

MINUTES

ONE HUNDRED ELEVENTH MEETING

of the

BOARD of DIRECTORS

of the

MASSACHUSETTS TECHNOLOGY PARK CORPORATION

June 28, 2017

Boston, Massachusetts

The One Hundred Eleventh Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on June 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), George Anderson, Albion Calaj, Rupa Cornell, Leland Cheung (arrived at 2:47 p.m.), Joe Dorant, Richard Lester (arrived at 12:50 p.m.), Annmarie Levins, Anne Margulies, Christina Royal, Carlos Santiago (represented by Michael Baldino of the Mass Tech Collaborative for the sole purpose of establishing and maintaining a quorum), Alok Tayi (participated remotely by phone) and Mitch Tyson.

The following Mass Tech Collaborative staff was present: Michael Baldino, Sherif Barakat, Philip Holahan, Ira Moskowitz, Laurance Stuntz and Maeghan Welford.

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

Ms. Stebbins observed the presence of a quorum and called the meeting to order at 2:38 p.m. The order of agenda items was modified by unanimous consent.

Agenda Item I Report of the Chairperson

Ms. Stebbins introduced Alok Tayi, the Chief Executive Officer of Tetra Science, who was recently appointed to the Board of Directors by Governor Baker. Mr. Tayi discussed his background and indicated that he was excited to bring his entrepreneurial experience to the Board of Directors. Ms. Stebbins discussed how Governor Baker’s economic development priorities remain focused on cybersecurity, digital health and

advanced manufacturing. She also referenced robotics and the Internet of Things and noted that the Baker-Polito Administration is also exploring opportunities to exploit interconnections among the high priority sectors. Ms. Stebbins indicated that strategies for cybersecurity, digital health and advanced manufacturing would be finalized in the coming months. She informed the Board of Directors that this would be her last meeting as the designee of Secretary of Housing and Economic Development Jay Ash. Ms. Stebbins stated that she had accepted a position as the Vice President for Economic Development at the University of Massachusetts.

Mr. Connelly commended Ms. Stebbins for her contributions at the Executive Office of Housing and Economic Development (“EOHED”) and thanked her for her leadership as Board Chair. Ms. Welford presented Ms. Stebbins with a plaque to express the gratitude of the Mass Tech Collaborative staff. Ms. Welford read the inscription on the plaque - *Presented to Assistant Secretary Katie Stebbins with appreciation for your service, passion, and leadership on the Massachusetts Technology Collaborative Board of Directors from 2015-2017.*

Agenda Item II Report of the Executive Director

Mr. Connelly delivered the report of the Executive Director. Mr. Connelly discussed his ongoing actions to reduce operating costs and improve organizational efficiency. He indicated that the Mass Tech Collaborative’s headcount had been reduced and he informed the Board of Directors that he has asked Mr. Holahan to lead an effort to shift resources and personnel to more project-based and programmatic work that is outward facing and supporting key industry sectors. Mr. Connelly noted that he had reviewed opportunities to leverage the campus in Westborough. He also indicated that the Massachusetts Export Center was renting space in the Boston Office as part of an effort to collaborate and share space with complimentary economic development entities.

Mr. Connelly discussed a recent meeting that brought together representatives from each of the projects that received funding through the R&D grant program. He observed this was the first time that such a meeting had been convened and he indicated that information gathered will inform the development of a R&D grant report card and will help guide investment decisions on grant applications in the future and support the documentation and sharing of best practices. Mr. Connelly noted that the Mass Tech Collaborative has offered to set up an advisory council for each R&D project.

Mr. Connelly mentioned that the Mass Tech Collaborative is planning a cybersecurity event in September that will involve a keynote address by Governor Baker, panel discussions with leaders from industry and academia, and 4 treks hosted by leading cybersecurity companies that will each have a distinctive theme. He noted that the event will also serve to connect cybersecurity startups with venture capitalists. Mr. Connelly indicated that he hopes that the cybersecurity conference becomes an annual event that showcases the Massachusetts ecosystem. He also observed that the Mass Tech Collaborative conference will complement the CEO Cybersecurity Forum being convened by Harvard University the day after the Mass Tech Collaborative event.

At Mr. Connelly's request, Mr. Moskowitz led a discussion about planning for the Mass Tech Collaborative's 35th anniversary celebration. Mr. Moskowitz described a framework for a series of interconnected forums that will address trends and related impacts that are transforming the world economy and the potential roles and functions that the Mass Tech Collaborative should play within this dynamic environment. He discussed the plan to convene three targeted forums that would culminate with a larger event that would present the outcomes of the forums along with the roll out of an action agenda. Mr. Connelly indicated that the Mass Tech Collaborative's history would be subtly woven into the forums.

During the ensuing discussion there was a general consensus that the proposed themes were appropriate and capture the critical challenges confronting Massachusetts. Other members of the Board of Directors concurred with Mr. Tyson's suggestion that the size of each forum be substantially increased from 30 attendees to approximately 100 attendees. Other suggestions from Board members included: (1) leverage the opportunity to brand the Massachusetts Technology Collaborative as forward looking; (2) focus on the human impact of the changes that are occurring; (3) address the impact of the key trends on gateway cities; (4) each forum should result in concrete outcomes that can be promoted; (5) the forums should strike a positive tone; and (6) the forums should look out at least 3 – 5 years into the future. Mr. Connelly clarified that the forums will coincide with the long term planning process being led by Mitch Tyson.

At the request of Mr. Connelly, Mr. Stuntz discussed the event that was recently held to rollout the results of the survey on caregivers and digital health. Mr. Stuntz noted that the role of caregiver has a profound impact on the caregiver's emotional health and wellbeing. He discussed the beneficial impact of digital health technologies on caregivers and the family members that are receiving the care. Ms. Stebbins suggested that the best role for the Mass Tech Collaborative may involve disseminating information to other people and groups that can maintain the momentum that has been generated.

Agenda Item III 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 Tenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation held on February 28, 2017, in Boston, Massachusetts, as the formal Minutes thereof.

Agenda Item IV Discussion Items

Mr. Connelly led a discussion that focused on the Mass Tech Collaborative's approach to strategic initiatives. He indicated that he has challenged the leadership team to think about the way that the organization does its work. One of the themes highlighted

by Mr. Connelly is that the Mass Tech Collaborative can do a more robust job of assessing the competition that goes beyond the annual publication of the Index of the Massachusetts Innovation Economy. He mentioned Cornell Tech's development of a campus on Roosevelt Island as an example of how other states are "upping their game" and he questioned whether Massachusetts should respond, and if so, how should the state respond.

The following key points emerged during the ensuing discussion: (1) concerns were expressed that Massachusetts is resting on its laurels while other areas in the country are benefiting from large influxes of public and private investments; (2) the Mass Tech Collaborative should examine what an "innovation hub" should look like in ten years; (3) Massachusetts needs to more actively promote its assets and successes; (4) understanding the convergence of technologies could help keep Massachusetts ahead of the competition; (5) Massachusetts needs a better strategy and infrastructure for scaling companies. The work of Greentown Labs with clean energy companies was cited as a successful model that could be replicated with other industry sectors; (6) The recommendations in the scaling study prepared by Elizabeth Reynolds should be revisited; (7) The Mass Tech Collaborative should convene a working group to help define the scope of the scaling issues that it is seeking to address; and (8) A key component of a scaling effort could involve establishing peer connections and mentoring from CEOs that have done it themselves.

Mr. Moskowitz and Ms. Welford provided a brief overview of a strategy for the autonomous vehicles sector. Mr. Connelly indicated that one of the central questions is "where can Massachusetts add value?". Mr. Moskowitz identified Massachusetts' strengths in sensors, robotics and data analytics as areas that the state can build on. He also noted that LIDAR is an enabling technology that Massachusetts can focus on that also ties to the Commonwealth's investment in AIM Photonics. Mr. Connelly suggested that the discussion be framed in a broader manner to go beyond autonomous vehicles and encompass other mobility applications. Ms. Stebbins shared her perspective that Massachusetts could provide a good environment for the testing of autonomous vehicles. Mr. Anderson cautioned that the automotive supply chain is incredibly competitive. Mr. Anderson inquired about the criteria that Commonwealth should apply in assessing emerging technology opportunities.

After the discussion on autonomous vehicles wrapped up, Mr. Holahan provided a brief update on the status of the ongoing contract dispute with Axia NetMedia Corporation and its U.S. subsidiary, KCST USA. Mr. Holahan provided a brief history of the dispute with Axia, the operator of the MassBroadband 123 middle mile broadband network. He discussed the steps that have been taken in the wake of the network operator filing for bankruptcy. Mr. Holahan indicated that the Mass Tech Collaborative has (1) obtained injunctive relief against Axia NetMedia to enforce the parental guaranty; (2) released a RFP seeking proposals from companies interested in operating the MassBroadband 123 network; and (3) entered into a contract with Holyoke Gas & Electric to serve as the emergency network operator, if an emergency transition is needed.

Mr. Baldino informed the Board of Directors that the Mass Tech Collaborative has entered into agreements with Comcast and Charter to bring broadband service, as part of their triple play offerings, to six towns in western Massachusetts that do not currently have broadband access. He indicated that Comcast will provide broadband service to Montgomery and that Charter will provide service to Egremont, Hancock, Peru, Princeton and Tyringham. Mr. Baldino noted that these private provider grants will cover approximately 3,900 households, which represents approximately 15% of the unserved households in the region. He also explained that each town will be required to go through the cable franchise licensing process to comply with state and federal laws.

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 February 28, 201 Board of Directors Meeting
2. Draft Mass Tech Collaborative 35th Anniversary Forum Event Series
3. Presentation – A State Economic Development Strategy for Autonomous Vehicles
4. Caregivers and Digital Health: A Survey of the Trends and Attitudes of Massachusetts Family Caregivers