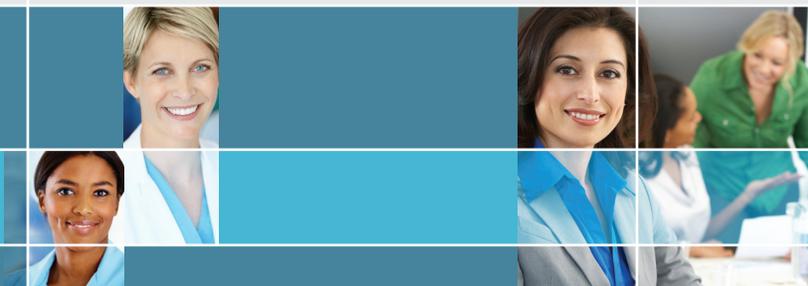


OPHTHALMIC WOMAN 
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Ophthalmic Women Leaders
leadership | advancement | community



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Forward Motion: Driving OWL's New Vision, Mission, and Values

“OWL realizes that working more interdependently across ophthalmology provides opportunities to create synergies where there are common interests, and also recognizes that each organization brings a unique perspective and value to the field.”

It is the best of times for Ophthalmic Women Leaders! OWL is re-energized with the creation of our new vision, mission, and values – and through the dedicated efforts of our Executive Director, Board, Committee Chairs, and numerous volunteers who are helping to implement our programs and services.

OWL board members met at a strategic planning retreat in early 2014 and debated the purpose and importance of our organization, as well as discussed how OWL can continue to have impact in the future. Those stimulating conversations resulted in the development of a vision and mission statement, along with a set of values that will propel OWL into the future.

It has been a short time since that retreat, but much has been accomplished! We are working diligently to implement the vision, mission, and values that were created (shown at right).

OWL is committed to turning those words into actions that will benefit not only our membership, but also the broader ophthalmology environment, with the ultimate benefit being to the patients we serve.

To achieve this, we must promote and develop diverse leadership, the core of our vision statement. OWL believes that in diversity there is strength. Our mission is to provide professional and personal development to a diverse group of stakeholders so that the distinctive and different strengths of each person can be leveraged. OWL believes that the best outcomes come about through constructive interchange of ideas and collaboration.

VISION To promote and develop diverse leadership to advance ophthalmic innovation and patient care

MISSION OWL works across ophthalmology to provide professional and personal development and create opportunities for collaboration

VALUES

- Respects the contributions of all professionals within industry and clinical care
- Believes that diverse leadership results in better outcomes
- Values a positive environment that inspires, supports, and connects individuals
- Believes that when members reach their potential, they maximize contributions to their organization

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New initiatives front and center

Let me describe specific initiatives that will be front and center in OWL's future:

- OWL will put more emphasis on expanding our membership, embracing a broader group of constituents who represent a variety of functions within ophthalmology. This will include inviting not only industry professionals, but also clinicians, administrators, technicians, nurses, media specialists, and other professionals who work in ophthalmology to join us in our efforts to advance ophthalmic innovation and patient care. Our strong membership committee, chaired by **Laurie Brown**, has new and innovative approaches for membership growth. Stay tuned for the specifics.
- OWL is putting more emphasis on collaboration with other organizations and societies and the creation of innovative partnerships. OWL realizes that working more interdependently across ophthalmology provides opportunities to create synergies where there are common interests, and also recognizes that each organization brings a unique perspective and value to the field. Because of our programs and services, OWL can also fill the gap for organizations that may not be able to offer professional and personal development for their members and/or employees. OWL's webinars, mentoring program, quarterly magazine, and educational sessions at major meetings are but a few examples of OWL's offerings.
- OWL is stretching itself to look for new and innovative ways to add value to our members and the ophthalmic community. One example is the establishment of the inaugural OWL Chapter, led by board member **Jane Rady**, in Southern California. The purpose of this successful experiment was to provide education, networking, and professional development to a group of members who do not normally come to the major meetings and congresses. Now in its second year, we will look for other geographic areas where OWL chapters might flourish to meet the needs of the rising stars and to foster greater membership engagement.

Another example of a new approach is the establishment of Interest Groups within OWL that will address the unique and specific needs of a particular group of professionals within ophthalmology. **Tammy Evans**, Program Chair, and her dedicated committee, not only prepare OWL's programs for the major meetings, but they have now created four interest groups – each one being led by an accomplished OWL leader.

1. **Ophthalmic Industry Professionals:** Those working in industry and related businesses that interface with ophthalmology; **Susan Orr**, Chair
2. **Ophthalmic Business Owners:** Small business owners, CEOs, and consultants; **Ellen Troyer**, Chair
3. **Professionals in Practice:** Clinicians, administrators, technicians; **Maureen Tipp**, Chair
4. **Bright Eyes:** Young professionals/rising stars/next generation of leaders; **Meg Sweeney**, Chair

While the offerings of these interest groups will be focused on a particular professional area, the programs are open to all OWL members. Come join us as we kick off these interest groups at AAO in Chicago. It is an exciting new initiative for OWL.

It is the best of times for Ophthalmic Women Leaders! Join us in celebrating our new vision, mission, and values. Join OWL – not only to develop yourself – but also to contribute to advancing ophthalmic innovation and patient care.



Marsha D. Link, PhD
President, Ophthalmic Women Leaders

It Takes A Village: Integrated Approach to Quality Care

By Jane Rady

OWL's mission is "to promote and develop diverse leadership to advance ophthalmic innovation and patient care." Key to the attainment of our mission is one of the values we set forth to "respect the contributions of all professionals within industry and clinical care."

At the OWL-WIO Joint Reception, during this month's AAO meeting in Chicago, I will have the distinct honor of leading a discussion on how the medical community and industry can advance the quality of patient care. Reception attendees will benefit from hearing from the four distinguished panelists:



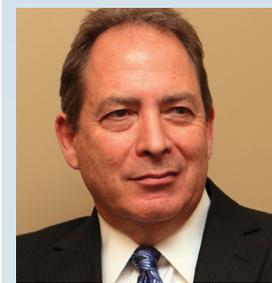
Lisa Arbisser, MD,
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John A. Moran Eye Center,
University of Utah



Candace Cantonese,
Senior Cataract
Account Manager,
Alcon Laboratories



Linda Christmann, MD, MBA,
Incoming President of WIO,
and Regional Chief Medical
Officer for three acute
care hospitals in Florida



Nick Tarantino, OD,
Chief, Global Clinical
Research and Regulatory
Affairs, Acufocus

There are obvious ways in which the medical community and industry work together in the shared objective of improving the quality of care to patients. In its simplest sense, products are developed, manufactured, and distributed by industry to the medical community, which, in turn, examines, diagnoses, and delivers care to patients.

Truly impactful relationships between medicine and industry, however, are iterative and integrated. Some of the most fundamental innovations in ophthalmology have emerged from surgeons working with industry to advance technology and patient care.

- **Sir Harold Ridley's** insights led to the development of the first IOL by Rayner.
- **Charles Kelman, MD,** pioneered phacoemulsification, which drove industry collaborations in the development of improved IOL designs and materials.
- LASIK emerged from the combined insights of **Steve Trokel, MD,** and scientists at IBM Research Laboratory and the formation of VISX Inc.

The list of innovations from close collaborations between industry and medicine is substantial. Collectively, we have advanced ophthalmic surgery from patient care that required hospitalization and extensive recovery to the patient experience of today. Surgeries can be done in an outpatient setting, taking 15 minutes or less, and resulting in superb visual outcomes.



Challenges remain. The need for innovative solutions that enhance patient outcomes exists in every ophthalmic discipline.

Many diseases of the eye are underserved and demand better outcomes.

Solutions, however, are not simply new devices or drugs, but means by which healthcare is delivered.

Both industry and the medical community face issues that could derail the pace of innovation and the quality of patient care we have come to expect in our industry:

- The explosive cost of healthcare has inserted government and insurance administrators into the doctor-patient relationship . . . globally.
- Declining reimbursement is impacting the full cycle of patient care from what products industry is willing to develop to how doctors get paid to what products physicians can use with their patients.
- Even the core of industry-physician relationships is being challenged through escalating government oversight in how we can interact. ■

Jane Rady is Divisional VP Business Development, Abbott Medical Optics, an OWL Board Member, and Chair of OWL's Southern California Chapter Steering Committee.

Jane Rady



Joint Reception

Monday, October 20

5:30 - 7:30 pm

Hyatt McCormick Place

Join Ophthalmic Women Leaders (OWL) and Women in Ophthalmology (WIO)

for a stimulating program, panel discussion, and wine-tasting reception.

Sponsored by:



Raising Our Voices

By Jan Beiting

How women from across ophthalmology can work together to expand their presence at the podium – and why that’s an important goal.

Several months ago, OWL and Women in Ophthalmology (WIO) launched a joint initiative to increase the presence of women at the podium at major ophthalmic meetings. One of the first tasks of this Path to the Podium Initiative has been to quantify women’s current level of participation.

Women represent about 18% of the speakers at ophthalmology’s two largest conferences – the annual meetings of the American Academy of Ophthalmology (AAO) and the American Society of Cataract and Refractive Surgery (ASCRS). The percentage is roughly the same for both invited presentations that are part of special symposia or subspecialty day programs and presentations by those who volunteered to speak by submitting an abstract for a free paper or course.

That might seem like a low number at first, but it isn’t too far below women’s approximately 22% share of the membership of these two organizations. When we take a closer look at specific sessions or subspecialties, there are wide disparities in participation. For example, women made up 37% of the speakers at the North American Neuro-Ophthalmology Society (NANOS) meeting, but only 10% of the speakers at the ISRS/Refractive Subspecialty Day. Additionally, women were only 10% of the speakers at industry-sponsored symposia and exhibit floor booths on all topics at a recent major meeting.

Certainly, there is room to improve. What is also abundantly clear is that the number of women speakers needs to increase significantly if women are to reach and maintain parity at the podium as ophthalmic demographics shift in the coming years. Over the next 15 years, as today’s young practitioners reach their peak practice years, the field will shift from 20% female to 40% female.

YEARS IN PRACTICE	FEMALE	MALE
Currently a Resident/Fellow	40.5%	59.5%
0 - 5 years	39.9%	60.1%
6 - 10 years	30.8%	69.2%
11 - 20 years	20.4%	79.6%
21 - 30 years	17.4%	82.6%
over 30 years	7.7%	92.3%

Changing demographics of ophthalmology, by years in practice (Source: ASCRS 2014 Clinical Trends Survey)

An important question, though, is whether it is important to have a diverse range of speakers at the podium. Does it really matter if women are under-represented?

Why it matters

I would argue that the answer is yes, for three reasons.

1 It matters to today’s residents and young ophthalmologists. It’s important for 40% of the field’s future leaders to see themselves represented at the podium and to have role models who have demonstrated that women can be active and successful in all aspects of ophthalmology.

2 It matters to national professional organizations and other providers of continuing medical education that want to remain relevant to and inclusive of the next generation of their membership.

3 It matters to the advancement of scientific discourse and patient care. Women bring a different set of experiences and clinical viewpoints that have value to the ophthalmic community. For example, according to an analysis of the ASCRS 2014 Clinical Trends Survey data by gender, female cataract surgeons make smaller-entry wound incisions and are more likely to use advanced techniques to mark the axis of astigmatism. And while women’s laser vision correction (LVC) volume is lower than men’s, they are seeing higher rates of growth and more social-media-driven LVC referrals.

Women physicians may also bring a different emphasis to clinical problems. In the same survey, female ophthalmologists report treating more patients with dry eye than their male colleagues overall and also say that more of their patients with cataract have level 2 dry eye. This may mean the women are treating a patient population with higher rates of dry eye – or that they are more attuned to ocular surface problems. More attention may lead to new treatment strategies or have a positive impact on the research agenda.

Increasing participation

At an OWL leadership panel discussion during this summer’s WIO meeting, panelists focused on how women across ophthalmology can work together to expand women’s role as speakers and key opinion leaders.

Kathryn Colby, MD, PhD, who has chaired the Cornea Society program committee and is herself a frequent podium lecturer, said the keys to success are to join and be active in one’s subspecialty society, develop a niche, and publish. In addition, she said, “Every single one of you in junior or senior faculty roles already has the capacity to submit instruction courses to the Academy.”



OWL panel discussion at WIO. From left: Kathryn Colby, MD, PhD; Susan Orr, OD; Jan Beiting; and former OWL Executive Director Molly Schar.

Susan Orr, OD, Global Medical Affairs Leader and Strategy, Search & Evaluation, Ophthalmology, for Janssen Pharmaceutical Companies, noted that a great entry point for would-be speakers is to participate in clinical trials. Doing so gives the investigator credibility and early experience with new drugs or devices that others are eager to learn from.

But Orr says women need to take the initiative like their male counterparts do. “I rarely have women contact me to ask to be in clinical trials, on advisory panels, or work on strategy – and these are all ways that clinicians influence the trends in ophthalmology,” she said.

Orr said she’d like to hear from more women. “Not only has McKinsey & Co. shown that companies with more women in leadership are more profitable, but the diversity of approaches and perspectives that we gain by having more women involved in product development increases our probability of success in bringing new products to market. Ultimately, it makes us more likely to find new solutions to unmet medical needs that benefit patients.” ■

Jan Beiting is past president of OWL and co-chair of the OWL-WIO Path to the Podium Initiative. She is principal of Wordsmith Consulting.



Cultivating Collaboration in Ophthalmology

By Audrey R. Talley Rostov, MD

Finding value in a positive environment that inspires, supports, and connects individuals.



As ophthalmologists, we are often required to wear several hats: medical professional, patient educator, scientific researcher, company consultant, team leader – for some, the list goes on. As a business owner myself, I am tasked daily with the dual job of being a physician and surgeon as well as a practice leader.

However, they don't teach you anything about managing a practice in medical school or residency. For me, the insight required to fulfill this role has come with being in practice, taking additional courses, and learning from others who specialize in these areas.

One of the qualities I appreciate most about OWL is the opportunity it presents to meet and interact with individuals across ophthalmology. OWL connects surgeons, practice managers, industry leaders, consultants, editors and publishers, and more – and the result is a cross-pollination of ideas and experiences. Through my involvement with OWL, I have acquired many practice management ideas and human resources tools and learned new ways to handle personnel situations effectively and increase the efficiency of my team.

In general, OWL cultivates and promotes a positive environment in which individuals are both connected and inspired. There are many commonalities that might not be immediately apparent across different positions within ophthalmology, and it is very motivating to meet other dynamic women whose skill sets can complement your own and from whom you can really learn a lot. I am always

so impressed by the women I meet through OWL, and I value the connections I have made and continue to make.

Strategies for educating and engaging

Like OWL, another positive forum for networking across ophthalmology is ME Live, a meeting hosted by MillennialEYE this November in Austin, TX. ME Live is unique in that space is limited to only 100 attendees, and the meeting will be highly interactive, featuring ample time for audience polls and discussion. The smaller-group format not only allows for more intimacy and a greater exchange of ideas, but also the interactive nature of the meeting really enables attendees to be involved.

It is truly an opportunity to have your voice heard and to learn equally from the audience and those on the podium. In addition to physicians, practice managers and members of industry will also take an active role in the meeting, creating the kind of all-inclusive educational atmosphere that OWL promotes as well.

Today, we are such an information-intensive and interactive society. With Facebook, Twitter, Instagram, and even ME Live at our fingertips in real time, all the time, we really have to think about how people obtain their information and how they interact. This is constantly changing, either positively or negatively – that's just how it is, and we, too, must adapt.

Audrey R. Talley Rostov, MD, joins OWL's President Marsha D. Link, PhD – among many other influential women who will be speaking – at MillenniaEYE Live, Nov. 21 to 23, in Austin, TX. Bringing together established and up-and-coming thought leaders, the meeting will be excellent for young MDs.

To register, go to
<http://www.millenniaeyelive.com>



Some of the old, tried-and-true formats of education are not going to be as relevant today as they were 20 years ago. It's important to educate and learn in a format that is accessible, engaging, and collaborative.

From OWL to ME Live, there are many opportunities for individuals in ophthalmology to interact with one another and to share ideas and experiences. Whichever outlet you choose, it is important to find a positive environment in which you can feel inspired and supported. Doing so will fuel your personal and career development and help you to excel in whichever role(s) you fulfill. ■

Audrey R. Talley Rostov, MD, is in private practice with Northwest Eye Surgeons in Seattle. Dr. Talley Rostov may be reached at (206) 528-6000; atalleyrostov@nweyes.com.

Audrey R. Talley Rostov, MD



Executive Roundtable Breakfast

Moving Forward: Strategies for Navigating the Changing Ophthalmic Environment

October 19, 2014 | 7:00 AM - 8:30 AM
OWL Office at McCormick Place South Building, Room S400B, Chicago

Successfully navigating your career, developing your leadership skills, and ensuring your business performs in this changing ophthalmic environment is sometimes quite a feat.

Attend this OWL Executive Roundtable Breakfast and learn from experienced ophthalmic leaders about what they do and how they deal with the current challenges in the industry and marketplace to leverage their strengths as women leaders AND for their organizations.

Led by Cynthia Barratt, CEO of OCuSOFT, with special guests Joelle Vega, President, Accutome, a HALMA Company, Rose Wynne Brooks, Vice President USA Marketing of Carl Zeiss Meditec Inc., and Tracy Valorie, Sr. Vice President, General Manager Ophthalmology Rx, Bausch + Lomb.

Thank you to our generous sponsor OCuSOFT!

Admission is free for OWL Premier Members, \$50 for others.

To register, visit www.owl-site.org

Of Special Interest Join OWL@AAO



Join OWL at AAO in Chicago for the launch of four special Interest Groups – each designed to address the unique and specific needs of a particular group of professionals within ophthalmology. This exciting new programming – open to all OWL members – supports the OWL vision of developing diverse leadership to advance ophthalmic innovation and patient care.

Join these unique meetings — held at the OWL Office in McCormick Place South Building, Room S400B. Note that attendance at the Bright Eyes Interest Group or Professionals In Practice Interest Group is also available virtually. To register, visit www.owl-site.org. Admission: free for OWL members, \$35 for non-members.

Bright Eyes (B.E.) Interest Group: Emerging Stars in Ophthalmology Unite!

October 18, 2014 | 8:00 AM - 9:00 AM

The OWL Bright Eyes (B.E.) Interest Group strives to unite emerging stars in ophthalmology, members who are new to the eye-care professional space, and veterans who are passionate about contributing to the development of others. As one of OWL's four new Programs Committees, B.E. will provide a unique opportunity to interact with other OWL members who experience similar career challenges and opportunities. This initial kick-off meeting will focus on developing the foundation for programs in 2015 that are of interest to YOU – our inaugural B.E. OWL members!

Professionals In Practice (P.I.P.) Interest Group: Are We Still Practicing Medicine?

October 18, 2014 | 10:00 AM - 11:00 AM

As one of four new OWL Programs committees, the Professionals In Practice (P.I.P.) Interest Group utilizes the experience and creativity of ophthalmic administrators and physicians to bring collaborative success to each of our practices. From great ideas that evolve from our brainstorming sessions to the humble exchange of mistakes made and lessons learned, the OWL P.I.P. team members will have a unique opportunity to interact with other OWL members who experience similar challenges and opportunities. You will feel the support within this talented group, when hard questions are asked, and answers are shared.

Ophthalmic Business Owners (O.B.O.) Interest Group: A Room of One's Own

October 18, 2014 | 2:00 PM - 3:00 PM

As one of OWL's four new Programs Committees, the Ophthalmic Business Owners (O.B.O.) Interest Group will provide a unique opportunity to interact with other OWL members who experience similar business challenges and opportunities. We encourage full business owner participation because – in addition to developing stellar programming – this will be one of the best networking opportunities at AAO. We also invite OWL members who are considering opening their own business and any other persons who are interested in participating.

The best companies in the world purposefully develop a high-performing culture through continuous effort, foresight, and commitment. Dare to expand business performance by sharing successes, and some teaching-moment failures, with other ophthalmic women business owners so that we can all optimize performance, move from good to great, and blow the doors off our competition. "When women business leaders brainstorm about business and tout one another's achievements, all of their businesses grow." – Sheryl Sandberg

Ophthalmic Industry Professionals (O.I.P.) Interest Group: Corporate Pathways to Success

October 18, 2014 | 4:00 PM - 5:00 PM

The Ophthalmic Industry Professionals (O.I.P.) Interest Group will create the framework for a valuable forum to support OWL members as they pursue corporate career choices and pathways in the ophthalmic industry. For those of us who are pursuing a profession in "big pharma" or device companies, or for those who interact with, or are interested in learning more about industry, this pillar of the OWL organization will provide knowledge, insight, camaraderie, and friendships as members participate. The first step is to assemble a group of passionate OWL members to identify the value-added elements of this forum and design the events and hallmarks that will be labeled as success. We invite you to meet for the first time and build a resource that will contribute to OWL, your profession, your colleagues, and ultimately, to your own success.



Member Profile: Michelle Schnabel

By *Adrienne Resek*

Defining the belief that when members reach their potential, they maximize contributions to their organization.



To say that **Michelle Schnabel** is “driven” is an understatement. Among her achievements, Michelle can

list being a certified surgical assistant, certified ophthalmic medical technologist (COMT), a four-time \$1 million-plus/month producer, and nationally top-ranked sales representative for multiple organizations.

And that’s just for starters. With more than 27 years’ experience in the ophthalmic industry, Michelle aims to be a career contributor to all she has served. She has enjoyed significant accomplishments in assisting organizations grow and increase their market share.

At TearScience – where she recently accepted the promotion of Central Area Director – in addition to prior posts at Carl Zeiss Meditec, Bausch + Lomb, and Optos N.A., Michelle has been instrumental in developing market share and penetrating difficult regions resulting in higher sales.

Yet, it is this drive that enables her to see the “big picture” while at the same time being able to focus on individual decision makers. Michelle is highly respected by colleagues – and, more importantly, is highly regarded by physicians she serves and partners with to drive success medically and financially.

As background, Michelle attended Eastern Montana College where her studies focused on business administration/business management. She holds certifications from the Joint Commission Allied Health and Personnel in Ophthalmology (JCAHPO) as COMT and surgical assistant. Michelle also has formal training in strategic leadership summits, team building, and field service management, as well as management of professionals.

Making a difference for others

Though Michelle doesn’t deny the highly competitive side of her personality, what really drives her is the desire to help those around her.

“My goal at the end of each day is to use my leadership skills to leave a positive legacy for others,” she says.

“All the great leaders who have made an impact in my life mentored me to be very influential in making a positive difference in others’ lives.”

Michelle became a member of OWL because it is an amazing organization of powerful women leaders who strive to achieve continued success and growth.

“Surrounding yourself with women who are positive, creative, and amazing leaders is always inspiring,”

she says. “There are so many unique women out there having an impact on their own and others’ lives. When you surround yourself with these stars, it makes the impossible possible for you.”

Michelle’s passion is standing on a firm foundation of hard work. An extremely demanding work ethic has led Michelle to actively seek out ways to improve herself outside of the normal work struggles.

For instance, Michelle invests some of her precious personal time attending global leadership meetings and high-performance leadership seminars that give her additional tools and skills to enhance her career growth and allow her to live a purpose-driven life.

Even in her free time, Michelle shares her skills and passion to help make a difference in the lives of others. She is a certified aerobics instructor, personal trainer, nutritionist, and enjoys interior design.

Her desire for the betterment of others doesn’t end there. This year, Michelle also will be traveling on a medical mission trip to Madagascar, for two weeks, with a couple of her best friends who are optometrists in Colorado. ■

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

Adrienne Resek



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