

**MINUTES OF A REGULAR MEETING  
OF THE BOARD OF DIRECTORS OF THE  
MASSACHUSETTS LIFE SCIENCES CENTER**

DATE: September 26, 2019  
TIME: 2:00 p.m. EST  
PLACE: Massachusetts Life Sciences Center  
1075 Main Street, Suite 100  
Waltham, Massachusetts

DIRECTORS PRESENT: Stuart Abelson  
Julie Chen (designee for UMass President Martin Meehan)  
Damon Cox (designee for Secretary Mike Kennealy)  
Gary Kearney  
Bill McNamara (designee for Secretary Michael Heffernan)  
Pam Randhawa

**1. Call to Order**

Bill McNamara called the meeting of the Board of Directors (the “Board”) of the Massachusetts Life Sciences Center (the “MLSC” or “Center”) to order at 2:05 p.m. The meeting, having been duly convened, was ready to proceed with its business.

**2. Approval of Board Minutes**

The Board then reviewed the minutes of the June 26, 2019 Board meeting. Upon a motion duly made, seconded and carried, the Board adopted the resolution to approve the minutes.

**3. Chairs’ Updates**

Mr. McNamara began by ceding some time to Mr. Travis McCready who introduced the Center’s new Board member, Stuart Abelson. Mr. McCready provided members with details regarding Mr. Abelson’s accomplishments and expertise. Mr. Abelson expressed his gratitude and eagerness to contribute to the Center. Mr. McCready then expressed the Board’s appreciation for the dedicated and exemplary service provided by Mr. Peter Parker whose term as a Board member ended in July. Mr. Parker thanked the Board and staff for this opportunity to support the life sciences and Massachusetts’ miracle in growing this sector.

Mr. McNamara provided some context for Mr. Abelson for the governance structure of the Center and the oversight provided by the co-chairs of the Executive branches of Administration and Finance and Housing and Economic Affairs. Mr. McNamara reported on the approval of the FY20 budget by the Governor and the closing of the FY19 books. Mr. Damon Cox then indicated that his Secretariat embarked on listening sessions across the Commonwealth to develop the new economic development

plan including topics such as innovation, cyber security, digital health, medtech, and robotics. Mr. Cox also commended the Center's efforts on reinforcing the importance of diversity, inclusion and equity through its programs. Pam Randhawa then applauded the job of HED to listen and dive deeply into the important economic issues relevant to business through these forums. Mr. Cox closed by mentioning that HED had also created an Economic Development Council to support HED's efforts in drafting the economic development bill.

#### **4. CEO Update**

Mr. McCready reported that over the summer the Center launched the drug delivery, competitive capital and Bits to Bytes capital programs in addition to advancing the Seed Fund Investment Program. Mr. McCready then indicated that for the next Board report, at Mr. Cox's urging, he will report more comprehensively on all of the Center's activities related to diversity, inclusion and equity. As a taste of these programs, Mr. McCready mentioned Smith College's entrepreneurship program, The Partnership, MassNextGen, Project OnRamp, the National Society of Black Engineers, and the Center's Lab Training Program. Finally, Mr. McCready reiterated his invitation for all Board members to attend the ribbon cutting the following Tuesday for 238 Main, a bio-manufacturing venture of LabCentral in partnership with Astellas Pharma.

Mr. McCready then requested that Chris Gilrein, Director of Business Development, report on the MedTech conference. Mr. Gilrein indicated that the BD Team had engaged with AdvaMed in planning the Boston conference of medical device companies. Based on collective efforts, Mr. Gilrein noted that attendance at the annual conference broke records with many more C-suite attendees and an increase of 40-50% in the participation of international companies. The BD Team scheduled 20 meetings in advance of the conference with life science companies that match the Center's strategic industry approach including significant interest in setting up manufacturing operations.

#### **5. MLSC Brand Refresh**

Martha Waldron, Vice President of Marketing and Communications, then updated the Board on the process and outcomes of the brand refresh for the Center including the results of the external and internal research, the marketplace evaluation and the opportunity to differentiate with culture. Ms. Waldron reported that Captains of Industry, the firm hired to provide the branding services and website refresh, identified the Center's role as a "Co-Catalyst" with descriptors of enterprising, catalytic and leading to characterize the work of the Center. Ms. Waldron then notified the Board that there were some cost overruns for the project which required an additional infusion of funding to complete the

work. Board members requested more aggressive management of timeframes and the contractor's progress.

Upon a motion duly made, seconded and carried, the Board adopted the resolution to approve the additional \$20,000 to supplement the original authorization of funding to complete the brand refresh.

## **6. MassTAG Investment**

Mr. Gilrein presented the opportunity to invest in Northway Biotech, a fully-integrated biopharmaceuticals contract development and manufacturing organization based in Lithuania, to incentivize the expansion of their biologics process development and transfer facility in Massachusetts. Northway Biotech does not currently own or lease in Massachusetts, but is exploring a site in Waltham. Mr. Gilrein reminded the Board of the objectives of the MassTAG program which operates as a pipeline to the Tax Incentive Program for companies that do not initially qualify and that are looking to set up operations in Massachusetts. The incentive consists of payments to companies over a 3-year period upon demonstration of the achievement of a certain level of hiring which is sustained.

Gary Kearney inquired about the lack of ownership or lease of a facility in Massachusetts and Mr. Gilrein responded that one of the primary objectives of the program is to attract companies not currently located in Massachusetts. Pam Randhawa inquired as to how Fresenius received an award in the past and Mr. Gilrein indicated that it was a new area for the company and that the corporate structure was separate. Stuart Adelson recommended that staff refine the framework for how decisions are made for this program – whether the objectives be to create jobs, new capacity, or other rationale. Dr. Griffin explained that it is challenging to identify gaps in the life sciences landscape and that we are learning the most from customers who are seeking services in the state. She then indicated that the Center is focused on novel modalities such as cell and gene therapy, while also addressing needs within biologics. Mr. McNamara noted that the overarching criterion for funding should be whether the investment causes something to happen in Massachusetts that would not have happened without this investment. Travis observed that we repeatedly hear the need to accelerate time to market and that it is unacceptable for companies to have to wait 12 to 18 months to get into a CDMO. Mr. Abelson recommended that an Uber-like tool be created on our website to advertise services for companies.

Upon a motion duly made, seconded and carried, the Board adopted the resolution to approve a total of \$150,000 in funding for Northway Biotech provided they create 10 net new jobs in the first 12 months of operation and increase their headcount to 35 FTEs by the end of 2022.

## **7. Advanced Analytics Internship Program**

Beth Nicklas, General Counsel and Vice President for Academic and Workforce Programs, introduced a new internship program focused on advanced analytics. She explained the explosive demand in data science positions with 1,200 unique jobs posted in Massachusetts in 2018 with 45% of those requiring a Ph.D. Ms. Nicklas then noted that she will be seeking supply from a wide variety of majors and skill sets including those with domain and technical expertise. To test the concept, Ms. Nicklas has done extensive outreach to data scientists for feedback and researched the academic programs that provide suitable talent. Mr. Abelson inquired whether we are also going to be recruiting from outside of Massachusetts and Ms. Nicklas responded in the affirmative. Mr. Kearney noted that the creation of the database to draw nationwide talent was a great concept and Pam Randhawa recommended that we connect this initiative to a career database. Ms. Nicklas observed that for the program to be successful, we will need to have a well-populated database of talent.

Ms. Nicklas then addressed various efforts that the Center will undertake to secure matching corporate funds to support the program and Mr. Abelson suggested discussions with senior leaders of a data management company in Waltham. Dr. Julie Chen inquired about whether companies would exclusively select experienced talent rather than mentoring students with quantitative talent who were interested in exploring data science. Ms. Nicklas responded that outreach would be needed to encourage companies and research institutions to explore non-conventional talent. Given the strong demand for data scientists, Mr. McNamara inquired about the business case for creating a data science internship program. Ms. Nicklas explained that companies are struggling to find qualified candidates and the competitive pressures from the tech and financial sectors for such talent often results in talent not pursuing the life sciences. Ms. Randhawa pointed out the significant effort to train quantitatively adept candidates who do not have domain expertise, using as an example an astrophysicist who was incredible but required significant effort from the scientific team to get him up to speed on the subject area.

Upon a motion duly made, seconded and carried, the Board adopted the resolution to approve \$500,000 from the MLSC's Investment Fund to support the inaugural round of the Advanced Analytics Internship Program with a commitment from the Center to work on securing matching funds from other sources.

## **8. Adjourn**

Co-Chair Bill McNamara adjourned the meeting at 4:10 p.m.

**List of Materials and Exhibits Used During Meeting:**

- Board Agenda
- Minutes from June 26, 2019 Board Meeting
- Motion to Approve June 26, 2019 Minutes
- Presentation of Branding Process & Outcomes
- Motion: To approve supplemental funding for the Branding Contractor
- Presentation of Northway Biotech MassTAG Application
- Motion: To approve Northway Biotech MassTAG Award
- Presentation of Advanced Analytics Internships Program
- Motion: To approve funding for the inaugural round of the Advanced Analytics Internship Program
- September 26, 2019 Marketing & Communications Report to the Board