

Strategic Intent																					
Lead The Field				Seed The Technologies			Tap The Value			Operate With Excellence											
Optimize our service programs and facility offerings to maintain and enhance our reputation as the pre-eminent location for technology companies and technology start-ups in the region and the state				Identify the intellectual capital we are most capable of commercializing and diligently seek to place those technologists, entrepreneurs and companies in our various facilities			Become a recognized destination for a variety of capital resources - public funds, private equity, venture, angel and commercial - to fund our companies (and ourselves) via equity, debt and/or grants			Run our operations at better than break-even while providing unparalleled space, services, amenities, and an atmosphere of early-stage company collegiality											
Enhance and standardize our service offerings through the development of a defined platform with both universal and local elements.	Construct, maintain, and operate world-class technology business facilities.	Institute robust marketing and outreach programs...to educate the communities we serve, attract potential tenants, and expand our network	Obtain and maintain the various certifications as appropriate.	Obtain appropriate levels of recognition...via a planned approach to various awards and recognition programs	Integrate closely with partner organizations to identify technologies we can create companies around, match with entrepreneurs and funders, and place in our facilities	Recruit technology companies, entrepreneurs and technologists within the state.	Recruit technology entrepreneurs from out-of-state and beyond	Market to and attract technology entrepreneurs who are local to our facilities	Assist client companies in obtaining state and federal funding	Build the an angel investor network	Leverage existing local funds and investment sources to their fullest.	Make our locations and our technology companies a destination for private equity and venture capital	Drive local philanthropy interest	Operate our various centers from a standard, measurable plan with local elements.	Develop quad-charts in each location to track prospects, clients, etc.	Benchmark the competition in the region and the state and best-of-class facilities worldwide.	Recruit staff	Build staff strength with planned team and individual development activities.	Standardize local advisory board expectations/activities at remote locations	Implement a continuous improvement measurement system at all locations.	Standardize regular reporting activity consistent with the plan and KPI format.
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Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	N	N
● Directly Responsible				○ Participating				√ Needs to Know													

Your Hub
Mission
 To spur economic growth across the region by seeding new technologies, growing companies and new industries, and creating employment opportunities.

Competencies
Leadership & Team:
 - Customer Focus
 - Ethics and Values
 - Integrity and Trust
 - Dealing with Paradox
 - Peer Relationships
 - Perseverance
 - Priority Setting
 - Total Quality Management
 - Work/Life Balance

Positions
 Director
 Program Manager
 Services Manager
 Client Relationship Manager
 Site Director
 Site Director
 Site Director
 Other Contract Resources

← Legend →

Daily Management Functions																		
Facility-Centric				Client-Centric				PRF-Centric										
Lease and services administration	Lease management and negotiations	Facilities and vendor administration, inc. Service Provider database	Facilities management and construction oversight	Reception and customer service	Key Performance Indicator tracking	Ideation Program deployment and client interface	Prospect and client interface	Intern Program oversight	Surveys/feedback mechanisms	Client clerical assistance	Client key metric tracking (inc. economic impact)	Client prospecting/recruiting	Marketing plan deployment	Community outreach	Advisors and Advisory Boards coordination	Government Relations	Partner interface	Media relations (w/ PRF)
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Y	Y	N	Y	N	N	Y	Y	N	N	N	Y	Y	Y	Y	N	Y	Y	Y
■ Accountable				▲ Supervisory				□ Participating										

Bold denotes separate plan document