positively Minnesota Department of Employment and Economic Development

2009 Bioscience Marketing Report

Report to the Legislature
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2009 Bioscience Marketing Program Report

Collaboration with business, educational and community economic development partners is key to DEED's Bioscience Marketing Program, and we strive to leverage all resources at every opportunity.

DEED PARTNERS

DEED has coordinated bioscience marketing efforts for several years, collaborating with a wide range of groups to promote the strengths of Minnesota to national and international audiences. The group includes organizations like the following:

- University of Minnesota
- Mayo Clinic
- MNSCU
- Association of University Research Parks
- BioBusiness Alliance of MN
- Life Science Alley
- Regional Initiative Foundations
- Economic development groups from Greater Minnesota
- Fargo/Moorhead Economic Development Corporation
- Greater Mankato Growth
- MinnWest Technology Campus
- Rochester Area Economic Development
- St. Cloud Area Partnership
- Worthington Regional Economic Development Corporation

The Positively Minnesota Marketing Partnership is also invited to participate in any and all of our efforts. Many of the organizations named above are members.

In addition, DEED has a close working relationship with the BioBusiness Alliance who analyzed and articulated our State's competitive strengths in a series of landmark reports "Destination 2025." We work in partnership to identify prospects that fit into these strategic areas as our marketing continues to build on Minnesota's strengths. The Report calls attention to several successful examples.

The private sector has also been a critical part of this partnership. We are fortunate to have leaders like Prairie Holdings in Worthington, DCI in St. Cloud who sells to the bio-pharma industry worldwide, Willmar's Technology Campus, Tower Investments in Pine Island and projects with Burrill & Co.

With the marketing funds, 25 organizations were showcased as Minnesota's "culture of innovation" at BIO International – from 3M to small innovators like Immunochemistry who has developed a specialty market niche, start-ups like Exsulin with breakthrough diabetes technology and world-renowned experts on board, and BIO regulars at the Minnesota booth like Integra and Upsher Smith who bring new business deals into our State.

2009 Bioscience Marketing Program Report

MARKETING OUTCOMES

The marketing program has maintained its focus on heightening awareness of Minnesota's bioscience capabilities and any opportunities that emphasize Greater Minnesota. The strategy is directed at reaching decision-makers through personal contact, with cost-effective proven methods that enhance Minnesota's visibility. This is important as Minnesota's financial incentives are not competitive, according to site selectors; and incentive programs cannot be used as a sales tool when they lack funding**.** In any marketing program, results are rarely immediate and competition is ongoing. However, our sustained efforts are beginning to show results as highlighted below.

The marketing program strategy focuses on three initiatives:

1. Identify and Meet with Targeted Qualified Prospects

Our campaign to identify qualified prospects and meet with decision makers is focused strategically on providing an unmatched level of customer service. The funds have allowed us to raise Minnesota's profile to decision makers in these competitive challenging times. From our robust and collaborative efforts in 2009, several notable prospective candidates emerged:

- **US Prospects** – Michigan, Wisconsin and New Mexico companies are among those in play to locate here. The New Mexico venture is close to a decision to select Rochester for its expansion site. On a smaller scale, but underscoring our message about the quality of Minnesota's workforce, the Wisconsin firm which has a promising technology has already hired one U of M graduate and is now recruiting a second as it forges a partnership with a well known Minnesota company directly as a result of a DEED introduction. A Florida firm has finalized its decision to expand its subsidiary in Minnesota rather than relocate to Tampa. The job creation in the first two years is expected to be 25-40 jobs; the 5-year potential is estimated at well over 100 new hires.

  Several of the introductory meetings that were critical in swaying decision makers in favor of Minnesota took place at the BIO International convention. Marketing funds to attend the BIO show made all the difference in these cases.

- **International Prospects** – A Manitoba biotech is looking at the northwest corner of our State and several more are exploring relationships as we redouble our efforts in view of a Manitoba-Wisconsin MOU signed in 2009. The annual BIO shows provide a critical venue and a cost-effective means for moving forward on multiple fronts with our Manitoba counterparts. A Quebec firm established an office here in 2009, drawn by Minnesota's heightened reputation in its field. This relationship began at a BIO show as well. We are also making inroads with a leading Toronto group. An Asian manufacturer who contracted with a Minnesota med-tech company through a BioBusiness Alliance collaboration and the MD&M Show (see below) is inquiring about what it takes to set up a local presence.

2. Raise Minnesota's Profile at Events and Optimize Outcomes

The program funds have allowed participation in select national events, important in marketing Minnesota because these also offer the opportunity to meet with many decision makers in a cost effective way, keep our pulse on the market, and encourage and support our Minnesota communities and partners. The enhanced visibility for Minnesota in turn has brought new leads and opportunities.

- **BIO International** is the premier trade show for the bio industry: Minnesota's 2009 pavilion provided the State's key institutions, emerging companies and communities a turnkey service to present their strengths to an audience of 14,000 from 70 countries. Bioscience opportunities from Elk Run, Moorhead, Rochester, St. Cloud, Willmar, and Worthington were represented. An upgraded pavilion featured the Mayo Clinic Theatre which brought attention to prominent Minnesota researchers' presentations. This enhanced exposure benefited speakers and fellow Minnesota exhibitors alike and generated new contacts.

  Funds have also been used as an incentive for select emerging companies to join the Minnesota pavilion as a tool to recruit/retain in Minnesota and tie them more closely to the State, with successful outcomes in 3 out of 3 cases to date. The newest funding initiative is a pilot project at BIO International to "turbo charge" the opportunity to develop new prospects, both for our partners and for the State.

- **Medical Device & Manufacturing Show:** The fund allowed us to maintain the size of the State booth at the regional Medical Device & Manufacturers (MD&M) show in 2009. This not only supported communities and institutions in their outreach efforts to the industry, but also served a delegation of 40 from the Osaka Chamber of Commerce in a collaborative effort with the BioBusiness Alliance of Minnesota. Return visits in February 2010 to discuss concrete projects are already underway as a result of talks initiated at MD&M

- **Life Science Alley Conference** sponsorship and booth commitments were realigned to better maximize and leverage funds. This allowed us to expand the participation by the communities and gave them exposure as they faced the challenging budgets of 2009. It also enabled us to be fully proactive with the Manitoba delegation which had more than doubled partly in response to our outreach since BIO 2009.

3. Enhance Collateral Materials for Lasting Impact

A portion of the funds has been directed to targeted, proven channels of advertising and marketing.

- **The Minnesota Bioscience Directory** is by far the most requested and widely disseminated piece, published by Twin Cities Business who is another key collaborator. In 2009, funds were used for a well placed advertisement that enhances Minnesota's visibility and helped ensure the publication itself. The negotiated fee included listing in a valuable online directory. Unlike magazine ads, this directory has a shelf life of a year and is an indispensable resource which we distribute worldwide, to well over 1000 qualified recipients each year. The directory is attached with the hard copy version of this Report. Or refer to the website: http://www.tcbmag.com/factfinder/biosciences

- **Bio Fact Sheets:** Funds were used to upgrade and reprint the four bio sector fact sheets in time for BIO 2009 to incorporate testimonials, web sites, and more of the State's research capabilities, and to promote a unified Positively Minnesota brand. By removing time-sensitive elements, these can now be used widely in all sales efforts with prospective top decision makers. Attached are sample Fact Sheets.

As a result of the bioscience marketing funds, strategic marketing efforts were implemented in a targeted way that enabled DEED to reach multiple audiences and capitalize on Minnesota's strengths.

MEDICAL DEVICES

Grow your business with Minnesota

- One of the world's largest device clusters with nearly 600 FDA-approved medical device manufacturers
- Leaders in development of bio-based implantable drug-delivery technologies
- Innovators in cardiac, urology, orthopedics, spine, audiology and combination devices
- Pioneers in workforce training with such programs as the Master of Science in Regulatory Affairs and Services, the first in the country for medical devices

Minnesota's Global Leaders:

- 3M
- AppTec (WuXi AppTec)
- ATS Medical
- AbbeyMoor Medical
- Altimate Medical
- American Medical Systems
- Arizant
- Boston Scientific
- Coloplast
- COMPASS International
- CVRx
- Disc Dynamics
- ElectroMed Technologies
- Empi
- ev3
- GT Urological
- Greatbatch
- Harland Medical Systems
- Inspire Medical
- IntriCon
- Lake Region Manufacturing
- Leptos Biomedical
- Lifecore Biomedical
- Mayo Clinic
- MEDRAD (Possis Medical)
- Medtronic
- Minnetronix
- Orqis Medical
- Osprey Medica
- St. Jude Medical
- Starkey Laboratories
- SurModics
- Synovis Life Technologies
- Torax Medical
- Urologix
- Uroplasty
- Vascular Solutions
- Vital Images
- Zimmer Spine

Minnesota Quality:

- Minnesota has the highest number of investigational medical devices and FDA pre-market approvals of medical devices per capita
- Minnesota is consistently in the top two among states for patent registrations in medical devices, 2,337 (U.S. Patent and Trademark Office 2003-2007), and in the number of jobs related to medical technology, four times the national average.
- Minnesota's venture capital groups are among the medical device sector's most active and most sophisticated in the world.
- Minneapolis-based Piper Jaffray has ranked as the top IPO underwriter and M&A advisor in the health care industry since 2005 serving high-growth clients such as Twin-Cities based American Medical Systems, Medtronic, St. Jude Medical and more.

POSITIVELY Minnesota

Minnesota's World-Renowned Research Capabilities:

- **Mayo Clinic**

  Mayo Clinic is a leader in biomedical engineering, from surgical and therapeutic devices to innovation in medical imaging. Complementary research in biosciences and bioinformatics makes Mayo's interdisciplinary potential immense. In addition to international and industry collaborations, Mayo conducts tests and trials of new technologies in the setting of the world's largest destination medical center. As Minnesota's largest private employer, Mayo also trains specialists from technicians to doctorate level scientists. Mayo is a resource, a catalyst, and a visionary in translating discoveries and ideas into new therapies for patients worldwide. www.mayo.edu

- **Institute for Engineering in Medicine**

  The Institute for Engineering in Medicine (IEM) is a research organization that connects and amplifies research efforts between engineering and health sciences faculty members at the University of Minnesota. It funds interdisciplinary, goal-oriented research to create new medical devices and solve clinical problems. In addition to its research efforts, the IEM promotes collaborative programs with industry and strives to serve the educational needs of the University and the Corporate Biomedical Communities in the area of Engineering in Medicine. www.iem.umn.edu

- **Medical Devices Center**

  The Medical Devices Center at the University of Minnesota aims to strengthen interdisciplinary research among faculty in health sciences and engineering specifically related to medical devices. The center will educate the next generation of medical device inventors and develop new relationships with the successful Twin Cities medical device industry and various government agencies in an effort to improve health care worldwide. www.mdc.umn.edu

- **Visible Heart Lab**

  The Visible Heart® Lab performs translational systems physiology research, ranging from cellular and tissue studies to organ and whole body investigations. The Visible Heart lab embodies a creative atmosphere which is energized by some of the best and brightest student researchers at the University of Minnesota. The lab staff has over 100 years of collective research experience and functions as a highly efficient and productive team. www.vhlab.umn.edu

- **EXCELEN Center for Bone & Joint Research and Education**

  Excelen is dedicated to basic and applied research focusing on joint replacement, trauma and musculoskeletal sepsis, with a mechanical testing area and fully equipped histology labs. Excelen provides mechanical testing and specialized imaging for product development, as well as offering a skills training facility for students, physicians, medical professionals and medical technology companies. Excelen's efforts have resulted in a number of successful start-up firms, offering orthopedic products representing over $1 billion in sales. www.excelen.org

"Minnesota means business. We know how to start them. We know how to grow them."
– Dale Wahlstrom, former Medtronic senior executive, now CEO of BioBusiness Alliance of Minnesota.

For more information contact: Sarah.Walbert@state.mn.us

www.PositivelyMinnesota.com

RENEWABLES

Grow your business with Minnesota

- A pacesetter in fossil fuel independence, mandating that utilities provide at least 25% of electricity in the state come from renewal sources by 2025, the most ambitious standard in the US.
- First in per capita use of bio-fuels and in top four in ethanol production.
- Innovators in biodegradable polyactic acid (PLA) plastics technologies
- Pioneers in next-generation bio-energy research such as jet fuel from municipal waste; diesel from algae; power from sewage; heating from combustible biomass.
- Consistently among the top four wind power producers in the US. Minnesota's leading utility, Xcel Energy, is the nation's largest supplier of wind energy.
- A growing worldwide hub for biorefinery technology and development

Minnesota's Global Leaders:

- AquaScape
- Archer Daniels Midland
- Baumgartner Environics/BEI
- Benchmark BioEnergy
- Bio-Cat Microbial
- BioE Systems
- BioMatrix International
- Biorefining
- Bioverse
- Bixby Energy Systems
- Bushmills Ethanol
- Cargill
- Chippewa Valley Ethanol
- Cima NanoTech
- Columbia Gear
- DiaServe
- Donaldson Companies
- EarthTech Energy
- Ecolab
- Environ Biocomposites LLC
- FUMPA Biofuels
- Fagen Engineering
- Fibrominn
- Flint Hills Resources
- Kandiyohi Country Renewable Energy Resource Center
- Minnesota Soybean Processors
- NatureWorks
- NaturNorth Technologies
- Northland Choice Biodiesel
- Nova-Tech Engineering
- PhibroChem
- POET Biorefining
- Protent
- Remmele Engineering
- SoyMore
- StarchTech
- Sunrise Agra Fuels
- Suzlon Rotor
- WindLogics
- Xcel Energy

Minnesota Quality:

- In Minnesota's capital city, St. Paul's District Energy heats a large part of downtown and generates power for Xcel Energy from urban tree waste.
- The first poultry litter-fueled power plant in the US, Fibrominn, opened in Minnesota in 2007. The plant, the largest of its kind in the world, will produce 55 megawatts of electricity – enough to supply 50,000 homes with power.
- Minnesota has a well developed infrastructure for windpower logistics including two of the largest wind farm builders as well as ocean access through the Port of Duluth, the second most active seaport for wind turbine shipments.

POSITIVELY Minnesota

Minnesota's World-Renowned Research Capabilities:

- **Initiative on Renewable Energy and the Environment**

  The Initiative on Renewable Energy and the Environment at the University of Minnesota promotes statewide economic development, sustainable, healthy and diverse ecosystems, and national energy security through development of bio-based and other renewable resources and processes. Researchers at the St. Anthony Falls Laboratory have received $400,000 to help generate clean energy for New York City. www.environment.umn.edu/iree

- **Materials Research Science and Engineering Center**

  The University of Minnesota's Materials Research Science and Engineering Center takes an interdisciplinary approach to materials research, bringing together faculty and students from seven departments to study composition, structure and properties in advanced materials. www.mrsec.umn.edu

- **Agricultural Utilization Research Institute**

  AURI is a dynamic nonprofit organization working to develop innovative uses for agricultural commodities. Its singular role is to provide scientific technical assistance to Minnesota businesses looking to develop new products using ag-based ingredients and to develop value-added uses for crops and coproducts. AURI provides applied research services and product development assistance to create new ag-based products and help move them to market. With unique facilities and a highly-functioning professional staff, AURI is a one-of-a-kind resource. www.auri.org

- **Center for Diesel Research**

  The Center for Diesel Research at the University of Minnesota specializes in the physical and chemical characterization of exhaust emissions, evaluation of emission controls, evaluation and demonstration of alternative fuels, certification of on- and off-highway engines, and the evaluation of control technology in the field. The Center has unique capabilities to characterize exhaust aerosols. www.me.umn.edu/centers/cdr

- **Center for Energy and Environment**

  Minnesota Center for Energy and Environment consults to utilities, companies, and builders on methods of conserving energy. Distinctive among nonprofits, CEE is staffed by experts in engineering, technical analysis and financing who apply innovative technical approaches and proven business processes to increase building efficiency, reduce energy costs and ultimately improve occupants' health and safety. CEE's research and engineering department has conducted field research in commercial, multifamily and single family buildings for 25 years. CEE is nationally known for its research and has published more than 60 technical papers on building and mechanical systems performance. www.mncee.org/research

"Xcel Energy believes that advanced and innovative biomass technology will continue to play an important part of a diverse portfolio of renewable energy resources that will help us meet our clean energy goals."

– Judy M. Poferl, Regional Vice President, Northern States Power Company-Minnesota (a wholly owned subsidiary of Xcel Energy, Inc.)

For more information contact: Sarah.Walbert@state.mn.us

www.PositivelyMinnesota.com

ANIMAL SCIENCE

Grow your business with Minnesota

- A global leader in poultry vaccines, processing equipment and production
- A growing bovine vaccine industry (dairy and beef)
- A global leader in MRI-based poultry diagnostic technologies
- A global leader in agricultural micro-controlled robotics technologies
- Innovators in crossover platform technologies for human health applications

Minnesota's Global Leaders:

- ANDX
- Archer Daniels Midland
- Babcock Genetics
- Baumgartner Environics
- Best Veterinary Solutions
- Bimeda Animal Health
- Biovet USA
- Camas
- Cargill
- Epitopix
- Farm Service Elevator
- Feed Logic Systems
- Heim Milling
- Hormel
- IMV International
- Integrity Biologics
- Intervet International
- Jennie-O
- Life Science Innovations
- Newport Laboratories
- Nova-Tech Engineering
- PALS
- Prairie Holdings Group
- ProtaTec Int'l
- Quali Tech
- Renco
- Steuart Laboratories
- Trouw Nutrition USA
- Valco Raydot
- Willmar Poultry

Minnesota Quality:

- The state's enormous strengths in research development and applications are built on the foundation of production: Minnesota is the number one turkey producer in the US and ranks among the top three for swine, top six for dairy.
- Minnesota has nearly 1,100 entities that offer animal health-related research and development services.
- Minnesota's post-secondary institutions graduated nearly 4,000 students in animal health-related fields in the past year.
- Several of the 20 business incubators in Minnesota are ideally situated for animal science and agriculture research. The largest privately owned technology campus in the US is the Mid Central Bioscience Center on the MinnWest Technology Campus. In southwest Minnesota is Worthington's agricultural-based Bioscience Park anchored by Newport Labs, a global leader in biologics and diagnostics for livestock health.

POSITIVELY Minnesota

Minnesota's World-Renowned Research Capabilities:

- **Cargill Animal Nutrition Innovation Campus**

  The two dozen or more Ph.D. nutritionists at the Cargill Animal Nutrition Innovation Campus conduct their research on a 960-acre (388 ha) farm in Elk River, Minnesota that also provides labs and offices for 100 people. For over 50 years, animal nutritionists at Cargill Inc. have worked to develop feeds that meet the nutritional needs of animals – research that, in recent years, has also embraced animal health, environmental sustainability and the nutritional needs of people.

  www.cargill.com/company/research-development/facilities/cargill-innovation-campus

- **Veterinary Clinical Investigation Center**

  The Clinical Investigation Center at the College of Veterinary Medicine, University of Minnesota, facilitates veterinary clinical trials and translational research studies that may lead to new drugs, devices, procedures and treatments that benefit both animals and humans.

  www.cvm.umn.edu/cic

- **Veterinary Diagnostic Laboratory**

  The University of Minnesota Veterinary Diagnostic Laboratory at the College of Veterinary Medicine is a national leader in providing rapid diagnosis of animal diseases, identifying emerging diseases, developing new diagnostic methods, and training diagnosticians and veterinarians.

  www.vdl.umn.edu

- **Swine Center**

  The University of Minnesota Swine Center provides research and education in swine pathology and infectious diseases, immunology and vaccination, production and reproduction, and genetics.

  www.academic-server.cvm.umn.edu/swine

- **Poultry Research Center**

  "Poultry U" at the Department of Animal Science provides research and education in poultry pathology and infectious diseases, immunology and vaccinations, production and reproduction, nutrition and genetics.

  www.ansci.umn.edu/poultry/research/res-facilities.htm

- **Minnesota Poultry Testing Laboratory**

  A research leader in pathology and infectious disease, this cooperative between the Minnesota Board of Animal Health and the University of Minnesota plays a unique role in Minnesota's poultry industry by providing all the required eradication and control program testing for the state.

  www.bah.state.mn.us/animals/poultry/poultry.html

- **Veterinary Population Medicine**

  The Department of Veterinary Population Medicine at the University of Minnesota provides global leadership in animal health and performance, biomedical sciences, food quality and public health.

  www.cvm.umn.edu/vpm

"You can take the business out of the country, but you can't take the country out of the livestock bio business. We couldn't find a better place for our diverse operations than here in Minnesota, the heart of the Midwest."
– Dan Greve, CFO, Prairie Holdings Group

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www.PositivelyMinnesota.com

PHARMA/BIOLOGICS

Grow your business with Minnesota

- US Leader in biomedical research including drug discovery and developing new therapies, specifically in the areas of small molecules, biologics and cell therapies
- World leading innovator in coating technologies
- World's first stem cell institute was established at the University of Minnesota
- Bioinformatics powerhouse in academia as well as industry

Minnesota's Global Leaders:

- 3M Drug Delivery Systems
- ANI Pharma
- Amerilabs
- Beckman Coulter
- Bepex International
- BioE
- Biothera
- BioVest
- BIOVIRx
- Boston Scientific
- Cephalon/ CIMA Labs
- DiaMedica
- DCI
- DiaSorin
- Eniva
- Exsulin
- Gel-Del
- Genmab
- Hawkins Pharmaceuticals
- IBM's Blue Gene
- ISurTec
- Medisyn Technologies
- Medtox Scientific
- Medtronic
- Nano Interventions
- Nestle Medical Nutrition (Novartis)
- North Star Processing
- Paddock Laboratories
- PRACS Institute
- R&D Systems
- St. Jude Medical
- SurModics
- Syntiron
- Upsher-Smith Laboratories
- Vira-Med (Lab Corp)
- Vision Pharma Technologies
- WuXi AppTec

Minnesota Quality:

- The University of Minnesota's College of Pharmacy ranked among the top three in the U.S. News & World Report (2008).
- The University of Minnesota's chemical engineering graduate programs is one of the most highly regarded, ranking right after three schools which tied for first – MIT, Caltech and University of California at Berkeley
- In the largest study of math and science student achievement worldwide, for 4th grade math only four nations in Asia scored higher than Minnesota. For 8th graders, only five nations scored higher. In science, very few countries outperformed Minnesota, as reported by Trends in International Mathematics and Science Study (TIMSS) of 4th and 8th graders (2007).
- Known primarily for its medical technology and devices, it may surprise some that Minnesota companies registered 358 drug patents (2002-2006); and 29 companies have prescription and OTC drugs currently listed with the FDA.

POSITIVELY Minnesota

Minnesota's World-Renowned Research Capabilities:

- **Institute for Therapeutics Discovery and Development**

  The Institute for Therapeutics Discovery and Development (ITDD) at the University of Minnesota provides research and education in the area of drug discovery and development; and scientific services to research and business communities in the area of drug discovery and development. The institute has four core scientific facilities: medicinal chemistry, high-throughput screening, lead and probe discovery, and chemical process development. Gunda Georg, who leads the ITDD and the Department of Medicinal Chemistry, and her colleagues developed a new drug Lusedra, an intravenous sedative-hypnotic agent, which was approved by the FDA in December 2008. www.itdd.umn.edu

- **Center for Drug Design**

  The Center for Drug Design (CDD) is a cutting-edge research facility of the University of Minnesota dedicated to drug discovery and scientific research to advance health. A series of compounds that led to the anti-AIDS drug Ziagen was developed by Robert Vince, with the CDD and Department of Medicinal Chemistry. www.cdd.umn.edu

- **Molecular and Cellular Therapeutics**

  Molecular and Cellular Therapeutics at the University of Minnesota offers state-of-the-art GMP/GTP compliant, full-service development and manufacturing of cell- and tissue-based products, monoclonal antibodies and other therapeutic proteins, as well as active pharmaceutical ingredients, for use in Phase I, II or III clinical trials. www.mmct.umn.edu

"Businesses are opening and Minnesota is an incubator"
– Mike McBride, Sr. Director, Upsher-Smith Laboratories

- **Hormel Institute**

  The Hormel Institute is a world-recognized biomedical research center whose focus is on understanding the mechanisms of cancer and on finding dietary factors that will prevent and control cancer development. Some of The Hormel Institute's significant discoveries in its 65 year history include omega 3 and omega 6, obesity and the cancer connection and the cancer preventive compounds found in foods like ginger and green tea. As world leaders, the Institute and its collaborative partners – Mayo Clinic, University of Minnesota and IBM – are working together to accelerate research leading to the development of new prevention and treatment therapies for cancer and other chronic diseases. www.hi.umn.edu

- **Mayo Clinic**

  Mayo Clinic is a leader in biomedical engineering, from surgical and therapeutic devices to innovation in medical imaging. Complementary research in biosciences and bioinformatics makes Mayo's interdisciplinary potential immense. In addition to international and industry collaborations, Mayo conducts tests and trials of new technologies in the setting of the world's largest destination medical center. As Minnesota's largest private employer, Mayo also trains specialists from technicians to doctorate level scientists. Mayo is a resource, a catalyst, and a visionary in translating discoveries and ideas into new therapies for patients worldwide. www.mayo.edu

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