

BOARD OF DIRECTORS
of Connecticut Innovations, Incorporated
Minutes – Special Meeting/Retreat
Monday, May 6, 2013

A special meeting/retreat of the **Board of Directors of Connecticut Innovations, Incorporated** (the “Board”) was held on May 6, 2013 at the Inn at Middletown, 70 Main Street, Middletown, CT.

1. **Call to Order:** Noting the presence of a quorum, Catherine Smith called the special board meeting/retreat to order at 9:00 a.m. Participating: Karen Buffkin representing the Office of Policy and Management; Mun Choi; Gail Coppage, Board of Regents of Higher Education; Daniel Esty, Vice Chair of the CEFIA Board and Commissioner of the Department of Energy and Environmental Protection; Alan Greene; Joseph Kaliko; Richard Mulready; Stephen Nocera; John Olsen; Rafael Santiago; Christine Shaw representing Denise Nappier, State Treasurer; Alex Pencu; David Siegel; Catherine Smith, Chairperson of CI and Commissioner of the Department of Economic and Community Development; and.

Absent: Paul Pescatello and Christopher Swift.

Staff Attending: Heidi Bieber, Amy Hourigan, Suzanne Kaswan, Leslie Larson, Claire Leonardi, Peter Longo, Shelly Mondo, Pauline Murphy, Chris Penner, Deb Santy, Philip Siuta, Linda Wieleba, and Dave Wurzer.

Others Attending: Kip Bergstrom, DECD; Susan Froshauer, CURE.

2. **Opening Remarks:**

Ms. Smith thanked the Board for attending the retreat and acknowledged Ms. Leonardi and the CI team for the accomplishments over the last two years.

3. **Strategy and Market Positioning:**

Ms. Leonardi reviewed statistics showing the impact CI has had on job creation and retention and the leveraging of other funds in the State of Connecticut.

Mr. Siuta described how CI is funded through both operations and state bonding.

Ms. Leonardi described CI’s mission and core values. The Board talked about the mission and suggested the inclusion of some of the following words/phrases:

- spurring economic growth
- innovation
- economic development
- jobs supported by CI
- entrepreneurial activities

The Board questioned whether CI should be a “catalyst for financing” rather than a “leading source of financing.”

Ms. Leonardi talked about the external environment, including the venture capital marketplace, the debt market, grants and partner/stakeholder priorities and programs. She acknowledged the importance of growing the capital market in Connecticut in order to grow and retain companies in the state. A discussion ensued on how to raise the visibility about CI and avoid overlap and confusion in the market about CI. Ms. Leonardi reviewed the target industries for CI. A request was made to discuss at a future meeting the balance of CI funding for the target industries. Ms. Leonardi talked about CI’s customers, partners and stakeholders. She reviewed CI’s products and programs both direct and indirect. A discussion ensued on finding the right time for CI to provide funding.

Mr. Longo discussed each of CI’s venture programs and explained the application process through closing and the post-closing support provided. Questions arose as to whether any of the programs can be merged or should be eliminated.

A discussion ensued on risks and exits, and the Board asked to discuss exit strategies at a future meeting. The Board asked questions about some of the things that can obstruct the path to success (i.e. soft costs) and how CI can assist.

Ms. Wieleba reviewed the loan/credit enhancement programs to help businesses stay and grow in Connecticut. She talked about the types of financing that are available and discussed staff processes from screening eligibility through closing.

Ms. Santy spoke about the SBI programs offered. She discussed network development, grants and tools used to accomplish objectives of the program. Ms. Santy reviewed some of the critical success factors.

Mr. Bergstrom provided an update on the Innovation Ecosystem. He explained some of the services available to the entrepreneurial community. Mr. Bergstrom noted that discussions are being about the lessons learned over the last seven months and before issuing Requests for Proposals for the second year. The Board asked staff to ensure that SBI, the Innovation Ecosystem and other programs are connected to avoid duplication of resources and efforts.

Ms. Leonardi spoke about some of the other programs and projects being administered by CI, such as the Stem Cell Research Program, Jackson Laboratory and the Angel Investor Tax Credit Program.

Ms. Leonardi discussed the vision for CI for the future and some critical issues to be considered both internally and externally going forward. She talked about the top eight strategic and operating priorities for CI. Ms. Leonardi reviewed performance measures, some of which are already being done. She indicated that staff will provide a list of benchmarks to show the Board how CI is doing on a regular basis. The Board asked to have the metrics for measuring success broken out by each of the programs.

Ms. Hourigan talked about the market positioning for CI. She discussed possible positioning statements, reviewing the one that was the preferred by a majority of those surveyed. Board members provided feedback. Staff will continue to refine the proposed position statement. Ms. Hourigan provided examples of public relations and marketing efforts that will be undertaken.

4. Adjournment: Upon a motion made by Mr. Mulready, seconded by Ms. Coppage, the Board voted unanimously in favor of adjourning the May 6, 2013 meeting at 12:00 p.m.

Respectfully submitted,

Catherine Smith
Chairperson of CI