

# **Maine Technology Asset Fund Round 4 Workshop**

**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

# **Technology Based Economic Development**

is about investing in innovative technologies that create high paying jobs, build sustainable value and generate wealth for Maine.

# The Maine Technology Institute

- Is Maine's leading tool to invest in and develop innovative technology companies that bring new opportunity and wealth to Maine.
- Offers early-stage patient capital for the R&D of technologies
- Was authorized in 1999 by the Maine Legislature
- Is governed by a Governor appointed, industry-led Board of Directors



**\$150,000,000+**

Invested in the companies,  
organizations and people in Maine....

....For Maine

**1,973 investments**

Spanning all sixteen counties

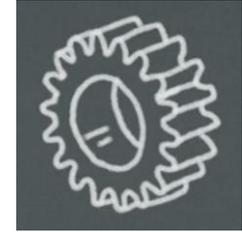


Biotechnology

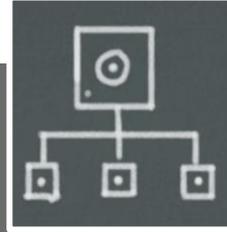


Agriculture  
& Forestry

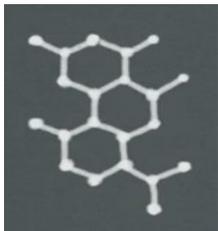
Precision  
Manufacturing



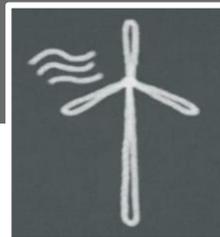
Information  
Technology



and all **7** technology sectors.



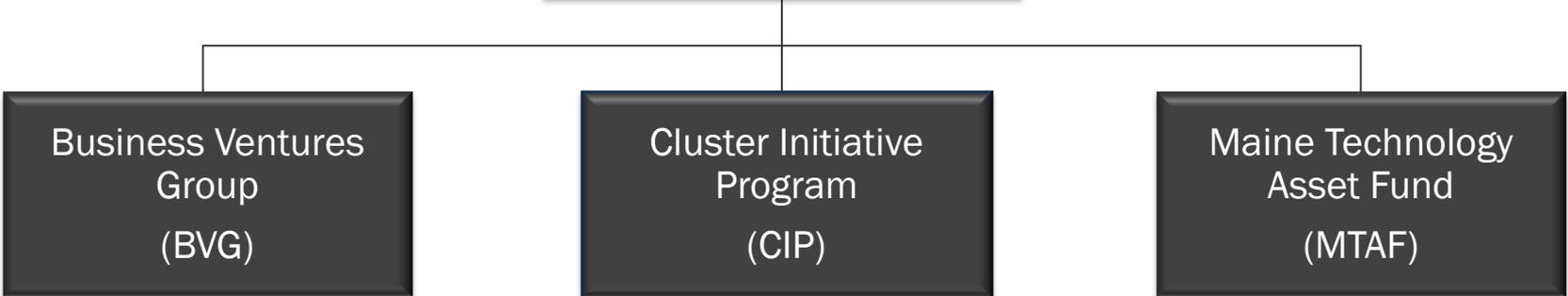
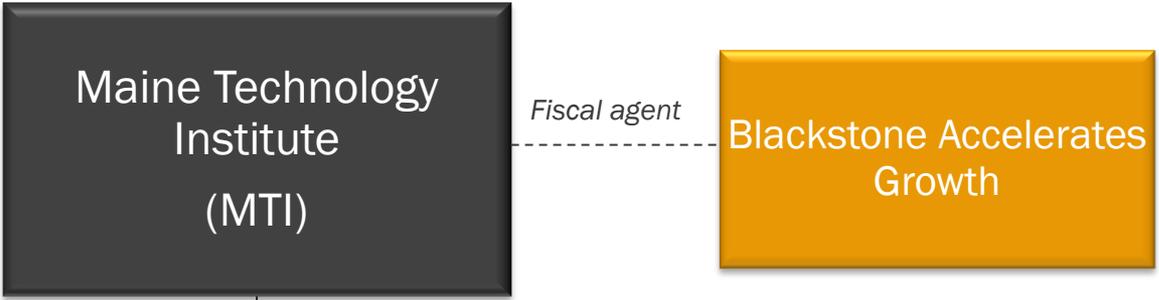
Advanced  
Composites



Environmental  
Technology

Aquaculture  
& Marine





**Business Ventures Group (BVG)**

- SBIR/STTR support
- TechStart Grant
- Seed Grant
- Development Loan
- Business Accelerator Grant (for DLs and SBIR/STTR)
- Equity Capital

**Cluster Initiative Program (CIP)**

- CIP Planning Award
- CIP Implementation Award

**Maine Technology Asset Fund (MTAF)**

- Awards for capital investments in R&D leading to commercialization

**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

# **MTAF – funds from two State Bonds, 2007 and 2010**

- ▶ **Statutes require bonds to provide funds for research, development and commercialization as prioritized by the Office of Innovation's Science and Technology Action Plan for Maine.**
  - Funds must be allocated to biotechnology, aquaculture and marine technology, composite materials technology, environmental technology, advanced technologies for forestry and agriculture, information technology and precision manufacturing technology through a **competitive process.**
  - Funds must be awarded to Maine-based public and private entities to leverage matching funds on at least a one-to-one basis.

# Surgeon General's Warning

- ▶ **This is not a traditional research funding program.**
- ▶ **Projects that move discoveries the furthest towards commercialization and economic impact will be the most competitive.**

# Outline of Program

|                            |  |
|----------------------------|--|
| <b>Purpose</b>             | Increase competitiveness of Maine's economy through investments in innovation infrastructure projects in the state's seven targeted technology sectors.          |
| <b>Timeline</b>            | Fourth Round Requests for Applications issued in November 2014   |
| <b>Eligible Applicants</b> | Maine businesses, higher education (public and private), nonprofit research institutions, and collaborations of these, in the seven targeted technology sectors. |

# Outline of Program

|                          |   |
|--------------------------|---|
| <b>Eligible Expenses</b> | Capital expenditures, i.e. purchase of equipment, facilities construction and upgrade, land purchase, and one-time shared infrastructure costs, that support a science/engineering project or projects that further research, development and commercialization in Maine. |
| <b>Award Types</b>       | Awards for up to a five year period. Repayment will be required in certain circumstances as per the RFA.  |

# Outline of Program

|                 |  |
|-----------------|--|
| <b>Criteria</b> | <ul style="list-style-type: none"><li>▪Economic growth and impact (5 Points)</li><li>▪Scientific or Engineering Merit (5 Points)</li><li>▪Team and Institutional Merit and Commitment (4 Points)</li><li>▪Relevance to Maine's Innovation Economy Needs (3 Points)</li><li>▪Collaboration (3 Points)</li></ul> |
|-----------------|--|

# Outline of Program

|                       |  |
|-----------------------|--|
| <b>Award Amounts</b>  | <p>No upper or lower limit on individual awards (\$1 million or more exceptional)</p> <p>Approximately \$3.3-4 million available from bonds</p> <p>\$53 million awarded in first three rounds, but some projects closed under budget or without accessing full award amounts</p> |
| <b>Matching Funds</b> | <p>At least 1:1 matching funds required</p>  |

# TIMELINE

| <u>Date</u>               | <u>Activity</u>                                 |
|---------------------------|---|
| November 17, 2014         | Release of RFA                                  |
| December 19, 2014 at noon | Notice of Intent due                            |
| January 26 at 5 pm        | Applications due                                |
| Week of March 30, 2015    | Interview Panels for<br>High Scoring Applicants |
| April 2015                | MTI Board Approves Awards                       |
| April - September 2015    | Contracts Executed                              |

# Q&A

- ▶ **Q&A are posted on the MTI website on a rolling basis**
- ▶ **Questions generated by conversation, email and workshops**
- ▶ **All Q&A must be submitted by December 31**
- ▶ **Email questions to: [Psutter@mainetechnology.org](mailto:Psutter@mainetechnology.org)**

# AAAS

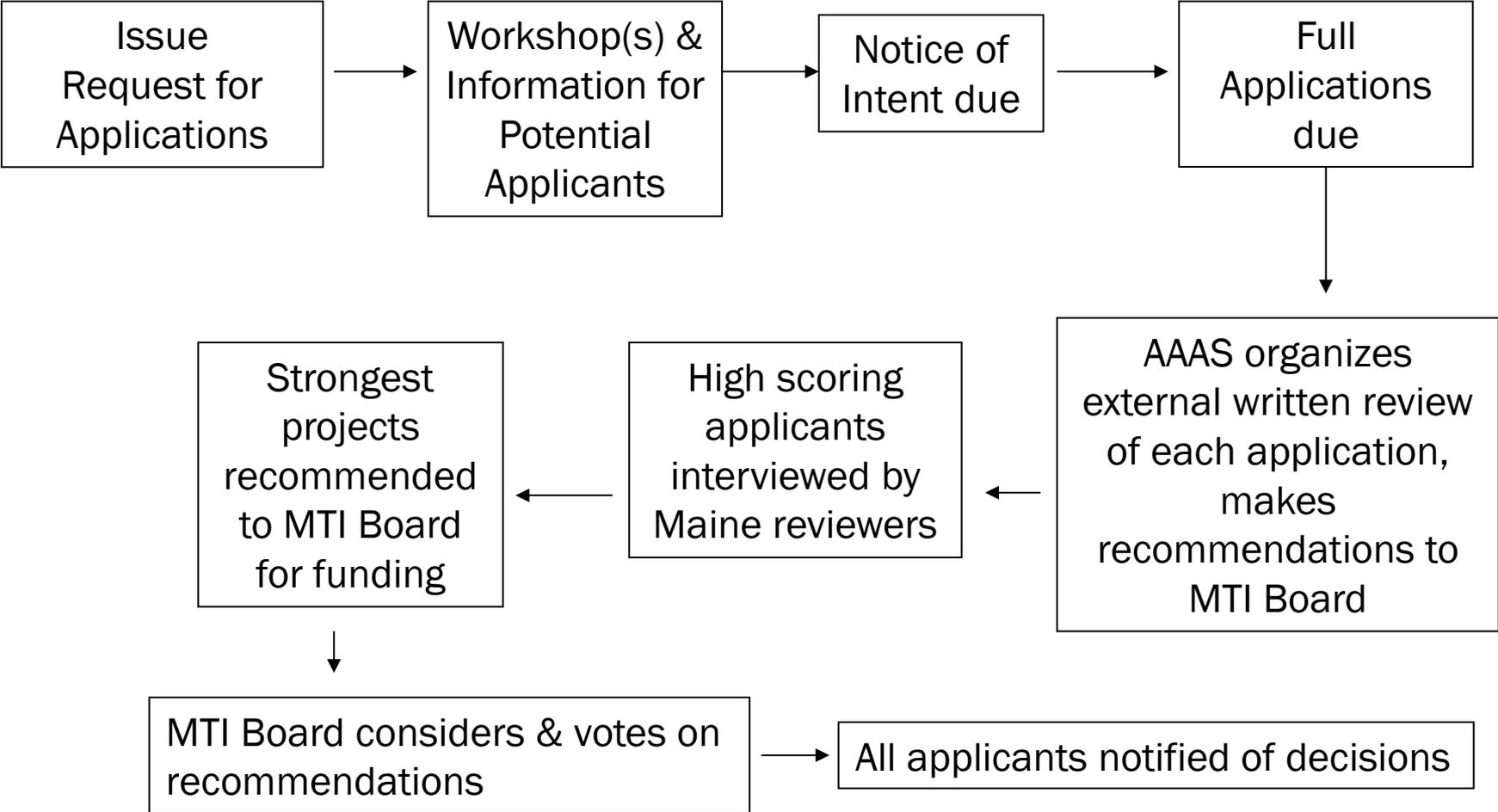
- ▶ The American Association for the Advancement of Science, “Triple A-S” (AAAS), is an international non-profit organization dedicated to advancing science around the world by serving as an educator, leader, spokesperson and professional association.
- ▶ In addition to organizing membership activities, AAAS publishes the journal [Science](#), as well as many scientific newsletters, books and reports.

# **AAAS con't**

- ▶ **The AAAS Research Competitiveness Program (RCP) provides expert advice to those investing in, supporting, and managing activities in science and technology around the world. For nearly twenty years, in more than thirty U.S. states as well as internationally, RCP staff have assembled and led carefully-tailored teams of scientists, engineers, policy makers, and innovators to provide expert peer review and guidance to clients in areas such as research infrastructure and capacity building, strategic planning, commercialization, and technology-based economic development.**

# Outline of Review Process

(MTI contracting with AAAS for external review)



**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

# Evaluation Criteria

- ▶ **Originally developed for 2008 RFA with input from Maine Innovation Economy Advisory Board**
- ▶ **refined by MTI Board of Directors based on experiences from previous rounds**

# **Economic Growth and Impact - 5 Points**

## **▶ Economic impact potential of project**

- New jobs/ preserved jobs
- New businesses/Expanding businesses
- New products/services
- Patents, copyrights, trademarks, licenses
- New \$\$ coming into Maine
- New Businesses coming to Maine

# Economic Growth and Impact con't

- ▶ **Research, Development & Commercialization impact**
  - Expands R&D and/or commercialization activity
  - Creates, attracts or retains additional workforce to further research, development or commercialization goals of the project
  - Creates or enhances linkages with research/commercialization partners and/or leads to commercialization of the research outcomes
- ▶ **Financial feasibility of project to meet its economic goals**

# Scientific or Engineering Merit or Feasibility – 5 Points

## ▶ **Does the project....**

- Represent excellence on a national level?
- Advance scientific or engineering knowledge?
- Lead to other R&D important to Maine?
- Lead to new services or commercialization? Within 5 years?
- Address an identified market need?
- Have realistic strategies and approaches to meet goals?
- Stimulate scientific/technical innovation & quality?

# Team & Institutional Merit & Commitment – 4 Points

- ▶ How qualified is the team (leaders, staff and collaborators)?  
What is the experience managing quality projects?
- ▶ How experienced are project leaders and team in fiscal administration of capital projects?
- ▶ What is the quality of the applicant organization's R&D or innovation programs and record?
- ▶ What is the scientific & technical potential of the organization's planned research, development & commercialization initiatives?
- ▶ Does project fit within the strategic plan of the institution?

# Team & Institutional Merit & Commitment con't

- ▶ What is the level and feasibility of applicant organization's planning and commitment to the use of the capital improvement and/or equipment?
- ▶ Are existing equipment, facilities, and financial capacity there to support the project for a five year period?
- ▶ Is amount requested commensurate with proposed improvement or assets?
- ▶ Quality of match as evidence of commitment?

# Relevance to Maine's Innovation Economy Needs – 3 Points

- ▶ How does the project identify and serve priorities identified by Maine?
- ▶ How does the project align with State science and technology plans?
- ▶ Does project benefit traditional industries or emerging technologies and/or industries?
- ▶ Does project have positive impact on high-potential clusters or address industry-identified needs?
- ▶ Does the project build on or complement previous investments in R&D&C activities?
- ▶ How does the asset increase Maine's R&D&C capacity?

# Collaboration – 3 points

- ▶ Will project enhance collaboration among research institutions and businesses?
- ▶ Will project promote linkages between Research & Development & Commercialization
- ▶ Does the project build on or complement already-existing collaborative activities? Will improvement or asset increase use of resources by other institutions or commercial entities?
- ▶ Will project serve as a shared facility? Are protocols for sharing part of plan?
- ▶ Matching funds as evidence of collaborators' commitment?

**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

# Notice of Intent

- ▶ **Mandatory first step** – If NOI form is not filed electronically by noon on December 19, application will not be accepted on January 26th.
- ▶ **NOIs are non-confidential**—NOI's will be posted online so that potential applicants can identify related projects and consider merging projects.
- ▶ **NOI will not figure into the scoring** – it will be used by MTI to gauge number of applications and to help source appropriate reviewers.
- ▶ **NOI will not bind you to submitting an application – But without it you cannot submit this round!**

# Application

- ▶ One signed original copy is due at MTI by 5:00 PM on January 26. **Not a postmark deadline.**
- ▶ **Late applications will not be accepted.**
- ▶ **Incomplete applications or applications not in compliance with requirements will not be reviewed. Pages beyond allowable limits will not be sent to reviewers.**

# Written Review

- ▶ Please indicate on NOI and application names of individuals from whom to withhold application information
- ▶ Applications will be sent to AAAS for written review of first 3 scoring criteria ( Economic Growth and Impact, Scientific or Engineering Merit or Feasibility, and Team and Institutional Merit)
- ▶ AAAS will present recommendations to MTI Board
- ▶ All applicants will be provided a copy of the AAAS written review of their application

# Interview Panel

- ▶ Applications moved forward will be invited to participate in an interview
- ▶ Interview panels will be held the week of March 30-April 3
- ▶ Panel comprised of MTI Board members, technical experts, and other experts on Maine's innovation economy needs will score on all 5 criteria
- ▶ Following all interviews, Interview Panel will present a rank ordered list of applications and recommendations to MTI Board

# **Award Decisions**

- ▶ **MTI Board may require certain applicants make an in-person presentation to Board**
- ▶ **Award decisions will be made in April**
- ▶ **All applicants will be notified in writing the outcome of application, including written review and comments**

**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

| <b>Applicant</b>  | <b>Repayment Required?</b> | <b>Repayment Trigger</b>   | <b>Terms of Repayment</b>   |
|---|----------------------------|--|---|
| Individual non-profit organization/institution  | No                         | n/a  | n/a   |
| Individual commercial business  | Yes                        | Commercialization of a new technology enabled by the project assets; commercialization generally defined by revenue generation                         | Repayment of award, without interest, within 3 (three) years of commercialization of the new technology   |
| Non-profit organization as lead institution in a collaborative project between or among non-profit institutions                 | No                         | n/a  | n/a   |
| Commercial business as lead institution in a collaborative project between or among commercial businesses                       | Yes, in some circumstances | Commercialization of a new technology enabled by the project assets, with funded assets in the sole control of one commercial participant              | Repayment of the portion of the award expended by the commercializing business, without interest, within 3 (three) years of commercialization of the new technology |
| Non-profit organization as lead institution in a collaborative project between or among both non-profit and for-profit entities | Yes, in some circumstances | Commercialization of a new technology enabled by the project assets, with funded assets in the sole control of one commercial participant <sup>^</sup> | Repayment of the portion of the award expended by the commercializing business, without interest, within 3 (three) years of commercialization of the new technology |

# Repayment

- ▶ **No repayment requirement for**
  - Individual non-profit institution
  - Non-Profit Institution as lead in collaborative project between or among non-profit institutions
  - Assumption is that assets may be used by individuals beyond the non-profit institution

# Repayment

- ▶ Required of individual commercial business
- ▶ Generally, repayment is triggered by commercialization
- ▶ Terms same as MTI DL award
- ▶ Assumption is that company has exclusive use of the equipment
- ▶ If infrastructure developed that is used by company for non-project use, will still have repayment requirement

# Repayment

- ▶ May be required with commercial business as lead in a collaborative project between/among commercial businesses
- ▶ Funded assets in sole control of one commercial participant
- ▶ Assumption is no access to equipment by other researchers outside the company

# Repayment

- ▶ May be required with non-profit lead in a collaborative project between/among commercial and non-profit entities
- ▶ Funded assets in sole control of one commercial participant

**Overview**

**1**

**Application & Review  
Process**

**4**

**Outline of MTAF**

**2**

**Repayment Scenarios**

**5**

**Evaluation Criteria**

**3**

**Nuts & Bolts**

**6**

# Notice of Intent

- ▶ **On-line form and instructions available on MTI website –After you register it will return you to NOI link**
- ▶ **Write up NOI ahead of time - cut and paste into form**
- ▶ **You will receive a confirmation email within 2 days with a “unique” application number. Put this number on each page of application.**
- ▶ **NOI information will be posted on website**

# Registration

Login - Google Chrome  
www.mainetechnology.org/account/login

**mti**  
Maine Technology Institute  
*Investing in Innovation*

8 Venture Avenue, Brunswick Landing | Brunswick, Maine 04011 | Ph: 207.582.4790 | Fax: 207.582.4772

[f](#) [t](#) [in](#) [print](#) [share](#)

[About](#) [Fund](#) [Grow](#) [Connect](#) [Results](#) [News-Events](#) [Resources](#) [Contact](#) [TechWalk2014](#)

**Not sure where to start? Click here.**

### Dates & Deadlines

12/1/14 - MTAF Informational Workshop (Portland) Join us for an informational workshop on the... [more](#)

12/2/14 - TechStart Grant Deadline All applications due by 5pm Tech Start Grants... [more](#)

12/4/14 - MTAF Informational Workshop (Orono) Join us for an informational workshop on the... [more](#)

### My Account Login

Please fill out login information to access "My Account" page. To create a new account fill in and submit new user information below.

#### Returning User Login

Username

Password

#### New User Information

Prefix First Name Middle Initial Last Name Suffix

### Login Help

Having problems logging in?  
[Contact us for help](#)  
[Reset your password](#)

# On-Line NOI Form

Maine Technology Asset Fund Application - Google Chrome  
www.mainetechnology.org/fund/maine-technology-asset-fund/apply

**mti**  
Maine Technology Institute  
Investing in Innovation

8 Venture Avenue, Brunswick Landing | Brunswick, Maine 04011 | Ph: 207.582.4790 | Fax: 207.582.4772

Search

eNewsletter Signup

[About](#) [Fund](#) [Grow](#) [Connect](#) [Results](#) [News-Events](#) [Resources](#) [Contact](#) [TechWalk2014](#)



**Dates & Deadlines**

12/1/14 - MTAF Informational Workshop (Portland) Join us for an informational workshop on the... [more](#)

12/2/14 - TechStart Grant Deadline All applications due by 5pm Tech Start Grants... [more](#)

12/4/14 - MTAF Informational Workshop (Orono) Join us for an informational workshop on the... [more](#)

**Maine Technology Asset Fund Notice Of Intent**

Notice of Intents must be received by 12:00 noon Friday, December 19, 2014. Late submissions will not be accepted. \*Indicates required fields.

[Reset Form](#)

**Project Information**

Project Title\* (50 Character Limit)

**Authorized Institutional Representative**

(Primary contact for the Lead Institution. May or may not be the same as the Project Director.)

**Martha Bentley**

[My Forms](#)

[Submit/Edit Application Online](#)

[Edit My Account](#)

[Sign Out](#)

# Notice of Intent Content

- ▶ Project Title
- ▶ Project Contact info
- ▶ Collaborators
- ▶ Approximate Amount Requested
- ▶ Tech Sector
- ▶ Scientific Disciplines
- ▶ Suggested Reviewers from outside Maine
- ▶ Names and/or Institutions from whom to withhold application
- ▶ Brief project overview (6000 characters)

# **Application Format & Content**

- ▶ **Cover Sheet – 1 page**
- ▶ **Executive Summary – 2 pages**
- ▶ **Scope of Work/Project Plan – up to 20 pages**
- ▶ **Technical References – up to 5 pages**
- ▶ **Economic Impact Table**
- ▶ **Project Milestone Schedule**
- ▶ **Budget and Justification – up to 3 pages**
- ▶ **Attachments**

# **Cover Sheet**

- ▶ **One Page**
- ▶ **Instructions in RFA**
- ▶ **Non-confidential information only**
- ▶ **Must be signed by both Project Director and Institutional Representative**

# **Executive Summary**

- ▶ **2 page Summary**
- ▶ **Non-confidential information only**
- ▶ **Should communicate broad outline of application**

# Scope of Work

- ▶ **Detailed explanation of the initiative** – Follow instructions! Mark pages that should be held confidential
- ▶ **20 page limit – single sided**
  - Background: Scientific/Technical Basis
  - Project Description
  - Team/Institutional Merit & Commitment
  - Nature of Collaboration
  - Relevance to Maine’s Innovation Economy Needs
  - Economic Impact and Measurable Outcomes

# Scope of Work con't

▶ **Plus:**

- Economic Impact Table (available on MTI website)
- Project Milestone Schedule (on MTI website)
- Up to five pages of citations

# Economic Impact Table

|  | Column 1                           | Column 2                                  | Column 3   |
|--|------------------------------------|---|--|
|  | Within project team or institution | Within larger cluster, sector or industry | Methodology or citation for economic projections |
| Projected number of new jobs created and wage range  |                                    |   |  |
| Projected number of existing jobs preserved and wage range   |                                    |   |  |
| Anticipated new products and/or services (number and/or one sentence description)                                  |                                    |   |  |
| Anticipated number of invention disclosures, licenses, and/or intellectual property protections                    |                                    |   |  |
| Projected amount in sales or licensing revenue   |                                    |   |  |
| Projected dollar amount in new grants and/or contracts from non-state government sources                           |                                    |   |  |
| Projected dollar amount in debt or equity investments from private capital sources                                 |                                    |   |  |
| Other (joint ventures with businesses outside Maine, businesses moving to Maine, workforce training & development) |                                    |   |  |

# Sample Milestone Form

Project ID#: \_\_\_\_\_

Project: \_\_\_\_\_

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 1:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 1 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 2:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 2 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 3:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 3 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 4:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 4 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 5:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 5 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 6:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 6 COSTS</b>                                    |                  |                    |       |

| Milestone Description and Reference appropriate page in proposal. | Milestone Period | Milestone Expenses |       |
|---|------------------|--------------------|-------|
| Milestone 7:  | Start Date:      | MTAF Funds         | Match |
|   | End Date:        |                    |       |
| <b>TOTAL MILESTONE 7 COSTS</b>                                    |                  |                    |       |

# Milestones

- ▶ Milestones are not simply tasks, but are stages of the effort
- ▶ Milestones should not overlap; one milestone should be completed before the next begins
- ▶ Award recipients report on progress against milestones on a quarterly basis until all funds are expended

# Budget

- ▶ RFA details allowable cost and matching requirements
- ▶ Eligible costs must be associated with the proposed project
- ▶ Matching Funds include expenses **directly attributable** to the project, and can be for operating expenses related to the project
- ▶ Matching funds do not have to be spent concurrently with MTAF funds
- ▶ Please provide an up to 2 page budget narrative explaining figures provided in budget

Application Title:  
 MTAF Application Number:

Start Date:            End Date:

|                            | TOTAL - All sources | MTAF Funds | Applicant Funds | Institutional Fund Source 2 | Institutional Fund Source 3 |
|----------------------------|---------------------|------------|-----------------|-----------------------------|-----------------------------|
| Personnel:                 |                     |            |                 |                             |                             |
| Salaries (name and title)  |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Benefits:                  |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Land:                      |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Facilities or Improvements |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Equipment                  |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Shared Infrastructure      |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Consultants (Asset Only)   |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Consultants (Non-Asset)    |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Other Direct Costs         |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| Overhead                   |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
|                            |                     |            |                 |                             |                             |
| TOTALS                     |                     |            |                 |                             |                             |

Rows=line item expenses, Columns=sources of funds

# **Attachment A & B**

- ▶ **Curriculum vita – A two page curriculum vita for principal investigator or project manager**
- ▶ **Curriculum vitae – Two pages each for all other key researchers and collaborators**

# Attachment C

- ▶ **Commitment Letters for each source of matching funds**
  - on organizational/institutional letterhead, signed by authorized rep., for a specified amount for the specified project
- ▶ **Will accept Notices of Award for federal contracts**

# Attachment D

- ▶ **Letters of Matching Intent or Letters of Potential Investment**
  - Identified potential funding partners
  - 6 month window from time of approval to secure these additional funds

# Attachment E

## ▶ **Letters of Operational Commitment**

- Letter from Institution with Multiple Applications or currently funded projects
- How does this project fit within strategic plan of institution?

# Attachment F

## ▶ **Letters of Collaboration**

- Include letter from collaborating partner(s) who are not contributing funds, but are involved with the project

# Attachment G

## ▶ **Additional Information**

- Include up to 8 single-sided pages
- Examples are letters of support, articles, etc.

# Attachment H

## ▶ **Letter of Capacity**

- For applications associated with previous MTAF award, include letter from Principle Investigator or Project Director outlining their involvement with each project.

# Resources and Links

<http://www.maine.gov/decd/reports-pubs/> – see Links

*Re-Examining Maine's Economic Position, Innovation Ecosystem and Prospects for Growth in Its Technology-Intensive Industry Clusters (2014 full report by Battelle Technology Partnership Practice)*

[http://www.mainetechnology.org/docs/Full\\_Report-Maine-Innovation-Ecosystem\\_final5.pdf](http://www.mainetechnology.org/docs/Full_Report-Maine-Innovation-Ecosystem_final5.pdf)

*Cluster & Cluster Development Information from Harvard Business School*

<http://www.isc.hbs.edu/competitiveness-economic-development/frameworks-and-key-concepts/Pages/clusters.aspx>

<http://clustermapping.us/content/clusters-101>

*Cluster & Cluster Development Information from Brookings Institution*

[http://www.brookings.edu/papers/2011/0119\\_clusters\\_muro.aspx](http://www.brookings.edu/papers/2011/0119_clusters_muro.aspx)

[http://www.brookings.edu/reports/2008/04\\_competitiveness\\_mills.aspx](http://www.brookings.edu/reports/2008/04_competitiveness_mills.aspx)

QUESTIONS?

[www.mainetechnology.org](http://www.mainetechnology.org)