



Strategic Hub for Innovation, Exchange, and Leadership in Defense



**SHIELD Report - Overview Deck
Submitted to the Governor**

Letter from the SHIELD Chairs (abridged)



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



Dear Governor Maura Healey and Lieutenant Governor Kim Driscoll,

On behalf of the SHIELD (Strategic Hub for Innovation, Exchange and Leadership Defense) Working Group, we are pleased to transmit our report and action agenda for advancing the Massachusetts Defense and National Security Ecosystem.

This report reflects the expertise of 40 Working Group members and appointees, along with over 1,000 stakeholders who contributed through the 100-plus engagements held across the state.

Massachusetts now stands at a critical decision point where economic security is national security, and economic development and national security are converging.

The mission given to SHIELD by Executive Order was clear -- “**play offense on defense**” by catalyzing opportunities for economic growth, job creation, talent recruitment and retention, and tech transition.

It has become abundantly clear that **Massachusetts is a defense state**. This was made evident through the sector’s contributions to the state’s economy and to safeguarding the nation. At the same time, our defense sector faces real challenges, including economic and workforce pressures, federal acquisition transformation, critical manufacturing and supply chain needs, and increasing competition from other states and countries. It is also clear that the path forward does not require creating an ecosystem from scratch. The state needs to engage the existing ecosystem more deeply, champion it more clearly, and resource it more intentionally.

We are a mature, robust, and diverse ecosystem, spanning from Boston to the Berkshires, and anchored by established defense assets and companies, disruptive new entrants, and world-class research institutions that contribute capabilities across air, land, sea, space, and cyber domains. The Northeast region has demonstrated, since the founding of our nation, that there is power in proximity and partnership. The opportunity before Massachusetts, is to move forward together -- **to usher in a new era for the Massachusetts Defense and National Security Ecosystem**.

This report was authored with consideration towards three primary audiences:

Federal Partners

The Massachusetts Defense and National Security Ecosystem is ready to usher in a new era by moving forward together with speed at scale in order to meaningfully contribute to all major defense domains, delivering critical technologies to the warfighter to ensure our nation’s security through both readiness and modernization.

State Leaders

Massachusetts is a defense state, and this should be recognized and promoted loudly both inside and outside our border. We have a strong sector supported by a world-leading innovation ecosystem, all co-located with six military installations leading critical missions. What is needed is deeper state engagement with a designated economic development champion focused on the sector with resources to realize our full potential in this new era.

SHIELD Working Group and the Massachusetts Defense and National Security Ecosystem

Massachusetts has an incredibly strong foundation to build upon. Over the past six months the SHIELD Working Group has been able to see how deep, diverse, talented, and special the Massachusetts Defense and National Security Ecosystem truly is. Our hope with this report is that you see it as we do. We recognize we are not moving forward without challenges, but the Commonwealth is ready to be a champion and partner to establish this new era together.

We look forward to working with you to define the next era of defense and national security for the next 250 years in Massachusetts.

Carolyn Kirk

Chair, SHIELD Working Group
CEO, MassTech Collaborative

Ben Linville-Engler

Designated Chair, SHIELD Working Group
Dep. Director & Chief Inv. Strategist, MassTech Collaborative

Introduction

How It Started: Executive Order #648



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



Governor Healey Launches Defense Sector Initiative to Strengthen National Security Leadership

WHEREAS, convening stakeholders to share their experiences and best practices in defense sector initiatives can lead to more effective strategies to improve inclusion of, and opportunities for, small, emerging, and diverse businesses, institutions of higher education, and non-profit organizations in Massachusetts;

Section 1. Executive Branch Review of Opportunities for Defense Sector Alignment

All executive department offices shall review existing and planned initiatives to identify opportunities to create new economic growth for defense sector organizations in Massachusetts and to increase support for individuals seeking to navigate state agency defense sector initiatives. This review shall explore initiatives including, but not limited to: grant programs, tax incentives, STEM education, workforce development, higher education, energy and environment, veterans' services, and military family support. Executive department offices shall also consider whether new programs or policies would help to accomplish these goals.

Within six months of this Order, each executive department office will report back to the Governor and Lieutenant Governor on its findings. Thereafter, each executive department office shall continue its focus on defense sector initiatives and, as appropriate, present additional issues and actionable policies to the Governor and Lieutenant Governor.

Section 2. Strategic Hub for Innovation, Exchange, and Leadership in Defense Working Group

There is hereby established a Strategic Hub for Innovation, Exchange, and Leadership in Defense (SHIELD) Working Group to advise the Governor and Lieutenant Governor on advancing the defense sector in Massachusetts.

The SHIELD Initiative



Working Group:



Carolyn Kirk
SHIELD Chair
CEO, Massachusetts Technology
Collaborative



Ben Linville-Engler
SHIELD Chair Designee
Chief Investment Strategist,
Massachusetts Technology
Collaborative



Eric Paley
Secretary
Executive Office of
Economic Development



Stephen Zrike
Secretary
Executive Office of
Education



Lauren Jones
Secretary
Executive Office of Labor
and Workforce Development



Adam Freudberg
Executive Director
Military Asset and Security
Strategy Task Force



Navjeet Bal
President and CEO
Massachusetts Development
Finance Agency



Quentin Palfrey
Director
Federal Funds and
Infrastructure Office



Charlie Hipwood
CEO
MassVentures



Kirk Taylor
President and CEO
Massachusetts Life
Sciences Center



30 appointed defense sector & ecosystem leaders

- Defense Primes
- Defense/Dual-Use Startups
- Small-to-Medium Manufacturers
- Investors
- FFRDCs
- Academic Institutions
- Ecosystem Support Orgs
- STEM/Workforce Orgs
- Entrepreneurial Support Orgs
- Industry Trade Associations
- Healthcare & Life Sciences

Mission – “Play Offense on Defense”:

To catalyze opportunities for economic growth, job creation, talent recruitment/retention, and tech transition in MA’s Defense Sector by:

- Identifying key operational, technological, policy, ecosystem, and strategic challenges
- Promoting R&D initiatives and partnerships
- Building upon existing partnerships
- Supporting initiatives that enhance STEM education, workforce training, and talent retention in defense-related fields
- Identifying and pursuing federal and state funding opportunities

Deliverable:

Develop a new playbook for the MA Defense and National Security Ecosystem, grounded the initiative’s findings and analysis, with recommendations for policy options and actions to foster economic growth and leadership.

SHIELD Ecosystem Engagement



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



SHIELD Day 1: Critical Technologies

SHIELD Day 2: Ecosystem Alignment & Acceleration



SHIELD Day 3: Skills, Talent, & Workforce Dev.

SHIELD Day 4: Summative Eval.



In under 6 months, SHIELD reached well over 1000 MA-based stakeholders through 100+ outreach engagements and events, including industry sector and regional roundtables; site visits to academic and research laboratories, major defense primes, and startups; defense conference presentations and panels; and engaged NE regional partners.

The Critical Path Forward

The SHIELD Initiative was established by executive order without any dedicated resources or funding.

Operational and capital resources are needed to maintain momentum and enable execution of the SHIELD Action Agenda put forward in this report.

The defense sector and broader ecosystem has rallied around the state's convening through MassTech where there is a unique opportunity to unify state and federal priorities through NEMC.

SHIELD Action Agenda Framing

Large-Scale
Capital Projects

Technology-to-
Capability
Projects

Strengthening
Competitiveness of
MA National Security
Industrial Base

Defense Sector
Skills, Talent, &
Workforce

Federal Advocacy &
Engagement

State Policy &
Partnerships

Convening & Centralization

Immediate Next Steps

1. Recognize and promote the Massachusetts Defense and National Security Ecosystem and its contributions to U.S. economic and national security.
2. Establish the MassTech Collaborative as the economic development home for the Massachusetts Defense and National Security Ecosystem by unifying federal NEMC mission and state's SHIELD mission.
3. Identify resources to initiate immediate execution of the SHIELD Action Agenda with operating and capital budget funding for defense-focused programming, capital investments, and ecosystem support.
4. Proactively reach out to the Massachusetts Defense and National Security Ecosystem on eligible programs, including ensuring that Commonwealth's economic development programs prioritize defense technologies and strengthening the engagement with federal defense and security personnel operating in the region.

These immediate actions establish a pathway forward; to continue to move with speed and at scale.

SHIELD Findings

State and Federal Baseline



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



The Massachusetts Defense and National Security Ecosystem serves as a vital engine for both national security innovation and regional economic stability, functioning as an ecosystem that unites world-leading research institutions, innovation and investment, with advanced manufacturing.

Economic Contribution

\$48.6B (7-8% of GDP)
140,000 Jobs
1.25x Jobs Multiplier
6 Military Installations

Top MA Prime Contractors



Dept. of War Spend FY24

\$16.6B (\$2300/capita)
#10 State Overall
#4 State for Grants
Strong NE regional spend

NDAA and Budget

\$1.13T Projected FY26
\$1.5T FY27 Budget

5-Year SBIR/STTR Profile

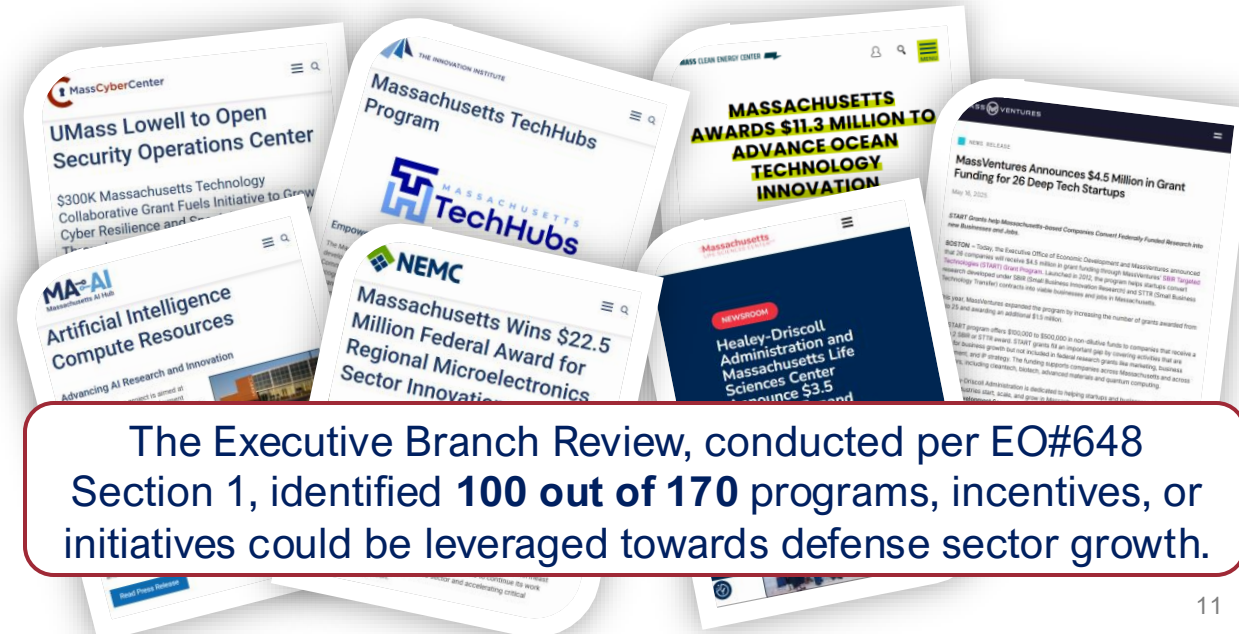
\$1.4B+ total funding
(1. USAF 2. Navy 3. Army)
788 SBIR Phase I Awards
602 SBIR Phase II Awards

Acquisition Transformation

Recast OUSD(R&E) CTs
Transitioning PEOs to PAEs

Executive Branch Review

The state does not currently have a comprehensive, coordinated economic development strategy for the defense sector but has a lot to leverage.



The Executive Branch Review, conducted per EO#648 Section 1, identified **100 out of 170** programs, incentives, or initiatives could be leveraged towards defense sector growth.

Top Challenges

The challenges identified reveal both systemic inefficiencies and economic pressures that disadvantage the state's competitive position or limit growth. At the same time, the federal government is the primary customer and compliance arbiter for this sector, adding complexity to the market dynamics.

Research, Discovery, and Technology Transfer



Deteriorating Basic Research Funding



Fundamental Translation Gaps to Warfighter Requirements



Lack of Dedicated Entity to Support Alignment to Complex Federal Priorities



Redundant Research Paths & Complex IP Transfer Processes

Scaled Manufacturing and System Integration



Prohibitive Cyber (CMMC) & Facility Compliance



Operating Capital and Scaling Infrastructure Constraints



Amplified Regional Economic Pressures



Fierce Multidisciplinary and "Clearable" Talent War

Commercialization and Defense Transition Support



Navigating the "Resource Maze"



Defense Prime Alignment Barriers



Storytelling and Visibility Gaps



Opaque Acquisition Frameworks

Acquisition and Operational Readiness



Legacy vs. Capability Scaling and Modernization Friction



Prototyping Design Disconnections



Fragmented Training & Misaligned Pipelines

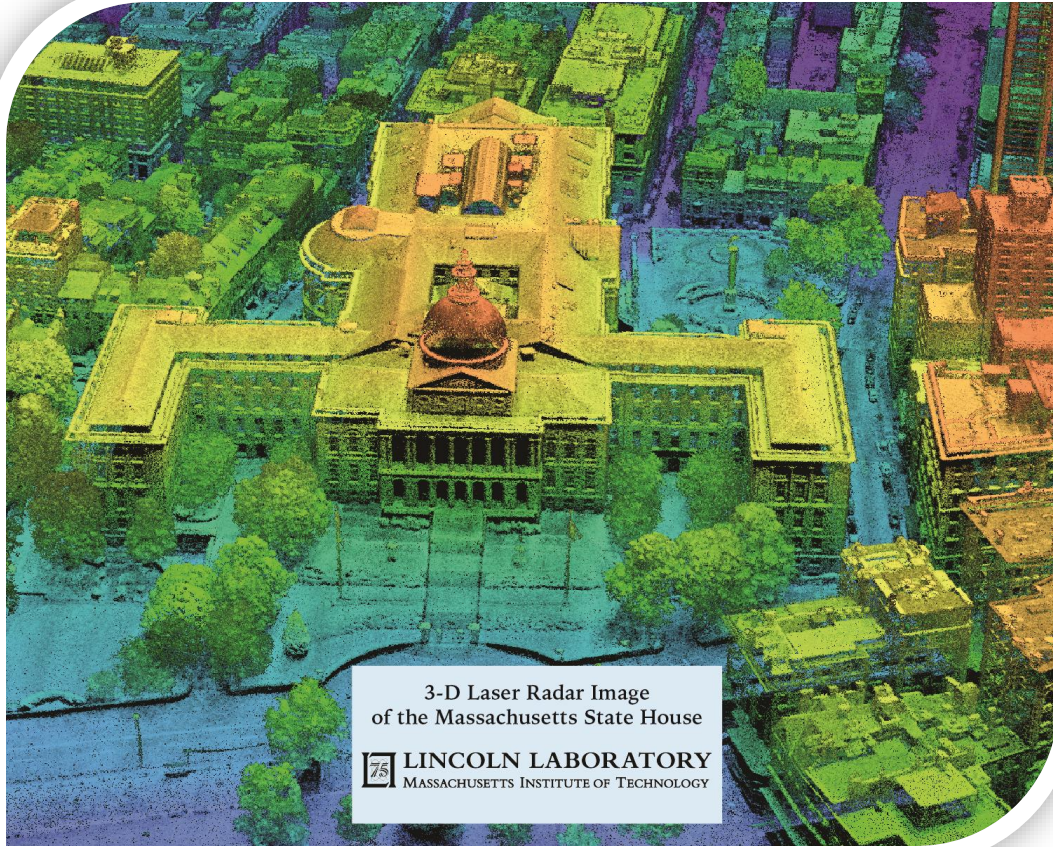


Sourcing Beyond Local Supply Chains

The Massachusetts Opportunity



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



3-D Laser Radar Image
of the Massachusetts State House

 LINCOLN LABORATORY
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

- 1. The Paradigm Shift:** Massachusetts has an immediate strategic opportunity to evolve from a traditional, standalone research hub into the nation's premier "mission-connected" innovation engine, explicitly aligning early-stage laboratory discovery with rapid, scaled defense manufacturing and deployment.
- 2. The Mission-Connected Framework:** This new ecosystem operational model ensures that real-world Department of War (DOW) use cases and readiness needs drive every stage of the technology lifecycle, preventing the historical "transition failures" that occur when technology push lacks operational context.
- 3. Consolidated State Infrastructure:** By treating economic development and national security as a single mission, the state will more intentionally coordinate its existing specialized agencies (MassTech, MLSC, MassCEC) to scale physical infrastructure, advance workforce training, and build out (or scale existing) regional hubs.
- 4. Mobilizing and Tailoring Industrial Finance:** By leveraging state resources, such as grants and equipment loans for small suppliers, and incentivizing private capital to align at the convergence of economic development and national security, new models for absorbing risks defense product development can be unlocked.
- 5. Leveraging Federal Funding:** The state should aim to replicate successful regional lab-to-fab models (like the Northeast Microelectronics Coalition) to aggressively capture massive infusions of national defense funding, anchoring the state's economic security to the 2026 National Defense Strategy.

Massachusetts Defense and National Security Ecosystem – Mission-Connected Framework

Activity

Academia

Service Labs

FFRDCs

Academia

Service Labs

FFRDCs

Primes, Startups, SMEs

Primes

SMEs

Startups

Science, Discovery, & Research

Engineering, Testing, & Integration

Acquisition & Sustainment

Healthcare

Life Sciences

Advanced Manufacturing

Advanced Materials

Advanced Computing

Semiconductors & Microelectronics

Robotics

Energy Systems

Warfighter Performance

Biodefense

Energy Dominance

Space Dominance

Maritime Dominance

OUSW(R&E) Critical Technologies

Applied Artificial Intelligence

Biomanufacturing

Contested Logistics

Quantum and BID

Scaled Hypersonics

Scaled Directed Energy

Transition

Transition

DOW
Readiness
Mission

DOW
Modernization
Mission

Technology Transfer

Manufacturing Scale-Up

- | | | | | | |
|----------------------------|---------------------------------|-------------------------------|-------------------------|-----------------------|---------------------------|
| 1. Digital Health | 5. Medical Countermeasures | 9. Advanced Battery Chemistry | 13. Quantum Computing | 17. Quantum Sensors | 21. Autonomous Systems |
| 2. Medical Countermeasures | 6. Critical Minerals Processing | 10. Composites and Ceramics | 14. Biophysical Sensors | 18. 5G/6G Comm. | 22. Guidance Systems |
| 3. Biosecurity | 7. Additive Manufacturing | 11. AI LLMs | 15. Radhard Electronics | 19. High-Power WBG | 23. Microgrid Batteries |
| 4. Synthetic Biology | 8. Bioreactors | 12. AI Foundation Models | 16. AI Hardware | 20. Wearable Robotics | 24. Advanced Power Supply |

SHIELD Action Agenda

SHIELD Action Agenda Framing



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



Large-Scale
Capital Projects

Technology-to-
Capability
Projects

Strengthening
Competitiveness of
MA National Security
Industrial Base

Defense Sector
Skills, Talent, &
Workforce

Federal Advocacy &
Engagement

State Policy &
Partnerships

Convening & Centralization

Convening and Centralization

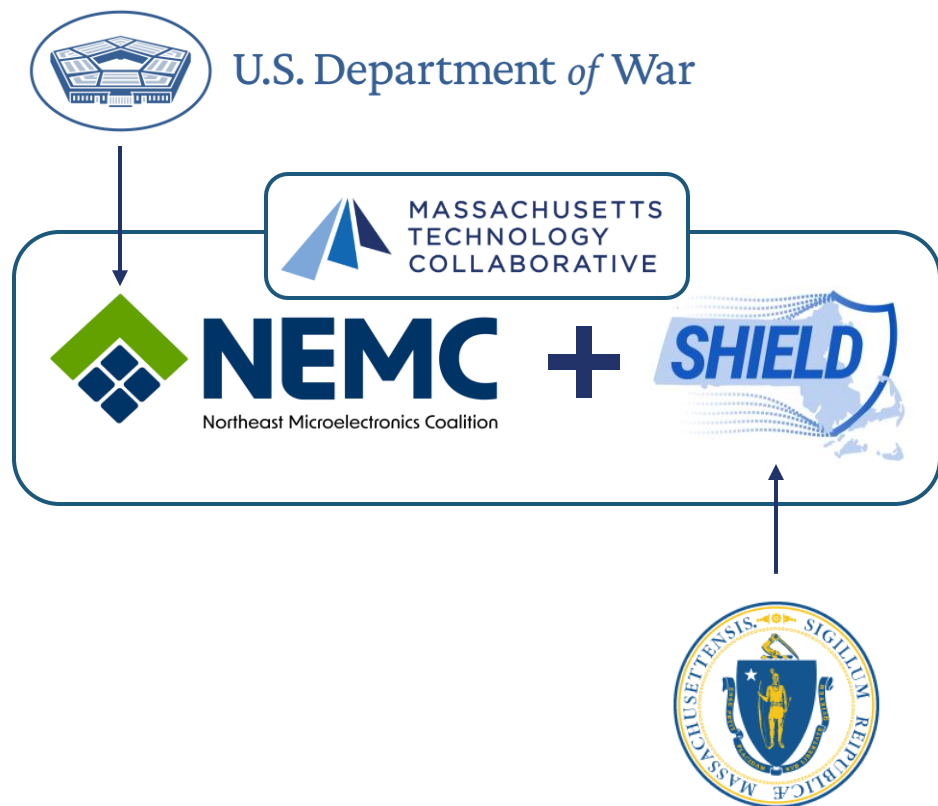


MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



Immediate Action

Establish a Massachusetts Defense and National Security Ecosystem economic development home



The Healey-Driscoll Administration has a unique opportunity to unify the federal technology-to-capability transition mission of NEMC with the state's economic development mission of SHIELD while further supporting national security.

Establish a Massachusetts Defense Ecosystem Home



Codify a dedicated permanent state economic development office for the defense sector



Provide full-time leadership with a dedicated team to lead state programs and events



Amplify Federal & Regional Impact by Centralize outreach to federal agencies, internal stakeholders, and market Massachusetts against competing states

Launch a Digital Ecosystem Backbone



Deploy a digital platform that allows defense participants to easily find partners and collaborate



Expand NEMC's capability and capacity network concierge service beyond microelectronics to additional lifecycle support assets aligned to DOW priorities

Support Incumbent Defense Contractors



Partner with major defense primes to aggregate regional supply chains



Support workforce and facility needs due to increased demand of legacy systems and readiness

Leverage Leadership and Appointed Bodies



Ensure there is adequate defense sector representation state, quasi, advisory groups, subject matter expert review panels for sectors and tech areas contributing to the defense sector.



Engage the Advanced Manufacturing Collaborative, Workforce Skills Cabinet, STEM Council, and other bodies to ensure defense sector needs and priorities are continuously elevated.

Primary Contacts at Organizations Across Ecosystem Stakeholders



Establish and connect defense and security points of contact across academic institutions, FFRDCs, small businesses, and large defense contractors

State Policy & Partnerships



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



State Policy and Partnerships action items focus on actions to strengthen state defense policy, foster regional partnerships with neighboring states, leverage MA leadership beyond our borders, and champion the state's defense sector on a global level.

Establish Defense Sector Incentives



Match incentives to other high-growth sectors



Deploy diverse capital tools



Extend federal matching funds

Advance Defense-Centric Economic Zones



Prioritize national security priorities with Opportunity Zone, Hub Zone, and Maritime Prosperity Zone designations



Unlock private development capital by considering novel ways to incentivize participation alongside state incentives

Create a Massachusetts Biosecurity Framework



Model after cybersecurity success with a first-in-the-nation biosecurity framework; leveraging the strengths of life sciences and defense sectors

Pursue Northeast Regional Partnerships



Expand/connect existing consortia (e.g. NEMC, RI-MA Ocean Tech Hub, etc.)



Target multi-state technology partnerships for defense technology priorities.



Leverage regional industry consortia and trade associations (e.g. SENEDIA, UTIC, New England Council, etc)

Support International Defense Partnerships



Leverage allied tech alliances (e.g. NATO DIANA)



Utilize the Mass Wins Act – Global Mass for defense partnerships



Promote MA defense sector at global market showcases (e.g. Paris Air Show)

Federal Advocacy & Engagement

For Massachusetts to realize the full economic potential of its defense sector and contribute its fullest to national security, more coordinated and frequent engagement with the MA Federal Delegation and decision-makers in Washington DC is needed.

Create a State, or Consortium, Office For Federal Interface

-  Establish a defense-specific function in Washington, D.C. to advocate for the MA Defense and National Security Ecosystem
-  A MA defense-specific function should be housed and/or coordinated within a single MA defense organization

Strengthen partnership between federal, state, and MA Defense and National Security Ecosystem decision-makers

-  Directly engage at the federal level to increase competitiveness through DOW's Economic Defense Unit and acquisition offices
-  Strengthening the engagement and partnership with federal defense and security personnel operating in MA and NE

Identify & Communicate Priorities For Federal Delegation

-  Proactively coordinate defense sector priorities in alignment with federal legislation timelines for the Federal Delegation
-  Build on existing engagements with the Federal Delegation to surface defense milestones, needs, and opportunities

Organize and disseminate federal opportunities across the Massachusetts Defense and National Security Ecosystem

-  Central organization should identify and communicate defense-specific federal funding opportunities with FFIO, MASS-TF, etc.
-  Integrate and consolidate federal funding information tools being utilized across state agencies.

Establish a Unified Voice for Massachusetts Defense and National Security Ecosystem Priorities

-  Coordinate key priorities from a statewide perspective with MA-based organizations and regional entities
-  Collaborate with the state defense industry for a common approach to federal advocacy when applicable

Beyond Offense on Defense: How to Win



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



The suite of action items is anchored in an economic development framework that bridges the needs of Massachusetts' large defense prime contractors and new industry entrants to transition emerging technologies to the warfighter.

Large-Scale Capital Projects



Align investments with Submarine Industrial Base (SIB) and Maritime Industrial Base (MIB) to expand maritime systems



Investments in defense biomanufacturing infrastructure for priority bioindustrial applications and medical countermeasures



Invest in secure facilities and equipment applicable to defense work across the state



Support digital infrastructure that accelerates and de-risks high-complexity, high-impact defense manufacturing programs

Strengthening Competitiveness of MA National Security Industrial Base



Establish a Cyber Maturity Model Certification (CMMC) support program



Build a Massachusetts defense-qualified supplier database



Facilitate connections and coordination between Massachusetts suppliers to connect with defense primes



Fund infrastructure to accelerate defense-ready Critical Technology capability and capacity

Technology-to-Capability Projects



Funding to support DOW transition aligned projects that support the readiness or modernization missions



Engage DOW Portfolio Acquisition Executives on defense sector needs and capabilities



Invest in defense applied research and development and readiness infrastructure

Defense Sector Skills, Talent, & Workforce



Funding to identify workforce needs of Massachusetts Defense and National Security Ecosystem and promote career pathways



Build defense sector initiatives for talent and security clearance pathways



Build a cybersecurity compliance CMMC assessor workforce



Upskill critical defense employees (e.g. AI, manufacturing, etc)

SHIELD Follow Through and Implementation

Get Ready, Get Set, Go!



MASSACHUSETTS
TECHNOLOGY
COLLABORATIVE



The SHIELD Initiative has unlocked the pent-up demand of the MA defense sector for state-level convening. SHIELD has established trust and cohesive collaboration with the state.

The SHIELD Report serves as the next step to boldly establish a new era for MA Defense and National Security Ecosystem. This is a critical pivot point, transitioning from assessment to action.

The SHIELD Report sets the Action Agenda, while initial identified resources enable immediate forward progress on several fronts:

- ✓ **Building on NEMC to Operationalize SHIELD**
 - Existing organizational infrastructure and resources can be leveraged to operationalize SHIELD
- ✓ **Mass Wins Act - \$100M Defense Authorization**
 - Pending state legislative action and full appropriation, this funding would enable
- ✓ **Ex. Branch Review – 100 Agency Resources**
 - Conduct outreach and ensure utilization in FY27

The MA Defense and National Security Ecosystem stands at the ready to get to work! Moving forward, efforts will shift to smaller working groups aligned with the 7 SHIELD Action Agenda areas:

- ✓ **Convening and Centralization**
 - Potential to host a series of SHIELD Days and Exchanges during Tough Tech Week in October
- ✓ **Federal Advocacy and Engagement**
 - Gov. and LG setting the stage with the state's Congressional Delegation
- ✓ **State Policy and Partnership**
 - Mass Wins Act is a very strong start; multi-state and regional discussions or proposals in progress
- ✓ **Large-Scale Capital Projects**
 - Several white paper concepts submitted to SHIELD
- ✓ **Technology-to-Capability Projects**
 - Project pipeline across NEMC, BioNexus, and WPO
- ✓ **Strengthening MA National Security Industrial Base**
 - Primes ready to work with us to strengthen MA DIB
- ✓ **Defense Sector Skills, Talent, and Workforce**
 - Internship, cyber, and manufacturing programs in the works



Contact: shield@masstech.org
<https://nemicroelectronics.org/shield>

Appendix

Carolyn Kirk, Massachusetts Technology Collaborative (Chair)	Stacy Swider, MassVentures	Kathie Mahoney, Massachusetts Manufacturing Extension Partnership
Ben Linville-Engler, Massachusetts Technology Collaborative (Designated Chair)	Colonel Timothy Joseph Gordon, Massachusetts National Guard	Caitlin Lindsay Reimers Brumme, MassChallenge
Adam Freudberg, Military Asset & Security Strategy Task Force (MASS-TF)	Christopher Collins, Business Executives for National Security (BENS)	Peter Farkas, MassHire Hampden County Workforce Board
Eric Paley, Executive Office of Economic Development (EOED)	Kyle Peterson, Business Executives for National Security (BENS)	Katie Enos, MITRE Corporation
Zenobia Moochhala, Executive Office of Economic Development (EOED)	Mathew Correa, University of Massachusetts System	Michael G. Fantom, NE FIRST
Stephen Zrike Jr., Executive Office of Education	Elizabeth Kennedy, Activate Boston	Joseph Donovan, New England Council
Robert LePage, Executive Office of Education	Austin Gray, Blue Water Autonomy	Jennifer Hay, Northeastern University
Lauren Jones, Executive Office of Labor and Workforce Development	Debra Zides, Armed Forces Communications & Electronics Association (AFCEA), Lexington-Concord Chapter	Tim Del Giudice, Raytheon
Ken Brown, Executive Office of Labor and Workforce Development	Stephen Boyd, Boyd Biomedical	David Michelson, RE:BUILD Manufacturing
Eric Goralnick, Massachusetts Executive Office of Veterans Services (EOVS)	Paul Tessier, Cimit, Massachusetts General Hospital in Boston (DARPA Accelerator)	Sean Kelly, Solvus Global
Quentin Palfrey , Federal Funds & Infrastructure Office, Executive Office of Administration and Finance	Sarah Leeper, Draper Laboratory	Emily Knight, The Engine Accelerator
Bob LaRocca, Federal Funds & Infrastructure Office, Executive Office of Administration and Finance	Justin McKennon, Electro-Magnetic Applications, Inc.	Justin Montgomery, Perimeter Systems, Inc. (formerly Ginkgo Bioworks)
Sam Fritz, Federal Funds and Infrastructure Office, Executive Office of Administration and Finance	Laura Bukkosy Hooks, General Dynamics	Steele Divitto, BASE-X and The Steele Group
Kirk Taylor, Massachusetts Life Sciences Center	Melissa Breor, Massachusetts Association of the Chamber of Commerce	Aaron Vega, WesternMass Economic Development Council
Navjeet Bal, Massachusetts Development Finance Agency	Tonja Mettlach, Massachusetts Business Roundtable	Dr. Dennis Joseph McGillicuddy, Jr., Woods Hole Oceanographic Institution
Anne Marie Dowd, MassDevelopment	Christopher R. Anderson, Massachusetts High Tech Council	Grace Wang, Worcester Polytechnic Institute
Erik Hokenson, MassDevelopment	Ian Waitz, Massachusetts Institute of Technology (MIT)	Tuan Ho, Xfund
Charlie Hipwood, MassVentures	Justin Brooke, MIT Lincoln Laboratory	

Mass Wins Act!



An Act Relative to Massachusetts Winning Global Investment, Talent, and Innovation

7002-8082 For the executive office of economic development for investments in capital assets or public infrastructure that promote economic growth, job creation, and talent recruitment and retention in the defense sector, including to support innovation in defense-related technologies such as artificial intelligence, cybersecurity, robotics and autonomous systems, semiconductors and microelectronics, biosecurity, and advanced manufacturing; provided that grants from this line item may be made to public and private entities as determined by the executive office; and provided further that grant funding may be administered by the Massachusetts Technology Park Corporation, the Massachusetts Life Sciences Center, the Massachusetts Technology Development Corporation, the Massachusetts Development Finance Agency, and the Massachusetts Clean Energy Technology Center. \$100,000,000