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Upfront

An eSource from the
College of Extended Studies
San Diego State University

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Andrew Donohue

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Cover | Chris Wellons of Taylor Guitars, by Joel Ortiz

The Creative Class

By Annette Gregg, CMP CMM

What's the one skill a person needs for *any* job? Creativity. Of course, we need basic left-brain (logical) skills to perform in most positions – like the ability to budget and calculate, and to follow instructions. For some professions, the necessary skills are mostly black and white – like computer programming or accounting. When I mention creativity, many people's minds go right to artists, novelists, or even Martha Stewart. I used to think creativity was a gift you were born with, and I just didn't have it. Not only did I not think I had the genetic makeup to be creative, I just didn't have time.

I had the knack for breaking down complex problems and seeing them through to completion, and that's why I was a natural meeting planner. I envied those people who could dress up a banquet station or design a program guide with ease, and thought I would just always have to outsource



creativity to my various vendor partners: production companies, event designers, and graphic artists.

Daniel Pink, author of *A Whole New Mind*, explains how we can actually exercise and grow our creative right-brain abilities. And, we not only can, but we have to if we want to compete and thrive in a world dominated by over stimulation (abundance), automation, and outsourcing. According to Pink, "The future belongs to a very different kind of person with a very different kind of mind – creators and empathizers, pattern recognizers, and meaning makers. These people...will now reap society's richest rewards and share its greatest joys."

A recent MIT study reinforces the point. In analyzing the impact of PCs on business over the last decade, the authors found that two categories of human skills have become more valuable in the workplace: expert thinking, or solving new problems; and complex communications – persuading, explaining, and connecting. As we do more with less, and our workload increases, we focus more on doing, and less on creating. Creativity takes us getting away, giving our mind a rest and the freedom to think differently – to wander. When we are stressed, we constrict this ability. The brain is a muscle, and our right brain can atrophy if we aren't exercising it enough.

The meeting and event planning field is a perfect blend of left-brain and right-brain skills, strategic thinking blended with tactical expertise.

We can no longer just be master tacticians and execute flawless events. We need to be able to explain the business cases for our live meetings and events, and make them more compelling, engaging, and effective. Those meeting and event professionals with these higher abilities will differentiate themselves in their professions, and ensure more long-term job stability. As their positions may change, these professionals will be seen as important strategists that can be valuable in many different arenas, not just in event planning. In addition to improving the events themselves, growing our creativity will help us be better strategic thinkers and problem solvers, assets in *any* job we are in. Enhanced creativity will improve the way we do your jobs, and broaden our life in general – we will be better negotiators, partners, and meeting planners, better parents, spouses, and friends.

Explore whether meeting and event planning is a fit for your passion and skills, and unlock your



creativity. As Daniel Pink says, “Good luck in the age of art and heart.”

To learn more about SDSU's College of Extended Studies Professional Certificate in Meeting and Event Planning, please visit www.neverstoplearning.net/meeting.

Annette Gregg, CMP, CMM, is vice president of sales and marketing, Monterey County Convention and Visitors Bureau. She also serves as program advisor and instructor for SDSU's Professional Certificate in Meeting & Event Planning. Her diverse career began at the Food Marketing Institute in Washington DC. After planning conventions in Mexico, Hong Kong, and throughout the US, she went on to plan corporate and fundraising meetings and events. Annette has managed several successful teams including: the fundraising events team at UCLA, the 250-person event staff at the Los Angeles Convention Center, and the 200-person convention team at the San Diego Convention and Visitors Bureau.

Meetings Go Green

Seeing that green is everywhere – it's time that meeting and event planning embrace the movement. The carbon footprint of meetings and events can be heavy – what are you doing to lighten the impression?

Three Ways to Go Green

Use technology

No paper needed for an event website, online registration, email, and web advertising.

Choose location wisely

Ask venue/hotel if it has recycling services, offers a linen and towel reuse program, and if they save energy by using sensor lights when conference rooms are empty. Also select a local site to host in order to lessen travel distance.

Foster green partnerships

Choose vendors according to their green practices.

The Tale of Two Taylors | How two local businesses are going lean

The term “lean” was used in the 80s to describe Toyota’s business manufacturing model – in 30 years, lean has branched out from the Toyota floor to become pervasive in businesses that want to improve quality when decreasing costs – or maximizing customer value while minimizing waste.

Taylor Guitars

Founded in 1974 in Lemon Grove by Bob Taylor and Kurt Listug, Taylor Guitars has evolved into one of the world’s leading manufacturers of premium acoustic and electric guitars. Renowned for blending an innovative use of modern technology with a master craftsman’s attention to detail, Taylor guitars are widely considered the best sounding and easiest to play in the world. The company, which is now located in El Cajon, produces over 500 guitars per day and counts many of today’s leading musicians as players, including Dave Matthews, Jason Mraz, Zac Brown, and Taylor Swift.



Two companies – Taylor Guitars and TaylorMade Golf – in San Diego have embraced lean and are currently in the process of implementing lean within their businesses.

On their lean journey both companies explain why they embraced lean, decided to host a Lean Value Stream Mapping tour, and provide advice to others who are thinking about going lean.

“Kaizen, lean, and continuous improvement are terrific ways to engage the workforce, which was our prime objective. We were using the A3 Kaizen method and they were floor-based. People started to see the benefits – the light bulb started to go off with all the possibilities,” says Director of Operations Kevin Limbach from TaylorMade Golf.

For Taylor Guitars the path to lean was similar according to Vice President of Production Chris Wellons, “We originally took an organic approach to lean, but decided that a shift to a more structured approach was what we needed and wanted to do. At first, several of us read and learned about lean, we started to engage other employees and implement lean practices. Eventually a broader group became involved, interested, and committed.”

Both companies became so committed to lean that they decided to host a Lean Value Stream Mapping (see column on page 5) tour. TaylorMade Golf’s first tour happened in fall 2008

(they have now hosted two tours). “I think it was good for us. It’s always good to get outside perspectives – people from the outside and the San Diego business community. The obvious things that you’re not seeing anymore get asked and challenged, but it also made the people of

“To be a successful company, it’s important to evolve to a lean effort.”

TaylorMade Golf participate and feel good, and have the opportunity to show off the company and share ideas. We’re very proud of what we do here and to get a chance to show that to other people goes a long way,” says Limbach.

Being transparent is nothing new to Taylor Guitars – the company opens its doors to the public daily for factory tours. Wellons explains “As an industry leader in innovation, manufacturing and quality, we open our doors to our competitors or any guitar builder. We have nothing to hide and want to help the entire industry move forward as a whole.” For Taylor Guitars, the motivation to host was that they can develop a better understanding having lean occur on site. They also like the idea of having more employees and departments see lean in action to pique interests and motivate them to be involved. “We hope that hosting this spring will help us gain a more thorough and complete understanding of





everything lean. Our goal is to implement lean companywide, having more employees, from various departments engaged and participating will help ensure our success and sustainability," adds Wellons.

Wellons felt the company needed lean to allow them to remain a viable and profitable company, but not for a process to come at the expense or decrease the quality of products. "We heard a lot of positive comments about the SDSU program from colleagues and consultants alike. We followed up by attending a lean information session at SDSU and felt it was a good fit. We plan and expect our employees to be able to help implement lean and conduct various events and processes throughout our company."

While Taylor Guitars is starting its process of implementing lean companywide, TaylorMade Golf continues to improve through its lean journey.

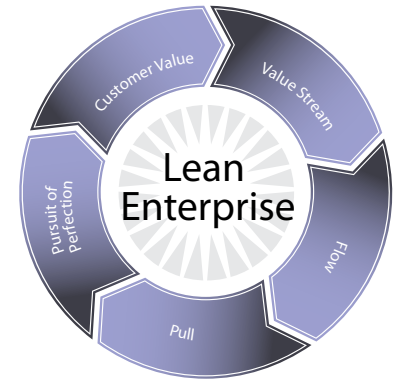
Limbach has advice to those who are thinking about applying lean practices in their company, "To be a successful company, it's important to evolve to a lean effort. In the beginning it's about getting the people involved, getting wins in marketing, then promoting the wins to build them and build energy. Getting people in the company to embrace what you're doing; however, building slowly is key."

And, more recommendations from both companies – have a foundation in place; know the facilitators and their experience with lean; have a history to support it; and, throw out those misconceptions about lean being only for manufacturing. Lean affects all businesses and processes – it's a way of thinking and performing.

To learn more about SDSU's College of Extended Studies Professional Certificate in Lean Enterprise, please visit www.neverstoplearning.net/lean.

TaylorMade Golf

Carlsbad has become the center of golf – and TaylorMade Golf has a very large presence in that center. TaylorMade Golf was started in 1979 by Gary Adams – and was bought by Adidas in 1997. By 2005, the company became number one in golf drivers. Currently, TaylorMade Golf produces drivers, fairway woods and hybrids, irons, wedges, and golf balls.



Value Stream Mapping

Lean Management and Value Stream Mapping (VSM) are experiential by definition; to truly understand a process, see its disconnects and design improvements, it is critical to go to "gemba" and observe how the process is actually performed. Fundamental to SDSU's Lean Enterprise Certificate Program is the hands-on acquisition of new knowledge, especially during the VSM modules.

Comprising two full days of the program, the VSM classes are held on-site at a host company. Students develop current and future-state VSMs for a number of the host company's processes. At the end of the second day the host has received a number of benefits including: high-level strategic maps of their processes, a new awareness of process performance, and a wide variety of improvement ideas (from up to 30 people) on how to simplify and improve process performance. Without exception, past hosts such as TaylorMade Golf, ESI/General Atomics, the US Navy (SWRMC at 32nd Street Naval Station) and HM Electronics have taken ideas generated in the VSM sessions and applied them to improve their own processes.

Kaizen • The philosophy of continuous improvement. Every process must be continually revisited in order to decrease time, costs, and quality.

A3 • A lean problem-solving method and in combination with the value stream map reduces waste and error.

Casino Gaming



Diversity at the Casinos

The president of the Western Division of Native American Casinos started out as a fry cook.

The VP of human resources at Harrah's Rincon Casino & Resort in Valley Center, Calif. began her career as an employment coordinator.

And so it goes in the casino gaming industry, where climbing the ladder of success is not at all unusual. "A lot of people who are managers today started at a lower level within our company," says Peggy Keers, the VP of HR at Harrah's Rincon, an eight-year-old casino. "I have people out on the floor who have been slot hosts for eight years now and they love life. They are

motivated and excited about their job every single day. We are happy to have them, and we are happy to have someone who started there and wants to be the next GM."

The beauty of working in the casino gaming industry is that there are so many employment opportunities. Some may prefer to work behind the scenes as a casino pit clerk, cage cashier, slot technician, or casino surveillance officer. Others may be a table games manager, high stakes casino blackjack or poker dealer. Then there are the front office jobs such as human resources, marketing and promotions, or even the general manager.

No matter the position, it helps to be outgoing and have the ability to build relationships with customers. It may be something as simple as asking someone how their children are doing while creating a home-like atmosphere that is much appreciated by casino customers.

"You have to be able to multi-task," Keers says. "You have to be able to change on a dime. Even though your day is planned, it never works out that way in our business. You have to be prepared for anything and everything because no two days are alike."

"We look for people that are innovative and creative, constantly thinking of the next best thing. It's really what gets all of our juices flowing. We're receptive to those ideas from every level in our company."

As businesses continue to tighten their collective belts during our current economy, they seek more and more input from the employees who are actually out on the front lines. "I remind people that if you might be getting a degree in finance, we need finance people. If you have a degree in marketing, we need marketing people. If you have an HR degree, we need that, too," Keers says.

"You can get a degree in anything and have a place with us because the casino is really like a small town. We've got everything." And if you apply for a casino job, having an education is a definite plus.

"If I had two identical candidates and someone had gone to school for training, I would notch them up," Keers concludes. "This is something they are already passionate about because they went to school for it. I think it is pretty phenomenal for us when people study the industry then become a part of our team."



Peggy Keers

Peggy Keers, Vice President, Human Resources at Harrah's Rincon Casino & Resort has more than 25 years of experience and has delivered an unsurpassed level of leadership and excellence in HR to Harrah's Entertainment, Inc. She has played a pivotal role in the development of the property's award-winning HR programs and practices.

Workplace English

Improving Productivity, Safety, and Retention Through English

By Nancy Brian-Hemme

About 40 million adults in the U.S. are native speakers of a language that is not English. In San Diego, we have jobs often filled by workers whose first language is Spanish, Chinese, Arabic, Vietnamese, or even Russian. Employers often hire these workers and then strengthen the value of those employees by helping them learn English with classes held at the work site.

There are many advantages of having employees with improved English language skills, they include:

- Increased confidence and ability to interact with others, including coworkers, and customers. As workers become more proficient in the language of work, they can do more and can advance in the company; this increases loyalty and reduces turnover. As those workers move up, they can mentor the less experienced workers who share the same first language.
- Fewer mistakes and reduced overtime. Workers who understand instructions don't make as many errors, which means they spend less time correcting them.
- Safety issues. Being able to speak and read English increases the ability to understand

safety-related instructions and warnings, which can reduce workplace accidents. And, if an accident does occur, improved fluency in English makes it easier for employees to deal with the situation, all the way from coordinating with local emergency officials to simply cleaning up a harmless spill.

In most communities with large non-native English-speaking populations, the school systems offer English-as-a-second-language (ESL) classes for adults. But many workers can't take advantage of classes held in schools, so educators are encouraging employers with enough potential students to hold the classes at the work site, either during or after business hours.

Proactively supporting your non-native English-speaking workers has the additional benefit of broadening your company's potential employee and customer base. When workers belonging to particular ethnic groups feel a strong sense of loyalty to their employer, they will share that attitude with members of their community, who may be likely to become employees or customers of the company. That means offering ESL classes at work can be a strategic marketing tool.

Nancy Brian-Hemme teaches Workplace English, and Business for Global Practices programs at SDSU's American Language Institute, she has taught at the U.S. Department of Agriculture, Pfizer and in the community college system.



English Language Facts

There are **380** million native speakers

It is the most widely learned second language in the world

Over **700** million people speak English, as a foreign language

There are nearly **500,000** English words

80% of the world's computer information is in English

The shortest complete sentence in the English language is "I am"

"Set" has the most definitions of any English word

Technology Brings Debate

Check tech blogs and news, and even Twitter, and you will realize that there has been a lot of buzz on HTML5 and the benefits of using it over Flash. What's all the fuss about? HTML5 works like Flash with video and animation capabilities, but it also affects SEO and search engine page rankings – something Flash doesn't currently do.

What does this mean? Let's take a look at HTML5 and other technology in relation to marketing and media.

"HTML5 is a more universal standard – more devices from desktop to the mobile side that the user is able to utilize like content and rich fashion. The drawback is in terms of adoption. Browsers and users have to have the ability to absorb and render that content. On mobile its being adopted

very quickly," says Jake Fields, president and creative director of [Treeline Interactive](#), and SDSU Marketing and Media instructor.

HTML5 is definitely a positive influence on marketing since it will have an impact on SEO; however, there is still a way to go to where it will have a worldwide influence. From a desktop perspective, it will take time for everybody to have upgraded browsers and updated computers that will display HTML5. Some of the older versions of Internet Explorer don't support it, so the user will not be able to view content.

Fields adds, "Currently, most users have outdated browsers, so they are unable to reap the benefits of HTML5. In a perfect world, everybody would update their browsers on the day updates come out, but realistically it takes quite some time especially for business users and bigger computer networks – that's all handled by IT since most employees can't just go ahead and update browsers.

For now there will be a huge segment of the

market that won't be able to see the advantages of HTML5. Technology is forever changing, getting more sophisticated, and we seemingly have to play catch up, but today there is much to embrace – SEO, social media, mobile technology – when thinking about marketing and media. What will the future bring?

"Long term it's going to be a deeper integration of all things – mashapps, mobile components – in actuality the key part to a marketing campaign is that all things branch off of the user whether you are bringing experience to them or they are bringing experience to you. For example, on the mobile side, their phone, website, and interaction with social community all branch off to user. Everything is becoming more user centric from customization to access to content to interaction between users," says Fields.

To learn more about SDSU's College of Extended Studies Professional Certificate in Marketing and Media, please visit www.neverstoplearning.net/marketing.



Opinion | Jake Fields

The Customized Mobile Experience

One of the new big things is mobile, but it didn't come out of nowhere. People have been talking about mobile marketing for ten years. Mobile was going to be the next big thing, year after year, but it didn't happen because phones weren't caught up to thoughts. But, the iPhone opened up the flood gates. People have access to view full web pages and real web content on browsers. Many websites were just a couple of lines of text that weren't formatted well. It wasn't the Internet experience people wanted. People wanted to experience applications where they had direct access to content, like customized experiences, including things like location. Location is the new biggest thing. Location means having relevant content to what the user is looking for. For example, if you're walking down the street and looking for restaurant deals, something like Yelp gives you deals in the area. The customized mobile experience today is relevant.



Hot Apps: Bubble Ball

If you know apps, you certainly know the Angry Birds – one of the most popular applications of all time. However, recently a 14-year-old boy from Utah has silenced the birds for the No. 1 spot of most downloaded free applications.

Robert Nay, after about a month of coding, developed "Bubble Ball" – a physics-

based puzzle game that is taking the application world by storm. The game is streamlined simplicity at its best – move a ball from one side of the screen to the other (think a more involved Pong) by directing random pieces of wood or metal.

Tool Used to Create: Corona tools from Anasca Mobile (for both Apple and Android).

If there is a young developer in you, check out SDSU's College of Extended Studies Web Application and Mobile program, please visit www.neverstoplearning.net/mobile



Digital and Social Media

Seven Questions for Andrew Donohue

By Rebecca Coates Nee



Andrew Donohue, editor *voiceofsandiego.org*; advisory board member, SDSU Digital and Social Media Collaborative.

Andrew Donohue is the editor of *voiceofsandiego.org*, a pioneering nonprofit news outlet focusing on local, in-depth, and investigative reporting. He has fostered the organization's growth from a tiny startup to an established and expanding model that's being emulated around the country. *Upfront* talks with Donohue to discuss digital technologies and social media.

How does *voiceofsandiego.org* incorporate digital and social media into the news-gathering and reporting process?

Our journalists are constantly using social media to communicate with their sources and audiences, from asking questions to holding people accountable. Often, it's not that social media is part of the reporting process; it is the reporting product in the end. We'll cover a school board meeting or hound a politician on Twitter and no true traditional news story will come out of it. Database work, mapping, and graphic storytelling are also becoming a more and more important part of what we do every day.

 voice of san diego.org

You hired an engagement editor last year. What does that job entail and why is it important?

The job is simple: to get more people to find, understand, and discuss our content. We cannot simply publish our stories, send out a few emails and post links in social media. We have to intelligently target the proper audiences for our content, make sure they have the context to understand it, and then get them involved in the discussion about this topic. This can mean something as low-tech as making a PDF copy of a project, printing it off, and delivering it to people who either don't have or don't use the Internet. It's important because our entire model is built around engaging the community. Our mission isn't just to provide info, but to provide it to people so that they are more educated participants in their local decisions. Our financial model isn't just to get advertisers; it's to get people so involved in our content that they are inspired to give us their hard-earned money. We can only do that if people are fully connected with what we're doing and engaged in it and their community.

How can digital technologies help media professionals in a range of industries connect with the community?

It's nearly endless. But successful online endeavors build communities around them, from open source software projects to restaurants to beat reporters. They built loyalty and a sense of caring in their members. Through digital technologies,

you can start by gaining the data to know who your community is or should be, and take it all the way through the process to the end, where you are using them to organize and activate your communities.

Which trends are you seeing emerge among media professionals and the way they are using digital technologies?

That the people who are using it successfully are doing it naturally and doing it because they want to – not because they're forced to. Those that are either forced to or aren't studying how the best do it ultimately don't have success.

Which digital skills would be the most important for media professionals to learn?

I don't think it's a skill. I think it's a mindset. You have to be open minded and willing to experiment. Then, you have to decide what you can be the best at. There are a million things you can try to do and you can probably do them all OK if you tried hard enough. But the way to stand out is to be really good at something.

For the additional questions and complete interview, [click here](#).

Rebecca Coates Nee teaches digital media journalism at SDSU's School of Journalism & Media Studies. She has worked for more than 12 years as a TV news anchor/reporter for network affiliates in California, Idaho, and Florida. She is the faculty advisor to the SDSU Digital Media professional certificate program.

SDSU College of Extended Studies Events

Wrap Up | Three Events In January

Osher Lifelong Learning Institute Open House

Presenting upcoming courses and engaging previews of what's ahead, and serving fabulous refreshments, Osher at SDSU held its biannual morning social Open House on January 29 for students aged 50 and better.

"It was one of our biggest open houses yet with around 130 attendees," says Rebecca Lawrence, Program Director of Osher.

The get-to-know event adds another dimension to courses offered and catalog descriptions listed since attendees get to hear from instructors directly and get a taste for teaching styles.

Writers' Conference

The 27th annual SDSU Writers' Conference, which was held on January 28-30, was a huge success. Hundreds of aspiring authors descended on the Doubletree Hotel in Mission Valley with hopes of one day having their work published.

One attendee, Carrie Keyes, got what she wanted from the conference – an agent. She currently has two-and-a-half manuscripts that are both commercial and suspenseful, and is brimming with future ideas. Now, with the assistance of agent Sandra Bishop of MacGregor Literary, Carrie will decide how best to proceed with her literary journey.

San Diego Social Media Symposium

The San Diego Social Media Symposium, which looked at creating conversations around emerging trends, platforms, and up-and-coming technologies in the social media landscape, was held in January to a sold-out crowd at San Diego State University.

The keynote speaker, Peter Shankman, spoke about the changing world and addressed the crowd of nearly 200 individuals who are struggling to keep up with emerging technologies. Shankman offered his four rules for social media: 1) Be transparent; 2) Be relevant; 3) Be brief, and; 4) Be top of mind – all covered in his second book, "Customer Service: New Rules for a Social Media World."

The event was co-sponsored by the Digital and Social Media (DigiMedia) Collaborative, a partnership between SDSU's School of Journalism and Media Studies and the College of Extended Studies.



Osher students learn about upcoming classes.



Books offered for sale at the Writers' Conference.



Peter Shankman, best known for founding Help a Reporter Out (HARO), presents his trade secrets about social media.

Changes and Trends in HR

Not so long ago, human resource (HR) professionals were viewed as the long-armed police of upper management that pushed around a lot of paper. *But the times are a changing.*

Today's HR professional must meet the rapidly evolving needs of the organization – and they have to become more adaptable, resilient, and customer-centered, and be able to change direction quickly to be successful.

Within this new environment, the HR professional is a strategic partner, an employee sponsor or advocate and a change mentor.

“Certainly, service for an HR department is first and foremost,” says Walter Watts, training professional for the HR department at Sycuan Casino and Resort. “Yes, you have a lot of functions that you need to perform, but you also are delivering those functions, too.”

Among the most important functions is setting the standard for how others perceive the business of HR. “You have to look at service first and how to communicate and deliver things to people in such a way that people feel good about your organization,” says Watts. “And, no

matter what profession it is, education gives you a foundation. Education keeps you up-to-date on what's going on and it also allows you to be much more forward thinking.”

Things today change so rapidly. Take the social media aspect and how it affects customer service. If someone has a problem, that individual is likely to tell 20 other people, but with social media one can multiply into 100.

“Education and understanding the changes are important for everybody, especially anybody who's going to work in HR,” says Watts.

“I think the reason for communication is connecting on a much different level now. I've got friends who are school teachers and they talk about students texting and the language that they use.”

Watts does warn that even though there is heightened use of technology, the personal aspect of HR still exists. “People still want that interface of talking with a real person, and technology does cost a lot of money and not every organization has the funds to install it. On the

other hand, many organizations actually hire people to manage Twitter and Facebook accounts. All these things play a part in how your HR function runs,” he concludes.

To learn more about SDSU's College of Extended Studies Professional Certificate in HR Management please visit www.neverstoplearning.net/hrm.

“Communication is much different, so education, self-development, and understanding social media are important for everybody, especially anybody who's going to work in HR,” says Watts.



Get Connected

Networking fits all sizes – today there are so many ways to stay connected if you are a HR professional. Here are a few:

- San Diego Chapter, American Society for Training & Development (ASTD) astdsandiego.org
- Society for Human Resource Management (SHRM) sdshrm.org
- The International Public Management Association for Human Resources (IPMA-HR) ipma-hr.org
- LinkedIn HR groups (San Diego HR Roundtable, San Diego HR & Recruiting Professionals)

Ask Gary The Guru



Gary Marchetti, HR Manager, Genentech

Q. How has social media affected the HR function?

A. Social media is still evolving and it's difficult to determine what the ultimate impact will be on HR and the business. However, the use of social media has made it easier to quickly communicate with business partners, but has also created the opportunity for employees to be tempted to abuse the Internet and take away from productivity. The quick responses of texting and email have the potential to damage relationships.

Q. What are the future trends of HR?

A. The future for HR is wide open now that it has gained a "seat at the table," becoming

the voice of the business as it relates to employees as well as the "strategic thinking partner" for those who are making decisions that impact the company, employees, and the community. HR will become less involved in transactional day-to-day activities and more involved in the operation and strategy of the business. Skills will need to be honed in the area of business processes, finance, acquisitions, mergers, and organizational design to add value to those the HR function supports.

Q. What kind of a person is a perfect fit for an HR career?

A. A career in HR can be open to many different types of individuals depending on which focus area is of interest to them. Someone who wants to be a generalist business partner will need different skills than someone who wants to be a benefits administrator. The core skills that are common are the desire to help employees and leaders become more successful and the ability to continue to make the business more efficient. They need to have a mindset of a "passion for simplification" to effectively serve their clients and the business. The HR professional now needs to be someone who is constantly learning and growing, keeping up with the changing business environment.

HotBookPick



Open Leadership: How Social Technology Can Transform the Way You Lead

By Charlene Li

With social media being pervasive in business circles these days, it's about time that there is a book that tackles social media and leadership. It covers guidelines and best practices when approaching the social media arena. The book discusses the new generation of workers – workers who demand openness, and require transparency from organizations and its leadership. *Open Leadership* also looks at control, and leadership allowing social media to improve efficiency, communication, and decision making – and, in turn building better relationships with employees and customers.

Gary Marchetti is the senior HR manager supporting Genentech's Oceanside Commercial and Clinical production facilities, an instructor at SDSU and is on SDSU's HR advisory board. His experience includes the Disney University, Disney Hollywood Studios, Disney's Old Key West Resort and Spa, and Starwood Vacation Ownership – OD Manager Eastern region and the Caribbean.

Biotechnology

Biotech Education Dollars Come to San Diego

We live in a state where it's almost second nature for us to embrace thoughts and social norms that may be different than the status quo. We are a population of innovators who brought the world blue jeans, the iPod,[®] and fortune cookies. Best yet, we are a population of early adopters of cutting-edge ideas and technology like YouTube and Facebook.

So if you think about it, the emerging biotechnology and life sciences industry in San Diego didn't happen by chance. According to BayBio, an independent, nonprofit trade association serving the life science industry, there are around 4,348 life sciences companies based in Southern California. More companies are expected to follow in the next few years. In layman terms, San Diego is fast becoming a biotechnology hub – and with that comes jobs.

The Future of Biotech Jobs in San Diego

Currently, San Diego and Orange County employ around 150,000 in the life sciences industry, and if you look at sites like Biospace.com – an online

community for industry news and careers for life science professionals – Indeed, Craigslist and Careerbuilder you will see dozens of biotech-related jobs posted in the San Diego area alone.

In an article by David Gollaher from Xconomy.com, he says that "San Diego should remain a magnet for jobs and funding, with its leading biopharmaceutical and diagnostic companies, top universities and world-class research institutes. According to a survey of the top 200 biomedical employers in California commissioned by CHI and PricewaterhouseCoopers in November 2009, the industry is positioned for robust growth."

Is a Biotech Career Right For You?

Are you interested in biotechnology? Here are a few questions to answer if you are undecided in your pursuit of a career path or are considering a change in your career:

1. Do you want to be part of a possible medical breakthrough like advances in the treatment of cancers, arthritis, and multiple sclerosis to name a few?
2. Do you want to work in an industry that will offer good wages and benefits far into the future?
3. Do you need assistance paying for college?



Biotechnology, Readiness, Immersion, Certificates & Degrees for Gainful Employment

Now Is the Time

If you answered "yes" to any of those questions, you might want to look into the field of biotechnology. Right now is an opportune time, since four local organizations – San Diego State University, BIOCOM, San Diego Workforce Partnership and the Southern California Biotechnology Center at San Diego Miramar College – just received a three-year, \$4.95 million grant from the U.S. Department of Labor to assist our region's life sciences industry's economic growth.

"We are very pleased to be able to reach out to veterans, the unemployed and other job seekers in the San Diego region and enable these individuals and San Diego's life sciences industry to benefit significantly from our nation's economic stimulus investment in higher education," said SDSU President Stephen L. Weber.

Visit www.neverstoplearning.net/BRIDGEproject to learn more.

"[the BRIDGE Grant] is a great opportunity for me to enter into this program and I think great employment opportunity is waiting for me."

— Francine, MLTT Student

"I'm so happy to hear that my BRIDGE grant was approved! I'm tremendously excited to take classes again, and take another step toward CLS certification!"

— Chelsea, CLS Student

"I am so excited to have the privilege and opportunity to study at SDSU."

— Susan, CLS Student



Seven Questions for Joe Panetta

By Colleen Lee



Joe Panetta, President and CEO, BIOCOM

The biotechnology industry has expanded in the last decade and it has reached San Diego.

Joe Panetta, President and CEO of BIOCOM, the nation's largest regional life sciences trade association, which represents more than 560 member companies and research institutes from Southern California's life sciences community talks with *Upfront*.

What is the BIOCOM Institute?

The BIOCOM Institute is the education and workforce development arm of BIOCOM.

Why does it exist?

It exists to support the employment needs of the current and future life science industry. The Institute works with the industry and academia to develop its in-house programs and to assist in developing curricula and degree programs, as well as providing internship and immersion programs.

When was the BIOCOM Institute founded?

The Institute itself was formed two years ago as a separate unit under BIOCOM, holding the

status of a 501c3 organization. While BIOCOM has had education and workforce initiatives for many years, the idea was to operate the institute separately so that it could access state and federal education and workforce funding.

How is the BIOCOM Institute funded?

The Institute operates exclusively on outside grant funding and donations.

How does the BIOCOM Institute interface with industry, to determine what jobs need to be filled and the skills required for those jobs?

Industry advises the Institute on current and future employment needs and trends, serves on the Board of Directors, provides classroom mentors and internships and helps to develop curriculum with practical input to complement science.

How does the BIOCOM Institute interface with academia to ensure it creates the kinds of courses that provide the skill sets needed by industry?

The BIOCOM Institute staff work closely with academia on projects and there are academics on the Board. For example, Dr. Susan Baxter, the Board Chair, is the Director of the CSUPERB program in life science.

How can the BIOCOM Institute help SDSU students, or potential SDSU students?

The BIOCOM Institute can assist SDSU students in many ways. First the Institute's website contains an abundance of material on degree and certificate programs, career planning, job descriptions and programs available to students. Second, the Institute runs a summer internship program for students who can obtain jobs in companies and research institutes. Third, the Institute's staff is available to talk with students who are interested in the industry, and guide them toward the programs that may help them achieve their employment and education goals.



1995 | BIOCOM,
the largest regional
life science association
in the world, is launched.

Professional Certificate in Digital and Social Media

Audio and Slideshow Production	March 5-26, 9 am-1 pm	Saturdays
Increasing Traffic to Your Website	March 17-April 14, 6-9 pm (no class March 31)	Thursdays
Video Production for the Web I	April 9-30, 9 am-1 pm	Saturdays
Video Production for the Web II	May 7-June 4, 9 am-1 pm (no class May 28)	Saturdays

For details, contact tmcleod@mail.sdsu.edu or www.neverstoplearning.net/digitalmedia

Professional Certificate in Marketing & Media

Media Planning and Buying	March 2-23, 6-9 pm (no class March 23)	Wednesdays
Media Sales and Promotion	April 6-27, 6-9 pm	Wednesdays
The Marketing and Advertising Campaign	May 4-25, 6-9 pm	Wednesdays

For details, contact tmcleod@mail.sdsu.edu or www.neverstoplearning.net/marketing

Business Writing for Success

Polishing Your Grammar Skills	April 7, 8:30 am-12 pm	Thursday
The Five Essential Steps	April 14, 8:30 am-12 pm	Thursday
Editing and Proofreading	April 21, 8:30 am-12 pm	Thursday

For details, contact tmcleod@mail.sdsu.edu or www.neverstoplearning.net/bw

Professional Certificate in Essential Management Skills

Management Fundamentals
Goal Setting & Time Management
Communication Skills
Diversity
Performance Management
Managing Within the Law
Going From Peer to Supervisor
Coaching and Feedback

For details, contact tmcleod@mail.sdsu.edu



ment Spring Course Calendar

Foundational Management and Leadership

March 30, 8:30 am-12 pm	Wednesday
April 6, 8:30 am-12 pm	Wednesday
April 13, 8:30 am-12 pm	Wednesday
April 20, 8:30 am-12 pm	Wednesday
April 27, 8:30 am-12 pm	Wednesday
May 4, 8:30 am-12 pm	Wednesday
May 11, 8:30 am-12 pm	Wednesday
May 18, 8:30 am-12 pm	Wednesday

or www.neverstoplearning.net/foundational

Professional Certificate in Meeting and Event Planning

Tradeshows and Expositions	March 19, 9 am-4 pm	Saturday
Financial Management of Meetings and Events	March 29-April 5, 6-9 pm	Tuesdays
Technology Tools	April 9, 9 am-4 pm	Saturday
Audio/Visual Basics	April 14-21, 6-9 pm	Thursdays
Sustainable Practices – Greening Your Meetings and Events	April 23, 9 am-4 pm	Saturday
Professional Development	May 3 and May 5, 6-9 pm	Thursdays
Building Your Own Event Planning Business	April 30, 9 am-4 pm	Saturday

For details, contact rbeard@mail.sdsu.edu or www.neverstoplearning.net/meeting

Professional Certificate in Casino Gaming Online | April 18-May 23

Casino Marketing Promotion	April 18-May 23
Gaming Regulations on Sovereign Soil	April 18-May 23

For details, contact acook@mail.sdsu.edu or www.neverstoplearning.net/casino

Professional Certificate in the Business of Wine

Dynamic Food and Wine Pairing I	March 19, 9 am-4:30 pm	Saturday
Dynamic Food and Wine Pairing II	April 16, 9 am-4:30 pm	Saturday

For details, contact mbrady@mail.sdsu.edu or www.neverstoplearning.net/wine

Professional Certificate in Human Resources

Talent Management and Development	April 6-June 22, 6-9:30 pm	Wednesdays
Human Resource Management and the Law	April 11-June 27, 6-9:30 pm	Mondays
Capstone: Applying Human Resource Management	April 11-June 27, 6-9:30 pm	Mondays
Performance Management	April 12-June 28, 6-9:30 pm	Tuesdays

For details, contact rbeard@mail.sdsu.edu or www.neverstoplearning.net/hrm

Professional Certificate in Core Management & Leadership |

Thursdays, April 7-21, 8:30 am-4:30 pm

Communicating More Effectively

Setting the Stage for Winning

Driving Focus: Getting it Right from the Start

Innovating Every Day

Managing Change

Teaming to Win

Sustaining Alignment

Peer Laboratories and Action Planning

For details, contact tmcleod@mail.sdsu.edu or www.neverstoplearning.net/leadership



Professional Certificate in Contract Management

Essential Contract Management Techniques	April 11-May 16, 6-9 pm	Mondays
Ethical and Regulatory Aspects of Contracting	April 7-May 12, 6-9 pm	Thursdays
Principles of the Acquisition Process and Contract Management	May 11-June 15, 6-9 pm	Wednesdays
Business Resilient Contracting	May 19-June 23, 6-9 pm	Thursdays

For details, contact acook@mail.sdsu.edu or www.neverstoplearning.net/contract

Professional Certificate in Project Management

Introduction to Project Management: Framework and Integration	April 6-May 4, 6-9 pm	Wednesdays
Team Building	April 4-May 2, 6-9 pm	Mondays
Scope, Time, and Cost	May 9-June 13, 6-9 pm	Tuesdays
Procurement	May 11-June 15, 6-9 pm	Thursdays

For details, contact pm-ces@sdsu.edu or www.neverstoplearning.net/pm

Professional Certificate in Lean Six Sigma Green Belt | March 18-June 3

Define: Project selection, charter & scope, VOC, stakeholder analysis, SIPOC, A3, standard work, visual management	March 18	Friday
Measure: Data collection planning, discrete vs. continuous data, basic statistics	April 7	Thursday
Analyze: Graphical analysis: histograms, pareto's, run charts, root cause hypothesis, introduction to statistical tests.	April 8	Friday
Improve: Flow/batch size reductions, work cells, pull systems, kanbans, standard work, kaizen events	April 29	Friday
Improve & Control: Brainstorming solutions, pilot planning, implementation and capturing improvement data.	May 6	Friday
Presentations and Certificates	June 3	Friday

For details, contact lss@sdsu.edu or www.neverstoplearning.net/leansixsigma

Professional Certificate in Lean Enterprise | March 17-June 9

For details, contact lean@sdsu.edu or www.neverstoplearning.net/lean

ment Spring Course Calendar

Construction Certificates Online April 11-June 18
Professional Certificate in Construction Estimating
Introduction to Construction Estimating
Essential Construction Math
Construction Blueprint Reading
Estimating and Bidding II
Construction Materials and Processes
Professional Certificate in Construction Practices
Introduction to Construction Estimating
Essential Construction Math
Construction Blueprint Reading
Estimating and Bidding I
Construction Materials and Processes
Professional Certificate in Supervisory Series
Leadership and Motivation
Problem Solving and Decision Making
Cost Awareness and Production Control
For details, contact construction-ces@sdsu.edu or www.neverstoplearning.net/construction

