



# message from the chair



The Massachusetts Business Roundtable has a 35-year track record of bringing together CEOs and senior business leaders from the state's largest employers across a wide variety of industry sectors to work with policy makers to strengthen the economy of the Commonwealth. Translating the ideas and experiences of business leaders into public policies that address the biggest obstacles to

economic opportunity is the hallmark of the Roundtable.

During the past four years, the Roundtable had tremendous leadership from its Chair, Donna Cupelo, Region President for Verizon New England, who dramatically improved the value proposition for all members, established a clear strategic vision to guide MBR's advocacy and amplified the voice of the business community on Beacon Hill. It is an honor for me to continue Donna's legacy and to work with Vice Chair Marcy Reed, President, National Grid Massachusetts and the members to chart a clear course toward a more competitive Commonwealth.

While Massachusetts has tremendous competitive advantages with a highly skilled workforce, diverse knowledge-based industries, as well as outstanding quality of life, there are significant threats to the state's continued economic vitality. High energy and health care costs, aging transportation infrastructure, increased competition from other states and countries, as well as unnecessary complexity in the state's regulatory regime all make this a complicated place to grow a business.

These and other significant challenges require the business community to come together to advance a shared agenda for economic prosperity that touches every region of the state. We invite you to work with the Roundtable, our members and our many partners throughout the state to make Massachusetts more competitive in the global economy.

Kichar B. Ibgan

**CHAIR** 

**Michael Hogan** 

officers

President & CEO A.D. Makepeace Company

**VICE CHAIR** 

**Marcy Reed** 

President National Grid, Massachusetts

**TREASURER** 

**Irina Simmons** 

Senior Vice President, Chief Risk Officer **EMC Corporation** 

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Chairman

Cohen, Kinne, Valicenti & Cook

staff

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**JD Chesloff** 

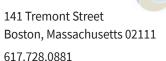
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# mission statement

The Massachusetts Business
Roundtable's (MBR) mission is to
strengthen the state's economic
vitality. MBR engages with public
and private leaders to develop
public policy solutions that
improve the long-term health of the
Massachusetts economy and make
it a highly desirable place to do
business.

# value proposition

MBR applies the strategic perspective of its membership to assist the Commonwealth's elected and appointed leaders to resolve complex public policy issues in ways that strengthen the state's longterm economic prosperity. In order to enhance that perspective, MBR members are provided access to an influential network of public officials and business leader peers, educated on state public policy issues, provided a forum to formulate and advance public policy, and charged with defining the public policy agenda for MBR to pursue through research and advocacy. These common themes reflect the value that the Roundtable delivers both for its members and its partners in the public sector to develop sound public policy that benefits the entire state.

# Impacting Massachusetts' Competitiveness

The mission of the Massachusetts Business Roundtable (MBR) is rooted in a fundamental goal: impact Massachusetts' competitiveness. In pursuit of that mission, MBR engages in a strategy of **Generating, Implementing and Sharing** ideas. This activity is completely member-driven, informed by the interests, priorities and ideas of business leaders from across the Commonwealth.



This three-pronged approach of **Generating, Implementing and Sharing** ideas tells the story of MBR's year in pursuing its mission of strengthening Massachusetts' long-term prosperity with the goal of making this a great place to do business.





## 2014 Annual Meeting

MBR Annual Meeting Addresses Competitiveness, Marks Major Transition at the Roundtable

Vertex Pharmaceuticals President, CEO & Chairman Jeff Leiden, M.D., Ph.D., provided keynote remarks and hosted the Roundtable's 35th Annual Meeting at the company's world headquarters in Boston's Seaport Innovation District. Dr. Leiden remarked that Massachusetts, and the greater Boston area in particular, is a world-leader in innovation and he urged the members of the Roundtable to maintain this unique ecosystem on a national and global level. Members

discussed ideas such as encouraging start-up companies to establish and grow in Massachusetts, taking steps to develop and retain top talent, providing financing throughout the life cycle of innovation, ensuring infrastructure keeps pace with growth, and robust and collaborative public-private partnerships.



Members attending the meeting also celebrated Donna Cupelo's remarkable

and noteworthy four-year tenure as Chair of the Roundtable. Members expressed their gratitude to Donna for strengthening the organization and improving the value proposition for all members. The Board unanimously elected Michael Hogan, CEO, A.D. Makepeace Company, to serve as the new Chair and Marcy Reed, President, National Grid Massachusetts, as Vice Chair. Members also re-elected Treasurer, Irina Simmons, Chief Risk Officer, EMC and Secretary, Jeffrey Cook, Chairman, Cohen Kinne Valicenti Cook.





# Fall Summits Convene Business Leaders and Public Officials to Address Talent

MBR-Sponsored STEM Summit Draws Record Crowds

In its 11th year, the statewide STEM Summit moved to Worcester's DCU Center and drew record crowds of close to 1,300 educators, business leaders, policy makers and students to advance the Commonwealth's nationally-renowned STEM agenda. STEM Advisory Council Co-Chairs, Vertex Chairman & CEO Jeffrey Leiden and Congressman Joseph Kennedy III, led the Summit and discussed ways to strengthen student interest and achievement in STEM throughout the state.

Sponsored by the Roundtable and 15 of its member companies, the STEM Summit addressed a wide range of areas



including employer needs, workforce development, state policy, computer science education and early childhood education. Roundtable Executive Director JD Chesloff moderated two panels on employer engagement featuring members from Verizon, EMC, General Dynamics, General Electric and National Grid that included State Senator Karen Spilka and State Representative Ann-Margaret Ferrante. MBR Chairman Michael Hogan and member Steve Vinter from Google provided closing remarks.

## **Education Survey of Business** Leaders

MBR partnered with the Mass. Business Alliance for Education, MassINC Polling Group and Associated Industries of Massachusetts to conduct an employer

opinion research survey regarding the state's education system. MassINC Polling Group surveyed nearly 400 businesses across the state, conducted focus groups of senior business executives and interviewed a group of prominent Massachusetts



CEOs. The results showed that Massachusetts business leaders think the state's public school system is generally strong but that there was concern over how well schools are preparing students for careers. Sixty-nine percent of business leaders report some difficulty hiring Massachusetts employees with the right skills for open positions. And when they were asked what sorts of jobs they were have trouble filling, six of the top ten responses were in STEM fields.



# Karen Kaplan Keynotes **Northeastern Forum**

The Northeastern University CEO Breakfast Series featured keynote remarks from Roundtable member Karen Kaplan, Chairman & CEO, Hill Holliday before a capacity crowd of business leaders in Boston. Ms. Kaplan presented a new model for building trusted connections and brands in the human era, where consumers want to do business with companies that view them and communicate with them as individuals. Consumers crave and reward authenticity and participation. Great brands embrace and cultivate an authentic experience and story.



# **Roundtable Members Participate in 5th Annual Jobs & Workforce Summit**

Roundtable member Cathy Minehan, Dean of the School of Management at Simmons College, led a powerhouse panel on wage and gender equity that included State Street's Kathy Horgan, Harvard Kennedy School's Victoria Budson and state Labor & Workforce Development Secretary Rachel Kaprielian during the Jobs Summit at Devens. The Summit drew business, education and workforce

professionals, as well as federal and state policy makers to highlight effective strategies for building the talent pipeline companies need to be successful in Massachusetts. Congressman Joseph Kennedy said, "Our people are our competitive advantage" and said that investing in workforce development is the best investment the state can make to strengthen the economy.



Roundtable member Marty Jones, CEO of MassDevelopment, led a panel discussion with the mayors of Lawrence, New Bedford and Holyoke on partnerships between industry and government that are leading to economic growth. MBR, under the direction of its members, is working to advance strategies and partnerships that create economic opportunity in the state's 26 Gateway Cities.

# **BOSTON Boston 2024 Olympics Bid**

2024 The Roundtable's fall Board meeting hosted by MBR member Foley Hoag featured a timely discussion with Dan O'Connell, President of the Boston 2024 Partnership, regarding efforts to bring the 2024 Summer Olympics to Boston. Mr. O'Connell detailed the strengths of Boston's proposal and discussed the importance of partnerships with leading universities, companies and public officials. Several Roundtable members including Karen Kaplan, Robert Popeo and others played key roles in developing Boston's successful bid chosen by the US Olympic Committee to represent the country in the international competition to host the Games.

#### **Roundtable Task Forces**

MBR Task Forces convene members to **generate** ideas and develop guiding principles, which informed the development of our "Framework for Long Term Competitiveness in the Commonwealth," a collection of themes and policy recommendations to guide policy makers in improving Massachusetts' competitiveness. MBR thanks the chairs of each task force and the business leader members for sharing their expertise and ideas in transportation & infrastructure, competitiveness and education & workforce development, and health care. MBR also benefited from the work of the Investment Committee and Membership Committee, which strengthened the organization in numerous ways.

Competitiveness

Barry Nearhos

Managing Partner

PricewaterhouseCoopers



PRINCIPLE 1 Support strengths, address weaknesses.

PRINCIPLE 2 Recognize regional differences and strengths.

PRINCIPLE 3 Job retention is as important as job creation.

PRINCIPLE 4 Economic development is an ecosystem of a variety of employers.

PRINCIPLE 5 Focus on talent.

Education & Workforce Development

Marcy Reed

President
National Grid, Massachusetts



PRINCIPLE 1 Increased partnerships between business and education are essential.

PRINCIPLE 2 Ensure a robust STEM workforce pipeline.

PRINCIPLE 3 Middle skill jobs must be a key component of the state's education agenda.

PRINCIPLE 4 High-quality and effective teaching is critical for high-quality education.

PRINCIPLE 5 Early childhood education provides the foundation for later learning and success.







PRINCIPLE 1 Promote economic competitiveness.

PRINCIPLE 2 Engage in sound, long-term planning.

PRINCIPLE 3 Pursue management reforms.

PRINCIPLE 4 Prioritize maintenance over expansion.

PRINCIPLE 5 Ensure regional equity.

Health Care

Matthew Gattuso

Vice President / General Manager

Strategic Channel Solutions

Medtronic



PRINCIPLE 1 Improve health outcomes without driving up costs.

PRINCIPLE 2 Promote competition.

PRINCIPLE 3 Encourage transparency.

PRINCIPLE 4 Leverage public payers' purchasing power.

PRINCIPLE 5 Mitigate the cost of implementation to the system.

PRINCIPLE 6 Integrate wellness and health management.

Membership & Nominations Committee

Robert Sullivan

Managing Director

Korn/Ferry International



▲ Increased and diversified MBR membership.

▲ Facilitated seamless leadership transition on the Board.



## **Cost Competitiveness Outcomes in 2014**

- ▲ R&D Tax Credit: Working with members and partners in the business community, MBR advocated for the state to modernize its research & development tax credit by creating an Alternative Simplified Credit. Signed into law in August 2014.
- ▲ UI Rate Freeze: MBR worked with other business organizations calling for a freeze of unemployment insurance rates, averting an automatic tax increase that would have cost employers up to \$500 million. The Roundtable's competitiveness principles highlight that Massachusetts has the second highest UI costs in the country. Signed into law in April 2014.
- ▲ Wireless Innovation: MBR joined a coalition urging the state to create a wireless innovation policy for Massachusetts to encourage wireless investment, innovation and technology deployment without the uncertainty of having old-style telephone regulation applied to tomorrow's technology. Without the new law, Massachusetts would have been the first state in ten years to regulate wireless. Signed into law in August 2014.
- ▲ Non-Compete Agreements: Following extensive outreach and education by MBR and other business groups, no changes were made to the current laws governing non-competition agreements. These agreements provide important protections for innovation, intellectual capital, R&D capacity, and patent creation.

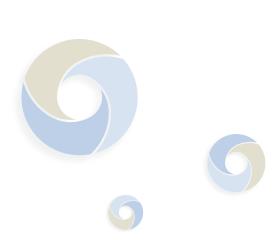
## **Public Investment Outcomes 2014**

- ▲ STEM Advisory Council: MBR convened and led a coalition that prompted the creation of the Governor's STEM Advisory Council by Executive Order. The FY15 State budget codified the STEM Advisory Council into law and provided \$1.5 million in funding. The Roundtable was specifically named in the legislation as a member of the Council.
- ▲ Computer Science Education: MBR worked with the MassTech Collaborative, Mass. Competitive Partnership and MassTLC to support the work of the Massachusetts Computing Attainment Network to expand access to computer science offerings and increase the number of qualified teachers in this field. Signed into law in August 2014.
- ▲ Workforce Training: Through a partnership with the Workforce Solutions Group, which includes representatives from labor, workforce and community-based organizations, the Roundtable continued to push for greater coordination and alignment within the state's workforce development system. The Workforce Competitiveness Trust Fund was recapitalized in 2014 to support regional training partnerships with employers.
- ▲ Innovation Commercialization Seed Fund: MBR advocated for a competitive grant program supporting research at public and private research universities through "proof of concept" grants that will help ensure that all regions of the state have the opportunity to capitalize on the economic benefits of university R&D. The state provided \$2 million for the Fund.



## **Roundtable Policy Priorities 2015**

- ▲ Energy Costs. Support efforts to increase the supply of natural gas through increased pipeline capacity as a strategy to bring down costs.
- ▲ Gateway Cities. Engage with the Gateway Cities initiative and bring the expertise of MBR members to improve opportunity in the state's Gateway Cities.
- ▲ Emergency Preparedness. Join with FEMA and other business associations to prepare a report that explores opportunities to strengthen public policy and better prepare businesses—large and small, their employees and their communities for all types of emergencies and disasters.
- ▲ STEM: Prioritize STEM education through the STEM Pipeline Fund and STEM Starter Academy, and leadership on the STEM Advisory Council; and Support MassCAN initiative to make computer science available to all students in the Commonwealth.
- ▲ Workforce Development: Strengthen the alignment of the state's workforce development system to better meet employers' needs and promote existing resources available through the Workforce Competitiveness Trust Fund, Workforce Training Fund and the Hiring Incentive Training Grant Program.
- ▲ Early Childhood. Support early childhood education and advocate for important links between early childhood and STEM.
- ▲ Adequate Investment in Infrastructure. Continue to advocate for reforms, efficiencies and adequate funding for the state's infrastructure to ensure economic growth in every region of the Commonwealth.
- ▲ Medicaid Reform. Advocate for improved transparency in the Medicaid payment system to ensure efficiency and reduce cost shifting to private payers that results in higher premiums for employers.
- ▲ Payment Reform. Continue to urge state government to use its purchasing power to make payment reform within the Medicaid program an immediate priority in order to lower the cost of health insurance premiums for individuals and employers in Massachusetts.







# Former Roundtable Member and New Governor Charlie Baker Addresses MBR

Former Roundtable member, CEO of Harvard Pilgrim Health Care and new Governor, Charlie Baker, met with Roundtable members twice in 2014, focusing on three broad categories: jobs, schools and communities. He highlighted the importance of public service and discussed a variety of issues including job creation, the high cost of energy, Medicaid reform, workforce development, regulatory reform and tax policy. MBR presented Governor Baker with the Framework for Long Term Competitiveness in the Commonwealth, which includes a shared vision and many shared priorities with the Baker Administration.

# Joint Meeting of the Berkshire Business Roundtable and MBR

Berkshire Business Roundtable Chairman, long-time MBR member and CEO of Berkshire Bank Mike Daly Hosted a special joint meeting of the Roundtables in Pittsfield. More than three dozen business leaders and elected officials from industry sectors and areas spanning across the

Commonwealth engaged former Governor Deval Patrick in a conversation on strengthening the state's regional economies.



# Roundtable Hosts Policy Makers Conversations with House Speaker & Senate President

House Speaker Robert DeLeo participated in MBR's "Roundtable Policy Makers Series" by engaging with members on a range of timely issues. Speaker DeLeo listened to ideas and answered questions raised by members on housing, brownfields redevelopment, STEM education, municipal healthcare reforms and Gateway Cities. The Speaker highlighted his commitment to maintaining fiscal stability citing Massachusetts' strong bond rating and healthy stabilization fund. Speaker DeLeo thanked the Roundtable for working closely with the Legislature on major issues highlighting transportation and education as key examples.



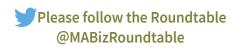
Senate President Therese Murray covered a wide range of topics including job creation, health care cost containment, STEM education, life sciences, electronic health records, big data, workforce development, higher education, water/wastewater-long conversation with Roundtable business leaders. Senate President Murray thanked the Roundtable for its collaboration and leadership, and highlighted the state's efforts to attract companies from around the world to invest in Massachusetts.

## **Carrying the Message**



# Roundtable Launches New Website and Social Media

Following the launch of MBR's new social media strategy via Twitter, the Roundtable overhauled its website with new functionality and enhanced navigation to showcase the work of its member companies, policy priorities and competitiveness agenda for the Commonwealth. MBR is using social media to spread the messages of its members and to share information and ideas from the business community with leaders on Beacon Hill.





# **Boston** Business Journal

Roundtable Chair and Vice Chair Donna Cupelo and Michael Hogan co-authored an op-ed piece that ran in the Boston Business Journal during MBR's annual meeting highlighting five core principles for the state to enhance its competitiveness in the global economy. It focused on reducing the costs of health care and energy, adopting policies that spur economic growth in the state's Gateway Cities and strengthening the talent pipeline, a major competitive advantage for Massachusetts.

# The Boston Globe

"By choosing to directly fund computer science, Massachusetts is poised for national leadership both educationally and economically. And the business community is on board, offering to match state funding dollar-for-dollar to drive the expansion of professional development opportunities to teachers from Boston to the Berkshires with a full range of K-12 offerings, including elements for K-8 (crucial points for exposing students to computer science), and a new AP Computer Science Principles offering in high school."

Roundtable Member Steve Vinter of Google and House Speaker Robert DeLeo co-authored an op-ed calling for the state to improve computer science education across the state through a partnership with the business community. It specifically highlighted the need to develop state computer science standards, a comprehensive computer science curriculum, and support teachers and districts willing to provide new computer science courses to students in Massachusetts. Legislation signed into law in 2014 provided \$1.5 million for the Massachusetts Computing Attainment Network, which was established through a coalition including Google, Microsoft, Mass. Business Roundtable, Mass. Tech Collaborative, Massachusetts Competitive Partnership, Mass. Tech Leadership Council, and others.



# 2014 Roundtable Members

## officers

#### **CHAIRMAN**

Hogan, Michael P.\*\*\*

President & CEO
A.D. Makepeace

#### VICE CHAIRMAN

Reed, Marcy L.\*\*

President

National Grid, Massachusetts

#### TREASURER

#### Simmons, Irina\*

Senior Vice President & Chief Risk Officer

**EMC Corporation** 

#### **SECRETARY**

Cook, Esq., C. Jeffrey\*

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Cohen Kinne Valicenti & Cook LLP

#### Alviani, Esq., Joseph D.

Vice President, Government Affairs Partners HealthCare

#### Angle, Colin

Chairman, CEO and Co-Founder iRobot Corporation

#### Aoun, Joseph E.

President

Northeastern University

#### Bacic, William K.

New England Managing Partner
Deloitte & Touche LLP

#### Basile, Joseph J.\*

Partner

Foley Hoag LLP

#### Berube, Brian A.

Senior Vice President & General Counsel Cabot Corporation



NEW MEMBER

Benoit, Anthony
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Benjamin Franklin
Institute of Technology

#### Bradley, Steven F.

President, Northern Region and Baystate Franklin Medical Center Baystate Health

#### Burke, Gerard E.

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Hillcrest Educational Centers, Inc.

#### Campanelli, Joseph P.\*

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Northeast Bankshares

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University of Massachusetts

#### Cohen, Margaret

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Consigli Construction

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Chairman, President & CEO Courier Corporation

#### Cook, Esq., C. Jeffrey\*

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Cohen Kinne Valicenti & Cook LLP

#### Craven, Katherine

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#### Crowley, Daniel J.

President

Raytheon Integrated Defense Systems

#### Cupelo, Donna C.\*

Region President Verizon New England

#### Curley, John J.

External Senior Advisor
Blue Cross Blue Shield of MA

#### Dalv. Michael P.

President & CEO
Berkshire Bank

#### Davis, James S.

Chairman

New Balance Athletic Shoe, Inc.

#### DiBiase, Michael

Senior Vice President Fidelity Investments

#### DiCamillo, Gary T.\*

Chairman

Berkshire Manufactured Products

#### DiNapoli, Mark L.

President & GM, Northeast Region Suffolk Construction

#### Doherty, Jay\*

Chief Executive Officer
Cabot, Cabot & Forbes

#### Dugger, III, Edward\*

President
Reinventure Capital

#### Flaherty, Tracey E.

Senior Vice President Natixis Global Asset Management

#### Flynn, Dr. Patricia M.

Trustee Prof. of Economics and Management Bentley University

#### Foley, Tom

Northeast Zone Manager Siemens

#### Gattuso, Matthew\*

Vice President / General Manager Strategic Channel Solutions Medtronic

#### Goemaat, Thomas E.

Chief Executive Officer
Shawmut Design & Construction

#### Goldberg, Pamela W.

CEO

Massachusetts Technology Collaborative



Gonzalez, Jay M.
President & CEO
CeltiCare Health

# Hackley, Stephen L. Senior Vice President

Comcast Corporation

#### Hestnes, Harold\*

*Retired Partner*Wilmer Hale

#### Hogan, Michael P.\*\*\*

President & CEO
A.D. Makepeace

#### Hynes, Jr., Thomas J.\*

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Colliers International

#### Jacobs, Charles

CEO

Delaware North Boston & Boston Bruins

#### Jacobs, Patricia

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AT&T New England

#### Jones, Marty

President & CEO
MassDevelopment

#### Judge, James J.\*

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#### Kaplan, Karen\*

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#### Kennedy, William F.

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Nutter, McClennen & Fish

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Cambridge Innovation Center

#### LaCava, Jr., Anthony

Managing Partner KPMG

#### Lee, Michael A.

Managing Director of Corporate Banking Santander

#### MacKenzie, Christopher

Managing Partner
McGladrey LLP



NEW MEMBER

MacNaught, Stacia Reidy

Senior Vice President Vertex Pharmaceuticals



**NEW MEMBER** 

Magid, Dr. Bruce R. Dean of the International Business School Brandeis University

#### McCabe, David C.

President

Eaton Vance Investment Counsel

#### McKenna, Kelly

Global Head, Center for Applied Research State Street

#### Miaoulis, Ioannis

President & Director
Museum of Science

#### Minehan, Cathy E.\*

*Vice Chair & Partner*Arlington Advisory Partners

#### Mitchell, Beth A.

Director of Engineering General Dynamics Mission Systems

#### Morales, David

Chief Strategy Officer Steward Health Care System

#### Nearhos, Barry\*

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#### O'Leary, James F.

Principal

Alternate Concepts, Inc.

#### Palmer, Brian C.

President & CEO

**GE Measurement & Control Solutions** 

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Goodwin Procter

#### Pollock, Steven

Chief Operating Officer
Delta Dental of Massachusetts

## Popeo, R. Robert\* Chairman

Mintz Levin

#### Prentiss, Michael

Senior Manager, State Government Relations

Procter & Gamble

Reed, Marcy L.\*\* President National Grid, Massachusetts



NEW MEMBER Rivers, Robert F. President & Chief **Operating Officer** Eastern Bank

Robson, Dwight

Chief Public Strategy & Marketing Officer The MENTOR Network

#### Roosevelt, Jr., James\*

President & CEO Tufts Health Plan

#### Sacco, Robert

Client Director, Senior Location Executive **IBM** Corporation

#### Sargent, Girard R.\*

President

Citizens Bank, Massachusetts

#### Schultz, Eric H.

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#### Sherlock, Peter H.

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#### Simmons, Irina\*

Senior Vice President & Chief Risk Officer **EMC Corporation** 

#### Smith, Kevin F.

President & CEO Winchester Healthcare Management, Inc.



NEW MEMBER Sullivan, Patrick J. Massachusetts President People's United Bank

Sullivan, Jr., Robert K.\* Managing Director Korn/Ferry International

#### Sweeney, Timothy\*

Executive Vice President; President, Personal Markets Liberty Mutual Group



**NEW MEMBER** Sweet, Frank U.S. North Region Executive **AECOM** 

#### Szum, John T.

Executive Vice President & CFO Care Group, Inc.

#### Vinter, Steve

Engineering Director & Cambridge Site Lead Google

#### Walsh, Jane C.\*

President

Northmark Bank





# Donna C. Cupelo MBR CHAIR 2010-2014



The Roundtable expresses its deepest appreciation to Donna for her inspired leadership.







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