

THE BRIDGE

WOMEN
IN PHARMA®

News and Information for ISPE Chapter and Affiliate Women in Pharma® Leaders



Welcome Leaders

Welcome to the June 2021 issue of **The Bridge**, an ISPE Women in Pharma® (WIP) monthly newsletter developed to open the lines of communication among ISPE Chapter and Affiliate WIP leaders, to provide news of importance, share ideas and best practices, and ensure WIP leaders are kept informed of helpful information as well as updates in ISPE policies and procedures.



ISPE Member Interviews

Caroline Kustermans

[Read more...](#)

Empowerment Suggestions

WIP is looking for even more ways to empower ourselves—and we've identified several that we want to share with you. In each issue of *The Bridge*, you will learn a new way to empower yourself. This month—**June** - the empowerment suggestion for **Confidence** is:

DO RESEARCH ON THE MARKET VALUE OF YOUR JOB, AND USE THAT INFO TO PREP FOR ASKING FOR A RAISE OR LOOKING FOR A NEW JOB.

A Message from ISPE WIP

Kerren Bergman on Confidence



If I asked you if you would describe yourself as confident, how would you answer? Some of you might immediately say “Yes,” others might say “It depends on the circumstances,” and others might get that panicked feeling in their stomach as they answer “No” (usually followed by “...but I’m working on it”). The confidence spectrum is wide: you can have high confidence in some areas and low confidence in others. You also might know people who present themselves as overly confident of their abilities or their perspectives and have observed their impact on others.

Confidence comes from a Latin word ‘fidere’ which means “to trust.” Having self-confidence means having trust in oneself. Evidence from numerous studies shows that women are less self-assured than men—and that to succeed, confidence matters as much as competence. A lack of confidence also drives a number of familiar female habits, including assuming the blame when things go wrong and perfectionism. In multiple studies, perfectionism has been confirmed to be predominantly a female issue, and one that extends through women’s entire lives. Brenda Major, a social psychologist at the University of California at Santa Barbara, has found in her extensive research that men consistently overestimated their abilities and subsequent performance, and that women routinely underestimated both. In reality, the actual performances did not differ in quality.

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Caroline Kustermans



Caroline Kustermans is Senior Consultant Supply Chain Operations - Pharma & Life Sciences for PwC Belgium. An Emerging Leader in the EU, Caroline has also served as Co-Chair of the EU Emerging Leader Community. She is currently in the process of being transferred to work in New York and we wish her

great success. We talked with Caroline to learn more about her involvement with ISPE, her career, and her advice for other ELs starting out in the industry.

What value has ISPE provided you?

I have been an active member of ISPE for 4.5 years now and this community has been invaluable for my career, my insights, knowledge, and network in the industry. One of the core goals of ISPE is to connect professionals in the (bio) pharmaceutical industry with each other in order to share knowledge and experiences and learn from each other.

Two unique benefits of ISPE have been of great value to me throughout the years. First of all, through ISPE events and conferences I have met many likeminded motivated people looking for the best solutions to bring medicines to patients. Every single person I have met in this community is driven by the same passion, has the same motivation, and each connection broadens my horizon and view on different topics from ethics to where the Future of Pharma is going. Secondly, ISPE offers Good Practice Guides written by top professionals with deep expertise, which have been my go-to for various projects and helped me become a better pharma professional myself. I recommend all ISPE members to make use of these Good Practice Guides.

What motivated you to join ISPE?

When I graduated from the University of Ghent, where I studied bioengineering, and entered the biopharma industry, I wanted to get acquainted with as many topics and functions working in a pharmaceutical organisation as possible, from quality and regulatory to engineering, validation and supply chain, etc. As the largest non-profit global association in pharma industry, ISPE offered me exactly what I was looking for and I joined the ISPE Young Professionals Board in Belgium (now Emerging Leaders). ISPE has a very active community organizing events and networking activities throughout the year and subscribing to a local ISPE affiliate automatically makes you a global member, providing the possibility to attend any conference worldwide. After more than 4 years,

ISPE events and conferences feel like home and never disappoint when it comes to content and knowledge sharing. I highly recommend that young professionals in the industry join their local Emerging Leaders community to accelerate their career development.

Can you share some lessons you learned during the Covid pandemic?

Finding balance in your career can be quite a challenge and easy to lose sight of. Balance comes in many forms; the most prominent for me was finding balance between work and personal life during COVID times, much like many other people have experienced. Working from home for an extensive period was completely out of my comfort zone, as I was used to a lot of travel and on-site work at the client facility. While working from home, the boundaries between work and private life blurred completely and work is omnipresent. What worked for me was having the discipline to stick to some of my usual routines such as daily exercise and safeguarding that 'me' time.

What words of wisdom can you share with readers that will help them in their careers?

'Find your passion and be good at what you do.'

The most important advice I can give someone to help be successful in their career, is to make sure what you do every day you do with purpose and passion. If you find your passion and build your career around it, it will make it so much easier to put your best into it every day. Don't look or strive for job titles, first define what it is you want to have achieved at the end of your career and work towards that. Your career development will come naturally having that purpose in mind.

Secondly, be good at what you do. In every new role, project, or challenge, take your time to focus on what is new and give yourself room to learn by reading, studying, listening to others more experienced, attending webinars on the topic, and opening yourself up to broaden your knowledge. Take ownership of your responsibilities so that eventually you can take pride in a job well done.

Specific to your experience, what advice would you give someone contemplating a career move.

It is never too late to learn new things! If a career move scares you because it comes with a lot of new challenges or unknowns, the best thing to do is just dive into it! It is so rewarding to keep on learning and growing! And remember - it's when you're uncomfortable that you're progressing the most! ❖

Rosaline Elsie Franklin

25 July 1920-16 April 1958



Rosalind Elsie Franklin was an English chemist and X-ray crystallographer whose work was central to the understanding of the molecular structures of DNA (deoxyribonucleic acid), RNA (ribonucleic acid), viruses, coal, and graphite. Although her works

on coal and viruses were appreciated in her lifetime, her contributions to the discovery of the structure of DNA were largely recognized posthumously, for which she has been variously referred to as the “wronged heroine,” “the dark lady of DNA,” “the forgotten heroine,” a “feminist icon,” and “the Sylvia Plath of molecular biology.”

Franklin graduated in natural sciences from Newnham College, Cambridge in 1941 after which she enrolled for PhD in physical chemistry under Ronald George Wreyford Norrish, the 1920 Chair of Physical Chemistry at the University of Cambridge. Disappointed by Norrish's lack of enthusiasm, she took up research position under the British Coal Utilisation Research Association (BCURA) in 1942. The research on coal helped her earn a Ph.D. from Cambridge in 1945. Moving to Paris in 1947 as a chercheur (postdoctoral researcher) under Jacques Mering at the Laboratoire Central des Services Chimiques de l'Etat, she became an accomplished X-ray crystallographer. After joining King's College London in 1951 as a research associate, she discovered the key properties of DNA, which eventually facilitated the correct description of the double helix structure of DNA. Owing to disagreement with her director, John Randall, and her colleague Maurice Wilkins, she was compelled to move to Birkbeck College in 1953.

Franklin is best known for her work on the X-ray diffraction images of DNA while at King's College London, particularly Photo 51, taken by her student Raymond Gosling, which led to the discovery of the DNA double helix for which Francis Crick, James Watson, and Maurice Wilkins shared the Nobel Prize in Physiology or Medicine in 1962. Watson suggested that Franklin would have ideally been awarded a Nobel Prize in Chemistry, along with Wilkins but, although there was not yet a rule against posthumous awards, the Nobel Committee generally did not make posthumous nominations.

Working under John Desmond Bernal, Franklin led pioneering work at Birkbeck on the molecular structures of viruses. On the day before she was to unveil the structure of tobacco mosaic virus at an international fair in Brussels, she died of ovarian cancer at the age of 37 in 1958. Her team member Aaron Klug continued her research, winning the Nobel Prize in Chemistry in 1982. ([Wikipedia](#)). ❖

Research psychologist Zachary Estes corroborates this with a fascinating experiment where men and women were asked to answer a series of questions involving reorganizing 3 D images on a computer screen. Both the men and the women got 80 percent right, suggesting identical ability levels. He then tested the men and women again and after each question, asked them to report their confidence in their answer. The women's scores dipped to 75 percent, while the men's jumped to 93. Just having to think about whether they felt certain of their answer changed the women's ability to do well.

Several elements that determine a person's confidence level include genetics, temperament, cultural background, and early life experiences. Although these elements are generally out of our control, there are still numerous ways to gain and boost our confidence throughout our lives. Many believe experience leads to greater confidence. The more we see, learn, and experience in life, the more confident we feel. Whether we are in our first interview for a job, leading a meeting, giving a presentation, or moving into a new role, feelings of insecurity may arise and lower our confidence. The next time we do any of these activities, however, we will know better what to expect, and our self-confidence will increase. With each obstacle that we are challenged by and overcome, our confidence and courage grow, and the next challenges we face become less daunting.

Here are some quick confidence boosters you can try the next time your confidence is low:

- » Picture your success when performing a difficult task
- » Strike a powerful pose, stand tall, square your shoulders and lift your chin
- » Give yourself a pep talk
- » Listen to motivating and inspiring music
- » Take a deep breath through your nose, tense your whole body, hold your breath for 3 seconds, let it out through your mouth in two quick exhales while relaxing

Longer term confidence boosters include in-depth study of your topic, watching others, practice, gathering feedback from others you trust, and seeking advice from the experts.

Most of all, be patient with yourself. After a career of 30 years, I still find myself in situations that challenge me and test my self-confidence. Over that time, however, I've learned that I have more inner strength than I realize and that I don't have to be perfect - I just need to do my best. Life will never stop presenting you with experiences and challenges that will help you grow.

Kerren Bergman is CEO of Hyde Engineering & Consulting, Inc., a global engineering service organization. The past President of the ISPE Rocky Mountain Chapter, Kerren has been an active ISPE Member since 2011. ❖

ISPE Foundation Update

The ISPE Foundation is pleased to announce that three interns have been selected from a pool of highly qualified applicants for the [ISPE Foundation Diversity Internship Program](#) with Nephron Pharmaceuticals Corporation. The ISPE Foundation established this program in December 2020 to provide world-class opportunities to groups typically underrepresented in the pharmaceutical industry.

“Through working with Nephron over the summer I wish to develop my interpersonal communication skills, develop my professionalism, and further develop a thought pattern that will aid in solving real world problems.”

—**Edgar Salinas** is a junior at the University of Iowa, graduating in May 2022 with a bachelor’s degree in Chemical and Biochemical Engineering.

This series with Nephron will be a 12-week experience that offers graduate and undergraduate students in their junior or senior year the opportunity to spend the summer working on priority projects for one of the fastest-growing pharmaceutical companies in the country. The selected interns will play key roles in Nephron’s ongoing projects and work directly with the Nephron team. And they will make a difference for patients across America.

“I am most excited for the opportunity to move to a new city and experience the pharmaceutical industry for the first time. I understand I have a lot to learn and am grateful for the opportunity to experience the industry prior to graduation and help shape a future career path in pharmaceuticals.”

—**Kelley Wiegman** is a graduate student at the University of Kentucky, graduating in December 2021 with a PhD Chemical Engineering.

These interns were selected from a very competitive pool of 56 applicants representing colleges and universities from Africa, Asia, Europe, and North America.

“I am thrilled to be selected as one of Nephron’s interns and I am excited to join the Analytical and Formulation department this summer! The most exciting thing for me is that I have the opportunity to get some real, hands-on industrial experience, and gain insight into in-demand pharmaceutical techniques. This invaluable intern opportunity at Nephron will no doubt help me learn more about pharmaceutical best practices, develop and improve a set of highly relevant technical skills, and prepare me for my future career in the pharmaceutical industry.”

—**Jackie Zhu** is a graduate student at Virginia Polytechnic Institute and State University, graduating in May 2023 with a PhD Chemistry.

Congratulations to Edgar, Kelley, and Jackie, and best wishes for highly successful internships with Nephron! ❖

“It took me quite a long time to develop a voice, and now that I have it, I am not going to be silent.”

—Madeleine Albright

Do You Shop on Amazon?

Use AmazonSmile and Donate to ISPE Foundation!



[ISPE Foundation](#) is a newly registered charity with Amazon Smile. Simply choose the ISPE Foundation as your charity of choice when you shop on Amazon, and Amazon will donate .5% of your qualifying purchases. It’s an easy, automatic way to support the charitable work of the Foundation, at no cost to you.

When you shop at smile.amazon.com, you’ll find the exact same low prices and convenient shopping experience as Amazon.com, with the added bonus that a portion of the purchase price will be donated. Every little bit helps the ISPE Foundation further its mission and initiatives like [Women in Pharma®](#), the [Diversity Internship Program](#) and raising funds to [sponsor event registrations](#) for our Student, Recent Graduate and Emerging Leader Members.

To shop at AmazonSmile, go to smile.amazon.com on any web browser on your computer or mobile device. You may also want to add a bookmark to smile.amazon.com to make it even easier to return and start your shopping at AmazonSmile. You can use the same account on Amazon.com and AmazonSmile. Be sure to type in ISPE Foundation when searching for your charitable organization.

If you wish to donate directly to the Foundation, you can do so by clicking [here](#). ❖

RECENT EVENTS

WIP June Webinar – Boosting Self-Confidence. The Moments that Matter

Confidence is one of the most pressing challenges for women leaders, and yet, to succeed, confidence matters as much as competence. There is strong evidence showing women are less self-assured than men, as confidence in girls drops dramatically during adolescence, with the effects often lasting throughout adulthood.

On 23 June, the ISPE Webinar Series held the WIP Webinar, “Boosting Self Confidence. The Moments that Matter.” In this session, Keynote Speaker **Audrey McGuckin**, CEO of The McGuckin Group, and panelists **Clarisse da Mota**, Associate Director PMO & Communications – Global Blockchain Program Connected Channel, **Amita Goel**, CEO of Celltheon, and **Kaye Cullum**, Global Group Lead, Diversity & Inclusion, Thermo Fisher Scientific, explored this deeply personal topic, unpacking the realities women face at an individual level and also the challenges that exist within the social systems at work. Panelists shared their own experiences, including gaining confidence, losing it, and gaining it back, fighting the feeling of imposter syndrome, taking risks, and the importance of support from family, friends, and colleagues. McGuckin walked us through a ten-part framework to achieve confidence, which includes the importance of self-awareness, authenticity, clarity and vision; also befriending your inner-critic, maintaining the ability to challenge norms and assumptions, celebrating and elevating other women, embracing risks, leaning into moments of ambiguity, and reserving your right to say yes. She also pointed out the new paradigm of perfect – that “good enough IS the new perfect.” Above all, be real and be you, and always, be kind to yourself. The recording of the webinar will be available on 23 July at <https://ispe.org/webinars>.

The next WIP Webinar is planned for September. Details and registration information will be provided soon. ❖

ISPE New Jersey Chapter Holds Panel on “Increasing Your Sphere of Influence”

On 15 June 2021, the ISPE NJ Chapter’s WIP group had a very successful virtual event that featured five highly skilled panelists in the Pharmaceutical Industry: **Julie Leung** - Director, Strategy and Operations, Global Engineering and Facilities/Chair, GPS D&I Council, Bristol Myers Squibb; **Vivianne Arencibia** - Independent Consultant, Arencibia Quality and Compliance Associates; **Margaret O’Toole** - Director, Global Engineering, Pfizer; **Elizabeth (Ellie) Basulto** - Strategic Product Leader, Director, Bristol Myers Squibb; and **Marie Casarella** - Global Director, Medical Affairs Training at Astellas Pharma US. These experienced professionals spoke on *Increasing your Sphere of Influence* at work, at home, and through helping others. They also encouraged and answered questions from the audience. The event was well attended and moderated by three of the NJ ISPE chapter Board of Director Members, Dina Manfredi, Director of Business Development, GMP Systems, Inc.; **Nidhi Shah**, Director of Aseptic Processing, Sanofi Pasteur; and **Christine Farner**, Technology Capital Projects Leader for Spark Therapeutics, a Roche Company. ❖

We Need Your Participation to Make This Newsletter Successful!

Please send **Debbie Kaufmann** (dkaufmann@ispe.org) the following information regarding your current and upcoming events and activities by the **15th of each month**:

- » Name of your Chapter or Affiliate
- » Current (or very recent) events (conferences, meetings, Mentor Circles, panels, networking events, or other activities)
- » Events planned within the next two months (conferences, meetings, Mentor Circles, panels, networking events, or other activities)
- » For current or very recent events’ challenges and outcomes, please provide examples of successes such as metrics (number of people that attended, panelists, any other information of note) and challenges you may have encountered
- » For upcoming events—challenges and important planning aspects
- » Questions you would like answered
- » Any other information you wish to provide.

We look forward to hearing from you! Let’s work together to make *The Bridge* a great forum for sharing, communicating, and collaborating! ❖

Thank You!



Jennifer Lauria Clark
ISPE Women in Pharma Steering Committee Chair

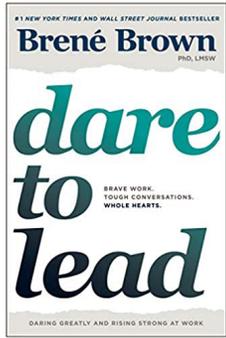


Stephanie Thatcher
ISPE Women in Pharma Chapter and Affiliate Liaison



UPCOMING AFFILIATE AND CHAPTER EVENTS AND ACTIVITIES

ISPE Women in Pharma July Book Club



On 27 July, the ISPE WIP Book Club will provide the opportunity to discuss *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts*, written by **Brené Brown**. Ms. Brown has studied courage, vulnerability, shame, and empathy for the past twenty years and recently completed a seven-year study on brave leadership. Her book shares what she has learned about taking off armor and showing up as a leader. **Leigh Schiffmacher** and **Michaela Schaller** will lead this lively and important discussion about courage and how to put into practice the skills and actions that will help you be the leader you want to be. Two sessions will be held to accommodate various time zones – 0700AM ET and 1200 ET. [Register here](#). ❖

Join CaSA for Its Upcoming Women in Pharma Networking and Golf



On Tuesday, 13 July, join ISPE CaSA Women in Pharma for an informal networking event at the Drive Shack in Raleigh, NC. Practice your golf swing and reconnect in person with your Women in Pharma community. Sponsored by CAI, registration includes food and bay fees. Purchase tickets [here](#). ❖

Please note that the upcoming Sunrise to Sundown, which was originally scheduled for July, will now be held in August. Stay tuned for details and registration information.



ISPE WIP BLOG

Confidence, by Leigh Schiffmacher



Confidence ['känfədəns]

NOUN– a feeling of self-assurance arising from one's appreciation of one's own abilities or qualities.

Confidence is not all-encompassing: you can have high confidence in some areas and low confidence in others. Being confident requires a realistic sense of one's capabilities and feeling secure in that knowledge (Psychology Today). Read this [blog](#), written by **Leigh**

Schumacher, Validation Engineer and Regional Development Representative with CAI, who discusses her journey with her own confidence – and how she has grown to be a successful, confident professional. ❖



Q&A

Q: Have any new Mentor Circles been formed?

A: Yes! As announced in the last issue of The Bridge, a collaborative tech Mentor Circle has been formed among Upcoming Countries' Women in Pharma groups. ISPE Affiliates participating in this exciting program include Japan, Singapore, Brazil, the Philippines, Mexico, and India. Please contact **Vivien Santillan** (vivien.santillan@ntint.com), **Tanya Sharma** (tanyasharma0304@gmail.com), or your local affiliate for more information on becoming a part of this exciting initiative!

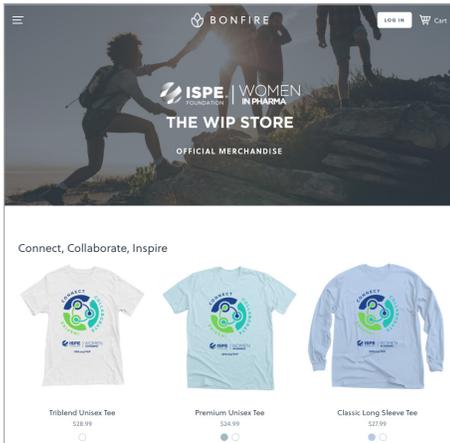
Also, the ISPE San Francisco/Bay Area Chapter recently formed a new Mentor Circle. For information on the San Francisco Mentor Circle, please contact **Anamica Ragavan** (anamica.ragavan.pro@gmail.com).

Q: Are there any volunteer opportunities currently available with Women in Pharma?

A: Yes! If you are interested in participating in Women in Pharma programs, events, and activities, there are numerous opportunities available. One-time commitments exist including hosting Book Clubs, Sunrise to Sundown, or Confidential Conversations. We are always looking for volunteers to write blogs and/or articles for The Bridge, as well as to speak at or identify speakers for events. Committee Member volunteer opportunities are also available with the WIP Program and Marketing Committees. And we encourage all WIP Members to serve as Ambassadors for the WIP community, helping us promote events and spread news and information that becomes available. Please contact **Tanya Sharma** (tanyasharma0304@gmail.com) to volunteer. ❖

DID YOU KNOW?

Visit the WIP Merchandise Store!



This virtual storefront offers a variety of shirts that feature fun graphics and inspirational messages; proceeds will go to the ISPE Foundation for WIP initiatives. Purchase your shirt and spread the word! Here is the link:

<https://www.bonfire.com/store/the-ispe-wip-store>

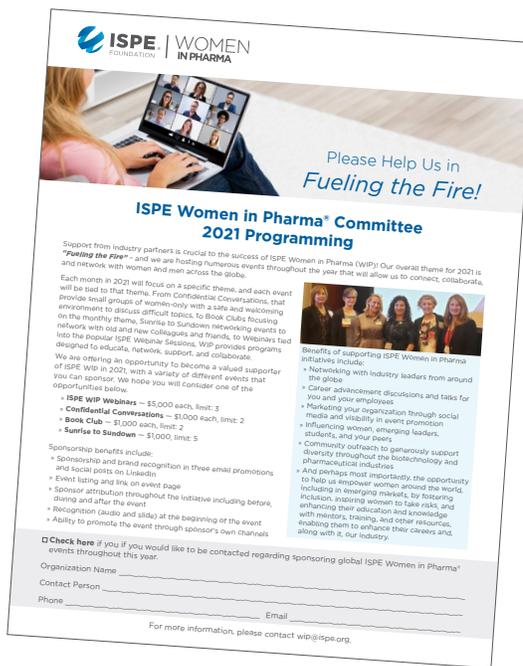
Please share with your Affiliates and Chapters, Mentor Circle participants, and anyone else who might have an interest in proudly wearing a WIP shirt! ❖

2021 is the year that ISPE Women in Pharma will FUEL THE FIRE!

To help Fuel the Fire, WIP has identified Monthly Themes for 2021! They are:

- » January – Accountability
- » February – Diversity & Inclusion
- » March – Entrepreneurship
- » April – Self Care
- » May – Balance
- » **June – Confidence**
- » July – Recognition
- » August – Mentoring
- » September – Data
- » October – Giving
- » November – Gratitude
- » December- Joy

Activities held by ISPE WIP International throughout the year will include Webinars, Confidential Conversations, Book Clubs, and Sunrise to Sundown; each will focus on the theme of the month in which they are held. Stay tuned for dates and invitations to upcoming events! ❖



Donate to the ISPE Foundation Women in Pharma Fund

Any donations your Chapter or Affiliate obtains for the WIP Fund will be 100% earmarked for WIP Initiatives! Visit [ISPE Foundation - Women in Pharma Initiative](#) to learn more. ❖

ISPE WIP Community of Practice



The ISPE Women in Pharma Community of Practice (CoP) is a great venue for sharing information, asking questions of your fellow WIP members, and posting items of interest to the WIP Community. If you have not yet joined, be sure to do so today! If you have questions on how to join, please contact Jessie Hardy (jhardy@ispe.org). If you are already a member, start posting! Especially in this time when most of us are working from home and unable to congregate at meetings or conferences, this will help us all keep in touch! ❖

To all the ISPE Chapter and Affiliate WIP and WIP Mentor Circle leaders—we are grateful for your enthusiasm, flexibility, and creativity during the time of COVID-19. These online programs are enabling everyone to remain engaged, continue to learn, inspire others, and maintain connections and collaboration. **Thank you!**