

Curriculum Vitae of CHARLES F. MULLEN

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ADMINISTRATIVE POSITIONS

CO-FOUNDER & PRESIDENT

AMERICAN BOARD OF OPTOMETRY SPECIALTIES

BIG RAPIDS, MICHIGAN

2014-

The American Board of Optometry Specialties (ABOS) is an independent, not-for-profit organization which works collaboratively with Member Specialty Boards to develop and maintain the standards for optometrist specialty and subspecialty certification. ABOS is committed to improving the quality of health care by supporting the continuous professional development of optometrist specialists.

PRESIDENT

ILLINOIS COLLEGE OF OPTOMETRY

CHICAGO, ILLINOIS

1996 to 2002

Served as Chief Executive Officer of the Illinois College of Optometry (ICO), a private not-for-profit institution providing a four-year graduate level program of professional health care education leading to the doctorate degree in optometry. The College is the oldest institution of optometric education in the country. ICO consists of 635 students, 49 full-time and 28 part-time faculty, and 136 administrative and support staff and has an annual operating budget of \$25.0 million and investment assets of \$27.3 million. The institution is located on five and a-half acres of land on the near south side of Chicago with a physical plant of 330,000 square feet. ICO operates the Illinois Eye Institute providing over 70,000 eye care visits annually to the community. The College is affiliated with the University of Chicago and also maintains 144 clinical training affiliations throughout the United States and abroad.

Major achievements include: successful implementation of strategic and tactical planning process which employs performance-based monitoring of progress; negotiation of University of Chicago affiliation, continuing accreditation by the North Central Association without stipulation or monitoring and Accreditation Council on Optometric Education; student performance on the National Board Examinations that well surpassed the national average; expansion of student externships from 9 to 144 sites; coordinated the issuance of \$45 million in tax-exempt bonds, investment assets increased \$6.7 million, and clinic revenue increased 59%. Faculty scholarly activity reached an all-time high and student retention increased to 99%. Institution removed from long-standing censure by the American Association of University Professors (AAUP). Restored College's credibility with the community and alumni.

DIRECTOR, OPTOMETRY SERVICE

VETERANS HEALTH ADMINISTRATION

DEPARTMENT OF VETERANS AFFAIRS

WASHINGTON, D.C.

1990 to 1996

Directed and coordinated all activities of the Optometry Service, Department of Veterans Affairs (VA), the largest optometric patient care and clinical education program in the United States. The Service consisted of a staff of 260 optometrists at 159 medical facilities, including blind rehabilitation centers and clinics, 75 residents, and 590 optometric students per year assigned to over 100 VA medical facilities for clinical training. The Optometry Service engaged in \$9.0 million in funded research projects during this period.

Responsibilities included: strategic planning and ongoing management of the Service; interaction with researchers, educators, clinicians, associations, and others external to the VA; worked with members of the U.S. Congress and Executive Branch; as the highest ranking optometrist in federal service, served as consultant, delegate, or national expert to all components of VA, as well as other federal agencies.

Major achievements included: Expanded optometric staff, student and resident clinical training placements. Built the operational infrastructure for the entire National Optometric Service. Standardized the educational component system-wide and implemented protocols for optometric clinical credentialing and privileging. Developed in cooperation with the American Optometric Association and the Association of Schools and Colleges of Optometry a strategic and tactical plan for the VA Optometry Service.

**EXECUTIVE DIRECTOR
THE EYE INSTITUTE
PENNSYLVANIA COLLEGE OF OPTOMETRY
PHILADELPHIA, PENNSYLVANIA
1976 to 1990**

Administered, directed, and coordinated all activities of The Eye Institute, the patient care and clinical education facility of the Pennsylvania College of Optometry. Seventy-five thousand (75,000) patient visits were recorded annually, with a combined teaching and patient care budget of \$4.5 million and a staff of 160. A student body of 580 rotated through The Eye Institute for basic and advanced clinical training.

Over 20 disciplines and subspecialties in the ophthalmic and related health professions were represented. Responsibilities included: strategic planning and marketing, fiscal planning and ongoing management, and interaction with members of the ophthalmic industry, governmental agencies, private health care sector, and academic affiliates. Also responsible for initiating and maintaining accreditation with four regional/national groups.

During The Eye Institute construction process, served as Director, Division of Patient Care. Planned and executed preoperational activities, including capital fund-raising, development of market strategies, long-range planning, and personnel recruitment. Consecutively managed operations of three pre-existing clinical facilities and their subsequent phase out.

Also served during this period as Consultant to the President. Developed and successfully implemented educational and patient care affiliation initiatives of the Pennsylvania College of Optometry.

**SPECIAL ASSISTANT to the PRESIDENT FOR CLINICAL DEVELOPMENT
NEW ENGLAND COLLEGE OF OPTOMETRY
BOSTON, MASSACHUSETTS
1970-76**

Developed and implemented a practical model for the inter-professional team approach to eye care, using existing health care institutions, such as neighborhood health centers, university health centers, and governmental facilities, to form a network of unique clinical affiliations for both educational and patient care purposes, primarily in the Boston area. Responsible for grant preparation in support of clinical activities. Managed 68 professionals in various clinical arrangements and affiliations. Also responsible for the development of instructional programs in clinical pharmacology in response to the expanding scope of optometric practice. Certified first optometrists in use of pharmaceutical agents.

During same period, served as Director of General Clinic, Director of Clinics, and Executive Director, Division of Clinical Services of The New England College of Optometry.

CURRENT APPOINTMENTS

Consultant to the American Board of Certification in Medical Optometry (ABCMO)

Co-Founder and President, American Board of Optometry Specialties, Big Rapids, MI.

PREVIOUS APPOINTMENTS

Member, Board of Directors, Blind and Vision Rehabilitation Services of Pittsburgh

Consultant on Federal Relations, American Optometric Association, Washington, DC.

Member, Board of Trustees, New England College of Optometry

Chairman, Board of Directors, New England Eye Institute

Member, Board of Trustees, Pennsylvania College of Optometry (Salus University)

President, Illinois College of Optometry

National Director, Optometry Service, Department of Veterans Affairs

Executive Director, The Eye Institute of PCO

Assistant to President for Clinical Development, NECO

PUBLICATIONS

The Future of Optometric Education - Challenges and Opportunities, Charles F. Mullen, 2017, [Link](#)

Understanding the Cost of Optometric Clinical Education, Charles F. Mullen, 2016, [Link](#)

The Perfect Storm: Oversupply of Lawyers, Optometrists and Pharmacists, Charles F. Mullen, 2016, [Link](#)

Interview of Dr. Charles Mullen by the National Association of VA Optometrists (NAVAO), Summer 2015 Newsletter, [Link](#)

"Is Optometry on the Same Path as the Legal Profession?", Charles F. Mullen, 2015, [Link](#)

"Federal Support for Optometric Education is Essential", Charles F. Mullen, 2014, [Link](#)

"A Unique Opportunity for Osteopathic Health Sciences Centers", Charles F. Mullen, 2013, [Link](#)

"Restructuring the Profession of Optometry-The Next Bold Move", Charles F. Mullen, Roger Wilson, Janice E. Scharre and David S. Danielson, 2013, [Link](#)

"ACA: Opportunity for a New Optometry Student Clinical Training Model", Charles F. Mullen, 2013, [Link](#)

"A Strategic Framework for Optometry and Optometric Education," Charles F. Mullen, 2013, [Link](#)

"Strategy to Include Optometry in the Graduate Medical Education (GME) Program," Charles F. Mullen, 2012, [Link](#)

"Changes Necessary to Include Optometry in the Graduate Medical Education Program (GME)," Charles F. Mullen, 2012, [Link](#)

"Unresolved Matters of Importance to Optometric Education," Charles F Mullen and Lesley L Walls, 2011, [Link](#)

"Federal Financing of Optometric Clinical Training," Charles F. Mullen, 2009, [Link](#)

"Compliance Protocol to Meet Medicare Guidelines for Optometric Training Programs," O'donoghue, M., Wilson, R., Mullen, C., 2008, [Link](#)

"Graduate Medical Education (GME), Medicare and Optometry," Charles F. Mullen, 2008, [Link](#)

"Optometry Students, Medicare Regulations and Third Party Plans," Charles F. Mullen, 2008, [Link](#)

Mullen, Charles F., "Development of a New Clinical Training Model," [Journal of Optometric Education](#), Fall 2006.

Mullen, Charles F., "My Best Day in Optometric Education: Signing the Affiliation Agreement Between the Illinois College of Optometry and the University of Chicago," Journal of Optometric Education, 2006.

Mullen, Charles F., OD, FAAO, Janice E. Scharre, OD, MA, FAAO, Joan M. Sears, OD, "Utilizing Community-Based Education Rotations to Provide Comprehensive Clinical Education Experiences" Poster, American Academy of Optometry 2001.

Mullen, Charles F., "The Road to Excellence," 2001.

Mullen, Charles F., Guest Editorial on Illinois College of Optometry, Journal of the American Optometric Association, 1999.

Mullen, Charles F., "The Past, Present and Future of Externships in Clinical Education," Journal of Optometric Education, 1998.

Mullen, Charles F., "Changes in the Department of Veterans Affairs: Their Implications for Optometric Education," Journal of Optometric Education, 1997.

Mullen, Charles F., "Optometry's Role in National Health Care Reform," Clinical Eye and Vision Care, 1994.

Mullen, Charles F., "Looking Toward the Future: An Affiliated Educational System for Optometry," Journal of Optometric Education, 1993.

Mullen, Charles F., Wilson L., and Yanoff, M., in reply to Letters to the Editor, "Affiliation Between Hahnemann University and Pennsylvania College of Optometry," Archives of Ophthalmology, 1991.

Mullen, Charles F., Wilson L., and Yanoff, M., "Affiliation Between Hahnemann University and Pennsylvania College of Optometry," Archives of Ophthalmology, 1991.

Mullen, Charles F., "Optometry/Medical School Affiliations," Journal of Optometric Education, 1986.

Mullen, Charles F., "The Eye Institute—A Health Care Delivery Center," Journal of Optometric Education, 1978.

Mullen, Charles F., "The New England College of Optometry Clinical System," Journal of the American Optometric Association, 1977.

RECENT PRESENTATIONS

"Is Optometry on the Same Path as the Legal Profession", Illinois College of Optometry, Chicago, IL 2015.

Presenter, "Changes Necessary to Include Optometry in the Graduate Medical Education Program (GME)," Association of Regulatory Boards of Optometry (ARBO), Chicago, IL, 2012.

Commencement Speaker, "New England College of Optometry: Leader in Community Based Clinical Training and Collaborative Medical Care," Boston, MA, 2012.

Speaker at New England College of Optometry's Tribute to the VA Optometry Service, "VA Optometry Service: Excellence in Eye Care." Boston, MA 2011.

Commencement Speaker, "Changing the Financial Landscape of Optometric Education: Three Federal Programs," Illinois College Of Optometry, Chicago, IL, 2011.

Presenter, Association of Schools and Colleges of Optometry (ASCO), Clinic Directors Meeting, Federal Financing of Optometric Clinical Training, Chicago IL, 2009.

Presenter, New England College of Optometry (NECO) Board of Trustees, PP "Briefing on the NECO Clinical System" 2008.

Testimony in Support of An Act to Modernize Optometry, Massachusetts Legislature, Boston, MA, 2007.

Presenter, Robert Woods Johnson Foundation, in support of the Illinois College of Optometry's grant, "Vision of Hope Health Alliance," Chicago, IL, 2007.

Speaker, "Recommended Local, State and Federal Policy Initiatives to Enhance Recruitment and Retention of Optometrists in Underserved Rural Areas," NRHA/AOA Eye Care Policy Meeting, Alexandria, VA, 2005.

Speaker, "Optometry Teaching Affiliations with Community Health Centers," National Association of Community Health Centers Conference, Washington, D.C. 2005.

Speaker, "The Beginnings of Collaboration in Community Eye Care," The New England Eye Institute Vision Conference, Kennedy Library, Boston, MA, 2003.

AWARDS and HONORS

"The wisdom, knowledge and experience that you brought to the Board and Development activities are the main reasons we were able to grow the endowment, move to a new building and reshape our fundraising programs..." Recognition by the Chairman of the Board, Blind and Vision Rehabilitation Services of Pittsburgh, 2017.

Doctor of Ocular Science (honorary) , conferred by the New England College of Optometry, Boston, MA, 2012.

Elected Trustee Emeritus, New England College of Optometry, Boston, MA, 2012.

New England College of Optometry's Presidential Medal for Service as Director, VA Optometry Service, Boston, MA 2011.

Honorary Degree, Doctor of Science in Optometry, conferred by the Illinois College of Optometry, Chicago IL, 2011.

Captain's Chair and Plaque, Presented by the New England College of Optometry to Charles F. Mullen, OD, '69, "In grateful recognition of your many years of dedicated service as a member of the Board of Trustees, May 2010."

The American Board of Certification in Medical Optometry, (Honorary) 2010.

Inductee, National Optometry Hall of Fame, Washington DC, June, 2009.

Resolution of Commendation for Service on the Board of Trustees, Pennsylvania College of Optometry 2003-2007.

Illinois College of Optometry (ICO) Alumni Council Distinguished Friend Award for Service as President of ICO. Chicago, IL, 2004.

Lifetime Achievement Award "For recognizing and celebrating decades of service to the profession as a mentor, role model, and leader." Presented by the National Association of VA Optometrists. 2002.

State of Illinois Senate Recognition Plaque "For numerous achievements under President Mullen's leadership on behalf of the Illinois College of Optometry." Springfield, IL. 2002.

Illinois Optometric Association House of Delegates Resolution "In recognition of extraordinary service by Charles F. Mullen, OD to the Illinois Optometric Association and the Illinois College of Optometry." 2002.

Illinois Optometric Association President's Award in recognition of "Dedication to the advancement of optometry in Illinois." Springfield, IL, 2002.

Faculty of the Illinois College of Optometry (Photographic Album) "In Recognition of Service as President, 1996-2002."

Illinois College of Optometry (ICO) Student Association Award "For commitment and dedication to ICO, its students, and the profession of optometry. 2002.

Benjamin Franklin Society Award "For singular leadership and dedication as President of the Illinois College of Optometry" presented by the State University of New York College of Optometry. 2002.

National Association of VA Optometrists, Statue of an American Eagle "For Appreciation of Service to the Department of Veterans Affairs," 2001.

Awarded Director Emeritus status by National Association of Veterans Affairs Optometrists "For dedicated service as Director, Optometry Service," 2000.

Board of Trustees, Illinois College of Optometry, presented to President Charles F. Mullen a Waterford brass and crystal lamp, "In recognition and appreciation of your outstanding leadership by example and by inclusion of all constituencies in the decision-making process", 1999.

Best Guest Editorial (Second Place)-National/International, Optometric Editors Association, June 1999.

Captain's Chair and Plaque, Presented by the University of Virginia to Charles F. Mullen, OD, (62)
"On the occasion of his inauguration as President of the Illinois College of Optometry, October 1997."

National Association of VA Optometrists Certificate of Service and engraved clock, "For Outstanding Service while Director, Optometry Service, Department of Veterans Affairs, " 1996.

American Optometric Association Award (Waterford crystal replica of the Capitol), "For Outstanding Contribution to the Profession While Serving as Director, Optometry Service, Department of Veterans Affairs," 1996.

Department of Veterans Affairs Honor Award "In Recognition of Significant Contributions and Dedicated Service to the Veterans Health Administration," Washington, D.C., 1996.

Department of Veterans Affairs Commendation, "In Recognition of Your Exemplary Service to the Veterans Health Administration as a Member of the Special Medical Advisory Group Eye Care Sub-Committee," 1996.

Association of Schools and Colleges of Optometry Award in Recognition of Outstanding Leadership and Support of Optometric Education, 1995.

Presidential Medal of Honor for Outstanding Contribution and Service to Optometry, Pennsylvania College of Optometry, 1995.

Senior Executive Service Performance Award, Secretary of Veterans Affairs, 1992, 1993, 1994, and 1995.

Pennsylvania College of Optometry Alumni Association Distinguished Service Award, 1994.

Doctor of Ocular Science (Honorary) Southern College of Optometry, Memphis, Tennessee, 1994.

Carel Koch Memorial Medal Award for Outstanding Contributions in Interprofessional Relations, American Academy of Optometry, 1993.

Alumnus of the Year Award, the New England College of Optometry, Boston, Massachusetts, 1992.

Recipient, with Myron Yanoff, M.D., Outstanding Project Award, "A Model of Cooperation between the Professions of Medicine and Optometry," Vision Care Section, American Public Health Association, New York, 1990.

MAJOR BIOGRAPHICAL LISTINGS

Who's Who in America

National Optometry Hall of Fame

Who's Who in Science and Engineering

EDUCATION

Harvard School of Public Health, Executive Program in Health Policy and Management, "Managing Small Institutions," Boston, 1980 and 1981.

Harvard University, Institute in Nonprofit Management, Cambridge, Massachusetts, 1973.

Massachusetts College of Optometry (Currently the New England College of Optometry), Boston. B.S., 1969; Doctor of Optometry, 1970.

University of Virginia, Charlottesville, Virginia. B.A. in Anthropology/Sociology, 1962.

MILITARY

Officer (Highest Rank, LTJG), United States Naval Reserve, 1962-68, Active duty 1962-64.

MEMBERSHIPS

Emeritus Member, National Association of VA Optometrists

Life Member, American Optometric Association

Emeritus Fellow, American Academy of Optometry

Armed Forces Optometric Society

LICENSURE AND CLINICAL PRIVILEGES

Optometric license: Pennsylvania (inactive)

Diplomate, National Board of Examiners in Optometry

Clinical Privileges: None