

MINUTES

ONE HUNDRED TENTH MEETING

of the

BOARD of DIRECTORS

of the

MASSACHUSETTS TECHNOLOGY PARK CORPORATION

February 28, 2017
Boston, Massachusetts

The One Hundred Tenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on February 28, 2017, at Two Center Plaza, Training Room, Mezzanine Level, Boston, Massachusetts, pursuant to notice duly given to the Directors and publicly posted on the Mass Tech Collaborative website with corresponding notice provided to the Office of the Secretary of State.

The following Directors were present and participated: Secretary of Housing and Economic Development Jay Ash (represented by Katie Stebbins of the Executive Office of Housing and Economic Development), Albion Calaj, Julie Chen, Rupa Cornell, Leland Cheung, Ernesto DiGiambattista, Joe Dorant, Alexandra Drane, Michael Greeley (participated by phone commencing at 3:39 p.m.), Annmarie Levins, Anne Margulies, Andrei Ruckenstein, Carlos Santiago (represented by David Cedrone of the Massachusetts Department of Higher Education) and Mitch Tyson.

The following Mass Tech Collaborative staff was present: Chris Andrews, Michael Baldino, Tim Connelly, Katelyn Dennis, Philip Holahan, Pat Larkin and Laurance Stuntz.

The following individuals attended: Christina Royal, Holyoke Community College.

Ms. Stebbins observed the presence of a quorum and called the meeting to order at 2:37 p.m. The order of agenda items was modified by unanimous consent.

Agenda Item I Election of Executive Committee Members

Ms. Stebbins presented the Personnel and Governance Committee’s nominations to appoint Alexandra Drane and Anne Margulies to fill two vacancies on the Executive Committee. Following a period of brief discussion, and upon a motion duly made and seconded, it was unanimously and without abstention VOTED:

The Board of Directors of the Massachusetts Technology Park Corporation (the “Corporation”), acting pursuant to Section 3 of Chapter 40J of the General Laws of the Commonwealth of Massachusetts and the relevant Articles of the By-Laws of the Corporation, does take the following actions as recommended by the Personnel and Governance Committee:

- 1. Alexandra Drane is hereby elected as a Member of the Executive Committee of the Board of Directors of the Corporation to fill the vacancy created by the departure of Alain Hanover from the Corporation’s Board of Directors.**
- 2. Anne Margulies is hereby elected as a Member of the Executive Committee of the Board of Directors of the Corporation to fill the vacancy created by the departure of Emily Green from the Corporation’s Board of Directors.**

Each of the individuals shall serve until a successor is elected.

Agenda Item II Approval of Minutes

Following a period of brief discussion, and upon a motion duly made and seconded, it was unanimously and without abstention VOTED:

The Board of Directors of the Massachusetts Technology Park Corporation hereby adopts the Draft Minutes of the One Hundred Ninth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation held on September 29, 2016, in Boston, Massachusetts, as the formal Minutes thereof.

Agenda Item III Report of the Chairperson

Ms. Stebbins introduced Albion Calaj, the Managing Partner at Perpetual Solutions, LLC, who was recently appointed to the Board of Directors by Governor Baker. She also introduced Christina Royal, the President of Holyoke Community College, whose appointment to the Board of Directors is pending. Ms. Stebbins went on to deliver the report of the Chairperson. She mentioned that Massachusetts was ranked as the number one state for innovation by Bloomberg for the second year in a row and was recently ranked by USA Today as the best state to live in. Ms. Stebbins discussed the Baker-Polito Administration’s focus on cybersecurity, advanced manufacturing and digital health and the prominent role being played by the Mass Tech Collaborative to support these efforts.

Agenda Item IV Report of the Executive Director

Mr. Connelly delivered the report of the Executive Director. He echoed the earlier comments of Ms. Stebbins regarding the importance of cybersecurity, digital health and advance manufacturing to the Commonwealth's economy and observed that these three initiatives exemplify the type of work that the Mass Tech Collaborative should be doing. Mr. Connelly emphasized that workforce development and "talent" issues cut across all of these sectors. He mentioned that the Mass Tech Collaborative could play a direct role in business development, particularly for companies in sectors that are not represented by an existing trade association. Mr. Connelly discussed the Mass Tech Collaborative's efforts to grow the robotics cluster, including the issuance of a study of the robotics cluster in 2016 and support for MassRobotic's development of an accelerator in the Seaport Innovation District.

Mr. Connelly mentioned that staff is in early planning stages for an event to commemorate the 35th anniversary of the Mass Tech Collaborative and he requested that Board members send him suggestions on how best to mark this event. Mr. Connelly also provided an update on the Massachusetts Broadband Institute ("MBI"). He indicated that there has been a good response from private providers to the RFP released by MBI. Mr. Connelly noted that unserved towns have the choice to accept a proposal from a private provider, which will provide financial certainty and essentially eliminate the downstream risk if the provider has strong finances and has been qualified by MBI. He noted that MBI will continue to explore options, such as guarantees, to mitigate risks for private providers that do not have a strong balance sheet. Mr. Connelly informed the Board that MBI had prequalified Charter and would provide towns that accept the Charter proposal with access to broadband at no cost to the town. He indicated that MBI expects to qualify Comcast in the near future.

Mr. Connelly also discussed how MBI may support towns that are not selected by a private provider or otherwise desire to pursue a municipally owned broadband network. He mentioned that some "go it alone" towns may want MBI's help with the design process while other towns may elect to receive their full allocation through a grant and oversee the procurement and implementation of design and construction services for a municipally-owned network.

Agenda Item V Discussion Items

Mr. Connelly presented an update on efforts to restructure and optimize the functioning of the Board of Directors and Board committees. He reviewed the restructuring of Board committees, which includes (1) converting the Budget and Operations Committee into the Finance and Audit Committee; (2) reconstituting the Personnel and Governance Committee as a subcommittee of the Executive Committee; and (3) establishing a Long Range Planning Committee.

At Mr. Connelly's request, Mr. Tyson provided an update on the work of the Long Range Planning Committee. Mr. Tyson emphasized that the Long Range Planning

Committee is in its formative stage and will provide a safe space to articulate an ambitious vision of where the Commonwealth should be in five to ten years and the role that the Mass Tech Collaborative should play in helping the Commonwealth to maintain its position as a global innovation hub. Mr. Tyson also highlighted some of the themes that the Long Range Planning Committee may explore, such as identifying the potential interconnections among industry sectors, developing a better understanding of the innovation ecosystem, and establishing the best environment in the world for start-ups to form and grow to scale. Mr. Connelly mentioned that the Long Range Planning Committee will report back to the Board a few times a year.

At the conclusion of the governance discussion, Mr. Andrews provided a brief financial update. Mr. Andrews provided an overview of the main sources of revenue for the Mass Tech Collaborative and he noted that a primary area of focus and concern for the organization is the status of state appropriation funding. Mr. Connelly mentioned that he is working closely with the Executive Office of Housing and Economic Development to establish sustainable sources of funding that will provide long term stability for the Mass Tech Collaborative. Mr. Connelly indicated that Mass Tech has reduced its run rate and become leaner and more efficient. A substantial discussion ensued about the Mass Tech Collaborative's long-term sustainability and concerns were expressed about a funding approach that would rely heavily on annual state appropriations. Mr. Holahan noted that the historical success of the Mass Tech Collaborative has been rooted in the development of a diverse portfolio of programs that are supported by a robust and credible constituency.

Mr. Larkin introduced and moderated the group discussion on the future direction of the Collaborative Research Matching Grant Program ("Grant Program"). Mr. Larkin provided historical context on the formation of the Grant Program as established and capitalized with bond funds in 2012 with a focus on (1) enhancing collaborations between industry and academia; (2) enhancing commercialization success by connecting R&D to market opportunities; (3) attracting more federal and private investment to the Commonwealth; (4) shortening time to market; (5) acting as a catalyst for things that would not normally happen; and (6) addressing the region's geographic investment bias. He highlighted the differences between the 2012 Grant Program and its predecessor R&D Grant Program that was established in 2004.

[Michael Greely joined by phone at 3:39 p.m.]

Mr. Larkin noted that the Mass Tech Collaborative has typically approved two grants per year and Grant Program awards have usually ranged in size from \$3 million to \$5 million. He indicated that the Mass Tech Collaborative has made large scale investments but is seeking input on whether the portfolio of grant awards should be more diversified to include smaller investments. Ms. Stebbins and Mr. Larkin explained how bond funds are allocated within the Executive Office of Housing and Economic Development's annual bond cap. Ms. Stebbins noted that there would not be sufficient space under the bond cap to fund another large scale award in Fiscal Year 2017.

The following key points emerged from the ensuing group discussion: (1) Ms. Margulies suggested that the Mass Tech Collaborative could emulate a process utilized at Harvard University where they identify areas of underspending and re-deploy the funds a few times per year for smaller projects through a scaled back procurement process; (2) Mr. Ruckenstein inquired about the possibility of making smaller investments to support “big ideas” that require long term support; (3) Ms. Stebbins indicated that the Mass Tech Collaborative needs to do a better job of connecting Grant Program projects to the Administration’s priorities and creating “podium moments” (opportunities to celebrate important project milestones); (4) Mr. Larkin observed that “small ask” awards could be managed on a categorical basis and that discrete opportunities could emerge and be spun out of existing investments; (5) Mr. Connelly noted that Grant Program investments should also align with the Mass Tech Collaborative’s long term vision and strategy; (6) Mr. Larkin expressed caution about having the necessary staff resources and bandwidth to manage a portfolio of smaller grant awards; (7) There was broad agreement that the Mass Tech Collaborative should increase its focus on both measurable metrics as well as identifying and collecting narrative stories about the impact and accomplishments of projects funded through the Grant Program; (8) Mr. Holahan clarified that the Executive Office of Housing and Economic Development can disburse funds to the Mass Tech Collaborative, which can be expended by the Mass Tech Collaborative over multiple years; (9) Mr. Connelly shared his expectation that the Mass Tech Collaborative will seek to negotiate with grantees as part of the contracting process to clearly identify measurable outcomes and secure additional public benefits (such as a limited number of free industry memberships for small companies at a grant-funded center); (10) Mr. Tyson suggested that the Mass Tech Collaborative solicit one minute “elevator pitches” from 60 entities that it has supported as part of the Mass Tech Collaborative’s 35th anniversary planning; and (11) There was a general consensus that the focus on measurable outcomes should expand beyond job creation to encompass outcomes that improve the quality of life of our citizens.

There being no other business and upon a motion duly made and seconded, it was unanimously and without abstention voted to adjourn the meeting at 4:32 p.m.

A TRUE COPY

ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes for the September 29, 2016 Board of Directors Meeting
2. Presentation – Board / Committee Framework and Roadmap
3. Motion – Election of Executive Committee Members to Fill Two Vacancies
4. Presentation – Collaborative Research Matching Grant Program – Learning From Current Projects and Opportunities for Phase II