficits driven by a soft economy, the war in Iraq, tax cuts, and increasing health care costs have all contributed to the current funding shortfalls. The projected increase in NIH funding will likely not cover the biomedical inflation rate of more than 3 percent, so there will probably be a net decrease in NIH funding. From 1999–2003, with the doubling of the NIH budget, funding levels for vision researchers by the NEI were relatively high. In 2002, 40.6 percent of submissions were funded. Because of the high success rate during the period of double digit increases in NEI funding, there was an influx of new applications and the number of submissions rose from 761 in 2002 to 1098 in 2005. The absolute number of awards actually decreased from 309 to 289 during that time period and the percentage of funded submissions dropped to 26.3 percent in 2005. It is

projected that the number of awards may drop further in 2006 and with a projected increase in submissions, the success rate for funding may possibly drop to as low as 22 percent.

Led by National Alliance for Eye and Vision Research (NAEVR) President Steve Ryan, Legislative Counsel John Porter and Executive Director James Jorkasky, the vision community has worked to educate Congress on the importance of continued support for vision research. Dr. Elias Zerhouni, the director of the NIH, has heralded the discovery of complement factor H polymorphism in age-related macular degeneration as one of the top scientific breakthroughs of the year. Through members of AUPPO, ARVO and other supporting organizations, NAEVR has repeatedly told key members of Congress that in order to sustain such discoveries, funding support must continue to increase. However, in spite of the intense lobbying efforts, the likelihood of funding increases higher than the biomedical inflation rate seems remote for next year.

The reduction in success rate for funding will have significant implications for departments of ophthalmology. Many of us have embarked on expansion of our research activities in response to the increased availability of funding during the expansion years of NIH doubling. We have emphasized basic and translational research and we have supported new initiatives for recruiting clinician-scientists. Expansion of mentored training grants to individuals and departments has increased the pool of clinician-scientists within our departments. As the success rate for fund-



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ing falls, young investigators and clinician-scientists are especially vulnerable.

What can we do? It is important that we continue to support NAEVR and do our part to lobby for the NEI and NIH. Any of us that have developed relationships with members of Congress should use those connections to build support for vision research. We have a compelling story to tell with real life examples of how we impact the lives of patients (and congressional constituents). Please contact Jim Jorkasky and volunteer to work for vision research. Our universities can help as well. Universities are the face of research to the public and they are positioned to advocate for the NIH. We should work with our University public affairs officers to help them tell the story of NIH-supported research.

What strategies can we use to get through a projected tough cycle for funding of research? I don't think any of us believe that cutting back on our commitment to research within departments of ophthalmology is the right answer. One obvious answer is to seek alternate sources of funding. Possible sources of funding are non-governmental funding agencies and foundations. Research to Prevent Blindness, with its departmental and investigator grants, remains the most visible alternate source of funding for departments of ophthalmology. Others include Foundation Fighting Blindness and Fight for Sight. The Veterans Health Administration may present opportunities for some departments. Philanthropic funds will help support development of new programs and sustain laboratories and investigators between grants.

It might be useful to understand how funding levels are determined at the NEI. Lore Anne McNicol, PhD, Director of Extramural Research for the NEI, explained the mechanism. In open session, the extramural staff discusses the general funding strategy with the advisory council. Until there is an appropriation, she said it can be difficult to be specific on the strategy. In general, in times of diminishing resources, staff presents two or three alternative scenarios. A number of factors are considered: new investigator versus established investigator, investigators with two or more grants versus investigators with only one grant, full funding versus partial funding, mechanism balance in the entire portfolio, the health of small sub-specialty fields, what to do to support emerging scientific opportunities, and what to do to support (expensive) translational research. Under general council guidance, the staff makes funding recommendations based on a grant-by-grant analysis of the budget.

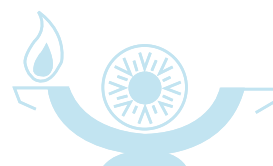
The NIH is already stretching funds to maintain funding for investigators. According to Dr. McNicol, the NIH is operating under a continuing resolution that runs out on December 17, 2005. Since December 1 of each year is the single day on which the largest number of continuing and competing NIH grants is funded, the NIH Office of the Director has developed uniform interim budget guidance for all Institutes and Centers to follow. Non-competing Career, Fellowship and Training Awards are

being funded at the Fiscal Year 2006 committed level recommended on the Notice of Grant Award. Most competing awards of all types will be made at the level recommended by the initial review group. However, NEI staff will continue its long-standing practice of conducting grant-by-grant reviews of all budget requests and recommendations in order to establish an appropriate level of support, and the aggregate average cost of all competing awards will be held at the FY2005 level. Non-competing provisional Research Project Grants and Center Grants are being funded up to only 80 percent of the fiscal year 2006 committed level recommended on the Notice of Grant Award. If the final appropriation permits, funding of all of these grants will be restored to the committed level.

One question to wrestle with is what will serve the community best? Will higher funding amounts of fewer grants yield the most productive and significant research or will lower funding amounts of more grants yield research of similar quality while keeping more researchers in the game? In many cases it is likely that departments and institutions could step in to supplement scientists that are funded at reduced levels. The balance could be covered with philanthropic funds, institutional funds, or even practice funds. If that happens, lower funding levels of more investigators would probably yield more results than higher funding levels of fewer investigators. Paul Sieving, Director of the NEI, points out that much of the grant costs are tied up in salaries that have little flexibility for adjustment. However, even with salaries in mind, would not a policy of across the board reductions free up funds for more researchers to be funded? For example, at a projected level of \$419 million for Research project grants for 2006, by funding all at 80 percent with the 20 percent balance to fund more grants, the percentage funded could increase from 22.2 percent to 27.7 percent. Using the same scenario, at a funding level of 90 percent, the percentage funded would increase to 24.6 percent. While there would be some resistance among funded investigators and some institutions, I think if sold as a plan to keep more people funded, most would buy in. As a department chairman, I think we would gain

more if the NEI would fund more people at a lower level than fund fewer people at a higher level.

This is an exciting time for vision research. We are on the cusp of developments that will change the way we view disease and transform the way we treat many common chronic diseases such as macular degeneration and diabetic retinopathy. As chairs of departments of ophthalmology, we are the leaders in development of the programs that will continue this exciting transition. We must keep our young clinician- and basic-scientists doing what they do best: research to prevent blindness. Please join me in trying to keep them funded.



SUMMARY OF STRATEGIC PLANNING PROCESS TO DATE

By Bartly J. Mondino, MD

On July 14, 2005, the Strategic Planning Committee of the Association of University Professors of Ophthalmology (AUPO) met at the Mark Hotel in New York City. The session was chaired by Gary W. Abrams, MD, AUPO president. Committee members participating included Bartly J. Mondino, MD, AUPO executive vice president, J. Bronwyn Bateman, MD, Mark S. Blumenkranz, MD, Susan H. Day, MD, Barrett G. Haik, MD, Travis A. Meredith, MD, Steven M. Podos, MD, John P. Shock, MD, Lisa Brown, AUPO staff. The session was facilitated by Ginger Nichols, CAE, president of GinCommGroup, a Texas-based consulting and training firm. The purpose of the retreat was to reevaluate AUPO's strategic plan and to identify new priority objectives to help the Association achieve its goals. A membership survey was conducted prior to the retreat to identify key areas and issues of concern as well as suggestions for change.

To provide context for the discussions, participants highlighted some of the key changes that had taken place in the external environment since the last strategic plan of AUPO in July 2000. Some of these changes include the following:

- Deterioration in the financial climate
- Increased regulations, including more self-regulation
- Higher public expectations of healthcare system
- Changing concerns about manpower from too many to too few ophthalmologists
- Fewer federally funded research grants
- Decreased importance of ophthalmology in medical centers
- Optometric scope of practice issues
- Concerns regarding relationship between physicians and pharmaceutical companies
- Non-competitive VA salaries
- Declining numbers in some ophthalmic subspecialties such as neuro-ophthalmology and pathology

- Increasingly burdensome RRC requirements for residency program directors
- Compliance with duty hours for residents
- Clustering of NIH institutes

Participants identified AUPO strengths and weaknesses as an organization as follows:

Strengths

- No organizational competition
- Valuable mission
- Financial stability
- Membership includes many talented people
- Members have a strong interest in the organization (as evidenced by the extremely high response rate to the membership survey)
- Vibrant, well-attended annual meeting
- Ability to achieve consensus
- Historically taken the high road on controversial issues
- Program Directors Council as a major new strength

Weaknesses

- Diversity of members makes leadership difficult
- Lack of visibility of AUPO outside of membership means organization has not exerted as much influence as it could or should
- Dissatisfaction among Program Directors regarding not being able to attend the annual meeting unless chair does
- Not enough input from AUPO into Academy's Basic and Clinical Science Course
- Very small percentage of organized medicine
- Perceived conflicts of interest related to pharmaceutical companies and fellowship accreditation issue
- No formal organization of chairs of departments across medicine

Continued on next page

A revised mission statement was developed as follows:

To serve, strengthen and represent academic departments of ophthalmology; to provide support, information and leadership opportunities to departmental chairs, program directors, and other faculty members; to promote excellence in ophthalmic education; to

foster vision research; and to promote ethical delivery of excellent eye care in order to ensure the best possible vision for the public.

Based on five critical issues, the Committee created new goals for AUPO with board members serving as goal tenders:

Goal	Goal Tenders
To help departments of ophthalmology maintain their education and research missions	Gary Abrams, MD Marco Zarbin, MD, PhD
To support through education and advocacy the highest quality resident training and assist programs in influencing and meeting accreditation standards	Susan Day, MD
To enhance the value and influence of ophthalmology departments within their academic institutions	Barrett Haik, MD
To attract, retain and mentor ophthalmologists in academic positions	Travis Meredith, MD John Shock, MD
To make AUPO a more effective organization in meeting its members' needs	Mark Blumenkranz, MD

The Board of Trustees of AUPO approved its strategic plan in October 2005. Goal tenders will be recruiting team members who will be in place by

January 2006 or shortly thereafter. Team reports and review of goals will be made at the Board meeting in July 2006.



ADMINISTRATORS UPDATE

By Cheryl Formes, RN, BSN

Our Annual Board Meeting, held in mid-July, was devoted to a review of the bylaws and planning the program for our Annual Meeting. As always, the Annual Program was primarily constructed around feedback from attendees at last year's Annual Meeting, and by using resources such as our listserv and topics that appear to be of interest to our membership at large. The program this year is a strong one, as you will see from the description of the preliminary programs and briefs that have been mailed to you.

We look forward to seeing the administrators at the Welcome Reception on Wednesday, January 25, at 7:30 p.m. Please come by and say hello to all your friends, have some light refreshments, and learn more about the nominees running for board positions.

Thursday's program on business management includes "Cost Effectiveness in the Practice of Medicine," accompanied by "Medical Decision-Making" and an opportunity to hear from a panel of ophthalmology chairs. Thursday's lunch is on your own, followed by a free afternoon and our "Administrators' Evening Out."

On Friday, the Administrator's Program begins with the first session entitled "Succession Planning." Those presenting on this topic are Sherri Farber from Washington University School of Medicine, Tom Foerstel and Jonathan Smith (past and present administrators) from the Jules Stein Eye Institute at UCLA, and Roger Pinkert from UT Southwestern Medical Center in Dallas. All will share unique and interesting situations regarding planned and unplanned successions.

Many of you requested sessions on "Technology Advances and Challenges in a Practice," "Benchmarking and Statistical Surveys," and "Technician Training Programs." All of these topics will be presented in three cluster group discussions led by Jacques Wehbe from Boston University School of Medicine, Perry Schechtman from the University of Michigan Medical School, and Judy Sims from the University of Arkansas College of Medicine.

The Centralized Practice Plan will be presented by Ricky Bass from the University of North Carolina, Jay Collins from the University of Texas Health Science Center in San Antonio, and Timothy Thompson from Case Western Reserve University School of Medicine.

On Saturday, the program concludes with "What's Happening in My Background." This year's presenters will be Cheryl Atkins-Lubinski from the University of Pennsylvania, Kathy Austin from the University of Nebraska, and Brent Carreau from Oregon Health and Science University.

We have three open positions on the Board of Trustees to fill this year. Please make plans to attend the Business Meeting to say hello to your new board members and to thank those who have served and are now leaving the board.

On behalf of the University Administrators of Ophthalmology, I thank you for your continued enthusiasm and welcome your comments and suggestions. This is your unique organization for academic ophthalmology. As always, the board encourages your participation, and looks forward to seeing you in Sarasota in January.



THE PROGRAM DIRECTORS COUNCIL

By J.P. Dunn, MD

The Program Directors Council (PDC) has had a busy and productive year. After the initial wave of despair that accompanied the incorporation of the Core Competencies into residency education because of the anticipated workload, there seems to be a true resurgence of enthusiasm among program directors (PDs). Turnover is down and there is a sense that some of the new teaching and evaluation tools will help to produce better residents.

The AUPO meeting in Sarasota, Florida, from January 26–28, 2006 promises to be an exciting meeting for program directors. The AUPO will be voting on changing the rules regarding attendance at the meeting, so that it is no longer required that a program director's chairman be present for the PD to attend. Please register now if you haven't already! At that meeting, there will be a number of symposia specifically geared toward PDs:

- Dr. Tony Arnold is chairing the annual "Educating the Educators" meeting the day before the AUPO meeting begins. Educating the Educators III is designed to facilitate improvement of faculty education and assessment skills in ophthalmology residency training programs. Utilizing lectures and both small and large group discussion sessions, the meeting goal is to develop practical skills and tools for teaching and assessing both Practice-Based Learning and Improvement and Care of the Ophthalmic Surgical Patient. David Leach, MD (executive director of the ACGME), Denis O'Day, MD (executive director, American Board of Ophthalmology), and Louis Cantor, MD (chair of the Residency Review Committee for Ophthalmology) are among the speakers.
- Dr. Patricia Levenberg, executive director of the Residency Review Committee for Ophthalmology, will be conducting one-on-one appointments with PDs. She will have information on your program to review and discuss with you during your twenty-minute appointment. To reserve your twenty (20) minute appointment, please complete and return this form to aupo@aao.org. Appointments will only be given on

a first-come first-served basis with consideration of next RRC review.

- The Program Directors Forum on January 26 will highlight tools for teaching and evaluating resident surgery, as well as provide an update from Dr. Rich Abbott on the Academy's development of the Practicing Ophthalmologist's Curriculum (POC). There will also be an open forum for questions from program directors.
- Dr. Cantor is organizing a session for January 27 that will use a mock-RRC evaluation to help program directors who have upcoming site visits. Remember that new RRC requirements for ophthalmology go into effect in 2006; this session will highlight common errors made by program directors in preparation for site visits.

The PDC will also continue its well-attended Teaching and Learning Symposium at the annual AAO Meeting. Dr. Karl Golnik has put together excellent programs for the past two years, including Chicago's symposium on surgical teaching, and the PDC hopes to maintain the high standards he has set. However, the PDC has decided that the Program Directors Forum, which has been held annually at the AAO for the past few years, has outlived its usefulness and will be discontinued.

The PDC is helping to develop an electronic library of tools for the PD, ranging from a handbook for new PDs and downloadable evaluation tools that can be easily incorporated into resident evaluations. Karl Golnik will be coordinating this effort, which should be available online in 2006.

Finally, an important election for two new members of the PDC will be held in December and January, with an initial electronic ballot to go out first, and the top three candidates to compete in a run-off election in January. Two candidates are being elected this year because of the unexpected resignation of two of the members. I strongly encourage interested PDs to run.

I look forward to seeing you all in Sarasota!

**2006 PRELIMINARY ANNUAL MEETING SCHEDULE
JANUARY 26 – 28
THE RITZ-CARLTON HOTEL, SARASOTA, FLORIDA**

WEDNESDAY, JANUARY 25, 2006		11:00am – 11:30am	Ethics Education Program <i>Charles Zacks</i>
8:00am – 5:00pm	Educating the Educators <i>Anthony Arnold</i>	11:30am – 12:00n	Straatsma Award Presentation and Lecture
THURSDAY, JANUARY 26, 2006		12:00pm – 1:30pm	LUNCH (On Your Own)
7:00am – 7:45am	REGISTRATION AND CONTINENTAL BREAKFAST	1:30pm – 4:30pm	Program Directors Symposium <i>James P. Dunn, Moderator</i>
7:45am – 8:00am	Welcome and Announcements <i>Gary Abrams</i>	1:30 pm	The OMIC Online Anesthesia Course and the AAO’s Educational Courses <i>Richard L. Abbott</i>
8:00am – 11:00am	Business Management	1:50 pm	Surgery by Surgeons <i>Cynthia Bradford</i>
8:00am	Introduction <i>Mark Blumenkranz</i>	2:10 pm	The ESSAT <i>Nicholas J. Volpe</i>
8:05am	“Cost Effectiveness in the Practice of Medicine: Implications for Academic Departments of Ophthalmology” <i>Speaker: Milton Weinstein</i>	2:30 pm	Review of Educating the Educators IV <i>Anthony C. Arnold</i>
8:45am	Questions and Answers	2:50 pm	BREAK
8:55am	“Medical Decision- Making” <i>Speaker: Milton Weinstein</i>	3:15 pm	The Virtual Mentor <i>John Lowenstein and Bonnie Henderson</i>
9:40am	Questions and Answers	3:35 pm	GRASIS <i>Sandra Cremers</i>
9:50am	BREAK	3:55 pm	Open Forum <i>Panel Discussion</i>
10:05am	Panel of Ophthalmology Chairs	6:00pm – 8:00pm	WELCOME RECEPTION

Preliminary Program continued from page 8

FRIDAY, JANUARY 27, 2006

7:00am – 8:00am	REGISTRATION AND CONTINENTAL BREAKFAST	9:05am	• Glaucoma <i>Louis Cantor</i>
8:00am – 9:50am	AUPO Fellowship Compliance Committee (FCC) Symposium	9:10am	• Neuro-ophthalmology <i>Steve Feldon</i>
8:00am	Commitment of AUPO to AUPO FCC Compliance Process	9:15am	• Pathology <i>Hans Grossniklaus</i>
8:05am	Overview of the AUPO FCC process, “How did we get from there to here?” <i>Stuart Fine</i>	9:20am	• Retina <i>Dan Martin</i>
8:15am	AUPO FCC current goals and objectives <i>John Keltner</i>	9:25am	• Uveitis <i>Gary Holland</i>
8:35am	Pediatric Fellowships <i>Steve Rubin</i>	9:30am	Open Discussion
	<ul style="list-style-type: none"> • Pediatrics experience with a long standing compliance process • Report of Pediatrics in the AUPO FCC Compliance Process 	9:50am	Break
8:55am	Report of Cornea, External Disease, and Refractive Surgery in AUPO FCC compliance process <i>Michael Belin</i>	10:10am – 11:10am	Symposium: AUPO/RPB Resident and Fellow Research Forum
	Report by each new subspecialty joining the process:	11:10am – 11:45am	Business Meeting
		11:45am – 1:15pm	Workshops and Discussion Groups
		1.	RRC/Program Directors: Mock Review for Program Accreditation <i>Louis Cantor and J.P. Dunn</i>
		2.	Community Diabetes Outreach Program <i>Stuart Fine</i>
		3.	Developing an Entrepreneurial Research Program <i>Marco Zarbin</i>
		2:00pm – 6:00pm	RRC Appointments with Pat Levenberg (by appointment only)
		6:00pm – 10:00pm	RECEPTION AND BANQUET

Preliminary Program continued from page 9

SATURDAY, JANUARY 28, 2006

7:00am – 8:00am REGISTRATION AND
CONTINENTAL
BREAKFAST

8:00am – 9:10am **Organization Reports**

1. AAO *H. Dunbar Hoskins*
2. ABO *Denis O’Day*
3. RPB *Diane Swift*
4. NEI *Paul Sieving*
5. ARVO *Gary Abrams*
6. AEVR/NAEVR
James Jorkasky
7. SF Match
Linda Christopher
8. Fight for Sight
Kenneth Barrasch

9:10am **Chair Burnout Survey
Results**
Oscar Cruz

9:25am **Introduction to Clinical
Research**
Gary Holland

9:35am **Heed Foundation
Resident Program**
Stuart Fine

9:40am – 10:00am BREAK

10:00am – 11:30am **Ophthalmology Medical
Education Reform
Symposium**

10:05am “Curricular Needs
Assessments: Summary of
2004 AUPO Curriculum
Questionnaire; Status of
Medical Student
Examination Skills
Linda Lippa

10:14am “Importance of
Ophthalmic Skills
Assessment: Vantage Point
of the National Board of
Medical Examiners ”
Richard Hawkins

10:28am “Evolution of Teaching
Programs with
Departmental Expansion:
A Historical View”
Stuart Fine

10:42am “Implementing Curricular
Reform in a Small
Program: Chair’s
Viewpoint”
Eve Higginbotham

10:56am “Driving Curricular
Reform: A Dean’s
Viewpoint”
Joseph Robertson Jr.

11:10am Wrap up: What We Can Do
Linda Lippa

11:15am Question and Discussion
Period

11:30am Meeting Adjournment

ADMINISTRATOR'S PRELIMINARY PROGRAM

WEDNESDAY, JANUARY 25, 2006

7:30 pm Welcome Cocktail Reception

THURSDAY, JANUARY 26, 2006

7:00 am REGISTRATION AND
CONTINENTAL BREAKFAST

7:45 am **Welcome and Announcements**
Gary Abrams

8:00 am **Business Management**

8:00 am Introduction
Mark Blumenkranz

8:05 am "Cost Effectiveness in the
Practice of Medicine:
Implications for Academic
Departments of
Ophthalmology"
Milton Weinstein

8:45 am Questions and Answers

8:55 am "Medical
Decision-Making"
Milton Weinstein

9:40 am Questions and Answers

9:50 am Break

10:05 am Panel of Ophthalmology
Chairs

11:00 am **Ethics Education Lecture Program**
Charles Zacks

11:30 am **Straatsma Award Presentation and
Lecture**
Anthony Arnold

12:00 pm LUNCH (On Your Own)

3:30 pm Administrators' Evening Out

FRIDAY, JANUARY 27, 2006

7:00 am REGISTRATION AND
CONTINENTAL BREAKFAST

8:00 am **Succession Planning**
*Sheri Farber, Thomas Foerstel,
Roger Pinkert, Jonathan Smith*

10:15 am BREAK

10:30 am **Cluster Groups**

- Technology Advances and
Challenges in the Practice
Wayne Imbrescia
- Discussion – Benchmarking and
Statistical Surveys
Perry Schechtman
- Technician Training Programs
Judy Sims

12:00 pm **Centralized Practice Plan**
*Ricky Bass, Jay Collins,
Timothy Thompson*

1:30 pm LUNCH (On Your Own)

6:00 pm Reception and Banquet

SATURDAY, JANUARY 28, 2006

7:00 am REGISTRATION AND
CONTINENTAL BREAKFAST

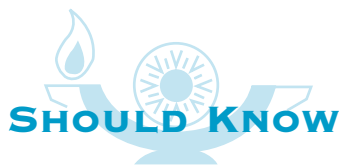
8:00 am **What's Happening in My Backyard**
*Cheryl Atkins-Lubinski, Kathy Austin,
Brent Carreau*

9:40 am BREAK

10:00 am **Business Meeting**

11:30 am Meeting Adjournment

THINGS YOU



AUPO BOARD OF TRUSTEES MEETING HIGHLIGHTS OCTOBER 2005

- Finalized 2006 Annual Meeting program.
- Reviewed status of 2007 Annual Meeting programs and speakers.
- Discussed appointments to the 2006 Nominating Committee and schedule for meeting.
- Appointed Dr. Anthony Arnold to the AUPO/AAO Straatsma Award Committee.
- Approved proposed Bylaws revisions and directed they be prepared for distribution to the membership.
- Accepted the Strategic Plan as written and proposed a strategy for implementing.
- Revised the mailing label policy to include a minimum charge of \$50 for all orders, including from AUPO members.
- Endorsed two Ophthalmic Resident Program Director's courses in 2006 conducted by the International Council on Ophthalmology
- Received a verbal report on the activities of the Program Director's Council from Dr. J.P. Dunn.
- Committed additional staff support for the activities of the Program Director's Council (PDC) pending a proposal and a budget from the PDC.
- Rebalanced AUPO investments.
- Noted the addition of two new Corporate Sponsors, EyeTech and Fight for Sight.
- Authorized staff to obtain a quote for Meeting Cancellation Insurance.
- Reported that the Mentor Program has been launched.
- Examined the draft budget for fiscal year 2006.
- Confirmed that enough positive responses were received to propose a Bylaws change that would allow Research Directors to join as Associate Members.

- Presented a list of New Members and approved.
- Endorsed the Compact Between Resident Physicians and Their Teachers document as submitted by the AAMC.

AUPO CHAIR MENTORING PROGRAM

AUPO invites you to become part of our chair mentoring program, detailed in the previous issue of News & Views. If you are a new or about-to-be new Chair, consider having a mentor to provide guidance and perspective during the initial phase of service as Chair. For information regarding how to obtain an AUPO mentor, please call Melania Vartanian at 310.825.3381. A mentor will be assigned and a notification will be sent to the mentor. The mentee can then make the initial contact.

ANNUAL BUSINESS

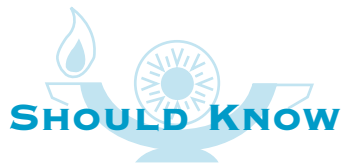
The membership is invited to submit agenda items to the executive vice president for consideration at the Annual Business Meeting. Submission of items of business in advance will allow full discussion of issues of concern by all AUPO members.

DUES REMINDER

If your 2005–2006 dues are still outstanding, Members and Associate Members will not be able to register for the Annual Meeting, and Administrators will need to register as a non-member.

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, or contact Thelma de Souza at 415.502.1127 about your Administrator dues status.

THINGS YOU

**FUTURE ANNUAL MEETING DATES****2006**

January 26 – 28
The Ritz-Carlton
Sarasota, Florida

2007

February 1 – 3
Renaissance Esmeralda Resort & Spa
Indian Wells, California

2008

January 31 – Feb. 2
The Ritz-Carlton
Sarasota, Florida

2009

January 29 – 31
Renaissance Esmeralda Resort & Spa
Indian Wells, California

RESEARCH OPPORTUNITY

Why do many glaucoma patients find it difficult to use their medications or to see their doctors regularly? In an ambitious new study, the American Glaucoma Society aims to find out. The AGS invites doctors, other health professionals such as nurses or technicians, and patients to participate in a survey collecting ideas for overcoming barriers to effective glaucoma treatment. Monetary awards are available to contributors for the best ideas. Judging for the awards will be the sole responsibility of the AGS, and will be awarded in three categories: physician, support personnel, and patients. For more information on the study and to participate, click on “The AGS Patient Care Improvement Project” at www.americanglaucomasociety.net.

THINGS YOU



FACULTY POSITIONS AVAILABLE DECEMBER 2005

The faculty positions section lists positions available within the AUPO Member Departments of Ophthalmology. If your institution is interested in advertising ophthalmology positions (at no charge), type your advertisement for publishing and submit it to the AUPO San Francisco office.

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern is now recruiting an additional Pediatric Ophthalmologist at the Assistant Professor or Associate Professor level. We seek an outstanding individual with an MD degree who is board certified (or eligible) by the American Board of Ophthalmology. Successful completion of a Pediatric Ophthalmology fellowship is required. Duties will include sharing in the responsibility, with existing faculty, for didactic and clinical training of residents and fellows and clinical care of patients at Children's Medical Center of Dallas and UT Southwestern affiliated faculty practice sites. The successful applicant must have demonstrated medical and surgical skills and interest in all aspects of Pediatric ophthalmology. An established interest in and/or willingness to pursue clinical research is desirable.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Interested individuals should send curriculum vitae, names of three professional references, and a cover letter to:

David R Weakley MD
Chief of Ophthalmology
Children's Medical Center of Dallas
Professor of Ophthalmology
The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an opening for an Assistant Professor, Associate Professor or Professor to join clinician science faculty members who are housed in a recently renovated, modern retinal research lab. We seek an individual with a PhD, with strengths in molecular biology or molecular

genetics and established interest in retinal degenerative disease (e.g., age-related macular degeneration or vascular disease). Investigators with current funding from NIH or NSF and a strong publication record are the most competitive and may qualify for an endowed tenured faculty appointment.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Interested individuals should send curriculum vitae, with a cover letter to:

James P. McCulley, MD
Professor and Chairman
Department of Ophthalmology
The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

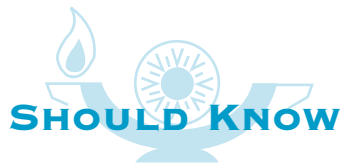
UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an opening for an Assistant Professor. We seek an outstanding individual with an MD degree who is board certified or board eligible in ophthalmology. Will have opportunity to take over a busy medical/surgical comprehensive ophthalmology practice within the department at our Ft. Worth satellite office. Interests must be comprehensive ophthalmology, however, other activities can be accommodated depending on individual's interests.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Interested individuals should send curriculum vitae, with a cover letter to:

James P. McCulley, MD
Professor and Chairman
Department of Ophthalmology

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The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an additional opening for another Assistant Professor, Associate Professor or Professor. We seek an outstanding individual with an MD degree who is ABO boarded or board eligible in ophthalmology with at least two years of subspecialty training in vitreo-retinal diseases. Must have demonstrated skills in the area of surgical vitreo-retinal disease and medical retina. Duties will include sharing in the responsibility, with existing faculty, for didactic and clinical training of residents, fellows and practicing ophthalmologists in vitreo-retinal and medical retinal diseases. Provide high quality clinical care to patients with vitreo-retinal and medical retinal diseases at UT Southwestern Medical Center. Must have demonstrated skills in the area of medical and surgical vitreo-retinal disease. An established interest and/or willingness to develop collaborative research activities in vitreo-retinal diseases, with established investigators in our department, are desirable. Research interest in retinal-vascular diseases is desired but not required.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Applications from new or established clinician scientists are encouraged. Interested individuals should send curriculum vitae, with a cover letter to:

James P. McCulley, MD
Professor and Chairman
Department of Ophthalmology
The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an opening for an additional Assistant

Professor, Associate Professor or Professor. We seek an outstanding individual with an MD degree who is ABO boarded or board eligible in ophthalmology with at least two years of subspecialty training in vitreo-retinal diseases. Must have demonstrated skills in the area of surgical vitreo-retinal disease and medical retina and background interests in clinical or basic science research in retinal diseases. Duties will include sharing in the responsibility, with existing faculty, for didactic and clinical training of residents, fellows and practicing ophthalmologists in vitreo-retinal and medical retinal diseases. Provide high quality clinical care to patients with vitreo-retinal and medical retinal diseases at UT Southwestern Medical Center. Candidates must be interested in collaborative laboratory research on retinal vascular or degenerative diseases, e.g. AMD, with established investigators in our department. **Endowment support is additionally available for candidates with an established clinical or laboratory research record.**

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Applications from new or established clinician scientists are encouraged. Interested individuals should send curriculum vitae, with a cover letter to:

James P. McCulley, MD
Professor and Chairman
Department of Ophthalmology
The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an opening for an Assistant Professor. We seek an outstanding individual with an M.D. degree who is board certified or board eligible in ophthalmology. This individual will serve primarily as faculty supervising the resident clinics and operating rooms at Parkland Memorial Hospital, the main teaching hospital for the Medical Center. Must have interest in teaching and clinical research and willing to practice comprehensive ophthalmology, though applicants with special skills (eg, sub-

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specialty training) may be able to be accommodated. There will also be the opportunity to develop a comprehensive or subspecialty practice within the department private/referral practice if desired.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Interested individuals should send curriculum vitae, with a cover letter to:

Preston Blomquist, M.D.
Associate Professor
Department of Ophthalmology
The University of Texas Southwestern
Medical Center at Dallas
5323 Harry Hines Blvd.
Dallas, TX 75390-9057

UT SOUTHWESTERN

The Department of Ophthalmology at UT Southwestern announces an opening for an Assistant Professor, Associate Professor or Professor. We seek an outstanding individual with an M.D. degree who is board certified or board eligible in ophthalmology. This position is for a comprehensive ophthalmologist, ideally with subspecialty training that will hold a staff position at the VA North Texas Health Care System and be responsible for teaching ophthalmology residents at the Dallas Veteran Affairs Medical Center. Demonstrated interest in scholarly pursuits is preferable. Qualified applicants should demonstrate a distinguished record of performance in teaching and clinical care. Applicants are subject to drug testing. Dallas VA Medical Center is a non-smoking facility.

The University of Texas Southwestern Medical Center at Dallas is an Equal Opportunity Employer. Interested individuals should send curriculum vitae and the names and addresses of three references, with a cover letter to:

Carol G. Reinert, M.D.
Dallas Veterans Affairs Medical Center
4500 S. Lancaster Road
Dallas, Texas 75216
Email: Carol.Reinert@med.va.gov

EMORY UNIVERSITY SCHOOL OF MEDICINE CHAIR, DEPARTMENT OF OPHTHALMOLOGY

Emory University School of Medicine invites nominations and applications for the position of Chair of the Department of Ophthalmology. This is an outstanding opportunity to lead a premier clinical and academic department with established strengths in research, training, and clinical service. The Department is home to more than 50 full-time faculty, including 22 ophthalmologists and five doctors of optometry, who together provide comprehensive services in eye care at the Emory Clinic, overseeing more than 80,000 patient visits each year. The Department currently ranks in the top tier of NIH-funded eye research centers in the United States and is conducting groundbreaking research on the prevention, diagnosis, and treatment of ocular diseases.

We seek an individual with outstanding leadership capabilities, proven academic and administrative experience, the vision to build and sustain programs at the forefront of ophthalmologic research, and a commitment to clinical excellence. Candidates must be certified by the American Board of Ophthalmology; have demonstrated leadership in clinical care, research, education, and administration; and be eligible for medical licensure in Georgia. Salary and benefits are highly competitive.

Applicants should submit a current curriculum vitae along with names and addresses of three references via email to MWILL26@emory.edu.

Emory University is an equal opportunity/affirmative action employer and encourages the application and nomination of qualified minority and female candidates.

EMORY UNIVERSITY SCHOOL OF MEDICINE TWO-YEAR NEURO-OPHTHALMOLOGY FELLOWSHIP

The Emory University School of Medicine, Department of Ophthalmology, Section of Neuro-Ophthalmology is pleased to announce a new, fully-funded, two year Neuro-Ophthalmology Fellowship to begin July 1, 2006.

This new Neuro-Ophthalmology Fellowship is specifically designed to be a flexible two-year training of either ophthalmology- or neurology-trained physicians, individually

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tailored to the particular needs and interests of the applicant. One of the Fellowship years will remain a traditionally-focused year of academic neuro-ophthalmic training, while the other year will be customized to that particular fellow.

For example, for the neurology-trained fellow, there will be one intensive year of general medical ophthalmology, with special emphasis on retina, glaucoma, pediatric ophthalmology and strabismus, and oculoplastics. For the ophthalmology-trained fellow, there will be an opportunity for a year of training in neuroradiology, diagnostic neurological analytical thinking, and additional surgical training.

Further possible opportunities for customizing neuro-ophthalmology training include: involvement with neuro-otology and its various techniques of examination; studies at the Rollins School of Public Health in epidemiology, statistics and clinical trials; involvement with the Centers for Disease Control and Prevention; and a clinical research or basic science research year (during which application may be made for K12, K08, K23 or other grant awards for future funding).

Depending on the applicant pool for any given year and specific interests of qualified candidates, a traditional one-year Neuro-Ophthalmology Fellowship will still be an option.

We are very proud and excited about this novel academic initiative and encourage all interested candidates to contact us:

Neuro-Ophthalmology Division
Emory Eye Center
1365-B Clifton Rd. NE
Atlanta, GA 30322
e-mail ophthn@emory.edu
Phone: 404.778.5360.

MONTEFIORE MEDICAL CENTER PEDIATRIC OPHTHALMOLOGY FACULTY POSITION

The Montefiore Medical Center/Albert Einstein College of Medicine seeks a pediatric ophthalmologist for a full or part-time position. Responsibilities include patient

care, teaching and research. Faculty rank and salary commensurate with training and experience. Interested candidates should submit current curriculum vitae to:

Harry Engel, MD
Department of Ophthalmology
Montefiore Medical Center
111 East 210th Street,
Bronx, NY 10467
hengel@montefiore.org

ALBANY MEDICAL COLLEGE/ LIONS EYE INSTITUTE

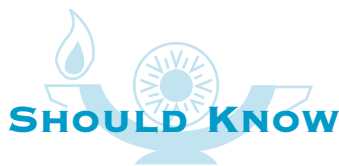
The Albany Medical College/Lions Eye Institute seeks a BC/BE specialist in retina and vitreous. This is an unusual opportunity combining the advantages of both academic and private practice. Our faculty of 13 are responsible for instructing residents and medical students but have private practices within each subspecialty. Please contact:

John W. Simon MD
Professor and Chairman
Albany Medical College/Lions Eye Institute
1220 New Scotland Road
Albany, NY 12159
Voice: (518) 533-6502
Beeper: (518) 382-6145 (digital)
Email: SimonJ@mail.amc.edu

IRVINE SCHOOL OF MEDICINE THE DEPARTMENT OF OPHTHALMOLOGY

The Department of Ophthalmology at the University of California, Irvine, is seeking candidates for a full-time position as an Assistant or Associate Professor In-Residence. Candidates must have an MD degree and fellowship training in vitreoretinal surgery, and must have demonstrated skills in the area of surgical vitreo-retinal disease and medical retina. Candidates must have a background in research or scholarly activity with an interest in clinical or basic science research in retinal diseases. Duties will include sharing in the responsibility for didactic and clinical training of residents, fellows, and medical students. Candidates should show excellence in

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research and the potential to attract extramural funding as well as a good record of publishing in peer-reviewed journals. Send curriculum vitae and names and addresses of ten references who can evaluate your scholarly activities to Rebecca FitzMaurice, Search Coordinator, Eye Institute, University of California, Irvine, 118 Med Surge I, UC Irvine, CA 92697-4375 before November 1, 2005. UC Irvine is an equal opportunity employer committed to excellence through diversity.

UCSD SCHOOL OF MEDICINE THE DEPARTMENT OF OPHTHALMOLOGY

The Department of Ophthalmology at the University of California, San Diego, is seeking candidates for a full-time position as an Assistant or Associate Professor. Candidates must have an M.D. degree and fellowship training in vitreo-retinal surgery, and must have demonstrated skills in the area of surgical vitreo-retinal disease and medical retina. Duties will include sharing in the responsibility for didactic and clinical training of residents, fellows, and medical students. Candidates should show excellence in retinal research and the potential to attract extramural funding. Send curriculum vitae and names and addresses of references to Sandra Dredla, 9415 Campus Point Drive, La Jolla, California 92037-0946 before January 7, 2005. UC San Diego is an equal opportunity employer committed to excellence through diversity.

UNIVERSITY OF CHICAGO CORNEA

The Department of Ophthalmology and Visual Science at the University of Chicago is seeking a full-time cornea specialist. Candidates must possess a M.D. degree, be Board certified or Board eligible for the ABO and be eligible for licensure in Illinois. Candidates must have completed a cornea fellowship and have academic interests. Responsibilities include patient care, clinical teaching of medical students, residents and fellows as well as clinical and/or basic research. Opportunities are also available for undergraduate teaching. An academic appointment would be provided, based on the candidate's qualifications. Screening of applications will continue until the position is filled. The University of Chicago is an Affirmative Action/Equal Opportunity Employer.

For consideration forward CV and statement of teaching/research interests to:

William Mieler, M.D.
Chairman
Department of Ophthalmology and Visual Science
The University of Chicago
5841 South Maryland Avenue, MC 2114
Chicago, IL 60637
(773) 702-3838
(773) 702-8094 (fax)
wmieler@uchicago.edu

UNIVERSITY OF CHICAGO GLAUCOMA

The Department of Ophthalmology and Visual Science at the University of Chicago is seeking a full-time glaucoma specialist. Candidates must possess a M.D. degree, be Board certified or Board eligible for the ABO and be eligible for licensure in Illinois. Candidates must have completed a glaucoma fellowship and have academic interests. Responsibilities include patient care, clinical teaching of medical students, residents and fellows as well as clinical and/or basic research. Opportunities are also available for undergraduate teaching. An academic appointment would be provided, based on the candidate's qualifications. Screening of applications will continue until the position is filled. The University of Chicago is an Affirmative Action/Equal Opportunity Employer.

For consideration forward CV and statement of teaching/research interests to:

William Mieler, M.D.
Chairman
Department of Ophthalmology and Visual Science
The University of Chicago
5841 South Maryland Avenue, MC 2114
Chicago, IL 60637
(773) 702-3838
(773) 702-8094 (fax)
wmieler@uchicago.edu

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UNIVERSITY OF CHICAGO RETINA

The Department of Ophthalmology and Visual Science at the University of Chicago is seeking a full-time retina specialist. Candidates must possess a M.D. degree, be Board certified or Board eligible for the ABO and be eligible for licensure in Illinois. Candidates must have completed a retina fellowship and have academic interests. Responsibilities include patient care, clinical teaching of medical students, residents and fellows as well as clinical and/or basic research. Opportunities are also available for undergraduate teaching. An academic appointment would be provided, based on the candidate's qualifications. Screening of applications will continue until the position is filled. The University of Chicago is an Affirmative Action/Equal Opportunity Employer.

For consideration forward CV and statement of teaching/research interests to:

William Mieler, M.D.
Chairman
Department of Ophthalmology and Visual Science
The University of Chicago
5841 South Maryland Avenue, MC 2114
Chicago, IL 60637
(773) 702-3838
(773) 702-8094 (fax)
wmieler@uchicago.edu

UNIVERSITY OF NEBRASKA MEDICAL CENTER

The University of Nebraska Medical Center Department of Ophthalmology and Visual Sciences has an immediate opening for an Oculoplastic Reconstructive and Orbital Surgeon. This is a full time faculty position as Director of the Oculoplastics Service. Candidates must have completed an accredited ophthalmology residency and be board certified or board eligible. Applicants should have completed a fellowship in oculoplastic surgery. Qualified applicants must be eligible to be licensed in the state of Nebraska. Rank and salary will be commensurate with experience and credentials.

The University of Nebraska is an equal opportunity and affirmative action employer. Women and minorities are encouraged to apply. Resumes with names of references should be directed to:

Carl Camras, M.D.,
Chair, Department of Ophthalmology and Visual Sciences,
University of Nebraska Medical Center,
985540 Nebraska Medical Center,
Omaha NE 68198-5540

or e-mail to keaustin@unmc.edu. If additional information is needed, please contact Kathy Austin, Administrative Director at 402-559-5379 or by e-mail.

UNIVERSITY OF VIRGINIA

The University of Virginia Department of Ophthalmology is seeking two full-time faculty members. Professorial positions available:

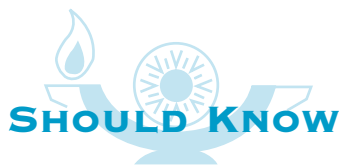
- Retina Specialist (Fellowship-trained)
- Glaucoma Specialist (Fellowship-trained)

Candidates should have completed an accredited ophthalmology residency and be board certified or in the certification process. Responsibilities include patient care, research, and resident teaching and supervision. The positions are full-time and tenure track. Rank and salary commensurate with experience and accomplishments. For immediate review, please submit application materials by January 31, 2006; however, the position will remain open until filled. Send CV and three letters of reference to:

Brian P. Conway, M.D.
Chair, Department of Ophthalmology
University of Virginia Health System
P.O. Box 800715
Charlottesville, VA 22908

The University of Virginia is an equal opportunity/affirmative action employer.

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**DOHENY RETINA INSTITUTE
VITREO-RETINAL DISEASE AND SURGERY**

Assistant Professor or Associate Professor (based on experience) of Ophthalmology (clinical track). University of Southern California, Keck School of Medicine, Department of Ophthalmology, Doheny Retina Institute (DRI). This full time position is in a highly academic practice focused on superb clinical skill, translational research, and excellence in teaching residents, fellows and medical students. DRI is a unique environment that provides an unprecedented opportunity for the right individual to work in a highly coordinated and collaborative fashion for maximum effectiveness.

Qualifications include clinical expertise in vitreo-retinal diseases and surgery. The candidate must be Board Certified or eligible, and eligible for licensure in the state of California. Requirements include an approved ophthalmic residency training program and completion of a vitreo-retinal fellowship program. Responsibilities include: clinical care, a strong commitment to teaching and supervision of residents and fellows. Position located primarily in Pasadena, California.

Salary is negotiated based on qualifications and experience. USC is an equal opportunity employer. Please send CV and cover letter to:
Ronald E. Smith MD
Doheny Eye Institute
1450 San Pablo Street
Los Angeles, CA 90033
e-mail: RESmith@usc.edu