



**OFFICE OF  
CAREER DEVELOPMENT  
Biomedical Research  
Education and Training**

**Vanderbilt University School of Medicine**

**ANNUAL REPORT  
2015-2016**

- *Visits to CV/Resume Drop-In Clinic increased over 60%*
- *Launched two new business courses funded by a Burroughs Wellcome grant*
- *Executed 10 ASPIRE Module short courses*
- *Hosted 10 speakers for the 2016 Annual Career Symposium*
- *Executed 47 events, the largest event attended by nearly 350 trainees*
- *Connected with 90 employers to promote ASPIRE and foster partnerships*
- *Continued Twitter job feed, listing 419 different jobs in various industries*
- *Expanded ASPIRE Postdoctoral Cafe to include diverse career development topics and speakers*
- *Promoted ASPIRE faculty awareness with visits to 16 different departments/divisions*
- *Invited to write career planning chapter in, “Advancing Postdoc Women Guidebook,” a partnership with the National Postdoc Association and Elsevier*

## TABLE OF CONTENTS

HIGHLIGHTS FROM 2015-2016	2
PURPOSE AND EXECUTIVE SUMMARY	3
TRAINEES WE SERVE	4
FACULTY AND STAFF	5
WEB INITIATIVES	11
OTHER INITIATIVES	12
THE YEAR AT A GLANCE	13
IN THE PRESS	15
ANNUAL CAREER SYMPOSIUM	16
PHD CAREER CONNECTIONS	17
OTHER EVENTS	18
THE ASPIRE PROGRAM	19
ASPIRE ADVISORY COMMITTEE	19
EMPLOYER ENGAGEMENT	19
ASPIRE CAFE FOR POSTDOCTORAL FELLOWS	20
ASPIRE MODULES	21
ASPIRE TO CONNECT	23
BEYOND THE LAB	23
ASPIRE EXTERNSHIPS	24
ASPIRE INTERNSHIPS	25
LOOKING AHEAD	26



# PURPOSE AND EXECUTIVE SUMMARY



Established in 2005, the BRET Office of Career Development provides career and professional development enrichment activities for Vanderbilt University and Vanderbilt University Medical Center graduate students and postdoctoral fellows. The office was recognized in 2013 for its commitment to career development for biomedical sciences PhD students and postdocs through a BEST award, a \$1.2 million, 5-year grant from the NIH Common Fund.

Dr. Kathy Gould oversees the Office of Career Development, Dr. Kim Petrie is the director, Dr. Ashley Brady manages all ASPIRE programs, and Kate Stuart is the manager of programs and web initiatives. Dr. Roger Chalkley oversees other BRET Office initiatives as well as spearheads the organization of the BEST Consortium, and Dr. D'Anne Duncan is the manager of the BEST Consortium efforts. Dr. Abigail Brown conducts outcome evaluation and research. Dr. Liane Moneta-Koehler assists with BRET outcomes and BEST program initiatives.

The BRET Office of Career Development offers the following services:

- ASPIRE Program activities, which are funded by the NIH BEST grant program, to broaden training experiences for biomedical trainees.
- An annual day-long career symposium.
- Monthly seminars about career options and professional skills.
- An e-newsletter every other Monday, highlighting professional development articles and job opportunities.
- Career planning assistance to individual students and postdocs through confidential, one-on-one career development sessions and the weekly CV/Résumé Drop-In Clinic.
- An expansive online presence that includes a website, a blog, an event calendar, a Twitter job feed, and comprehensive resources for every stage of the career development journey.

The BRET Office of Career Development works closely with many other campus partners and organizations:

- Vanderbilt Center for Science Outreach
- Vanderbilt Center for Student Professional Development
- Vanderbilt Center for Teaching
- Vanderbilt Center for Technology Transfer & Commercialization
- Vanderbilt Creative Services
- Vanderbilt Editors' Club
- Vanderbilt Graduate Development Network
- Vanderbilt Graduate School
- Vanderbilt Institute for Digital Learning
- Vanderbilt International Student and Scholar Services
- Vanderbilt Office of Federal Affairs
- Vanderbilt Office of Public Affairs
- Vanderbilt Postdoctoral Association
- Vanderbilt School of Engineering
- Vanderbilt University Advanced Degree Consulting Club
- Vanderbilt Writing Studio

External partners include:

- NIH BEST Consortium
- Graduate Career Consortium
- Life Science Tennessee
- Burroughs Wellcome Fund

Office of Career Development • Biomedical Research Education and Training

340 Light Hall • 2215 Garland Avenue • Nashville, Tennessee 37232-0301 • [bret.career.development@vanderbilt.edu](mailto:bret.career.development@vanderbilt.edu) • 615-875-8981



# TRAINEES WE SERVE

The BRET Office of Career Development serves PhD students and postdoctoral fellows in the biomedical sciences at Vanderbilt University School of Medicine and the Vanderbilt University Medical Center.

All BRET Office of Career Development events are open to the VU Community.

ASPIRE activities, individual advising appointments, and other resources are specifically designed for BRET PhD graduate students and postdocs.

## PHD PROGRAMS SERVED

- Biochemistry
- Biological Sciences
- Biomedical Informatics
- Cancer Biology
- Cell & Developmental Biology
- Cellular & Molecular Pathology
- Chemical & Physical Biology
- Epidemiology
- Hearing & Speech Sciences
- Human Genetics
- Initiative for Maximizing Diversity (IMSD)
- Interdisciplinary Graduate Program (IGP)
- Medical Scientist Training Program (MSTP)
- Microbiology & Immunology
- Molecular Physiology & Biophysics
- Neuroscience
- Pharmacology
- Quantitative and Chemical Biology Program (QCB)

## POSTDOCTORAL DEPARTMENTS SERVED

- Allergy, Pulmonary, and Critical Care
- Anesthesiology
- Biochemistry
- Biomedical Informatics
- Cardiovascular Medicine
- Cancer Biology
- Cardiac and Thoracic Surgery
- Cell and Developmental Biology
- Clinical Pharmacology
- Diabetes, Endocrinology, and Metabolism
- Endocrinology and Diabetes
- Gastroenterology
- General Internal Medicine
- Genetic Medicine
- Infectious Disease
- Pathology, Microbiology and Immunology
- Molecular Physiology and Biophysics
- Nephrology
- Neurology
- Ophthalmology & Visual Sciences
- Otolaryngology
- Pediatric Cardiology, Endocrinology, Gastroenterology, Infectious Disease, and Nephrology
- Pharmacology
- Psychiatry
- Psychopharmacology
- Radiation Oncology
- Radiology & Radiological Sciences
- Reproductive and Development Biology
- Rheumatology & Immunology
- Section of Surgical Sciences
- Surgical Oncology

737  
graduate  
students  
  
90%  
US Citizens/  
permanent residents

~400  
postdoctoral  
fellows  
  
49%  
US Citizens/  
permanent residents



KATHY GOULD, PHD

Associate Dean, Biomedical Sciences  
 Director, Graduate Student Support  
 Louise B. McGavock Chair and Professor,  
 Department of Cell and Developmental Biology

kathy.gould@vanderbilt.edu

#### RESPONSIBILITIES

- Oversees the strategic initiatives of the Office of Career Development and Vanderbilt's NIH BEST award as co-Principal Investigator
- Co-manages the Biomedical Research Education and Training Office
- Updates and coordinates with the Directors of Graduate Studies for each PhD biomedical program and department chairs, regarding student and postdoc training initiatives, career development activities, and policy changes relevant to graduate education
- Develops and fosters faculty knowledge and engagement in career development initiatives
- Provides individual counseling to graduate students and postdoctoral fellows
- Engages with the Development and Alumni Relations office to develop solicitations for major events and foster understanding of potential fundraising opportunities
- Represents the BRET Office at national meetings, including AAMC GREAT (Graduate, Research, Education and Training group), and graduate program reviews

#### HIGHLIGHTS

- Principal Investigator of a Burroughs Wellcome award to provide entrepreneur and business training to scientists
- Oversaw outreach to faculty and campus partners about the ASPIRE Program and career development initiatives within the Office of Career Development
- Interviewed by *The Tennessean*, ScienceCareers, and Biotechniques about graduate and postdoc career development
- Revised and updated the Postdoctoral Individual Development Plan (IDP) in June 2016
- Co-taught ASPIRE Module: Effective Oral Communications

#### PRESENTATIONS

- Steering Committee for IGP/QCB
- Quarterly Basic Science and education meetings
- "The origin and implementation of the Broadening Experiences in Scientific Training programs: an NIH common fund initiative," *FASEB*, February 2016



KIM PETRIE, PHD

Director, Office of Career Development  
 Assistant Professor of Medical Education and Administration

kim.petrie@vanderbilt.edu

#### RESPONSIBILITIES

- Oversees the programmatic activities of the Office of Career Development and Vanderbilt's NIH BEST award as co-Principal Investigator
- Stays abreast of, and advises academic deans about, national trends and policies relating to biomedical PhD employment
- Develops and delivers course content, seminars, and workshops for PhD students and postdocs relating to career and professional development
- Provides individual career advising to PhD students and postdocs
- Develops and maintains relationships with employers and alumni
- Collaborates with internal and external evaluators to assess the effectiveness of VU's BEST program

#### HIGHLIGHTS

- Developed and taught Ready, Set, Go!, a short course on career development and planning for postdoctoral fellows and graduate students. 3 1-hour sessions
- Collaborated with Vanderbilt Graduate School, Vanderbilt School of Engineering, Vanderbilt Center for Student Professional Development, and Vanderbilt Office of Federal Relations (OFR) to offer a 2-day science policy workshop for VU students and postdocs. The ASPIRE program financially sponsored graduate students and postdocs to attend.
- Executed the "Summer Business Intensive for Entrepreneurship and Innovation" and "Management and Business Principles for Scientists" courses that were funded by a Burroughs Wellcome grant
- Collaborated with VU Writing Studio to launch ASPIRE Module, "Practical Strategies for Strong Writing"
- Revised and updated the Postdoctoral Individual Development Plan (IDP) in June 2016
- Served on Graduate Career Consortium Governance Committee and Membership Benchmarking Survey Committee
- Co-authored with Ashley Brady book chapter for the National Postdoctoral Association, *Advancing Postdoc Women Guidebook: "Making the Most of Your Postdoc: Career Preparation and Planning"* Elsevier and the National Postdoctoral Association

#### CONFERENCE PRESENTATIONS AND INVITED TALKS

- "Elective Modules to Broaden Training Experiences for Biomedical Scientists," Graduate Career Consortium annual meeting, Berkeley, CA, June 2016, co-presented with Ashley Brady

#### INTERNAL PRESENTATIONS AND CLASSROOM TEACHING

- "Resume 101," Clinical Research Center Seminar Series, July 2015, and January and February 2016
- "ASPIRE for Career Development," Pharmacology Department, Molecular Physiology & Biophysics Departments, July, 2015
- "Insider's Guide to Applying for F32s" and "How Postdocs Can Make the Most of LinkedIn," ASPIRE Cafe for Postdoctoral Fellows, Fall 2015
- "NRSAs," Cell and Developmental Biology Department, December, 2015
- "The Power of LinkedIn for Career Development," IGP IMPACT Session
- "Your Career Starts Here: Career Planning for PhD Students," IGP IMPACT Sessions
- "Ready, Set, Go!" for postdocs, 3-session series for ASPIRE Cafe, Spring 2016
- "Ready, Set, Go!" for Pharmacology Students Journal Club, Spring 2016



ASHLEY BRADY, PHD

Director of Career Engagement and Strategic Partnerships  
ASPIRE Program Manager  
Assistant Professor of Medical Education and Administration

ashley.brady@vanderbilt.edu

## RESPONSIBILITIES

- Manages the ASPIRE Program expansion of professional development programs, workshops, and curricula for biomedical sciences PhD students and postdoctoral fellows. These programs help trainees develop knowledge and skills relevant to a range of research and research-related careers in academia, industry, and government.
- Works with faculty and academic programs to encourage support and participation in BRET Office of Career Development programs and events
- Develops and maintains relationships with employers and alumni in order to foster internship and employment opportunities for trainees and enhance career and professional development programming
- Designs curricular concepts and rationale, structures professional development programs, selects speakers and develops and delivers program content, and oversees program delivery
- Helps develop and manage ASPIRE Internship and Externship program and evaluation strategy for biomedical sciences PhD students and postdoctoral fellows

## HIGHLIGHTS

- Deepened and executed the Postdoctoral ASPIRE Café for Career Planning, a bi-monthly seminar series targeted to postdoctoral fellows. Hosted a total of 318 attendees at 22 different sessions
- Created and manage trainee-edited bi-annual newsletter, BRET: Results and Discussion, authored by trainees to highlight research accomplishments of BRET trainees
- Assist in the overall execution of the ASPIRE Module Program
- Connected with 90 potential partners to develop the ASPIRE Internship/Externship program
- Launched ASPIRE Internship Program, Fall 2015, which provided 22 internship opportunities to Vanderbilt BRET trainees in a wide variety of career areas
- Created a BRET-curated database of national internship opportunities
- Co-authored book chapter with Kim Petrie, for the National Postdoctoral Association, Advancing Postdoc Women Guidebook: “Making the Most of Your Postdoc: Career Preparation and Planning,” Elsevier and the National Postdoctoral Association.
- Serves as Faculty Advisor for Life Science Tennessee Academic Alliance and the Vanderbilt Editors’ Club

## CONFERENCE PRESENTATIONS AND INVITED TALKS

- “AMWA and Other Opportunities for Writers and Editors,” Vanderbilt Editor’s Club monthly meeting, Vanderbilt University, December 3, 2015
- “BRET Career Planning Resources for Postdoctoral Fellows,” Annual Vanderbilt Postdoctoral Association and Shared Resources Symposium, Vanderbilt University, April 29, 2016
- “Value Creation Through Shaping Tomorrow’s Workforce,” Southeastern Medical Device Association (SEMDA) Annual Meeting: Academic Panel, Nashville, TN, May 18, 2016
- “ASPIRE Postdoctoral Café: Engaging Postdoctoral Fellows in Career Development” and “Elective Modules to Broaden Training Experiences for Biomedical Scientists,” co-presented with Kim Petrie, Graduate Career Consortium annual meeting, Berkeley, CA, June 2016



KATE STUART

Program Manager

kate.stuart@vanderbilt.edu

## RESPONSIBILITIES

- Administers all logistics and marketing of the Annual Career Symposium and PhD Career Connections monthly series, along with their subsequent committees.
- Facilitates, conducts, video-records, and edits “Beyond the Lab” interviews with alumni to share their stories and career path since completing their PhD
- Manages and maintains all aspects of the BRET Career Development website, including blog posts, front page slideshows, event registrations, and related media (LinkedIn, Flickr, Google Calendar, Twitter job feed, and University Calendar submissions)
- Creates and distributes the e-newsletter mailed every other Monday. The newsletter contains announcements, upcoming events, a career resource spotlight, and current job postings
- Responds to and organizes all BRET career development events: employer information sessions, visiting speakers, trainee roundtables, etc
- Implements the weekly CV/Résumé Drop-in Clinic, reviewing trainee documents as presented
- Serves as Staff Advisor for the Vanderbilt University Advanced Degree Consulting Club
- Manages and designs visual output marketing for most initiatives and programs provided by the office
- Oversees Career Development student interns, volunteers, and program committees
- Plans the annual ASPIRE Advisory Committee meeting

## HIGHLIGHTS

- Conducted 10 Beyond the Lab video alumni interviews now available on YouTube
- Created 23 e-newsletters sent to almost 1500 trainees, alumni, faculty, staff, and campus partners
- Coordinated 9 PhD Career Connections seminars on varying topics of interest
- Managed committees of trainee volunteers to assist with events
- Continued career case study sessions with PhD Career Connections speakers for trainees to understand the skills and daily tasks of the represented industry.
- Orchestrated the 2016 BRET Annual Career Symposium -- “Research and Development Careers in Industry” -- coordinating logistics, travel for 10 speakers, volunteer committee responsibilities, and marketing efforts
- Launched new feature in symposium event program, featuring pie charts submitted by speakers, representing how much time speakers’ spend doing specific work in their job role
- Developed and executed pilot Headshot Day, allowing 45 graduate students to receive a sitting with and two photos from a professional photographer
- Organized the ASPIRE Advisory Committee meeting, including virtual connection for those not present, and other meeting details
- Collected and maintained data for ASPIRE evaluation

## CONFERENCE PRESENTATIONS

- “Beyond the Lab Launch and Successes,” Graduate Career Consortium Regional Meeting, Birmingham, AL, January 2016



**ROGER CHALKLEY, D.PHIL.** roger.chalkley@vanderbilt.edu  
 Senior Associate Dean for Education in Biomedical Sciences  
 Professor, Molecular Physiology and Biophysics

**RESPONSIBILITIES**

- Oversees the activities of the Biomedical Research Education and Training office, including oversight of the IGP, postdoctoral affairs, graduate student affairs as well as minority activities and supporting training grant applications
- Co-Principal Investigator for the Vanderbilt NIH BEST award
- Oversees the Vanderbilt NIH BEST Supplement award, which coordinates the BEST Consortium that consists of the 17 institutions with BEST funding

**HIGHLIGHTS**

- “The origin and implementation of the Broadening Experiences in Scientific Training programs: an NIH common fund initiative,” *FASEB*, February 2016
- Met with and mock interviewed four postdocs preparing for faculty interviews
- Co-authored a manuscript with Liane Moneta-Koehler and Abby Brown (submitted) that details the limited ability of GRE scores to predict biomedical graduate student success
- “Catalyzing the Modernization of Graduate Education,” NIGMS Symposium, April 11, 2016



**D'ANNE DUNCAN, PHD** danne.s.duncan@vanderbilt.edu  
 Program Manager, Broadening Experiences in Scientific Training (BEST)

**RESPONSIBILITIES**

- Oversees the BEST Consortium initiatives, including multi-institution projects, web and social media efforts and the Annual NIH BEST Meetings.
- Directs the monthly teleconference for the BEST Consortium institutions, including agenda development
- Manages the BEST Consortium steering committee and sub-committees
- Serves as liaison between BEST Consortium and professional/scientific societies

**HIGHLIGHTS**

- Conducted the 2015 Annual NIH BEST Meeting – “Enriching Consortium Collaboration,” attended by 100+ attendees from the 17 NIH BEST institutions, NIH and external professional organizations.
- Developed content and oversaw the launch of www.nihbest.org, the BEST Consortium website.
- Launched the NIH BEST Consortium Twitter account to promote BEST Consortium initiatives and share best practices with the scientific training community.
- Represented the BEST Consortium at 2015 *Insider’s Look at STEM Policy* externship
- “The origin and implementation of the Broadening Experiences in Scientific Training programs: an NIH common fund initiative,” *FASEB*, February 2016
- Solicited Burroughs Wellcome Fund to fund a conference to be held with AAMC/ GREAT meeting in 2017 for the training community



**ABIGAIL BROWN, PHD** abigail.brown@vanderbilt.edu  
 Director of Outcomes Research

**RESPONSIBILITIES**

- Coordinates the awareness and programmatic surveys for the ASPIRE Program
- Analyzes and presents the outcomes for the applicable partners and populations
- Administers a comprehensive online exit questionnaire as well as conducts exit interviews with all graduate students after their dissertation defense
- Administers post-graduation questionnaires to alumni for a retrospective evaluation of graduate student training and career plans
- Maintains ongoing IRB approval for all ASPIRE related projects

**HIGHLIGHTS**

- Maintains relationship as the liaison to Windrose, the external data partner for the BEST Consortium
- Administers all NIH surveys to Vanderbilt trainees (entrance and exit surveys) and reports results to NIH
- Designed the survey to gauge faculty awareness of the ASPIRE Program and opinions about trainee career choices
- Designed BEST consortium-wide faculty survey about faculty awareness as well as opinions of BEST programs and trainee career choices.
- Co-authored a manuscript with Liane Moneta-Koehler and Roger Chalkley (submitted) that details the limited ability of GRE scores to predict biomedical graduate student success
- Helped develop and execute evaluation strategy for Burroughs Wellcome Fund, which funded the business module programs

**INVITED TALKS**

- “Tracking Postdoc Career Outcomes,” National Postdoctoral Association Webinar, June 2016

**INTERNAL PRESENTATIONS AND CLASSROOM TEACHING**

- “NIH Mentored Career Development (K) Awards: Which One is Right for You?,” ASPIRE Café for Postdoctoral Fellows, Fall 2015
- “Vanderbilt Grant Writing Resources,” ASPIRE Café for Postdoctoral Fellows, Fall 2015



**LIANE MONETA-KOEHLER, PHD** liane.monetakoehler@vanderbilt.edu  
 Postdoctoral Research Fellow, BRET Outcomes and the BEST Program

**RESPONSIBILITIES**

- Researches graduate student performance and career outcomes
- Manages the BEST Consortium website

**HIGHLIGHTS**

- Built nihbest.org, a new website for the BEST Consortium
- First authored a manuscript (submitted) that details the limited ability of GRE scores to predict biomedical graduate student success

# ONLINE PRESENCE



The BRET Office of Career Development maintains a strong web presence to promote upcoming events, job postings, and career-related resources. Below includes reported numbers for 2015-2016.

## CAREER DEVELOPMENT BLOG

*Updated daily. Managed by Kate Stuart with contributions from Kim Petrie and Ashley Brady.*

TOTAL POSTS 435



## TWITTER JOB FEED

JOB POSTINGS 419



## CAREER DEVELOPMENT NEWSLETTER

*Published every other Monday, the newsletter reaches current graduate students and postdocs, program coordinators, faculty, and other key stakeholders. Many alumni request to continue receiving the newsletter to stay connected to the BRET Office.*

TOTAL NEWSLETTERS 23  
NEWSLETTER AUDIENCE 1498



## LINKEDIN GROUP

*The Office facilitates interactions between alumni and current trainees by maintaining a LinkedIn group for current and former biomedical PhD Students and postdoctoral fellows.*

CURRENT MEMBERS 966



## CALENDAR LISTINGS

*Google calendar that lists all career-related activities from across campus of interest to BRET trainees.*

LISTED CALENDAR EVENTS 267



## PATH TO CAREER WEB RESOURCES

*From Exploration and Networking, to the search for a Postdoc or a job, the Path to Career page is a helpful resource updated quarterly. Resources include articles, tutorials, and helpful websites to assist with different phases of career development.*

# OTHER INITIATIVES

## INDIVIDUAL ADVISING

Dr. Kim Petrie and Dr. Ashley Brady provide individual career-advising meetings by appointment. These confidential one-hour sessions are available for biomedical graduate students and postdoctoral fellows to discuss any aspect of their professional development or job search activities and may include:

- preparing and applying for academic positions and postdocs
- opportunities for scientists outside the academe
- writing CVs, résumés, and cover letters
- presentation skills and interview tips
- salary negotiation
- graduate school survival skills.

GRADUATE STUDENTS	53	POSTDOCS	61
ALUMNI	4	OTHER	3

## CV/ RÉSUMÉ DROP-IN CLINIC

Each Wednesday, the Office of Career Development hosts an open hour to review CVs, résumés, and cover letters from graduate students and postdocs who bring prepared documents. No appointments are necessary. Trainees can “drop-in” to meet with Kim Petrie, Ashley Brady, or Kate Stuart.

VISITS TO CV/ RÉSUMÉ DROP-IN CLINIC 136

## PARTNERSHIPS

Dr. Kim Petrie serves the following roles:

- BRET representative, Graduate Development Network, Vanderbilt University
- Governance Committee member, Benchmarking Survey Committee member, Graduate Career Consortium, a national organization of PhD and postdoc career advisors from research universities across the US and Canada

Dr. Ashley Brady serves the following roles:

- Faculty Advisor, Life Science Tennessee Academic Alliance
- Faculty Advisor, Editors’ Club
- Work Force Development Committee, Life Science Tennessee
- BRET Office of Career Development representative, Postdoctoral Association (PDA)

Kate Stuart serves the following roles for the below trainee organizations and events:

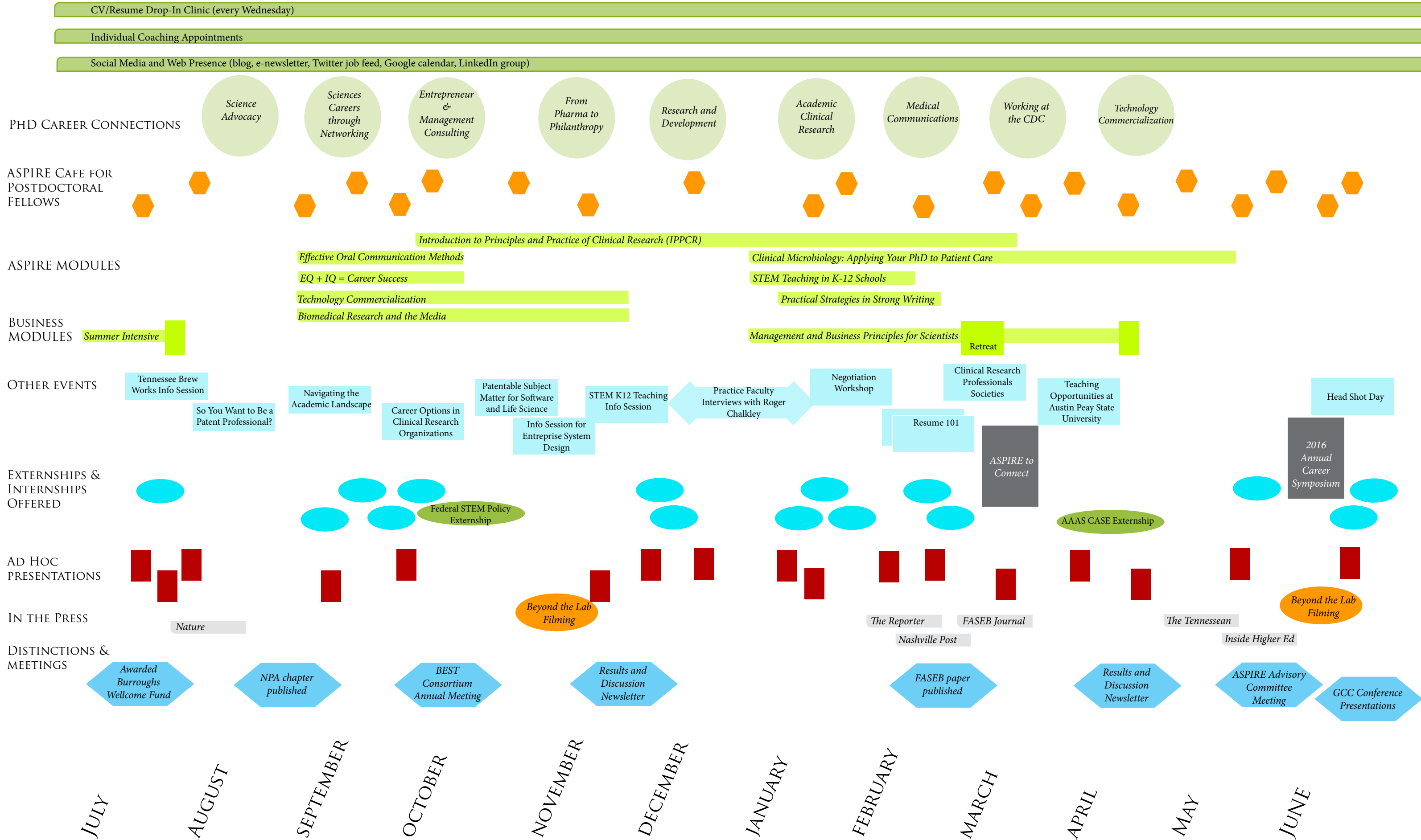
- Staff Advisor, Vanderbilt University Advanced Degree Consulting Club

## CAREER DEVELOPMENT LENDING LIBRARY

The BRET Office of Career Development has a lending library of over 140 career-related books, which include topics such as career options for scientists, the academic and nonacademic job search, self-assessment, and professional skills.

*This year, the library expanded by a few dozen books as well as benefited from a redesigned organization system to provide a more efficient check-in and deadline system.*

# THE YEAR IN REVIEW...







## IN THE PRESS

The BRET Office of Career Development and the ASPIRE Program were highlighted in various media outlets, both on a local and national level.



“Internships: Mind Wide Open,” *Nature*, Issue 7567, September 3, 2015



“New BRET Course offers scientists business, management training,” *The Vanderbilt Reporter*, February 4, 2016



“The origin and implementation of the Broadening Experiences in Scientific Training programs: an NIH common fund initiative,” *The FASEB Journal*, February 2016



“Higher Ed Notes: VUMC Looks to Boost Scientists’ Biz Savvy,” *The Nashville Post*, February 5, 2016



“Looking beyond the university for a career in bioscience,” *The Tennessean*, May 3, 2016



“Your professional reputation begins with professionalism,” *Inside Higher Ed*, May 23, 2016



The ASPIRE Program also twice annually (Fall 2015, Spring 2016) published *BRET: Results and Discussion Newsletter*, highlighting research achievements of trainees. The newsletter is authored and edited by current trainees and overseen by Ashley Brady.

## NEW... HEADSHOT DAY!



We piloted Headshot Day on Thursday, June 30, 2016 for trainees who need a professional image to use in their job search. The Office of Career Development with the assistance of Vanderbilt University Creative Services scheduled a photographer in the Medical Center North studio to take photos of 45 graduate students with a professional background. The photographer also professionally edited the headshots. We plan to do this quarterly as well as expand this to postdoctoral fellows in 2016-2017.



## ANNUAL CAREER SYMPOSIUM



*The Annual Career Symposium brings together PhD students and postdocs for one day of career and professional development.*

The 2016 BRET Career Symposium’s theme was “Research and Development Careers in Industry.” The 10 speakers were in varied career stages, paths, companies, and roles within industry.

### HIGHLIGHTS

- Co-sponsored by the Vanderbilt Medical Alumni Association and the Training Grants in the biomedical sciences
- Keynote speaker and *Science Careers* columnist Dave Jensen provided practical job search tips to trainees during afternoon breakout sessions.
- Introduced new Networking Huddle opportunities where attendees were assigned to tables with 9 speakers and/or 12 local companies to talk about research and development careers
- Networking reception with all speakers

### FEEDBACK

98% of those surveyed would recommend the Career Symposium to a friend.

*“[The most valuable component to the career symposium was] the intimate nature of the huddles, and the networking reception was good to allow some aspect of face time with speakers.”*

*“This was the best Symposium I’ve been to during my time here at Vanderbilt. It was great.”*

### 2016 SPEAKERS Plenary Session Speakers

**Dave Jensen**  
*Managing Director, CTI Executive Search*

**Dale Edgar, PhD**  
*emeritus, Eli Lilly*

**David Tellers, PhD**  
*Medicinal Chemistry, Merck*

### Concurrent Session Speakers

**JT Brogan, PhD**  
*Manager, Global Emerging Markets Regulatory Affairs CMC, Biogen*

**Raul Camacho, PhD**  
*Principal Scientist, Cardiovascular & Metabolism, Janssen Research and Development*

**Dan Hutcheson, PhD**  
*Research & Development Liaison Officer, Senior Director, Indivior*

**Fatima Jones, PhD**  
*Senior Study Director, Laboratory Specialist, Westat*

**Emily Rubinson, PhD**  
*Research and Development, Avon*

**Steven Sanders, PhD**  
*Director, Molecular Biology, Cibus*

**Laurie VanderVeen, PhD**  
*Senior Scientist, Nektar Therapeutics*

### 2016 PLANNING COMMITTEE

*Ramya Chandrasekaran, Graduate Student*

*Jordan Feigerle, Graduate Student*

*Benjamin A. Gilston, Postdoctoral Fellow*

*Amanda Meyer, Graduate Student*

*Sanjay Mishra, MS, Graduate Student*

*Suneethi Sivakumaran, Postdoctoral Fellow*

*Keenan Taylor, Postdoctoral Fellow*

*Jan Varadarajan, Postdoctoral Fellow*

# PHD CAREER CONNECTIONS

*PhD Career Connections* is a monthly seminar series about career options for PhD scientists. Speakers from a diverse range of exciting scientific careers present their career path and share insights from their professional experiences.

MONTH	TOPIC	Attendance	Speaker
August (9/9/2015)	<b>Science Advocacy</b>	25	<b>Gerry Ostheimer, PhD, Global Lead, Sustainable Bioengery, the United Nations Sustainable Energy for All Initiative</b>
	Lunch Session with Dr. Ostheimer	8	<i>Small group lunch with speaker</i>
September (9/24/2015)	<b>Successful Careers in Science through Networking</b>	51	<b>Holly Falk-Krzesinski, PhD, Vice President for Strategic Alliances, Global Academic Relations, Elsevier</b>
	Special Session with the Editors' Club	25	<i>Dr. Falk-Krzesinski spoke to a student organization about careers in publishing as well as Elsevier's opportunities.</i>
October (10/22/2015)	<b>Entrepreneur and Management Consulting</b>	70	<b>Leeland Eckstrom, PhD, Managing Director, BioVU Partnerships, McKinsey &amp; Co.</b>
			<i>Networking reception followed.</i>
November (11/17/2015)	<b>From Pharma to Philanthropy</b>	54	<b>Jeremy Richman, PhD, Founder and CEO, The Avielle Foundation</b>
			<i>Networking reception followed.</i>
December (12/4/2015)	<b>Research and Development</b>	61	<b>Ken Maynard, PhD, Global Program Leader, CNS, Takeda Pharmaceuticals</b>
January (1/26/2016)	<b>Academic Clinical Research</b>	51	<b>Mallory Hacker, PhD, Research Instructor, Department of Neurology</b> <b>Tiffanie Markus, PhD, Research Assistant Professor, Department of Health Policy</b> <b>Courtnee Melton, PhD, Clinical Research Coordinator, Division of Cardiovascular Medicine</b>
February (2/12/2016)	<b>Medical Communications</b>	47	<b>Tristan Abair, PhD, prIME Oncology</b> <b>Leah Case, PhD, Syncrogenix</b> <b>Kim Korwek, PhD, HCA</b>
March (3/11/2016)	<b>Working for the CDC</b>	62	<b>Jennifer Anstadt, PhD, Team Lead Microbiologist, Vaccine Development Laboratory, Polio and Picornavirus Laboratory Branch, Center for Disease Control and Prevention</b>
April (4/29/2016)	<b>Technology Commercialization</b>	45	<b>Jeff Keller, PhD, Director of Technology Commercialization, Physicians Choice Laboratory Services</b>
	Lunch Session with Dr. Keller	15	<i>Small group lunch with speaker</i>

# ADDITIONAL EVENTS

The Office of Career Development conducts other ad hoc seminars and workshops throughout the year including employer info sessions, roundtables with peer discussion, topic-specific seminars, and career development skill building. PhD students, postdocs, faculty, staff, and campus partners are welcome to attend.



Date	Topic	Attendance	Speaker
July 10, 2015	<b>Tennessee Brew Works Internship Information Session</b>	28	<b>Dr. Laura Burns, PhD, head brewmaster, Tennessee Brew Works</b>
August 7, 2015	<b>So You Want to Be a Patent Professional?</b>	36	<b>Dr. Hilary Dorr Lang, PhD, Associate, Registered Patent Attorney, Patterson Intellectual Property Law</b>
September 14, 2015	<b>Navigating the Academic Landscape</b>	125	<b>Dean Phillipe Fauchet, PhD, Dean, Engineering School, Vanderbilt University</b>
October 9, 2015	<b>Career Options in Clinical Research Organizations with Bill Taaffe</b>	78	<b>Bill Taaffe, President, Medelis</b>
November 19, 2015	<b>Patentable Subject Matter for Software and Life Science</b>	23	<b>Gary Montle and Bethany Whelan, Patterson Law</b>
November 19, 2015	<b>Information Session for Enterprise System Design</b>	15	<b>Dr. John Bers, Professor, Engineering Management, Vanderbilt University School of Engineering</b>
December 15, 2015	<b>STEM K12 Teaching Information Session</b>	12	<b>Dr. Jennifer Ufnar, PhD, Director of the Scientist in the Classroom Program</b>
December 2015, January-February, 2016	<b>Practice Faculty Interviews with Roger Chalkley</b>	4	<b>Dr. Roger Chalkley, PhD</b>
February 4, 2016	<b>Negotiation Workshop</b>	45	<b>Dr. Laura Rees, PhD, Postdoctoral Research Fellow, Owen School of Management</b>
February 11, 18, 2016	<b>Resume 101</b>	36	<b>Dr. Kim Petrie</b>
February 19, 2016	<b>Clinical Research Professional Societies</b>	22	<b>David Nilson, RN OCN CCRC, President, Greater Nashville Chapter, ACRP</b> <b>Laura Ambler, CCRC, Vice-President, Greater Nashville Chapter, ACRP</b> <b>Wendy Lloyd, BA, LPN, CCRP, CIP, Co-founding President, Greater Nashville Regional SoCRA Chapter, Past President of SoCRA</b>
March 9, 2016	<b>Teaching Opportunities at Austin Peay State University</b>	67	<b>Don Dailey, PhD, Chair, Professor of Biology</b> <b>Karen Meisch, PhD, Professor of Biology, Associate Dean, College of Science and Mathematics</b> <b>Lisa Sullivan, PhD, Chair, Associate Professor of Chemistry</b> <b>Jaime Taylor, PhD, Professor of Physics, Dean, College of Science and Mathematics</b>
June 30, 2016	<b>Head Shot Day</b>	45	

# THE ASPIRE PROGRAM

In 2013, the National Institutes of Health Common Fund issued a new funding opportunity entitled “NIH Director’s Biomedical Research Workforce Innovation Award: Broadening Experiences in Scientific Training (BEST) (DP7).” The purpose of this funding opportunity is to “seek, identify and support bold and innovative approaches to broaden graduate and postdoctoral training, such that training programs reflect the range of career options that trainees (regardless of funding source) ultimately may pursue and that are required for a robust biomedical, behavioral, social and clinical research enterprise.”

Ten institutions were awarded grants in 2013, including Vanderbilt’s BEST award, named the ASPIRE Program by the co-Principal Investigators Roger Chalkley, D.Phil., Kathy Gould, PhD, and Kim Petrie, PhD.

ASPIRE (Augmenting Scholar Preparation and Integration with Research-Related Endeavors) is a three-phase initiative that offers educational programs

in career planning and management to trainees at all stages of their development.

IMPACT provides a solid foundation for first year PhDs on which to begin to build their scientific careers. The ASPIRE Program offers career development toolkits to faculty mentors to help provide a curriculum for these sessions. IMPACT establishes a strong mentoring environment and exposes students to various topics on professionalism in the sciences.

EXPLORE targets PhD students in years 2-3 of training as well as postdoctoral fellows. This phase focuses on self-assessment, networking, and planning.

ENHANCE is intended for post-qualifying PhD students and postdoctoral fellows and represents the capstone phase of ASPIRE. This phase includes didactic modules as well as the opportunity to gain hands-on experience.



## ASPIRE ADVISORY COMMITTEE

The ASPIRE Program Advisory Committee consists of 11 external advisors from various industries 5 VU faculty and trainees. The Advisory Committee met this year on June 1, 2016.

ROB CARNAHAN  
DALE EDGAR  
EFRAIN GARCIA  
ALYSSA HASTY  
KEN HOLROYD  
DANIEL HUTCHESON  
LORENA INFANTE LARA  
BRIAN LADEN

KEVIN LEE  
INES MACIAS-PEREZ  
ALAN MARNETT  
STEVE ROBERDS  
KEENAN TAYLOR  
LAURIE VANDERVEEN  
NANCY WALL  
CHRIS WRIGHT

## EMPLOYER ENGAGEMENT

In her role as the Director of Career Engagement and Strategic Partnerships, Dr. Brady has established many partnerships for future information sessions, ASPIRE modules, externships, and internships.

MEETINGS WITH EMPLOYERS AND ORGANIZATIONS 90



# ASPIRE CAFÉ FOR POSTDOCTORAL FELLOWS

Launched September 2014, the Postdoctoral ASPIRE Café for Career Planning sessions are opportunities for postdocs to learn more about the Vanderbilt ASPIRE Program and to explore topics in career development and professionalism. ASPIRE Café sessions are led by Ashley Brady, PhD, and are offered twice monthly.

Orientation sessions provide an overview of the ASPIRE program and Office of Career Development resources to help postdoctoral fellows learn about the opportunities available to them. Topics sessions were launched in January 2015 and are interspersed with orientation sessions to facilitate ongoing engagement of postdocs.

Date	Topic	Presenter	Attendance
July 2, 2015	Emotional Intelligence	Dr. Mistie Germek, PhD, <i>BRET Psychologist</i>	5
July 28, 2015	Leveraging LinkedIn	Dr. Kim Petrie	11
August 8, 2015	Orientation to BRET Resources for Postdocs	Dr. Ashley Brady	5
August 25, 2015	Managing an Online Scholarly Presence	Dr. Ed Warga, PhD, <i>Institutional Repository Coordinator, Vanderbilt University Library</i> Dr. Morgan Daniels, Ph.D., <i>Postdoctoral Scholar, Research, Jean and Alexander Heard Library</i>	8
September 8, 2015	Behind the Curtain: An Inside Look at Peer Review for F32 NRSA's	Dr. Kim Petrie	14
September 22, 2015	Preparing for a Teaching Demo	Dr. Cynthia Brame, PhD, <i>Assistant Director, Vanderbilt Center for Teaching</i>	10
September 29, 2015	NIH Career Development (K) awards-which one is right for you?	Dr. Abby Brown	18
October 20, 2015	Grant Resources at Vanderbilt	Dr. Abby Brown	18
October 27, 2015	Orientation to BRET Resources for Postdocs	Dr. Ashley Brady	5
November 10, 2015	What to Expect from a Faculty Position Interview	Faculty panel with Todd Graham, PhD; Scott Hiebert, PhD; and Chris Wright, PhD	41
December 8, 2015	How to Give a Chalk Talk	Faculty panel with Chuck Sanders, PhD; Tony Weil, PhD; and Chris Wright, PhD	35
January 12, 2016	Orientation to BRET Resources for Postdocs	Dr. Ashley Brady	4
January 19, 2016	Writing a Better Cover Letter	Dr. Ashley Brady	20
February 23, 2016	Recognizing and Overcoming the Imposter Syndrome	Dr. Maureen Gannon, Ph.D., <i>Associate Professor, Dept. of Medicine, Vanderbilt University</i>	19
March 8, 2016	Orientation to BRET Resources for Postdocs	Dr. Ashley Brady	3
March 29, 2016	Strategies for Developing a Strong NIH Biosketch	Faculty panel with Danny Winder, PhD and Jin Chen, PhD	22
April 12, 2016	ASPIRE to Plan: Ready, Set, Goal Series, Part 1: "Ready"	Dr. Kim Petrie	17
April 26, 2016	Setting Up and Running a New Lab	Faculty panel with Brad Grueter, PhD; Lauren Jackson, PhD; Ken Lau, PhD	21
May 10, 2016	ASPIRE to Plan: Ready, Set, Goal Series, Part 2: "Set"	Dr. Kim Petrie	13
May 24, 2016	Workplace Workstyles	Dr. Alyssa Hasty	12
June 14, 2016	ASPIRE to Plan: Ready, Set, Goal Series, Part 3: "Goal"	Dr. Kim Petrie	14
June 28, 2016	Informational Interviewing: Your Most Powerful Networking Tool	Dr. Ashley Brady	16



# ASPIRE MODULES

The ASPIRE Modules are short, non-credit bearing electives that broaden the training experiences of biomedical sciences trainees. These elective modules provide efficient exposure to topics in four theme areas:

- BUSINESS/ENTREPRENEURSHIP
- COMMUNICATION
- CLINICAL RESEARCH
- TEACHING

The ASPIRE Modules are optional and open to any biomedical sciences PhD student or postdoctoral fellow who wishes to take them to supplement their research training.

Course Title	Director	Trainees Participating	Frequency and Dates
<b>Technology Commercialization</b>	Mike Villolobos, PhD, <i>Manager, Vanderbilt Center for Technology Transfer and Commercialization</i> Tom Utley, PhD, <i>Licensing Officer, Vanderbilt Center for Technology Transfer and Commercialization</i>	24	6 sessions Sept 21-Oct 26, 2015
<b>Effective Oral Communication Methods</b>	Bruce Damon, PhD, <i>Associate Professor, Radiology and Radiological Sciences and Biomedical Engineering</i>	20	4 sessions Sept 2-Sept 16, 2015
<b>Biomedical Research and the Media</b>	Wayne Wood, MLAS, <i>Executive Director of New Media Productions, VUMC News and Public Affairs</i>	6 (capped)	8 sessions Sept 30-Nov 18, 2015
<b>EQ + IQ = Career Success</b>	Mistie Germek, PhD, <i>BRET Psychologist</i>	13	4 sessions Sept 8-Sept 29, 2015
<b>Introduction to the Principles and Practice of Clinical Research (IPPCR)</b>	NIH Clinical Center (VU served as registered remote site)	39	Twice weekly Oct 13-Mar 22, 2016
<b>Clinical Microbiology: Applying Your PhD to Patient Care</b>	Jonathan Schmitz, MD, PhD, <i>Instructor, Pathology, Microbiology, and Immunology</i>	5 (capped)	<i>Individual Rotations</i> Spring 2016
<b>STEM Teaching in K-12 Schools</b>	Jennifer Ufnar, PhD, <i>Director of Scientist in the Classroom Partnership Program, Department of Teaching and Learning, Peabody College, Vanderbilt University</i>	6	4 sessions Jan 26-Feb 16, 2016
<b>Practical Strategies for Strong Writing</b>	Gary Jaeger, PhD, <i>Director, the Writing Studio, Vanderbilt University</i> Jeffrey Shenton, PhD, <i>Assistant Director, the Writing Studio, Vanderbilt University</i>	20 (capped)	2 sessions Jan 19 and Feb 2, 2016



## MODULES IN BUSINESS AND ENTREPRENEURSHIP

Course Title	Director	Trainees Participating	Frequency and Dates
<b>Summer Intensive for Entrepreneurship and Commercialization</b>	John Bers, PhD, <i>Engineering Management, Vanderbilt University School of Engineering</i>	20 (capped)	6 hours a week, 6 weeks June-July, 2015
<b>Business and Management Principles for Scientists</b>	Joe Rando, PhD, <i>Managerial Studies, Vanderbilt University</i>	24 (capped)	2 hours/week 10 weeks February-April, 2016

In 2015, principal investigator Kathy Gould and the BRET Office of Career Development was awarded a one-year Career Guidance award from the Burroughs Wellcome Fund. This grants provided funding for two additional business and entrepreneurship modules, which combined both didactic and project-based learning.



The Summer Intensive for Entrepreneurship and Commercialization was held Summer 2015 with a Pitch Day culminating the summer efforts. Teams of trainees spent the summer developing a commercialization plan and mock pitch for a hypothetical technology.

Management and Business Principles for Scientists was held in Spring 2016 with a retreat as well as a Pitch Day Competition to end the module. Part I of the coursework focused on Finance, Human Resources, Marketing, Technology, Operations, and Project Management. Part II included teams developing solutions to real business problems faced by Vanderbilt University Core Facilities.



# ASPIRE TO CONNECT

Vanderbilt's third annual ASPIRE to Connect workshop took place on March 14, 2016. This half-day workshop offers graduate students and postdoctoral fellows practical tips for meeting new people and cultivating authentic connections. This year we welcomed the Cheeky Scientist®, speaker Isaiah Hankel, PhD, to talk about building professional relationships, the aspects of networking, and how to offer value in professional settings.



139 attendees  
83 graduate students  
56 postdoctoral fellows



## BEYOND THE LAB VIDEO SERIES

The Beyond the Lab video series highlights career paths for PhDs. Program manager Kate Stuart interviews alumni about her or his career path, skill development, and other career advice. Ten new videos were filmed this year.



### HIGHLIGHTS

- Over 6500 unique views online
- All available on YouTube publicly
- 34 videos on different careers
- Partnership with the Vanderbilt Institute of Digital Learning
- Quick links to questions
- Featured on NeurOnline, Journal of Neuroscience blog

# ASPIRE EXTERNSHIPS

As part of the ASPIRE program, trainees are provided opportunities to shadow professionals at work for 1-3 days. ASPIRE Externships provide a unique perspective of the work environment that cannot be gleaned from a seminar or internet research. Insight gained from externships helps trainees customize their future professional development activities.

In brief:

- 1-3 day job shadowing/site visit
- Unpaid
- Engaged in a small project
- Participate in a company tour and meet with other professionals

ASPIRE travel scholarships are available to qualifying trainees to help offset travel expenses that may be associated with completing an externship.

13 PhD students and postdocs completed externships in:

- Advocacy/science policy with the American Association for the Advancement of Science, "Catalyzing Advocacy in Science and Engineering," April 2016, Washington, DC (1 extern)
- Science policy/Advocacy hosted by the VU Office of Federal Relations, "Federal STEM Policy: An Inside the Beltway Look," October 2015, Washington, DC (12 externs)

## FEDERAL STEM POLICY EXTERNSHIP

*Hosted by VU Office of Federal Relations*

### HIGHLIGHTS

- 7 graduate students and 5 postdocs funded by ASPIRE travel scholarships
- Two-day experience in DC, with ASPIRE Program providing travel assistance
- Presenters included government agencies, congressional staffers, professional societies, and advocacy organizations
- Topics included:
  - History of federal funding for research
  - Federal budget process and case study exercises
  - Role of OSTP and professional organizations
  - Panels with AAAS Fellows and Capitol Hill staffers
  - Networking reception with speakers and DC alumni

### NOTABLE OUTCOMES

- 100% would recommend to colleague
- 1 AAAS S&T policy fellowship finalist



## ASPIRE INTERNSHIPS

As part of the ASPIRE program, trainees are offered the opportunity to conduct an internship and gain hands-on experience with a project in a professional work environment. The ultimate decision to hire an intern rests with the employer, but the ASPIRE Program is excited to facilitate these opportunities for graduate students and postdoctoral fellows.

In brief:

- 21 internships were offered
- 45 trainees applied and 13 trainees participated (11 students, 2 postdocs)
- Part-time or Full-time
- Professional hands-on experience and engagement in an in-depth project

ASPIRE travel scholarships are available to help offset travel expenses that may be associated with completing an internship.

Internship Opportunity	Role/Title	Deadline
Tennessee Brew Works	Brewery Intern	July 2015
Alzheimer's Association	Congressional Advocate (Team Member)	August 2015
Medelis, Inc.	Bilingual Scientific Consultant	September 2015
Belmont University Teaching Internship	Anatomy and Physiology I Course	September 2015
Fisk University Teaching Internship	Biochemistry I Course	September 2015
Fisk University Teaching Internship	Molecular Methods Course	September 2015
Insight Genetics	Genomics Department Intern	September 2015 January 2016
Next GxDx, Inc	Product Development Analyst	September, 2015
Life Science Tennessee	Policy Intern	December, 2015
SyBBURE Searle Undergraduate Program (Vanderbilt campus)	Scientific Advisor	Fall, 2015 Winter, 2016
Belmont University Teaching Internship	Anatomy and Physiology II Course	January 2016
Fisk University Teaching Internship	Developmental Biology	January 2016
axialHealthcare	Science and Analytics Intern	February 2016
Tennessee Brew Works	Brewery Intern	February 2016
Elsevier	Life Sciences Intern	June 2016
Elsevier	Engineering and Technology Intern	June 2016
Fisk University Teaching Internship	Molecular Methods Course	June 2016



### INTERNSHIPS OUTSIDE OF ASPIRE

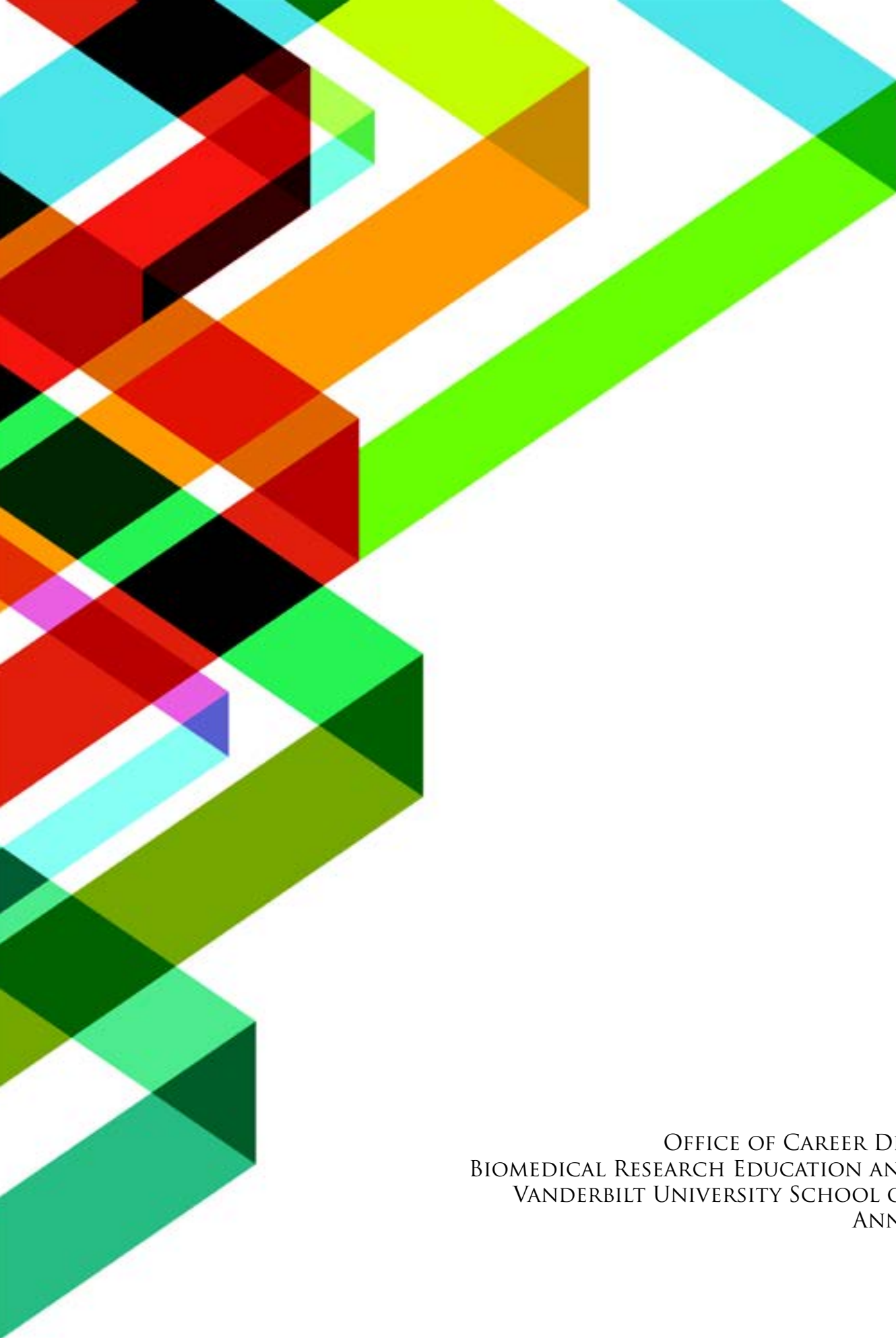
In order to provide maximal opportunities for a relevant a internship, "Internships Outside of ASPIRE" is a BRET-curated list of established programs nationwide. Trainees apply directly to the host organization, rather than being mediated by the BRET Office. The downloadable Excel file can be searched and filtered by career area, deadline, or location.

At the end of the academic year, 86 opportunities were featured.

## LOOKING AHEAD TO 2016-2017

The Office of Career Development and the ASPIRE Program are excited about the year ahead. Here are a few anticipated highlights:

- 6-week Summer Intensive in Business and Entrepreneurship, taught by Professor John Bers, funded by the Burroughs Wellcome award.
- ASPIRE Cafe for Postdoctoral Fellows will continue with topic sessions on Project Management, Interviewing Outside of Academia, Finding Foundation Funding, and Informational Interviewing.
- The PhD Career Connections seminar series will kick off on September 9 with a seminar on Medical Writing and Healthcare Communication.
- Beyond the Lab interviews on YouTube will provide written transcripts of interviews.
- Two new ASPIRE modules will be executed.
- The Federal STEM Policy Externship will be offered again this October.
- The BEST Consortium Annual Conference will be held October 26-27, 2016.
- ASPIRE to Connect will be held in March 2017.
- The 2017 Career Symposium will be held in conjunction with the 25th Anniversary Reunion Event of the BRET office.
- Due to the original success of Headshot Day, we plan to provide this service quarterly.
- Lab to Lunch, an etiquette lunch, will be provided mid-year to students who recently completed their qualifying exam, as well as postdoctoral fellows who have participated in the ASPIRE Cafe events.



OFFICE OF CAREER DEVELOPMENT  
BIOMEDICAL RESEARCH EDUCATION AND TRAINING  
VANDERBILT UNIVERSITY SCHOOL OF MEDICINE  
ANNUAL REPORT  
2015-2016