

Massachusetts Life Sciences Center (MLSC)

Business Plan

FISCAL YEAR 2013

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Massachusetts Life Sciences Center (MLSC)

FY2013 BUSINESS PLAN SUMMARY “AT A GLANCE”

FY2013 Business Plan Summary

Commonwealth’s Strategic Priorities

- Workforce Development
- Supporting Innovation, Entrepreneurship and Ecosystem
- Regional Development
- Cost Competitiveness

Related MLSC Program(s)

- Internship Challenge Program
- Equipment/Supplies Grants
- Accelerator Loans
- SBMG Grants
 - MIIP (MA-Israel) R&D Grant
 - Internship Challenge
 - Fund Convening and Collaboration
- Capital Project Grants
- Tax Incentive Program

Dashboard

(Summary Metrics Across All MLSC Programs)

- Number Net New Jobs Created:
- Construction
- Permanent
 - Skill level
 - High
 - Middle
 - Low
- Public Dollars Invested
- Dollars Leveraged

Executive Summary

Mission statement

The Massachusetts Life Sciences Center (“MLSC”) is a quasi-public agency of the Commonwealth of Massachusetts tasked with implementing the Massachusetts Life Sciences Act, a ten-year, \$1 billion initiative that was signed into law in June of 2008. The Center’s mission is to create jobs in the life sciences and support vital scientific research that will improve the human condition. This work

includes making financial investments in public and private institutions that are advancing life sciences research, development and commercialization as well as building collaboration among sectors of the Massachusetts life sciences community.

Fiscal Year 2013 Business Plan Summary

Strategic Goals, Action Steps and Performance Measures

PROGRAM SPECIFIC METRICS		
EDP Goal	MLSC Program/Action	Measurement
<p>1. Advance Education and Workforce Development for Middle-Skill Jobs</p> <p>1.3.3: Increase the number of public school facilities that are appropriately equipped to enable such experiences</p> <p>1.2: Improve responsiveness of workforce programs for business and workers that will meet the demands of the marketplace</p> <p>1.2: Improve responsiveness of workforce programs for business and workers that will meet the demands of the marketplace</p> <p>2.2: Build and retain talent for the innovation economy</p>	<p>Fund and Implement FY2013 MLSC Equipment and Supply Program</p> <p>Implement 2012-13 Internship Challenge Program</p>	<ul style="list-style-type: none"> • # of students trained by community colleges/vocational-technical schools receiving MLSC Equipment/Supply grants • # of graduates of these programs hired for FT or PT life sciences jobs in MA • # of applicants to the MLSC Internship Challenge Program ("Program")/ # of Sponsors registering to take interns • # of interns placed through the Program • # of new sponsors • # of repeat sponsors • # and type of academic institutions represented by interns • Demographics of interns placed through the Program • Interns' satisfaction with internship experience • # of interns who decide to pursue a career in life sciences • Sponsors' satisfaction with interns in selected and value received through the Program • # of interns hired by sponsors for FT or PT jobs in MA following the internship

<p>1.3.2: Increase the attractiveness of STEM careers to both students and teachers, including increasing their exposure to role models in STEM careers, through expanded internship opportunities</p> <p>1.3: Prioritize goals of the State STEM Plan that align with middle-skill jobs</p>	<p>MLSC Discretionary Grants to STEM programs</p>	<ul style="list-style-type: none"> • #students served by STEM programs receiving MSLC grants
<p>2. Support Innovation and Entrepreneurship, including Ecosystem</p> <p>2.1: Strengthen and support our innovation community, including ecosystem</p>	<p>Implement FY2013 Accelerator Loan Program</p> <p>Fund Business Plan Competitions</p> <p>Fund/Initiate new collaborations and consortia across the life sciences community</p>	<ul style="list-style-type: none"> • # of and geographic distribution of applicants to the MLSC Accelerator Loan Program • # competitions funded by MLSC • # new life sciences tracks in business plan competitions seeded by MLSC funds • # new collaborations, consortia and/or partnerships initiated/funded by the MLSC • # of convening sessions, roundtables, etc. initiated/funded by the MLSC • # of companies applying for a life sciences collaborative project under the new MIIP Program • # of organizations offering to

<p>2.4: Support growth to scale</p>	<p>Engage life sciences community in the life sciences initiative</p> <p>Implement FY2013 Cooperative Research Matching Grant Program</p> <p>Implement FY2013 SBMG Program</p>	<p>“sponsor” information sessions for MLSC programs</p> <ul style="list-style-type: none"> • # new participants in MLSC Peer Review Panel • # of repeat participants in MLSC Peer Review Panel • # companies and academic institutions applying for Cooperative Research grants to develop technology for commercialization • # and geographic distribution of companies applying for SBMG grants
<p>3. Support Regional Economic Development through Infrastructure Investments</p> <p>3.1: Make public infrastructure investments that support regional growth opportunities</p>	<p>Implement FY2013 MLSC Capital Project Matching Grant Program</p>	<ul style="list-style-type: none"> • # and type of applicants to the MLSC capital grant program • Geographic distribution of applicants • Local/Regional economic development impact of MLSC capital projects
<p>4. Increase Ease of Doing Business</p> <p>4.2: Re-align business development efforts</p> <p>4.3: Market the strengths of doing business in Massachusetts</p>	<p>Collaborate with other quasi-public organizations and state agencies to present an integrated business development team for life sciences companies</p>	<ul style="list-style-type: none"> • # of collaborations with other quasi-public agencies, state agencies and stakeholder organizations that result in job creation in MA
<p>5. Address our Cost Competitiveness</p> <p>5.4: Make tax structure more simple, competitive, and predictable thru tax incentives</p>	<p>Implement FY2013 MLSC Tax Incentive Program</p>	<ul style="list-style-type: none"> • # of companies applying for tax incentives’ size and geographic distribution of applicants • # of companies achieving job creation targets using tax incentives • Cost per job created using tax incentives

AGGREGATE ("ROI UP") METRICS ACROSS MISC PROGRAMS		
Create/Retain Jobs		<ul style="list-style-type: none"> • # of construction jobs • # of permanent jobs • Job mix (high – low skilled) • Indirect job creation, multiplier effect • Direct job creation • Geographic (regional) distribution of jobs created • Cost per job created (Tax Incentive Program only) • Public dollars invested • ROI to Commonwealth (Tax Incentive Program)
Leverage on Investments		<ul style="list-style-type: none"> • Dollars leveraged

Additional Opportunities/Challenges for FY2013

Opportunities for FY2013:

- **Scaling the Center's Growth:** MLSC is advocating for a modest increase in its annual appropriation for FY2013. An increase in funding will allow us to expand our existing programs, leverage additional investments in the Commonwealth and create new programs that are aligned with the economic development plan for the Commonwealth:
 - ✓ **Leverage Potential:** The MLSC has used its funds as a "magnet" to attract additional investment capital. Most of our programs require at least a \$1 to \$1 match. Across all of our investments, MLSC has averaged \$3 for every \$1 that we have invested.
 - ✓ **Accelerate Job Creation:** The life sciences cluster is a major source of new job creation in the Commonwealth. Strengthening MLSC's ability to invest will help accelerate the economic development contributions of the cluster.
 - ✓ **"Gap Closure:"** The Center has identified opportunities to develop new programs in FY2013 that target additional funding gaps within the life sciences cluster, for example, workforce development programs for mid-skilled workers.

Challenges for FY2013:

- **Staying Competitive:** The Massachusetts Life Sciences Initiative has received tremendous national and international attention since its inception. However, other states and countries are making targeted investments to grow or strengthen their life sciences cluster.