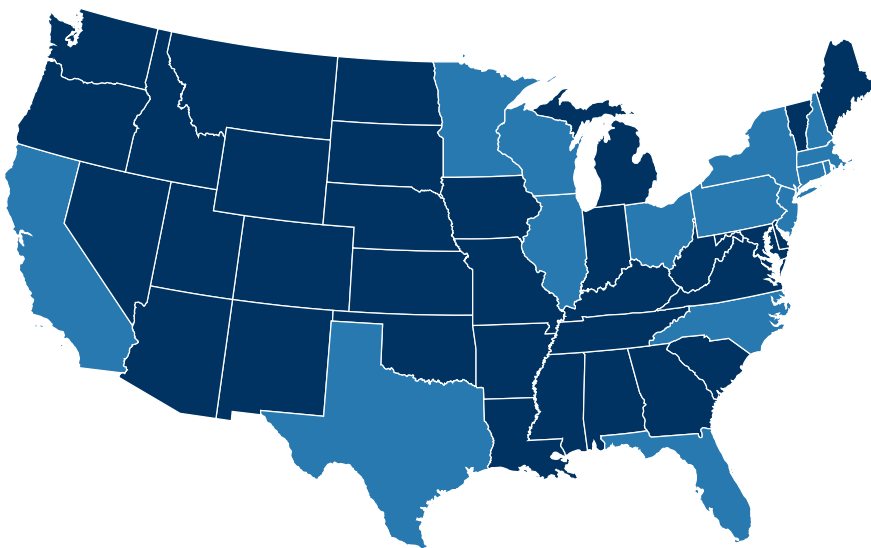


SELECTION OF THE LEADING TECHNOLOGY STATES (LTS)

Every year, the *Index* compares Massachusetts' performance on a number of metrics to a group of "Leading Technology States" (LTS). The LTS have economies with a significant level of economic concentration and size in the 11 key sectors that compose the **Innovation Economy (IE)** in Massachusetts. The *Index* accounts for three metrics deemed representative of not only the intensity of the Innovation Economy but also the size and breadth of a state's innovation economy and evaluates them simultaneously.



2017 Leading Technology States (LTS)	
State	LTS Selection Score
Massachusetts	2.27
California	2.15
Pennsylvania	2.00
New York	1.71
Illinois	1.66
Ohio	1.63
Connecticut	1.56
Minnesota	1.54
North Carolina	1.40
Texas	1.40
New Jersey	1.39
New Hampshire	1.39
Rhode Island	1.35
Florida	1.33
Wisconsin	1.32

THE METRICS USED TO SELECT THE 2017 LTS:

Number of key sectors with significantly above average employment concentration

Defined as the number of innovation economy sectors in each state where employment concentration is more than 10% above the national average and is a measure of the breadth of a state's Innovation Economy.

Overall Innovation Economy employment concentration relative to the nation

Defined as the percent of a state's workers who are employed in the Innovation Economy relative to the national percentage and is a measure of the overall intensity of a state's Innovation Economy.

Total Innovation Economy employment

Measures the number of employees who work within one of the Innovation Economy sectors in each state and is a measure of the absolute size of a state's Innovation Economy. A score is then applied to all of the states in order to determine the top 15.

To learn more about the selection methodology for the LTS, see page 63.

PROFILES OF THE LEADING TECHNOLOGY STATES (LTS)

The following pages include short profiles of the LTS intended to provide data supporting their inclusion, as well as some contextual information such as examples of leading universities and research institutions, notable Innovation Economy employers, and a few examples of public, private, and non-profit initiatives underway in each state that are intended to support some aspect of the Innovation Economy.

MASSACHUSETTS

2016 POP: 6,811,779
2016 GDP: \$505.8 billion
of IE Jobs: 1,296,952
% of IE Jobs: 37.1%

KEY SECTORS

- Biopharma & Medical Devices
- Computer & Communications Hardware
- Defense Manufacturing & Instrumentation
- Financial Services
- Healthcare Delivery
- Postsecondary Education
- Scientific, Technical, & Management Services
- Software & Communications Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Boston University
- Broad Institute
- Harvard University
- Mass General
- MIT
- Northeastern University
- Tufts University
- UMass System
- Worcester Polytechnic Institute

EXAMPLE COMPANIES

- athenahealth
- Biogen
- Dell EMC
- Fidelity Investments
- General Electric (GE)
- Genzyme
- Raytheon
- State Street Bank

EXAMPLE INITIATIVES

Collaborative R&D Matching Grant Program: A program to make seed investments in non-profit research centers matched by funds from non-state sources with the end goal of strengthening existing clusters and increasing research activity in Massachusetts, leading to more economic growth in the future. Investments have been made so far in cloud computing, printed electronics, marine robotics, data science & cybersecurity, and health technologies.¹

Massachusetts Life Sciences Center (MLSC): A quasi-public state agency tasked with implementing a \$1B life sciences initiative through a set of incentives and collaborative programs to support innovation, education, R&D, and commercialization. As of June 2017, MLSC had invested \$650M around the state, attracting \$2.8B in matching funds from non-state sources and creating thousands of new jobs.²

MassChallenge: A non-profit startup accelerator that runs a highly competitive program that attracts applicants from all over the world. MassChallenge participants do not give up equity in their companies as winners, and share over \$1.5M of grants at the end of each annual program, made possible by public and private sector donors. Since being founded in 2010, MassChallenge has been the world's largest accelerator program and has expanded to Israel, the UK, Switzerland, Mexico, and Texas. In 2016, PULSE@MassChallenge, a digital health focused program, was set up in Boston's Longwood Medical Area, with state and private sector support.³

CALIFORNIA

2016 POP: 39,250,017
2016 GDP: \$2.6 trillion
of IE Jobs: 4,647,045
% of IE Jobs: 27.8%

KEY SECTORS

- Biopharma & Medical Devices
- Computer & Communications Hardware
- Defense Manufacturing & Instrumentation
- Scientific, Technical, & Management Services
- Software & Communications Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Cal Tech
- Lawrence Livermore National Lab
- Scripps Oceanographic Institute
- Stanford University
- UC Berkeley
- UCLA

EXAMPLE COMPANIES

- Amgen
- Apple
- Cisco
- Facebook
- Google
- Intel
- Lockheed Martin
- Oracle
- Qualcomm

EXAMPLE INITIATIVES

Biotech Connection Los Angeles (BCLA): This organization seeks to build connections between academics across multiple disciplines and with the broader biotech industry in Los Angeles. BCLA hosts seminars, workshops, panel discussions, and networking events to foster interaction on college campuses between industry professionals and rising young academics.⁴

SFMade: A non-profit organization dedicated to building and sustaining a manufacturing industry in San Francisco. It accomplishes this by connecting manufacturers and workers to local job training and hiring resources, offering education and networking opportunities, and engaging with the broader community about opportunities in manufacturing.⁵

CONNECT: A non-profit organization spun out of UC San Diego tasked with fostering the growth of San Diego's innovation ecosystem by acting as an incubator of sorts for cluster organizations, eventually spinning them off when they are able to stand on their own. Past successes include BIOCUM, San Diego Telecom Council, and CleanTECH San Diego. CONNECT's Springboard mentorship program in the 20 years since inception has grown to a network of 500 mentors. Participating companies have raised \$1.5B and created 4,000 jobs. 65% of Springboard companies still exist. CONNECT also creates programming aimed at helping executives grow their businesses.⁶

PROFILES OF THE LEADING TECHNOLOGY STATES

PENNSYLVANIA

2016 POP: 12,784,227
2016 GDP: \$719.8 billion
of IE Jobs: 1,832,102
% of IE Jobs: 31.9%

KEY SECTORS

- Advanced Materials
- Biopharma & Medical Devices
- Business Services
- Diversified Industrial Manufacturing
- Financial Services
- Healthcare Delivery
- Postsecondary Education

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Carnegie Mellon
- Penn State
- Temple University
- University of Pennsylvania
- University of Pittsburgh

EXAMPLE COMPANIES

- Allegheny Technology
- Comcast
- GE Transportation
- PNC Financial
- Uber
- Wyeth Pharmaceuticals

EXAMPLE INITIATIVES

Catalyst Connection: A non-profit organization headquartered in Pittsburgh that provides consulting and training services to small manufacturers in southwestern Pennsylvania, with the goal of accelerating revenue growth and improving productivity. In 2015, 178 recent Catalyst Connection partners reported \$131M in increased revenue and 982 jobs created or retained.⁷

Ben Franklin Technology Partners (BFTP): BFTP has been an important seed stage capital provider for the Southeastern PA's technology sectors, investing over \$175M in more than 1,750 regional technology companies over the last 30 years, many of which have gone on to become industry leaders. BFTP has also launched university/industry partnerships that accelerate scientific discoveries to commercialization, and has seeded regional initiatives that strengthen the entrepreneurial community in Southeastern PA.⁸

The Science Center: Five educational and medical institutions in Philadelphia joined together in 1963 to create the Science Center, an organization that promotes place and innovation-based economic development in the Philadelphia region by convening entrepreneurs, investors, and academia as well as through the creation of a large, urban science park.⁹

NEW YORK

2016 POP: 19,745,289
2016 GDP: \$1.5 trillion
of IE Jobs: 2,884,403
% of IE Jobs: 31.5%

EXAMPLE KEY SECTORS

- Business Services
- Financial Services
- Postsecondary Education

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Columbia University
- Cornell University
- New York University
- State University of New York System
- University of Rochester

EXAMPLE COMPANIES

- Bristol Myers Squibb
- IBM
- Global Foundries
- Most major banks
- Xerox

INITIATIVES

Cornell Tech: In 2011, New York City created a \$100M prize paired with free land to attract a graduate engineering school. The winning proposal was submitted by Cornell University of Ithaca, NY and Technion-Israel Institute of Technology for Cornell Tech, located on Roosevelt Island. The new campus is a multi-decade endeavor, purpose built to encourage collaboration, innovation, and entrepreneurship. As of this writing 14% of Cornell Tech graduates have gone on to found start-ups.¹⁰

Albany Nanotech: SUNY Poly's Albany Nanotech Complex is a 1.65M square foot integrated research, development, prototyping, and educational facility dedicated to providing strategic and technology support to on-site corporate partners in the nanotech industry. Albany Nanotech has over 300 corporate partners and has created thousands of R&D jobs on-site.¹¹

NYSTAR Centers for Advanced Technology (CAT): Created in 1983, CAT funds and facilitates a program of basic and applied R&D as well as technology transfer in collaboration with private industry. NYSTAR identifies strategically important technology fields for New York State and uses a competitive process to award 10-year CAT designations to universities, university-affiliated research institutes, or consortia of several institutions. There are currently 15 active CATs.¹²

PROFILES OF THE LEADING TECHNOLOGY STATES

ILLINOIS

2016 POP: 12,801,539
2016 GDP: \$796.0 billion
of IE Jobs: 1,782,571
% of IE Jobs: 30.2%

KEY SECTORS

- Advanced Materials
- Diversified Industrial Manufacturing
- Financial Services
- Postsecondary Education
- Scientific, Technical, & Management Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Northwestern University
- University of Chicago
- University of Illinois
- University of Illinois Urbana-Champaign

EXAMPLE COMPANIES

- AbbVie
- Boeing
- Caterpillar
- Chase Bank
- Chicago Mercantile Exchange
- John Deere
- Motorola

EXAMPLE INITIATIVES

University of Illinois Research Park: On-campus research park home to more than 100 companies, 1,700 employees, and 600 interns that also includes a 43,000 sq. ft. incubator for early stage tech companies.¹³

Illinois Innovation Network: Common platform through which startups, innovation-driven enterprises, service providers, research and academic institutions, and community leaders connect, share ideas, and offer tools and resources to accelerate the growth of businesses and industries in the state and beyond.¹⁴

Illinois Technology Development Account: In 2003, the State Treasurer was authorized to invest up to 1% of the state's investment portfolio into venture capital and private equity in Illinois. Illinois has invested nearly \$45 million since then, which was matched by \$742M in private investment, creating 3,500 jobs in 60 local companies.¹⁵

OHIO

2016 POP: 11,614,373
2016 GDP: \$626.6 billion
of IE Jobs: 1,621,182
% of IE Jobs: 30.5%

KEY SECTORS

- Advanced Materials
- Business Services
- Defense Manufacturing & Instrumentation
- Diversified Industrial Manufacturing
- Healthcare Delivery

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Case Western Reserve
- Cleveland Clinic
- Kent State University
- Ohio State
- University of Cincinnati
- Wright-Patterson Air Force Base

EXAMPLE COMPANIES

- GE Aviation
- General Dynamics
- Jones Day
- Nationwide Insurance
- Timken Steel

EXAMPLE INITIATIVES

Bioenterprise: A public-private partnership started by the state government, several foundations, research universities, and hospitals to grow the biotech industry in the Cleveland Metropolitan Area.¹⁶

Edison Welding Institute: A non-profit organization that links manufacturers to cutting-edge research in advanced materials joining and manufacturing technology.¹⁷

Partners for a Competitive Workforce: A public-private partnership in the Greater Cincinnati Area that seeks to meet current and future demands for skilled workers through creating job matching programs, designing new training programs, and working with educational institutions to develop career pathways.¹⁸

CONNECTICUT

2016 POP: 3,576,452
2016 GDP: \$259.9 billion
of IE Jobs: 561,223
% of IE Jobs: 33.7%

KEY SECTORS

- Biopharma & Medical Devices
- Computer & Communications Hardware
- Defense Manufacturing & Instrumentation
- Diversified Industrial Manufacturing
- Financial Services
- Postsecondary Education

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Hartford Hospital
- UConn
- Yale

EXAMPLE COMPANIES

- Accenture
- Aetna
- Apex
- Cigna
- United Technologies
- General Dynamics
- General Electric (GE)
- Kayak
- Priceline
- Sikorsky
- The Hartford
- Travelers

EXAMPLE INITIATIVES

UConn Tech Park: Phase one of a new university technology park, the Innovation Partnerships Building, was completed in 2017. The goal is to facilitate partnerships between industry and the university by providing flexible lab space and access to UConn's research resources and "Industry Centers."¹⁹

CT Next: Statewide network that connects start-ups to mentors, collaborative workspaces, universities, suppliers, and other entrepreneurs. CT Next offers easy to navigate resource guides tailored to entrepreneurs and start-ups in different phases of development. It also offers a variety of grant programs to first-time entrepreneurs, start-ups, and municipalities aimed at making it easier to start a business, find talent, and attract more of each to Connecticut.²⁰

Connecticut Skills Challenge: Coding and engineering contests for college students to test their skills and get noticed by employers. Challenge participants are entered into an online directory where employers can search for talent and are invited to participate in Connecticut Technology Council job fairs.²¹

PROFILES OF THE LEADING TECHNOLOGY STATES

MINNESOTA

2016 POP: 5,519,952
2016 GDP: \$339.1 billion
of IE Jobs: 894,950
% of IE Jobs: 31.8%

KEY SECTORS

- Biopharma & Medical Devices
- Business Services
- Computer & Communications Hardware
- Diversified Industrial Manufacturing
- Financial Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Mayo Clinic
- University of Minnesota

EXAMPLE COMPANIES

- 3M
- IBM
- Medtronic
- St. Jude Medical
- U.S. Bancorp
- United Health

EXAMPLE INITIATIVES

Minnesota's Discovery, Research, and Innovation Economy (MnDRIVE): An \$18M annually recurring investment in four research areas at the University of Minnesota: Robotics, Global Food, Environment, and Brain Conditions. To date this has leveraged \$167M in external funding and launched 13 start-up companies.²²

Enterprise Minnesota: A non-profit manufacturing consulting organization that works with small-and medium-sized companies to increase efficiency and profitability. Also administers the Growth Acceleration Program through which the Minnesota state government provides matching funds to small business looking to invest in improving their operations.²³

University Ave Innovation District: An effort led by the University of Minnesota to develop an Innovation District between its campus and downtown St. Paul, made possible by large infrastructure investments by the state and local governments, including development of light rail in the area.²⁴

NORTH CAROLINA

2016 POP: 10,146,788
2016 GDP: \$521.6 billion
of IE Jobs: 1,274,933
% of IE Jobs: 29.9%

KEY SECTORS

- Advanced Materials
- Biopharma & Medical Devices
- Computer & Communications Hardware
- Postsecondary Education

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Duke University
- North Carolina State
- UNC Chapel Hill

EXAMPLE COMPANIES

- Bank of America
- Cisco Systems
- GlaxoSmithKline
- IBM
- Red Hat
- SAS Institute
-

EXAMPLE INITIATIVES

Research Triangle Park (RTP): An industry, university, and government partnership leveraging proximity to Duke, UNC Chapel Hill, and NC State to create the world's largest research park run by a non-profit that re-invests profits in improving the community. RTP is home to 200 companies, and 50,000 skilled workers, and it invests \$296M annually in R&D at local universities.²⁵

NCBioImpact: A partnership between the North Carolina Biotechnology Center, NCBio (an industry group), the North Carolina Department of Commerce, and the state's university and community college systems that created a training program to support the needs of the nascent biotech industry in the state. More than \$100M has been invested in training facilities and programs around the state.²⁶

NC IDEA: NC IDEA serves as a "catalyst for young, high-growth, technology companies in North Carolina". Its main focus is providing grant financing for companies in IT, Medical Diagnostics and Devices, Material Sciences, and Green Technology. Grantees may also utilize the extensive expertise of NC IDEA management in growing early stage companies.²⁷

TEXAS

2016 POP: 27,862,596
2016 GDP: \$1,599.3 billion
of IE Jobs: 3,346,643
% of IE Jobs: 28.3%

KEY SECTORS

- Computer & Communications Hardware

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- NASA Johnson Space Center
- Rice University
- Texas Medical Center
- Texas A&M
- University of Houston
- University of Texas

EXAMPLE COMPANIES

- Apple
- Celanese
- Dell
- Freescale Semiconductor
- Rackspace
- Texas Instruments

EXAMPLE INITIATIVES

Governor's University Research Initiative (GURI): A matching grant program to assist eligible institutions of higher education in recruiting distinguished researchers, with the goal of bringing Nobel Laureates, winners of other prestigious awards, and members of national honorific societies to Texas universities.²⁸

Texas Enterprise Fund (TEF): A financial incentive program awarding cash grants to economic development projects where significant job creation and capital investment are projected, with the stipulation that a single Texas site be in competition with a viable out-state-option. The fund is intended as "deal closer" to push companies to choose Texas over the next closest competitor. Award amounts are determined by projected job creation and investment: TEF has awarded 140 grants totaling nearly \$600M to projects that have committed to create 80,000 jobs and generate more than \$27B in investment.²⁹

BioHouston: A non-profit organization leading a broad-based effort to establish the Houston region as a top-tier global competitor in life science and biotechnology commercialization. Its mission is to create an environment that will stimulate technology transfer and research commercialization, thereby generating economic growth for the Houston region and making it a global competitor in the life sciences industry.³⁰

PROFILES OF THE LEADING TECHNOLOGY STATES

NEW JERSEY

2016 POP: 8,944,469
2016 GDP: \$575.3 billion
of IE Jobs: 1,190,832
% of IE Jobs: 30.0%

KEY SECTORS

- Biopharma & Medical Devices
- Financial Services
- Scientific, Technical, & Management Services
- Software & Communications Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- New Jersey Institute of Technology
- Princeton University
- Rutgers University
- Stevens Institute of Technology

EXAMPLE COMPANIES

- Bristol Myers Squibb
- Johnson & Johnson
- Merck
- Pfizer
- Prudential

EXAMPLE INITIATIVES

New Jersey Innovation Institute: New Jersey Innovation Institute is a non-profit organization intended to match local firms with university researchers in order to accelerate research and development in health care, bio-pharmaceutical production, civil infrastructure, defense and homeland security and financial services. This program proved successful for New Jersey in 2014, with 20 start-ups initiated from universities, hospitals, research institutions, and technology investment firms, more than doubling the total amount from 2013.³¹

Technology Center of New Jersey: A technology park developed by the New Jersey Economic Development Authority to leverage its prime location between Princeton and Rutgers University. The park has 325,000 square ft. of lab space and ready-to-build sites for over 500,000 square ft. more, as well as the Commercialization Center for Innovative Technologies, a 46,000 square ft. biotech incubator. Tenants may also utilize additional lab space and researchers through a collaboration agreement with Rutgers University.³²

Newark Innovation Acceleration Challenge: Entrepreneurs submit ideas to be evaluated by a panel of judges for the opportunity to win \$3,000 to fund a summer fellowship to work on their idea. Open to Newark college students and residents.³³

NEW HAMPSHIRE

2016 POP: 1,334,795
2016 GDP: \$77.2 billion
of IE Jobs: 205,244
% of IE Jobs: 31.7%

KEY SECTORS

- Computer & Communications Hardware
- Defense Manufacturing & Instrumentation
- Diversified Industrial Manufacturing
- Financial Services
- Postsecondary Education

KEY SECTORS (cont)

- Software & Communications Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Dartmouth College
- Dartmouth Hitchcock Medical Center
- University of New Hampshire

EXAMPLE COMPANIES

- BAE Systems
- Dyn
- Fidelity Investments
- Hypertherm
- Lonza Biologics
- Portsmouth Naval Shipyard

EXAMPLE INITIATIVES

New Hampshire Innovation Research Center (NHIRC): A program at the University of New Hampshire, created in 1991 by the state legislature with the goal of increasing university-industry collaboration and resulting commercialization of innovations to increase the number of high wage jobs in New Hampshire. To date, \$8M of state funds have been awarded to support research projects, resulting in at least 685 new jobs. Awardees have received \$32M in Small Business Innovation Research (SBIR) funding and \$900M in investment/acquisition capital.³⁴

Game Assembly: A group of video game developers committed to advancing the video game industry in New Hampshire. They aim to achieve this by growing the number of game studios in NH, retaining talent in-state and creating awareness and education opportunities for local students.³⁵

Future Tech Women: An initiative to increase the number of women in technology through empowerment, and various programs such as mentorship to increase awareness and success of women in technology related fields.³⁶

RHODE ISLAND

2016 POP: 1,056,426
2016 GDP: \$57.5 billion
of IE Jobs: 148,663
% of IE Jobs: 31.3%

KEY SECTORS

- Biopharma & Medical Devices
- Business Services
- Diversified Industrial Manufacturing
- Financial Services
- Healthcare Delivery
- Postsecondary Education

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Brown University
- Rhode Island School of Design
- University of Rhode Island
- U.S. Naval War College

EXAMPLE COMPANIES

- Amica Insurance
- Citizens Financial
- CVS Caremark
- Fidelity Investments
- General Dynamics
- Metlife
- Textron

EXAMPLE INITIATIVES

UnderSea Technology Innovation Consortium (UTIC): A consortium of private defense and marine companies, the University of Rhode Island, and the U.S. Navy intended to accelerate the development of advanced undersea and maritime technologies for academic, commercial, and defense purposes.³⁷

Innovation Vouchers: This Rhode Island Commerce Corporation program lets businesses utilize R&D capacity in the state. Rhode Island businesses with fewer than 500 employees can receive grants of up to \$50,000 to fund R&D assistance from a Rhode Island university, research center, or medical center.³⁸

Innovate RI Fund: The Fund supports a variety of programs through which eligible Rhode Island small businesses may apply for grants to reduce the cost of applying for SBIR/STTR awards, match SBIR/STTR Phase I and Phase II awards, and hire interns.³⁹

PROFILES OF THE LEADING TECHNOLOGY STATES

FLORIDA

2016 POP: 20,612,439
2016 GDP: \$926.0 billion
of IE Jobs: 2,224,706
% of IE Jobs: 26.8%

KEY SECTORS

- Biopharma & Medical Devices
- Business Services
- Scientific, Technical, & Management Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Florida State
- NASA Cape Canaveral
- University of Florida
- University of South Florida

EXAMPLE COMPANIES

- Boeing
- Electronic Arts-Tiburon
- First Data
- FIS
- Lockheed Martin
- Raymond James
- Sanofi Pasteur/Vax Design
- SRI International

EXAMPLE INITIATIVES

High School Technology Initiative: A program within the Florida Advanced Technological Education Center, aimed at attracting and retaining more high school students in science and technology career paths.⁴⁰

Innovation Florida: A non-profit organization working to create an innovation economy in Florida through five different strategies: Academic Outreach, Connecting Business to Government, Venture Capital Outreach, Cross Border Collaboration, and Supporting Innovation.⁴¹

Scripps Research Institute Florida: A private non-profit research organization which “stands at the forefront of basic biomedical science, a vital segment of medical research that seeks to comprehend the most fundamental processes of life”. One of its two campuses was launched in Jupiter, Florida in 2003, and is internationally recognized for its research work in several areas of bioscience.⁴²

WISCONSIN

2016 POP: 5,778,708
2016 GDP: \$313.1 billion
of IE Jobs: 849,037
% of IE Jobs: 30.0%

KEY SECTORS

- Advanced Materials
- Business Services
- Defense Manufacturing & Instrumentation
- Diversified Industrial Manufacturing
- Financial Services

EXAMPLE UNIVERSITIES & RESEARCH INSTITUTIONS

- Marquette
- Milwaukee School of Engineering
- University of Wisconsin System

EXAMPLE COMPANIES

- Caterpillar
- Epic Systems
- Fiserv
- Harley Davidson
- John Deere
- Johnson Controls
- Kohler
- Oshkosh
- Rockwell Automation

EXAMPLE INITIATIVES

Qualified New Business Venture Program (QNBV): A program intended to incentivize investment in early stage businesses developing innovative products, processes or services by angel investors, angel investment networks, and qualified venture capital funds. Recipients are provided a tax credit, equal to 25 percent of the amount of the equity investment.⁴³

The Water Council: A non-profit organization led by a group of Milwaukee-area businesses, universities, and government agencies with the aim of turning the region into the global hub for the Water Industry. The Water Council pursues this goal through economic, technology, and talent development as well as convening industry leaders in Milwaukee, which is now home to over 200 water technology businesses. The Water Council also operates the Global Water Center, a 98,000 square-foot hub for industry-university collaboration and developing new companies in Milwaukee.⁴⁴

UW Milwaukee Innovation Campus: A “third generation” research park that offers technology transfer and business incubation services, as well as incorporates the academic and research enterprise of the university directly into the development of a private sector park that will leverage the research and intellectual property generated by the university.⁴⁵