

# Archived Information

Innovative Public/Private Sector Models

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## CREATING & MAINTAINING EFFECTIVE PARTNERSHIPS: BRIDGING THE GAP BETWEEN GOVERNMENT, ACADEMIA AND INDUSTRY

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## Expanding Our Hiring Strategy

In 2000, Genentech recognized that the community colleges were an untapped talent pipeline, and augmented our overall recruitment strategy to include community college candidates that had not completed a 4-year college degree in the sciences.

In partnership with our Manufacturing client groups, we developed a customized co-op program. Genentech identified full-time positions throughout the manufacturing organization to place community college graduates, in the following areas:

- Lab Services
- Media Prep
- Manufacturing (Fermentation and Recovery)
- Filling
- Packaging

# The Genentech/Skyline College Bio-Manufacturing Training Partnership

In 2002, Genentech partnered with the Center for Workforce Development at Skyline College, the San Mateo County Workforce Investment Board, and the San Mateo County Labor Council to develop curriculum for the three-month bio-manufacturing certificate program.

The program is designed to prepare students who possess transferable skills from other occupations for entry-level positions in the biotech industry. Course instruction includes basic skills in biology, biomanufacturing, chemistry, and an introduction to biotechnology careers.

The Skyline College program allows Genentech to contribute to the local community, support individuals who have been laid off in local industries, build strong ties with our local colleges and universities, and help fill the industry's need for a well-educated, highly trained talent pipeline.

**Keys to Successful Partnership are:** Risk taking, willing to think out of the box, alternative recruiting channels, communication, continuous program enhancement, open and honest feedback, cross functional alignment between industry and academia

# Program Model

The Bio-manufacturing career pathway has 5 key phases leading to employment at wages of \$35,000 per year and above:

## **Phase 1: Outreach and assessment**

- Regional workforce investment boards will introduce industry opportunities; conduct preliminary assessment of interest and motivation; screen for English and math basic skills (high school level); and determine candidate ability to succeed in program;

## **Phase 2: Bridge program to ready participants for industry-based skills training**

- This three month college credited program will introduce students to the industry, provide intensive English, math and computer skills, and offer needed counseling and support;

## **Phase 3: Industry-certified process technician training**

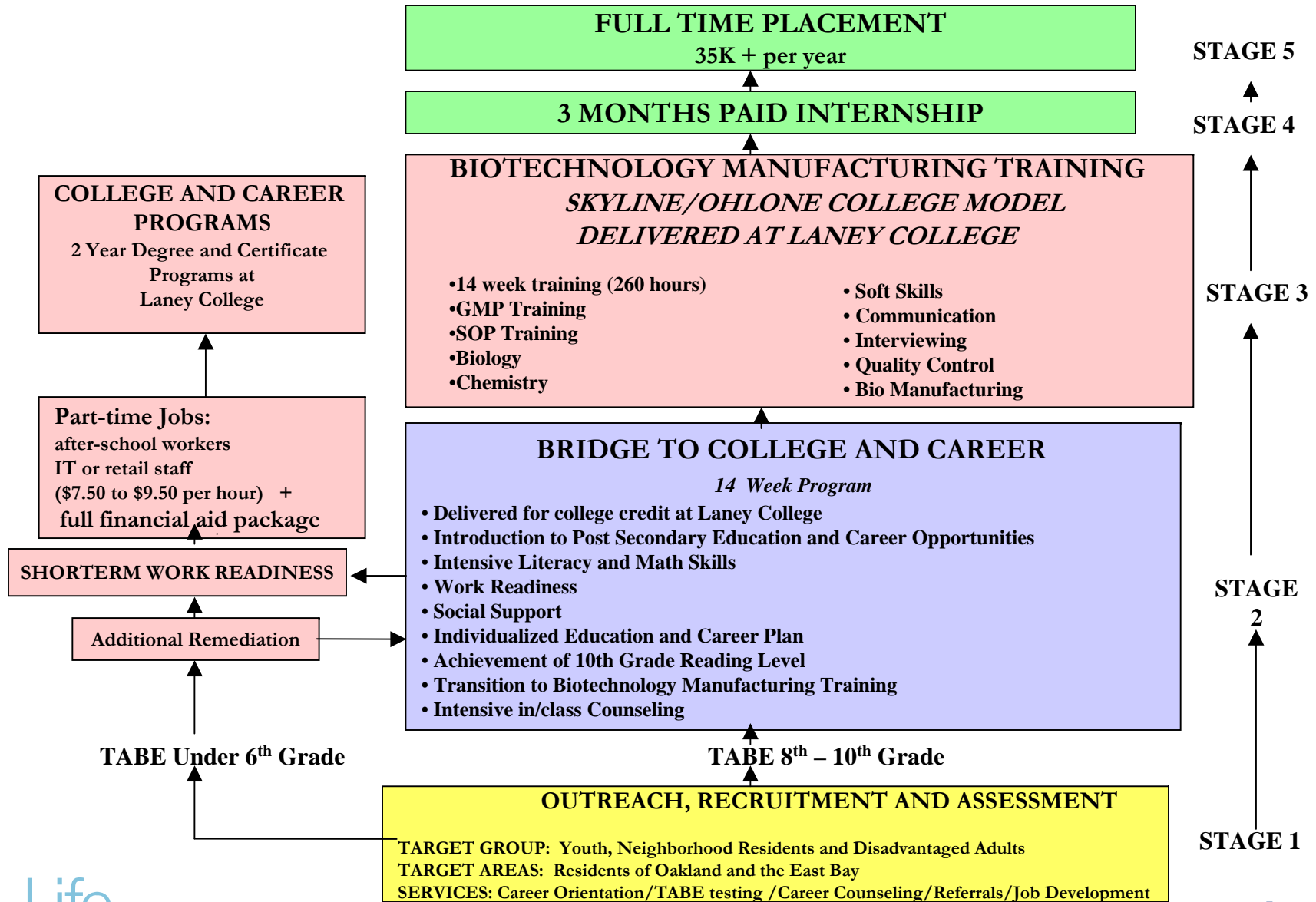
- This three month college credited course based on industry standards, will provide needed skills training including an introduction to applied chemistry and biology, lab skills, applied math and lab skills;

## **Phase 4: Paid try-out employment**

- Program graduates will have the opportunity to participate in a 90 paid try-out employment at wages of \$12-15/hr. (Genentech & Bayer)

## **Phase 5: Placement at partner employers at wages of \$16-22 per hour**

# THE GENENTECH AND BAYER CORPORATION GATEWAY TO BIOTECH MODEL



Developed by GRUBER & PEREIRA ASSOCIATES, LLC. and THE CAREER LADDERS PROJECT



## SUCCESS!!!

- 201 people have completed this program
- 162 people have interviewed at Genentech
- 78 have been placed in internships at Genentech
- 37 have been converted to Genentech employees
- 16 have been hired full-time by other Biotech companies

### Interns have been placed in the following positions:

- Assistant Inspector/Packaging operator
- Labware Technician
- Pharmaceutical Materials Specialist
- Bioprocess Technician
- Media Prep Tech
- Packaging



## Faculty Rotation Program

The Faculty Rotation Program (FRP) gives professors the opportunity to gain an industry understanding/perspective on the core Product Operations functions that are critical to the manufacturing of Genentech products. It also provides them with the opportunity to develop and update/ augment their tool belt of skills, curriculum and teaching styles to meet the demands of industry real time in the classroom

FRP takes place over a six to eight month period and involves five rotation assignments within the Product Operations (PROP) Organization, including Fermentation, Recovery, Lab Services, Media Prep, and Filling. The rotations provide hands on experience and interaction with team members and management.



# Awards and Media Coverage

California Community College Association for Occupational Education

San Francisco Business Times  
SAN FRANCISCO · OAKLAND · EAST BAY · PENINSULA · NORTH BAY

GenenNews



KTVU 2 NEWS  
Complete Bay Area News Coverage

San Francisco Chronicle  
NORTHERN CALIFORNIA'S LARGEST NEWSPAPER

Oakland Tribune  
www.oaklandtribune.com

San Mateo County Times  
www.sanmateocountytimes.com

abc 7 KGO-TV/DT  
San Francisco  
Oakland  
San Jose


**CBS 5**  
 SAN FRANCISCO  
 OAKLAND  
 SAN JOSE


**EYEWITNESS NEWS**  
 11:00PM  
 Ken Bastida & Dana King

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## Dept of Education Recommendations

- Business & Industry Partnerships: Create legislature and a process that makes it easy, and efficient for industry to partner with Academia to train Faculty and students on “Just in-time Workforce”
- Direct Education funding to progressive programs that industry already supports. Don't keep putting into systems and organizations that are not progressive and have not upgraded their curriculum to keep up industry demands
- Invest & direct money, grants, and initiatives that support low income and underserved schools so that industry can ensure to hire a diverse workforce
- Invest in Faculty Internship or Skill training for High Growth Industries
- Aligning curriculum and keeping program vibrant
- Diversity, range and scale of partnerships

## The Vision

- The community colleges are an effective and central part of a unified approach to workforce development in California—one that is founded on career ladders, universal, seamless, regional, strategic and collaborative.
- All the components of the workforce development system are working together in an integrated fashion. A system of career ladders provides opportunity for all Californians to attain jobs that provide a living wage and to advance to positions requiring greater skills, responsibilities, and accordingly, higher pay.
- Employer needs are better met, and workforce and economic development in California is enhanced by the increasing supply of skilled workers.

## Partnerships with Business

- Business & Industry Partnerships: highest rated key dimension
- External partners report positive relationships and effective outcomes from partnerships with colleges
- Aligning curriculum and keeping program vibrant
- Diversity, range and scale of partnerships

## Innovation & Flexibility

- Sharing and adapting innovative models
- Incentives and revenue generation for programs
- Support for program and curriculum development
- Faculty and administrative professional development
- College wide discussions and commitments regarding basic skills, ESL and other issues
- Creating a culture of innovation and risk taking
- Leveraging multiple funding sources

## CCC Strategic Assistance

### Develop/Provide Focused CL Strategic Assistance

- Disseminate models, practices, tools
- Facilitate exchanges with industry
- Utilize team approach: college practitioners, expert intermediaries, local workforce board leaders
- Focus on partnerships & navigation of WIA system
- The community college system could facilitate more communication across the system. They could offer more workshops, conferences or venues ... to share best practices with one another

### Continue to Streamline System Processes

- Curriculum and program approval
- Grant application and tracking

## The Future

- Review and enhance current curriculum on ongoing basis
- Maintain open communication with all Industry, Academia and Workforce Investment Board partners
- Consistent Biotech Certificate Model across partner schools
- Develop QA/QC curriculum
- Partner with Community Colleges who have high enrollment rates of underrepresented minorities who are seeking enrollment in local Biotech Programs
- Genentech would like to see the Skyline model replicated in Oakland with Laney College and Oakland community organizations