

APPROVED MINUTES

ONE HUNDRED AND THIRTIETH MEETING

of the

BOARD OF DIRECTORS

of the

MASSACHUSETTS TECHNOLOGY PARK CORPORATION

December 6, 2023

2 Center Plaza, Suite 200, Boston, MA

The One Hundred and Thirtieth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative” or “Mass Tech”) was held on December 6, 2023, at 2 Center Plaza, Suite 200, Boston, MA, 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 and the Executive Office for Administration and Finance.

The following members of the Mass Tech Collaborative Board of Directors were present and participated: Secretary of Economic Development Yvonne Hao, Tye Brady (representing Commissioner of Higher Education Noe Ortega), Julie Chen, Rupa Cornell, Scott Dellicker, Joseph Dorant, Pam Reeve, Jeffrey Stein, Alexander Stolyarov, Alok Tayi, Bogdan Vernescu, Nate Walton, and Maeghan Silverberg Welford.

The following members of the Mass Tech Collaborative staff were present: Carolyn Kirk, Holly Lucas Murphy, Lisa Erlandson, Jennifer Saubermann, Pat Larkin, Ben Linville-Engler, Adam Couturier, Brianna Wehrs, John Petrozzelli, Keely Benson, John Wetzell, Colin McDonald, and Paula Foley.

Secretary Hao observed the presence of quorum and called the meeting of the Mass Tech Board of Directors to order at 9:40 a.m.

Agenda Item I Approval of Minutes

After 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, acting pursuant to section three of Chapter Forty J of the General Laws of the Commonwealth, hereby adopts the Draft Minutes of the One Hundred Twenty Ninth Meeting of the Board of Directors, held on October 6, 2023, via Zoom videoconference, as the formal Minutes thereof.

Agenda Item II Report of the Mass Tech Collaborative Board Chair

Secretary Hao began by discussing the now-completed Economic Development Plan (“Plan”) which the Executive Office of Economic Development is statutorily required to develop every four (4) years. Secretary Hao thanked Ms. Chen for her participation on the Economic Development Planning Council and indicated that the Plan incorporated input from nine (9) regional engagement sessions and thirteen (13) sector specific working group meetings. Secretary Hao explained that the Plan outlines a comprehensive strategy to advance an innovative, mission-driven and high-growth economy in Massachusetts and is titled Team Massachusetts: Leading Future Generations. Secretary Hao noted that a legislative hearing on the Plan is scheduled for later in the day and that the Plan is expected to go to Governor Healey for signature next week, and then will be filed with the state legislature before the end of the year. There is considerable discussion in the Plan, explained Secretary Hao, of the initiatives that Mass Tech is actively working on, such as Advanced Manufacturing, Robotics, Broadband, AI, and Climate Tech.

The next phase of work, explained Secretary Hao, will be to implement the Plan through targeted economic development legislation. Secretary Hao indicated that the goal is to have the Plan’s initiatives approved and funded by the end of July 2024. Secretary Hao concluded her report by welcoming Ms. Maeghan Silverberg Welford to her first meeting as a Board member and then asked Ms. Kirk for her report.

Agenda Item III Report of the Mass Tech Collaborative Executive Director

Ms. Kirk began by thanking Chief Financial Officer (“CFO”) Ms. Lisa Erlandson for her thirty-plus years of service with Mass Tech. Ms. Kirk indicated that Ms. Erlandson has given her notice of retirement effective at the end of the year, but that a new CFO has been hired to step in at that time. Ms. Kirk explained that the new CFO, Marc Leonetti, has an excellent background as Executive Vice President for Finance and Administration at Roger Williams University and was also the former state Controller for Rhode Island.

Ms. Kirk then turned to a discussion of Mass Tech’s mission, strategy and organizational alignment. Ms. Kirk began the discussion by reviewing Mass Tech’s mission statement, philosophy on economic development, and guiding principles. She then outlined the three (3) strategies Mass Tech employs to achieve its mission: (i) organize and support early cluster development; (ii) program design and pilots; and (iii) launch and scale. The first strategy of supporting cluster development, explained Ms. Kirk, is designed to shape the economy and make seed investments, while the second strategy of program design architects solutions. The third strategy of launch and scale, explained Ms. Kirk, focuses on execution and making an impact. Ms. Kirk then discussed how Mass Tech’s organizational structure is designed to align with Mass Tech’s mission and strategy. Ms. Kirk explained that she has three (3) Program Executives (Mr. Larkin, Mr. Linville-Engler, and Ms. Wehrs) who report directly to Ms. Kirk, and each have responsibility for overseeing the various clusters, divisions, employees, and grant programs within Mass Tech. Ms. Kirk indicated that the pain points within the Mass Tech organizational structure exists in the area of Program Support, where there is no direct funding support. Program Support includes Finance, Legal, Human Resources, and other shared services. Ms. Kirk explained that, because Mass Tech does not receive a state funding appropriation, all of the funds required for Program Support must come from administrative charges to grant awards. Ms. Kirk then indicated that fixes to other pain points are possible with additional buildout of the strategic business operations team and the Chief of Staff’s office, as well as filling additional leadership roles within the Communications and IT Departments.

Following Ms. Kirk's report, discussion ensued on involvement of the Board in Mass Tech's operations, and how Board members can advance Mass Tech's strategy, mission, and organizational alignment given Board members' extensive experience and background in the various technology and academic sectors. Ms. Kirk then turned to discussion of the next agenda item.

Agenda Item IV Governance – Delegation of Authority (motion item)

Ms. Kirk indicated that the proposed revisions to Mass Tech's Delegation of Authority Matrix for the Procurement of Goods and Services and Awarding of Grants or Other Financial Commitments ("Matrix") were designed primarily to streamline the approval and contracting process of awards where the funding agency of the award (either state or federal) specifically names the entity receiving the award. These types of awards, explained Ms. Kirk, should not require Board approval, and eliminating this requirement will allow the named recipient to receive the award more expeditiously. In addition, Ms. Kirk indicated that there were a number of other, clerical changes proposed to the redlined version of the Matrix to further clarify and streamline Mass Tech's procurement and awards processes.

After a brief period of 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 ("Mass Tech"), acting pursuant to Section 3 of Chapter 40J of the General Laws of the Commonwealth of Massachusetts does hereby approve the proposed changes to the Delegation of Authority Matrix for the Procurement of Goods and Services and Awarding of Grants or Other Financial Commitments (the "Matrix") as shown in the redline version of the Matrix provided to the Board on December 1, 2023.

Ms. Kirk then asked Mr. Linville-Engler to present the next agenda item.

Agenda Item V Northeast Microelectronics Coalition Hub – Education and Workforce Development Programs: MITRE, Headlamp, and MIT (motion item)

Mr. Linville-Engler indicated that the three (3) Northeast Microelectronics Coalition ("NEMC") Hub items on the agenda were all included in the original Hub proposal that Mass Tech submitted to the Department of Defense ("DoD"), therefore Mass Tech is contractually obligated to make the three (3) awards. Before turning the discussion over to Mr. Couturier, Mr. Linville-Engler indicated that the NEMC Coalition now has 150 members, which includes numerous universities and private companies throughout the New England region.

Turning to the agenda items, Mr. Couturier explained that the three (3) proposed NEMC Hub Education and Workforce Development Programs consist of (i) a \$750,000 grant to MITRE for its Embedded Capture-the-Flag competition; (ii) a \$250,000 grant to Headlamp for its Skillbridge Fellowship program; and a \$75,000 grant to MIT for its Microelectronics Summer Internship program. These three (3) programs, explained Mr. Couturier, will impact approximately 150-300 students and job seekers in the microelectronics sector. Mr. Couturier pointed out that each of these programs will focus on critical demographics for the DoD talent pipeline, including veterans (Headlamp); first and

second year undergraduates (MIT); and high schools, community colleges, Historic Black Colleges and Universities, and Minority Serving Institutions (MITRE).

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

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 following awards, as presented, to be funded through Mass Tech Collaborative's Microelectronics Commons Hub award:

- **to the Massachusetts Institute of Technology (“MIT”), in an amount not to exceed \$75,000, to scale its microelectronics internship program;**
- **to Headlamp, in an amount not to exceed \$250,000, to scale its SkillBridge Fellowships program; and**
- **to MITRE, in an amount not to exceed \$750,000, to scale its Embedded Capture-the-Flag program.**

The grant awards are subject to the execution of a grant agreement in a form and with terms approved by Mass Tech Collaborative's Executive Director.

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 10:59 a.m.

A TRUE COPY ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes for the October 6, 2023, Meeting of the Mass Tech Board of Directors
2. Governance – Delegation of Authority (motion item)
3. Northeast Microelectronics Coalition Hub – Education and Workforce Development Programs: MITRE, Headlamp, and MIT (motion item)