

2010-
2011

Vanderbilt Career Center
Annual Report



V A N D E R B I L T
C A R E E R C E N T E R

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Annual Report created in
conjunction with the
Vanderbilt Institutional Research Group
July, 2011

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LETTER FROM THE DIRECTOR

July, 2011

What a difference a year makes!

The school year took off with a bang as we saw record student attendance at our Fall recruiting fairs. We also experienced an 80% increase in the number of employer conducting campus interviews during the school year.

All of this could not have been possible without the hard work of our staff and the relationships our office has cultivated with campus partners, alumni, parents and employers.

These relationships have provided enhanced experiences for students including the coordination of a site visit and internship program in England, a virtual exploration visit with an alumnus in Kenya and experiential opportunities at a major institution of medicine on the East Coast.

We also laid the groundwork this year to provide integrated services for students throughout the university.

Through our partnerships with the Commons and Residential Life, we will have the ability to connect with every student either directly or indirectly in the coming year.

The Vanderbilt Institutional Research Group continues to be instrumental in helping the VCC improve data collection to provide information to our many stakeholders. Our hope this year is to have the ability to create a dashboard of “just in time” information for our stakeholders including recruiting statistics, student engagement and outcomes.

We have set the stage for 2011-2012 to be a stellar year as we build on our successes and leverage the Vanderbilt community to help students locate and secure meaningful opportunities.

Best regards,

Cindy Funk, Director

EXECUTIVE SUMMARY

The Vanderbilt Career Center (VCC) is part of Academic Affairs and is supervised through the Provost's Office. The Leadership Team is comprised of the Director and two Associate Directors and there are 15 staff members, 17 Peer Career Advocates and 2 Graduate Interns. All staff work in teams and the VCC uses the Vanderbilt Performance Evaluation System (VPES) and a combination of supervision, mentoring and training to develop staff.

The VCC's role is multi-faceted and includes providing career coaching services, operating a campus recruiting program, a web-based job board, web site and listservs, coordinating networking and information events including job fairs and site visits, providing job related programming for student groups, coordinating student mentoring programs, speaking to parent groups on and off campus, working with professors in the classroom to include career topics in the curriculum, and collaborating with campus groups like the Martha Rivers Ingram Commons, Business Services, Development and Alumni Relations, Department of Athletics, and others to provide job and career information, internships, and other support and collaboration.

Through strategic planning and working with a priorities based document, "The Same Page," VCC Leadership has been able to identify key goals and contribute to the needs of its many stakeholders. Highlights from 2010-2011 include:

VCC program attendance was up from 16.3 to 24.3 students per session

VCC industry specific listserv subscriptions topped 8,113 subscribers last year

Industry Career Days and Career Fair attendance was up by 48.1% (students) and 27.8% (employers)

Resume critiques for students went up by 49% over the previous year

Employer Information Sessions increased by 57.7% to 71 sessions during the school year

Employers conducting campus interviews increased by 80%

Postings on DoreWays (VCC web-based job board) included 2800 full-time and internship opportunities, an increase of 15.6%

Employer Outreach included 987 unique employers

Employer Feedback indicated that 97.5% of employers were very satisfied or satisfied with their campus recruiting experience.

VCC expanded its visibility at the Commons through strategic collaboration with Commons staff and became integrated into the first year leadership development experience.

These are strong indicators that we are committed to developing Vanderbilt students and connecting them to their first professional opportunities.

PURPOSE

The purpose of the Vanderbilt Career Center (VCC) is to help Vanderbilt students and recent graduates (0-2 years out) leverage the Vanderbilt network and make the most of their education, resources, and connections to secure internship and full-time post graduate opportunities.

THE MAIN THINGS

The VCC has identified three main ideas that permeate work flow, interactions with students and stakeholders, and planning and decision-making:

1. Teach students how to explore and pursue professional opportunities
2. Establish connections, and manage and leverage relationships
3. Collect data, complete analysis, and effectively communicate outcomes

The 2010-2011 Annual Report examines the activities of the VCC as they relate to each of the three main areas and offers comparisons to the 2009-2010 academic year when applicable.

THE MAIN THINGS: TEACH STUDENTS TO EXPLORE

The VCC provides many opportunities for students to learn about and explore professional opportunities, including coaching appointments, workshops, panels, Industry Career Days, and field trips. Through exploration, students can begin to identify the right professional fit within the world of work.

CAREER CLUSTERS



The VCC coaches students based on Career Clusters rather than by a student's major. English majors sometimes find themselves in the music industry and Engineering majors find themselves on Wall Street. With this approach, students can explore their interests in various fields and see how they can apply what they have learned through their courses of study to their field of interest. Additionally, this approach provides students with more targeted information in their life mapping process.

The career exploration process begins by students completing an Individualized Coaching Action Plan (ICAP). Once completed, students are encouraged to

come to the VCC for a Coaching Assessment with one of the career coaches on staff. The staff member assists the student in determining next steps in the exploration process, or, if the student already has a field in mind, will connect the student with one of our Career Clusters (groups of related industries and/or career fields).

In preparing students for the world of work, VCC Career Coaches meet with students during coaching appointments on how to develop and utilize their network, identify opportunities, research companies, create resumes and cover letters, conduct a strategic job search, and prepare for interviews for either internships or post-graduate opportunities.

ICAP/COACHING ASSESSMENTS/COACHING APPOINTMENTS

The following tables compare the number of students completing an ICAP, a Coaching Assessment, and the number of Coaching Appointments during the 2010-11 year as compared to 2009-10. Table 1 is broken down by student classification. Seniors account for the greatest number of interactions with the VCC in all three areas (ICAPs, Coaching Assessments, and Coaching Appointments). Professional Masters or Doctorate students had the greatest percent increase in ICAP completion, freshmen had the greatest percent increase in Coaching Appointments and Alumni (recent graduates) had the greatest percent increase in the number of Coaching Assessments. Important to note here is that alumni do not complete an ICAP or Coaching Assessment but are directed to complete a web-based intake form that determines their eligibility for services. Following Table 1 are charts showing the percentage change by academic year for ICAPs, Coaching Assessments, and Coaching Appointments.

Table 1

ICAP/Coaching Assessments/Coaching Appointments by Academic Year									
	ICAP			Coaching Assessment			Coaching Appointment		
	2010-2011	2009-2010	% Change	2010-2011	2009-2010	% Change	2010-2011	2009-2010	% Change
Senior	829	754	9.5%	265	383	-30.8%	584	552	5.8%
Junior	619	469	32.0%	254	202	25.7%	298	308	-3.2%
Sophomore	604	365	65.5%	255	158	61.4%	128	123	4.1%
Freshmen	506	428	18.2%	211	113	86.7%	68	62	9.7%
Professional Masters or Doctorate	60	36	66.7%	9	12	-25.0%	55	43	27.9%
Graduate	82	74	10.8%	23	29	-20.7%	41	43	-4.7%
Alumni (0-2 years)	0	1	NA	0	1	NA	72	4	1,700%
<i>Totals</i>	2700	2118	27.5%	1017	898	13.3%	1246	1135	9.9%

Note: Students may participate in coaching appointments more than once. These counts reflect multiple occurrences.

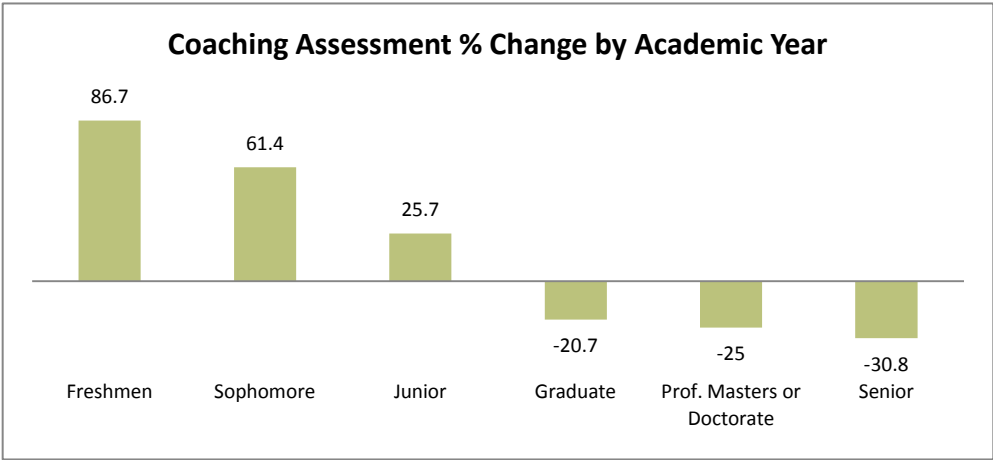
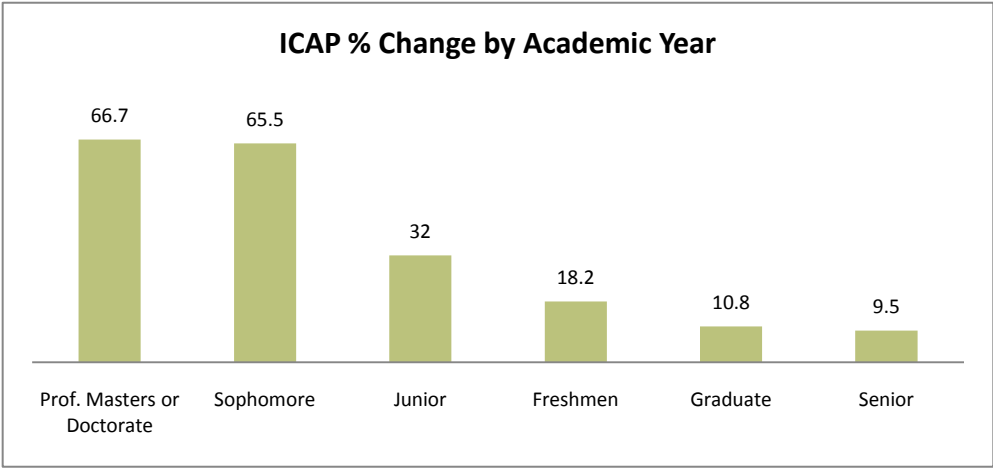
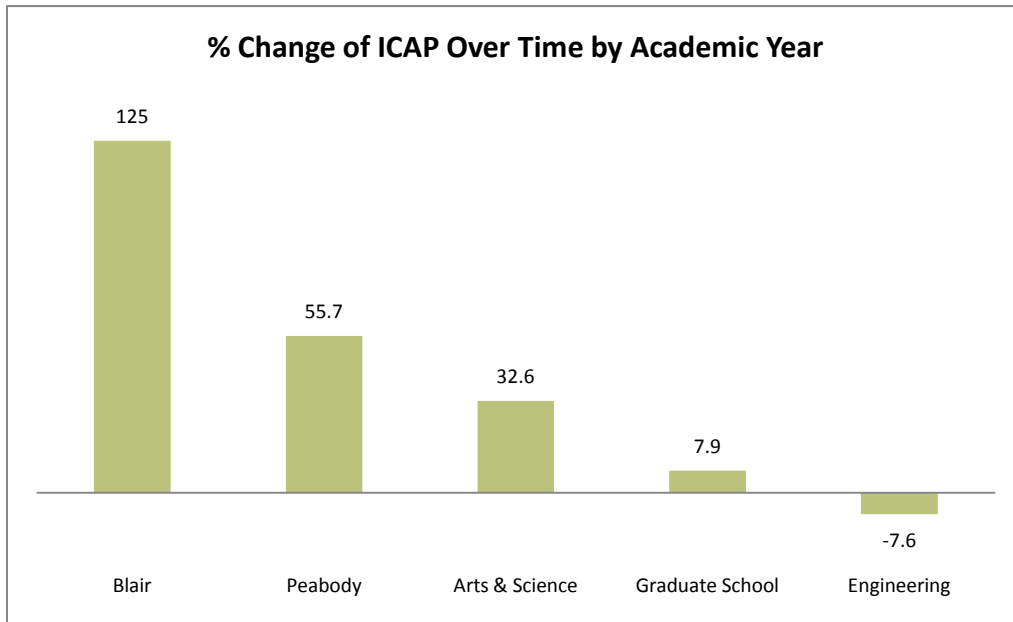
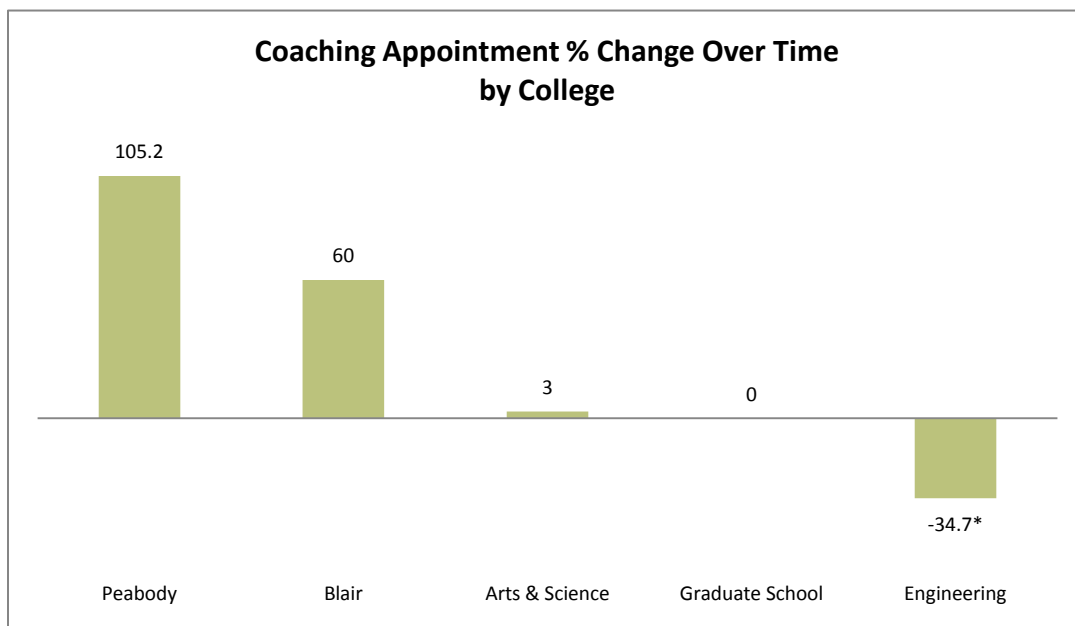
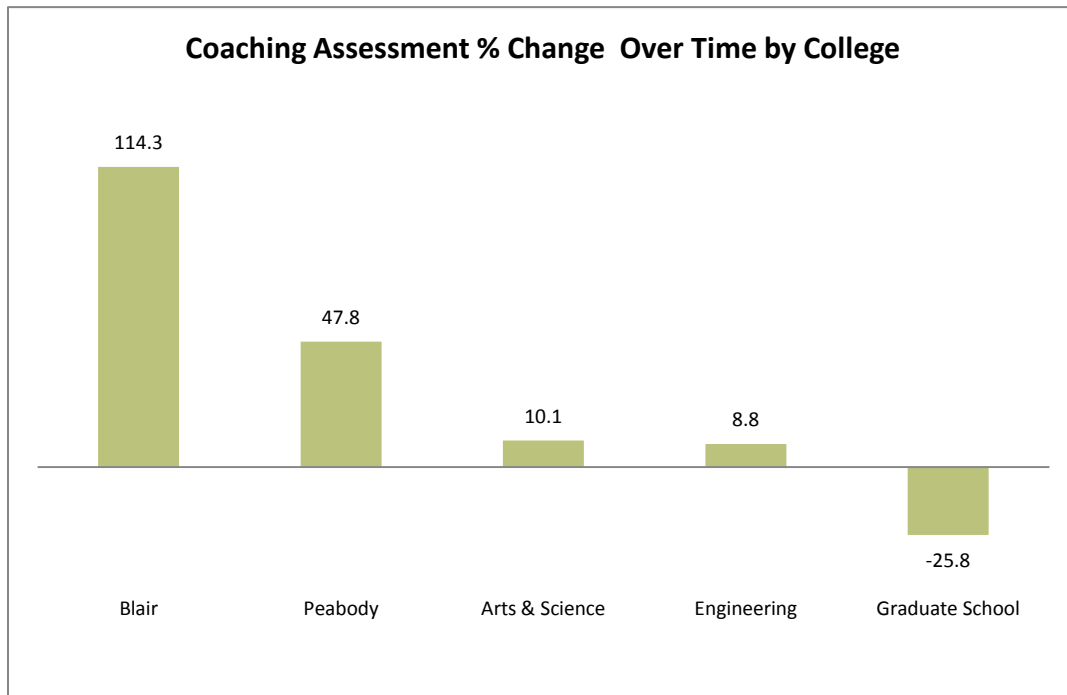


Table 2 shows the number of students completing ICAPs, Coaching Assessments and Coaching Appointments by college or school. By school, Blair had the greatest percent increase in ICAP completion and in Coaching Assessments. Peabody College had the greatest percent increase in Coaching Appointments. School of Engineering Coaching Appointments reflects a significant decrease due to a difference in how individual coaching appointments were being tracked this year compared to last year.

Table 2

ICAP/Coaching Assessments/Coaching Appointments by School									
	ICAP			Coaching Assessment			Coaching Appointment		
	2010-2011	2009-2010	% Change	2010-2011	2009-2010	% Change	2010-2011	2009-2010	% Change
Arts and Science	1676	1264	32.6%	656	596	10.1%	649	630	3.0%
Blair	36	16	125.0%	15	7	114.3%	16	10	60.0%
Engineering	404	437	-7.6%	160	147	8.8%	218	334	-34.7%
Peabody	492	316	55.7%	167	113	47.8%	236	115	105.2%
Graduate School	82	76	7.9%	23	31	-25.8%	42	42	0.0%
Alumni	0	-	-	0	-	-	62	-	-





*Tracking of Coaching Appointments was reported differently by former Engineering and IT Career Coach last year which accounts for the decrease in number of individual coaching appointments reported for AY 2010-2011

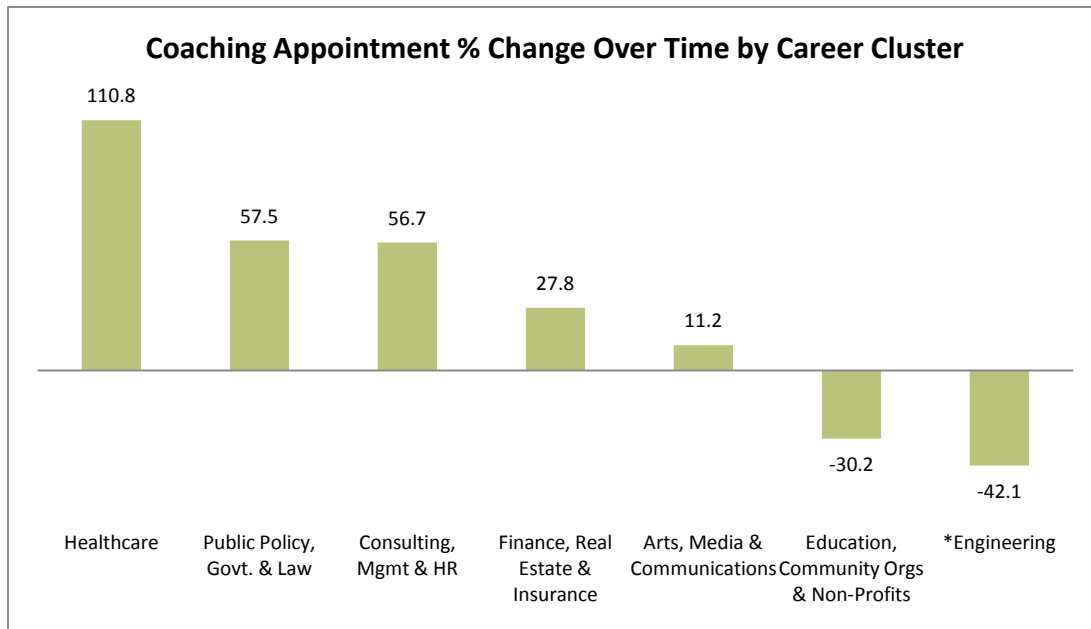
A key way to connect with students is the one-on-one meeting time available through coaching appointments. Students can meet for individualized career coaching appointments once they have decided in which career cluster they are interested. Many students meet multiple times with their career coach while others get the help they need in only one session. Students typically seek help during the fall semester for full-time job opportunities while

the spring semester is more focused on working with students searching for internships. Students beginning the career exploration process may engage with the VCC at any time during the year. Table 3 shows the number of coaching appointments held with students broken down by career cluster. The graph below Table 3 highlights the percent change in coaching appointments by career cluster in 2010-2011 as compared to 2009-2010.

Table 3

Career Cluster Coaching Appointments % Change Over Time								
Career Cluster	Fall 2010	Fall 2009	Spring 2011	Spring 2010	Total 2010-2011	Total 2009-2010	% Change	
Arts, Media & Communications	123	72	155	178	278	250	11.2%	
Education, Community Orgs & Non-Profits	12	23	48	63	60	86	-30.2%	
Consulting, Management & Human Resources	111	65	77	55	188	120	56.7%	
*Engineering & Information Technology	74	152	110	166	*184	318	-42.1%	
Finance, Real Estate & Insurance	150	95	117	114	267	209	27.8%	
Healthcare	61	18	76	47	137	65	110.8%	
Public Policy, Government & Law	69	39	68	48	137	87	57.5%	
Totals	600	464	651	671	1251	1135	10.2%	

*Tracking of Coaching Appointments was handled differently by former Engineering and IT Career Coach during AY 2009-2011 which accounts for the significant decrease in number of individual coaching appointments for AY 2010-2011



RESUME CRITIQUES

Resume critiques allow students to have their resume reviewed by a Career Coach to ensure their resume is in top form before submitting it for job or internship opportunities. Career Coaches take this opportunity to provide one-on-one job search assistance while they help students tailor their resumes to a chosen industry. Table 4 shows the comparison of resume critiques by class year for 2010-2011 and 2009-2010. The following chart illustrates the comparison of students utilizing resume critiques by student status. **In 2010-2011, the VCC critiqued 408 more resumes than in 2009-2010, a 49 percent growth in utilization by Vanderbilt students.** While Seniors, Juniors and Sophomores utilized this service the most again in 2010-2011, because of the high number of students (n=172) where data was not available during the Spring 2011 semester, it is hard to accurately know which group had the highest utilization.

Table 4

Resume Critiques by Class Year									
	Fall 2010	*Fall 2009		Spring 2011	Spring 2010		Total 2010-2011	Total 2009-2010	% Change
Senior	193	176		85	51		278	227	22.5%
Junior	178	89		135	82		313	171	83.0%
Sophomore	101	83		178	88		279	171	63.2%
Freshmen	35	53		67	54		102	107	-4.7%
Graduate/Professional	21	36		25	15		46	51	-9.8%
Alumni	0	17		16	4		16	21	-23.8%
Data Not Available	30	21		172	59		202	80	152.5%
Total	558	*475		678	353		1,236	828	49.3%

**Fall 2009 included a Resume Drop in addition to Resume Critiques. This was discontinued after Fall semester and is included in this number.*



WORKSHOPS

In order to reach a greater number of students than can be served through individual coaching appointments, the VCC partners with alumni, employers, and parents to present relevant programming to students throughout the year. Programs range from preparing students for an Industry Career Day to speaking to classes or clubs on a variety of career-related topics. During the 2010-2011 academic year, an effort was made to make certain the content was targeted to student interests as well as including employers or alumni as guest speakers. Additional resources were also committed to advertising programs in the Vanderbilt *Hustler*. As a result of these efforts, **the average number of students attending a program during 2010-2011 rose to 20.3 students per program compared to 16.3 students per program during 2009-2010.** Table 5 lists the number and attendance of the workshops held each semester.

Table 5

VCC Sponsored Workshops & Presentations by Academic Year									
	Month	# of Workshops			# Students Attending			Avg. # of Workshops Attended per Student	
		2010-2011	2009-2010	% change	2010-2011	2009-2010	% change	2010-2011	2009-2010
Fall Semester	August	2	2	0.0%	40	3	1233.3%	20.0	1.5
	September	20	22	-9.1%	633	392	61.5%	31.7	17.8
	October	15	23	-34.8%	182	181	0.6%	12.1	7.9
	November	21	4	425.0%	485	660	-26.5%	23.1	165.0
	December	5	5	0.0%	224	14	1500.0%	44.8	2.8
		Total	120	108	11.1%	2430	1761	38.0%	20.3
Spring Semester	January	12	6	100.0%	232	7	3214.3%	19.3	1.2
	February	13	15	-13.3%	240	107	124.3%	18.5	7.1
	March	17	11	54.5%	169	131	29.0%	9.9	11.9
	April	13	18	-27.8%	212	180	17.8%	16.3	10.0
	May	2	2	0.0%	13	86	-84.9%	6.5	43.0

PEER CAREER ADVOCATES (PCA)

In addition to programming developed and presented by the VCC staff, the Career Center also trains its students employed as Peer Career Advocates (PCAs) to present workshops in the Vanderbilt community and to engage with campus partners and student groups. During 2010-2011, the **PCAs presented 19 programs** on the following topics:

- Overview of VCC Services
- How to Find an Internship
- Using DoreWays
- Resume & Cover Letter Writing

CAREER CLUSTER LISTSERVS

Students have the opportunity to opt-in to one or more career-related listservs. The listservs send emails to students weekly or bi-monthly, depending on the time of year and opportunities available for a particular area of interest. These listservs are another way for students to explore careers in a particular industry, learn about employers and be apprised of upcoming job and internship opportunities. In addition to students, alumni and faculty may also opt-in for listserv emails to keep current on opportunities available through the VCC. Table 6 shows the listservs available through the VCC and the number of subscribers.

Table 6

VCC Listservs	
Name	# Subscribers
Arts, Media & Communication	740
Consulting	1,110
Fashion	383
Hospitality, Tourism & Restaurant	394
HR, Management & Sales	1,066
Sports	518
Education/Non-Profit	701
Engineering & IT	721
Finance/Banking	899
Healthcare	643
Policy/Law	938
Total Subscriptions	8,113

TOTAL ACCESS EVENTS

In addition to presenting workshops on career preparedness, the VCC team feels it is important to bring career professionals on campus to provide first-hand information to students on different career fields. Total Access events involve multiple employer panelists presenting information to students on working within a specific industry. These events have been well-attended by students and the feedback positive.

2010-2011 Event Highlights:

- **Total Access: Finance** – This year’s theme focused attention on investment banking in middle market or boutique firms. Panelists included three managing directors, three current analysts, and three students who had interned in similar firms. Firms represented included **Raymond James, Harris Williams, Croft and Bender, Goldman Sachs, Overholt & Bean PC Accounting, and UBS. Thirty-three students attended.**
- **Total Access: Sports** – **33 students attended** this event created through a partnership with Vanderbilt Alumni Relations. Students were able to network with and learn about the sports industry from

alumni representing the following organizations: **Houston Texans, Memphis Grizzlies Foundation, The Tennessean, and the Tennessee Titans.**

- **Total Access: Fashion** – This event was held for the first time through a collaborative effort from the VCC, Vanderbilt Alumni Relations, and Professor Alex Sargent, Theatre Department. Four alumni panelists were on hand to answer student questions and provide a glimpse into different areas of the fashion industry. The jobs held by the panelists included **Style Blogger, Entertainment Stylist, Executive Team Leader-HR, and a Senior Merchandise Planner. Eighteen students were in attendance.** On display during the event were items created by students enrolled in Professor Sargent’s Costume Design Class.
- **Total Access: Healthcare** – The Healthcare cluster partnered with Medicine Health and Society (MHS), Health Professions Advisory Office (HPAO), Human and Organizational Development (HOD), Vanderbilt University School of Engineering (VUSE), and Vanderbilt Institute for Global Health (VIGH) to host its first Total Access event with **59 students and 22 employer representatives in attendance.** The goal of this event was to support the process of Vanderbilt students exploring their options in the non-clinical healthcare field. By involving recent alumni, more experienced alumni, as well as employers who had expressed interest in recruiting on Vanderbilt’s campus, there were varied perspectives among the participants. The format was rotational in nature with small group discussions directed by student facilitators. There were five stations (Healthcare Consulting, Healthcare Business, Healthcare Administration, Biotechnology/Research, & Healthcare Finance), and students rotated through three. The employers represented at the event include the following: **The Surgical Clinic, Insight Genetics, Davita, VUMC, Quorum Health Resources, North Highland Consulting, SHOUT America, Jefferies & Company, Maxim Health Solutions, Brookdale Senior Living, C3 Consulting, American Cancer Society, Clayton Associates, HCA, InQuickER, Medtronic, Centerstone Research Institute, and HealthTrust Purchasing Group.**

CAMPUS RECRUITING

Campus recruiting is one of the most recognizable ways the VCC provides for students to explore careers and pursue positions of interest to them. Four key areas comprise the campus recruiting efforts: **Industry Career Days, On-Campus Interviewing, Employer Information Sessions, and DoreWays job and internship postings.**

INDUSTRY CAREER DAYS

Industry Career Days (ICDs) are opportunities for students to network with employers in a targeted industry, i.e. Consulting, Finance, or Engineering. Often the employers are recruiting for full-time job or internship opportunities. During the 2010-2011 academic year, the VCC hosted four ICDs during the fall semester: **Business, Communications, and Consulting ICD, Finance ICD, Engineering & Information Technology ICD, and Government & Non-Profit ICD.**

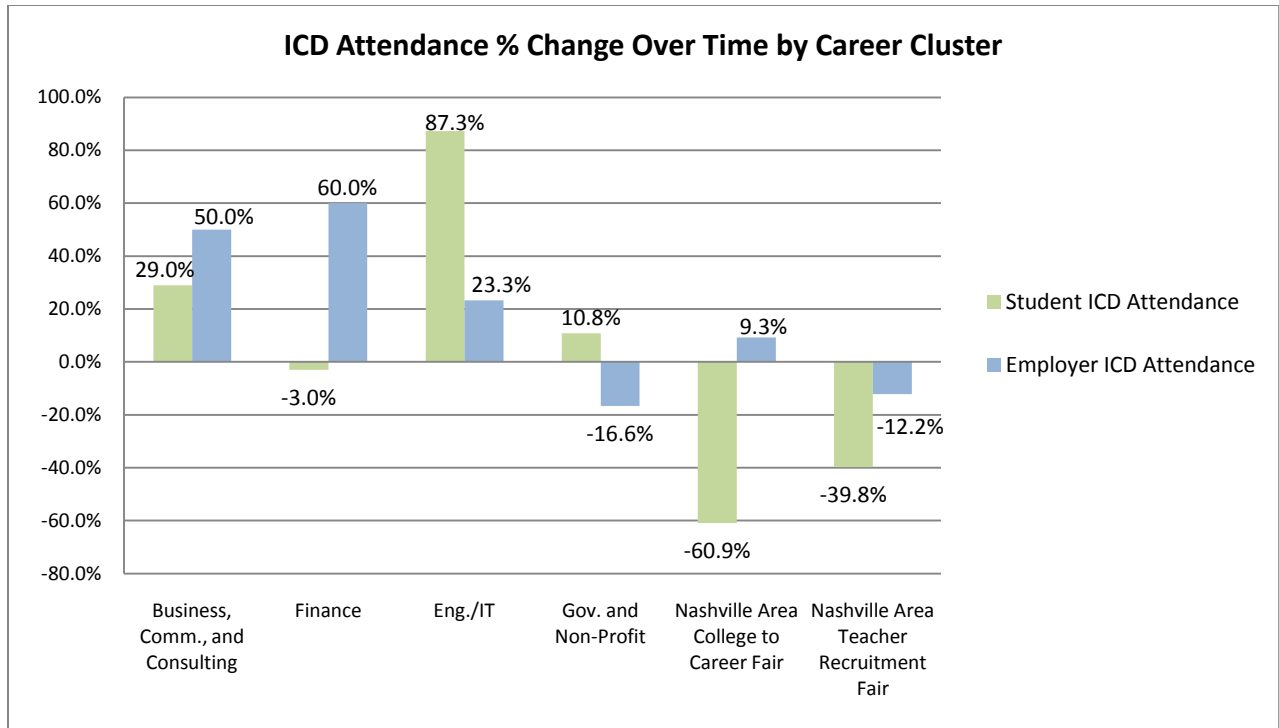
During the Spring semester, the VCC added a second **Engineering & Technology ICD**, which brought **37 companies to campus**. This event resulted in two affiliated programs: **Networking Night**, with **57 students in attendance**, and **Coffee with the Professors**, where **17 professors took the opportunity to network with employer representatives**.

Additionally, the VCC partnered with 13 Middle-Tennessee colleges and universities to host the **Nashville Area College to Career Fair** and the **Nashville Area Teacher Recruitment Fair**. These events are held on the same day at the Williamson County Ag Expo Center and often draw lower numbers of Vanderbilt students than the on-campus ICDs. The first **Green Jobs Fair** was also hosted by the VCC, who partnered with the Sustainability and Environmental Management Office (SEMO) to provide students information on different types of environmental and sustainable organizations and the types of jobs available.

Table 7

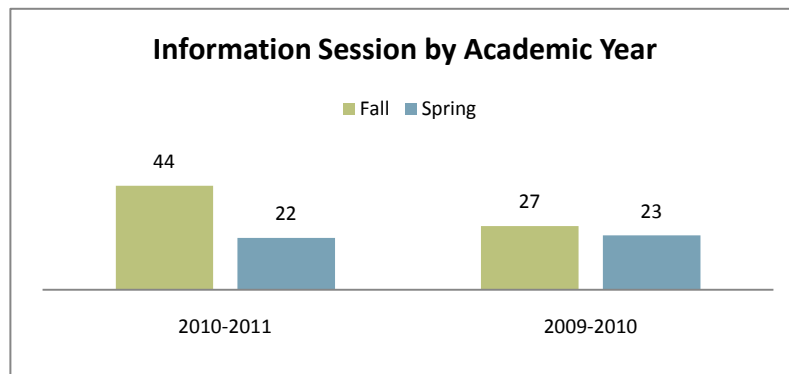
Industry Career Days and Career Fairs 2010-2011						
Name	# Students Attending			# Employers Attending		
	2010-2011	2009-2010	% change	2010-2011	2009-2010	% change
Business, Communications, and Consulting ICD	320	248	29.0%	27	18	50.0%
Finance ICD	127	131	-3.0%	16	10	60.0%
Engineering & Information Technology ICD	397	212	87.3%	37	30	23.3%
Government and Non-Profit ICD	72	65	10.8%	10	12	-16.6%
Spring Engineering & Information Technology ICD	220	-		36	-	
Green Jobs Fair	25	-		16	-	
Nashville Area College to Career Fair*	34	87	-60.9%	117	107	9.3%
Nashville Area Teacher Recruitment Fair*	65	108	-39.8%	72	82	-12.2%
Totals	1,260	851	48.1%	331	259	27.8%

* Annual fairs co-sponsored by 13 middle Tennessee colleges.



INFORMATION SESSIONS

Employer information sessions are key ways for students to learn more about an employer and their respective industry as well as an opportunity to network with employees. During 2010-2011, the VCC hosted **71 companies for Information Sessions** – 44 during the Fall semester and 27 during the Spring semester. The overall number increased by **57.7 percent** from 2009-2010. The following chart offers a comparison by semester to 2009-2010.





ON CAMPUS INTERVIEWS

According to the 2011 Graduating Student Survey, 44% of respondents, up from 32.8% in 2010, indicated they used the VCC to help them obtain their full-time post graduate employment position. Applying and interviewing for OCI positions posted in DoreWays is a key way students can connect to employers. Table 8 outlines the OCI activity for full-time positions for 2010-2011.

Table 8

OCI (On-Campus Interview) Activity for Full-time Positions by Academic Year									
	Fall 2010	Fall 2009	% Change	Spring 2011	Spring 2010	% Change	Total 10-11	Total 09-10	% Change
# employers who interviewed	49	43	+14%	50	12	+316.6%	99	55	+80%
# OCI job postings*	66	-	-	63	-	-	129	-	-
# applications for positions	2113	1461	+44.6%	604	286	+111.2%	2717	1747	+55.5%
# interviews conducted (includes 2 nd round)	723	655	+10.4%	248	101	+145.5%	971	757	+28.3%

*Data not collected on number of OCI Job Postings in 2009-2010

INTERNSHIPS

Internships, both paid and unpaid, continue to be key experiences for students as they build their resume and try to figure out their place in the world of work. In the 2011 Graduating Student Survey, 69.4 percent of respondents stated that they had completed an internship while an undergraduate student at Vanderbilt up from 67.4% in 2010.

ON CAMPUS INTERVIEWING (OCI)

The VCC strategically targets and cultivates relationships with a variety of companies who come to campus to recruit students for internships. During this school year, **460 students interviewed for positions with 48 employers for internship positions.** Table 9 shows the breakdown of On-Campus Interview (OCI) internship opportunities as they were posted in DoreWays (VCC’s on-line career management system utilized to manage campus recruiting program and tracking of student engagement) during the fall and spring semesters.

Table 9

OCI Internship Activity by Semester			
	Fall 2010	Spring 2011	Total
DoreWays internship postings	15	47	62
# of applications for internships	275	1255	1530
# interviews conducted	91	369	460
Employers who interviewed	13	35	48

UCAN

The University Career Action Network (UCAN) founded in 1996 is a consortium of 22 national colleges and universities from Harvard University on the east coast, to Vanderbilt University in the south, to Pepperdine University on the west coast that supports an internship exchange. The Internship Exchange is a shared database maintained by consortium members listing thousands of domestic and international internships. This year, VU students had access to over **5173 internship opportunities virtually expanding their ability to work in geographically diverse locations across the U.S. and abroad.**

VANDY ON MADISON AVENUE INTERNSHIP PROGRAM

The Vandy on Madison Avenue Internship Program is a summer opportunity designed to help Vanderbilt students find their way in the real-world labyrinth of New York City. Vandy on Madison Avenue picks up where the strong classroom foundation of Vanderbilt leaves off, providing real-world experience in the Media & Communications industry. Table 10 shows the statistics from the past three summers.

Table 10

Vandy on Madison Avenue Summer Internship Program by Year								
Number of VMA Employers posting an internship			Number of Students who Applied			Number of Students Accepted and Participating		
2011	2010	2009	2011	2010	2009	2011	2010	2009
11	8	3	221	133	78	17	19	10

The **nine VMA employers** hosting 17 students for summer 2011 internships include: **The Brooks Group, CUNet, Dish Network, Kinetic Worldwide, Lucky Duck Productions, MTV, NBC Universal, Teen Vogue/Conde Nast, and Zenith Optimedia.**

VANDY IN HOLLYWOOD SUMMER INTERNSHIP PROGRAM (VIHSIP)

ViHSIP completed its fifth year of providing real-world experience for students interested in the entertainment industry in Hollywood. Table 11 shows the statistics from ViHSIP for the past three years.

Table 11

Vandy in Hollywood Summer Internship Program by Year								
Number of Employers posting an internship			Number of Students who Applied			Number of Students Accepted and Participating		
2011	2010	2009	2011	2010	2009	2011	2010	2009
32	26	14	36	37	31	21	15	11

The **eighteen ViHSIP employers** hosting students for summer 2011 internships include: **APA, Amsel Eisenstadt & Frazier, Candor Entertainment, DigiSynd, Double Feature Films, FX Networks, Generate, Leivity/Improv, Lifetime Networks, Miramax, NBC Universal, New Wave Entertainment, PMK, Reveille, Tavis Smiley, Universal Music Group (UMG), Valeo Management, and Wind Dancer.** There were 36 applicants and 23 received offers. Two of those students accepted positions elsewhere, so a total of 21 students are participating for summer 2011.

INTERNSHIP DATABASE

Students may also access the **Internship Database**, a searchable internship database on the VCC website to identify potential internship and employer targets.

The database is populated with internship information provided by Vanderbilt students in early Fall when they complete the [Summer Experience Survey](#). Students exploring internship opportunities can search the database by the following criteria: Vanderbilt school, major, state, company cluster, company industry, job cluster, or compensation. Students are also able to read a description of what the internship involved.

DOREWAYS (JOB POSTINGS)

In addition to OCI postings, employers are able to post full-time and internship positions in DoreWays without committing to interviewing students on campus. This opportunity gives students a more extensive range of opportunities, both geographically and by job function, for internship and full-time positions. NACElink is another opportunity students have to search for jobs. NACElink is the largest career network of career services and recruiting professionals in the world. It allows employers to perform recruiting tasks at multiple schools simultaneously through a single website. These postings are viewable by NACElink member schools only. Table 12 shows the total DoreWays postings for 2010-2011 as compared to 2009-2010 in addition to NACElink postings. The VCC saw an **overall increase of job postings by 15.6%.**

Table 12

VU Specific DoreWays Postings (OCI Not Included) by Academic Year	NACElink One
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									Stop Postings by Academic Year	
	Full-time Opportunities		Internship Opportunities		Volunteer/ Fellowship Opportunities		Total		NACElink	
	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10	10-11	09-10
Fall 2010	641	399	341	177	18	5	1,000	581	482	302
Spring 2011	552	650	361	438	7	28	920	1116	368	397
Total	1193	1049	702	615	25	33	1,920	1697	850	699

According to the 2011 Graduating Student Survey, 46.3 percent of respondents planned full-time employment following graduation as opposed to 42.8 percent of graduates in 2010. Geographically, more Vanderbilt students obtained jobs in the Southeast (30.5%), followed by the Northeast (20%) and then the Mid-Atlantic (14.1%). For more detailed information on companies who recruited VU students for full-time and internship positions, please see the 2011 [Post-Graduation Report](#).

FIELD TRIPS

During 2010-2011, field trips continued to be a popular avenue of exploring career fields for Vanderbilt students. The Arts, Media and Communications cluster, Public Policy, Government and Law cluster, and the Healthcare cluster all organized field trips for the benefit of their students. The following is a list of the organizations visited during the field trips:

- Country Music Hall of Fame
- Bookpage
- Gresham, Smith & Partners
- Capitol Records
- Vanderbilt University Medical Center
- United States Capitol: Vanderbilt Office of Federal Relations, Center for American Progress, Center for International Policy, CIA, Charles G. Koch Foundation, American Enterprise Institute, Legislative Panel on Capitol Hill with Alumni



THE MAIN THINGS: ESTABLISH CONNECTIONS/LEVERAGE RELATIONSHIPS

The second area of focus for the VCC is to teach students how to leverage their existing relationships to make connections, both within and outside the Vanderbilt community.

VCC: LEVERAGING THE VU NETWORK

Specifically, leveraging the Vanderbilt network during 2010-2011 included forming new relationships with employers and alumni, using upperclassmen to mentor junior students hoping to secure finance internships, collaborating with parents to create summer internships, and coordinating with members of the School of Engineering Committee of Visitors (COV) to establish a pilot mentoring program for sophomore engineering students.

EMPLOYER OUTREACH

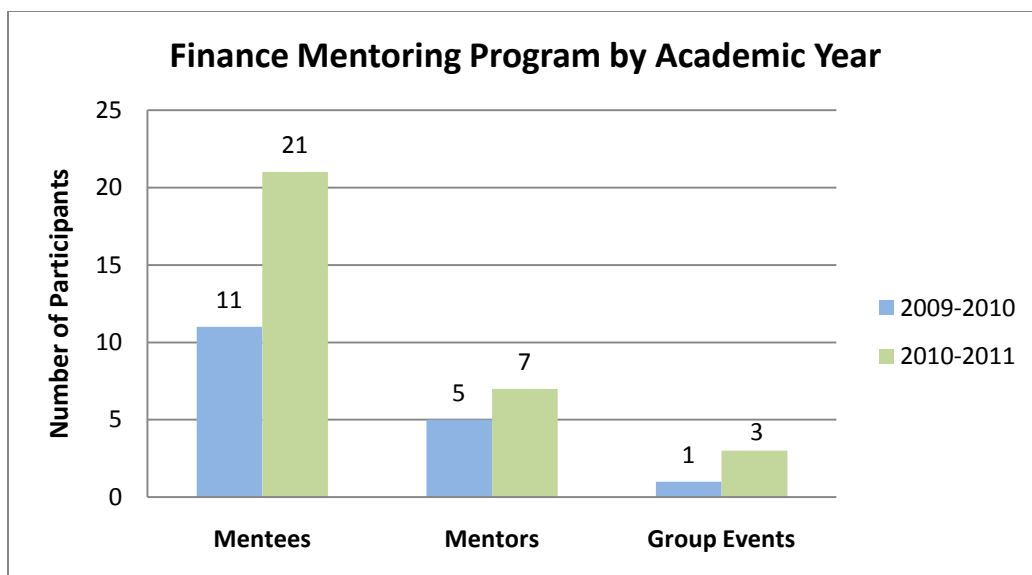
Each year the VCC focuses on ways to expand its reach to employers and alumni. While this sometimes involves connecting with employers who have not previously recruited at Vanderbilt, often it entails developing new contacts within companies where relationships already exist. During 2010-2011, the **VCC connected with 987 unique employers**. Many of these companies engaged in career education and recruitment activities on campus. Those employers that did not participate actively this year will continue to be targeted in 2011-2012 to bring additional opportunities to Vanderbilt students. The complete list of companies contacted during the 2010-2011 academic year can be found in Appendix A.

FINANCE MENTORING PROGRAM

2010-2011 was the 2nd year for the Finance Mentoring Program which **paired 7 seniors who had successful internships with 21 juniors** who were seeking summer internships. In this peer-to-peer relationship, mentees learned a variety of skills including resume writing, researching companies and networking. **This year's program was very successful as all 7 of the senior mentors accepted full-time finance positions upon graduation and all but one of the 21 mentees (95.0%) reported finding a summer internship.** (The remaining student chose to take summer classes instead). Table 13 shows the comparison between 2010-2011 and 2009-2010.

Table 13

Finance Mentoring Program by Academic Year				
	Mentees	Mentors	Group Events	Mentees w/ Internships
2010-2011	21	7	3	95.0%
2009-2010	11	5	1	81.0%



Companies hiring the finance mentees include the following:

- VU Office of Investments
- SunTrust
- Bank of America ML
- Credit Suisse
- Goldman Sachs
- Hypatia Capital
- Tudor, Holt & Pickering
- UBS
- Bain & Co.
- Deloitte
- Goldman Sachs
- Harris Williams
- Children's Memorial Hospital Foundation
- Eaton Vance Investment Managers
- Knight Capital Partners
- Morgan Keegan
- Hunter Wise Financial
- JP Morgan
- Investment Underground

VUSE COMMITTEE OF VISITORS (COV)

The VU School of Engineering Committee of Visitors (COV) worked in partnership with the VCC to give back to the students in the Vanderbilt School of Engineering in new ways. In the fall of 2010, members shared their experiences by giving **twenty-one students feedback in individual mock interviews**. The interviewers were **Paul Turczynski (Boeing), Johnna Van Keuren (Shell), and Vince Sumpter (Accretive Health)**. **John Gass, Corporate Vice President and President, Chevron Gas and Midstream**, personally attended the Engineering & Information Technology Industry Career Day and spoke at an information session later that night where he presented the first annual **Chevron Scholarship to Freshman, Brian Felder**. In the spring, **Paul Turczynski**, leader of the COV Career Committee asked for volunteers to mentor rising juniors in a pilot mentorship program with a 2-year commitment, to guide the students through to graduation. **Thirteen students** applied to the pilot program, and **six students** were chosen for five mentors. The mentors are **Bill Kruger (Nissan), Paul Turczynski (Boeing), Tom Walters (ExxonMobil), Jim Johnson (Kellogg Brown & Root), and Chad Chesney (National Instruments)**.

CAMPUS COLLABORATION

The VCC works diligently to engage its campus partners in order to ensure the needs of students and departments are being met. During 2010-2011, the VCC worked with each of the Vanderbilt colleges and a number of campus departments including Commons, Development and Alumni Relations, Athletics, Business Services, and Owen School of Management.

DEVELOPMENT AND ALUMNI RELATIONS

To strengthen the VCC and Alumni Relations partnership, strategic planning sessions occurred between the leadership of both departments to identify common goals, develop a programs matrix, and determine quarterly progress. Through continued coordination with Alumni Relations, the VCC was able to **engage 91 alumni** in some type of networking or career education activity for VU students. This did not include those alumni who engaged in campus recruiting – ICD preparation, OCI, information sessions, job postings. Examples of the partnership include: Vandy at the Capital Alumni Networking and Panel, Opening Dores Dinners, Alumni in the Fields Panels, Career Conversations, Career Moves, Career Advisor Searchable Database, E-Newsletter, and VIRG GSS Follow-Up Survey and 5 year Alumni Survey.

PARENTS AND FAMILY ASSOCIATION (PAFA) AND PARENTS LEADERSHIP COMMITTEE (PLC)

The VCC realizes that parents are some of our greatest untapped resources for providing connections and career information for students. As such, the VCC partnered with the Parents and Family Program Office during 2010-2011 to sponsor the following: **Soiree at Sarratt**, the **Vanderbilt Undergraduate Research Summer Internship Program**, and an internship at **Citigroup in London**.

SOIREE AT SARRATT

This was the second year for the Soiree at Sarratt, hosted by the VCC and the Parents and Families Office (PAFA) to provide industry information and networking opportunities to students. **Student attendance increased by 100 percent to 104 participants** as the team, led by a PCA (Peer Career Advocate), implemented new marketing strategies. **Thirty-five parents attended** and 97 percent rated the event above average or excellent.

VANDERBILT UNDERGRADUATE RESEARCH SUMMER INTERNSHIP PROGRAM

This year, the VCC developed clinical research internship opportunities in partnership with **Dr. Kathy Grichnik, a Vanderbilt parent and MD at Duke Medical Center**. As a result, 10 labs considered students for summer internships in the areas of Anesthesiology, Surgery, and Dermatology. **Of the 14 students who applied--a majority Medicine, Health and Society and Biomedical Engineering majors--ten students were extended offers with seven accepting.**

CITI LONDON INTERNSHIP

PLC Member, Jim Cowles, Head of EMEA (Europe, Middle East, Africa) Markets and a Managing Director at Citi, met with VCC and Owen Career Management Center representatives during Family Weekend last fall to discuss

strengthening Citi's recruiting relationship with the university. As a result of this collaboration between the VCC and Citi, a summer internship was established for a VU student at Citi's London location. In addition, a site visit was coordinated for other VU students living in London this summer interested in learning more about banking and sales & trading.

BLAIR SCHOOL OF MUSIC

For the fourth consecutive year, the **Blair School of Music Career Committee (Associate Dean Melissa Rose, Professors Karen Krieger, Robbie Fry, Jen Gunderman, Sara Manus, Jared Hauser)** and the VCC partnered during 2010-2011 to provide targeted programming and activities for Blair students. In addition, the VCC increased marketing efforts of VCC services through the **What's Next? Program** and the Blair recital time which is open to all Blair students. The result of this partnership produced the following events:

- What's Next? Program
- Blair Walk-In Hours
- Careers in the Music Industry
- Capitol Records and Country Music Hall of Fame Field Trips

PEABODY COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

The VCC supported Peabody College, Human and Organizational Development, in the Fall semester by **providing a tour and rotating workshops for 170 students in HOD 1400**. Workshops included information on how to connect with VCC services, web-based resources and an overview of how to participate in campus recruiting. In the Spring semester, **120 HOD students visited the VCC to have their resumes critiqued as part of a class assignment**. This on-going collaboration between the VCC and HOD continues to be effective in connecting students to job search resources and opportunities.

In addition to the relationship with the HOD department, this year the VCC strengthened ties to the Education faculty and students by focusing on ways to support these students in their job search. The VCC gave class presentations and conducted a Saturday workshop to help students who were doing their student teaching to prepare for the Teacher Recruitment Fair. **Education Recruitment Week** was also implemented this year, which was a first time opportunity for Education students to participate in On Campus Interviews. This event was conceived after meeting with Chris Lafevor, Director of Teacher Licensure, as well as discussions with several faculty and program directors within the College of Education. Addressing the concern about the lack of on campus opportunities for education students, an "out of the box" process was established for Education Recruitment Week to allow students with practicum or student teaching requirements to still participate in interviews. Over 100 schools/districts were invited to attend the event which ran March 16th-23rd. **Sixteen districts registered and attended the event interviewing 65 of the 100 students that applied for positions.**

SCHOOL OF ENGINEERING

The VCC, in partnership with VUSE, planned a multi-pronged marketing approach to attract students, faculty, and companies to the Fall and Spring Industry Career Days. This approach included increased marketing to students, improved faculty involvement, intensified company outreach, and personal contact with engineering society

officers to increase student involvement through student leaders and peers. All of the efforts between the VCC and VUSE brought **an increase of 80 percent in unique companies coming to campus to recruit students through an Industry Career Day over 2009-2010.**

Additionally, to address the problem of low student attendance by VUSE students at company information sessions experienced in 2009-2010, the VCC rewrote classroom presentations to include “the importance of career exploration through attending information sessions.” The same message was included in the **four year timeline** created for students in collaboration with the **VUSE Career Committee (Associate Dean Cynthia Paschal, Professors Joel Barnett, Bob Stammer, Bob Galloway, John Bers, Scott Guelcher, Jeff Black, Lawrence Dowdy)** and communicated in presentations to the engineering societies. Information sessions and ICDs were also targeted in weekly listservs, with times, dates, and company information.

COLLEGE OF ARTS AND SCIENCE

The VCC partnered again with the College of Arts and Science to provide administrative support on Summer Internship Credit for A&S students. A&S faculty/staff also worked with the VCC leadership and a trans-institutional group to determine entrepreneur resources on campus for students. Professor Alex Sargent, Theatre Department, partnered with VCC staff for the inaugural Fashion Total Access networking and exploration event for students in the Spring. Staff worked closely with Film Studies faculty on the **Vandy on Madison Avenue and Vandy in Hollywood Summer Internship programs.**

COMMONS

Representatives from the VCC and the Commons including four Faculty Heads of Houses attended a strategic planning session last summer that produced a roadmap for collaborations during the year. Some of these included the creation of a new Visions module addressing student identity and the assignment of VCC Peer Career Advocates to individual houses to provide a communication link between the Commons and the VCC. As a result, **career educational programming was offered in 5 of the 10 houses by VCC staff.**

Additionally, **to support first year leadership development**, the VCC worked closely with Commons staff to support the RA and VUceptor application processes. The VCC developed customized resume writing tools for RA applicants that were offered on-line and presented 3 interviewing workshops for VUceptor applicants with **56 students participating.** Approximately, 69.2% of students responding to a follow-up survey indicated that they “agreed” or “strongly agreed” that the interview workshop made them a more competitive interviewer for the VUceptor role.

This spring, a group of students from the Commons submitted a proposal to VCC leadership about ways freshmen could be more aware of VCC services and plans are underway to implement a Visions module for Fall 2011 that will create an awareness of the VCC among first year students.

OWEN SCHOOL OF MANAGEMENT

The partnership with the Owen School of Management illustrates the importance of cross-campus collaboration when working with potential employers. Notably, Owen and the VCC have worked together to create opportunities for both offices. Through coordinating joint information sessions and interview schedules, Owen and the VCC were able to make recruiting efforts more efficient and cost effective for organizations **like FedEx, Simon Property Group, ServiceMaster, and DME Automotive**. The VCC works to make employers seeking financial analysts aware of Owens' Masters of Finance students and allows these students to participate in on-campus interviews and Industry Career Day events. The VCC and Owen consistently coordinate and communicate recruiting efforts by referring employers between the two offices.

ATHLETICS DEPARTMENT

CHAMPS: CHALLENGING ATHLETES' MINDS FOR PERSONAL SUCCESS

During 2010-2011, the VCC partnered with the Vanderbilt Athletics department's CHAMPS/Life Skills office. The VCC CHAMPS team **participated in the Northwestern Mutual Career Workshop** providing an overview of VCC services to student athletes, administered and interpreted the MBTI and CareerLeader assessments for the women's' tennis team, and assisted the Champs/Life Skills Office with the revision of the Student Athlete Career Playbook. Senior athletes identified during mandatory meetings with the CHAMPS/Life Skills coordinator as needing career assistance were referred to the VCC for individual coaching.

BUSINESS SERVICES

The VCC was invited back for its annual presentation for Business Services students on Saturday, October 30th, 2010. These students represented freshmen through seniors that work on campus in dining services, the bookstore, or mail services. The program, **"How do I Decide? Exploring Careers and Implementing Your Career Path"**, was presented to the **17 students in attendance**. Using the 100 Jobs Exercise students identified jobs that were of most interest, and reflected in groups upon themes and conflicts in each of their jobs of interest. An overview of Career Center services and resources was also presented.

PUBLIC AFFAIRS/OFFICE OF WEB COMMUNICATIONS

During 2010-2011, the VCC partnered with the Office of Web Communications to launch a new website that is more streamlined with easier navigation.

THE MAIN THINGS: DATA

The third area of focus for the VCC is data. This has encompassed not only statistics regarding student employment, but also surveys of employer and student satisfaction. A partnership with Vanderbilt Institutional Research Group is key in helping the VCC accomplish its data-related goals.

VANDERBILT INSTITUTIONAL RESEARCH GROUP (VIRG)

Through on-going collaboration with the Vanderbilt Institutional Research Group (VIRG), the first institutional report on “The First Destination of 2010 Graduates” was produced in the fall which supported findings from the 2010 GSS of the types of employment opportunities obtained by VU graduates. Collaboration on outcomes information of VU graduates also expanded to include School of Engineering’s Senior Survey data this year and is integrated in this year’s [Post Graduation Report](#). Additionally, in an effort to support improved outcomes reporting, VIRG has provided technical and consulting support as we work to create a web based reporting tool that will allow the VCC to leverage institutional data with data collected through DoreWays.

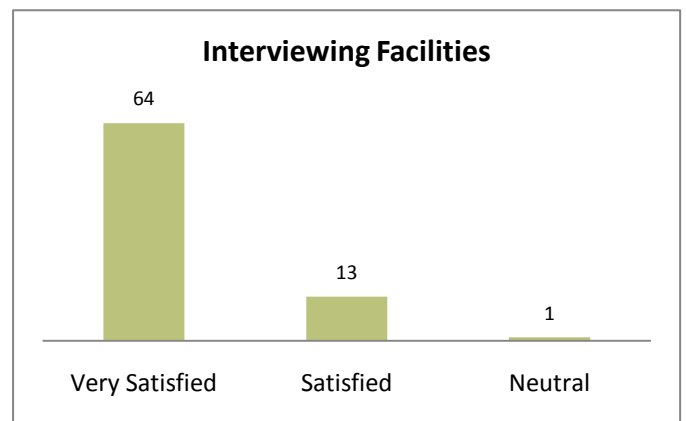
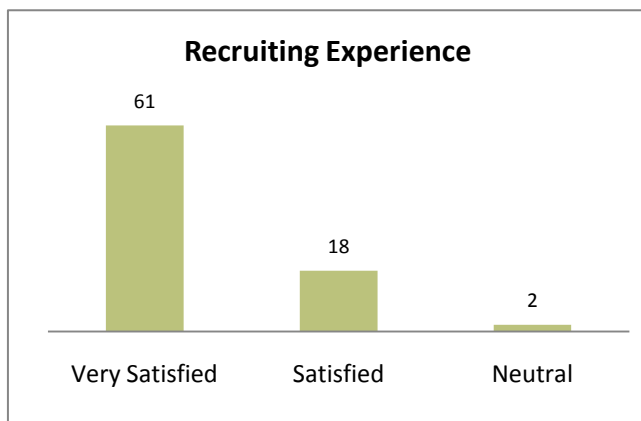
ON-CAMPUS INTERVIEWING (OCI) SATISFACTION

For the 2nd consecutive year, the VCC sought information and feedback from students and employers who participated in On-Campus Interviewing (OCI) in a survey format. The purpose was to assist students with their job/internship search and aid students in their goal of becoming more prepared for interviews and the recruiting process. The following data was provided by the interviewers and students who participated in Fall 2010 and Spring 2011 on campus interviewing at the VCC.

EMPLOYER FEEDBACK

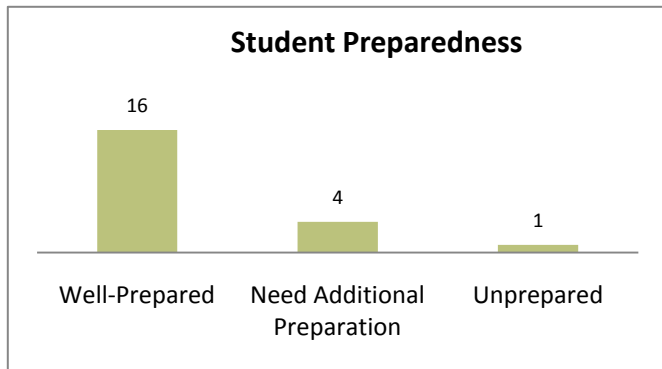
The VCC asked employers to rate their day and overall recruiting experience at Vanderbilt. Of the 81 employers who responded, 75.3% stated their experience was very satisfying, 22.2% said they were satisfied with their recruiting experience and 2.5% were neutral with their recruiting experience.

When employers were asked about their satisfaction with the interviewing facilities, the following responses were given: 82% were very satisfied, 16.7% were satisfied, and 1.3% were neutral in their response.



Employer Feedback on Student Preparedness: When asked to rate how well prepared the Vanderbilt students were for interviews, 76% stated they were well-prepared, 19% stated they could use additional preparation, and 4.7% stated they were unprepared.

Employer Feedback on Students' Resumes: When asked to rate the quality of students' resumes, 88.6% of respondents stated they were good or excellent, and 11.4% stated they were fair.



STUDENT FEEDBACK

The key findings presented below are extracted from the 2011 Graduating Student Survey, which is produced each year by the Vanderbilt Institutional Research Group (VIRG).

Key findings include:

- In 2011, students expressed greater satisfaction with internship opportunities (at 65.8%, compared to 56.0% in 2010).
- The percentage of graduating students who indicated their primary activity in the fall would be full-time paid employment rose from an all-time low of 40.1% in 2010 to 44.1% in 2011. The percentage of students going on to full-time employment that had accepted or had at least been offered a position remained steady at 48.6% in 2011 (compared to 48.4% in 2010).
- Full-time graduate school attendance as a primary activity in the fall was reported at a rate of approximately 33%. Of those, approximately 84% had already achieved admission at the time of surveying (up from 78% in 2010).
- For those indicating they had already been accepted to graduate school, rates of achieving admission to first-choice schools remained constant at approximately 64%.

For the Class of 2011, 380 students accepted full-time employment offers by the date of the survey. The following table summarizes the sources students cited using regarding the full-time offers they accepted. Multiple sources could be selected. The VCC was cited almost as frequently as family/friends by students reflecting a significant increase over students' response in 2010.

How Students Found Their Jobs		
	2011	2010
Family/Friends	47%	42.6%
Vanderbilt Career Center	44%	32.8%
In-Person Employer Connection	24.4%	27%
Alumni	23.8%	21.3%
Employer Website	31.5%	20.5%
Faculty/Academic Advisor	15.5%	14.8%
On-line Job Posting Search	17.9%	13.1%
Other	12.5%	11.5%
On-line Social Networking	1.8%	1.6%

LOOKING AHEAD – 2011-2012

Looking ahead to 2011-2012, the VCC has identified three areas for new or expanded initiatives: VCC integration into the student experience, strategic marketing, and standardized coaching practices.

INTEGRATION INTO CAMPUS EXPERIENCE

Beginning in fall 2011, the VCC will provide services out of a satellite office at the Ingram Commons. Space will be shared with two existing academic support offices housed in the Martha Rivers Ingram Commons, the Writing Studio and the College of Arts and Sciences Pre-professional Advising Resource Center to provide services focused on first year students and upper class students living and studying on the Peabody campus. Currently, the VCC is partnering with VU-cept Board and Commons staff to be more fully integrated into Visions Program for first year students and is collaborating with Dean of Students Office to support RA training with a focus on alumni mentoring. By connecting with students where they live and study, the VCC will become more integrated into their academic and social experience.

MARKETING

To effectively communicate to students and key stakeholders, the VCC will focus on developing and implementing a strategic marketing plan. The goal is to expand utilization of social media in communications strategy and develop strategic partnerships with other campus departments to enhance communications for students, parents, employers, VU faculty, staff and alumni.

COACHING

Approximately, 65-70% of the students who initially connect with the VCC express that they are "unclear" or "undecided" about their career goals. In 2011-2012, the VCC plans to implement standardized practices for

coaches to more effectively support students in their professional development. Structured activities and career coaching will continue to be offered that will help students with exploring professional opportunities based on specific career clusters. By implementing standardized coaching practices for professional staff, the VCC will expand its ability to serve more students who are unclear in their career and professional development goals.

APPENDIX A – EMPLOYER LIST

(The) Choice Program	American Income Life	Bank of America Merrill Lynch
30 Tigers	American Institutes for Research	Baptist Hospital-Human Resources
3M	American Lung Association of Tennessee	Barclay's Capital
A.D. Vallett & CO	American Megatrends	Barge Wagonner
A.O. Smith Water Heaters	American Red Cross	Battle Ground Academy
Abbott Laboratories	American Songwriter Magazine	Baxter Healthcare
Abercrombie & Fitch	Amgen, Inc.	Bayer
ABLE Youth	Amnesty International	BB&T
Absolute Wireless	AmniSure	BBDO
Accenture	Analytic Services Inc./Homeland Security Institute	BBR Partners, LLC
Accision Health	Anheuser-Busch	Becton Dickinson
Accretive Health	Aon Corporation	Belcan
ACDI/VOCA	Apple, Inc	Belden
ACES Power Marketing	Applied Materials	Bentley Systems
Actus Lend Lease	Aptus Capital, LLC	Best Magazine
ADTRAN	Arbor Advisors	Bethlehem Centers of Nashville
Advanced BioHealing, Inc	Archer Daniels Midland	Better Tomorrows Adult Educ. Ctr.
AdvanceTEC	Archon Group	Beyond Traditional Borders
Adventure Science Center	Argon Street	Bibb Co., GA
Advisory Board Company	Arkansas State Highway Dept.	Big Brothers & Sisters of Middle TN
AECOM	Army Contracting Command	Bill Emerson National Hunger Fellowship
Aerowing	Army Materiel Command	BioMimetic Therapeutics
Affiliated Engineers	Arnold Airforce Base	Black Children's Institute of TN
Aflac	Arnold Engineering Dev. Center	Blackbaud
Against the Grain	Art Institute of Chicago	BlackRock
Aim Health (now Ingenix)	Arthritis Foundation	Blackstone Group
Air Force Officer Accessions	Arts and Business Council of Greater Nashville	Bloomberg
Airworthy Parts International	ARX	BlueCross BlueShield
Akiva School, TN	Ascension Health	BNSF Railway
Alabama Supercomputer Center	Asheville City Schools, NC	Boeing
Alcoa, Inc	Asurion	Book 'Em
Alcohol and Drug Council of Middle Tennessee	AT Kearney	Book Page
Aldridge Electric, Inc.	AT&T Services, Inc.	Books-A-Million
Alignment Nashville	Athlon Sports	Borman Entertainment
Alive Hospice	ATK Space Systems	Bosch
Alliance for Catholic Education – Notre Dame, IN	Atricure	Boston Consulting Group
Aloompa	ATT (TMP Global)	Boston Public Schools, MA
alt.consulting	Autism Society of Middle TN	Boston Scientific
Altria	Automated Trading Desk	Boston Teacher Residency
Amazon	Avalanche Entertainment	Bowling Green Independent Schools, KY
American Airlines	Avenue Bank	Boys and Girls Club of America
American Association of Advertising Agency	Avondale Partners	Brain LAB
American Association for State and Local History	AXA Advisors	Brasfield & Gorrie
American Cancer Society	B&W Y-12 National Security Complex	Brentwood Academy Upper School
American Cast Iron Pipe	Backfield in Motion	Brentwood Capital Advisors
American Diabetes Association	Bain & Company	Bridgestone/Firestone
American Enterprise Institute	Baker & Kelly Entertainment Law	Bridgewater Associates
American Express	Baker Hughes	BrightStone
American Heart Association	Balfour Beatty	Bring Urban Recycling to Nashville Today (BURNT)
		Brite Entertainment

Brookdale Senior Living
Brooksource
Broward County Public Schools, FL
Brown and Caldwell
Bryan Research & Engineering, Inc.
Buncombe Co. Schools, NC
Burlingame School District
Burns & McDonnell
C3 Consulting
CalsonicKansei North America, Inc.
Cambridge Associates
Cameroon Education Corporation
Campus for Human Development
Canberra Industries
Capgemini
Capital Financial Group, LLC
Capital Network Leasing Corp.
(CapNet)
Capital One
Capitol Records
Capitol Solutions
Capstone Financial
Cardinal Engineering
CarMax Auto Finance
Carney Sandoe & Associates
Carreker Corporation
CASA Nashville
Caterpillar Financial Services
Catholic Charities of Tennessee
Cave Creek Unified School District,
AZ
CBS College Sports Network
CDL Systems
CDM
Centennial Medical Center
Center for American Progress
Center for Clean Air Policy
Center for Independent Living
Center for International Policy
Center for Studying Health System
Change
Center on Education Policy
Centerstone Community Mental
Health Center
Centerstone Research Institute
Central Intelligence Agency
Ceramatec
Cerami & Associates
Cerner Corporation
CH2MHILL
Charles Co. Public Schools, MD
Charles G. Koch Charitable
Foundation
Charles Schwab
Charleston Co. School District, SC
Charlottesville City Schools, VA

Chattanooga Police Department
Chattanooga's Kids on the Block
Cheekwood Botanical Garden and
Museum of Art
Chevron
Children's House of Nashville
Chipotle Mexican Grill
Choice Hotels International, Inc.
Christ Presbyterian Academy
Christ the King School
Christian Co. Schools, KY
Christian Women's Job Corps
Christie's
CIGNA Healthcare
Cintas Corporation
Circle Square Mortgage
Cisco
Citi
City Year - Washington, DC
CJ Advertising
Clark Construction Group, LLC
Clarksville's Dream Factory
Clayton Associates
Clearview Financial Group
Clorox
Cloud Peak Energy Resources
Clover Bottom-Nashville
CMT
Cobb Co., GA
Cobham Analytic Solutions
Coca-Cola Bottling Co.
Colgate-Palmolive
Commerce One Financial
Community Health Systems
Compensation Advisory Partners
Congressional Budget Office
Congressional Coalition on
Adoption Institute
Congressman David "Phil" Roe
Corkery Group
Corporate Executive Board
Council Ventures
Country Music Association
Country Music Hall of Fame
Covance
CRCC Asia LLC
Creative Artists Agency
Credit Suisse
Crisis Intervention Center
Croft & Bender
Crohn's and Colitis Foundation of
America
Cumberland Consulting Group
Cumulus Broadcasting
CUNet
Currey Ingram Academy

CX-Analytics
D.E. Shaw
David Yurman- Nashville
Davidson Academy
DaVita
DC Public Schools
Decatur, Illinois Police Department
DeKalb Co., GA
Dell Consumer Group
Dell, Inc.
Deloitte Consulting
Delta Airlines
Department of Homeland Security
Department of Veteran Affairs
Dept of Pediatric
Hematology/Oncology, Cancer
Survivorship at VUMC
Deutsche Bank
Digital Edge
Discovery Communications
Discovery Institute
Dismas House Nashville
Disney
Dispensary of Hope
District of Columbia Courts
Dollar General
Domestic Violence Intervention
Center
Donelson Christian Academy
Doubletree/Hilton
Driehaus Capital Management LLC
Duane Morris Government Affairs
Duke University
Eagle Eye Capital
East Nashville Hope Exchange
Easter Seals Tennessee
Eastland Prep Charter School, TN
Eating Disorders Coalition of TN
EATS Magazine/Delivery.com
Edgeview Partners
edo Interactive
Educational Resources Group
Educational Services of America, TN
Edward Jones
El Sucesco News
EMC
Emdeon
Emerson Consulting Group
EMI Christian Music Group
EMids
Endurance Capital
Enliven, LLC
Ensworth School
Ernst & Young
ESPN
Evansville-Vanderburgh School, IN

Ewing Bemis
ExactTarget
Ezell-Harding Christian School
Family and Children's Service -TN
Family Christian Academy
Fareed Wealth Management
Farifax Co., VA
Father Ryan High School
Fayette Co., KY
FBR Capital Markets
Federal Bureau of Investigation
Federal Correctional Institution-
Manchester, KY
Federal Deposit Insurance Company
Federal Energy Regulatory
Commission
Federal Government
Federal Reserve Board
FedEx Express
Fendi North America
Fifth Third Processing Solutions
Firefly Vodka
First Investors Corporation
First Tennessee
Fisher Investments
Foros Group
Fortegra Financial
Fortress Group, Inc.
Fox Publicity
Fox Sports
Franklin Police Department
Franklin Road Academy
Franklin Special School District, TN
Freeport School District #145, IL
Friendship Christian School
Frist Center for the Visual Arts
FTI Consulting
Fulton Co., GA
Fund for American Studies
Gordon County Schools, GA
Galax City Public Schools, VA
Gaylord Entertainment
GE Healthcare
GE Money
GEICO
General Mills
Genesco
Genesis Learning Centers of
Nashville
Genzyme
George P. Johnson
Georgia Environmental Protection
Division
Gerson Lehrman Group
Giorgio Armani Corporation
Girard Securities

Girl Scouts of Middle Tennessee
GlaxoSmithKline
Goldman, Sachs & Co.
Goodpasture Christian School
Goodwill Industries of Middle TN
Google
Grace Trading
Greater Louisville Inc.
Green Corps
Green Corps Field School for
Environmental Organizing
Greenpeace
Gresham, Smith & Partners
GS&F
Gwinnett Co., GA
Haas Center for Public Service
Habitat for Humanity - Nashville
Hachette Book Group
Hamilton Plastics
Hamilton Sundstrand
Hands On Nashville
Harding Academy
Harpeth Capital
Harrah's Entertainment, Inc.
Harrah's Tunica
Harris Williams
Harry Fox Agency
Hazen & Sawyer
HCA
Headline Country
Health Assist Tennessee
Healthcare Strategy Group
HealthStream
Healthtrust Purchasing Group
Healthways
Hendersonville Christian Academy
Henkel
Heritage Christian Academy
Hewlett Packard
Hexagon Metrology
Hick's Holdings
High Hopes Nashville
Higher Achievement Program
Hillers Electrical Engineering
Hillstone Restaurant Group
Holy Rosary Academy
Honeywell Specialty Materials
HOOAH
House Committee on Science &
Technology
Houston ISD, TX
HudsonAlpha Institute
Humana
Huron Consulting Group
i-Deal
IBM

ICM Talent
ICV Solutions
Idaho National Laboratory
Illinois Tool Works (ITW)
illumina
Infiniti Management
Infosys Technologies
InfoWorks, Inc.
Ingram
inMotion Educational Technologies
InsBank
Insight Equity
Insight Genetics
Insight Global, Inc
Intel
Intelligent Implant Systems
Intelligentsia International, Inc.
Intergraph
Internal Revenue Service
International Council of Shopping
Centers
Intuit
Intuitive Allocations, LLC
Investment Underground
Iroquois Capital
J.Crew
J.J.B. Hilliard, W.L. Lyons, LLC
Jackson National
Jackson-Madison County General
Hospital
Jackson-Madison County School
System, TN
Jacobs Engineering
Jeanne Collins & Associates, LLC
Jefferson Lab
Jeffries & Company
Jewish Hospital Healthcare
Services-Louisville, KY
Job Corps Admissions Office
Johns Manville
Johnson & Johnson
Johnson Controls
Johnson Electric
JP Morgan
Juhudi Kilimo
Jump Start
Junior Achievement Nashville
Katcher Vaughn & Bailey
Kellog Brown & Root
Kimberly-Clark
Kimley-Horn and Associates
Kings Point Capital Management
KIPP Nashville Charter
Kirkwood School District, MO
KLA-Tencor
Knoxville Police Department

Knoxville Utilities Board
KPMG
Krauth Electric
Krispy Kreme Doughnut Corp.
Kroger
L'Oreal
LA Private Equity Fund
Laffer Associates
Lancaster Pollard & Co.
Lands End
Lazard Ltd.
Lead Academy Charter
Lebanon City School District, TN
Legacy Investments
Legal Aid Society
Leona Collection
Leukemia and Lymphoma Society
Lexile
Lexmark
Life Science Tennessee
Life Spine
LifeCell
LifePoint Hospitals
Lifeway Christian Resources
Lighthouse Christian School
Lightning 100
LightWave Solar Electric
Linden Corner School
Lipscomb Elementary School
Littlejohn Engineering Associates
Lockheed Martin Corporation
Logan Aluminum
Logos Energy
Longent
Louis Dreyfus
Louisiana Pacific
Lowe's
LPL Financial
Lucifer Lighting
Lucite International
Lynx Capital Partners
MAC Presents
Macquarie Capital
Mailshell
Make-a-Wish Foundation
Manhattan Associates
Manuel Zeitlin Architects
March of Dimes Birth Defects
Foundation - Tennessee Chapter
Marcus Institute - Atlanta, GA
Marquette Partners
MARS
Mars Petcare
Martha O'Bryan Center
Mastrapasqua Asset Management
Maury County Schools, TN

MAX Mobility
Maxim Healthcare
MAXIMUS - Reston, VA
May South, Inc.
Mayo Clinic
McClain Christian Academy
McCull Partners
McGraw-Hill Education
McKesson
McKesson Technology Solutions
McKinsey & Company, Inc.
McLemore Auction Company
McNeely, Pigott & Fox
McVean Trading & Investments, LLC
MedAssets
Medtronic Inc., Neuromodulation
Division
Medtronic Spinal & Biologics
MedVenture Technology
Memphis City Schools, TN
Memphis Grizzlies Foundation
Memphis Teacher Residency
Mental Health Association of
Middle Tennessee
Mental Health Cooperative
Mercedes Benz
Mercer Capital Management
Mercer Human Resources
Consulting
Merck
Mercy Children's Clinic
Meridian Life Science, Inc.
Meridian Technologies
Merrill Lynch
Mesirow Financial
Metavante
MetLife
Metro Government Finance
Department
Metro Nashville Public Schools
Metropolitan Action Commission
Metropolitan Government of
Nashville
Metropolitan Nashville Police
Department
Metropolitan Action Commission,
TN
Michael Kors
Microarrays
Microsoft
Midwest Accident Reconstruction
Services, L.C.
Missile Defense Agency
Mississippi Department of
Education - Mississippi Teacher
Center

Mississippi Teacher Corps
MIT Lincoln Laboratory
Möbius Motors
Monsanto
Montessori Academy
Montessori Centre
Montessori School of Franklin
Montgomery Bell Academy
Morgan Joseph
Morgan Keegan
Morgan Stanley
Motorola
mSight Mobile
Mt. Juliet Christian Academy
MTA (Davidson Transity
Association)-Nashville MTA
MTM Music Management
Multiple Sclerosis Society-Mid TN
Murfreesboro City Schools, TN
Murphy USA
NA Industries
NASA - Marshall Space Flight
NASCO
Nashville Academy
Nashville Area Chamber of
Commerce
Nashville Capital Network
Nashville CARES
Nashville Children's Alliance
Nashville Convention & Visitor
Bureau
Nashville Electric
Nashville Lifestyles Magazine
Nashville Metropolitan Board of
Parks and Recreation
Nashville Opera
Nashville Peace and Justice Center
Nashville Predators
Nashville Preparatory Charter
School
Nashville Prevention Partnership
Nashville Rescue Mission
Nashville Sounds Baseball
Nashville Sports Council
Nashville Symphony
Nashville Teaching Fellows
Nashville Technology Council
Nashville Zoo
National Archives and Records
Administration
National City Corporation
National Collegiate Scouting
Association
National Counterproliferation
Center - Office of the Director of
National Intelligence

National Guard Products
National Institutes of Health
National Instruments
National Journalism Center
National Multiple Sclerosis Society
National Oilwell Varco
National Security Agency
Nationwide
Naval Criminal Investigative
Service, FL
Navistar
Navsea Warfare Centers-Crane
Division
Naxos of America
Neel-Schaffer
Neiman Marcus
Nestle USA, Inc.
NetShape Technologies
New Albany-Plain Local School
District, OH
New Constructs
New Teacher Project
New Visions Academy Charter, TN
New York Life
New York Post
Nexant
Nike
Nissan
Noble Network of Charter Schools,
IL
Nordstrom
North Highland Consulting
Northup Grumman
Northwestern Mutual Financial
Northwestern University Medill
School of Journalism
Nuclear Fuel Services, Inc.
Oak Ridge Institute for Science and
Education
Oak Ridge National Laboratory
Oasis Center
Oceans Research
Office of Governor Bill Haslam
Omnicell
One Stop Digital
OnLife Health
Operation Smile Nashville
Orchard Hiltz McCliment
Orthovita
OSHA-LIANT
Oshner
OSIsoft
Our Kids
Outlook Nashville
Overbrook School, TN
Pacific Gas & Electric Company

Panda Restaurant Group, Inc.
Pandora
Pangea/(Miramax)
Passport Health Communications
Pathfinder Therapeutics, Inc.
Patrick Engineering Inc
Pattonville Schools, MO
Patuxent Research Refuge, MD
PCE
Peace Corps
Pencil Foundation
Performance Friction Corp.
Perkins School for the Blind
Personified
Pfizer
PharmaSys
Pharos Capital Group, LLC
Philips
Philips Healthcare
Pioneer Credit Company
Piper Jaffries
Piramal
Pizza Hut
Pizzazzerie
Pluris Valuation Advisors
Polo Ralph Lauren
PolyOne Corporation
Ponder & Co.
Pope John Paul II High School
PowerPlan Consultants
PPG Industries
Premiere Radio Network
Prevent Child Abuse Tennessee
PricewaterhouseCoopers
Prince William County Public
Schools, MD
Procter & Gamble
Programming Resources Inc.
Progress Rail Services
Progressive Insurance
Prophet Equity LLC
Pros Revenue Management
ProSys Information Systems
Proteus Technologies, LLC
Protiviti
Purina
Putnam Associates
Q Investments
Qiagen
Quality Manufacturing Systems, Inc.
Quorum Health Resources
R.W. Baird
RaceTrac
Rachael Canter
Radiance Technologies
Ragan-Smith

Ralph Lauren
RapLeaf
Raymond James
Raytheon
Real Time Innovations
Reata Pharmaceuticals, Inc.
Regions Bank (Mgt. Assoc. Program)
Regions Financial Corporation
Rent the Runway
Rep. Jim Cooper
Rep. Marsha Blackburn
Rep. Silvestre Reyes
Response America Consulting
Restoration Hardware
Restricted Stock Partners
RFD-TV
Richland School District One, SC
Rights Flow
Rite Aid
Robert W. Baird & Co.
Robertson County Schools, TN
Roche Diagnostics
Rockwell Automation
Ronald McDonald House Charities
of Nashville
Room in the Inn
RTI International
Rutherford County, TN
Ryder
Ryman Auditorium
Sagent Advisors
Sageworks
Salvation Army - Nashville
Samaritan's Purse/Operation
Christmas Child, NC
Sandia National Laboratories
Sara Lee Corporation
Sauer-Danfoss
Schlumberger
Schneider Electric
Schreiber Foods, Inc.
Science Applications International
Corporation
Scripps Networks
Second Harvest Food Bank
Self-Help/Center for Responsible
Lending
Senator Lamar Alexander
Shelby County Schools, TN
Shell Oil Company
Sherwin-Williams
Shoemaker Financial
Shoney's/Church's Chicken
Shoreline Gas Inc.
Shout America
Siemens Healthcare

Signal Hill Capital Group LLC
 Simplex Healthcare
 Skanska USA Building Inc
 Small Business Administration
 Smith & Nephew
 Smith Seckman & Reid
 Smithson Craighead Academy
 Smithsonian Institute
 Smithsonian Publishing/Digital
 Network
 Sole Supports
 Sony Music
 Sotheby's
 Southerland
 Southern Company
 Southern Teachers Agency
 SouthernSun Asset Management
 Southside Christian School
 Southwest Airlines
 Special Olympics Tennessee
 Spirit AeroSystems
 Sports Economics class
 Sports4Kids
 Spring Branch ISD, TX
 Sprint
 St. Bernard Academy
 St. Cecilia Acadmey
 St. Joseph School
 St. Jude Children's Research
 Hospital
 St. Louis VA Medical Center
 St. Luke's Community House
 St. Paul Christian Academy
 Stand for Children Tennessee
 Standard Chartered First Bank
 Standard Functional Foods Group
 Starcom MediaVest Group (SMG)
 STARS Nashville
 Stem Prep Academy Charter, TN
 Stephens Inc.
 Sterne Agee
 Stonestreet One
 Strand
 Strategic Financial Partners
 Stryker Corporation
 Summit Partners
 Sumner Academy
 Sumner County Schools, TN
 Sun Life Financial (Group Insurance
 Division)
 Sun Products Corp
 Sun Valley Investment Professionals
 LLC
 Suntrust Bank
 Susan Gray School
 Susquehanna International Group

Synovus Financial Corp.
 T. Rowe Price
 Taillight TV
 TakeCareHealth
 Target Corporation
 Teach for America - New York, NY
 Teach Georgia
 Teen Vogue/Conde Nast
 Teknetex
 Telemundo Communications Group
 Ten Ten Music Group Inc
 TennCare Advocacy Program
 Tennessean Media Group
 Tennessee Center for Policy
 Research
 Tennessee Coalition Against
 Domestic and Sexual Violence
 Tennessee Commission on National
 and Community Service
 Tennessee Democratic Party
 Tennessee Department of Audit
 Tennessee Department of
 Children's Services
 Tennessee Department of
 Economic and Community
 Development
 Tennessee Department of Finance
 and Administration
 Tennessee Department of Health
 Tennessee Department of Human
 Services
 Tennessee Department of Labor
 and Workforce Development
 Tennessee Department of Mental
 Health and and Developmental
 Disabilities
 Tennessee Department of Safety
 Tennessee Environmental Council
 Tennessee Ethics Commission
 Tennessee Family Solutions
 Tennessee Housing Development
 Agency
 Tennessee Immigrant and Refugee
 Rights Coalition
 Tennessee Performing Arts Center
 Tennessee Regulatory Authority
 Tennessee Republican Party
 Tennessee State Board of Education
 Tennessee State Museum
 Tennessee Student Assistance Corp.
 Tennessee Titans
 Tenth Dems
 The ALS Association TN Chapter
 The Boston Consulting Group
 The Bradley Investment
 Management Group

The Buckle, Inc
 The Caffey Investment Group
 The Covenant School
 The Education Group
 The Guggenheim Foundation
 The Harpeth Hall School
 The Heritage Group
 The Houston Texans
 The Mutual Fund Store
 The Nielsen Company
 The Nutro Company
 The Oak Hill School
 The Redstone Companies
 The Royal Bank of Scotland/RBS
 Greenwich Capital
 The Spot Marketing Group
 The Sunday School Publishing Board
 The Surgical Clinic
 The Tennessean
 Thomas Nelson Publishers
 Thomas Weisel Partners
 Ticketmaster (helloecho)
 Timbervest, LLC
 Tinney Gallery
 Tortoise Investment Mgmt., LLC
 Toshiba
 Total Joint Orthopedics
 Tour Guide Publications
 Towers Watson
 Toyota Financial Services
 Toyota Motor Manufacturing North
 America
 Trane
 Treasury Dept./State of TN
 Trinity Consultants
 TriTek Solutions
 Triticom
 Truveo
 TS3
 Tudor, Pickering, Holt & Co.
 Tunewiki
 Turner Broadcasting System (TBS)
 Turner Construction
 Turner Universal
 TVA (Tennessee Valley Authority)
 U. S. Marine Corps Officer Program
 - Murfreesboro, TN
 U.S. Air Force
 U.S. AmeriCorps National Civilian
 Community Corps
 U.S. Army Audit Agency-Redstone
 Arsenal, AL
 U.S. Army Healthcare Recruiting
 U.S. Army Medical/Vanderbilt ROTC
 U.S. Army Recruiting
 U.S. Army Research Dev & Eng.

Comm.
U.S. Capital Police
U.S. Census Bureau
U.S. Centers for Medicare and Medicaid Services
U.S. Customs and Border Protection
U.S. Department of Agriculture – Rural Development
U.S. Department of Defense – Civilian Personnel Management Service
U.S. Department of Education
U.S. Department of Energy-Office of Environmental Management
U.S. Department of Homeland Security
U.S. Department Of Justice – Antitrust Division
U.S. Department of Justice - Office of Justice Programs
U.S. Department of State
U.S. Department of the Interior
U.S. District Court - Nashville, TN
U.S. Federal Air Marshall Service
U.S. Naval Research Lab – Washington, DC
U.S. Navy
U.S. Navy Civilian Jobs- Mechanicsburg, PA
U.S. Treasury Department
Ubisoft Entertainment
UBS

Uloop
Ultrinsic Motivator, Inc.
United Airlines
United Neighborhood Health Services, Inc.
Universal Lighting Technologies
Universal Truckload Services, Inc.
University School of Nashville
Unum
Urban Outfitters
URS Corporation
US Army Contracting Command, Redstone Arsenal
US Chemical Safety & Hazard Investigation Board
US Environmental Protections Agency
US FDA
USDA, APHIS, PPQ
Valspar
Vanderbilt Children's Hospital Safety Store
Vanderbilt Corporate Relations
Vanderbilt Institute for Medicine and Public Health
Vanderbilt Office of Investment
Vanderbilt Office of Real Estate
Vanderbilt University Employee Credit Union
Vanderbilt University Medical Center
Vanderbilt University Office of

Investments
Verizon Wireless
Vision Research Capital Management
VUMC Marketing Dept.
Wachovia Corporation
Waddell & Reed
Wal-Mart
Walgreens Co.
Walleye Trading, LLC
Warner Brothers "The Daily Grind"
Warner Music Group
Warren Co., KY
Warren County Board of Educ., KY
WealthTrust
Wells Fargo
William Blair & Company, L.L.C.
Williamson Co., TN
Wilson Co., TN
Windstream
WKRN- News 2
Wolverine Trading LLC
Woodbine Christian Academy
World Bank
WSMV Channel 4 News
Wyndham Vacation Resorts
WZTV
XMi Holdings
YES Prep Schools
Yum Brands!
Zimmer