CURRICULA VITA

# Michael H. Mittelman, O.D., MPH, MBA, FAAO, FACHE

# Rear Admiral (Upper Half), United States Navy (retired)

**Primary Functions**: President, Salus University

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| **Education**: | Undergraduate: | BA | (Biology) Jacksonville University |
|  |  | BS | (Science) Pennsylvania College of Optometry |
|  | Graduate: | OD | (Optometry) Pennsylvania College of Optometry |
|  |  | MPH | University of Alabama at Birmingham |
|  |  | MBA | Temple University, Fox School of Business |
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Other: U.S. Navy Flight Surgeon/Aerospace Physiology Program

Naval War College (Diploma) Private Pilot

Seminar for New Presidents, Harvard University

Harvard Seminar for Presidential Leadership (for experienced Presidents)

**Scholarships**: Navy: Navy Reserve Officer Training Candidate (NROTC) Health Professions Scholarship Program (Optometry)

**Optometry Board Certifications**: Virginia

Wisconsin

 Pennsylvania

**Other Professional Certifications**: Certified Healthcare Executive (Fellow, American

College of Healthcare Executives (FACHE) Aerospace Physiologist

International Association of Examining Boards in

Optometry in Treatment and Management of Ocular Disease

**Professional Experience**: 1980 ‐ 1984 Naval Hospital, Cherry Point, North

Carolina Head, Optometry Department, Primary Vision Care.

1984 ‐ 1987 U.S. Naval Hospital, Rota, Spain. Head, Optometry Department, Surgical Services Administrative Assistant.

1987 – Selected for the rank of Lieutenant Commander

1987 ‐ 1993 Naval Aerospace and Operational Medical Institute Pensacola, Florida Head, Optometry Division

1992 – Selected to the rank of Commander

1993 ‐ 1995 Naval Aerospace Medical Research Laboratory, Pensacola, Florida Deputy Director, Research Directorate

1995 ‐ 1997 Naval Hospital Great Lakes, Great Lakes Illinois Head, Recruit Medicine Department

1996 – Selected to rank of Captain

1997 ‐ 2000 Commanding Officer, Naval Ophthalmic Support and Training Activity, Yorktown, VA

2000 – 2003 Commanding Officer, U.S. Naval Hospital, Okinawa, Japan

2003 – 2004 Executive Assistant to the Surgeon General of the Navy, Bureau of Medicine and Surgery, Washington, DC

2004 – 2006 Special Assistant to the Surgeon General of the Navy, Headquarters Marine Corps Health Services, Washington, DC

2006 – Selected, Rear Admiral (Lower Half)

2006 – 2009 Director, Navy Medical Service Corps

2006 – 2006 Deputy Director, Medical Resources, Plans and Policy, Office of the Chief of Naval Operations, Washington, DC

2006 – 2007 Head, Navy Medicine Human Resources, Washington, DC

2007 – 2008 Director, Medical Resources, Plans and Policy, Officer of the Chief of Naval Operations, Washington, DC

2008 – 2010 Command Surgeon, United States Joint Forces Command and Medical Advisor, Allied Command Transformation (NATO), Norfolk, VA

2009 – Selected, Rear Admiral (Upper Half)

2010 – 2011 Command Surgeon, United States Pacific Command, Honolulu, HI

2011 –2013 Deputy Surgeon General of the Navy, Deputy Chief, Bureau of Medicine and Surgery

2013 – present, President, Salus University

2016 – Professor, Salus University

**Associations** American Academy of Optometry (Diplomat)

American College of Healthcare Executives (Fellow) American Optometric Association

Armed Forces Optometry Society (Past President)

Association of Military Surgeons of the United States

**Other**: National Board of Examiners in Optometry

Jeanes Hospital Board of Directors (2014 – present)

 The Seeing Eye Board of Directors (2017 – present)

 The Birthing Center, Advisory Board member (2019-present)

 Ambler YMCA Board of Advisors (2017 – present)

# Unclassified Research Topics:

Contact Lenses in Naval Aviation Unaided and aided night vision Night Vision Goggles

Helicopter Scan Patterns Simulator Sickness

**Patents**: 5,473,472 – Night Vision Goggle Focusing Aid 5,546,241 – Projector Slides for Night Vision Training

# Publications/Abstracts:

Mittelman, M. (1979). Optometry, Where to Now, A Student's Point of View, Journal *of the American Optometric Association*, pp 410-412, April.

Mittelman, M. (1981). Essential Edema of Descemet's Membrane. *Review of Optometry.* Spring.

Mittelman, M. (1983). Papilledema Signals Brain Abscess. *Review of Optometry,* September.

Mittelman, M. (1984). Congenital Nystagmus.  *Review of Optometry*, March.

Mittelman, M. (1985). Ocular Effects of Systemic Sarcoidosis. *Review of Optometry*, August.

Mittelman, M. (1987). Basic Life Support: A Matter of Life or Death. *Journal of the American Optometric Association*, January.

Mittelman, M. (1987). To See or Not to See ‐ Understanding your Vision. *Navy Physiology*, Spring.

Mittelman, M. (1988). The Importance of Visual Scanning While Flying. *Society of Navy Flight Surgeons Newsletter*, December.

Mittelman, M. (1989). Understanding Night Vision. *Society of Navy Flight Surgeons Newsletter, Summer*.

Mittelman, M. (1990). Ultraviolet Protection for the Naval Aviator. *Society of U.S. Navy Flight Surgeons Newsletter*. VOL. XIV, NO. 2, Pages 4 – 5.

Mittelman, M. (1993). Federal Service Credentials. *Journal of the American Optometric Association,* July.

Mittelman, M. (1994). Optic Atrophy and Disc Hypoplasia in Naval Aircrewman. *Aviation, Space and Environmental Medicine*, January.

Mittelman, M. (2000). Prescription for Success: Eye Exams and Aviation. *Sport Aviation*, January.

Mittelman, M. (2013). Salute Military Medicine as Key to Improving U.S. Healthcare – Op-Ed, *Philadelphia Inquirer,* November.

# Co‐authored Publications/Abstracts:

CDR Michael R. Ambrose, MC, USN, CAPT James C. Baggett, MC, USN, Annette G. Baisden, MA, CDR Robert Bason, MSC, USN,CAPT Charles H. Bercier, Jr., MC, USN, CAPT S. William Berg, MC, USN, CDR Bruce K. Bohnker, MC, USN, CAPT Philip T. Briska, MC, USN, CDR Jonathan B. Clark, MC, USN, CDR D.E. Deakins, MC, USN, Chuck E. DeJohn, D.O.

LCDR Michael Dubik, MC, USN, LCDR William B. Ferrara, MC, USN, CDR James R. Fraser, MC, USN, Federick C. Guill, B.S.M.E., M.S., LCDR Gerald B. Hayes, MC, USNR, LCDR F.D. Holcombe, MSC, USNR, CAPT Gary L. Holtzman, MC, USN, CAPT Robert E. Hughes, MC, USN

CDR Wesley S. Hunt, MC, USN, LCDR William L. Little, MSC, USN, LCDR Steven G. Matthews, MSC, USN, CAPT Andrew Markovitz, MC, USNR, LCDR Michael H. Mittelman, MSC, USN

CDR Carroll J. Nickle, MC, USN, CDR Richard G. Osborne, MC, USN, LCDR Richard E. Oswald, MC, USN, CDR Jerry W. Rose, MC, USN, CAPT E.J. Sacks, MC, USN. (1988). Ophthalmology Section of U.S. Naval Flight Surgeon's Manual. 1988.

Authors, Third Editon, Pages 9-1 through 9-27.

Bohnker, B., Anzalone, F., Mittelman, M., & Markovitz, A (1991). Primary Flight Training Performance of Student Naval Aviators with Vision Waivers. Aviation, Space, and Environmental Medicine, g, 162-164

The Visual System (Student Flight Surgeon Ophthalmology Teaching Guide). August 1991.

Mittelman M, Still D, Unaided Night Vision Training Guide. Naval Aerospace Medical Institute and Naval Aerospace Medical Research Laboratory, May 1990

Disability Glare index scores of 114 normals. Aerospace Medical Association, May 1991.

The effect of Scoring on Visual Acuity. Aerospace Medical Association, May 1991.

Contact Lenses in Aviation: The Marine Corps Experience. Aviation, Space and Environmental Medicine, June 1993.

Mittelman MH1, Siegel B, Still DL. Aviat Space Environ Med. 1993 Jun;64(6):538-40.

Credentialing in Federal Service Optometry. Journal of the American Optometric Association, July 1993.

Total Navy Recruit Health – Military Medicine, February 1998

 Military medicine 163(2):98-101 · January 1998

Dyer, Jean L.; Mittelman, Michael H. (1998). Evaluation of an Unaided Night Vision Instructional Program for Ground Forces. *Military Psychology*, Vol 10(3), 1998, 159-172. <http://dx.doi.org/10.1207/s15327876mp1003_2>

# Major Presentations:

How to conduct a vision screening for aviation candidates. American Optometric Association. May 1988.

U.S. Naval Aviation contact lens related issues. FAILSAFE, NAS Pensacola, Florida. January 1989.

U.S. Naval Aviation contact lens issues. Naval Aeromedical Problems Course, Naval Aerospace Medical Institute, October 1989.

Costs and manpower impact of proposed Navy/Marine Corps Aviation contact lens policy. Presented to Naval and USMC Aviation Contact Lens Policy Meeting, Naval Aerospace Medical Institute, September 1990.

Contact Lenses for the Fleet. Presented to Naval and USMC Aviation Contact Lens Policy Meeting, Naval Aerospace Medical Institute, September 1990.

Contact lenses in Naval Aviation. Naval Aeromedical Problems Course, Pensacola, Florida, October 1991.

Aided Night Vision Training Kit. Armstrong Laboratories, Mesa, AZ, October 1991. Contact Lenses and Spectacle Use in Naval Aviation: Survey Results. Aerospace Medical

Association Annual Meeting, Miami, Florida, May, 1992

U.S. Naval Aviation Vision Related issues. Naval Aeromedical Problems Course, Naval Aerospace and Operational Medical Institute, November 1992.

Aviation Vision Problems. Experimental Aircraft Association, July 1992.

U.S. Navy Night Vision Goggle Training: Lessons Learned. Canadian Defense and Civil Institute of Environmental Medicine Night Vision Goggle Seminar. May, 1993

Aviation Vision: How to Care for Aviation‐Related Patients. American Optometric Association, Annual Congress, June 1993.

U. S. Navy Contact Lens Programs. Tri‐service Optometry Meeting. November 1993. Aviation Vision: How to Care for Aviation‐Related Patients. American Optometric

Association, Annual Congress, June 1994.

Aviation Vision: How to Care for Aviation‐Related Patients. American Optometric Association, Annual Congress, June 1995.

Licensure by Endorsement. International Association of Examining Boards in Optometry. June 1995.

Aviation Vision: How to Care for Aviation‐Related Patients. American Optometric Association, Annual Congress, June 1997.

Vision Problems Associated with Aviation. Experimental Aircraft Association, July ‐ August 1997.

State Licensing and Regulation in Optometry – American Optometric Association State Legislative Meeting September 1997.

Vision Problems Associated with Aviation. Experimental Aircraft Association, August 1998. Tricks Your Eyes Can Play on You. Aircraft Owners and Pilots Association Expo, October 1998.

A Survey of Delivery Times and Quality of Spectacles Provided by Commercial Optical Sources Compared to the Naval Ophthalmic Support and Training Activity. American Academy of Optometry, December 1998.

Vision Problems Associated with Aviation. Experimental Aircraft Association, August 1999.

Optometry: Leveraging the Past, Looking to the Future, Southern Educational Congress of Optometry, February 2016

Various additional presentations too numerous to list between 2000 to present.

**Awards/Honors**:

Navy Achievement Medal

Navy Commendation Medal (2)

Navy Meritorious Service Medal (3)

Legion of Merit (5)

Defense Superior Service Medal (2)

Navy Distinguished Service Medal

Ashton Graybeil Award for Outstanding Scientific Publication in Aerospace Medicine. May 1994

Optometric Editors Association Outstanding Editorial (National and International). June 1994

Optometric Editors Association Best Newsletter (2nd Place) for MPS Horizon. June 1994.

Armed Forces Optometric Society Optometrist of the Year, 1995

Optometric Editors Association Best Newsletter (2nd Place) for MPS Horizon. June 1995.

Armed Forces Optometry Society Orion Award, 1996

Association of Military Surgeons of the United States – Optometrist of the Year – November 2000

Pennsylvania College of Optometry – Alumnus of the Year 2007

Salus University - Doctor of Humane Letters, 2009 (honorary degree)

Southern College of Optometry – Doctor of Ocular Science, 2010 (honorary degree)

American Optometric Association Distinguished Service Award, 2012

Marshall B. Ketchum University – Doctor of Ocular Science 2017 (honorary degree)

American Optometric Association, Distinguished Service Award, 2012

American Optometric Association, National Optometric Hall of Fame, 2019

**Key responsibilities and major accomplishments in current position (President, Salus University)**

**Key responsibilities:**

To decisively shape and implement Salus University’s mission and vision while at the same time ensuring financial stability, growth and innovation and support faculty, students and staff. I report directly to our Board of Trustees. Specific responsibilities include, but are not limited to:

* Developing and clearly articulating the University’s mission, vision and core values with all internal and external stakeholders
* Oversees and ensures the excellence of all academic programs to include assuring each program and the University remains fully accredited
* Oversee the development, approval and execution of the University’s institutional budget
* Ensure the quality of the academic and support programs of the University and all of its component entities;
* supervision of the relationship between students and the administration;
* Identify and secure external funding sources, to include grants and philanthropic support from alumni and other sources
* Work closely with the Board of Trustees as well as external constituencies to advance the mission of the University
* Represents the University in all public-affairs related activities

**Major Accomplishments:**

Over my 9-year tenure at Salus, my team and I have met or exceeded the goals of our strategic and annual plans. These accomplishments have resulted in the strengthening of our academic programs, reinvestment and improvement in key infrastructure, compliance with all academic accreditation bodies and government agencies pertaining to academic, research and clinical portfolios and improved business processes affecting clinical and academic operations of the University. Additionally, we have built the Salus brand locally, nationally and internationally and successfully celebrated the 100-year legacy of the Pennsylvania College of Optometry. During my tenure, the University completed each year with a budget surplus.

Specific accomplishments include:

Successfully completed the Middle States Commission on Higher Education Accreditation requirements.

Achieved full accreditation for each of our 6 core programs as well as our Optometric residency program.

We have kept tuition increases to between 1% - 3% for most programs with audiology tuition not increased the last 2 years.

Initiated a Scenario Planning initiative that allowed us to look ahead 10-15 years at alternative futures that may be confronting both higher education as well as health care delivery. This 6-month process helped to inform our strategic plan which has been an active, living document under my leadership.

Established a Chief of Staff position that serves as the Chief Operating Officer of the University and allows me to now focus both internally and externally. Formally, the president served as both the CEO and COO, which resulted in unavoidable micromanagement and inefficient use of executive time.

Revitalized the University’s President’s Council which was not functioning in that capacity when I arrived. Now the body provides invaluable input into all aspects of University operations and serves as my key leadership team.

Developed a University Master Facilities Plan and have spent the last six years executing that plan, which included a new Learning Resource Center, updated clinical procedures laboratories, a new student life and cafeteria area, updated classrooms and administrative spaces.

Instituted formal leadership training for mid-level academic and administrative management

Created a culture of transparency through consistent communication with faculty and staff. I write a “Weekly Update” that is distributed widely to students, faculty, residents, staff, alumni and our Board of Trustees.

Oversaw the total revision of several core program curricula in order to meet today’s modern health care delivery standards.

Implemented new programs to include Speech-Language Pathology, a post-baccalaureate program, the nation’s only 3-year optometry program, a 3-year audiology program and most recently and orthotics and prosthetics program.

Improved national competency exam outcomes; the majority of our programs have a 100% first-time pass rate, with all being above national averages

Revitalized the University Advisory Board process for each program. These boards serve as a source of professional interaction and current information for each program. The Advisory Boards also serve as a source of members for the University Board of Trustee.

Refinanced our debt to lower our interest rates and secured the funding necessary for capital improvements

Reversed the trend of increasing losses at our largest clinical teaching entity through improved collections and expense management. Currently on target for an improvement over the previous year by 10%.

Secured a $1M State grant in 2015 to open a Patient Centered Medical Home within our Eye Institute to provide care to our local community. This clinic also provides cross educational opportunities for Optometry and Physician Assistant students.

Secured an additional $1.2M State grant in 2019 to develop a patient simulation laboratory that will be used for all programs.

Worked closely with local legislators to help move scope of practice legislation forward as well as to increase the visibility of the University.

Hired a lobbying firm to assist us in convincing the Commonwealth to include a line-item in their budget that would both offset resident’s tuition and care we provide for free to our local community.

Modernized our clinical, classroom and student life facilities.

Built a state-of-the-art Learning Resource Center to replace an outdated library facility. This has become a centerpiece for the campus.

Updated the Optometric clinical procedures laboratory to include virtual reality training, inclusion of an electronic medical record and state-of-the-art learning and clincal equipment.

Re-organized the University Institutional Advancement Department to include hiring of a development professional to lead the department (previously this was done with laypeople). We have since improved fundraising capabilities and have successfully completed our first-ever $5M Comprehensive Campaign.

Established a Communications and Marketing Department. These professionals work with our enrollment management team to ensure the University continues to attract qualitied students as well as our clinical operations team to ensure we have ample patients to fill our teaching clinics.

Successfully rebranded the Salus name and successfully marketed our local, regional, national and international footprint.

Merged our College of Education and Rehabilitation and College of Health Sciences to achieve administrative efficiencies, better address the priorities and mission of the university, enhance the visibility of the university, as a whole, and enhance collaboration and inter-professional activities across the university's programs.