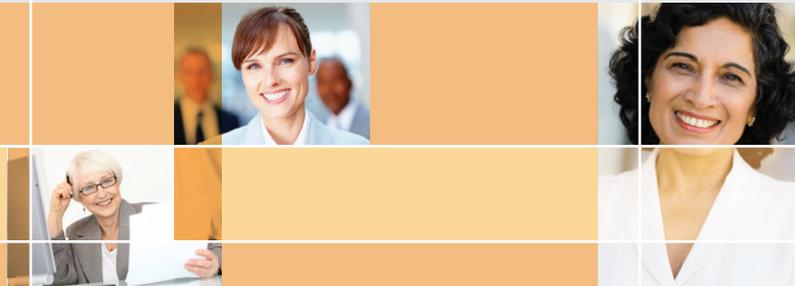


OPHTHALMIC WOMAN 
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summer 2015



Ophthalmic Women Leaders
leadership | advancement | community



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Defining the Leader in Each of Us

Leadership. The term is very broad, and the amount of literature on the topic is massive. For example, if you Google “definition of leadership,” nearly 250,000,000 search results will surface.

So, one might ask: “Where do we begin to discuss such a topic?”

I’d like to suggest that we start by discovering and nurturing the leader in each of us. In doing so, the organizations, practices, and companies where we work will benefit and so will the patients we serve. Perhaps the leadership-themed articles in this issue of the OWL magazine will inspire you, too.

OWL is dedicated to advancing diverse leadership within ophthalmology. But, OWL, like the companies and practices where we work, are comprised of individuals. What a great opportunity to increase our impact if we individually leverage good leadership practices in our respective environments.

In reflecting on those individuals who exhibit great leadership and in reviewing the literature on the topic, here are three elements I believe are important if we are to increase our leadership. Effective leaders know themselves, step up and take action, and are lifelong learners.

Let me elaborate on each of these elements.

1. Effective leaders know themselves. Leaders who are self-aware, show empathy, and build rapport with others leverage their personal and professional strengths. However, they are also cognizant of their blind spots and areas where they need to improve. In the 1990s, Daniel Goleman pioneered the concept of Emotional Intelligence (EI). His research showed that an executive’s emotional style has clear links to his or her performance and impacts an organization’s success as well.¹

Nancy Barry, chief executive officer of Women’s World Banking and named one of “America’s Best Leaders,” recommends that a young leader “take the time to get to know yourself and find your passion. Look inside, to find your power, your purpose.”²

Indeed, the recent literature on leadership shows that those who spend the time and effort to know themselves create opportunities to have impact and achieve high levels of both personal and professional satisfaction.

2. Effective leaders step up and take action. Many of us have experienced times in our working lives when it was clear that something needed to get done, but it was not so clear who would get it done. When situations like this occur each of us can take initiative if we allow ourselves to be empowered to step up, take action, and make a difference. However, this may require us to reach beyond our comfort zones and be willing to take risks. If we have done our homework on element No. 1 (“know ourselves”), we will better understand how much of a risk we are willing to take.

We will also be better equipped to know how to use our strengths to make positive contributions. A concept that sometimes surprises aspiring leaders is that those in top leadership positions really don’t have all the answers, but they are willing to be decisive, even in the face of incomplete information. Effective leaders know it is important to step up and take action to accomplish their goals. *Continued on next page*

3. **Effective leaders are committed to lifelong learning.** Certainly in this century, we are acutely aware of the amazing speed at which technology changes and innovations occur. Those who are willing to expand themselves by gaining new knowledge – as well as learning new ways of working in today’s world – will be the leaders of tomorrow.

For those interested in developing their own plan for life-long learning, consider using the tool outlined in Craig & Snook’s article, “From Purpose to Impact.”³ These authors offer an approach to those who want to put their unique purpose into action plans that create both long- and short-term leadership goals.

As an organization, OWL is demonstrating these three leadership elements. At the 2015 Board retreat, the robust debate and discussion helped us know ourselves better as an organization. We developed strategies to step up and take action to evolve into a leading organization committed to advancing diverse leadership in ophthalmology.

In doing so, we welcome a wider range of constituents to OWL so we can achieve this goal. We are committed to continuous learning as we strive to learn from others and create positive partnerships with individuals and organizations in the clinical and industry environments. We look forward to strengthening our role in the ophthalmic space and creating further benefits for members, while encouraging diverse leadership development that will benefit many.

Let me close with a favorite quote from President John Quincy Adams: “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

It is my hope that each of you finds the leader within. OWL is dedicated to helping you achieve your goals. Together, we can accomplish much!



Marsha D. Link, PhD
President, Ophthalmic Women Leaders

“What a great opportunity to increase our impact if we individually leverage good leadership practices in our respective environments.”

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Gender Differences in Ophthalmology Mirrored in Survey

By Jan Beiting

Ophthalmic industry employees overall are well educated and highly compensated but significant differences by gender exist.



The vast majority of people working in the ophthalmic industry are satisfied with the company or organization they work for, according to the inaugural OWL Ophthalmic Business and Leadership Trends Survey.

Conducted in the first quarter of 2015 by the Fundingsland Group – which provided the services pro bono on behalf of OWL – the survey was intended to elucidate the professional needs and interests of OWL members, as well as to highlight differences and commonalities in how women in various roles in ophthalmology respond to business and leadership challenges.

Nearly 450 people responded to the survey, including OWL members, women physicians, and men and women in the ophthalmic industry. Three-quarters of respondents were female and 92% were located in the United States.

Responses demonstrate that the ophthalmic industry attracts highly educated people and compensates them well. More than one-third of respondents have a professional degree beyond a bachelor's, such as a PhD, MBA, or MD degree.

Nearly 90% earn more than \$100,000 annually, with an average salary of \$136,000 for women and \$195,000 for men.

Male respondents were about twice as likely as female respondents to describe themselves as a “C-suite executive, practice owner or top manager, or business owner with employees,” which partly explains the earnings difference.

However, when earnings were compared just for those in the top roles, women still earned about 10% to 18% less than their male counterparts.

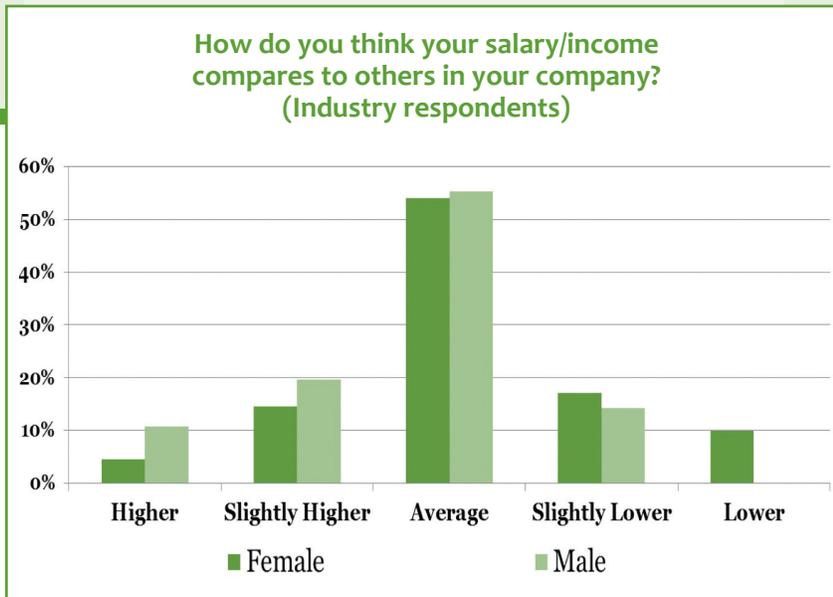
It seems that women are aware of the discrepancy in earnings. More than one-quarter of women employed in the ophthalmic industry said they believe their salary is lower than that of others in similar positions.

Continued on next page



Gender Differences *continued from pg. 4*

There were also significant differences by gender in how respondents perceived the professional opportunities at their current employers. Male respondents believed that men and women had approximately equal opportunities (47% and 49% excellent or very good) for professional development, while **women perceived men as having much greater opportunities than women** (70% versus 31% excellent or very good).



The survey highlighted the need for strategic networking. Sixty percent of men, versus 44% of women, said they obtained their most recent position through word of mouth, via a friend or industry colleague. Women were 10 times more likely than men, however, to obtain their most recent position through an online job search.

More details from the survey will be announced in the coming months.

“These survey results will help OWL implement our vision to promote and develop diverse leadership in ophthalmology and support our mission to work across ophthalmology to provide professional and personal development,” said OWL President Marsha D. Link, PhD. ■



Jan Beiting

Jan Beiting is principal of Wordsmith Consulting and a former president of OWL.

Congratulations to the 2015 OWL Award recipients, who were honored at ASCRS:



AUDREY TALLEY ROSTOV, MD

VISIONARY WOMAN AWARD

winner honored for paving the way for other women in her field through significant professional achievement.

Sponsored by Lindstrom Family Foundation



Laurie Brown, MBA

CATALYST AWARD

winner honored for demonstrating leadership in supporting the advancement of women.

Sponsored by AcuFocus



ERIN SCHALLHORN

RISING STAR

winner honored as an emerging leader in the ophthalmic space.

Sponsored by Link Consulting

Member Profiles: Tracy Valorie and Kate Benedict

By Adrienne Resek

It's your career, so take ownership of it. If there is only one lesson to be imparted from two of OWL's newest Board members, Tracy Valorie and Kate Benedict agree this piece of advice is invaluable.

Tracy Valorie

started her career as a bench scientist at Pfizer, and after 3 years in the lab, decided that she ultimately wanted to be closer to the customer. She moved into clinical research and at the same time started working on her MBA at night. Following the completion of her degree and an internship with the marketing team, Tracy took an opportunity to move to New York and join the U.S. marketing team at Pfizer.



As her career progressed, Tracy eventually was promoted to Commercial Leader of Ophthalmology at Pfizer, quite a change from her initial days in the laboratory. After 21 years at Pfizer, Tracy moved on to independent consulting before joining Bausch + Lomb. Tracy is now the Senior Vice President and General Manager of EyeCare Rx for Bausch + Lomb.

Throughout her career, Tracy has had the benefit of having mentors. **Tracy believes there is value in seeking different mentors throughout a career.** Three who played key roles in her career helped her to understand the value of seeking out information in areas beyond ones current role, making recommendations to senior management based on the implications to the broader organization rather than individual team, and finally building an environment of trust with team members.

Continued on next page



Kate Benedict, like Tracy, followed an unexpected career path.

Kate started out at a major accounting firm and eventually moved into corporate finance for Johnson & Johnson. She excelled at accounting and

finance, but she realized she was passionate about the customer and wanted to be the person driving results, rather than just reporting what happened.

Upon obtaining her MBA, Kate moved into sales and marketing, first focused on the United States and then globally, accepting the challenge to move her family to Australia.

Kate recalls, "Moving to Australia, adapting to a new culture, and leading a sales team responsible for products I'd never sold before was challenging and a bit scary. It was a huge risk, but also an amazing opportunity, as without my Australian experience, I wouldn't be the leader I am today. **We have to be willing to take risks and learn from our failures as well as our successes.**"

Kate took another big risk in late 2013, choosing to leave Johnson & Johnson after 17 years working in the medical device sector and accepting a Senior Leadership role with Alcon where she is currently Vice President of Sales, U.S. Pharmaceuticals.

Continued on next page

Member Profiles: Tracy Valorie and Kate Benedict

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Tracy Valorie

Tracy's exposure to OWL has really come in the past three years and like many, she has a great appreciation for the networking aspect of the organization.

She says, "I am a proponent of 'careers are built by people who want them,' and access to people who expand our sphere of knowledge and aid in growing our careers is the most important deliverable of OWL."

Tracy sees OWL members' biggest challenge being the same as for the whole industry: keeping up with the pace of change.

She states, "This industry is in constant change, and that is not going away. Our challenge is to remain adaptable and be a positive, driving influence on the industry.

"We need to remain focused while at the same time evolving, and there are incredible women on the OWL board who have demonstrated success at this," she says. "What I am doing today I don't expect to be doing in 5 years, and OWL offers us all ways to build our skill sets, learn something new, and network." ■



Adrienne Resek

Adrienne Resek is a medical writer based in Mesa, AZ.

Kate Benedict

Kate says, "I was looking for a new challenge – I knew a lot about surgery and medical devices, but not much about ophthalmology or pharmaceuticals. I have spent the past year listening to customers and employees and really learning."

Kate admits accepting her most recent role has made her very comfortable with showing vulnerability. One thing that hasn't changed, however, is that Kate always leads from the heart.

She says, "As a leader, we have to be vulnerable, be able to say we don't know, listen more, speak less, and then pull a team together to start acting."

Kate has been committed to advancing women's perspective for many years, so joining the board of OWL is a natural step for her. She sees a lot of opportunities within OWL to bring women together and give them the skills to be successful.

"I am committed to helping find opportunities to put women on the podium and give them an chance to build their skills," she says. "At Alcon, we recently hosted our first women-only panel at the last AAO, and it was very successful. **As women are given opportunities, such as this panel and booth talks, they will build their confidence and my hope is they are eventually asked to be keynote speakers.**"

Kate's advice to other women is: "Own your career! No one is going to tap us on the shoulder and put us in positions. We have to promote ourselves, take risks, and not be afraid of failure.

"There is no one right career path," she says. "If you want to step off the track for a while and be with your kids, own it. If you feel you have the potential to succeed in a position, ask for it." ■

Jane Shuman



Looking to move up the corporate ladder to land that big promotion?

Or perhaps take on additional leadership responsibilities?

Or gain more experience for one's personal and professional development?

In this candid interview, Jane Shuman, president of Eyetechs Inc., shares some

PRACTICAL PEARLS
with OWL.

Keys to Demonstrating Effective Leadership

AN INTERVIEW with Jane T. Shuman, MSM, COT, COE, OCS, CMSS

By Sheryl Stevenson

If one is looking for a leadership opportunity, what are some first steps to take?

- It is important to identify the area you would like to lead. Management for the sake of managing is a recipe for failure, but recognizing what you are good at and having an interest in developing skills and knowledge in that area prepares you for success.

- I believe that people are more likely to be natural leaders in their areas of interest. Insightfulness is a key driver. Not only should you know your strengths, but be realistic about your weaknesses as well.

What hard or soft skills are critical to becoming an effective leader? Is it advisable to seek out management classes or mentoring opportunities?

- Listening to those in management positions that I respect and asking key questions of that person helped me. The mentor(s) can be outside of your chosen field because many management principles can be applied to various types of businesses. Research the skills for your dream job by scanning the qualifications section of similar job postings.

- If you don't have knowledge or a comfort zone with a qualification that presents itself often, a class would certainly be helpful.

How does one know the time is right to step into a management role?

- When you feel others repeatedly seek your opinion when they have questions, and you are able to respond without thought, you may be ready.

- Alternatively, if you feel you have gone as far as you can in your position, it might be time to discuss your aspirations with the proper person(s) at your organization. Be prepared, though, to be told that you may be given additional work (i.e., projects) but that there is no current opportunity to be promoted.

How does one stand out or become recognized by management as a potential leader?

- Often, promotion from within is by default. You are someone who has worked keeping the interest of the company as your top priority – a role model for your work ethic, respected by co-workers and others, and someone who takes on additional responsibility without asking “what’s in it for me”? *Continued on next page*

Effective Leadership *continued from pg. 8*

What if management has tapped an individual to move into a leadership role?
How does one prepare for this transition?

- First, one must ask oneself if the job is right for him or her. It's more than a title and a larger paycheck. With it comes responsibility and accountability.
- It is okay to be given time to think about the position, ask questions, shadow the person who currently has the job (if he or she is leaving voluntarily), and most importantly, try it for a mutually agreed period without repercussions if either party feels it is not a good fit.

Why is this process uncomfortable or challenging for some people?

- Promotion from within often means increased scrutiny from those you worked with side by side for years. This may mean friendships change and that staff talks about you frequently.
- The expression "it's lonely at the top" may come to mind, but it is important to realize that there are others in the organization at your new level and that it is okay to share your concerns with them.

What are some behaviors or actions that will help new leaders?

- Remember to treat all employees fairly according to the policies of the organization.
- Difficult conversations are difficult for a reason. But when staff realizes that you are following the rules for everyone the same, they will realize there are no favorites.
- Recognize that others are watching and you must be the role model for desired behavior.
- Communication is key, when the topic is not confidential. Have regular staff meetings so the messages can be received by all simultaneously and discussed if necessary.

What are some of the greatest rewards of leadership?

- The greatest reward of leadership, for me, has been the opportunity to look both back and ahead. To see from where I began, is almost like watching a storm form around its eye. Others have begun to ask me to mentor them or pick my brain. The fact that they respect me enough to want my help is pretty rewarding in itself, because I know what I don't know.

What are some of the greatest risks of leadership?

- The fear of failure is more a female trait than male, but it is always in my mind. I hope I remain humble and continue to ask others' for their guidance so I can continue to succeed.

Any other words of advice for would-be managers?

- Know what you don't know and don't be afraid to ask others for help. It's acceptable to say you will get back to someone, as long as you follow up. ■

Sheryl Stevenson is content channel director for Ophthalmology Times. She also serves on the OWL Board as Publications Chair.

Sheryl Stevenson



Gender Diversity as a Business Strategy

By Brad McCorkle

In 1950, women accounted for 29.6% of the U.S. workforce. By 2012, female representation in the U.S. workforce grew to 47%, and is projected to exceed that of men by 2020. Considering that at least half of the talent in the U.S. workforce is female, today's employers must consider the gender diversity of their current staff, as well as their recruitment strategy as an important part of a company's business planning.

Why does gender diversity matter? Perhaps most importantly, diverse companies are more productive. A study released last year by MIT researchers showed that workplaces split more evenly across gender lines could increase revenues by roughly 41%. Gender diversity brings a broader set of skills and experiences to the table, resulting in more innovation and creativity, and thus, a more productive team.

Additionally, if your organization wants to compete for top talent, it must appeal to 100% of the potential workforce. Especially considering the rate at which the U.S. population is aging, and the numbers of workforce participants declining, a business can't afford to only consider 50% of the workforce as they source talent. Giving consideration to your recruitment strategy, and how that may or may not appeal to women is an important factor in its success.

How do you recruit more diversity in the workplace? Here are a few simple ideas that can help position an organization to recruit across gender and other demographic lines:

- 1. MISSION STATEMENT.** Mention diversity in your company's mission statement, and make that statement part of your recruitment advertising.
- 2. SURVEY YOUR STAFF ACROSS DEMOGRAPHICS.** Find out what is important and attractive to everyone from benefits and culture to compensation. Incorporate these results as you design your employment packages and create your culture.
- 3. MARKET YOUR CULTURE.** In order to attract diverse candidates, you need to mention the culture of your company in the job description. Explain why diversity is important to your company. This will help you capture job seeker's attention.
- 4. DISPLAY DIVERSITY.** Post employee's photos with a small bio on the company website which can show job seekers that you represent a diverse workplace.
- 5. BE COMMITTED, PROACTIVE, AND PATIENT.** In order to compete for top talent, a company must carefully craft an "employer brand." This is a never-ending process, so you must be committed. Branding takes time, requires research, and often changes in order to market a culture that is attractive to everyone. *Continued on next page*

Upcoming Programs & Events

WEBINAR:

Gadgets and Virtual Reality for the Ophthalmic Super-Woman Communicator and Marketeer
August 11, 2015 • 12:00 PM (PDT) • ReadyTalk

What's it like to be a woman experiencing central vision loss among family at home?

Alcon's use of Facebook's Oculus Rift virtual reality device at ESCRS gave a first-person perspective of her ordeal.

What's it like to attend an impossibly faraway conference – as a robot?

Media MICE's Ruchi Mahajan was the first-ever ASCRS robot attendee, from her office in India.

Join us on this upcoming OWL Updates in Ophthalmology Webinar to learn how gadgets and virtual reality are making previously impossible ophthalmic marketing messages and communications both absolutely possible and amazing. We will cover virtual reality devices, Augmented Reality, Google Glass, and other cutting-edge communication technologies for ophthalmology. Case studies using Alcon, Bayer, Nidek, and other ophthalmology company examples will be presented.

Moderator: Matt Young, Creative Content Director, Media MICE Pte. Ltd., Singapore

Featured Panelist: Ruchi Mahajan, Project Manager and Double Robot, Media MICE Pte. Ltd., India

Register on ReadyTalk for this event:

<http://ow.ly/PeXdz>

Members: Free; Non-members: \$35.00 (USD)

Watch for these events, to be scheduled soon!

- Building a Resume That Tells the Story of You in a Snapshot
- Business Acumen for Technical Roles

Gender Diversity

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6. MANAGERS NEED TO BE INVOLVED. Hiring a potential candidate should not be left alone to recruiters. Managers and staff need to be willing to commit some time to helping as well. Building a diverse workplace takes more than just one person.

7. CONSIDER YOUR OWN BIASES. This may be difficult, but try to consider objectively your personal definitions of things like what a leader should look or act like. Be open to alternative styles that could actually help your business. Managers often make the mistake of hiring individuals that look like themselves. Don't fall into the trap of erroneously evaluating people more highly simply because they are similar to you in background.

8. CONDUCT EXIT INTERVIEWS. Sometimes employees feel the freedom to be more open and honest on their way out. Ask hard questions about your company's culture to see if there are themes that are restrictive to a company's pursuit of diversity.

Creating a company culture that is attractive to a more inclusive audience increases the chances of hiring top talent. A diverse staff increases productivity as different backgrounds, skills, and styles are brought to the table. Consider gender and other types of demographic diversity as you build your company's recruiting strategy for the years ahead. ■

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Brad McCorkle is founder of Local Eye Site.

Brad McCorkle



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Ophthalmic Woman Magazine

Editor-in-Chief

Sheryl Stevenson

Graphic Design

Jody Christensen-Crocetta,
C² Design

Contributors

Angela Bedell
Jan Beiting
Marsha D. Link, PhD
Brad McCorkle
Adrienne Resek

OWL Contact

4741 Central Street, Suite 156
Kansas City, MO 64112

info@owlsite.org

415-751-2401

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