

**MINUTES**

***ONE HUNDRED FIFTEENTH MEETING***

of the

**BOARD of DIRECTORS**

of the

**MASSACHUSETTS TECHNOLOGY PARK CORPORATION**

**[OPEN SESSION]**

October 15, 2018  
Boston, Massachusetts

The One Hundred Fifteenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on October 15, 2018, at Suite 200, Two Center Plaza, 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 Damon Cox of the Executive Office of Housing and Economic Development), Carla Brodley, Albion Calaj, Julie Chen, Rupa Cornell (arrived at 3:35 p.m.), Leland Cheung, Joe Dorant, Secretary for Administration and Finance Michael Heffernan (represented by Patrick Lynch of the Executive Office for Administration and Finance), Annmarie Levins, Anne Margulies, Christina Royal and Carlos Santiago (represented by Tye Brady of Amazon Robotics, who participated by phone).

The following Mass Tech Collaborative staff was present: Michael Baldino, Lisa Erlandson, Stephanie Helm, Philip Holahan, Carolyn Kirk, Pat Larkin, Holly Lucas Murphy, Jennifer Saubermann and Laurance Stuntz.

The following individuals attended the meeting: Michael Morgenstern, Dayblink Consulting.

Mr. Cox observed the presence of a quorum and called the meeting to order at 3:11 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 without abstention VOTED:

**The Board of Directors of the Massachusetts Technology Park Corporation hereby adopts the Draft Minutes of the One Hundred Fourteenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation held on June 25, 2018, in Boston, Massachusetts, as the formal Minutes thereof.**

**Agenda Item II Report of the Chairperson**

Mr. Cox delivered the report of the Chairperson. He discussed the recent Cybersecurity Forum. Mr. Cox expressed his appreciation to Stephanie Helm, Mary Rose Greenough and their colleagues at the Mass Tech Collaborative for all their hard work in contributing to a successful conference. He noted that over 200 people attended the conference and he indicated that he has received very positive feedback from attendees.

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

Ms. Kirk delivered the report of the Interim Executive Director. She provided an update on the Executive Director search process and informed the Board of Directors that Secretary Ash would be meeting with one of the finalists. Ms. Kirk discussed how she balances her duties as Interim Executive Director with her duties as Deputy Secretary of the Executive Office of Housing and Economic Development (“EOHED”). She reinforced Mr. Cox’s positive comments about the Cybersecurity Forum and she also commended the work of the Innovation Institute in supporting the Seaport Economic Council’s Grand Challenge, which resulted in grant awards totaling \$450,000 to enhance the Commonwealth’s blue economy.

**Agenda Item IV Discussion Items**

Ms. Helm and Mr. Morgenstern presented the findings of a strategic planning effort that was supported by Mr. Morgenstern of Dayblink Consulting. The strategic planning effort is intended to provide direction for the work of the MassCyberCenter. The following key points emerged from the presentation and ensuing discussion: (1) Massachusetts is already well-positioned to be a national cybersecurity leader due to its strong academic and technology ecosystem; (2) Massachusetts has the second largest number of cybersecurity employees in the United States (after Virginia) and has 9,000 open cybersecurity positions; (3) the presence of leading universities, major research and development organizations, the innovation and entrepreneurial culture and a wide range of training programs, as well as other factors, results in a unique value proposition for Massachusetts; (4) there is a wide variation in the qualifications for entry level cybersecurity jobs, although most positions require a bachelor’s degree; (5) Cybersecurity Forum participants highlighted the importance of workforce issues, the need for more threat intelligence sharing, and communication gaps among members of the cybersecurity ecosystem; (6) the relationship between the MassCyberCenter and the Advanced Cyber Security Center and the respective mission of each organization was

extensively discussed; (7) another tabletop cyber simulation exercise should be sponsored with the goal of sharing lessons learned in the public domain; (7) Ms. Helm emphasized the importance of addressing resiliency issues; and (8) there are substantial opportunities for collaboration that result from locating the MassCyberCenter at the Mass Tech Collaborative and the synergies with the Massachusetts eHealth Institute's focus on digital health was cited as a promising crossover opportunity.

Ms. Helm discussed the vision, mission, governance structure, and initial priorities of the MassCyberCenter. She indicated that the mission of the MassCyberCenter is to enhance conditions for economic growth through outreach to the cybersecurity ecosystem of Massachusetts while fostering cybersecurity resiliency. Ms. Helm discussed the composition and role of the Strategy Council that serves as a steering committee of executive leaders that will validate, rework and approve the strategy of the MassCyberCenter. She explained that the initial priorities of the MassCyberCenter include: (1) facilitating the exchange of cybersecurity information; (2) supporting cybersecurity workforce enhancements within Massachusetts; (3) convening a Massachusetts Resiliency Working Group; and (4) cataloguing and championing research and development efforts to bridge across sectors and foster differentiating innovation. Ms. Brodley initiated a discussion about the development of key performance indicators to measure success, and the resulting suggestions included measuring the growth in the pipeline of trained workers to fill open cybersecurity jobs. Ms. Helm also discussed next steps for the MassCyberCenter, including: (1) finalizing the strategy document; (2) convening the first meeting of the Resiliency Working Group; and (3) developing a 2019 action plan.

Mr. Cox then requested that the Board of Directors convene in executive session to discuss litigation strategy with regard to ongoing disputes with the operator of the MassBroadband 123 network. Mr. Cox, in his capacity as Chairperson, stated that he would call for a roll call vote of the Board of Directors to go into executive session. He 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. Mr. Cox, Ms. Brodley, Mr. Calaj, Ms. Chen, Ms. Cornell, Mr. Cheung, Mr. Dorant, Mr. Lynch, Ms. Levins, Ms. Margulies, Ms. Royal and Mr. Brady voted in the affirmative to enter into executive session. All staff that was not needed for the litigation strategy discussion and members of the public left the room.

The meeting proceeded in executive session at 4:19 p.m. The proceedings that occurred in executive session are addressed in a separate set of meeting minutes.

Mr. Cox, in consultation with the members of the Board of Directors, determined that the executive session should conclude at 4:42 p.m. At that point the meeting proceeded in open session.

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 4:43 p.m.

A TRUE COPY

ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes for the June 15, 2018 Board of Directors Meeting
2. Presentation – MassCyberCenter Strategic Overview
3. Presentation – MassCyberCenter Vision, Mission, Governance, Priorities and Next Steps