

SHIRLEY LEUNG

Fireworks organizer's should consider the Lucchino approach



Should the Boston Pops Fourth of July fireworks concert on the Esplanade be Lucchino-ized?

Yes, in some circles, Larry Lucchino has become a verb. The former Red Sox CEO helped usher in an era of selling corporate sponsorships at Fenway Park that most notably allowed advertising to return to the Green Monster after a half century. Now the logos of Infiniti, Foxwood Resort Casino, and others seem as if they've always been there.

Lucchino's name has come up not so much to replace David Mugar — who after 43 years took his last bow as the show's executive producer on Monday — but rather as a way of thinking of how Boston's Independence Day celebration could appeal to sponsors. While the outdoor event is free to the public, it relies on a corporate underwriter, and this year, unable to ink a deal, Mugar had to foot the \$2 million bill himself.

Mugar, perhaps proudly, has prevented over-commercialization of the event, but for how much longer? On Monday,



JACK MALEY FOR THE BOSTON GLOBE



BOB DECHIARA/USA TODAY

about a half-million spectators gathered on the Esplanade for the outdoor fireworks concert, but there were only a handful of places to buy a T-shirt or even a hot dog. When Liberty Mutual sponsored the event, their presence was understated, with some branding on the jumbotrons and in the programs.

I reported last week that casino mogul

Steve Wynn was taking a serious look at sponsoring our Fourth of July event starting in 2017. The Las Vegas billionaire dispatched a few folks to check out the operation. Spotted among them was his top guy in Massachusetts, Bob DeSalvio, president of Wynn Boston Harbor, which will be built in Everett.

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Under Larry Lucchino's vision, the wall in left field at Fenway Park became a source of advertising revenue.

Is there an on-off switch for pain?

Gene defect suggests a potential therapy

By Damian Garde

STAT

A boy in Pakistan became a local legend as a street performer in recent years by traversing hot coals and lancing his arms with knives without so much as a wince.

A thousand miles away, in China, lived a family wracked by excruciating bouts of inexplicable pain, passed down generation after generation.

Scientists eventually determined what the boy and the family had in common: mutations in a gene that functions like an on-off switch for agony. Now, a bevy of biotech companies, including Genentech and Biogen, are staking big money on the idea that they can develop drugs that toggle that switch to relieve pain without the risk of addiction.

The gene in question is SCN9A, which is responsible for producing a pain-related protein called Nav1.7. In patients who feel nothing, SCN9A is pretty much broken. In those who feel searing random pain, the gene is cranking out far too much Nav1.7.

That discovery raises an obvious question: Can blocking Nav1.7 provide relief for many types of pain — and someday, perhaps, replace dangerous opioid therapies?

"That's the dream," said David Hackos, a senior scientist at Genentech, which has two Nav1.7 treatments in the first stage of clinical development.

It's too early to make any sweeping predictions — and, indeed, a Pfizer pill targeting Nav1.7 has already stumbled — but the pharma industry clearly sees the potential for a blockbuster.

Last year, Biogen paid \$200 million for a firm called Convergence Pharmaceuticals to get its hands on some Nav1.7 inhibitors.

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Economic principals bolster UMass project

Business school dean turns to successful alumni to help fund massive expansion

By Jon Chesto

GLOBE STAFF

When Mark Fuller dreamed up an ambitious expansion of UMass Amherst's Isenberg School of Management, the response from the university leadership was unambiguous: Get in line. A long line.

So the business school dean opted for a different approach. He chose to go to the private sector to fund much of the \$62 million project, as a way of ensuring the 70,000-square-foot expansion could get moved up in the queue at the University of Massachusetts Amherst.

Isenberg has committed to raising \$38 million, with the parent university paying for the rest, and donors have already stepped up with \$9 million — enough to get construction started next month.

This would be the largest such private fund-raising for a UMass building in the system's history, easily topping the \$26 million raised for a research center that opened at UMass Medical in Worcester in 2002. To pull it off, Fuller will tap into a strong alumni network — a number of alums have gone on to lead major companies — and also likely will rely on revenue from professional education programs that the school offers.

"We want to make the statement that the Isenberg School is a world-class business school," Fuller said. "It's a real tipping point for us. We're taking that next step as a business school to move up into that elite set."

The pace of fund-raising is expected to accelerate now that school officials have detailed plans to show prospective donors. The largest gifts will allow benefactors to place their names on labs and offices. And, of course, the hunt is on to land the premier donation, one that would secure naming rights to the entire addition for a particularly generous benefactor. (A \$6 million donation from Eugene and Ronnie Isenberg, announced in 1997, gave the school its name.)

Fuller cites multiple drivers for the project, a three-story addition that would nearly double the school's size. The simplest one: Isenberg has simply run out of room. The last expansion, finished in 2002, was a smaller addition, at 52,000 square feet.

In 10 years, the number of undergraduates in the program grew from 2,650 to 3,500, school officials said. Meanwhile the number of master's

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STEVEN G. SMITH FOR THE BOSTON GLOBE

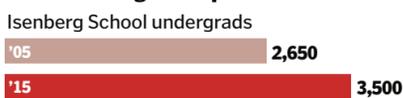
The Isenberg School of Management at University of Massachusetts Amherst is planning to break ground next month on an addition and renovation.



\$38 million

Private-funding goal for the next phase of expansion of UMass Amherst's Isenberg School of Management.

What's driving the expansion



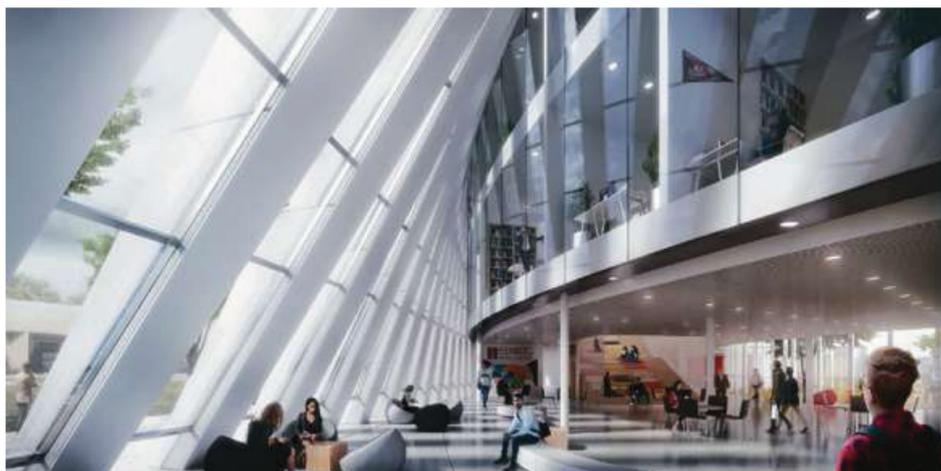
Students in the master's program



\$9 million

Amount raised so far from donors.

The three-story addition, which will almost double the school's size, features a grand entrance through an atrium.



RENDERINGS BY GOODCLANCY

New alcohol rules would aid Eataly, winery

By Dan Adams

GLOBE STAFF

State legislators this week will debate two modest changes to the state's antiquated and convoluted alcohol laws, with backers — including Governor Charlie Baker — saying the proposed Band-Aid fixes will help Massachusetts shake its reputation as a difficult place to do business.

Both measures were included Tuesday in a new draft of a sweeping economic development bill that the House of Representatives will consider.

One would allow grocery stores that sell take-home alcohol to also serve alcohol at in-store restaurants, after getting permission from the local licensing board.

The impetus for the measure is the imminent opening at the Prudential Center of Eataly, the food emporium headlined by celebrity chef Mario Batali.

The other measure would extricate the popular Nashoba Valley Winery in Bolton from a licensing debacle by permitting local producers to serve alcohol at restaurants they operate on

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The hunt for a way to turn off pain

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Amgen is in the early stages with a similar project.

And Purdue Pharma, the controversial maker of opioid therapy OxyContin, launched a joint venture last year specifically focused on Nav1.7 drugs.

Each is betting that this novel approach to pain relief could upend the standard of care for chronic aches, which are now often treated with weak anti-inflammatories like ibuprofen or with opioids, which bring serious side effects and the potential for abuse.

Opioid prescriptions have more than quadrupled since 2009, according to the Centers for Disease Control and Prevention. Opioid abuse kills about 30,000 Americans each year, according to the agency, and about half of those deaths result from therapies that are prescribed.

“There’s a tremendous need for innovative, effective, and safe treatment modalities,” said Dr. Jianguo Cheng, vice president of scientific affairs at the American Academy of Pain Medicine. “If it’s truly effective, it could be revolutionary.”

But it’s early days yet for Nav1.7, and investigators have much to prove before anyone can pencil in billion-dollar sales.

“Irrespective of how good the target is, it’s going to be tough sailing,” said Dr. Stephen Waxman, a professor of neurology at Yale Medical School and West Haven Veterans Affairs Medical Center.

Side effects, for instance, will need to be closely scrutinized, Waxman said. The pain-free patients born with faulty SCN9A genes are otherwise pretty much normal, but no one really knows what will happen to healthy patients when their Nav1.7 is blocked. Only a sizable clinical trial can determine for sure, Waxman said.

On top of that, it’s hard to know when pain drugs are working. Many fields of drug development rely on biomarkers, measurable reactions that tell researchers whether their efforts are having an effect. In chronic pain, no such standards exist, Waxman said — forcing scientists to use less reliable measures like patient surveys.

Then there’s the problem of placebo effect. High among the major impediments to developing new pain treatments is the sudden, baffling rise in sugar pill efficacy. Last year, researchers in Canada surveyed pain trials over 23 years and discovered that while active drugs performed pretty much the same, placebos grew more and more effective.

And the Nav1.7 field already has at least one clinical disappointment on the books.

A pill tested by Pfizer did well in patients with inherited erythromelalgia, the genetic condition found in the Chinese family, but had little effect on dental pain. A later study testing the same pill on nerve pain related to diabetes was similarly disappointing, and Pfizer quietly shelved the effort last year.

“It’s a frustrating area,” said Douglas Krafte, who worked on the program. “The science has been so fascinating, and the drug discovery has been challenging.”

Krafte, who is now the chief scientist at the pharma contractor IcaGen, believes there’s plenty reason to be optimistic that Nav1.7 will pan out. It’s just a matter of finding the right way to approach it.

“This is just part of the process of making a new kind of pain drug,” said Genentech’s Hackos.

“It’s one that may take years, but we’re making a lot of progress.”

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Business dean turns to alumni for expansion

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students rose from about 600 to about 1,250 in 2015, although the vast majority of the MBA students get their degrees through online classes.

“The school is bursting at the seams,” said Douglas Berthiaume, an alum who is the former chief executive of Milford-based lab equipment maker Waters Corp.

Isenberg’s 100 faculty members and nearly 70 staffers are now spread across three locations; this project would bring them under one roof.

Fuller also wants to come up with more areas that encourage collaboration, rooms that are more reflective of the modern workspace and of new ways of learning. For example, many of the classrooms will be equipped so the school’s online students can watch a lecture remotely, and the amount of interviewing space for job recruiters will be tripled.

Goody Clancy, the Boston architectural firm, and Denmark’s Bjarke Ingels Group were hired to design the expansion last year. Fuller hopes the expansion can be done by early 2019.

Part of the charge for the architects was to craft something striking and different. The result? A circular structure that could leave a lasting impression on potential recruits and other campus visitors.

“There’s no other building at UMass that’s going to look remotely like this,” said Roger Goldstein, a principal at Goody Clancy. “Isenberg is trying to raise their profile among their



STEVEN G. SMITH FOR THE BOSTON GLOBE

Zac Broughton gave directions to a new student in front of the Isenberg School of Management, where enrollment has substantially grown in the last decade.

peers. It’s an arms race, to the extent they’re trying to attract the best and brightest faculty and students.”

With this project on the horizon, Isenberg leaders have played the long game, by encouraging an increasing number of students to give back to the school — even before they graduate. This year, 39 percent of graduating seniors made cash donations before they left, school officials said, up from 23 percent last year and 18 percent in 2012.

“We have to really work at building that culture of philanthropy,” said Thomas Moliterno, the school’s associate dean

of faculty and engagement.

That particularly applies to alumni. Moliterno said his colleagues remind graduates that the value of their diploma has risen significantly in the past decade or so as the school climbed in two major business school rankings.

David Fubini, an alum and former McKinsey & Co. executive who now teaches at Harvard Business School, said the school’s physical facilities simply haven’t kept pace with the improvements seen in the faculty and student body over the years.

“It would be like an athlete who doesn’t have the right ath-

letic facility within which to play their game,” said Fubini, a member of the UMass system’s board of trustees.

Fubini is among the key players of the “UMass Rising” campaign, an effort to raise more than \$300 million for the entire campus, one that publicly launched in early 2013. That campaign, which officially ended last week, has raised more than \$350 million, including the \$9 million that has been earmarked for the Isenberg, according to school officials.

It isn’t always easy. Many potential contributors to public universities such as UMass Amherst believe the state will pay

‘Isenberg is trying to raise their profile among their peers. It’s an arms race, to the extent they’re trying to attract the best and brightest faculty and students.’

ROGER GOLDSTEIN of Goody Clancy, an architectural firm

for the vast majority of expenses, Fubini said.

“That’s a perception problem we’ve got to overcome,” he said.

Berthiaume, the former Waters Corp. chief executive, said state funding isn’t enough to get Isenberg into the top tier of business schools: “If you want to aspire higher, you have to have an active and successful philanthropic process.”

That said, Berthiaume knows the school has come a long way since he graduated in 1971.

“A number of us always joked,” Berthiaume said, “and said it would be very hard for us to get into the school today versus when we went to the school in the ’60s and early ’70s.”

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Alcohol measures would aid winery, Eataly

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their farms.

“There’s a market for these types of establishments, and it’s important that we try to modernize the laws that we have here to accommodate that,” said Paul McMorro, director of policy and communications at Baker’s Executive Office of Housing and Economic Development. “Our priority is to send the signal to businesses that we want to create an environment here in Massachusetts that’s conducive to investment and growth.”

Eataly, a \$20 million Italian food market and multi-restaurant complex under construction in the former Pru food court, plans to sell take-home alcohol in its market and serve wine and other drinks in its restaurants. In Massachusetts, retailers are not allowed to do both.

Adam Saper, Eataly’s chief financial officer, cautioned that he would need to review the specific legislative language but cheered the spirit of the bill.

“Anything leading in this direction is good,” he said. “Clearly, our business model would benefit from it. This works in many other states.”

Still, Saper said, the company is moving forward as if the bill will not pass. Eataly is considering physically separating or subleasing its planned take-home alcohol market to another company to sidestep the current prohibition on dual licenses.

State officials said local grocery stores might also take advantage of the measure if it is passed. A spokeswoman for Wegmans, a New York-based supermarket chain that recently expanded into Massachusetts, was enthusiastic.

“We support this bill because it could allow us to build in-store restaurants, which are very popular with our customers in other states,” said the spokeswoman, Valerie Fox.

The measure would apply only to stores that get more than half of their revenue from selling groceries, which would exclude conventional package stores. The cap on the number of liquor licenses a single owner can hold would not change. Currently, grocery chains may sell alcohol at a maximum of seven locations; by law that number will increase to nine in 2020.

The second measure would explicitly permit dozens of farmers who produce either

wine, beer, or distilled spirits to simultaneously hold a license to make and pour alcohol on the farms’ premises, and a second one to serve those drinks at an on-site restaurant.

(The on-farm restaurants would be barred from serving alcohol made elsewhere.)

This change, authored by the office of Treasurer Deborah Goldberg, which oversees the state’s alcohol regulators, is a direct response to an uproar over the status of Nashoba Valley Winery.

The picturesque farm makes wine, beer, and spirits and draws thousands of visitors for apple picking and alcohol tastings. But earlier this year, the Alcoholic Beverages Control

‘Our priority is to send the signal to businesses that we want to create an environment here in Massachusetts that’s conducive to investment and growth.’

PAUL MCMORRO
Executive Office of Housing and Economic Development

Commission told Nashoba it would have to choose between its restaurant pouring license and the three licenses it has for making and serving wine, beer, and spirits — even though the agency had granted Nashoba all four licenses in each of the past 13 years.

Nashoba’s owner, Rich Pelletier, sued the ABCC, saying its decision would force him to close the restaurant and lay off nearly 50 workers.

Goldberg’s office was already at work on a legislative remedy when a frustrated Baker sounded off, saying he supported the farm and threatening to intervene. The governor’s office proposed similar legislation, but lawmakers ultimately adopted Goldberg’s version.

The treasurer said Tuesday that she was grateful the House leadership is moving quickly. Pelletier has indicated he would welcome the measure’s passage.

Also among the measures

the House leadership added to the economic bill is language that would eliminate an obscure law: a ban on stores selling alcohol on the Monday after Christmas in years when the

holiday falls on a Sunday.

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In Memoriam



Robert B. Fraser
1928 - 2016

Goodwin mourns the loss of our former Chairman and Managing Partner, Bob Fraser, a corporate lawyer with a lifelong passion for public education and the arts in Boston, the city that he loved.

Selfless, subtle and principled, and a great teacher and listener, Bob left a legacy of devotion to family, community and Goodwin, the firm he led for over a decade.

We will miss him dearly.

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