

# Creative Innovation Spaces

An Interview with Jenna Foger, Principal,  
Science & Technology, Alexandria Venture Investments



Jenna Foger

**EDITORS' NOTE** Jenna Foger joined Alexandria Real Estate Equities in 2014. Prior to this, she was an Associate at Windham Venture Partners. Before joining Windham, Foger worked as a Senior Consultant at Easton Associates, and obtained extensive laboratory research experience at the Rockefeller University. While at Rockefeller, she completed her master's degree in Biotechnology from Columbia University. Foger graduated Phi Beta Kappa from the University of Pennsylvania with a bachelor's degree summa cum laude in Cognitive Neuroscience.

## How do you define your role at Alexandria?

Multifaceted, with a strong focus on community building, business development, and venture investing. As a Principal on Alexandria's Science and Technology team, my responsibilities span three core areas of our business – real estate, thought leadership, and venture investments. On the real estate side, I am heavily involved with tenant underwriting and networking activities. It is critical for us to identify and attract high-quality tenants that represent the best companies and talent in the industry to ensure the strength, stability, and diversity of our portfolio.

We provide our world-class network with unique and interactive programming that inspires collaboration and innovation. To that end, we support the executive event planning and regional teams by providing industry insights and related content for local community events and other important programs, most notably our Alexandria Summit. We also attend several community events and industry conferences to build relationships, promote the Alexandria brand, source new tenant and investment-related opportunities, and further integrate into the life science and technology communities.

The third component is our strategic venture capital arm, through which we take limited partner positions in blue-chip venture funds and invest equity and venture debt directly into cutting-edge companies. This helps us closely track the pulse of innovation, expand our network, and support transformative early and growth-stage companies across our core cluster markets.

## Is the investment focus specifically on the life science and biotech sector?

We invest in disruptive science and technology companies focused on biotherapeutics, medical devices and diagnostics, agricultural biotechnology, and other healthcare platforms. Digital health has become interesting to us as science and technology continue to converge at a high level.

We have also made some pure technology investments in transformative companies such as Google (we were early investors at \$1/share) and, more recently, Uber, and will likely continue along this trajectory. In general, we invest in areas of high unmet need, in entrepreneurs who are focused on changing the world, especially the lives of patients, and alongside the best investors in the industry.

Overall, our performance has been pretty stellar. Since 2013, we have had 16 IPO exits and five M&A exits, which puts us among the industry leaders.

## How do you avoid losing that innovative edge as you grow in size and scale?

We are becoming even more innovative as we continue to expand our network and reach. In every aspect of our business, we think carefully about the strategic rationale – for each building design, each tenant lease, each investment decision, and each thought leadership program, we evaluate the impact for our brand and for the industry. By having a strong executive management team and dedicated regional teams in each of our core clusters, we have the bandwidth and diversity of talent and expertise to continue to innovate at every level while satisfying the specific needs of our client tenants. As such, we continue to deliver unique and collaborative multi-tenant campuses as well as creative innovation spaces, and invest in growing each of our clusters. ●

# Communications Strategy

An Interview with Alana M. Weiner, Director –  
Strategic Communications, Alexandria Real Estate Equities, Inc.



Alana M. Weiner

**EDITORS' NOTE** Alana Weiner joined Alexandria in April 2015 as the Director of Strategic Communications. Prior to this, she was the Director of Media Affairs at the Consulate General of Israel in New York. She graduated Cum Laude from the University of Pennsylvania with a bachelor's degree in Diplomatic History in 2008. She completed her master's degree in Government, Diplomacy and Conflict Studies, graduating cum laude from the Interdisciplinary Center in Herzliya, Israel in 2010.

## When this role at Alexandria was presented to you, what excited you about it?

I was very excited to join a young, dynamic, and growing company, and to be able to work with inspiring people. The company is innovative as it brings together science, technology, and real estate, coupled with an entrepreneurial culture. In addition, the company hosts thought leadership summits and other events, convening expert decision-makers and leaders from different fields, allowing for an opportunity to create content and make a real difference within these communities.

## How critical is it to have an engaged management team who understands the importance of communication?

I feel lucky to work with, and be able to learn from, such a strong management team that values communication across all levels of the company. Our CEO, Joel Marcus, is well positioned as a thought leader in real estate endeavors and in the life science and technology communities. These factors support a strong and involved communications strategy.

## How broad has the coverage on Alexandria been and do you see it evolving as you move forward?

There is extensive media coverage of Alexandria's activities as well as the inspiring activities and accomplishments of our client tenants.

Our communications strategy is continuing to evolve in many exciting and innovative ways. In this regard, there continues to be an opportunity for us to further our communications and media outreach strategies.

## Is it important for your communications strategy to focus not only on the accomplishments of Alexandria but also those of your tenants?

Yes, because part of the goal here is to support the crucial life-saving work of our client tenants. Our thought leadership events, specifically the Alexandria Summit, enable our client tenants to come together and collaborate to better the lives of patients. For these reasons, it is important for us to highlight the work of Alexandria as a company and also the work and accomplishments of our client tenants. This is what makes Alexandria unique.

## Have you found it to be necessary to visit the different sites in order to evaluate their communication needs?

I have been able to visit a number of our regions, and will continue to do so, as it has given me the opportunity to meet our regional teams in each of our clusters, as well as visit our campuses. These visits have given me the ability to see things firsthand and better understand our activities and the development in each cluster, as well as our communications strategy, all of which are inspiring and invaluable.

## How fulfilling was it for you to join a diverse culture like the one at Alexandria?

The diversity of talent, skill set, and experience here creates a unique and innovative environment at Alexandria. Each person is encouraged to take initiative and pursue his or her passion at the company, working together to turn ideas into reality. ●