



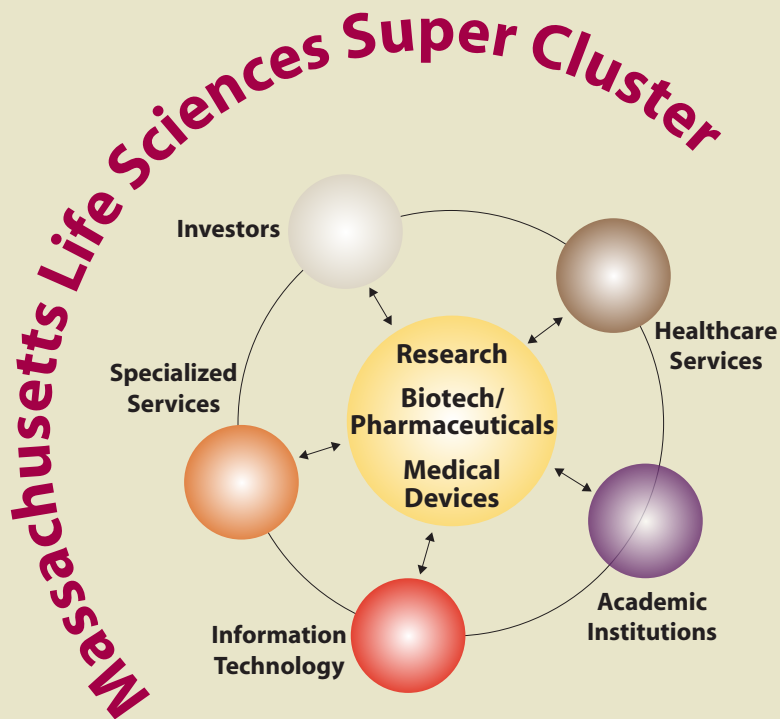
Massachusetts LIFE SCIENCES Collaborative



The Massachusetts Life Sciences Super Cluster is comprised of the top universities, research institutions, teaching hospitals and companies in the world. The Massachusetts Life Sciences Collaborative was developed to sustain this leadership. In 2008, the Presidents of Harvard, MIT and the University of Massachusetts along with the CEO of Genzyme stepped forward to co-chair the Leadership Council of this Collaborative.



Sustaining our leadership...



Leadership

The Leadership Council of the Collaborative identifies critical life sciences priorities for action by the organization and provides the guidance and oversight for the work of the Collaborative's policy task forces.

Task Forces

Research, Innovation, Commercialization

Investigating means to improve key elements of the research enterprise and innovation value chain. Areas of inquiry include availability and growth of NIH/FDA and other federal funding, the performance of technology transfer and licensing at universities and teaching hospitals, increase in conduct of clinical trials, extent of and possible approaches to so-called Valley(s) of Death in research, development and commercialization stages of innovation .

Economic and Business Environment

Identifying economic and regulatory conditions that have a direct impact on robust growth of the life sciences industry in MA, and exploring ways of addressing conditions that are impediments to sustained growth of the life sciences cluster. Areas of focus include environmental and other regulatory rules, tax policy, state and local permitting and licensing requirements, availability and affordability of housing, transportation and communications infrastructure, and downstream manufacturing. Human Capital

Human Capital

Focusing on preparation and retention of a skilled life sciences workforce. Areas of focus include preK-16 education generally, science, mathematics and engineering education and partnership programs with industry, the role of community colleges in workforce development, technical training, immigration policy, and globalization issues.

The mission

The Massachusetts Life Sciences Collaborative is an assembly of leaders from academia and industry from across the Commonwealth whose common interest is to enhance the growth and competitive strength of the Massachusetts life sciences cluster. The goals of the Collaborative are:

- to sustain dialogue and develop an action agenda on issues critical to the growth of the life sciences cluster in Massachusetts among the executive leadership of our world class universities and teaching hospitals, bio-pharma and medical device companies, and the many industries and technologies that contribute to the vitality and potential of life sciences in the Commonwealth
- to undertake analyses of those issues that create impediments or afford opportunities for the expansion of life sciences in Massachusetts and to test findings against the knowledge, expertise and practical experiences of the Collaborative's diverse membership
- to make and support recommendations on policies and practices that assure the necessary conditions for the growth of life sciences research, commercialization, industry and talent in the Commonwealth

... and expanding the life sciences in the Commonwealth of Massachusetts

Priority Areas for Investigation and Action

The Collaborative through its Leadership Council and Task Forces has identified the following areas of inquiry:

- the adequacy and effectiveness of funding for translational research and commercialization, and for the growth of early stage life sciences companies
- consequences to life sciences growth of the flat funding of the National Institutes of Health
- opportunities for increasing the number of clinical trials conducted in Massachusetts
- the nature and condition of the business environment for life sciences growth in the Commonwealth, particularly in areas like taxation, permitting and regulation
- impediments to the capture and growth of downstream manufacturing in Massachusetts
- the role of an integrated statewide transportation system in the extension of life sciences growth to all regions of the Commonwealth
- housing costs as they affect life sciences growth and the availability of skilled workers
- life sciences education and workforce development
- the implications of immigration and immigration policy as they pertain to life sciences talent and workforce

Three current strategic priority efforts include:

- **Biomanufacturing strategy**
- **Clinical trials growth**
- **Life sciences transportation**



Genzyme's manufacturing plant in Allston



Clinical trials



Transportation

Process

The task forces of the Collaborative have been undertaking research and deliberating on many of the priority issues identified above for the last year. They will soon provide recommendations to the Leadership Council for its consideration and action. Those recommendations create the foundation for the development of an integrated,

long-term statewide life sciences action agenda. The elements of that strategic agenda become specific immediate and long-term items for the Collaborative and its allied organizations to present to policy-makers and opinion leaders as essential ingredients for the sustained growth of the life sciences cluster in Massachusetts.

The importance and need for this initiative has been acknowledged and is underscored by the strong financial support provided by organizations such as The Boston Foundation, the Massachusetts Technology Collaborative, Harvard University, MIT and the University of Massachusetts.

Massachusetts Life Sciences Collaborative Leadership Council

Co-Chairs:

Drew Faust, *President*, Harvard University
Susan Hockfield, *President*, Massachusetts Institute of Technology
Henri Termeer, *Chairman, President and CEO*, Genzyme Corporation
Jack Wilson, *President*, University of Massachusetts

Mitchell Adams, *Executive Director*, Massachusetts Technology Collaborative
Joseph Aoun, *President*, Northeastern University
Lawrence Bacow, *President*, Tufts University
Edward Benz, *President*, Dana-Farber Cancer Institute
Paul Bleicher, *President*, Phase Forward Inc.; *Representative*, MA Technology Leadership Council
Joshua Boger, *President and CEO*, Vertex Pharmaceuticals
Robert Brown, *President*, Boston University
Michael Collins, *Interim Chancellor*, University of Massachusetts Medical School
Charles Cooney, *Faculty Director*, Deshpande Center for Technological Innovation, MIT
Jack Cumming, *CEO*, Hologic, Inc.
Walter Ettinger, Jr., *President*, UMass Memorial Medical Center
Mark Fishman, *President*, Novartis Institutes for Biomedical Research
David Fleming, *Group Senior Vice President*, Genzyme Corporation
Jonathan Fleming, *Managing Partner*, Oxford Bioscience Partners
Christopher Gabrieli, *Senior Partner*, Bessemer Venture Partners
Gary Gottlieb, *President*, Brigham and Women's Hospital
Paul Grogan, *President and CEO*, The Boston Foundation
Robert Healy, *City Manager*, City of Cambridge
Steven Hyman, *Provost*, Harvard University
Cleve Killingsworth, *Chairman and CEO*, Blue Cross Blue Shield of Massachusetts
Ranch Kimball, *President and CEO*, Joslin Diabetes Center and Joslin Clinic
Eric Lander, *Founding Director*, Broad Institute
George Langford, *Dean of the College of Natural Sciences and Mathematics*, University of Massachusetts Amherst
Gloria Larson, *President*, Bentley College; *Chair*, Greater Boston Chamber of Commerce
Doug Lawrence, *General Manager and Vice President*, BD Medical; *Chair*, MassMEDIC
Mark Leuchtenberger, *President and CEO*, Targanta Therapeutics; *Chair*, Massachusetts Biotechnology Council
Paul Levy, *President and CEO*, Beth Israel Deaconess Medical Center
Martin Madaus, *Chairman, President, and CEO*, Millipore Corporation; *Representative*, MA Technology Leadership Council
James Mandell, *President and CEO*, Children's Hospital Boston
Joseph Martin, *Lefler Professor of Neurobiology*, Harvard Medical School; *Chair*, New England Healthcare Institute
Michael O'Brien, *City Manager*, City of Worcester
John Palmieri, *Director*, Boston Redevelopment Authority
James Roosevelt, Jr., *President and CEO*, Tufts Health Plan
Una Ryan, *President and CEO*, AVANT Immunotherapeutics
Peter Slavin, *President*, Massachusetts General Hospital
James Tobin, *President and CEO*, Boston Scientific Corporation
Mark Tolosky, *CEO*, Baystate Health
Elaine Ullian, *President and CEO*, Boston Medical Center
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Ellen Zane, *President and CEO*, Tufts Medical Center

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