



Our goal is to open up opportunities to diverse populations for those interested in a career in the life-sciences industry.

MAKING THE CONNECTION

How does the diversity program alliance between Centocor and the University of Michigan align with J&J's overarching diversity programs?

BARBOSA: Within Centocor, as well as across Johnson & Johnson, there are fundamental principles that define the company and how we work. The first is a deep passion for drug discovery and development; the second is diversity in who we are and how we work; and the third is an emphasis on innovation, which leads to a broad set of interactions throughout a network of key academic centers as well as partnerships with other organizations in industry.

We have had several collaborations with key scientists at the University of Michigan, particularly in the area of immunology. Based on the success of these collaborations along with the outstanding reputation of the academic center, we believed there was an opportunity to extend the research collaboration into a diversity initiative. We believe this collaboration has the potential to strengthen a pipeline of diverse talent; some of these individuals may even become candidates for future positions in the organization.

FOSTERING OPPORTUNITY

What initiatives are being planned by Centocor and the university to encourage greater diversity in the sciences?

BARBOSA: By initiating a postdoctoral fellowship program, we are providing a broader set of opportunities for research collaborations. Candidates can submit their research proposals to a joint committee comprised of representatives from Centocor as well as principal investigators from the University of Michigan. This initiative covers a broader set of potential programs underlined within our drug discovery strategy in immunology, as well as programs aligned with our broader interest in drug discovery and biologic drugs.

Johnson & Johnson and Centocor have spon-

Centocor's DR. MIGUEL BARBOSA Discusses the Company's Diversity Initiative with the University of Michigan

A new joint program launched by Centocor Research and Development and the University of Michigan provides an innovative model for industry/academic fellowship programs. Centocor designed the program to continue to build and diversify its pipeline of talent while supporting postdoctoral researchers in populations that are traditionally under-represented in the science and medical communities.

Centocor's Miguel S. Barbosa, Ph.D., sheds light on the importance of diversity and the role academic partnerships play in achieving progress in this area.

sored several diversity training programs, for example GEM, a national consortium for graduate degrees for minorities in engineering and science, and the Temple University minority access to research careers PSTP program. The Temple University program engaged minority students in the very early stages of their academic careers; this longitudinal program involved students in middle school, high school, and college. We have hosted interns over the past three years, providing them with greater exposure to the opportunities available in the industry.

BROAD PERSPECTIVES

The partnership aims to both foster greater diversity in the sciences to help change the questions being asked within the discipline and to create more diverse ways of identifying problems and solutions. Can you please elaborate?

BARBOSA: Centocor is a global organization, so it is fundamentally important for us to have global — not just international, which means representation from the communities that we're working in and seeking to find medicinal solutions for. Through this diversity effort, it is our goal to have individuals with diverse experiences and backgrounds participate in our drug discovery programs and our internal scientific discussions. In so doing, I believe this will help broaden the scientific discussion, and we will begin to consider more diverse approaches for drug discovery, as well as uncovering healthcare solutions that can be targeted to individual patients. This effort includes a broader discussion and understanding about the diseases, the therapeutic mechanisms for treating diseases, and then the mechanisms by which the therapy itself is delivered to the community. These types of complex dialogues can only be accomplished if discussions take place starting at the very early stage of concept and continuing all the way through the commercialization of a product. Having a more diverse set of views represented in these discussions ensures more solid decisions and stronger outcomes.

CAREER Highlights

Miguel S. Barbosa, Ph.D., is VP of Discovery Research for Centocor Research and Development Inc. He is responsible for biopharmaceutical discovery research, immunology discovery research, and investigational pharmacology. In addition, Dr. Barbosa chairs the Biologics Discovery Portfolio Steering Committee and the Discovery Research Executive Board. Previously, Dr. Barbosa served as head of Egea Biosciences, Centocor R&D's San Diego subsidiary.

Before joining Centocor R&D in 2005, Dr. Barbosa held a number of senior leadership roles, including VP of Research at Tanabe Research Laboratories USA, VP of Biology at Chugai Pharma USA LLC, and Senior Director of Drug Discovery at Signal Pharmaceuticals Inc.

He was a founding professor of the Keck Graduate Institute and an assistant professor of microbiology at the University of Texas Southwestern Medical Center. He earned his bachelor's degree in genetics from the University of California, Davis.

Dr. Barbosa received his doctorate in microbiology and immunology from the University of California, Los Angeles Medical School. He completed his postdoctoral training at the National Cancer Institute, National Institutes of Health. Dr. Barbosa is the author and co-inventor of more than 40 scientific articles, patents, and patent applications.

UNITED MISSIONS

Why are relationships between academia and the industry valuable when it comes to diversity initiatives?

BARBOSA: In the scientific-academic setting there are essentially two missions: developing knowledge and serving the community, which are not so different from the industry's goals. The fundamental principle is to achieve the broadest range of diversity in how we conceive ideas for drug discovery and development. Working with academic organizations gives us greater exposure to diverse communities in a variety of ways. Some academic organizations have global representation in their postgraduate programs; others have strong local representation, which may serve as a conduit to unique pools of candidates. The University of Michigan collaboration includes a combination of all of these factors: a deep scientific expertise, an active program supporting diversity, and a match between academic expertise and our strategic interests in this area. ♦

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CENTOCOR R&D AND THE UNIVERSITY OF MICHIGAN FORGE A NEW MODEL FOR INDUSTRY/ACADEMIC PARTNERSHIPS



We look forward to nurturing the development of underrepresented minority postdoctoral trainees, says Dr. Miguel Barbosa.

The new joint program launched by Centocor Research and Development Inc. and the University of Michigan, which provides an innovative model for industry/academic fellowship programs, was designed so Centocor could continue to build and diversify its pipeline of talent while supporting postdoctoral researchers in populations that are traditionally underrepresented in the science and medical communities.

"Scientific excellence and diversity are key drivers for our success as a global pharmaceutical organization," says Miguel Barbosa, Ph.D., VP, discovery research at Centocor R&D. "Partnering with a leading research organization to foster the training of the next generation of scientific leaders is a key part of our strategy."

The program aims to forge strong relationships with African-American, Hispanic, and Native American scientists who are working in the strategic areas of focus for Centocor.

"We believe the direct ties to our research interests make this program more strategic and collaborative than traditional industry/academic fellowship programs," Dr. Barbosa says. "This strategic link will help us build strong relationships with these talented individuals thus creating a robust pipeline of potential hires."

Under the program, research proposals developed jointly by University of Michigan and Centocor scientists are submitted to and reviewed by a joint committee of Centocor and university representatives, who will select projects and evaluate their progress. Postdoctoral fellows recruited by the University of Michigan have the opportunity to work at both the university and at the Centocor campus and to work on scientific challenges with a mentor at each location.

Centocor R&D selected the University of Michigan to pilot the program based on the high level of productivity past research collaborations have yielded; the company may expand the program in the coming years to other academic partners.

"We look forward to nurturing the development of underrepresented minority postdoctoral trainees — the next generation of scientific leaders — from the University of Michigan and potentially other top-tier research organizations," Dr. Barbosa says.

J&J LEADS THE WAY IN DIVERSITY

Johnson & Johnson was ranked first in the 2009 DiversityInc's Top 50 Companies for Diversity because of its increased commitment to diversity and its use of diversity as a competitive business advantage.

Now in its ninth year, the DiversityInc Top 50 competition is an editorial, objective process, obtained through a detailed, analytic survey of more than 200 questions.

The overall intent is not just to track metrics but to draw an accurate picture of a company's culture.

The survey is sent upon request to any company with more than 1,000 U.S. employees. There is no fee to enter and no requirement to advertise. Every company that enters receives a free report card based on all four areas DiversityInc measures: CEO commitment, human capital, corporate and organizational communications, and supplier diversity, as well as a total point score.

Companies are assessed within the context of their industries and employee skill sets. The questions have predetermined weightings and are evaluated based on ratios of certain questions, such as work-force demographics com-

DIVERSITYINC — TOP 50 CRITERIA

Companies must demonstrate consistent strength in four key areas:

- CEO Commitment is the most heavily weighted area in the survey. Questions examine the CEO's personal involvement in diversity, how she/he holds executives accountable for diversity success and board-of-director demographics.
- Human Capital includes race/ethnicity/gender/age-demographics questions surrounding the work-force, new hires, management by levels, promotions, and retention. DiversityInc does not count demographic areas in which companies significantly over-index demographically. This category also includes questions on work-life benefits and recruitment strategies, including those aimed at lesbian, gay, bisexual, and transgender (LGBT) people, and people with disabilities.

- Corporate and Organizational Communications examines such internal factors as employee-resource groups, mentoring, and employee surveys, and such external factors as philanthropic contributions, multicultural marketing, and Website communication of diversity branding.
- Supplier Diversity looks at percentage of procurement budgets spent with suppliers owned by African-Americans, Latinos, Asians, American Indians, women, LGBT people, and people with disabilities. It also examines whether supplier-diversity numbers are audited and have third-party certification; whether companies include supplier diversity in their requests for proposals (RFPs); and whether they mentor suppliers and offer them financial assistance.

Source: DiversityInc For more information, visit diversityinc.com.

pared with new-hire demographics, and relativity of one subject to another, such as mentoring best practices and management promotions.

DiversityInc found that more than any company, Johnson & Johnson embodies ethical values. The company's employees base their decision-making on the company credo, which emphasizes the importance of serving its customers, employees, communities, and stockholders fairly and equitably. Johnson & Johnson's rise on the DiversityInc's Top 50 list is indicative of its increased commitment to diversity and using diversity specifically as a competitive business advantage.

According to DiversityInc, J&J Chairman and CEO William C. Weldon gets a perfect score for diversity commitment, including meeting regularly with employee-resource groups, having the chief diversity officer as a direct report, and having had a senior position on a nonprofit tied to a multicultural group, since he served on the Sullivan Commission on Diversity in the Health Professions Workforce. More than 6% of the bonuses of his direct reports are tied to diversity results. In addition, Johnson & Johnson has a very diverse board of directors: 9% African-American, 9% Asian, 9% Latino, and 27% female.

In the human-capital sector, Johnson & Johnson has a perfect score on work-life benefits and on benefits it offers to same-sex domestic partners of employees. Both its work-force and management populations reflect the demographics of the communities it serves in the United States. The company

is particularly strong for women executives; women were 31% of the most senior-level executives (CEO and direct reports) and 47% of the company's top 10% highest-paid employees.

In the corporate and organizational communications area, Johnson & Johnson is one of the strongest companies. It has excellent employee-resource groups, which are becoming even more valuable to the company under VP and Chief Diversity Officer Anthony Carter, and include a group for employees of Middle Eastern and North African heritage.

Even in these difficult economic times, the company's credo mission to serve its community remains very strong. This is emphasized by its supplier diversity, which includes sponsoring business-school programs for key diverse suppliers, and sponsoring memberships and other professional development for diverse suppliers such as its participation in the National Minority Manufacturing Institute.

In an interview with PharmaVOICE, Dr. Barbosa says the company is honored by this recognition.

"This is a reflection of the very broad commitment that the organization has to diversity and the many parts of the organization that have active efforts to enable broader diversity in our workforce, as well as how we work as an organization to benefit our employees and the communities in which our different companies work," Dr. Barbosa says. ♦

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KEYNOTE ADDRESS

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