

# Transcript

July 11, 2023, 5:01PM

 **Burns, Mel** 0:03

One for joining us today.

● **Burns, Mel** started transcription

✉ **KRISHNA, ISHA** joined the meeting

 **Burns, Mel** 0:05

We are super excited to be hosting the talent management team on this call today. They're gonna be sharing some amazing programs that we have here that you guys can start really taking a deep dive into as you start thinking about next moves after your internship.

✉ **Lee, Annie** joined the meeting

✉ **Morse, Michael** joined the meeting

✉ **Swiatlowski, Ryan D.** joined the meeting

✉ **Oketch Oduwo, Zoe Jordan** left the meeting

 **Burns, Mel** 0:21

So I'm actually gonna turn it over to Kelly Mayer to introduce herself.

✉ **Chang, Lilian** joined the meeting

 **Burns, Mel** 0:26

She'll be leading the presentation to Kelly.

Take it away.

 **Mayer, Kelly** 0:32

Great.

Thank you so much for having me.

Hi everyone.

Nice to meet you.

✉ **Oketch Oduwo, Zoe Jordan** joined the meeting

 **Mayer, Kelly** 0:37

As Mel said, I am part of the early talent team.

So excited to share some information with you all.

We'll definitely have time at the end for questions, but I also have the chat function up, so if you have questions already or throughout the presentation, feel free to put them in chat and we will monitor.

So who starting with a high level overview of our early talent team?

✉ **Lee, Jessica** joined the meeting

 **Mayer, Kelly** 1:04

So I'm Kelly Mayer.

I am a senior manager in talent management.

I support the operations leadership development program and I also support another mid level operations development program.

✉ **Hoppe, Elizabeth M.** joined the meeting

 **Mayer, Kelly** 1:18

I report into Dianne Davidson, who is the senior director of our early talent team.

✉ **Cheng, Ronica** joined the meeting

 **Mayer, Kelly** 1:24

She primarily manages the GLDP GM program as well as the GLDP HR program, which it's kind of out of scope for today's conversation because that is for the Masters programs.

✉ **Tseng, Kaylee** joined the meeting

**MK** **Mayer, Kelly** 1:37

But she is the program manager for the finance LDP, also on the team is Kristin Upton.

✉ **Joan Zhang** joined the meeting

✉ **LI, XIAOBAO** left the meeting

✉ **Rouse, Chloe** joined the meeting

**MK** **Mayer, Kelly** 1:44

She's another manager within talent management, and she manages the ITLDP, the PELDP, the DSLDP and, you know, welcome to Thermo Fisher.

✉ **Pattinson, Will** joined the meeting

✉ **Selitsch, Dillan** joined the meeting

**MK** **Mayer, Kelly** 1:57

We have a ton of acronyms, so I'll go more in detail with some more specifics on these programs in a minute, and then we also have Shannon Neubrand on our team who is a senior talent specialist.

So she does a lot of this scheduling the programming, the organizing, making sure that we all stay on top of everything we need to and that things happen as they need to throughout the year.

✉ **Kennedy, Danni** joined the meeting

✉ **Majmundar, Saanjali** joined the meeting

✉ **Preston Munoz** joined the meeting

 **Mayer, Kelly** 2:23

A little bit about kind of the process.

 **Farnan, Anna** joined the meeting

 **Mayer, Kelly** 2:25

So you all are here today.

You are interns and you're looking at what your next opportunity is.

Obviously you still have to go back to school, probably finish up at least another semester, maybe another year, but we love intern conversions with our early talent programs.

 **Zhu, Rain** joined the meeting

 **Mayer, Kelly** 2:42

So that's why we were coming to you to share more information on these programs and create visibility to what these programs really are and what other opportunities there are out there.

So within our LDP or our leadership development programs, we offer finance operations IT product engineering and data science.

And then if you were to continue on in your education and get a master's degree, some years of experience, we do have human resources and then general management programs as well.

So the goal here in the philosophy of thermofisher is recruit once, hire twice.

So we recruit you as interns, bring you into the company, higher grade talent and then towards the end of your summer internship, you have a positive experience.

 **Morris, Andrew** joined the meeting

 **Mayer, Kelly** 3:30

You have a positive experience.

It's a good match and we're able to convert you all to full time hires and one of the rotational programs.

8+ **HOCHMAN, LAUREN** joined the meeting

**MK** **Mayer, Kelly** 3:42

You may have heard the term leadership development program a lot, but I think at least from my experience, I can look a little bit different at every company.

So at a high level, the purpose of our leadership development programs at Thermo Fisher is that they are designed to provide best in class development opportunities for high performing recent college graduates to gain a breadth of functional experiences and leadership exposure on their journey to becoming leaders within the organization.

8+ **Woods, Aaron** joined the meeting

8+ **Courtney Marshall** joined the meeting

8+ **Yakima, Jacob P.** joined the meeting

8+ **McDonald, Sarah** joined the meeting

**MK** **Mayer, Kelly** 4:14

So get into some of the specifics within the different programs that can help differentiate if maybe where your interest lies.

8+ **Kolim, Bianca** joined the meeting

**MK** **Mayer, Kelly** 4:22

But all leadership development program participants, the programs are two year experiences and there are different assignments within those two years that range from 6 to 12 months across various different Thermo Fisher sites.

So getting experience with different groups, divisions, business units and physical locations as well as potentially different functional areas.

It's learning from high impact on the job and hands on experiences, so there is a strenuous vetting process for assignment.

So these are real projects, real day-to-day work that is really impactful to the business and wouldn't get done without our LDP is taking them on.

✉ **Upton, Kristin** joined the meeting

**MK** **Mayer, Kelly** 5:08

In these rotations, we also have dedicated assignment managers who provide day-to-day direction.

So for me, I'm the program manager for operations LDP, but each rotation has a dedicated assignment manager similar to your manager for your internship.

✉ **Hayes, Rylie** joined the meeting

✉ **Najafikhoshnoo, Sahar** joined the meeting

**MK** **Mayer, Kelly** 5:29

Who is kind of that day to day person?

Who's setting the goals with you?

Managing your performance.

Helping Coach, mentor and really give that direction, they also will become hopefully your long term mentors and coaches.

✉ **Bhushan, Arya** joined the meeting

**MK** **Mayer, Kelly** 5:45

So the people that you network with throughout the program, a lot of times people end up going back to those teams based on their network to work with them.

After the program, you'll also navigate a program learning journey comprised of on site and virtual training sessions focused on functional and leadership skill development.

✉ **Honda, Julia** left the meeting

**MK** **Mayer, Kelly** 6:06

These typically fall within the two years between the rotations, with some sort of

presentation focus, we bring in a lot of different senior leadership to learn from it, really understanding that bigger picture of thermofisher maybe outside of the scope of the work that you were doing within that rotation, contributing expertise to real value added work.

↘ **Gohil, Suniti** left the meeting

↗ **Mueller, Ryan** joined the meeting

 **Mayer, Kelly** 6:30

So you're all going to school?

You're learning your technical expertise and then bringing that here to thermofisher and really being able to apply it in day-to-day work and then fill open functional positions throughout thermofisher once completed within the program.

 **Ke'ivana Godette** 6:32

Problems.

 **Mayer, Kelly** 6:46

So the goal here at the end of the program is you are your full time employee in the program and you would continue to be a full time employee and transition into a different role of interest post program.

↗ **Luong, Thi** joined the meeting

↘ **Russell, Samantha** left the meeting

 **Mayer, Kelly** 7:03

So that was high level in general and now getting into the specific operations leadership development program.

So this is my baby.

This is my program that I manage so more program information.

↘ **Hayes, Rylie** left the meeting

 **Mayer, Kelly** 7:18

Our key stakeholder is Konrad Bauer.  
He is the senior vice president of global business services.  
So he gets involved with welcoming the LDP.  
He has that final approval and say so over kind of all the components within the program.

 **Hayes, Rylie** joined the meeting

 **Mayer, Kelly** 7:37

So he is very involved and it helps make sure that all of the assignments are really meaningful experiences and that they fit with the needs of the business as well as the needs of developing future operations leaders.  
This program has been around since 2011.  
We have had 112 participants since the program debuted in 2011.

 **Zewei Yao** joined the meeting

 **Gohil, Suniti** joined the meeting

 **Mayer, Kelly** 8:00

This hiring class, we had 24 people.  
Next week, we were actually bringing on board 23 new hires and they're hired in as Band 5 full time employees.  
So these are exempt tires, which means that they are not eligible for overtime.  
The candidate profile that we are typically looking for for OLDP is an undergrad with engineering, supply chain biology, chemistry, science operations, or other related discipline.  
We also look for relevant internships, so if you have an internship with Thermo Fisher, we would consider that relevant internship experience.

Ohh we do ask for a geographic flexibility, so within the program it's a two year program for six month rotations and that is across two different locations.  
So you would spend the first year in one location getting two different internship or two different rotational experiences, six months each, and then you would relocate

for that second year in the program to do your final two rotations.

So we do ask for geographic flexibility both in program and then for post program of considering opportunities.

Umm.

Full time out of the program.

We also look for leadership aptitude, learning, agility, engineering, supply chain, technical ability, humility and strong academic achievements.

As far as the locations across the US, we have, I think it's roughly 150 manufacturing sites.

So a lot of the key sites are Carlsbad.

The Bay Area, California, Asheville, NC, Marietta OH, Lenexa, KS.

Kansas, but really the limit doesn't exist with where these roles could be located and the types of rotations.

I'll share a little bit more on the next slide, but typically we see rotations in manufacturing, engineering, quality, engineering planning and sourcing, logistics, distributions, operations, A-Team lead or a production supervisor.

PPI specialist or process engineer post program placement OLDP is we work closely together on updating their resumes and talent cards to then share with the business to look for and identify band 6 operations roles of interest.

The timeline there if you really like to plan far in advance is OLDP is are placed no later than June 30th, and they're.

I'm sorry.

July 30th and their final off program role in no earlier than June 1st.

So with the rotations as I mentioned, there's a lot going on on this slide.

But there are two different required rotation.

So one is the technical rotation, one is also people management.

So if you are interested in getting into an operations leadership role, it's a great experience to have during the program in a somewhat safe environment where you can learn.

✉ **Zewei Yao** joined the meeting

**MK** **Mayer, Kelly** 11:08

Beyond that, there are four different categories of roles, so assignments are based on business need, but they could be within supply chain.

The distribution, logistics, procurement or quality, there's also a requirement of becoming PPI PM certified while on the program.

So PPI is a huge component of working at Thermo Fisher and will benefit you in any role you take on throughout your career.

So there is strong PPI presence.

Also, just a reminder, if you recently join, please mute yourself.

I can hear a little bit of background noise and then we also assign peer and alumni mentors throughout the program.

So again, another opportunity for more of that mentorship and coaching and then we are also planning to implement a group project with fellow OLDP S to really supplement the exposure and experience in rotation.

So knowing that you're only doing 4 rotations, but there are six kind of different categories of roles that you could take on, we're finding ways to really supplement that experience to make sure we have well rounded operations leaders.

We also offer finance leadership development program.

离开了 **Samal, Anusha** left the meeting

**MK** **Mayer, Kelly** 12:26

So the key stakeholders for this program are Stephen Williamson, who's the senior VP and CFO, as well as Jim Meyer, the VP of Financial Operations.

离开了 **Crook, Kira** left the meeting

**MK** **Mayer, Kelly** 12:39

This program, the first graduating class is in 2010 and they've had 182 participants since the program debuted.

离开了 **Najafikhoshnoo, Sahar** left the meeting

加入了 **Samal, Anusha** joined the meeting

加入了 **Crook, Kira** joined the meeting

**MK** **Mayer, Kelly** 12:49

We have about 35 interns each year in finance, so anticipate there's a large number of you on the call and the finance internships debuted in 2018.

We hire about 20 FLDP per class and again they are also hired in as band vibes.

✉ **Menon, Nikhita** joined the meeting

**MK** **Mayer, Kelly** 13:08

The candidate profile we're looking for is undergrads with finance, accounting, business, and or an ECON degree as well as with relevant internship experiences and finance or accounting.

Again, here we ask for geographic flexibility during program and post program.

It's also a two year program with four or six month rotations.

The first year is typically within Boston Metro or Carlsbad, CA, and in the second year could be within Waltham, Greenville, Wilmington, Raleigh, Priamus, Pittsburgh or Center Valley.

✉ **Zhao, Jessica** left the meeting

**MK** **Mayer, Kelly** 13:44

So again, all assignments are based on business needs and we're constantly evaluating what those business needs are.

✉ **Li, Leina** left the meeting

**MK** **Mayer, Kelly** 13:51

So some of these locations are specific roles, could adjust as well also with this program looking for leadership aptitude, learning, agility, finance, technical ability, humility and a strong academic achievements.

✉ **Li, Leina** joined the meeting

**MK** **Mayer, Kelly** 14:07

Typically, the types of rotations are fpna, so at the corporate group, division operations or commercial level, general accounting and reporting cost accounting, internal audit pricing and analytics, etc.

The roles within the FLDP are consistent on each team, so in FLDP incoming would be transitioning over from an FLDP who is going out of that role, and the post program placement also works a little bit differently.

 **Drago, Jason** joined the meeting

 **Mayer, Kelly** 14:40

So group V PS of finance identify Band 6 finance roles that are available, and then the FLDP is ranked the roles of interest.

They go through an interview process and then are matched based on.

Those preferences.

We'll see F1 of my colleagues joined Kristen.

Are you on the line yet?

 **Upton, Kristin** 15:08

I am. Hello.

 **Mayer, Kelly** 15:10

Answer you can do your intro real quick and then jump ahead.

 **Upton, Kristin** 15:12

4 sure hi everyone.

My name is Kristin Upton.

I am a program manager on the early talent team, so I'm one of Kelly's colleagues here.

I managed.

Typically our technology programs, so that includes it, which I'll dive into here momentarily.

Data science and product engineering.

So all things kind of like I said, within that technology umbrella, so to kind of get started with IT, the stakeholder, our executive sponsor for IT is Ryan Snyder.

 **Kennedy, Danni** left the meeting

 **Upton, Kristin** 15:43

So he is the CEO of the company.

So you may have seen his name floating around.

He is involved in obviously kind of the planning, identification of roles, things like that within the program along with the rest of his leadership team program has been around for quite a while.

So the first graduating class was in 2011, so it's very well established, but it's been pretty small recently.

We have increased the class size to six.

We'll be starting actually next week, so we are kind of getting a little bit of a stronger foothold within the IT organization because it is pretty broad across the US, especially with some of the cool things that are happening within generative AI chat, GPT, that sort of thing.

All of our ITL DPS are hired as a band 5, and we typically are looking for those individuals who have kind of a computer science background, engineering, tea information systems that sort of background that would lend itself well to an IT career.

Umm once again, just like Kelly said.

👤 **Chalovich, Luke D.** joined the meeting

👤 **Upton, Kristin** 16:49

Like all of our programs, geographic flexibility is absolutely required.

Even if you see a lot of it, colleagues who are working remotely, we do require that you work on site for all of our LDP.

So that includes locations like in Waltham, Pittsburgh, PA is another one.

Umm Frederick, MD is where kind of our cyber security team sits.

👤 **Bhushan, Arya** left the meeting

👤 **HAQUE, INZAMAM** joined the meeting

👤 **Upton, Kristin** 17:13

And then there's quite a few ITLDP's in Carlsbad, CA, too.

👤 **Oketch Oduwo, Zoe Jordan** left the meeting

 **Upton, Kristin** 17:16

Too, and there's different types of rotations, so there are rotations that lend themselves more to the technical side of things.

Data engineering development.

That sort of thing.

But then there's also rotations that are more on the business facing side of things.

So a project manager or project manager.

Excuse me or business analyst and we try to give you a nice balance while you're in the programs to come out of it pretty well rounded with some experience on kind of both sides of things to ultimately prepare you really well to be that future IT leader.

And right now we solicit roles through the IT leadership team.

 **Fessahaye, Natan** joined the meeting

 **Upton, Kristin** 17:56

So I work with Ryan and his team too.

Figure out where those needs are within the company.

What really interesting and kind of meaty roles there are available for are ITLDP's and then from there are ITLDP's provide preferences where they'd ultimately like to work.

What skills they want to work on, you know, especially on that technical side of things.

And then we kind of do a little matchmaking from there and then post program.

They are just as Kelly's programs.

Just as OPS, she mentioned, they're looking at what roles are available.

I work with them as kind of their agent, so to speak, to help identify opportunities that they are both interested in and available that are banned 6 roles.

So a lot of people have rolled off program into project manager roles.

 **Hannibal, JACK T.** left the meeting

 **Upton, Kristin** 18:44

There's been quite a bit within kind of the security analysts space, but really there are multitude of opportunities because it is really such a large function that there's a lot of umm area for for ITLDP is to kind of develop into where their post program role.

So that is ITLDP.

To kind of piggyback off of that a little bit more specialized, I should say a lot more specialized is the data science program.

So this program is fairly new.

Data science is also kind of as a focus is fairly new for organizations anyways, and this was built to kind of meet that need that we have of course here at Thermo Fisher as well.

The sponsor is Larry Kushner, so he is the vice president of data science, pricing and financial solutions, and he runs kind of the the Coe in regards to that.

I'm the first graduating class will actually be graduating a couple of weeks, so just started.

First class started in 2021 so they will be graduating soon here and because it is so specialized because we are typically looking for those individuals who have kind of a data science or statistics or applied mathematics degree, we keep the program pretty small.

So the first hiring class was four and we've since continued on with that trend.

So we will actually have three individuals starting next week and once again similar to all of our other programs, everyone starts as a BN 5 and we require you know, geographic flexibility.

You are required to be on site for this program.

Carlsbad or Pittsburgh are the two main sites for this program and this program, in addition to it, I should have mentioned for it all of the technology programs are two one year rotations because they are more technical because you need to learn more into the specialized knowledge it takes a little bit longer to get up and running and then really dive in and kind of own some of that technical aptitude.

 **Fessahaye, Natan** 20:33

Yeah.

Commission.

 **Upton, Kristin** 20:54

So that's the reason for those longer, longer rotations.

And like I said, we really are looking for those individuals who have a quite a bit of background within the data science space within the statistics, maybe statistics and kind of the computer science mix background.

Anything where you have that knowledge of both kind of programming but also mathematical modeling is what we're really looking for here.

✉ **Luong, Thi** left the meeting

**UK** **Upton, Kristin** 21:22

And then the rotations are all different types of data science roles that are kind of in support of other functions.

So you may support our commercial marketing team.

You may work within the center of excellence.

That kind of supports a lot of different endeavors throughout thermofisher.

We certainly have a lot of people that work within.

Finance kind of supporting data science and finance or commercial sales in addition to HR, those are just kind of a few of the areas where we have some data scientists throughout sprinkled throughout Thermo Fisher.

And just like our other programs, roles are kind of identified through some of the various data science teams that sit around the company and they are selected based on what those business needs are and also what the LDP trusts are to where they would like to work and kind of help support the company.

And then post program they are looking for band six data scientist roles.

So those are ideally where they are rolling off into post program opportunities and timeline is the same as all of our other programs.

And last but not least, for technology is our product engineering program.

This one is traditionally pretty popular, I would say, given that we are scientific company.

So this program sits within our R&D function and our executive sponsor is Karen Nelson, who is the Chief Scientific Officer and funds in and supports this program.

And so this is also a brand new program.

The first graduating class is going to be graduating here and a few short weeks, and we are actually, we've actually increased the most recent class size.

So 8 PELDP will be starting next week and similar to everyone else there, starting as a band 5 and they are looking, we are looking at people who are coming to us with undergraduate degrees in mechanical, biomedical, chemical, electrical or kind of similar engineering backgrounds.

 **Kennedy, Danni** joined the meeting

 **Upton, Kristin** 23:31

The work that you will be doing within this program is a lot of product development, new product introduction, that sort of thing.

 **Woods, Aaron** left the meeting

 **Upton, Kristin** 23:37

So those engineering degrees really lend themselves to working in this space, and for this program especially, you have to be geographically flexible.

We have R&D sites really throughout the US, so there's just a few listed there.

The Bay Area's huge for R&D, we have quite a few sites there.

The Boston Greater Boston area is very large as well.

Umm.

Hillsborough and Asheville.

Carlsbad, there's more that aren't on that list.

Really anywhere that we have a site that is working in the R&D space, we have an opportunity for PELDP potentially.

Umm, once again we are looking for those individuals who are looking to become future leaders who have that leadership aptitude but are really looking currently at developing their technical skills too.

So we want people to get situated, get accustomed, get that expertise and kind of the technical space building their engineering skills with the thought that down the road they do want to eventually become those leaders within kind of the R&D space.

 **Connor, Gabriel** joined the meeting

 **Upton, Kristin** 24:50

So some of the.

Rotations, product development, product design.

This is a little outdated, but it says AIG LSLPG SDG and we also have some roles in BPG and GSG as well, so that's where a lot of kind of the R&D work takes place in

terms of product development, you really focus on product development versus processed development just as a kind of a note there.

Roles are solicited throughout the company, and they're selected once again based on business need, LDP interest and where those true technical experiences can kind of be found throughout our different R&D teams.

And then post program depending on where LDP's roll off for this program, they may roll off in a band five or six role, just given the specialized nature and the technical work that each of our individual businesses do within R&D.

✉ **Fede, Adeline** joined the meeting

**UK Upton, Kristin** 25:49

There's a little bit of a variance here, so it might be a band 5.

It might be a band 6 depending on kind of the individual LDP, their expertise and kind of knowledge, and the signs that they're going into wherever they roll off program.

And so that is the R&D program and I should say for all of the technical programs, just to kind of give a little.

Fair warning.

Here we are.

Kind of.

For all of our programs, we're constantly looking at how are we improving? How can we make sure we're providing the best experience for LDP while also meeting business needs and so for my programs specifically, we are certainly in those conversations currently, so I'm just kind of aware that there as you are looking at these opportunities as we get closer to the end of the summer, just be sure to kind of review job descriptions, make sure nothing has changed.

✉ **Davis, Trinity T.** joined the meeting

✉ **Lulla, Katie** left the meeting

**UK Upton, Kristin** 26:48

And so that you know that you are aligned with what you're applying to and and

you're excited about the opportunity and you have the background too because like I said, we may be just adapting and shifting a bit over the next few weeks.

👤 **Gohil, Suniti** left the meeting

👤 **Mayer, Kelly** 27:07

Thanks Kristen.

👤 **Upton, Kristin** 27:08

Sure.

👤 **Mayer, Kelly** 27:09

Umm it great point.

I completely forgot to mention.

For operations LDP the requirement is an in person on site assignment as well.

So especially to learn that hands on experience, you need to be there to be able to do the hands on.

So good call out, Kristen.

So we are open for questions.

There were a couple that came in through the chat.

The first one, Kristen for you, does the data science LDP offer R&D rotations?

👤 **Upton, Kristin** 27:40

Yeah, great question.

👤 **Thomson, Colby A.** left the meeting

👤 **Upton, Kristin** 27:41

So not at this time there is.

I recognize there's a lot of intersection really between all of my programs and at this time there's not a crossover.

There's not to say there never will be.

Like I said, there's always changes and we're kind of going through some of those conversations right now.

But at the current juncture, no.

The data science program is really focused on, Umm, business support primarily I'm and then there are some opportunities within our clinical research group that does skew more on the scientific side of things, but nothing fully within our and D.

✉ **Fessahaye, Natan** left the meeting

**MK** **Mayer, Kelly** 28:19

Great.

Thank you.

And then there was a question from Sarah McDonald.

✉ **Drago, Jason** left the meeting

**MK** **Mayer, Kelly** 28:25

Gabrielle, I might tag you in just because I don't know this answer for OLDP of how many students typically apply to the OLDP each year.

✉ **Fosserier, Alyssia** left the meeting

**MK** **Mayer, Kelly** 28:36

So Gabrielle is my awesome recruiter talent partner that I work with for OLDP and was involved with recruiting last year.

✉ **Li, Leina** left the meeting

**EG** **Ellerbrock, Gabrielle** 28:44

Sure.

So for the OLDP, historically it's anywhere between like 2 to 300 applicants every year and that's pretty accurate for across all our LDP spectrum.

✉ **Kennedy, Danni** left the meeting

✉ **Swiatlowski, Ryan D.** left the meeting

 **Ellerbrock, Gabrielle** 28:56

So it could be as little as maybe like 170 going up to like the mid threes.

 **Swiatlowski, Ryan D.** joined the meeting

 **Mayer, Kelly** 29:03

OK, great.

Thank you.

 **Ellerbrock, Gabrielle** 29:05

Umm.

 **Mayer, Kelly** 29:07

Sarah had a couple additional questions as well.

How likely are you to get placed at one of your desired sites?

So I can speak for OLDP, so I definitely go through a preferences process with the participant, but ultimately assignments are based on business needs.

So we do ask for that geographic flexibility and understanding that sometimes you don't know what you don't know and your favorite assignment could be a rotation that you had no idea that that job even existed out there.

 **Hayes, Rylie** left the meeting

 **Mayer, Kelly** 29:39

So we do ask for people to come in with an open mind and be open to those experiences.

While we do try our best to align with what your interests are, but no promises on locations or roles.

 **Davis, Trinity T.** left the meeting

 **Upton, Kristin** 29:54

I would.

I would.

I'm just emphasize the same exact thing Kelly shared.

And also just kind of remind you when you're thinking about these programs, when you're thinking about placement, your priority really should be the actual opportunity itself.

What are the skills?

What is the job that you're going to be doing?

Who are the people that you're going to be able to network with?

You know it's short term in terms of your location, but it's long term in terms of the skills and things that you're gaining, the learnings that you're gaining from each of your actual assignments.

So that should be the priority location should kind of be secondary from that.

So hopefully that's kind of how you're thinking about these different rotational programs.

✉ **Nelson, Naomi** joined the meeting

 **Mayer, Kelly** 30:36

Yeah.

And if the rotational programs really are meant to be for people who are interested and open in having those different experiences.

So umm, if that is not something you were interested in, that is totally fine and there are other direct hire roles.

There are plenty of other opportunities, but if it is something you're interested in and have spent some time reflecting and understanding, if it is a right fit for you, we would offer you to apply and then what is meant by a band 6 employee.

So the banding structure is part of our job architecture through our compensation team.

So LDP's they come in at a band 5 level.

So that means that they are exempt employees and then typically we see a level of promotion to a higher level band out of program.

✉ **Swiatlowski, Ryan D.** left the meeting

✉ **Swiatlowski, Ryan D.** joined the meeting

 **Mayer, Kelly** 31:27

As Kristen mentioned, there is some variation of potentially rolling off and do it beyond five roll for some of her programs, but that has to do with job architecture in terms of the banding.

Umm, alright, where can we find out more information about the fall spring coops?

 **Merrifield, George** left the meeting

 **Mayer, Kelly** 31:49

Can we apply internally or does it have to be through job boards?

 **Smith, Zahra** left the meeting

 **Mayer, Kelly** 31:54

Gabrielle, any chance you are interested in taking this one as well?

 **Ellerbrock, Gabrielle** 31:59

Sure.

So I'll tap in Mel as well.

 **Mayer, Kelly** 32:00

You.

 **Ellerbrock, Gabrielle** 32:01

Mel, I don't know if we have a coop session plan.

I know Jen Beverly on our team.

She gives a coop maven and handles all of them.

They'll definitely be posted this coming September and the fall spring coop, so the fall ones typically start like around that November, December time frame.

So they're kind of like a little bit off season and then the ones for spring typically can start either January or March.

But again, Jen Beverly on our team manages all our Co OPS with Mel.

 **Sarah Fadahunsi** joined the meeting

**EG** **Ellerbrock, Gabrielle** 32:30

If correct me from wrong, but is there gonna be a Co op session?

**BM** **Burns, Mel** 32:33

We don't have one planned as yet, but something I'm glad you brought up.

We can discuss so more to come on that.

**EG** **Ellerbrock, Gabrielle** 32:45

OK, sounds good.

**MK** **Mayer, Kelly** 32:48

Great.

Thank you.

Umm are LDP is mostly suited for students nearing the end of their degree?

Yes.

So the LDP programs are for recent graduates, so the class that we will be recruiting for to come in and join us next July, so July of 2024, they would ideally be graduating between December of this year and May of 2024.

So those are the only candidates, at least for OLDP, and I'm pretty sure most of the other programs that we do consider, since they aren't really talent programs.

Our rotation assignments, random or based off interests and experience, and we were talked about this a little bit.

I would say they are not random.

There is a lot of time and effort and energy that goes into identifying really what the business needs are and we're what roles will make an impact both for the business and for each of the LDPS learning experiences.

ꝝ **Broadbent, Will** left the meeting

**MK** **Mayer, Kelly** 33:56

So background specific, majors are taken into account of really who would be the best fit for those assignments.

Uh, they're coming in rapidly, so I'm trying to catch them all.

Also, feel free to come off mute if anyone does have a pressing question.

Uh, do people in the program ever get placed at sites that make biologics or gene therapy slash viral vector products for LDP?

I know that I do have some people who are currently at it vs site as well as going there for their next rotation, so I would say a general blanket statement of yes.

We don't have any groups or sites that we exclude from participating in the program. So again, based on business need.

Can you get hired as an entry level engineer and work for a couple of years and then apply and get hired in the OLDP program?

As it stands today, you cannot, so this is for entry level into the company for joining an LDP program.

✉ **Swiatlowski, Ryan D.** left the meeting

**MK** **Mayer, Kelly** 35:07

Uh, purse.

If you wanna take any of these too, I'll feel free to jump in.

**UK** **Upton, Kristin** 35:13

But you're doing such a great job, Kelly.

✉ **Swiatlowski, Ryan D.** joined the meeting

**UK** **Upton, Kristin** 35:14

No, I'm happy to.

**MK** **Mayer, Kelly** 35:15

I'm tired of hearing my own voice at this point.

**UK** **Upton, Kristin** 35:15

I'm happy to feel at some of them.

I'll take the next one.

So how does LDP differ from just going into an entry level position?

I think they both have their pros and their cons.

Ultimately, it's up to what you want to do with your career, so if you or someone who likes to explore, if you want to see multiple areas of the company, if you know you

wanna go into OPS but you're not really sure what part of OPS you're interested in and you want kind of a broader experience, your geographically flexible, then LDP would be a good fit for you.

If you are someone who has a really clear path ahead of you and you know exactly what you're looking for as far as your next step upon graduation, then I would say a direct hire kind of full time employee position is probably your best bet.

Or if you're kind of not able to move or things like that.

So it's really ultimately up to all of you as individuals.

You know, what do you wanna do with your career?

Do you wanna get a get a little taste of some different things within the areas that you work, you know, within each function?

Is that the priority or are you someone who has, like a pretty clear idea of where you wanna go and what that looks like?

I think Thermo Fisher is a company just does a really nice job overall of kind of uh helping with career development and and if you want to be that leader, you absolutely can be as a full time employee.

You do not have to go the LDP route, so do not think that that is a necessity.

It's just one Ave to get there.

So like I said, it's ultimately, you know, up to up to all of you.

Umm Tim graduate students apply for the LDP's discussed are they designed for undergraduates?

So the majority of them are designed for undergraduates.

That's not to say that there aren't graduates who work within all of these programs, so they are typically in the exception, not the norm.

But especially for those of you who may have go through a straight five year program, for example, you get your undergrad, then a year for a masters or something like that where you don't have that work experience between your undergraduate and your graduate degree, then you will certainly still be considered an eligible for these programs.

 **Jang, Susie** joined the meeting

 **Ellerbrock, Gabrielle** 37:33

Yeah.

And just to piggyback on that question from Kendall.

So while we do have our dedicated graduate level programs like the general management program or for human Resources, I have personally hired graduate level students for the OLDP or for other LDP's.

'S so, to Christine's point, maybe you did your undergrad agreed back to back.

Back similar to myself, maybe we did A5 year program.

What have you?

So you are still eligible for consideration.

 Eng, Ashley joined the meeting

 UK Upton, Kristin 38:05

When do applications for programs open?

Can you apply for multiple?

Hmm, this is an interesting question.

So I would say for the programs I'm I'm gonna throw this back to Mel. Gabriel.

 EG Ellerbrock, Gabrielle 38:18

And I can do this one.

 UK Upton, Kristin 38:19

Yeah.

OK, got we have got.

 EG Ellerbrock, Gabrielle 38:21

OK, so for the LDP 's we are in the midst and I know I spoke to this, a couple weeks ago. During that guiding the narrative call. We were talking about LDP 's direct hires what have you but they don't formally open until September when all of our early talent roles open on our career site.

It's about like 500 plus roles of internships, LDP's and direct hire, but we are actually again in process of having like one on one exploratory consultations across this month to determine one.

If you're interested in joining an LDP for those who are eligible to convert or a full time opportunity.

So while applications are not formally opening like externally because you are, you have the luxury of being a current intern with us.

We are starting the interview process as of this month, like basically July and August. So you're not formally applying, but we are interviewing and should we be able to move forward and if it's a great fit, we'll be extending verbal offers and also making written offers before the end of the internship period.

✉ **Vargas, Elizabeth** left the meeting

**EG** **Ellerbrock, Gabrielle** 39:24

So basically by the end of August, early September at the latest.

**UK** **Upton, Kristin** 39:32

What about can you apply for multiples?

What's your?

What's your recommendation there, Gabriel?

**EG** **Ellerbrock, Gabrielle** 39:37

Yeah.

So if it's something that directly correlates back because I'll get this from both internal external candidates like let's say for example someone who's interested in the operations LDP might also be interested in the product engineering LDP.

✉ **Meza, Evelyn A.** left the meeting

**EG** **Ellerbrock, Gabrielle** 39:53

It depends on, you know if they want something more niche or to be like a Jack of all trades, what their degree background is, what their technical background is.

I would say hold that question for an exploratory consultation.

✉ **Devon Schwanke** left the meeting

**EG** **Ellerbrock, Gabrielle** 40:04

So we can kind of talk about the nuances of the program, because we definitely want someone, even though the LDP's are that opportunity for self discovery.

✉ **Luong, Thi** joined the meeting

EG

**Ellerbrock, Gabrielle** 40:12

And again to become like a Jack of all trades before you commit to a direct hire opportunity.

We do want someone who is dedicated into, like, harnessing a trade or right and figuring out like what they really want to do versus just applying to apply right and not to say that that's exactly what your intent is.

But sometimes we'll have candidates who apply to maybe like 5 different opportunities with us.

That have nothing to do with each other.

Maybe there's minor overlap, so it's really hard to determine where their interest lies. So the more the more sure you can be of your choice essentially will help you have not only a stronger interview, but also have a more meaningful experience should he be placed in that program.

♂ HAQUE, INZAMAM left the meeting

EG

**Ellerbrock, Gabrielle** 40:53

So something we can dive deep into during exploratory consultation, which will be coming up again later this week.

My colleague Chinue and I will be sending out invitations to the group for those who'd like to have a deeper dive before formally going through the interview process.

UK

**Upton, Kristin** 41:10

Thank you.

A couple more here.

So for an intern currently working in cell biology R&D with the PELDP program be the most closely related?

Umm.

So I'll start with that piece of the question.

Ah, my answer is it depends.

I think it depends on kind of what you're doing within the R&D function, because you may be working as a scientist.

You know in the lab you may be working kind of with a more project management

team.

You may be working on astly.

More on the bioinformatics side of things, which lends itself more to data science.

So without more details or without knowing kind of where you'd like your career to go, it's kind of hard to say.

↘ **Zewei Yao** left the meeting

**UK Upton, Kristin** 41:50

High level probably you know the answer is probably, especially if you have that engineering degree.

Umm, but it really is going to depend ultimately on kind of what you want to do with your career and what your background is.

Honestly umm.

**MK Mayer, Kelly** 42:03

You could also always pivot into operations and utilize your our and do you experience with that engineering degree?

So it really is about what you want your career to look like.

↘ **Dabrowski, Alexandra** left the meeting

**UK Upton, Kristin** 42:15

Yeah.

**EG Ellerbrock, Gabrielle** 42:15

But we're not biased.

We're not plugging OPS, right?

**MK Mayer, Kelly** 42:17

We're not. Yeah.

No right or wrong answers.

**EG Ellerbrock, Gabrielle** 42:18

Yeah, yeah.

**UK** **Upton, Kristin** 42:20

Yeah, I think that's the theme as far as you know, career decisions. There is no right or wrong answer and we can't. You know, we can provide information, but ultimately you're going to have to make those decisions as far as what's best for you career wise and if it's coming back to thermofisher in any variety of aspects, any capacity, I think it's a good decision, umm. And then what advice do you have for students who aren't graduating, graduating yet but interested in the program? So I'm gonna throw that back to the UR team if that's OK.

**EG** **Ellerbrock, Gabrielle** 42:52

Yeah. So I would say, and I've personally done this, this is a strategy we have a cost.

ꝝ **Thalor, Sveni** left the meeting

**EG** **Ellerbrock, Gabrielle** 42:57

Are you our recruitment team? Stay in touch with the recruiter partner very closely with them because there are people who have either brought back for repeat internship who ideally want to transfer into an LDP before they're about to graduate so you can come back for like another internship with us.

I actually had one student where we did that two years in a row for her, and now she's in the OLDP.

So that's definitely an opportunity.

So partner very closely with the recruiter and with your hiring managers to express their interest in coming back.

Be very transparent that you are looking to move into a leadership development program because we definitely have a lot of visibility and dedication and resources to help broker that deal on your behalf.

So we always want you to come back, whether again it's repeat internship that you'll have to do to build up to an LDP or to straight into an LDP.

ꝝ **Chisholm, Fiona** left the meeting

 **Ellerbrock, Gabrielle** 43:47

So again, I keep in touch with the recruiter.  
I'll do like regular check in emails or keep in touch with them via LinkedIn.

 **Yeh, Kenneth** joined the meeting

 **Ellerbrock, Gabrielle** 43:54

I personally like to use LinkedIn for keeping in touch when you're no longer enrolled. But there are multiple routes for you, so I would say for your particular case most likely or Pete internship will be a great Ave to keep your interest going with Thermo Fisher.

 **Upton, Kristin** 44:11

Thank you.  
And then the next two questions I think are both probably best answered by the UR team.  
I don't wanna misspeak here.  
So what is the process for current interns to apply and get into the LDP programs?

 **Ellerbrock, Gabrielle** 44:26

Ohh so I was just looking for the question.  
There it is.  
So again for that one, so like I mentioned, we're going to have those exploratory consultations.  
So there is no formal application process for the LDP's at this time.  
So let's say I'm the recruiter supporting operations.  
You'll most likely have me reach out to you to see if you would like to do an exploratory consult, or maybe my colleague Chinue for data science will be reaching out to you.

 **Menon, Nikhita** left the meeting

 **Ellerbrock, Gabrielle** 44:53

Something to that effect.

And so let's say give you a real time situation.  
Let's say you're connecting with me.  
We do a consultation.  
You decide.  
Hey OLDP is for me right?  
Like, that's a program I want.  
Then I'll start scheduling interviews with, you know, to meet with Kelly.  
Right.  
And then we'll be doing interviews across the months of July and August, and you'll have the determination basically by the end of August whether it we're moving forward and extending you a verbal offer and then written offer or if we've made another determination.

✉ Weiss, Martin left the meeting

EG Ellerbrock, Gabrielle 45:24

So similar for across all our LDPS our you, our team again the colleague Joey and myself will be doing that for across the LDP spectrum.

UK Upton, Kristin 45:35

And will there be consultations available for interns who are not graduate graduating yet but want to intern again next summer?

✉ Drago, Jason joined the meeting

EG Ellerbrock, Gabrielle 45:43

Great question.  
So right now like I mentioned my colleague Chinue and myself, we are specifically targeting those who are eligible for LDP.

So we're like graduating within that year for starting the program this coming summer.

So summer 2024, for those who are not eligible for an LDP.

But they're looking to do every peak internship.

You'll also be hearing from the recruiter that personally on boarded use and maybe that was trying to think about people in the team like Isaiah Krislyn other people.

But they'll be reaching out to you to just garner, like, are you interested in coming back? And.

And so and what capacity but for the exploratory consultations, those will be primarily focus on those are eligible for an LDP or a direct hire opportunity?

**UK** **Upton, Kristin** 46:30

And then this one just came in and I'm not sure what are the pros and cons for LDP versus apprentice programs.

 **Kolim, Bianca** left the meeting

**UK** **Upton, Kristin** 46:40

I'm not sure what apprentice programs would be referring to.

**EG** **Ellerbrock, Gabrielle** 46:44

Lexi, do you mean like our coops?

If you'd like to come off mute, that's totally fine.

**SL** **Such, Lexi** 46:50

For the field service engineering stuff in CMD, they mentioned that they have an apprentice program instead of.

An LDP.

**EG** **Ellerbrock, Gabrielle** 47:02

OK, I'm wondering if that's like a Co-op.

Mel, do you know if that's formalized as a coop yet?

I know that might be kind of nice for them.

**BM** **Burns, Mel** 47:08

I I don't think it is.

Umm, but I need to talk to Jen about that, so.

**EG** **Ellerbrock, Gabrielle** 47:15

OK.

**BM** Burns, Mel 47:16

Oh Ashley's on.

**EA** Eng, Ashley 47:16

I can answer that question yes.

**BM** Burns, Mel 47:17

Ohh yes. Perfect.

✉ Mueller, Ryan left the meeting

**EA** Eng, Ashley 47:19

So, umm, we do have an apprentice program in one of our a few of our divisions.

I will say that it's been developed by the business, one of the major differences is the length of time that you're actually in position.

So our LDP program is a two year rotational program versus The Apprentice program, which is part of an initiative called Project Grow, which is really focused on development of early talent and field services, Lexi.

So that program is a year, there's less of a rotational component and more exposure to the job itself to really fast track you into understanding what that role will look like post program.

It's for The Apprentice program.

That particular apprentice program is really focused on new grads or students who are truly focused on getting into field engineering and sort of enhancing what that experience can look like.

So that's maybe the major difference.

Right after that, there's also a little bit more, uh, opportunity when it comes to locations for our LDP programs versus The Apprentice programs or run and in certain sites in the United States.

**UK** Upton, Kristin 48:36

Alright, thank you.

And then looks like the last question so far.

So we still time once our internship is over, will we still have access to the internal

career page?

I believe the answer is no.

You will just have access to the public one.

Please correct me if I'm wrong Bill.

 **Ellerbrock, Gabrielle** 48:54

No, you are right.

 **Upton, Kristin** 48:55

OK.

 **Ellerbrock, Gabrielle** 48:56

So all the internal things that you've access to right now in your role will go away at the end of your internship.

 **Mayer, Kelly** 49:07

Good question.

What else?

 **Ellerbrock, Gabrielle** 49:22

Ohh where is the internal?

 **Upton, Kristin** 49:22

Where?

 **Ellerbrock, Gabrielle** 49:24

Let me drop a link really quickly.

OK.

 **Mayer, Kelly** 49:35

I know you are able to access it through iconnect if you've gotten really diligent navigating our internal resources.

 **Ellerbrock, Gabrielle** 49:35

OK, Sarah.

 **Joan Zhang** left the meeting

 **Ellerbrock, Gabrielle** 49:38

Yes.

 **Burns, Mel** 49:46

I will add it to the intern hub as we speak as well.

So you guys have it at your fingertips?

 **Mayer, Kelly** 49:55

Some.

Any other questions?

 **Upton, Kristin** 50:11

Oh, we got a couple more coming in.

 **Willsie, Riana** left the meeting

 **Upton, Kristin** 50:15

Does the LDP allow for individuals to pursue graduate degrees following the program?

So if you mean you complete the program and you'd like to go back for a Masters degree, whether it be you know if you're in R&D and it's in engineering or if you're in finance and it's an MBA, absolutely, that's that's really ultimately up to you and you're kind of what you're working on.

Personally, umm, I don't know if there's any more to that question but.

 **Mayer, Kelly** 50:43

If you're talking about returning to school and utilizing our tuition reimbursement program, while you would be on program within an LDP, we are not able to support the tuition reimbursement while you're on program.

 **Kopchak, Bryce T.** left the meeting

 **Mayer, Kelly** 50:59

It's already a strenuous, challenging 2 years with a lot of changes and a lot of adapting and a lot of stretch opportunities, so we discourage people from also going back to school just because that can be a little too much to have on your plate at that time.

 **Kayla Dejesus** left the meeting

 **Mayer, Kelly** 51:19

But post program you are welcome to utilize tuition reimbursement. I can take the next one because with regards to OLDP program, there are some rotations required in some electives during the selection process. Do we need to pick two from technical and two from electives? Or can we pick the four rotations from the required section? So typically two would come from the required buckets and then two would come from the electives. However, there is some overlap, so I know I showed that side very briefly, but for example, we've had someone before who has done a team lead role within a quality function, so kind of knocking out two of those roles at once.

 **Crook, Kira** left the meeting

 **Mayer, Kelly** 52:04

So then also taking on an additional PPI role, which would still fall under that technical bucket. So there is some opportunity for scenarios for that to happen. Umm, would it be appropriate to keep in contact with managers in different areas of the business that I would like to possibly pivot to you when it comes to getting hired for full time in FLDP right now but interested in product management I would say yes absolutely.

 **Li, Leina** joined the meeting

 **Mayer, Kelly** 52:35

I think it's always a great idea to continue networking, building those relationships. At all times during your career, so absolutely express your interest in product management as well, because some people you're working in finance, they might assume that you are interested in finance, but especially during those coaching conversations or PMD conversations about performance or development goals, that's always a great time to bring up your interest.

✉ **Li, Leina** left the meeting

 **Mayer, Kelly** 53:09

Thank you. OK.

 **Upton, Kristin** 53:09

Looks like everyone was on top of it for the next time.

 **Mayer, Kelly** 53:13

Yes, ever.

Speedy, do we pick our four rotations for OLDP upon initial program acceptance, or do your preference do you preference your next placement after each rotation, you would provide preferences prior to each placement.

✉ **Acree, Landon** left the meeting

 **Mayer, Kelly** 53:30

So again, based on business needs, those assignment types could change and evolve over time, so they are not pretty selected at the beginning of the two years.

✉ **Logan Pollpeter** left the meeting

 **Mayer, Kelly** 53:52

Anything else?

✉ **Nemeth, Lindsey** left the meeting

 **Mayer, Kelly** 54:01

You know, we shared a lot of information.

 **Nemeth, Lindsey** joined the meeting

 **Mayer, Kelly** 54:03

It sounds like there are a lot of great resources on the intern hub, so I would encourage you to check that out.

But Mel, do you have anything you wanna wrap up with?

 **Ramirez, Joseph** left the meeting

 **Mayer, Kelly** 54:14

I no more questions in the chat right now.

 **Burns, Mel** 54:20

No, I just wanted to say thank you so much to the talent management team, Kelly, Kristen and Gabrielle, part of the UR team for joining us today and sharing all this great information.

 **Rouse, Chloe** left the meeting

 **Burns, Mel** 54:31

If you guys have any other questions, feel free to reach out to any of us on the call or you can also continue using the chat.

 **Ke'ivana Godette** left the meeting

 **Burns, Mel** 54:39

We will still have access to this chat, so if you have a question later on, just drop it in the chat and one of us will make sure that you get an answer.

Thank you everyone.

 **Chu, Andy** left the meeting

 **Mayer, Kelly** 54:50

Thank you.

Thanks for having us.

 **Upton, Kristin** 54:51

Bye.

 **Drago, Jason** left the meeting

 **Ellerbrock, Gabrielle** 54:52

Alright, bye everyone.

 **Willsie, Riana** joined the meeting

 **Zhu, Rain** left the meeting

 **Pettey, Dennis A.** left the meeting

 **Alipourjeddi, Shayan** left the meeting

 **Lawson, Bradley** left the meeting

 **Mayer, Kelly** 54:54

Enjoy the rest of your internships.

 **Leiana Castro** left the meeting

 **Viviana Nguyen** left the meeting

 **Willsie, Riana** left the meeting

 **Yeung, Kelly C.** left the meeting

 **Nelson, Naomi** left the meeting

♀ **Defelippi, Kendall M.** left the meeting

♀ **Hayat, Ahmar** left the meeting

♀ **Piatt, Sophia R.** left the meeting

♀ **Nemeth, Lindsey** left the meeting

♀ **Preston Munoz** left the meeting

♀ **Morse, Michael** left the meeting

♀ **Young, Elizabeth** left the meeting

♀ **Fede, Adeline** left the meeting

♀ **Choudhary, Nikhil** left the meeting

♀ **Sara Loniewski** left the meeting

♀ **Li, Eric** left the meeting

♀ **Eng, Ashley** left the meeting

♀ **Friedeman, Max E.** left the meeting

♀ **Riley Geason** left the meeting

♀ **Chalovich, Luke D.** left the meeting

♀ **Rizzo, Geovanni** left the meeting

♀ **HOCHMAN, LAUREN** left the meeting

♀ **Hoekman, Patricia D.** left the meeting

♀ **Connor, Gabriel** left the meeting

♀ **Hawkins, Catherine** left the meeting

♀ **Howard, Hallie** left the meeting

♀ **KRISHNA, ISHA** left the meeting

♀ **PEACHEY, CORRINA H.** left the meeting

♀ **Marinofsky, Rachel N.** left the meeting

♀ **Mills, Mackenzie** left the meeting

♀ **Luong, Thi** left the meeting

♀ **Fertel, Steven** left the meeting

♀ **Hoppe, Elizabeth M.** left the meeting

♀ **Gaukler, Cameron** left the meeting

♀ **Selitsch, Dillon** left the meeting

♀ **Lidsky, Anna** left the meeting

♀ **Fortner, Michael J.** left the meeting

♀ **Brenna Graney** left the meeting

♀ **Peng, Kelly** left the meeting

ꝝ **Samal, Anusha** left the meeting

● **Burns, Mel** stopped transcription