Massachusetts LIFE SCIENCES CENTER

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

DATE: February 25, 2026
TIME: 2:00 p.m. EST
PLACE: Virtual via Teams

Members Connected:
Secretary Eric Paley
Bran Shim, Designee for Secretary Gorzkowicz
Julie Chen, PhD, Designee for UMass President Marty Meehan
Pam Randhawa
Christopher Coburn
Valerie Fleishman
Brian Johnson
Dana Mendenhall
Thea James, MD

Call to Order
Kirk Taylor, MD, President and CEO, called the meeting to order. The meeting, having been duly convened, was ready to proceed with its business. Attendance was noted by roll call, as recorded above.

Approval of Minutes
Allyson McLaughlin Huntington, General Counsel and Board Secretary presented the minutes from the October 29, 2025 meeting of the Board of Directors. The Board reviewed the minutes with no revisions to request. Upon motions duly made, seconded and carried, the Board approved the minutes.

Co-Chairs' Updates
Secretary Eric Paley, Executive Office of Economic Development, provided brief remarks regarding ARPA-H and the upcoming economic development bill.

Bran Shim as designee for Matthew Gorzkowicz, Executive Office of Administration and Finance, added that Secretary Paley will be testifying before Ways & Means committee in the coming weeks.

CEO Report
Kirk Taylor, M.D., President and CEO, MLSC, provided a brief update: board meetings will be held off-site going forward and followed up on focus areas since January Board "retreat." MLSC is engaging with corporate contacts, to support resilience in MA life sciences ecosystem, and is doing deep dive on impacts of federal headwinds, FDA challenges from the regulatory perspective, and ARPA-H. Dr. Taylor informed the Board of the MassNextGen 8th cohort announcement coming up on March 9 at CIC and invited all members of the Board to attend.

VOTE: BioBoost Awards
Ms. LeClair, Chief Business Officer, together with Hawa Fall, presented the new pilot program BioBoost. Ms. LeClair

summarized the program's goal of supporting the expansion of biomanufacturing and advanced MedTech manufacturing in Massachusetts. The program is structured with two funding tracks: (1) Company expansions, and (2) Real Estate development and feasibility studies and has board approved funding for $3 million in capital funds and $500k from the Breakthrough Fund. Round one received 29 applications for a total amount of $64 million requested. Per the applications received, the projects represented $373 million in capital expenditure and the creation of 1,170 jobs. Ms. Fall presented the roster of proposed awards, including four company expansions and two real estate developer/feasibility studies. The evaluators were discussed as well as companies looking to expand their manufacturing and the Real Estate Development and Feasibility Studies. The program team stated site evaluation is important to identify appropriate sites for manufacturing expansion, an essential part of the BioBoost initiative. Summarizing the process the review panel used, they looked at high-impact projects rather than limited "scope." The program requires awardees to have an established non-profit partnership to enhance the prevailing public benefit. The evaluation metrics will be revised for the next round of the program, after reporting is submitted from the pilot round.

The Board Members asked questions about the specific awardees, funding amounts, and the potential for clawback if the awardee moves to a location outside of MA.

There being no further discussion, the Board moved to a vote. Upon a motion duly made, seconded and carried by roll call vote, the Board resolved to approve the allocation to the awardees as presented.

VOTE: Pathmaker Awards

Jeanne LeClair, Chief Business Officer, provided an overview of the Pathmaker programming including the funding structure of $10k - $12k per student available to training providers on a rolling application basis. The average training program is 8 – 12 weeks, with new and expanded programs. The proposed award to AFTREAT (American Foundation of Training and Research Using Advanced Technologies, formerly Myra EB Systems) was discussed, including the robust recruitment strategy and the focus on recruiting through MassHire Career Centers and local staffing agencies while sharing the opportunity statewide to advance underrepresented talent into biomanufacturing careers. AF TREAT will collaborate with a strong industry partner, Catalent, a CDMO in Chelsea, which has shown strong commitment to the program and concept. The program team provided specifics on the AFTREAT proposal, its partnering with Catalent and how the organization also assessed the viability of this training platform with other companies.

There being no further discussion, the Board moved to a vote. Upon a motion duly made, seconded and carried by roll call vote, the Board resolved to approve the allocation to the awardee as presented.

VOTE: Biobank Awards

Asmi Chakraborty, PhD, Director, Scientific Innovation and Strategic Investments introduced the new MLSC Biobank program and presented the proposed awards for the first round of the program. The goal of the program is to build disease-specific biobanks to speed the development of new treatments and improve patient care. Round on focus is on colorectal cancer and Alzheimer's disease, with a three phased approach to the program structure: Phase 1: Identify need and determine priority disease areas; Phase 2: Establish disease specific resources and partner with patient-facing organizations to collect patient samples and data and identify vendors to process, store, and distribute samples and data; and Phase 3: enable access. There is a competitive application process for researchers across the Commonwealth to request access to the collected patient samples and data. The thirteen proposed academic medical centers (AMC) were discussed, which represented a total amount of $2M of capital funds. Dr. Chakraborty also requested that the original Breakthrough Fund allocation of $1.25M for grant awards be shifted to the Operating Budget, to address the needed payment of vendors, including: Commercial IRB, Cloud Storage, Data Infrastructure, Molecular Data Generation, and Patient Sample and Data Tokenization.

A robust discussion on what funds will be used for, why the award amounts are slightly different across the AMCs, and whether it be same equipment for both disease focuses. The Program requires participants to obtain net-new collections. The intent is for the data to be distributed to researchers that can benefit from the data and not have to conduct the same sample collection. Retention of samples will benefit centralized data. Upon inquiry about one AMC in MA that was not included in proposed awardees, Dr. Chakraborty stated that no eligible applicants were rejected, and was informed they did not specifically seek to participate. The Board questioned whether funds from operating budget is adequate to support the structure of the program, Dr. Chakraborty stated that in the current application, minimum data sets are being generated.

There being no further discussion, the Board moved to a vote. Upon a motion duly made, seconded and carried by roll call vote, the Board resolved to approve the allocation to the awardees as presented.

Strategy Discussion

Elizabeth Graham, Chief Operating Officer, introduced the strategy context and process. Strategic Context and Process, indicating this is a consolidated presentation compared to pre-read materials. Dr. Taylor discussed the MLSC vision and mission as it is tied to the strategy sprint framework. Ms. Graham gathered feedback and observations from individual board members, and developed observations on early state of work. The MLSC Executive Leadership Team has been very engaged in the initial research and came to the discussion with evidence-based research. There were signs that MLSC is under-leveraging the data from its programs, and the strategy work will address this, to focus on efforts that will have greater impact. Specifically, "headwinds and tailwinds" were evaluated to see whether there is an area (or areas) where MLSC just lean in or not. Board members observed that the "headwinds and tailwinds" were rooted in today, and whether there will be a futuristic assessment of headwinds and tailwinds. Ms. Graham indicated the team looked out to the 3-year horizon. The Board suggested the strategy should be what we are facing as an organization, not as an industry, and whether the Center has the resources to make an impact, further suggesting we start a little more fundamentally – what are we as an organization, and are we ready to address the needs of the ecosystem. It was determined that the MLSC has received significant feedback from the Board, so strategy focus is appropriate. An evaluation of the challenges facing the industry and how the MLSC will have an impact will be included in the strategy process. Ms. Graham informed the board that the team is assessing areas of need and whether the MLSC can have any influence (whether direct, strong, weak). The Board suggested it will be helpful to understand the Center's assets it has today and what we have accomplished as part of the evaluation of the Center's growth and what it will "start/stop/continue." Ms. Graham stated the Center will have an indicator of success for each program, and that will be part of what the Board sees when program is presenting to board. The Board further noted that clear metrics for success is important and asked how we can bring the ecosystem together as an indirect resource through the Center's convening power is important. The Board expressed that it appreciates the strategy work being done and requested that as we come to the hypotheses, there should be a standing agenda item should be "what are the goals we are trying to achieve at this moment?"

There being no further business before the Board, the meeting was adjourned.

Materials Used During Meeting:

Agenda
Minutes of the October 29, 2025 Board of Directors Meeting
MLSC CEO Report
BioBoost Presentation
Pathmaker Presentation

Biobank Presentation