

Our five core values unite us and guide our efforts and interactions with people inside and outside of TEDCO. They are critical in TEDCO's commitment to excellence in carrying out its mission and serving its stakeholders.



## ACCOUNTABILITY

- We take responsibility for our actions and for adherence to our mission, and we ensure that this responsibility is ingrained throughout the organization.
- We measure our activities and report our outcomes to our stakeholders.
- We do the right thing.

For when done right, rather than dragging down innovation, accountability can help inspire and ensure it. Accountability also creates trust and ultimately tells the story of how TEDCO achieves its mission."



**MINDY LEHMAN**  
CHIEF GOVERNMENT RELATIONS &  
POLICY OFFICER

Creating a culture of accountability at TEDCO is a high priority for our leadership, and we continue to seek new ways to improve upon our ability to deliver results to our stakeholders. We strive to make accountability a daily habit, not a once-a-year necessity, to enable us to find new ways to better serve our stakeholders."



**ELIZABETH GOOD MAZHARI**  
INVESTMENT AND DEI ADVISOR  
(CONSULTANT)

Being accountable means being open and vulnerable to team members, listening and hearing their feedback not as personal attacks but as teachable moments and constructive criticism."



**CASSY HABER**  
ASSOCIATE DIRECTOR,  
MARKETING &  
COMMUNICATIONS



## COLLABORATION

- We focus on building trust and credibility across the organization and with all people across the state.
- We are transparent in the exchange of ideas and our encouragement of one another.
- We value teamwork in our pursuit of supporting innovation and entrepreneurial excellence.

TEDCO has worked hard to knit together an entrepreneurial ecosystem that connects like-minded entrepreneurs, subject matter experts, academics, legislators, and business leaders from all corners of the state. Together, we have woven in diversity of thought, variety of skills, and myriad needs of our citizens to build a vibrant tech-based entrepreneurial community that's consistently ranked in the top five in the United States."



**ARTI SANTHANAM, PHD**  
EXECUTIVE DIRECTOR, MARYLAND  
INNOVATION INITIATIVE

It is time for leaders in Maryland's entrepreneurial ecosystem to find new ways to collaborate with more stakeholders. As more individuals take on leadership roles and recognize the benefit of being proactive with uniting the ecosystem, Maryland can position itself to lead the country in innovation and technology-based economic development."



**STEPHEN AUVIL**  
CHIEF FEDERAL  
ENGAGEMENT OFFICER

From experience and involvement with other teams, I believe working to understand and appreciate every member's role to be an important part of increasing the likelihood of successful outcomes. In particular, I find teams that value collaboration are able to communicate with more transparency, avoid duplicating efforts, and work more efficiently toward shared goals."



**GRIFFIN ST. LOUIS**  
PROGRAM MANAGER, MARYLAND  
INNOVATION INITIATIVE



## INTEGRITY

- We provide the best quality service to all stakeholders and strive to exceed expectations.
- We pursue innovation and entrepreneurial success with the highest regard for moral, ethical and inclusion standards.
- We stand by what we say and what we do, and we always act in an honest and open way.

“Our courage and integrity is especially prone to review because of our funding programs. Not only are we fortunate to have been given the opportunity to invest in Maryland-based early-stage companies, but we are also given this great responsibility to do so with public funds. TEDCO's investment team spends all day, nearly every day, talking about funding instruments, stage of funding, company sectors and how to attract funding. We are in a great position to offer the kind of advice that early-stage founders need. That is what an investment partner should do. That is what TEDCO does.”



**JACK MINER**  
CHIEF INVESTMENT OFFICER



## RESPECT

- We uphold a culture of respect at work, within our communities, and nationally.
- We embrace diversity, equity and inclusion while also valuing our employees for their individuality and the unique perspectives that they bring to the organization.

“The TEDCO team represents people from different nationalities and backgrounds who are leaders in technology, life sciences, and commercialization. It's because of this diversity—not in spite of it—and our mutual respect for each other's unique perspectives and expertise that we can achieve our collective mission.”



**TAMMI THOMAS**  
CHIEF DEVELOPEMENT & MARKETING OFFICER



## STEWARDSHIP

- We take seriously our responsibility to manage scarce resources and to serve as stewards of State, Federal, and private funds.
- We value our ability to create a sense of belonging and to serve our customers in an efficient and fiscally responsible manner.
- We encourage and empower TEDCO's staff to act in accordance with our culture.

“In short, the challenges we face demand stewardship—the concept of giving ‘time, talent, and treasure’ in service of others. As one of TEDCO's core values, stewardship means connecting technology to people to solve shared problems.”



**TERRY RAUH**  
CHIEF FINANCE & OPERATIONS OFFICER

“TEDCO's core values serve as a lighthouse to help us individually and collectively navigate difficult times and decisions. The lighthouse is the ‘unwavering guide’ that must be followed to avoid disaster, by exposing dangerous paths and providing safe passage to our destination.”



**TROY A. LEMAILE-STOVALL**  
CEO