

**MINUTES**

***TWO HUNDRED AND FIFTIETH MEETING***

of the

**EXECUTIVE COMMITTEE**

of the

**MASSACHUSETTS TECHNOLOGY PARK CORPORATION**

**[OPEN SESSION]**

May 31, 2017  
Boston, Massachusetts

The Two Hundred and Fiftieth Meeting of the Executive Committee of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on May 31, 2017, at the Massachusetts Technology Collaborative, Two Center Plaza, Suite 200, 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 members of the Mass Tech Collaborative Executive Committee were present and participated: Secretary of Housing and Economic Development Jay Ash (represented by Carolyn Kirk of the Executive Office of Housing and Economic Development), Alexandra Drane, Robert Johnson, Ann Margulies and Mitch Tyson.

The following Mass Tech Collaborative staff was present: Chris Andrews, Michael Baldino, Tim Connelly, Lisa Erlandson, Philip Holahan, Pat Larkin, Peter Larkin, Laurance Stuntz and Maeghan Welford.

The following individuals attended the meeting: Helena Fruscio Altman, Executive Office of Housing and Economic Development.

Ms. Kirk observed the presence of a quorum of the Executive Committee and called the meeting to order at 12:24 p.m.

**Agenda Item I      Approval of Minutes**

Following a period of brief discussion, and upon a motion duly made and seconded, it was unanimously and with Ms. Kirk abstaining VOTED:

**The Executive Committee of the Board of Directors of the Massachusetts Technology Park Corporation, acting on behalf of the full Board pursuant to**

**section three of Chapter Forty J of the General Laws of the Commonwealth, hereby adopts the Draft Minutes of the Two Hundred Eighth Meeting of the Executive Committee, held on March 30, 2017, in Boston, Massachusetts, as the formal Minutes thereof.**

**Agenda Item II      Report of the Chairperson**

Ms. Kirk delivered the report of the Chair. She discussed the transition of the broadband last mile grant program from the Massachusetts Broadband Institute (“MBI”) to the Executive Office of Housing and Economic Development (“EOHED”). Ms. Kirk indicated that the transition of responsibility for the grant program will be beneficial by freeing up resources within the Mass Tech Collaborative to focus on cybersecurity and other important initiatives. She noted that EOHED has awarded last mile grants to 17 towns that would likely result in approximately \$7 million of grant funds being disbursed by the end of Fiscal Year 2017. She informed the Executive Committee that Governor Baker is pleased with the collaboration. Ms. Kirk also clarified that towns can back out and cease pursuing a municipally owned broadband network if another preferable alternative emerges.

**Agenda Item III      Report of the Executive Director**

Mr. Connelly delivered the report of the Executive Director. He noted that Ms. Kirk’s comments regarding the favorable disposition of Governor Baker to the work being done reflects MBI’s progress as well as the fact that the Mass Tech Collaborative has organized itself appropriately to pursue high priority initiatives that align with the Administration’s policy goals and objectives. Mr. Connelly led an extensive discussion about the Mass Tech Collaborative’s involvement in supporting the cybersecurity sector, including an upcoming cybersecurity event that will highlight the Commonwealth’s ecosystem and leverage a cybersecurity conference being held by Harvard University in September.

Mr. Connelly also mentioned that workforce issues are critical to the cybersecurity sector, as they are in most technology sectors, and that the Mass Tech Collaborative is expected to play a prominent role in addressing talent issues. Ms. Kirk indicated that EOHED Secretary Ash has requested an inventory of cybersecurity jobs and the skills that are needed to fill such jobs. There was broad agreement that there is a challenge to marketing cybersecurity jobs to millennials because cybersecurity does not feel “warm” so there needs to be a change in perception that focuses on how cybersecurity can create value and make the world a better place by allowing the internet to be used for good purposes.

Mr. Connelly noted that he would revisit the idea of creating a standing workforce development committee of the Board of Directors. Dr. Johnson observed that the challenge is to educate students for jobs that, in some instances, do not currently exist. Mr. Tyson followed up on Dr. Johnson’s point and noted that different tools and approaches are needed to address near-term and long-term workforce needs.

Mr. Connelly informed the Executive Committee that the State Auditor issued a clean audit for MBI. He observed that it is very common for audits to including negative findings, but there were none in the audit of MBI. Mr. Connelly went on to provide an update on the MassTech Intern Partnership. He indicated that the program has reached half of the target goal of 110 internships. Mr. Connelly observed that the Mass Tech Collaborative is striving to reach the proper balance of direct investments, such as the internship program, and indirect investments, such as the collaborative research and development matching grants.

#### **Agenda Item IV      Action Items and Discussion Topics**

Mr. Andrews presented by the proposed Fiscal Year 2018 budget for the Mass Tech Collaborative. He informed the Executive Committee that the Finance and Audit Committee met prior to this meeting and voted to recommend that the Executive Committee approve the proposed budget. Mr. Andrews reviewed the Mass Tech Collaborative's business units from two different perspectives. The first perspective was the traditional overview that identifies each business unit based on its separate statutory authorization and distinct funding sources. The other perspective identifies how each business unit fits within the following categories: core programs, grant programs, service programs funded through third party contracts and "other." Mr. Andrews cited much of the work of the Innovation Institute, the organization's efforts to produce credible research, and the digital health cluster as examples of core programs that exemplify the Mass Tech Collaborative's historic strengths.

The following key points emerged during the ensuing discussion: (1) Mr. Connelly stated that the Mass Tech Collaborative should focus on programs that reflect the organization's "DNA" and core mission, rather than "miscellaneous" customer-based programs. Mr. Connelly emphasized that the Mass Tech Collaborative should not undertake every program that comes it way just because it has the capability to execute it; (2) Ms. Kirk noted that EOHED is trying to make the case to the Executive Office for Administration and Finance that the Mass Tech Collaborative needs an appropriate level of organizational support and she observed that the organization needs to demonstrate its value to justify annual state funding in the \$5 - \$6 million range; (3) Mr. Tyson expressed concerned that the Mass Tech Collaborative does not have a big picture, long-term initiative in the pipeline; (4) Mr. Connelly indicated that that the organization needs to have a clear long-term strategy in place to ground its decision-making and make informed decisions about the trade-offs when it pursues an initiative for utilitarian purposes; (5) There was a discussion the focused on challenges of aligning the Massachusetts e-Health Institute's digital health work streams with the priorities of the Governor's Digital Health Council; (6) The trend of a declining headcount is expected to continue in Fiscal Year 2018 as the Mass Tech Collaborative "tries to do more with less"; (7) A business development concierge service is being established that will provide one-on-one engagement with companies and help them access state resources as well as resources within the innovation ecosystem; and (8) There was a consensus that the Mass Tech Collaborative should prioritize the expenditure of restricted funds before tapping into reserves.

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

**The Executive Committee of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”), acting pursuant to the authority delegated by the Board of Directors, does hereby approve the Fiscal Year 2018 plans and budget in a form that substantially comports with all material elements of the plans and budget as presented to the Committee. The Committee hereby delegates to the Executive Director of the Mass Tech Collaborative the authority to approve modifications to the Fiscal Year 2018 budget to reflect adjustments relating to the appropriate allocation between the Fiscal Year 2017 actual results and Fiscal Year 2018 budget following the Fiscal Year 2017 year-end financial closing.**

Ms. Welford presented a recommendation to award grants to support PULSE@Masschallenge and TechSpring. She explained that both grants are included in the Massachusetts eHealth Institute’s Fiscal Year 2018 budget and are important components of the Mass Digital Health Marketplace Program. Ms. Welford reminded the Executive Committee that the Marketplace Program was the subject of an Executive Committee spotlight presentation earlier in the year. She also clarified that the proposed grants would be the second annual grant installment in what is contemplated as a three year funding commitment.

Ms. Welford noted that the Marketplace Program is helping startup companies to flourish and grow to scale by addressing marketplace challenges, such as access to health care entities for clinical trials. She mentioned that PULSE@MassChallenge is playing a direct role in matching startups with insurers, hospitals and larger companies. Mr. Stuntz noted that TechSpring’s work has resulted in several customer relationships being established between companies in the greater Boston area and companies in western Massachusetts. Mr. Tyson urged the Mass Tech Collaborative to document these outcomes. In response to the suggestion that support for startup companies needs to be maintained as these companies mature and grow, Ms. Welford mentioned that a portion of the grant funding for PULSE@MassChallenge will support the development of an alumni network.

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

**The Executive Committee of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”), acting pursuant to the authority delegated under Chapter 40J of the General Laws of the Commonwealth, does hereby authorize the Mass Tech Collaborative’s Executive Director to expend up to \$250,000 to support the Massachusetts Digital Health Marketplace Program in Fiscal Year 2018 through the following two grants, as generally presented – (1) a grant to MassChallenge**

**that shall not exceed \$170,000 for the ongoing operation of PULSE@MassChallenge; and (2) a grant to Baystate Health that shall not exceed \$80,000 to support TechSpring's digital health programs and activities. This authorization is subject to the execution by MassChallenge and Baystate Health of grant agreements in a form and with terms approved by the Executive Director.**

Ms. Kirk requested that the Executive Committee convene in executive session to discuss litigation strategy. Ms. Kirk, in her capacity as Chairperson, stated that she would call for a roll call vote of the Executive Committee to go into executive session to discuss strategy with respect to matters involving ongoing disputes in which the Mass Tech Collaborative is currently involved. She stated that the purpose for meeting in executive session to discuss these matters is that discussion of the Mass Tech Collaborative's strategy with respect to these matters in an open meeting may have a detrimental effect on the litigating position of the Mass Tech Collaborative.

A roll call vote was taken to go into executive session. Ms. Kirk, Ms. Drane, Dr. Johnson, Ms. Margulies and Mr. Tyson voted in the affirmative to enter into executive session. All staff that was not needed for the litigation strategy discussion left the room.

The meeting proceeded in executive session at 2:08 p.m. The proceedings that occurred in executive session are addressed in a separate set of meeting minutes.

Ms. Kirk, in consultation with the members of the Executive Committee, determined that the executive session should conclude at 2:26 p.m. At that point the meeting proceeded in open session.

There being no other business to discuss and upon a motion duly made and seconded, it was unanimously and without abstention voted to adjourn the meeting at 2:27 p.m.

A TRUE COPY  
ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes – Open Session of the March 30, 2017 Executive Committee meeting
2. Fiscal Year 2018 Budget Approval and Motion
3. Fiscal Year 2018 Budget Materials
4. Presentation/Approval Item – Massachusetts eHealth Institute – Digital Health Marketplace Grants – PULSE@MassChallenge and TechSpring
5. Presentation – Fiscal Year 2018 Budget