

Carbonite Chair and Co-founder David Friend Featured Speaker at EOY



David Friend, co-founder, chair and CEO of leading online backup company Carbonite Inc. (NASDAQ: CARB), will be the keynote speaker at the Council's annual Entrepreneur of the Year (EOY) award event. The celebration will be held May 5, 2014, at the Radisson Hotel/Center of New Hampshire in Manchester. This will be the 26th EOY event.

Friend has been a successful technology entrepreneur for over 25 years and remains an active venture investor. Before founding Carbonite in 2005, he co-founded four companies: Sonexis, FaxNet, Pilot Software and Computer Pictures Corporation. Friend also served as president of ARP Instruments, an audio hardware manufacturer. In 2010, he was named Ernst & Young Entrepreneur of the Year in the Emerging Technology category for the New England Region. Friend has been featured in *USA Today*, *Tech Capital*, *the Boston Globe*, *Mass HiTech*, *Fortune*, *Forbes* and Tom Peter's best-selling management book, *The Pursuit of Wow!* He has been a lecturer at MIT's Sloan School of Management and is a trustee (emeritus) of the New England Conservatory, Berklee College of Music, and the Brookings Institute in Washington, D.C. Friend holds a bachelor's degree in engineering from Yale University and attended the Princeton University Graduate School of Engineering where he was a David Sarnoff Fellow.

The annual EOY event, held in May, regularly attracts hundreds of influential leaders of tech-based companies from across the region. Since its start in 1988, the EOY has recognized more than 60 New Hampshire entrepreneurs for demonstrating leadership, ingenuity and innovation within the technology sector. At the event, the Council will recognize the 2014 recipient of the EOY award to be added to the long list of New Hampshire innovators who have come before them.

Major sponsors include FairPoint Communications; Dyn; Nancomp Technologies; Cook Little Rosenblatt & Manson; Baker Newman Noyes; Dunn Rush & Co; John J. Flatley Co.; and UNH Manchester. ■

Is There Really a NH Advantage?

Metropolitan areas see highest decline as startup hubs.



Paul Mailhot,
Council Chair

The Ewing Marion Kauffman Foundation recently published a 20-year study on path-dependent startup hubs in which Manchester-Nashua was featured. Most notably, the Manchester-Nashua area was listed as second on the overall list of Small-Mid Metropolitan Areas and Divisions by High Tech Startup Density in the U.S. back in 1990. Fast forward to 2010 and it's now fourth on the list and noted as having the largest national decline for small-mid metropolitan areas.

Working at a thriving, hyper-growth tech company in Manchester alongside other similar entities in our ecosystem, I couldn't help but raise an eyebrow at this statement. The study didn't offer any concrete reasoning in what caused the decline, but as a longtime resident of the area, I began to piece together some interesting correlations.

It wasn't just Manchester-Nashua, but also Rockingham-Strafford that experienced a decline as well. As the only two metropolitan areas from NH to make the list, it wouldn't be surprising if both of them moved in the same direction over

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the course of 20 years, but the fact that both of them experienced some of the most drastic declines in the nation hints at a larger story. While Manchester–Nashua evidenced the sharpest decline in high tech startup density in the nation, Rockingham–Strafford placed third on that list as the most negatively affected. Expanding outward we can begin to see the whole truth.

On the other end of the spectrum, the sharpest rises in high tech startup density is in the not-too-far-away Cambridge–Newton–Framingham, MA, metropolitan area, which landed at the third highest in the country, right behind San Jose–Sunnyvale–Santa Clara, CA, and San Francisco–San Mateo–Redwood City, CA. It seems apparent, then, that high tech startups have slowly begun to prefer Massachusetts over the Granite State over the past 20 years.

Why is it that these companies are flocking to places like Cambridge, Newton and Framingham? What happened to “The New Hampshire Advantage?” Could it be that young developers, being more in demand than ever, along with aspiring entrepreneurs, are attracted to the larger metropolitan areas? According to the 2010 U.S. Census, this may be the case. While the median age for Manchester was 36 years, Cambridge was significantly lower at 30.5 years. The advantages Cambridge holds are compelling and many but certainly not insurmountable.

Cambridge, well known for its well-established colleges and universities, can provide a near endless supply of resources for startups and seasoned tech businesses alike. But so, too, can Manchester. This certainly isn’t news and has been a topic of discussion for a long time, but perhaps it is time for us to begin widening our outreach and tapping into the Cambridge education system in addition to strengthening our relations with our own local institutions.

Young workers will tend to gravitate to places where there is more opportunity. Cambridge, being on a naturally larger scale, is the Goliath in this regard. Through frequent and small feeder programs where we educate potential employees on the benefits of living and working in such a great state by providing internships and co-ops, we can begin to establish a presence in New Hampshire and draw in that innovation and entrepreneurial spirit. The New Hampshire Advantage remains as a compelling reason to leave and set up shop in NH. It’s just a matter of beginning that discussion and it’s up to us as business leaders to offer the resources and insights to give these young business men and women a helping hand.

If you’d like to help me and the Council, we’d love to hear from you—reach out to us at 603.935.8951 or email us at info@nhhtc.org. ■

NHTI Hosts Second Annual Girls Technology Day

Photos by Perry Smith



On Wednesday, March 19, NHTI, Concord’s Community College, hosted the second annual Girls Technology Day, an initiative of the New Hampshire Department of Education’s Career Development Bureau. Last year, demand far surpassed the capacity of the new program, so this year’s event was expanded to accommodate the 300 girls who were registered to attend.

A group of Future Tech Women (FTW) mentors from Council member company Dyn, along with Catherine Blake, CEO of Sales Protocol and Council Board member, went to Girls Technology Day to help teach middle school and high school girls about careers in technology. The Dyn team put together a career panel where each person conducted a micro workshop in the same

classroom. One of the Dyn mentees, Pauline Wilk, along with two UNH professors, taught the girls about game programming with Greenfoot and inventing apps for Android phones with App Inventor.

Conference chair Mary Larnau, who works for the NH DOE’s Career Development Bureau, was quoted as saying, “In New Hampshire, as in other states, there is a severe shortage of women pursuing technical careers. Fewer than two percent of students pursuing computer science degrees in NH colleges, for example, are women. Girls Technology Day is one step toward trying to reverse that trend.” ■



Vice President Joe Biden and Dignitaries Pay Visit to Council Member XMA Corp.

Finding and retaining talent is a challenge in the tech sector. But Council Board member and CEO of XMA Corporation Marc Smith has been able to tap into the NH Works program to support the company's growth. NH Works, a program that offers employment and training services to job-seekers as well as recruitment services and resources for employers, receives federal support. So during their trip to New Hampshire on March 25th, Vice President Joe Biden and Labor Secretary Thomas Perez added a visit to XMA to meet employees and learn more about the results of NH Works' efforts. They were joined by Governor Maggie Hassan, and Council Executive Director Matt Cookson was also on hand.

"The growth strategy of XMA Corporation directly relies on our ability to hire talented high tech professionals from NH, both active and inactive," Smith said. "In many cases, the immediate financial impact of hiring professionals becomes a challenge for small to medium-sized companies like XMA, and by using the NH Works program, sponsored by the US Department of Labor Workforce Investment Act, XMA is able to hire key talent within NH and also pay close attention to our bottom line. Having Vice President Biden, Secretary Perez and Governor Hassan visit XMA and applaud our proactive approach is not only an indication the program works, but is also a tribute to the efforts of our entire XMA team."

Cookson had an opportunity to introduce the Council to the vice president and discuss its role and impact.

"The vice president and his team expressed support for our goal of growing the tech ecosystem and put a specific emphasis on the advanced manufacturing sector and how we can best identify areas that are primed for even greater growth," Cookson said. "As a result, they are interested in continuing a dialogue about advancing this essential ecosystem so companies like XMA can find the talent they need to grow."

Governor Hassan also commented on the valuable role the Council is playing in NH as the voice of technology and advocate for the sector. "As an active member with the Council, XMA is offered key insight to the many other state and federal programs that benefit high tech companies within NH," Smith added. ■



Kocher Tech Scholarship Application Period Open *Newly expanded eligibility for 2014!*

The Council created the Kocher Technology Scholarship program in 2007 to encourage students to pursue studies in high demand science, technology, engineering or math-related fields (STEM). **In 2014, the Council expects to provide scholarships totaling \$19,000.** For the first time, employees of member companies will be eligible for scholarships in addition to their dependents.

Students pursuing an undergraduate or graduate degree are eligible to receive an annual \$2,000 scholarship that may be renewed. In addition, students who receive awards and attend one of the seven NH community colleges or the University of NH, Plymouth State University, Keene State College, or Granite State College, will be eligible for **an additional \$2,000 match** from those institutions, for a **total of \$4,000.**

In 2014, eligibility has been expanded to employees of member companies. Employees are now eligible to receive \$1,000 scholarships toward study in any STEM related field. Note, if the course costs less than \$1,000, the scholarship will cover the actual cost of the course

When to apply?

Applications opened on February 3, 2014, and are due by 5:00 pm on Thursday, May 1, 2014.

Who should apply?

To be eligible for consideration, students must meet ALL of the following criteria.

Applicants must:

- be an employee of a Council member company that has paid 2014 member dues OR a dependent thereof
- pursue a degree in a STEM field
- attend one of NH's accredited two- or four-year colleges or universities
- maintain a 3.0 grade point average

In addition, undergraduate students are encouraged to take advantage of internship opportunities during their studies and to seek employment in NH after their studies are completed.

For more information, visit [the Council website](#). ■



Five Tips for Bootstrapping Your New Venture

By Jamie Coughlin, Dartmouth College

One question I get asked all the time from first-time entrepreneurs is how to successfully bootstrap a new venture. This is exactly the right question to have when starting out. In any new venture, resources are precious. More importantly, having a bootstrapping mindset will allow you to endure and go the distance. And remember, there is no magical shortcut for bootstrapping that applies to all; bootstrapping has no rules. Everyone brings to it their own ideas, creativity and approach. With that said, allow me to propose a few bootstrapping basics that might help.

1. Love what you do.

Passion is an overused word these days, but there is really no replacing the idea that most entrepreneurs who become successful love what they do. When you love the market you are trying to impact, you have a much better opportunity to connect with the “pain point” and the value that you can deliver in a product. Moreover, passion for your work will allow you to endure. I can’t emphasize this enough. One of the keys to startup success is the ability to hang in there long enough for your hard work to lead to serendipity and an ultimate “breakthrough” moment.

2. Go grassroots.

Sometimes there is no better way to promote your new venture than getting out on the street and talking to people. It’s easier than ever to get people to see projects and other ideas and to get public momentum behind them. Leverage social media and local meetup groups to help build a following. Also, don’t be nervous to approach your local or regional media. Pitch them passion and your desire to collaborate. They are looking for good stories to print.

3. Get to a minimum viable product (MVP).

Perfection can sometimes kill an early startup. Too many times, myself included, we as entrepreneurs try to make our new venture as beautiful as possible, so that when we present it to the world, we can be proud. Rome wasn’t built in a day. Rather than try and squeeze every last bell and whistle into your launch, focus on what is the minimum set of features required to launch and that people will pay for. If people are willing to part with their money because you deliver value, you’re onto something. After that, you can refine and further iterate upon your product.

4. Seek advice.

We have all heard the adage, “it takes a village.” This could not be more important for a young startup. What never ceases to amaze me is the willingness of successful entrepreneurs to give back and mentor. One of the most impactful activities an early stage entrepreneur can participate in is building communities that will be supportive. Maintain those relationships with care and values and they will pay tenfold in supporting your startup and your vision. It’s important to remember that you don’t have to do it alone!

5. Have fun.

In the end, the startup experience is truly a journey—a wild roller-coaster of emotions, with the highest of highs and the lowest of lows. So keep it fun. Enjoy the customers you are trying to serve and the people who are working with you along the way. ■

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Manchester
175 Canal Street
Manchester, NH 03101
Tel: 603.668.1400
Fax: 603.668.8567
iplaw@hayes-soloway.com

Tucson
130 W. Cushing Street
Tucson, AZ 85701
Tel: 520.882.7623
Fax: 520.882.7643
admin@hayes-soloway.com

For more information, please visit our website at
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NH High Tech Council and Dartmouth College Develop Co-Branding and Co-Marketing Opportunities

The NH High Tech Council is working with Dartmouth College to develop and market events and activities in the Upper Valley region that would be engaging to its membership, with an emphasis on the biomedical field. This new emphasis kicks off through Dartmouth Ventures 2014, which features several nationally known entrepreneurs in the field.

Established in 2002, Dartmouth Ventures is an annual conference on entrepreneurship. The day-long event on April 5, 2014, is held at the college and will focus specifically on one of the most important of all entrepreneurial functions: making decisions. Register at www.dartmouthventurs.org.

The biomedical field is a newer focus of the Council, since the former Biomedical Council merged with the Council in 2013. This resulted in the formation of the Biomedical Forum and the creation of events and activities designed to engage and connect individuals and companies in the sector.

Several speakers at Dartmouth Ventures 2014 represent the biomedical sector. They include:

- David Mott, general partner of New Enterprise Associates and former president and CEO of Medimmune (morning keynote)
- Tillman Gengross, founder of Adimab, professor of engineering and associate provost of Entrepreneurship & Technology Transfer at Dartmouth (moderator of session on research, innovation and successful commercialization)

- Dr. Jake Reder, CEO of Celdera Medical and director of New Ventures at Dartmouth Medical School (panelist in session on research, innovation and successful commercialization)

“We believe that this event and its high caliber program will be engaging to entrepreneurs across the state and we are excited to work with the High Tech Council to raise awareness of these terrific speakers and resources,” said Jamie Coughlin, director of new ventures and incubation in the Office of Entrepreneurship and Technology Transfer at Dartmouth.

Coughlin is coordinating these collaborative efforts at the college. Prior to joining Dartmouth in the summer of 2012, he served as CEO of the abi Innovation Hub in Manchester and currently serves on the Council’s Board of Directors.

“There are some great ties with the Council at Dartmouth and we hope to make them even tighter moving forward,” said Matt Cookson, executive director of the Council. “Tillman Gengross was a winner of the Council’s Entrepreneur of the Year Award in 2010 and Jake Reder has served as a panelist at our Entrepreneur Forum. We’re excited about working more closely with Jamie and his colleagues at Dartmouth in the biomedical sector and beyond to help create greater collaboration across the state, and we hope that our members will consider attending this great event.” ■

*Where young people
dream of becoming
science and
technology heroes.*



Guest Writers Wanted!

Do you or your company have insight regarding a timely or relevant subject? Ever want to place a guest column in our newsletter? Now is your chance! The Council is always looking for fresh subject matter that our readers and members would find helpful and informative.

One advantage to having a wide-ranging pool of membership is our ability to spread the word on the latest and greatest topics — trends and opportunities, new innovations, trade secrets, marketing, regulatory issues, human resources, and breaking data are just a few examples.

If you are interested in submitting a guest column, please email info@nhhtc.org. We’d love to take a look and help get your information out!



What's With NH — and the Nation — and the AP Computer Science Exams?

Everybody agrees that computer science is driving innovation and economic development. The outlook for computer science jobs in New Hampshire is bright. More than half of the jobs in STEM fields are in computing occupations (source: NH Occupational Employment Statistics). However, the ratio of AP Computer Science (CS) to all AP in STEM exam takers was 2:98 in 2012 (source: College Board). Why this alarming underrepresentation of high school students who take AP CS courses?

The question of why so few girls are interested in computer science received a lot of media attention when Barbara Ericson, director of computing outreach at Georgia Tech, released her 2013 analysis of the AP CS exam data. But this report also helps shine a broad light on the state of NH and offers some eye-opening statistics that will likely generate further discussion.

To start with, in 2013 only 14 high schools in New Hampshire offered the AP CS exam, with 101 students taking the exam. These students represent less than one percent of all AP exam takers in the state.

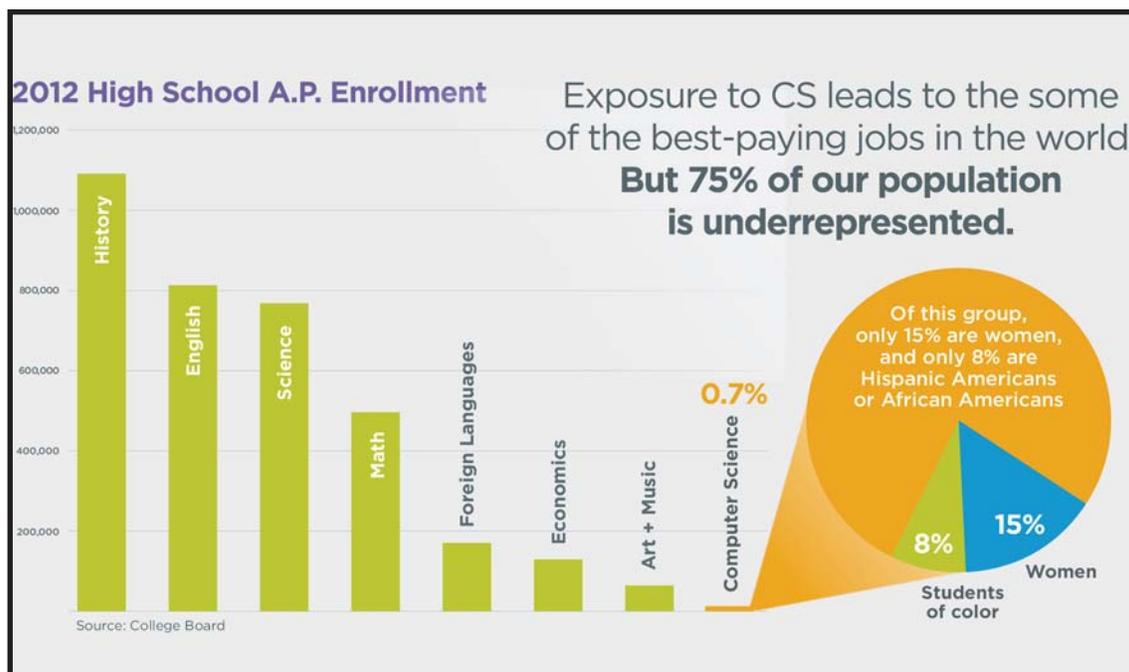
Only 12 girls took the AP CS exam, which represents a mere 11.88 percent of all AP CS exam takers. This participation percentile of girls taking the exam is 4 times smaller than female representation in the state (and nation), where females account for over 50 percent of the population.

When compared to the population of the state, Maryland came out as number one in participation:

(Here are the top 10 states by # exams in 2013 / estimated 2012 population * 100,000)

1	Maryland	27.6
2	Virginia	20.2
3	New Jersey	17.8
5	Massachusetts	16.0
4	Texas	15.2
6	Washington D.C.	15.1
7	California	13.0
8	Connecticut	12.8
9	Georgia	12.7
10	Maine	12.11
	* New Hampshire	7.64

Mihaela Sabin, program coordinator and associate professor of computer science and entrepreneurship at the University of New Hampshire at Manchester, offered her analysis. "There are two interrelated factors. First, New Hampshire, like 30 other states, does not require a rigorous and engaging CS high school course to satisfy a math or science requirement for graduation. Second, there is no CS teacher certification for those who have the interest and skills to teach relevant and intellectually rich CS courses in high schools." Sabin added, "The message that gets national momentum is loud and clear: computer science prepares students to create, not simply use, new technology. Computational thinking skills and practices represent the new literacy of the 21st century that all students should have access to." ■





Are You Wasting Your Time on Networking?

By Laura R. Aronson

It's easy to waste your time and money on networking, and hard to get real value from it. To get the most from your investment, be prepared, meet new people and reconnect with acquaintances, and follow through after the event.

Be Prepared

Have you ever seen a nametag you can't read? The writing is too small, or it's illegible. If you're asked to make your own nametag, clearly print your first and last name in large letters. To spark curiosity, add two or three words that convey your profession and your company name. Just make sure it's all succinct and easy to read.

I'm dismayed when I go to a networking event and meet somebody who doesn't have business cards on them. I don't mean they ran out; I mean they didn't even bring any cards. It should be obvious, but you should always have a stack of cards in your hand or a pocket, and bring at least a dozen so you don't run out.

Let's say you've had a busy evening and collected quite a few cards. When looking at them later, you can't remember why you even took them! Worse, you promised somebody a follow up, but now you can't recall which person or what you promised to do. Make sure you carry a pen to jot notes on cards while you're still at the event, and take a moment to write any notes before you meet more people and forget.

Meet New People and Reconnect with Acquaintances

If you go to networking events just to hang out with old friends, maybe you'd be better off going to your favorite tavern! It's polite to briefly say hello to them, but the greatest value is from meeting new people or reconnecting with those you haven't seen recently. To get over feeling shy, set a goal number of new people to meet.

People form clusters and you may feel awkward about joining them. Wait for a break in the conversation, or until one of the people leaves, then simply introduce yourself with a smile and offer your hand. It's easier than you think!

When you meet someone, tell them your name, your profession, and your company's name. Ask them for these facts if they don't volunteer them. The most important thing you can do is to give them your full attention and ask questions to draw them out.

Each person's networking goals vary: finding potential customers or employers, learning useful information, forming mutually beneficial relationships, seeking an introduction to a third party, and so on. Know your goals, but don't neglect what you can do for the other person; be generous with your knowledge and contacts.

Separate eating and greeting; don't hold food when you are meeting people. Use your left hand to carry a cold drink, to keep your right hand warm and available for handshakes.

Follow Through: Essential in Both Golf and Networking

The most important tasks occur after the networking event. Your follow through makes the difference between productivity and wasted time. Within 24 hours, this is what you should do for each person who interests you:

1. Send a brief email expressing your appreciation for meeting them.
2. Send them a connection request on LinkedIn.
3. If you really want to make sure they remember you, send a greeting card or note by mail.
4. To make it easy to find them again and to remember follow up tasks, enter their data into your contact management or CRM database. Tag them as a networking contact.
5. Schedule your follow up phone call, email, or note.
6. If you promised to assist them in any way, do that promptly.

Follow up with a variety of contacts to broaden your circle of relationships. ■

Laura R. Aronson is a technology content expert, freelance writer, and editor, based in Londonderry. She can be reached at 603-432-1603 or laura@lauraronson.com. You can see her portfolio at lauraronson.com.

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New Hampshire Aerospace and Defense Export Consortium (NHADEC)

By Dawn Wivell

CEO - Firebrand International LLC, Manager – NHADEC, Council – Board of Directors

With the Best of Business (BOB) Award from *NHBR* for best new public-private partnership, and the DRED Commissioner's annual Economic Development Award for Teamwork under its belt, the New Hampshire Aerospace and Defense Export Consortium (NHADEC) is proudly celebrating its first birthday. Established in March 2013, the Consortium brings together two of New Hampshire's fastest growing industries to focus on expanding into new markets precisely when the domestic marketplace is suffering cutbacks. The Consortium was launched through funding by a State Trade and Export Program grant through the NH International Trade Resource Center, which has been extremely hands on and supportive, as has the governor, the NH Congressional delegation, the US Commercial Service, the NHMEP and the SBA, to name a few.

There are at least 300 companies in the NH aerospace and defense supply chain and there is considerable diversity in terms of technology, capabilities and reach. Some are involved in both aerospace and defense, while others are strictly one or the other. Some have export experience, while others have limited or none. Some are expanding from a solitary vertical market—military—to selling commercially. Land, sea and air are all covered, as are all tiers in the supply chain. With member meetings and board meetings held monthly, members of the NHADEC dictate the activities, programs and direction of the organization. The leveraging of tribal knowledge, as one member likes to call it, is hugely valuable in growing sales in the global marketplace for the members whose market goals and capabilities land everywhere along a wide spectrum. In addition, some members are now bidding jointly on larger projects, including those on the home front that may have been out of reach to them previously.

During the first year of its existence, the NHADEC has launched both a member “community builder” portal and a website; participated in the Paris Air Show, the Singapore Air Show, a red eye mission to Italy, and the Aero Montreal Innovation Forum; brought industry experts from Germany and Singapore to NH to meet one-on-one with its members; signed an agreement of cooperation with Aero Montreal; and held customized training sessions on a number of topics, such as ITAR (International Traffic in Arms Regulations), export control reform, and gaining access to particular foreign markets.

New Hampshire's exports grew by 22.5 percent in 2013, the highest export increase among the states, and we have seen an additional 19.55 percent increase in January 2014 alone. High tech products make up at least half of New Hampshire's exports and the Granite State is considered one of the top states in the country in terms of percentage and success of high tech exports. The opportunities for growing sales by tapping into the foreign marketplace—in particular for aerospace and defense products, services and technologies—are quite significant. Interestingly, industry analysts point to SMEs as having the greatest potential because of the innovation and nimbleness required in today's global market in these industries. The NHADEC provides a platform of collaboration, the leveraging of resources, a sharing of expertise, contacts, and certainly the costs of marketing globally. The Consortium has been covered in media as varied as ABC News and TurkishDefense.net, in great part because the NHADEC represents the first industry-specific export consortium to be established in the U.S. The concept of the organization is as innovative as its members.

The NHADEC is extremely proud of its growing role in the New Hampshire high tech ecosystem which has been supported, grown and developed in large part by the NH High Tech Council. For more information go to www.nhadec.com or www.nhadec.org. ■



NHADEC chair Christopher Wrenn of Gentex signing the agreement between Aero Montreal and NHADEC



Why Do Government Regulators “Unlike” Social Media

By Jim Reidy, attorney, Sheehan Phinney Bass + Green PA

Social media, in one form or another, is here to stay. While the popularity of social media outlets varies, their broad use cannot be denied. With the explosion of smartphones, tablets and similar devices, employees manage to stay connected, including during working hours. At the same time, telecommuting and remote access to the workplace have managed to erode the boundaries of work and non-work time. As such, employers have scrambled to keep up. That is because with access to the Internet and various sites, including the employer’s computer network, the risk to employers has increased. Those risks include theft of confidential/proprietary information, sexual harassment, retaliation, bullying, defamation, fraud and identity theft.

While employers can, with the proper monitor notice sent, receive and store emails, messages, data and images on their computer network, changes in technology and enforcement policies are making that monitoring more difficult. While employers have tried to remind employees through social media policies that work time is for work, and of their right to monitor computer use, those policies that once provided comfort and protection for employers are now running into some opposition.

Recent developments at the National Labor Relations Board (NLRB) have reinforced the need for all employers—unionized or not—to pay careful attention to the development, communication, and enforcement of social media policies. Employers should be prepared for potential scrutiny from the NLRB of any disciplinary action against employees based on communications among them regarding workplace issues. That is especially true now that the NLRB is at full strength.

On December 14, 2012, the NLRB ruled in *Hispanics United of Buffalo, Inc.* that a non-union social service agency violated the National Labor Relations Act when the agency terminated four employees under its bullying/harassment policy. The four employees had posted comments on a Facebook page in response to criticisms of their work performance by a fifth employee. The fifth employee, in turn, objected that their criticisms of her were slanderous and defamatory and complained to the agency’s director. The director terminated the four Facebook posters on the grounds that their remarks violated the agency’s zero tolerance policy against bullying and harassment.

The NLRB held that the terminations violated the National Labor Relations Act, which protects “concerted” activity by employees (including non-union employees). The NLRB found that the four employees’ conduct could not reasonably be found to be harassment or bullying. Even if it were, they said,

the NLRA’s protection for concerted activity would override the policy. The NLRB found that the employees were seeking “mutual aid” in preparing for group action in response to potential disciplinary action resulting from the complaints of the fifth employee. One member dissented, arguing that the majority was wrong in finding “concerted activity” in what was simply employees “venting to one another in reaction to” the criticism of the fifth employee.

The *Hispanics United* decision and the stated enforcement policies of the NLRB place employers in an uncomfortable position.

Some employers have been asking applicants and employees for their user names and passwords to social media sites. Other employers were simply asking applicants and employees to lower their privacy settings so the employer could view the person’s social media posts and the posts of their friends, contacts and associations. Those efforts were met with resistance in the media, from regulators, and state and federal legislators. Several states, including New Hampshire, have proposed legislation prohibiting an employer from (i) requiring or requesting an employee or applicant for employment to disclose a username, password or other means for the purpose of accessing a personal social media account, and (ii) discharging, disciplining, threatening to discharge or discipline, or otherwise retaliating against an employee or applicant for not complying with such a requirement or request.

More recently, the U.S. Equal Employment Opportunity Commission (EEOC) has expressed concerns that employer access to employee social media activity may actually chill employee discrimination complaints. Many people assume that just their friends and connections will see those posts. Others simply don’t consider when they post messages or images who might eventually see them. Therefore, when those posts might be revealed to an employer, a lawyer, an agency investigator or a jury, many people, according to EEOC, to avoid embarrassment or worse, avoid filing complaints or withdraw complaints that they might otherwise pursue. The agency is therefore looking more closely at this issue.

In short, the balancing of employer and employee rights with regard to social media posts seems to be evolving as fast as a Twitter feed.

Stay tuned. ■

Jim Reidy is a Management Side Employment lawyer. He is the Chair of Sheehan Phinney’s Labor and Employment Law group and the Chair of the NH High Tech Council’s Human Resources Exchange.

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BandTel

Peter Sandstrom
401 Gilford Avenue, Suite 220, Gilford, NH 03249
603.528.6538 x6303
psandstrom@bandtel.com, www.bandtel.com

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Margaret Johns
19 Welch Road, Londonderry, NH 03053
603.437.0198

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New Venture Advisors

Bryan Lord
10 Commerce Park North, Suite 13A
Bedford, NH 03110
bryan@newventureadvisors.com

Pierce Atwood

James Matsoukas
One New Hampshire Avenue, Suite 350
Portsmouth, NH 03801
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The Rowley Agency

Matthew Becker
139 Loudon Road, PO Box 511
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603.717.5142, 603.224.2562
mbecker@rowleyagency.com

The Rowley Agency's mission is to provide professional services that exceed premium, all the while forging lasting personal relationships. We strive to earn your trust and pledge to devise tailored programs that suit your unique needs. Through the years and after dramatic changes in the landscape of the insurance industry, the company still caters to our customers by listening and adhering to that simple philosophy, the Rowley Agency has grown into one of the largest and highly respected independently owned commercial agencies in New England with branches in New Hampshire, Maine, and Vermont.

Member News



Patrick Clark, president and CEO of **BurstPoint Networks**, has been selected by Governor Maggie Hassan to serve on the state's Economic Development Advisory Council. Clark, a seasoned and successful entrepreneur, began his three-year term on February 7.

Devine Millimet announces that Laura Kiernan has joined the firm as a communications specialist. Laura will work with firm clients, consulting on media and communications strategy, crisis management, and public policy



initiatives. Kiernan will work with clients of Devine Strategies, the firm's strategic consulting arm.

Dynamic Benchmarking is pleased to announce the addition of Holly Maki to the company, where she has taken on the role of benchmarking project manager. Prior to joining Dynamic Benchmarking, Holly was a project manager and strategy lead on endurance events for the American Cancer Society. Her new role will include working directly with clients in the management and deployment of their platforms.

Member News *(continued)*

FuturePlus Systems announced the FS2800 DDR Detective, the most comprehensive and cost effective DDR memory validation and debug tool available. For more information see the company's web site at www.FuturePlus.com.

Board member Bob Good reports that **Good Leads** recently signed a business development agreement to represent the Ontario Technology Corridor, a collaboration of economic development agencies including Ottawa and Toronto.

Adam Davies, president and certified international specialist of **InXpress**, is pleased to announce that Travis Fusco has joined the InXpress team as a sales representative covering the NH and Boston metro north geography. InXpress is a B2B shipping and freight brokerage firm, serving the logistics needs of several industries and many ecommerce based businesses.

Nathan Wechsler & Co. PA, certified public accountants, is pleased to announce that Muriel Schadee, CPA, has been re-elected as chair of the Board of Trustees for Concord Hospital. Schadee was elected at the annual Trustees meeting on January 27 and will serve a second one-year term. This is her eighth year as a board member. Schadee is co-director of the tax service division of Nathan Wechsler & Company, PA.

Wayne Geher has been named to a second term as chair of the New Hampshire Board of Accountancy. Geher is currently in his second five-year term of service to the board. He previously served as secretary and has been chair since February 2103. Geher is the director of the forensic and litigation division at **Nathan Wechsler & Company, PA**.



Rusty J. Mosca, director of the auditing and accounting practice of **Nathan Wechsler & Company, PA**, has been elected as a director and treasurer of the New Hampshire/Vermont Chapter of Associated Builders and Contractors, Inc. (ABC)

Mosca was elected at the ABC's Annual Meeting on Jan 30 at LaBelle Winery in Amherst, NH.

Nathan Wechsler & Co., PA, is pleased to announce the addition of a financial service designed to make businesses more profitable through better financial management. ProfitCents is a custom made and tailored business benchmarking and industry comparison product that includes an advanced tool

available for forecasting and financial modeling of historical data.

NH Broadband Conference, Friday May 16, 2014, at the Grappone Center in Concord New Hampshire. Sponsored by the NH Broadband Mapping and Planning Program. Further details located at www.iwantbroadbandnh.org.

The law firm of **Sheehan Phinney Bass + Green PA** is proud to welcome Kelly A. Trudel as the firm's director of business development. Trudel joins the firm from Edwards Angel Palmer & Dodge Boston where she managed the Business Law group in 16 offices worldwide.



Silicon Software will be exhibiting at The Vision Show in Boston in April and showing its latest products including the microEnable 5 AD8-PoCL Framegrabber, the fastest camera link frame grabber worldwide. This grabber supports on-board, real-time, high-quality color reconstruction for high-end color line scan and area scan applications in industrial automation and scientific applications.

The University of New Hampshire announces the new Sales Center of Excellence, a professional development program for undergraduates that will partner with the business community to leverage the disciplines of marketing, sales, business etiquette, and leadership for undergraduate students interested in a career in sales leadership. The new center is housed in the UNH Peter T. Paul College of Business and Economics and is funded through grants and investments from the business community. [Read more.](#)

Wapack Labs wins contract to provide cyber threat analysis and intelligence for over 4,400 banks worldwide.

wedu developed a mobile app for client NH Liquor Commission's "NH Wine Week." The app drove a 15 percent increase in wine sales and accounted for more than 20 percent of the orders at the Winter Wine Spectacular.

Quadlyfe is a startup and mobile app platform designed by **wedu** to help colleges and universities connect with prospective and current students, parents and alumni. The app integrates with existing technology making it easy and affordable for schools to implement.

Job Postings

SUNRISE LABS, a medical device product development firm in Auburn, NH, has these current job openings:

SQA, V&V Engineer: SQA methods, some programming (C++, Java, Windows), medical design controls, BS CS/EE required.

Electronics Engineer: Embedded systems, analog circuits, battery/power systems, wireless, product design/development, medical process experience preferred.

Embedded Systems Programmer: 5+ years developing code for embedded systems, Deep C skills, microcontrollers, communication protocols, BS/MS CS/EE.

EE/SW Medical Systems Program Manager: SW/FW experience, 5-10 years PM experience, knowledge of FDA medical regulations, MS project proficiency

www.sunriselabs.com - 603.644.4500

AIRMAR TECHNOLOGY CORPORATION, a world leader in innovative design and manufacturing of ultrasonic transducers, is recruiting for the following positions:

Jr. Electrical/Software Engineer: This position will work closely with the team leader and senior software engineer and assist in the development and maintenance of firmware alongside a team of experienced programmers. Also assist with data collection and analysis for research and design.

Education and Experience - Bachelor of Science degree in electrical engineering, software engineering

Jr. Manufacturing Engineer: This is a great opportunity for someone looking for varied manufacturing engineering activities in a fast-paced production environment. Airmar's manufacturing engineer will use a "hands on" approach to maintain the current processes and aid in the development of new product manufacturing. The ideal candidate should have the mechanical aptitude to be a part of proactive engineering team.

Education and Experience - Bachelor of Science degree in mechanical engineering or related field. 1-3 years manufacturing engineering experience.

If interested please send your resume to:
LSimmons@Airmar.com



Entrepreneur Forum

Save The Date

Next

Entrepreneur Forum

May 21

Upcoming Events

HR Exchange

Wednesday, April 9 8:00 am
Sheehan Phinney Bass + Green PA
1000 Elm Street, Manchester, NH

EOY

Monday, May 5 5:30 pm
Center of New Hampshire
700 Elm Street, Manchester, NH

Entrepreneur Forum

Wednesday, May 21 5:20 pm
FIRST Place, 200 Bedford Street
Manchester, NH

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“The NH High Tech Council serves our membership by creating a vibrant ecosystem for technology companies that want to launch, grow or relocate in New Hampshire. We are committed to expanding the tech-driven economy by building partnerships, enhancing workforce skills and knowledge, and shaping public policy.”

For more information:

NHHTC, 36 Lowell Street, Suite 202, Manchester, NH 03101
Tel: 603-935-8951 • e-mail: info@NHHTC.org • NHHTC.org

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