Massachusetts Institute of Technology

2024 Town Gown Report to the City of Cambridge

Town Gown Report

MIT's 2024 Town Gown report provides updates on the Institute's planning and development activities. This year's report highlights the Climate Project at MIT and features an overview about artificial intelligence (AI) and the MIT Stephen A. Schwarzman College of Computing. Each activity reported in these pages serves to advance MIT's mission of teaching and research as the Institute strives to address local and global challenges that impact society and the planet.

The Cover

This year's Town Gown report cover shows the new MIT Schwarzman College of Computing building (Building 45) on a winter evening. The structure is intended to be a physical embodiment of the college's threefold mission: strengthen core computer science and AI; infuse the forefront of computing with disciplines across MIT; and advance social, ethical, and policy dimensions of computing. The cover image is by Dave Burke/SOM.

The interior image emphasizes the vibrant artwork that flanks the entrance of the building: Spencer Finch, *Bring me the sunset in a cup*, 2023. Drawing on his decades-long explorations of light and color, Finch's Percent-for-Art commission for the Schwarzman College is a shimmering meditation on computing and human perception.

Acknowledgements

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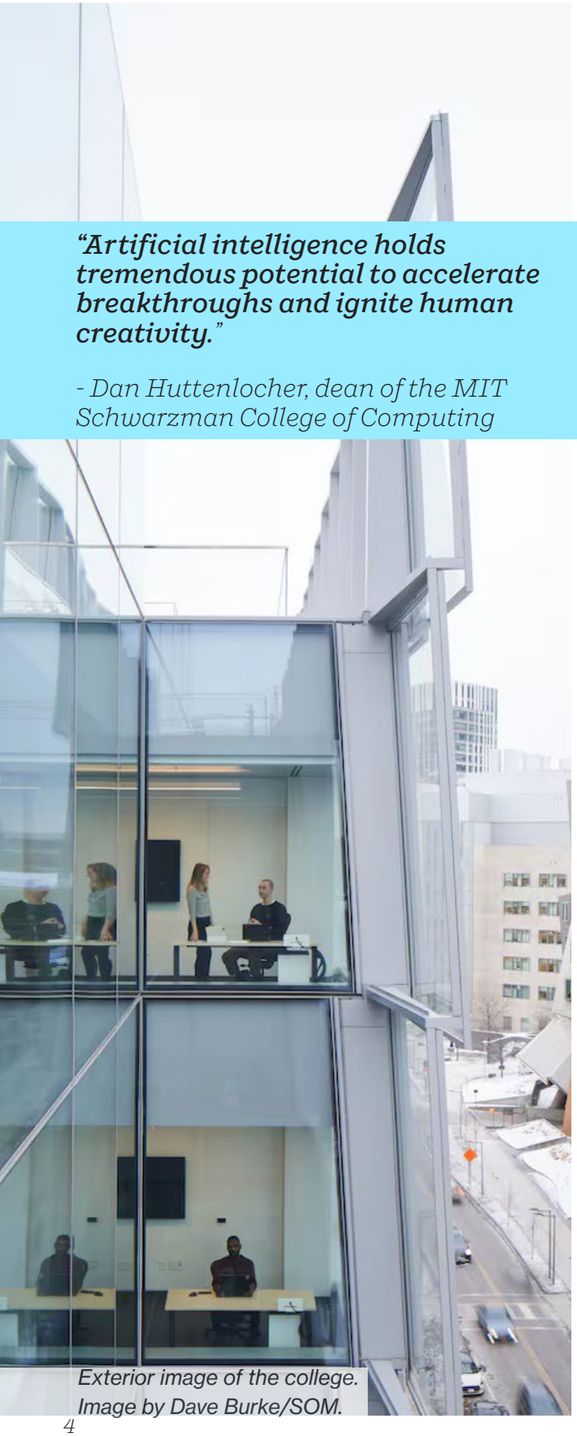
Image by Dario Lasagni.

Unless otherwise specified, all tables and maps reflect data from the reporting period of July 1, 2023 - June 30, 2024.

Artificial Intelligence



"Artificial intelligence holds tremendous potential to accelerate breakthroughs and ignite human creativity."

- Dan Huttenlocher, dean of the MIT Schwarzman College of Computing

Exterior image of the college. Image by Dave Burke/SOM.

MIT Schwarzman College of Computing

In 2024, the Institute opened the new headquarters for the MIT Stephen A. Schwarzman College of Computing. Situated on Vassar Street in the heart of campus, the building is designed to serve as a computing crossroads where students and faculty from different research groups can connect and catalyze new collaborations in computing. Built with enough space for 50 computing research groups, the building is enabling the college to foster vibrant cross-pollination of ideas, from human health to climate change, while simultaneously fostering broad, rigorous thinking about the societal implications of new technologies.

Officially launched in January 2020, the college represents MIT's institutional response to the pervasive role of computing in virtually every aspect of human life. Indeed, computational thinking is redefining the frontiers of education and research in essentially every domain, not only in science and engineering but in fields from political science to urban design, management to music, literature to linguistics. The college's threefold mission is therefore to:

- Advance the forefront of computing, in concert with fields across MIT
- Fortify MIT's core computer science and artificial intelligence leadership
- Attend to social, ethical, and policy dimensions of computing

The college's Common Ground for Computing Education brings multiple departments together to develop and teach courses and launch new programs that blend computing with other disciplines and facilitate coordinated computing education across the Institute.

The college's Social and Ethical Responsibilities of Computing (SERC) effort focuses on developing responsible "habits of mind and action" for those who create and deploy computing technologies and is fostering the creation of technologies in the public interest. Through a teaching, research, and engagement framework, SERC is working to inspire students and encourage research to assess the broad challenges and opportunities associated with computing and improve design, policy, implementation, and impacts.

To strengthen MIT's academic capacity in computing, the college is steadily fulfilling its commitment to creating 50 new faculty positions: 25 anchored in computer science and artificial intelligence and decision-making, and 25 to be shared with other academic departments. The shared positions center around six strategic areas of inquiry, identified through an MIT-wide planning process.

Reshaping the Computing Age

Since the dawn of artificial intelligence (AI) in the 1950s, MIT thinkers have been among the field's pioneers. Today, across every school and discipline, the MIT community is engaged in exploring how artificial intelligence can accelerate the creation of new knowledge and help deliver solutions to important problems for society.

A sampling of some current campus-based AI-related initiatives:

- The **Shaping the Future of Work** initiative – led by Professors Daron Acemoglu and Simon Johnson, both 2024 recipients of the Economics Nobel – is analyzing the effects of new technologies, including AI, on job quality and labor market opportunities for non-college workers and identifying innovative ways to move the economy onto a more equitable trajectory.
- To overcome the growing problem of infections that are resistant to existing drugs, Professor Jim Collins is leading the **Antibiotics-AI Project** to use AI to invent novel antibiotics.
- Through a partnership with Harvard called the **Axim Collaborative**, MIT is exploring educational aspects of generative AI that could help underserved students reach their potential.
- Over the past year, the Institute has awarded two rounds of seed grants to accelerate faculty research on how AI will transform people's lives and work.
- **Responsible AI for Social Empowerment and Education (RAISE)** seeks to advance equity in education and computational action by preparing young and lifeline learners to be successful, responsible, and engaged in an increasingly AI-powered society.
- Researchers in the **MIT Initiative on Combatting Systemic Racism (ICSR)** are building an open data repository to advance research on racial inequity in domains like policing, housing, and health care.

Through a collaboration between the MIT Schwarzman College of Computing and the MIT Washington office, the Institute is also helping to inform policy regulations around AI – regulations that will shape the future in the U.S. and around the globe. MIT faculty experts have developed a suite of policy briefs specifically geared to help leaders in Congress and government agencies understand the norms, regulations and institutions it will take to ensure a future in which we contain the societal risks of AI – and make sure that its advances are broadly beneficial.

"AI is revolutionizing everything we're doing. How do we blend innovations in AI to come up with the best discoveries - and deploy them seamlessly?"

- MIT President Sally Kornbluth at the 2024 Kendall Square Association Annual Meeting

President Kornbluth at the KSA Annual Meeting. Image courtesy of the KSA.

The Climate Project at MIT

Developed through extensive consultation and planning with experts from disciplines across the Institute, the Climate Project at MIT launched in February 2024 and represents an ambitious new model of accelerated, Institute-led innovation. Its three-part structure — consisting of Climate Missions, Climate Frontier projects, and a Climate HQ — is designed to marshal MIT's talent and resources to research, develop, deploy, and scale up serious solutions to help change the planet's climate trajectory.

The plan consolidates and energizes the work that is being done across campus where more than 300 faculty, working with their students and research and teaching staff, are already engaged in leading-edge work on climate issues. The Institute has also taken important steps to enhance climate education, expand public outreach on climate, and decarbonize the campus. The Climate Project is an Institute-wide, mission-driven endeavor that is focused on solutions and global in scope.

The Climate Project at MIT is supported by a commitment of $50 million in Institute resources — the largest direct investment by MIT in climate work and just the beginning of a far more ambitious effort to address the extraordinary demands of this global challenge. In addition, the Sloan School will contribute $25 million to endow a new climate policy center. Combined, the $75 million will allow for early advancements and expresses the seriousness of our intentions to potential partners around the world.

Climate Missions

This problem-solving work will revolve around six focused missions:

- **Decarbonizing Energy and Industry:** Decarbonizing the world's industries with affordable low-emissions electricity and fuels as well as climate-relieving industrial innovations.
- **Restoring the Atmosphere, Protecting the Land and Oceans:** Removing, managing, and storing greenhouse gasses while protecting ocean and land ecosystems.
- **Empowering Frontline Communities:** Supporting the world's most vulnerable populations with technologies, finance, and policies for climate relief and resilience.
- **Building and Adapting Healthy, Resilient Cities:** Designing, building, and adapting habitable, resilient cities.
- **Inventing New Policy Approaches:** New institutions and incentives, policies/systems for rapid scaling, and decision support tools.
- **Wild Cards:** Unconventional solutions outside the scope of the other Missions.

The task of these mission-focused communities is to help MIT identify and advance new solutions to tough problems that stand in the way of an effective global climate response. These advances will include "big bets": potentially transformative developments focused on solutions that will have game-changing consequences for the world. The projects will work within integrated systems — technological, regulatory, industrial, financial, social, and political — to deliver public benefits at scale.

Each Mission has three main roles:

- Assessing national and global progress within its domain
- Identifying critical gaps and bottlenecks constraining progress, as well as promising new pathways for effective action
- Selecting, launching, and supporting projects to accelerate progress

The Missions will identify, develop, launch, and support new projects — Climate Frontiers — to attack difficult problems that are either roadblocks to climate progress or, once resolved, may create important new pathways for effective climate action.

Climate Frontiers

The Climate Frontiers projects will engage prospective end-users and will have well-developed plans for translation, field-testing (if needed), and scale-up. Possible projects will encompass a broad range of climate mitigation and resilience solutions, including but not limited to: developing and testing prototypes based on proof-of-principle technologies; large data-collection projects; testing and evaluating the impact of new policy implementations; developing new urban design, planning, and land use approaches; creating new strategies to influence behavior, and assessing their effectiveness; and problem-solving to support large-scale deployment of technologies, processes, and systems. They will require operational and scientific excellence and will be professionally led and managed.

Taken together, the Climate Missions and Climate Frontier projects constitute a new model of accelerated, university-led innovation seeking to bring significant impact to the climate problem.

Climate HQ

Climate HQ is the administrative, operational, and coordinating arm for the Climate Project provides shared services to the Climate Missions to help them achieve practical impact at scale.

MIT's campus climate commitments are overseen by the MIT Office of Sustainability (MITOS). Climate HQ serves as a partner to MITOS in its ongoing efforts to leverage the MIT campus as a test bed for change and to foster local climate collaborations.

Climate HQ also supports climate education activities led by groups across campus. Additionally, it coordinates and supports MIT's contributions to public education on climate science and solutions, including the climate portal, primer, and podcast, TILclimate.

Climate HQ supports fundamental research in the core scientific and humanistic disciplines related to the Climate Missions. It is also building a team of climate impact professionals to provide practical, timely information and real-world experience needed for well-targeted research, innovation, and education.

MIT's campus along the Charles River. Image by Dominick Reuter.

Sustainability, Resiliency Planning, and Decarbonization

MIT's approach to sustainability and climate action focuses on investing in new research and applied technologies to reach global goals alongside immediate measures on campus. Campus efforts are structured around mitigation and resiliency, greenhouse gas emissions accounting and reduction (decarbonization), electrical vehicle fleet expansion and infrastructure, and serving as a model for universities and municipalities grappling with these same challenges. Community engagement is a cornerstone of MIT's strategy, exemplified by public forums where stakeholders discuss the current energy system and explore technology pros and cons.

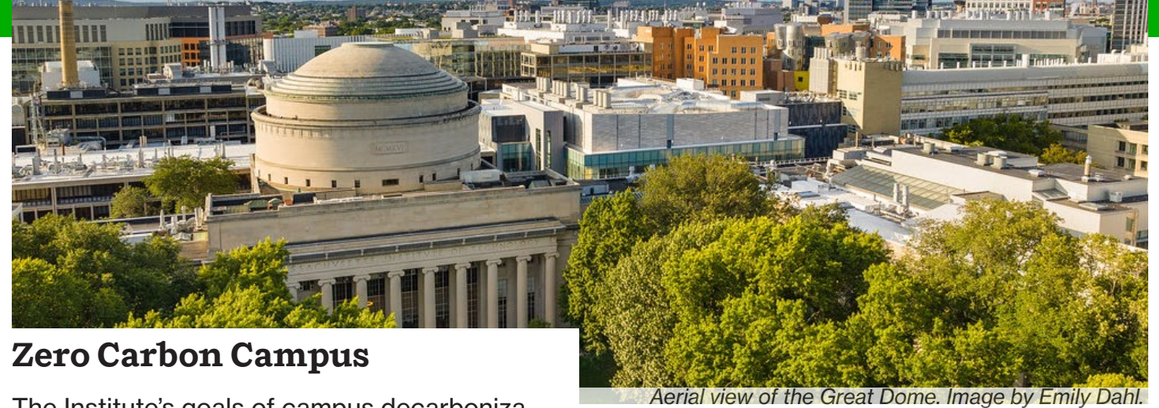
This past year, MIT continued to work toward its goals of zero direct campus emissions by 2050, a net-zero campus by 2026, and an MIT that continues to fulfill its mission in the face of the impacts of climate change.

To reach these goals, MIT focuses on 18 unique campus commitments outlined in Fast Forward: MIT's Climate Action Plan for the Decade. Several of these campus commitments have marked major milestones including: setting a series of year 2030 waste, water, and food impact goals; establishing a pilot air travel carbon offset program; securing new, large-scale, renewable energy purchases to advance net-zero goals; advancing on-campus renewable energy expansion; and the development of a Climate Resiliency and Adaptation Roadmap for the campus.

Another notable milestone is the launch of the Decarbonization Working Group (DWG) to further explore and assess strategies for decarbonizing the campus. The DWG is composed of MIT staff and faculty members with expertise in different low- and zero-carbon technology areas and related topics, establishing a unique opportunity for collaboration in cutting-edge research on climate change. The Institute is also working with outside engineering consultants to lay the foundational guiding principles in defining pathways and pivot points for flexibility and successful achievement of MIT's sustainability goals.

Progress toward its sustainability and climate action goals and commitments demonstrates MIT's continuing dedication to a more sustainable, resilient, and climate-ready campus that serves as a scalable model for other universities and municipalities.

Hayden Library courtyard. Image by Gretchen Ertl.



Aerial view of the Great Dome. Image by Emily Dahl.

Zero Carbon Campus

The Institute's goals of campus decarbonization by 2050 and a net-zero MIT by 2026 call on the MIT community to explore and support game-changing and evolving technologies to move away from carbon emissions-based energy systems. Implementation for achieving net-zero emissions is well underway, relying on collaborations across MIT departments and supported by an innovative consortium of other institutions in the Cambridge and Boston area. Through partnership, MIT is accelerating and scaling the impacts of investing in new renewable energy capacity beyond our own campus.

Greenhouse Gas Accounting and Measurement

In FY24, there was a 3.5% reduction in building-related, on-campus emissions compared with the previous year. Energy efficiency upgrades to some of MIT's top energy consumers account for this reduction, including optimization of the room ventilation rates, fume hood hibernation, and setbacks for temperature when a space is unoccupied.

Campus Infrastructure Decarbonization

In support of its commitment to achieving a zero-carbon campus, the Institute has undertaken a comprehensive planning initiative for its district energy system. The planning strategy encompasses technology evaluation, data analysis, community engagement, and academic integration in a multi-year, multi-stakeholder process. The goal is to establish a zero-carbon framework that seeks to decarbonize MIT's heating and cooling distribution processwhile continuing to transition our heat distribution infrastructure from steam-based to hot water-based.

Net-Zero Reporting

As MIT nears its 2026 milestone of a net-zero campus, reporting on these efforts remains a central tenet of the work. The goal of net-zero emissions reflects an interim objective to balance an organization's current emissions with an equal volume of reductions achieved elsewhere. Reporting efforts are supported by the MIT Sustainability DataPool, a secure portal that provides real-time metering data accessible to MIT staff, students, and faculty, facilitating unified analysis and scenario testing.

As MIT decarbonizes its campus, investments are simultaneously being made to enable new large-scale renewable energy projects that will reduce emissions regionally and accelerate the decarbonization of electricity grids. In 2023, the City of Cambridge passed significant amendments to its building energy performance ordinance that require most campus buildings to achieve net-zero emissions by 2035 or 2050, depending upon their size. Through ongoing, close collaboration with the City, while continuing to advance MIT's net-zero planning processes, the Institute is well-placed to meet the City's new building energy use reporting and performance obligations.

Increasing Renewable Energy Projects in Cambridge and Beyond

Multiple new campus renewable energy projects began construction in 2024 that are expected (when completed) to increase campus renewable energy capacity by 400%. When finished, the new solar panel installations on four major campus buildings — the Stratton Student Center (Building W20), the Dewey Library building (Building E53), the New Vas-

Solar panels on a campus roof. Image by Logan Read.

sar residence (Building W46), and the Theater Arts building (Building W97) — are expected to generate 588.5 kilowatt hours of renewable electricity. Combined with the existing campus generation of renewable energy, the energy the projects will generate is equivalent to the annual electricity use of 35 homes.

The Consortium for Climate Solutions, launched in 2020 by MIT and several Boston-area non-profit organizations, seeks to increase and accelerate the impact of renewable energy projects by serving as an aggregated buyers' group for renewable energy and carbon credit projects. It now includes 11 members and is continuing its work to accelerate global emissions reductions by enabling large-scale renewable energy projects via multiple power purchase agreements and studying other types of large-scale carbon offset project opportunities.

Scope 3 Tracking

MIT continues to expand its greenhouse gas portfolio accounting to include relevant Scope 3 emissions categories (e.g., purchased goods and services, sponsored MIT travel, and commuting). The newly launched Scope 3 Business Travel Dashboard, available to the MIT community, is a climate action planning tool enabling users to understand the scale of MIT's travel-related carbon footprint and identify opportunities for reduction. Additionally, MIT is piloting a new air travel carbon offset program which will enable MIT community members to purchase offsets to mitigate the impacts of their MIT business travel.

Climate Resiliency

Resiliency and Adaptation Roadmap

MIT is in the final stages of developing its comprehensive Climate Resiliency and Adaptation Roadmap. The roadmap, which builds upon years of resiliency planning and research at MIT, will include an assessment of current and future conditions on campus as well as strategies and proposed interventions to support MIT's community and campus in the face of increasing climate impacts. This effort has also been informed by campus-based partnerships with the departments of Urban Studies and Planning, Architecture, and Electrical Engineering and Computer Science, as well as the Urban Risk Lab, the Senseable City Lab, MIT Emergency Management, and Housing and Residential Services.

Cool Spots on Campus

To respond to the increasing duration and severity of heat on campus, MIT partnered with Emergency Management and the City to identify and publicize Cool Spots on campus for the first time in June 2024. These Cool Spots are indoor, air-conditioned spaces around MIT that are open to the public. During heat waves, communications are published on several channels promoting these Cool Spots, inviting members of the MIT and Cambridge communities and the greater public to use these spaces to take a break from the heat.

The MIT Welcome Center, a Cool Spot location. Image by Logan Read.

Material Lifecycle Management

With a 2030 goal of reducing campus trash by 30% from a 2019 baseline, MIT staff and researchers are working in partnership to analyze the impact of the Institute's purchasing and waste systems and devise solutions to support the reuse, reprocessing, and reduction of purchased goods on campus.

Centralized Bin Systems

MIT continues to roll out centralized bin systems throughout campus buildings. Research has shown that centralized waste stations — as opposed to deskside bins — are better for decreasing waste stream contamination, which aids the Institute in reaching its waste goals. Additionally, the centralized systems allow for the collection of a third waste stream — food waste — by rebalancing the responsibilities of the custodial staff who service these bins. With food waste making up 30-40% of waste collected on MIT's campus, the additional stream enables food waste to be collected from campus and then repurposed into biofuel, supporting MIT's waste reduction goals.

Expanding Food Waste Diversion

In addition to expanding food waste collection in academic and operations spaces as part of centralized bin systems, MIT partnered with the student group Waste Watchers along with Housing and Residential Services to pilot the collection of food waste in undergraduate residences to help meet campus waste reduction goals. For the program launch, Waste Watchers spun off into Food [Waste] Fighters to work with House Managers and hold peer-to-peer education and outreach events.

Healthy People and Communities

New Local, Sustainable Menu Items

MIT dining halls debuted new falafel-like bites made with New England-grown yellow peas as part of an effort to increase locally grown, sustainable, plant-based protein sources on campus menus around the region. The field fritters, as they are called, are the result of a

Simmons Dining Hall. Image courtesy of MIT Dining.

collaborative effort between the MIT Office of Sustainability (MITOS), MIT Dining, and non-profit food business incubator CommonWealth Kitchen. The trio worked together to introduce regionally grown and locally manufactured field pea fritters to several MIT campus dining locations and serve as a model for other universities seeking to increase menu options of this type. The effort was made possible by the New England Food Vision Prize, which inspires local colleges and universities to create replicable, scalable, and innovative solutions that can help New England meet the goal of producing 50% of its food by 2060.

Furthering Climate Justice

In 2024, MIT established itself as a key partner in the Boston Green Ribbon Commission's new Climate Justice Network, collaborating on an educational webinar with Boston Medical Center and Northeastern University featuring MIT's climate justice strategy. MIT staff also joined the Commission's new Heat Risk and Food Justice working groups, contributing to project and action strategies to advance those areas.

Engagement and Communications

For MIT, Cambridge, and the global community to benefit from the sustainability solutions devised at the Institute, access to data and information is essential. Digital media, in-person and online events, and news articles empower community members at MIT and beyond to learn more, access and view data, and develop additional sustainability solutions.

Communications Outreach

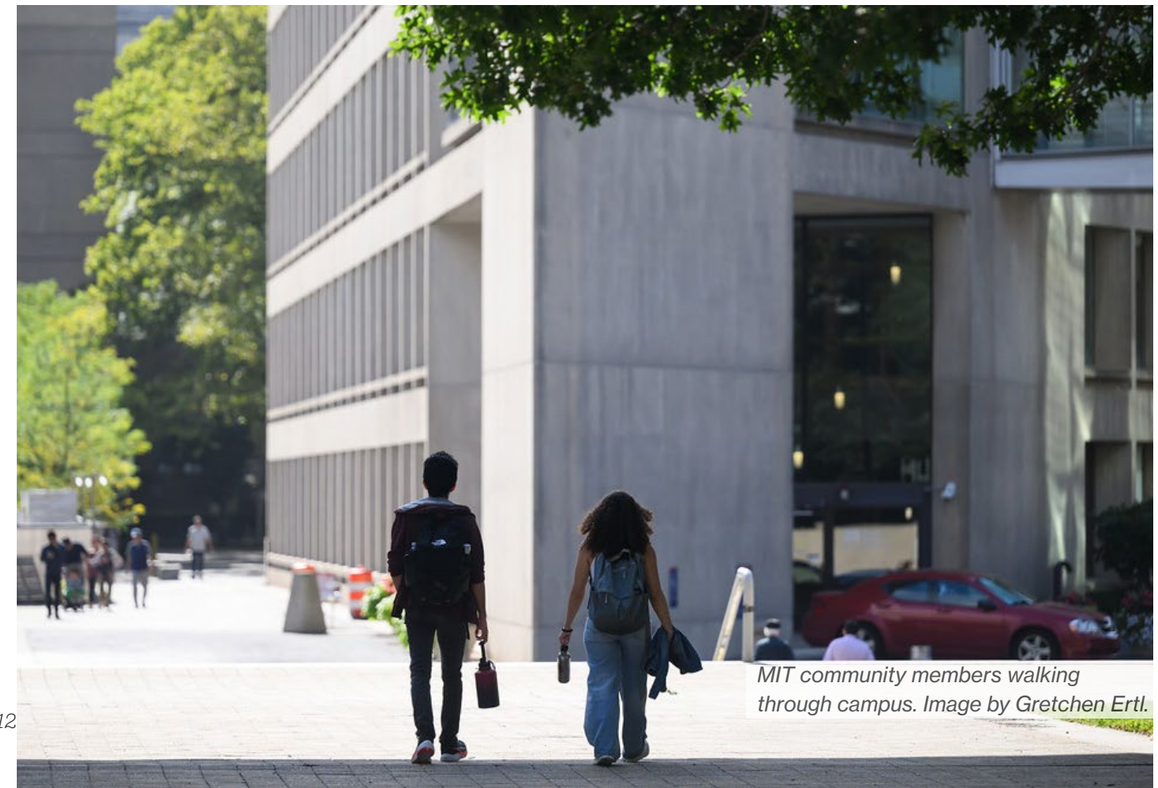
MIT uses its climate and sustainability-focused communications channels to educate and inspire action within the MIT community. News updates on the progress of campus sustainability efforts are published quarterly in MIT News, while MITOS publishes a monthly newsletter which shares information on metrics and goals, events, and engagement opportunities. Social media, print brochures, poster campaigns, and videos round out these communications efforts. To coordinate sustainability communications outreach across campus, MITOS also leads a monthly sustainability communicators working group.

Community Climate Workshops

Institute-wide Climate Action Workshops promote MIT's Climate Action Plan and identify methods that individual departments can use to reduce waste, improve purchasing, and find new ways to support MIT's sustainability and climate goals.

Community Partnerships

MIT seeks solutions to common challenges shared by the Institute and the cities of Cambridge, Boston, and beyond. MIT also addresses the deep interconnectivity between our urban campus and these cities by working to solve these challenges across scales. To further this work, MIT staff serve on several climate-related City committees. MIT also engages with sustainability and climate-focused committees at the state, national, and global levels including the Boston Green Ribbon Commission and its higher education working groups, the MA Energy Transformation Advisory Board, the Ivy Plus Sustainability Consortium, and the International Sustainable Campus Network.



MIT community members walking through campus. Image by Gretchen Ertl.

Energy Efficiency Upgrade Projects

Buildings and Spaces with Energy Efficiency Upgrade Projects

Completed in 2023/2024 | In Construction or Planned

Data as of June 30, 2024

Students, Faculty, and Staff

Student Population

MIT's campus population includes 11,892 students attending classes in Cambridge in undergraduate and graduate courses across the five schools and the MIT Schwarzman College of Computing. Of that total population, the undergraduate enrollment for FY24 was 4,571 — a decrease of 67 students from the previous year.

Graduate student enrollment fluctuates based on independent decisions of academic departments. These determinations are governed by a variety of factors including the availability of research funding and the ability of international students to obtain visas. The FY24 graduate student enrollment was 7,199. After disruptions from the Covid-19 pandemic, the graduate student numbers are rebounding, with an increase of 145 students compared to the previous year.

Faculty and Staff

MIT's faculty and staff employment is largely based on the needs and strategies developed at the local level rather than a centralized planning process at the Institute level. Across the campus, more than 110 departments, laboratories, centers, and institutes (DLCIs) manage their own staffing in support of their objectives with funding that is assembled from a variety of sources. This year, there was an increase of 313 employees. Cambridge residents make up 23% (2,358 employees) of the 10,297 staff employees (including postdoctoral employees) currently working at MIT. The number of faculty members grew by 12 for a total of 1,063 this year.

Postdoctoral employees are staff who have completed their formal education but continue to gain research experience by working in academic laboratories. Hiring decisions for postdoctoral employees are made independently by academic departments, similar to decisions about graduate students, and these decisions are impacted by research funding, the ease or difficulty of obtaining an international visa, and other factors. The number of postdoctoral employees increased this year by 81, bringing it up to 1,348. After years of decline, the number of postdoctoral employees has been slowly trending up but has not yet reached the high-point of more than 1,500 employees in 2015.

2024 commencement selfie. Image by Gretchen Ertl.

Student Body	2020	2021	2022	2023	2024	2034
Total Undergraduate Students	4,516	4,360	4,629	4,638	**4,571**	4,700
Day	4,516	4,360	4,629	4,638	**4,571**	
Evening	N/A	N/A	N/A	N/A	**N/A**	
Full Time	4,487	4,234	4,579	4,582	**4,538**	
Part Time	29	126	50	56	**33**	
Total Graduate Students	6,780	6,729	7,083	7,054	**7,199***	7,100-7,300
Day	6,780	6,729	7,083	7,054	**7,199**	
Evening	N/A	N/A	N/A	N/A	**N/A**	
Full Time	6,774	6,713	7,080	6,979	**7,119**	
Part Time	6	16	3	75	**80**	
Non-Degree Students	159	121	164	134	**122**	
Day	159	121	164	134	**122**	
Evening	N/A	N/A	N/A	N/A	**N/A**	
Total Students Attending Classes in Cambridge	11,455	11,210	11,876	11,826	**11,892**	11,800-12,000
Non-resident students not included	65	44	58	32	**28**	
Cambridge Undergraduate Acceptances		9	8	7	**11**	

*International students account for 41% of the 2024 graduate student population.

Faculty and Staff	2020	2021	2022	2023	2024	2034
Cambridge-based Staff						
Head Count	10,805	10,225	9,603	9,984	**10,297**	10,000-11,000
FTEs	9,198	8,802	8,346	8,680	**8,990**	
Postdoctoral Staff*	1,452	1,279	1,237	1,267	**1,348**	
Cambridge-based Faculty						
Head Count	1,050	1,040	1,047	1,051	**1,063**	1,100
FTEs	1,041	1,031	1,039	1,042	**1,056**	
Number of Cambridge Residents Employed at Cambridge Facilities	2,524	2,190	2,313	2,331	**2,358**	2,500-2,750

*Postdoctoral employees are included in the head count and FTEs for Cambridge-based staff.

Belonging, Achievement, and Composition

The Institute Community and Equity Office (ICEO) leads MIT's efforts to promote equity, appreciate and respect differences in thought and approach, and nurture an environment that unites the community in service to the Institute's mission. The ICEO also acts as a steward and advocate for the Institute's shared values: excellence and curiosity, openness and respect, and belonging and community.

MIT has prioritized the concepts of belonging, achievement, and composition because they reflect how the Institute thinks about its sense of community and shared values more accurately than the more common framework of diversity, equity, and inclusion. Accordingly, these are the Institute's three strategic priorities:

- **Belonging:** Cultivate a community in which people feel connected to each other, share a sense of purpose, and support each individual's freedom to be themselves and respectfully express their views.
- **Achievement:** Make equity central to how opportunities are presented and assessments are conducted for all members of the community while ensuring the highest standards of excellence.
- **Composition:** Serve as a magnet for a wide range of talented people. The composition of our community, and of our leadership, should reflect a commitment to diversity.

MIT's 2022 Strategic Action Plan for Belonging, Achievement, and Composition provides a detailed framework to work toward the Institute's goals. Recognizing both the need for shared progress and the reality of MIT's decentralized structure and culture, the Institute's academic, research, and administrative units are creating localized action plans in each topical area. In order to provide open access to data, MIT has a Diversity Dashboard to promote the exploration of facts and trends related to the gender and race/ethnicity of the MIT community.

Vice President for Equity and Inclusion

In March, Karl Reid '84, SM '85 returned to MIT as vice president for equity and inclusion (VPEI) and to lead the ICEO. He is charged with engaging students, faculty, and staff in a comprehensive assessment of current structures and programs and making sure they are effectively serving the MIT community.

It is of paramount importance that the Institute continue to attract and retain the finest talent from across the country and around the world. Ensuring a welcoming and inclusive environment that allows everyone at MIT to do their very best work is essential to pushing the boundaries of knowledge, inventing solutions to the most vexing problems, and educating the next generation of leaders.

People cross Massachusetts Avenue. Image by Gretchen Ertl.

Crosswalk at 77 Massachusetts Avenue. Image by Gretchen Ertl.

Housing

Undergraduate Housing

In FY24, MIT housed 93% of its full-time undergraduates in MIT-approved housing, primarily in on-campus residences but also in fraternities, sororities, and independent living groups (FSILGs) in Cambridge, Brookline, and Boston. MIT's housing policies include making four years of housing available to all undergraduates and requiring all first-year students to live on campus. The City of Boston's 2023 Student Housing Report noted that 61% of all full-time undergraduate students in the Boston area are housed by their schools; of the 24 reporting institutions, MIT's percentage was calculated to be the highest (92.8%), with the next highest calculated at 80%.

Current and upcoming undergraduate housing projects include an extensive two-year renovation of the East Campus residence (Buildings 62 and 64), expected to be completed in 2025. McCormick Hall, a historic women-only residence, is scheduled to undergo renewal beginning in the summer of 2025 and reopen again in fall 2027. A continuing sequence of undergraduate residence renovations is anticipated over the next decade.

Graduate Housing

The housing needs of the graduate student population have been studied extensively over the last decade. MIT's Graduate Housing Working Group (GHWG), composed of student leaders, faculty heads of house, and Institute leaders, continues this work. One of the key recommendations from the earlier GHWG reports was the addition of 500-1,100 new beds for graduate students. MIT responded by making a commitment, as part of the 2017 Volpe zoning agreement, to deliver a total of 950 new or converted beds of graduate student housing. Between the opening of Site 4, the conversion of 70 Amherst, and the addition of new Graduate Resident Advisor (GRA) units, MIT had a net gain of 400 new beds at the end of the last reporting period. In the fall of 2024, MIT exceeded the ambitious original goal when it opened the 675-bed Graduate Junction (Buildings W87 and W88), bringing the total of net new graduate beds to 1,075. These additional beds allow 47% of the graduate student population to live in MIT-owned housing.

MIT continues to advance the goal to provide an array of quality housing options at below-market rates and provide options that fit individual student circumstances. As graduate students navigate their MIT experience, the Division of Student Life (DSL) and the Office of the Vice Chancellor (OVC) work closely together to provide support. The support options include need-blind and supplemental need-based financial assistance and grants for graduate students with children, short-term emergency hardship funding, and long-term financial hardship funding. Under some circumstances, this funding may be used for housing costs.

Postdoctoral Staff

While on-campus graduate housing is prioritized for members of the MIT graduate student community, other short-term members of the community (visitors, postdoctoral staff, affiliates, and cross-registered students) may select on-campus housing through the visitor self-selection process, subject to housing availability.

Student Residences

	2020	2021	2022	2023	2024	2034
Undergraduate Students Residing in Cambridge						
In Institute-approved housing	3,591	767	3,690	3,763	**3,697**	3,600-3,700
In off-campus housing owned & managed by MIT	0	0	0	0	**0**	
In off-campus non-MIT Housing	126	217	202	153	**209**	
Graduate Students Residing in Cambridge						
In Institute-approved housing	2,446	1,412	2,106	2,362	**2,366**	3,200-3,500
In off-campus housing owned & managed by MIT	38	29	25	45	**35**	
In off-campus non-MIT Housing	2,422	2,303	2,811	2,646	**2,741**	

Housing

	Tax Exempt		Taxable	
	MIT-Owned and Managed Housing	Other Housing	MIT-Owned and Managed Housing*	Other Housing
2020				
Units	0	0	163	939
Buildings	0	0	11	7
2021				
Units	0	0	163	939
Buildings	0	0	11	7
2022				
Units	0	0	463**	938
Buildings	0	0	11	7
2023				
Units	0	0	163***	1,238
Buildings	0	0	12	8
2024				
Units	**0**	**0**	**160**	**1,238**
Buildings	**0**	**0**	**11**	**8**
2034				
Units	0	0	160	1,238
Buildings	0	0	11	8

*Occupied by both MIT and non-MIT residents.
** Reflects completion of 165 Main Street units.
***Reflects the sale of 165 Main Street units.

Transportation

MIT continues to support and promote safe, sustainable practices for traveling to, from, and around the Cambridge campus. Recent efforts have focused on maintaining and improving flexible options for commuters and finding ways to support increasingly popular modes of transportation such as electric bikes and scooters.

The Access MIT program for benefits-eligible employees has been operating for eight years and continues to provide benefits and options that enable commuters to choose their transportation mode on a day-to-day basis. In addition, MIT is progressing with the electrification of its fleet of MIT-owned vehicles, including shuttle buses, vans, and grounds services equipment. Four new electric campus shuttles are expected to begin circulating in early 2026, pending production timelines.

Overall, MIT's transportation programs are designed to advance a culture of low-carbon commuting and create ongoing awareness and shared understanding of transportation choices and impacts, with the added benefits of reducing traffic congestion in the area.

Commuting by Car

For students, faculty, and staff who choose to commute by car, MIT maintains a campus-wide inventory of parking spaces available to parking account holders without a monthly or annual financial commitment. Instead, car commuters with parking accounts participate in the Access MIT pay-per-day system that gives them flexibility and helps reduce parking demand on campus. In this system, account holders are assigned parking areas (not specific spaces) based primarily on the campus area where they live or work. Commuters can opt to leave the car at home any day of the week and travel instead by subway or bus, on foot or on a bike, without being charged for parking. Current data points include:

- Parking spaces equipped to charge electric vehicles (EVs): 151, distributed in garages and outside lots
- Current number of parking account holders: 9,049 (up slightly from 8,640 in 2023)
- Active parking accounts (actually used in FY24): approximately 6,000
- Parking occupancy rates have remained steady (up to 61.6% from 61.1%)

Recent parking lot improvements include the replacement of gates at all surface lots and the installation of license plate readers at garage gates; the electronic readers facilitate entry and exit while also ensuring the garages are used by account holders assigned to those areas. Upcoming plans include the addition of 209 more parking spaces with EV chargers (for a total of 360 on campus), with implementation starting in spring 2025.

Number of parking spaces maintained for faculty, staff, and visitors	**2,668**
Number of student parking accounts issued*	**1,342**

*Reporting on accounts rather than spaces allows MIT to more accurately reflect the number of students driving on or around campus.

Commuting by Public Transportation

Benefits-eligible Cambridge employees at MIT continue to benefit from Access MIT's public transportation commuting incentives, including:

- 100% subsidy for the MBTA subway and local bus systems
- 60% subsidy for monthly commuter rail passes
- 50% subsidy for parking at MBTA stations (capped at $100 per month)
- Up to 50% reimbursement for private transit costs (capped at $255/month) where the MBTA is not available

Additionally, MIT students receive a 50-70% subsidy of the cost of an MBTA monthly pass.

Like many employers, MIT continues to support employees who work remotely or on a hybrid schedule by exploring options that fit with new commuting patterns. This past year, MIT started offering a subsidized 10-Ride Pass, which provides 10 single-ride commuter rail tickets that can be used any time up to 90 days after purchase. Each pass is priced according to zone and is available for commuter rail zones 1A through 10. MIT employees can purchase up to three subsidized 10-Ride Passes per month.

Commuting by Bicycle, Scooter, or other Personal Wheels

For students, faculty, and staff who commute to campus using Personal Wheels (PWs include bicycles, scooters, skateboards, and more), the Institute continues to maintain a full range of amenities online and across campus:

- More than 5,000 parking spaces for bikes and other PWs located primarily in secure, accessible, well-lit spaces close to building entrances, indoors, or in covered areas
- Eight fix-it stations on campus, each equipped with an air pump and basic hand tools such as screwdrivers, wrenches, and tire levers
- Online resources including MIT's Personal Wheels guidelines (also shared with the campus via email), which provide information and explain rules about PW registration, parking, and storage as well as safe operation and charging practices
  - Motorized PWs must be registered with MIT and certified by a nationally recognized testing laboratory authorized to test to the relevant UL standards
  - PWs must be parked outside or in a residential room or office, to keep hallways and egress pathways clear
  - Specific safe charging practices must be followed
- Tips for keeping your PW secure are available on the MIT Police website
- MIT's online Urban Street Safety page, which provides safety guidance and tips to drivers, PW riders, and pedestrians as well as links to resources, including the City's Street Code and the Cambridge Bicycle Safety page (the page officially went live in August 2024)

Cyclist near the Kendall/MIT T Stop. Image by Gretchen Ertl.

Subsidies and discounts available to MIT's PW rider community include:

- The ongoing Bicycle Commuter Reimbursement Program for benefits-eligible employees, which reimburses up to $300 per year for the purchase, improvements, repair, or storage of a bicycle used for commuting to MIT. To increase flexibility, the program allows cyclists to claim a partial subsidy even if they participate in other MIT-subsidized parking or transit programs.
- Subsidized annual Bluebikes memberships, available to eligible MIT students and employees for less than half the regular cost.
    - MIT sponsors six Bluebikes stations with a total of 183 docks on campus, including 27 new docks added to the existing Bluebikes station at the Westgate graduate student residence (more than doubling the station's capacity, now at 52 docks).
    - Two of the stations on campus (Mass. Ave./Amherst St. and on Vassar St. near Main St.) have been in place since the bike-share program began in Cambridge in 2012 and are among the busiest in the Bluebikes system.

In 2023, MIT was again awarded the designation of Silver-level Bicycle Friendly University (BFU) by the League of American Bicyclists for its excellent bike infrastructure and programs. MIT has been engaged with the League's BFU program since 2014. MIT plans to continue providing and expanding its on-campus PW parking spaces and infrastructure to meet the needs of our growing community of enthusiastic Personal Wheels riders.

A cyclist docks their Bluebike at the Mass Ave./Amherst St. Station. Image by Logan Read.

Personal Wheels Safety Awareness Campaign and Initiatives

The popularity of bicycles on campus is now matched by the popularity of scooters, skateboards, and other self-balancing personal transport devices, some with motors and some without. In light of these changes, MIT launched the "Be Wheel Wise" Personal Wheels Safety Awareness Campaign in June 2024 to share insights with the MIT community and provide guidance for safe practices.

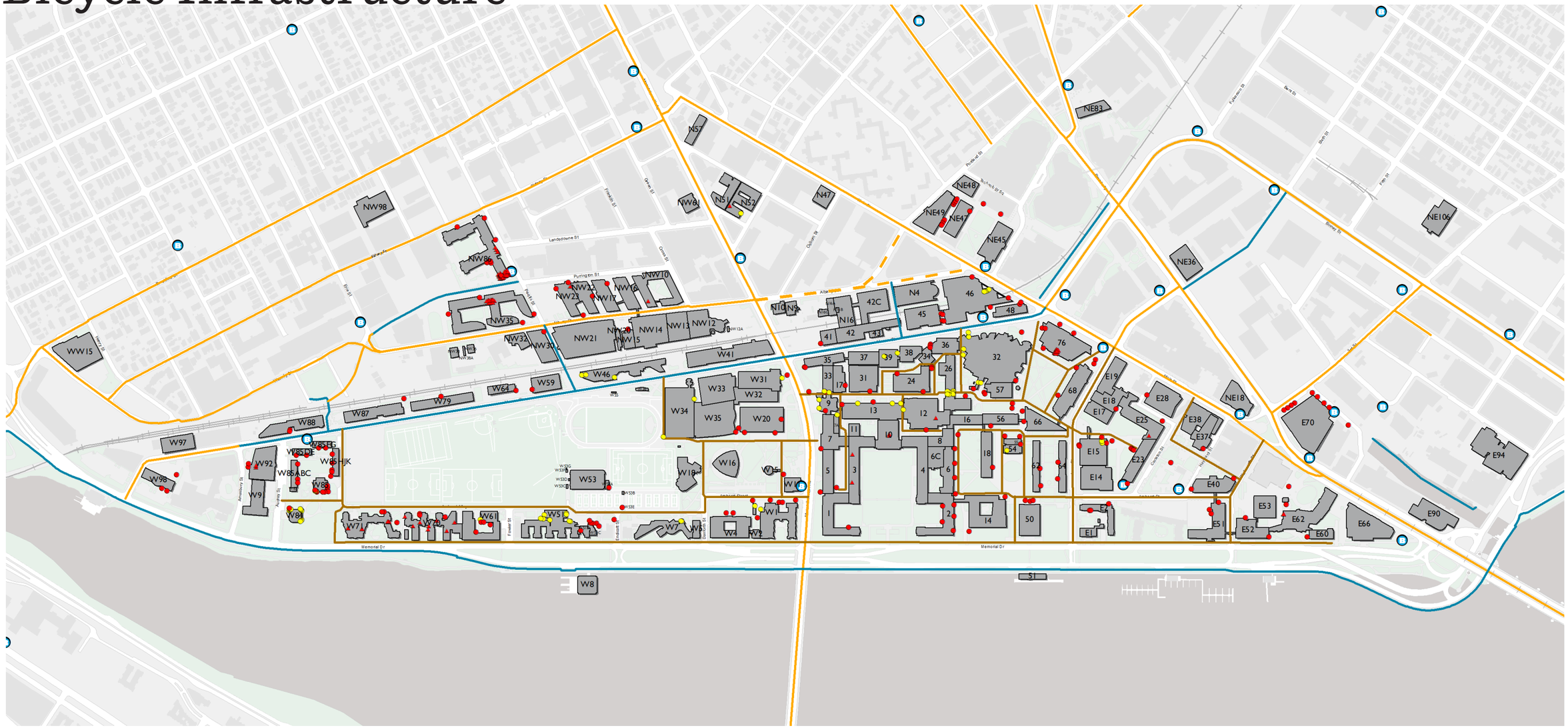
Elements of the Campaign include:

- MIT's Personal Wheels guidelines and the Urban Street Safety website, both mentioned earlier
- "Be Wheel Wise" messaging shared on social media and across campus via AV screen ads, posters, and A-frames strategically placed at residences, high traffic areas, and trouble spots
- Hangtags for handlebars that reinforce safe parking and provide a QR code leading to the online PW guidelines

Other PW safety initiatives are planned, including PW safety promotions at events (open space pop-ups, expos, and resource fairs), safety kit giveaways (including bike lights, a bell, and reflective gear), and safety presentations by MIT Police and Emergency Management. A Personal Wheels Safety Committee (PWSC) was formally convened in fall of 2024 (drawing its members from the Office of Campus Planning, Office of Campus Services and Stewardship, Emergency Management, Environmental Health and Safety, Housing, and Residential Services MIT Health, MIT Police, and more) with goals that include advancing education and sharing best practices, improving infrastructure, and advocating for safety measures.

A person walks their scooter infront of Killian Court. Image by Gretchen Ertl.

Bicycle Infrastructure



Data as of June 30, 2024

MIT Shuttle Routes

Route Name	Vehicle Type	Capacity	Frequency of Operation: Peak	Frequency of Operation: Off Peak	Weekday Hours of Operation	Weekend Hours of Operation
Tech Shuttle	Mid-size transit, biodiesel	30 seats	10 min	20 min	6:15AM-11:00PM*	---
Tech Shuttle +NW	Mid-size transit, biodiesel	30 seats	25 min	25 min	7:00am-4:00pm*	---
Boston Daytime Shuttle	Mid-size transit, biodiesel	30 seats	30 min	30 min	7:30AM-5:45PM*	9:00AM-6:00PM
SafeRide (Cambridge East & Somerville, Cambridge West & Brookline, Boston East, Campus Route) (Sept-May)	Mini-bus, gas	14 seats	40 min	30 min	6:00AM-11:00PM	6:00AM-11:00PM
Boston All (Campus - Boston) (June-Aug)	Mini-bus, gas	14 seats	60 min	60 min	6:00AM-11:00PM	6:00AM-11:00PM
Cambridge All (Somerville-Brookline) (June-Aug)	Mini-bus, gas	14 seats	60 min	60 min	6:00AM-11:00PM	6:00AM-11:00PM
EZRide by CRTMA	Full-size transit, biodiesel	36 seats	8-10 min	20 min	6:55AM-7:38PM*	---
M2 Shuttle (Cambridge to Boston)	Full-size transit, biodiesel	36 seats	30 min	30 min	6:40AM-11:00PM	8:00AM-10:00PM
Trader Joe's/Whole Foods/Daily Table Shuttle**	Mini-bus, gas	14 seats	60 min	60 min	11:00AM-5:00PM	11:00AM-5:00PM
Costco/Target Shuttle	Mini-bus, gas	14 seats	85 min	85 min	---	11:00AM-5:00PM***
OnDemand Shuttle	Mini-bus, gas	14 seats	On Demand	On Demand	11:00PM-2:30AM	11:00PM-3:30AM

*MIT Holidays excluded
**Wednesday, Friday, and Sunday only
***Sunday only

Commuting Mode of Choice

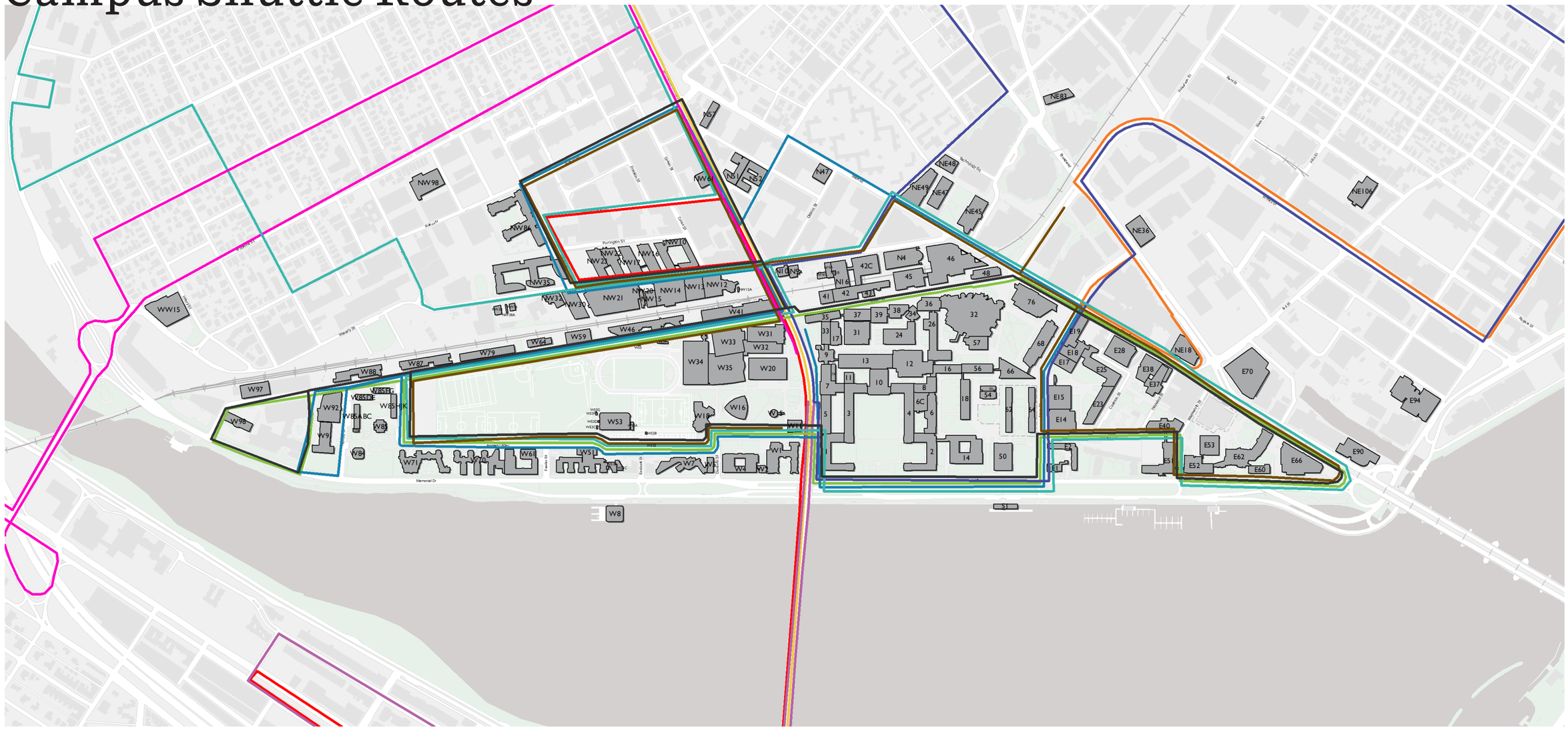
	2014	2016	2018	2021*	2023**
Drove Alone Entire Way	21%	18%	18%	21%	**25%**
Took Public Transportation	39%	42%	43%	31%	**37%**
Carpooled	6%	6%	5%	6%	**5%**
Bicycled	15%	16%	16%	22%	**19%**
Walked	14%	15%	15%	18%	**13%**
Other	5%	3%	3%	2%	**1%**

*The 2021 data has been restated to reflect only those employees who physically commuted to campus. This does not reflect the 31.3% of respondents who worked or studied from home.
**The 2023 survey updated the question to ask “Primary method of commute” and removed the “Do not commute to campus” answer option.

Point of Origin for Commuter Trips to Cambridge

Home Location	Count	Percentage
Cambridge	2,358	21%
Boston	1,528	13%
Somerville	788	7%
Arlington	407	4%
Brookline	308	3%
Medford	279	2%
Belmont	263	2%
Lexington	222	2%
Newton	220	2%
Watertown	171	2%
Quincy	154	1%
Malden	141	1%
Winchester	109	1%
Waltham	106	1%
Revere	91	1%
North of Boston	647	6%
South of Boston	94	1%
West of Boston	139	1%
Outside 128	1,770	16%
Outside 495	476	4%
Out of State - Connecticut	36	0%
Out of State - Maine	44	0%
Out of State - New Hampshire	186	2%
Out of State - Rhode Island	110	1%
Out of State - Vermont	21	0%
Outside New England	540	5%
Outside US	152	1%
Grand Total	**11,360**	

Campus Shuttle Routes



Data as of June 30, 2024

Campus Planning

Renewal Continues along Vassar Street

As the central spine for the campus, Vassar Street offers opportunities for MIT to improve the public realm while also enhancing core campus activities, including research, teaching, and residential life. Step by step, MIT continues to renew, strengthen, and improve Vassar Street with the goal of making it more resilient and attractive for all and better connected to adjacent Cambridge neighborhoods.

Two new facilities on Vassar Street have opened and will contribute greatly to campus research and student life respectively:

- MIT Stephen A. Schwarzman College of Computing (Building 45, completed April 2024)
- Graduate Junction Residence Hall (Buildings W87 and W88, completed August 2024)

Completed renewal projects along and near Vassar Street (moving from east to west) include the extension of raised cycle tracks to the intersection with Main Street, the updated Central Utilities Plant (Building 42C on Albany Street), the New Vassar residence for undergraduates (Building W46), and the Vassar Street tree planting program. The streetscape surrounding New Vassar was renewed as part of that project, and the streetscape at Buildings W87 and W88 has been rebuilt as part of the Graduate Junction project.

Met Warehouse and cycle tracks crossing Massachusetts Avenue. Image by Nick Marmor.

Additional renewal projects underway or planned along or near Vassar Street include:

- Metropolitan Storage Warehouse renovation (Building W41, in construction)
- Extension of raised cycle tracks on Vassar Street to the intersection with Massachusetts Avenue (in construction)
- Grand Junction Multi-use Path (in design)
- Phased replacement of original street light fixtures along Vassar Street with improved lighting levels and more energy-efficient LED technology (in planning)

Public Improvements along Vassar Street

Each Vassar Street project undertaken by MIT makes important contributions to the public realm. Completed improvements include:

- The transformation of a narrow asphalt path into an **attractive landscaped walkway that connects Albany and Vassar Streets** and crosses the railroad tracks. The walkway, located between the Central Utilities Plant and the MIT Schwarzman College of Computing, features new bike racks, outdoor seating, and enhanced lighting. To help cool this important pedestrian corridor, light-colored pedestrian paving was installed and new trees were planted.
- The planting of 36 trees on Vassar Street from Massachusetts Avenue to Main Street to **enhance the tree canopy**, including 12 new street trees planted at Schwarzman College.

New Vassar exterior. Image by STOSS/MHarvey.

- **Major streetscape improvements** as part of the New Vassar project, encompassing creative architecture, public art, bike parking, and benches. Additionally, green infrastructure elements were established, such as a rain garden, plantings, street trees, and open space trees. New light-colored paving and an expanded urban canopy reduce heat island effects and create inviting outdoor spaces.
- **Improved railroad crossing area** as part of the New Vassar project. The area south of the Grand Junction tracks was enlarged and transformed into a lively urban plaza to improve the pedestrian environment and seamlessly connect cyclists to and from the Vassar Street cycle tracks.
- **New accessibility and green space** as a result of the Graduate Junction project, enhancing the north-south connection to the future Grand Junction Multi-use Path. The large, landscaped Central Plaza between the two Graduate Junction buildings provides new walkway access to Fort Washington Park. The Plaza is designed to encourage multi-season activities with outdoor seating, urban tree groves, and a raised platform surrounded by a lawn and plantings. This enhanced connection to the network of open spaces provides pedestrians and cyclists easier access into the western section of the MIT campus and offers further connections to the river for the Cambridgeport community.

Ongoing and upcoming public realm improvements along Vassar Street include:

- **The Grand Junction Multi-use Path**, which will enliven the railroad corridor while providing service vehicle access to MIT buildings and east-west bicycle and pedestrian access from East Cambridge toward Memorial Drive. MIT has contributed $1 million for the design and construction of the Path, committed an additional $8 million for construction, and is coordinating closely with the City of Cambridge. MIT will also provide an easement through its property in the Grand Junction corridor from Main Street to Pacific Street.
- The adaptive re-use of the **Metropolitan Storage Warehouse** (Met Warehouse) for the School of Architecture and Planning, which will bring new life to this historic structure and enhance this section of Vassar Street. As part of this project, MIT has proposed public realm improvements on Vassar Street, including removing the obsolete 400 linear-foot warehouse loading zone and investing in widening the narrow existing City sidewalk, planting trees, and installing new streetlights, benches, cycle tracks, and bike parking.

A cyclist rides down the Outfinite Corridor. Image by Jake Belcher.

Planning for Open Space and Stewardship of the Tree Canopy

In addition to the completed Kendall/MIT Open Space and Vassar streetscape, improvements of the public realm — including the expansion of green space and the tree canopy — are taking place (or planned) in several other parts of the MIT campus.

Urban Canopy and Tree Planting

MIT is preparing to roll out a robust new tree inventory database management system. This effort includes creating an updated, web-based field inventory of all campus trees, cataloging current observations of the trees by professional arborists. Now nearing completion, the inventory profiles each tree in detail, with the goal of facilitating MIT's assessment and maintenance efforts. This initiative will update and enhance the Institute's comprehensive campus-wide tree inventory and provide MIT with a powerful and effective tool for urban campus forest management.

A tree-planting project was launched in fall 2023 thanks to the efforts of MIT Grounds Services leaders, landscape architecture staff, and MIT's consulting arborist, who worked together to identify planting locations for 39 trees across campus. This collaborative project team navigated the challenges of finding new tree locations on campus that complement open spaces while avoiding underground utilities, existing infrastructure, and other tree and root systems. MIT plans to continue a vigorous annual program of tree planting and canopy management.

The Outfinite Corridor

The Outfinite Corridor (as named by MIT students) runs along the exterior of the Lisa T. Su Building (Building 12, formerly MIT.nano) and creates a vibrant pedestrian spine for the main campus, replacing an asphalt service drive. This barrier-free, accessible zone prioritizes pedestrians while also accommodating service and emergency vehicles. Key resiliency outcomes include stormwater management (for water quality and storage) and the reduction of the heat island effect, achieved through the planting of more than 100 trees and the use of light-colored paving.

Construction of the first segment of the corridor was completed up to the Wright Brothers Wind Tunnel (Building 17) in 2018, and MIT has recently completed another segment on the West Campus as part of the Edward and Joyce Linde Music Building project. Additional segments of the pedestrian corridor (Building 17 to Massachusetts Avenue and Massachusetts Avenue to Building W20, essentially linking the two completed sections) are in the early planning stages. Over time, MIT hopes to continue improving this primary cross-campus pedestrian link while creating a more welcoming and accessible campus entry at Massachusetts Avenue.

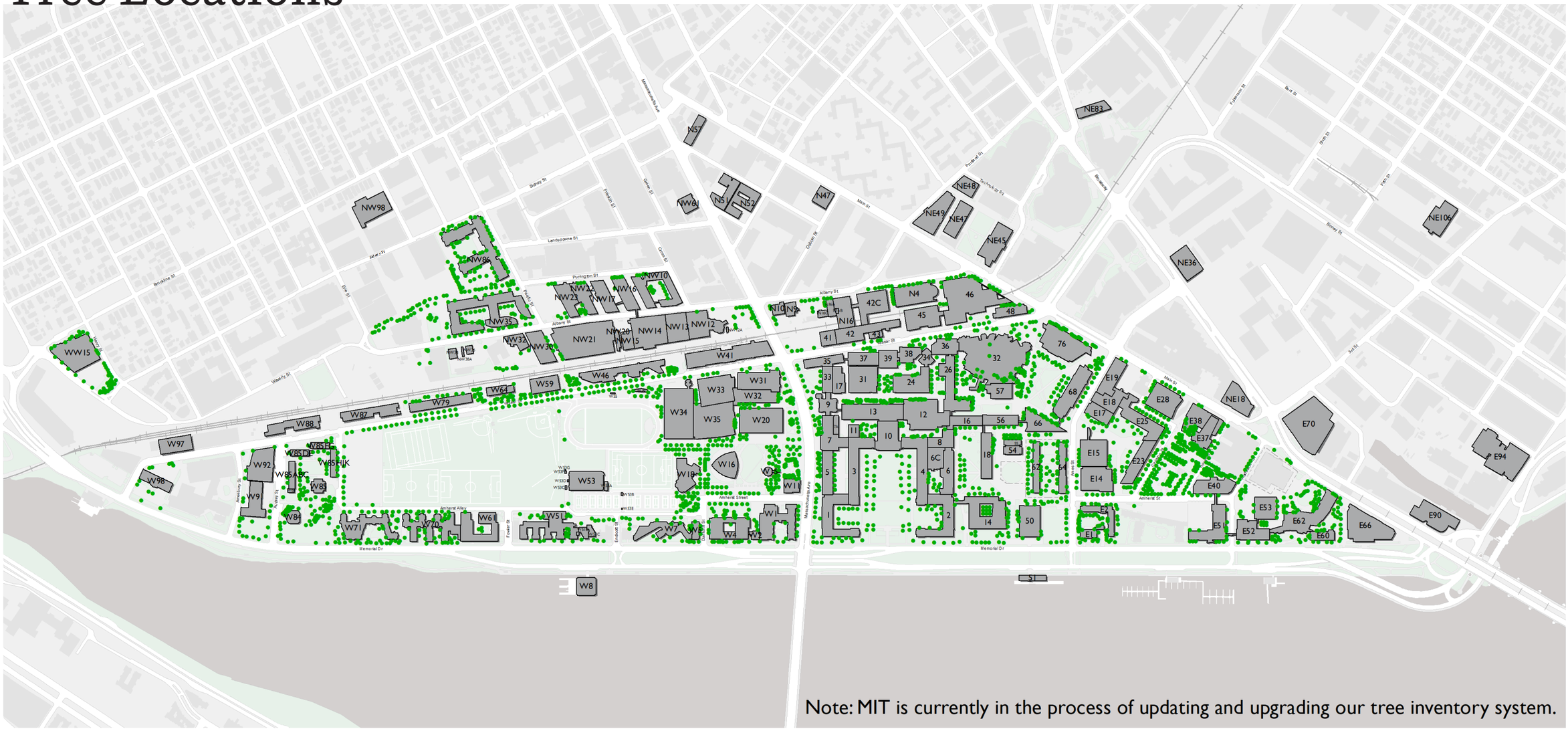
Eastman and McDermott Courts

Another emerging open space opportunity is a phased revitalization of Eastman and McDermott Courts, located to the east of the Main Group buildings, encircled by Buildings 18, 54, 55, and the Hayden Library. Eastman and McDermott Courts combined are one of three historically significant landscapes at MIT (along with Killian Court and the area around the MIT Chapel and Kresge Auditorium). A revitalization project here would be the first comprehensive renewal of this open space area since its construction in the 1960s.

The overall charge is to re-envision the iconic modernist campus landscape to serve today's community, creating a space that is more welcoming, accessible, resilient, and reflective of MIT's spirit. The upcoming landscape design process will confirm renewal priorities, develop a scope of work, and continue to develop a design for the renovation of a core campus open space. The early stages of project planning and conceptual design included extensive MIT community engagement.

Dog plays fetch in Eastman Court. Image by Jake Belcher.

Tree Locations



Data as of June 30, 2024

Model of the Main Group buildings by MIT Architecture students. Image by Gretchen Ertl.

Current Planning

Supporting Hybrid and Full-time Schedules

MIT continues to navigate and provide support for hybrid and flexible work arrangements where possible. Students, faculty, and researchers who need laboratory space and equipment; student-supporting staff; and direct service staff (maintenance, custodial, food service, etc.) generally work on campus, but many administrative employees are working from home in a hybrid work model.

As part of that adaptation process, MIT continues to explore ways to support its employees and use office space efficiently and effectively. Solutions include designated areas for both heads-down work and collaboration, fewer permanent workspaces, and more reservation systems for a variety of private spaces (offices, huddle rooms, phone/Zoom booths) based on need.

Departments and offices across campus continue to review their existing spaces in light of team members' schedules and needs, evaluating whether new styles of space designation would be effective. Changes have been incremental and have offered instructional experiences. All new programming and renovation efforts will incorporate these lessons.

Main Group Reconfiguration

The planned relocation of School of Architecture and Planning personnel and functions to the renovated Metropolitan Warehouse provides an important opportunity for the reconfiguration of the Main Group buildings (Buildings 1 through 11), most of which date back to the early years of the campus. This project would allow for infrastructure system renewals, consolidation of uses that would benefit from greater proximity, and the expansion of research and education programs.

Research Building Renewal

MIT's research labs have increasingly complex needs, with many requiring significant electrical power, ventilation, and cooling to accommodate highly-sensitive equipment. The infrastructure within a number of MIT's valuable research buildings is no longer adequate, constraining research potential. The focus is to renew the core research buildings with the most pressing infrastructure needs.

Student Life and Housing

The Institute is planning to continue the renewal of undergraduate and graduate student residences beyond the projects recently completed (including Graduate Junction, Buildings W87 and W88) and those that are underway (including the East Campus residence, Buildings 62 and 64) and in planning (McCormick Hall, Building W4). MIT is exploring the optimal project sequence for older student residences on the west side of campus in need of renewal and the related opportunities to better meet the needs of students.

Capital Renewal

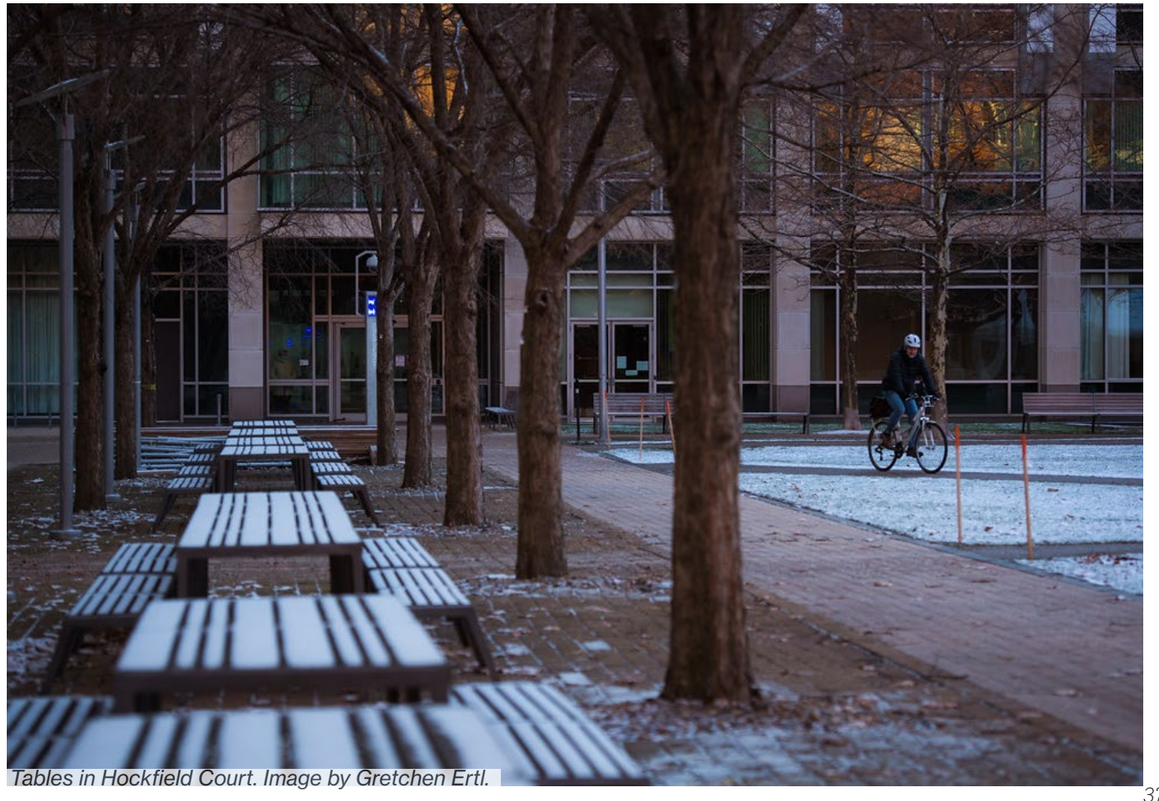
Stewardship of the MIT campus requires continued investment to preserve historic and iconic buildings and to renew systems that support the teaching, research, and student life mission of MIT. Many of the large building renovation projects initiated through the MIT 2030 capital plan have created modern spaces with updated energy-efficient systems needed to meet the challenging demands of contemporary research. Additionally, these projects have enhanced community and residential spaces essential for the thousands of people who work, play, and live in this vibrant community. The Institute recognizes this is a long-term effort, which requires careful planning of resources and attention to mitigation of construction disruption. The ambitions for the renewal program are high, and progress will continue in retiring deferred maintenance and sustaining MIT's position as a global leader in teaching and research. A few of the renewal projects initiated over the past year are highlighted here.

Hockfield Court

To the south of the Koch Institute for Integrative Cancer Research (Building 76), Hockfield Court is an active outdoor space used by many in the community. The northern portion of Hockfield Court provides tables that are often fully occupied in nice weather with people having lunch, working between classes or meetings, or relaxing outside with colleagues. In an effort to maintain MIT's public spaces, a project to provide new flexible paving in the area with an ADA path bisecting the picnic area is underway. This updated design will maintain the trees and tables while addressing uneven surfaces caused over time by tree roots. Tables have been relocated nearby during construction, which is scheduled for completion in November 2024.

Building 7 Elevator Renewal

The William Barton Rogers Building (Building 7) houses the campus' main entrance at 77 Massachusetts Avenue. Constructed in 1937



Tables in Hockfield Court. Image by Gretchen Ertl.

Building 4 corridor. Image by Logan Read.

and designed by W. W. Bosworth & H. J. Carlson, Building 7 is a part of the original campus designated as the Main Group of eleven structures. Located off the Building 7 lobby, the building's elevator is one of the most heavily used on campus. Vital to both Building 7 and the Main Group, a full modernization of the elevator including renewal of interior finishes consistent with the historic lobby and Main Group aesthetics has been designed and is scheduled to take place in summer or fall of 2025.

Buildings 4, 6, and 8 Mechanical Renewal

The Main Group has been a valuable home to MIT faculty and students for teaching and research for over a century. Over time, several laboratories, classrooms, and offices in the Main Group have been renovated and outfitted with modern infrastructure, including HVAC, plumbing, information technology, and electrical systems to accommodate existing and future research needs. The most recent effort will install a new air handling unit to provide improved ventilation to Buildings 4, 6 and 8. In addition, new laboratory exhaust systems are being installed with energy recovery equipment that will minimize energy consumption and reduce carbon emissions. The construction is being carefully phased and coordinated to manage and mitigate disruptions to the building occupants and surrounding landscapes. When completed, this additional HVAC capacity will provide the east side of the Main Group with the ventilation and exhaust needed for energy-efficient modern research laboratories.

Buildings E25 and E40 Restroom Refreshes

The 1979 Whitaker College of Health (Building E25) and the 1930 Muckley Building (Building E40) were identified as candidates for our restroom refresh program. As a result of recent renovations to adjacent program spaces, the restrooms have had a high level of use and require attention to correct years of wear and tear to the facilities. The restroom refresh program is one small but impactful part of MIT's commitment to improving the user experience on campus. The construction on these projects, scheduled for completion by the end of 2024, includes upgrading to LED light fixtures with occupancy sensors, installing water-saving measures including faucet and flushometer upgrades, and refinishing and replacing walls, ceilings, and flooring. The project also includes inclusive components for each of these gendered multi-user restrooms, including free menstrual product vending and in-stall disposal, extended height partitions, accessible door hooks, shelf mirror replacement units, and occupancy indicator stall locks.


Aerial view of the Dome (Building 10). Image by Gretchen Ertl.

Northwest Plasma Science/ Engineering and Fusion Energy Renewal

The Francis Bitter Magnet Laboratory (Building NW14) and the Nuclear Chemistry Building (Building NW13) are two of several buildings comprising the northwest section of MIT's campus, which hosts research in plasma science/engineering and fusion energy. In recent years, investments have been made to upgrade the electrical capacity, accessibility, and information technology infrastructure supporting the Plasma Science and Fusion Center and Department of Nuclear Science. Continuing the renewal of infrastructure to allow for flexibility to adapt to new technologies and research, NW13 and NW14 are in construction with HVAC renewals.

- **Building NW14 Mechanical Piping** – The construction in NW14 includes replacement of pipes dating back to 1960 providing hot water (heating) and chilled water (cooling) through the building along with new fan coil units in labs and offices. In addition, dedicated non-potable water piping distribution is being renewed to serve laboratory sinks, emergency eye wash stations, and showers.
- **Building NW13 Mechanical Ventilation Capacity Expansion** – In coordination with the City's design of the Grand Junction Multi-use Path, MIT is reviewing areas adjacent to many active buildings and utilities on campus. The existing air handler unit at the railroad track side of Building NW13 was found to be in conflict with the proposed pathway. Rather than relocate the air handler nearby, MIT analyzed the building's needs and determined that a new rooftop air handler could be installed. Plans are underway to install a handler with a flexible modular design that has sufficient capacity for current and foreseen lab needs while also providing an efficient way to extend capacity in the future as research needs change.

Stata façade along Vassar Street. Image by Gretchen Ertl.

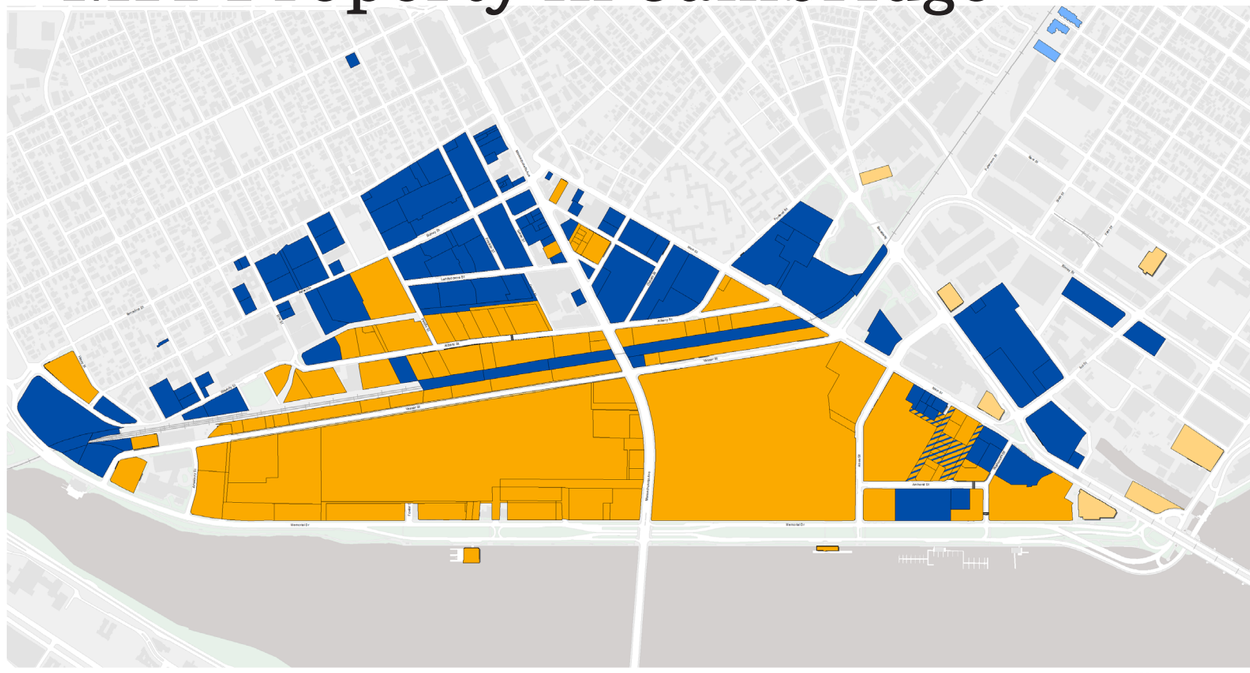
Stata Center (Building 32) Façade Renewal

Designed by Frank Gehry, the Ray and Maria Stata Center (Building 32) was built in 2004 and features tilting towers, many-angled walls, and whimsical shapes that challenge much of the conventional wisdom of laboratory and campus construction. As part of the Institute's continued investment in infrastructure renewal, construction crews are starting the second phase of a multi-year project to renovate the Stata Center façade. The work — which is guided by a detailed Conservation Management Plan for the building's exterior — has been developed with careful consideration to the original architectural details to ensure preservation of the design and aesthetics. Construction includes cleaning and restoring the surfaces of the façade and roof sections and addressing other surfaces through masonry and metal panel renewal. Work is currently underway at the Compton Court stairs, the elevator tower, and the Peter tower, and is scheduled to be completed in February 2025. Starting in the spring, work will shift to address the Dreyfoos South tower, Gates South tower, Lower Gates East, Collier entry, and amphitheater, scheduled to be completed by January 2026.

Building 57 Alumni Pool Renewal

MIT's Alumni Pool (Building 57) is an important component of the Department of Athletics, Physical Education, and Recreation (DAPER) facilities portfolio; the pool provides both recreation and training for underwater research activities. Built in 1940, Building 57 is one of the first "international style" buildings constructed in Cambridge and consequently has a high level of architectural significance for our campus and the Cambridge Historical Commission. The structural integrity of the pool is good but the concrete deck around the pool and supporting foundation were found to be deteriorating due to age and exposure to chlorine, heat, humidity, and water. The concrete pool deck and supports were renewed to restore them to their original structural integrity. Foundation walls were repaired, the pool deck was resurfaced, and humidity issues were addressed to ensure a long life for the renewed structure.

MIT Property in Cambridge



Data as of June 30, 2024

Buildings and Occupied Spaces by Use

Data as of June 30, 2024

Property Transfers

Cambridge properties purchased since filing previous Town Gown Report:	Volpe Site and Kendall Hotel
Cambridge properties sold since filing previous Town Gown Report:	None
Cambridge properties donated since filing previous Town Gown Report:	None
Planned dispositions or acquisitions:	None

Real Estate Leased

Use	Leased Location*	Sq Ft**
Institutional/Academic	255 Main Street	35,594
	1 Kendall Square, Building 300 - 4th-5th Floor	22,506
	One Main Street - Suite 1250	31,836
	One Main Street - Suite 900	31,571
	101 Rogers Street	4,030
	105 Broadway - 6th-7th Floor	47,488
	196-198 Broadway	10,132
	245 First Street - Suite 1500	19,805
	300 Technology Square - 2nd Floor	6,451
	500 Technology Square	93,108
	600 Technology Square - 2nd-4th Floor	83,561
	600 Technology Square - 5th Floor	25,346
	700 Technology Square	15,753
	Total:	**427,181**

*Leased by MIT from third-party landlords.
**The rentable square footage may only be for a portion of the entire building.

Facilities and Land Owned

	2020	2021	2022	2023	2024
Acres					
Tax Exempt	168	168	168	168	**168**
Taxable	90	91	91	91	**102**
Number of Buildings	115	118	116	117	**118**
Dormitories					
Number of Buildings	28	30	29**	29	**29**
Number of Beds	5,964	6285*	6,280	6,678*****	**6,279†**
Size of buildings					
Institutional/Academic	7,223,070	7,325,522	7,852,775	7,563,471	**7,582,748**
Student Activities/Athletic	2,063,599	2,166,267	2,166,267	2,103,771	**2,096,565**
Dormitory/Nontaxable Residential	2,894,036	3,484,978	3,304,698	3,309,996	**3,309,996**
Commercial	6,380,578	7,096,270	7,107,216	7,107,216	**7,585,678**
Taxable Residential	163	163	463***	163****	**160**

*Reflects beds available. The actual number of beds utilized during the reporting period was 2,225 due to Covid-19.
**Reflects removal of Eastgate Residence Hall.
***Reflects the completion of 165 Main Street units.
****Reflects the sale of 165 Main Street units.
*****Reflects the addition of Burton Conner House undergraduate residence after renovation.
†Reflects East Campus residence closed for renovation.

Future Development Opportunities

Data as of June 30, 2024

Cellular Antenna Installations

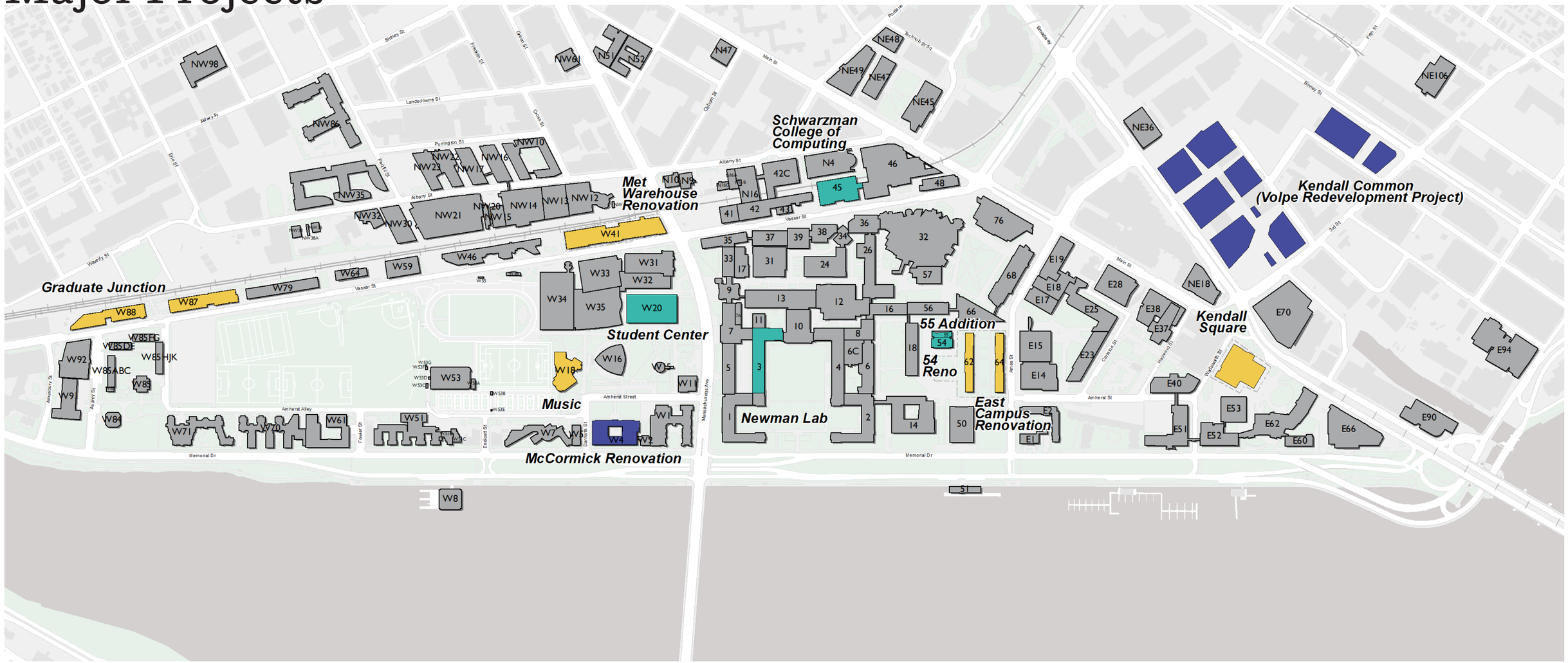
Data as of June 30, 2024

Cellular Antenna Locations

Projects

The evolution of the campus continues with capital projects designed to improve the student residential experience and advance the Institution's research and educational objectives. Recently completed projects such as the Green Building renewal and the new Moghadam Building highlight the underlying campus-wide focus on sustainability, showcasing MIT's climate and environmental programs in buildings that incorporate new technologies and perform with greater efficiency. Graduate Junction, the new graduate student residence (now open), is aiming to achieve LEED v4 Platinum certification while also expanding the housing choices available to graduate students. Similarly, the renovation of the East Campus residence, currently underway, will improve undergraduate housing options, as will the upcoming planned renewal of McCormick Hall. The Edward and Joyce Linde Music Building and the Metropolitan Storage Warehouse will soon join the now-open MIT Stephen A. Schwarzman College of Computing in providing students and faculty with new state-of-the-art research and education facilities to serve their needs and advance their work. Each capital project on campus incorporates a range of green technologies and strategies to strengthen campus resiliency and support the ongoing health and well-being of our community.

Major Projects



Green Building behind trees. Image by Logan Read.

Completed Projects

Green Building renewal (Building 54)

In addition to improving occupant comfort, the renewed infrastructure of the Cecil and Ida Green Building enhances building performance. Efficiency improvements include a new roof and upgraded electrical and mechanical systems. Other improvements include a renewed concrete façade, accessibility upgrades, elevator modernization, and updates to the bathrooms and other interiors. This building houses the Department of Earth, Atmospheric and Planetary Sciences (EAPS), MIT's Environmental Solutions Initiative (ESI), and the MIT-Woods Hole Oceanographic Institute (MIT-WHOI) Joint Program.

MIT Schwarzman College of Computing (Building 45)

Home to the MIT Stephen A. Schwarzman College of Computing (established in 2019), Building 45 is a state-of-the-art research and education space that includes laboratories designed for uses such as digital fabrication and robotics. In addition to research and collaboration areas, the building's spaces include a 250-seat lecture hall, an event space, and a top-floor terrace with Boston and Cambridge views. Together, its facilities support faculty, students, and collaborators working toward multidisciplinary computer science and AI innovations.

Tina and Hamid Moghadam Building (Building 55)

Adjacent to Building 54, the new Tina and Hamid Moghadam Building provides new headquarters and a gateway entrance for EAPS, ESI, and MIT-WHOI. In addition to a lobby atrium and exhibition space showcasing these programs' research and education projects, the building has reception and office spaces, conference rooms, classrooms, and a large, centrally-located convening space. Paired together, Buildings 54 and 55 provide enhanced opportunities for the cross-pollination of ideas and research centered on climate and the environment.

Stratton Student Center (Building W20)

The renewed Student Center includes a new Wellbeing Lab, an enhanced "lounge network" throughout the building, upgraded multipurpose rooms to accommodate dance and movement activities, and a new central stairway. Other improvements include accessibility upgrades, new lights and greenery, and a range of refreshed spaces. Overall, the renewal — based on plans developed with input from students and the MIT community — strengthened W20 as a community space where students can relax and recharge.

Schwarzman College windows. Image by Gretchen Ertl.

Under Construction

East Campus residence (Buildings 62-64)

First opened in 1924, the East Campus undergraduate residence consists of two five-story buildings (known as "the parallels") facing each other across a courtyard. The centrally located residence is home to approximately 380 undergraduate students living in ten culturally distinct communities (or "halls").

MIT's comprehensive renovation of East Campus will renew infrastructure, update life safety systems and accessibility, and improve the student resident experience. Mechanical, electrical, plumbing, fire protection, and technology systems will be updated or replaced, lounges and bathrooms will be upgraded, and kitchen areas will be enlarged and refreshed with new appliances. Accessibility improvements include new elevators located in new light-filled lobbies — one for each parallel — that will serve as main entrances. Improvements to the building envelopes will enhance their energy performance and make them structurally sound and weathertight.

East Campus wall murals have been a tradition since the 1970s, and the renovation will add large, moveable wall panels to support student artwork. Additional project elements supporting artistic expression and student wellbeing include updated music and fitness rooms as well as the East Campus makerspace, which will be brought up from the basement to the ground floor to facilitate courtyard builds (students erect an expansive "Build" project during Residential Exploration week every September). The courtyard itself will undergo improvements such as surface upgrades and the creation of additional seating areas.

William Rawn Associates is the architect, and Consigli Construction is the construction manager. The project is scheduled to be completed in 2025.

Edward and Joyce Linde Music Building (Building W18)

The Institute is constructing a state-of-the-art building to support the popular music program's curricular requirements. Sited adjacent to Kresge Auditorium, the building consists of three complementary volumes that house music teaching, performance, rehearsal, and recording spaces as well as a large-scale, purpose-built performance hall. The brick-clad structures — the Concert Hall, the Music Maker Pavilion, and the Music and Culture Space — are connected by a glass-walled lobby providing multiple entrance points. Each volume incorporates sound-insulating walls and world-class acoustical design. Below grade, a two-level garage will provide 143 parking spaces.

Linde Music Building exterior. Image by Monica Lee.

The building is sited within an illustrious architectural context that includes Eero Saarinen's Kresge Auditorium and MIT Chapel as well as Baker House (Building W7), designed by Alvar Aalto, and the Zesiger Sports and Fitness Center (Building W35), designed by Kevin Roche. In response, the new building's design incorporates strong geometric cubes of red brick connected by a curved metal roof that echoes the appearance of nearby Kresge. Its several entrances relate to the pedestrian walkways outside and invite people to pass through the airy, open lobby. The building will be set among a grove of trees that creates a campus green space, complementing the historic Kresge quadrangle.

Sejima and Nishizawa and Associates (SANAA) is the design architect, Perry Dean Rogers Partners Architects is the executive architect firm, and Lee Kennedy Company is the construction manager. Acoustical design is by Nagata Acoustics. Construction of the building began in summer 2021, with a target completion date of 2024.

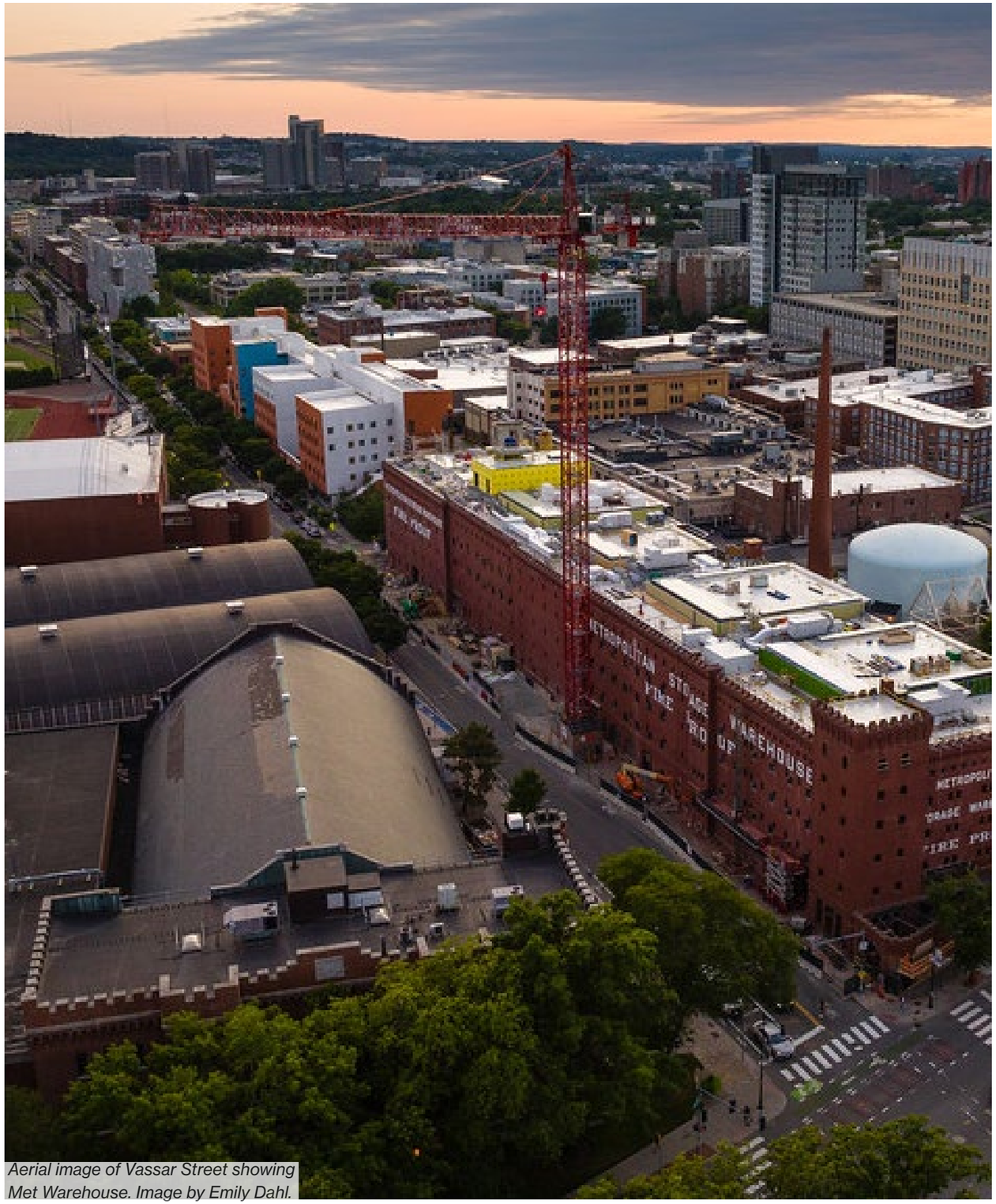
The Metropolitan Storage Warehouse (Building W41)

Originally designed by Peabody & Stearns, the Metropolitan Storage Warehouse (Met Warehouse) is one of the oldest buildings on the MIT campus and is listed on the State Register of Historic Places. Its massive structure consists of five connected buildings constructed between 1895 and 1923, together resembling a medieval castle complete with a square brick tower and crenellated cornice.

In close collaboration with the Cambridge Historical Commission, MIT is renovating and adapting the Met Warehouse to create a center of interdisciplinary design research and education with a new home for the School of Architecture and Planning (SA+P). The edifice will also house the new MIT Morningside Academy for Design (MIT MAD), which draws on multiple disciplines to foster design-enriched innovation while empowering individuals and reshaping the way we learn. Elements of the renovation include classrooms, faculty offices, areas for meetings and collaborative activities, and design studio space that will significantly increase MIT's capacity for arts and design programming.

The adaptive reuse is based around the five original buildings and involves partial removal of floors, columns, the roof, and the façade to make way for a series of insertions that will bring light deep into the heart of the structure. Strategically integrating the old with the new, the design strives to preserve the building's historic character while leveraging its existing spaces to serve the needs of current and future programming.

The architects for the project are Diller Scofidio + Renfro (lead designer) and Leers Weinzapfel Associates (LWA), and Shawmut Design and Construction is the construction manager. Construction is scheduled to be completed in 2026.



Aerial image of Vassar Street showing Met Warehouse. Image by Emily Dahl.

Graduate Junction (Buildings W87-W88)

Located adjacent to Simmons Hall, Graduate Junction (open and occupied as of August 2024) provides new housing options for single graduate students as well as families, including studios and one-, two-, and four-bedroom units. Beyond the entrance lobbies, residence amenities include lounges, study spaces, a fitness center, and ample indoor bike storage. Its 675 new student beds fulfill MIT's Volpe zoning commitment to expand the stock of graduate student housing on campus.

Graduate Junction's pair of conjoined buildings frame a publicly accessible central plaza and green space gateway leading to the Fort Washington Historic District and Park. The façades of the buildings consist of variegated brick and metal panels designed to echo Cambridgeport's history. Glass curtain walls and other transparent elements break up the structural mass and reveal the activity within. The Central Plaza is designed to encourage varied, multi-season activities with outdoor seating, urban tree groves, and a raised platform surrounded by a lawn and plantings. A north-facing terrace and gardens augment Graduate Junction's active outdoor life, and the project has comprehensively rebuilt and renewed the streetscape with an extension of the separated bike lane, more street trees, and additional energy-efficient street lighting.

KieranTimberlake is the designer for the project, and John Moriarty & Associates is the construction manager. MIT worked with American Campus Communities (ACC — an experienced third-party campus housing developer) to develop the project, and ACC will manage the residence. The project team is targeting LEED v4 Platinum certification.

200 Main Street (Kendall Site 2)

200 Main Street, designed as a laboratory and research building and located adjacent to 238 Main Street and the MIT Sloan School, is the last major development project in the Kendall Square Initiative. Construction of the below-grade garage structure is completed, and installation of the garage mechanical, electrical, and plumbing systems is ongoing.

In Planning and Design

McCormick Hall (Building W4)

As MIT proceeds with its renewal of undergraduate housing, it is planning to upgrade infrastructure and systems in McCormick Hall, the Institute's only all-women residence. McCormick was constructed 60 years ago and has undergone targeted updates, but this will be the first significant renewal of the building as a whole.

The 129,000-square-foot structure consists of a base with two eight-story towers (East and West) housing 233 undergraduate students in single, double, and triple rooms. In addition to the residential rooms, the building contains a number of community kitchens, bathrooms, and lounges. Key planned improvements include updating mechanical, plumbing, and fire protection infrastructure, modernizing elevators, and expanding capacity by adding 12 beds. The project plans include providing a structurally sound and weather-tight building envelope (including window and façade repairs) and making a range of accessibility improvements. Goals of the project include preserving McCormick's architectural integrity and historic charm while enhancing its important role as a hub of activity for undergraduate women on campus.

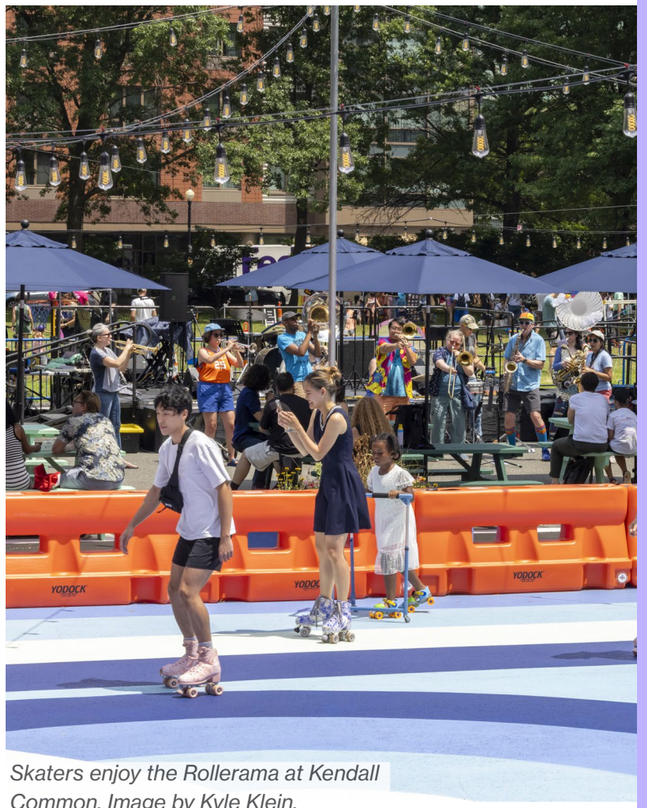
The McCormick Hall Transition Team — consisting of students, the house team, and staff — is working with the project team and architects to plan the temporary closure of the residence, provide ongoing support for its community, and envision future uses of its common spaces.

KieranTimberlake is the project architect. Construction is expected to begin in 2025 and take two years to complete.

Kendall Common (Volpe redevelopment project)

In early 2024, MIT closed on the acquisition of the ten-acre development site formerly known as Volpe, now renamed Kendall Common. The plan for this parcel includes four residential buildings, four commercial buildings, four parks, ground floor retail throughout the development, and a community center. The design review process with the Cambridge Planning Board was completed for Building C1, a commercial building to be located at 25 Broadway (the second building of the project to receive design approval). As a way to introduce Kendall Common to the community and engage their interest, the project team partnered with a Boston-based placemaking agency to create a pop-up outdoor social space and roller skating rink that was open between June and September 2024, offering free skate rentals and entry, lessons, and a variety of community programs.

MIT continues to work closely with Eversource and the City of Cambridge to coordinate infrastructure development and recently executed an easement agreement with Eversource to allow them to run electric transmission lines through the corner of the site. Construction on the site of the City's stormwater culvert and Eversource's electric duct bank is commencing this fall and will continue through summer 2025.



Skaters enjoy the Rollerama at Kendall Common. Image by Kyle Klein.

Construction Mitigation

MIT recognizes that construction projects can be disruptive and strives to minimize the inconvenience created by building activity. The Institute works closely with City staff to develop mitigation plans for all projects to ensure that truck routes, location of access gates, and hours of operation have the least possible impact on neighbors. MIT provides online updates on construction activities using the coUrbanize platform, conducts frequent meetings with abutters, and provides detailed responses to all questions received via email. In addition, the Institute works closely with individual retailers that may be affected by the construction activities to ensure that their patrons know they are open for business. This includes helping tenants reach customers with additional signage and sending notices to tenant lists.

Integrated Design Process builds campus sustainability

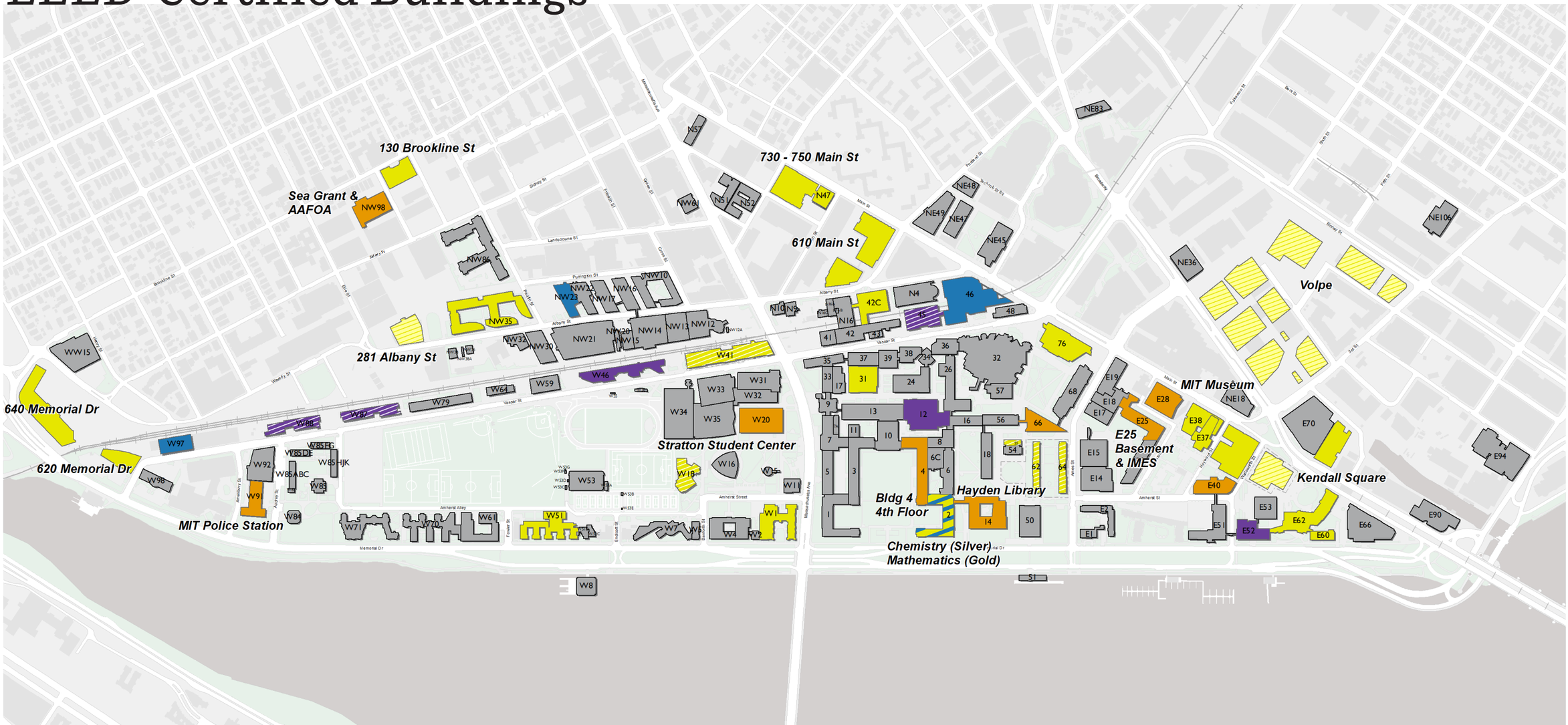
For all new construction and renovations, MIT requires an Integrated Design Process (IDP) with the goal of developing resilient, high-performance projects that reduce greenhouse gas (GHG) emissions, quantify life-cycle metrics, minimize resource consumption, and emphasize human and ecological health.

During the IDP, all major stakeholders collaborate to ensure that each project meets MIT's sustainability standards and earns (or exceeds) Gold Certification in the Leadership in Energy and Environmental Design (LEED) v4 rating system. Partial renovation and limited scope projects use LEED v4 to evaluate performance options and are encouraged to seek certification if applicable. Strategies to reduce GHG emissions (both operational and embodied), energy consumption, and water use are explored, and opportunities to manage stormwater and reduce the risks of flooding and/or excessive heat are evaluated.

The sustainability aspects of MIT's construction and renovation projects range from the building retrofits and AI-guided building management systems mentioned earlier in this report to right-sized HVAC equipment with heat recovery features, efficient lighting, low-flow water fixtures, low-emitting materials, reflective roofs, and solar photovoltaic systems, as well as green infrastructure elements (such as green roofs, shade trees, green spaces, bioswales, and ground plantings) that contribute by cleaning the air, cooling the site, and/or filtering and managing stormwater runoff.

View of Killian Court from the Charles River. Image by Emily Dahl.

LEED-Certified Buildings



MIT and Cambridge Public Schools

A Cambridge Science Fesitval attendee uses a viewfinder. Image by Michael J. Clarke.

MIT works closely with the Cambridge Public Schools (CPS) to deepen educator and student engagement and participation. The MIT community consists of hundreds of researchers and scientists looking to expand their impact by inspiring and empowering future generations of learners, scientists, designers, and innovators. Seventy-five percent of MIT departments participate in a wide variety of K-12 outreach opportunities. Below are select examples.

MIT Full STEAM Ahead

Initially developed as a response to the need for online resources during the Covid-19 pandemic, MIT Full STEAM Ahead is now in its fourth year and has expanded to in-person student and educator workshops and programs. The MIT Full STEAM Ahead Into Summer program welcomes local middle schoolers to explore MIT's campus for three weeks and engage with hands-on learning in engineering, art, and project creation. For educators, the Full STEAM Ahead Educators Immersion Program focuses on building the capacities of schools and organizations by working with cohorts of educators across Massachusetts. Beginning with a two-week summer engagement, the team unpacks the lessons from the program and presents these ideas as "building blocks" that educators will use to develop new projects implemented within their classrooms, schools, or organizations over the fall semester.

The Tech Experience

Through a series of coordinated partnerships between MIT's Office of Government and Community Relations and CPS's Educational Technology Department, the Tech Experience matches Cambridge students' STEAM interests with MIT resources for collaboration opportunities. Educators can engage in guided networking and brainstorming around their STEAM curriculum. Part of the series includes an annual field trip for all CPS seventh-grade students to the MIT Museum, as part of Computer Science Education Week. During the field trip, students have the opportunity to explore topics in AI and chat with local computer science professionals while building mazes.

Over the past five years, the partnership has catalyzed more than 15 collaborations with MIT departments reaching approximately 1,500 K-12 learners. Additionally, more than ten professional development opportunities have been jointly curated for educators.

MSYEP student explores the MIT Museum. Image by Logan Read.

MIT Cambridge Impact Scholars

Now in its eighth year, the MIT Impact Scholarship program awards ten $10,000 scholarships annually to college-bound students from Cambridge Rindge and Latin High School, Prospect Hill Academy, and the Community Charter School of Cambridge. The awards are made based on the students' personal impact that they bring to their families and communities and are intended to help defray the cost of post-secondary education. To date, scholarships in the amount of $800,000 have been awarded to 80 Cambridge students.

In FY24, 40 Cambridge students used MIT scholarship funds and studied at 24 colleges and universities across the United States. A majority of the awardees attended school in the Commonwealth. Those outside of Massachusetts pursued their education at institutes all over the country including Stanford University, Howard University, Columbia University, Brown University, and Swarthmore College.

Mayor's Summer Youth Employment Program

MIT hosts several Mayor's Summer Youth Employment Program (MSYEP) worksites that provide opportunities for Cambridge high schoolers to gain exposure to future educational and career pathways. The 2024 summer welcomed 52 Cambridge students at four MSYEP worksites across the Institute. For example, the Lemelson-MIT program (LMIT) hosted 25 students who learned about innovation processes by working with the local community. During the six-week program, participants immersed themselves in the Invention Process Curriculum — a rigorous and hands-on educational framework that encourages critical thinking, problem-solving, and creativity. The curriculum is designed to guide students through every stage of the invention process, from identifying a problem to developing a viable solution and ultimately creating a working prototype.

An MIT Impact Scholar receives a hat. Image courtesy of CCSC.

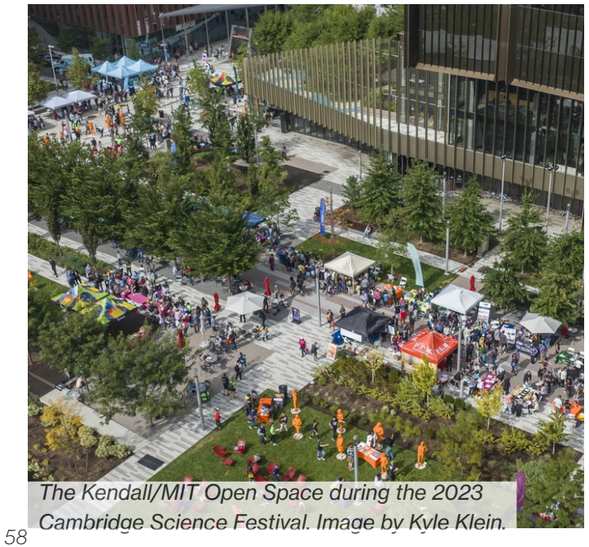
Cambridge Community Events

Kendall/MIT Open Space

The Kendall/MIT Open Space is filled with programming throughout the year, with many events geared toward families and young people in Cambridge. In the reporting period, Open Space Programming hosted over 100 free and public events, collaborating closely with organizations in and around Cambridge, MIT, and Kendall Square. Events included lunchtime networking enhanced by food trucks, community gatherings, outdoor movies, LEAP Labs geared toward families and kids, and weekly game cart hours. These public programs ensure the open space meets its overarching objective – to provide an accessible, active, social, and welcoming space for the Cambridge, MIT, and Kendall Square communities.

Lunar New Year

In February 2024, MIT welcomed the Year of the Dragon with hands-on crafts, face painting, free snacks, and entertainment. Families around Cambridge enjoyed a fun-filled day in the Kendall/MIT Open Space and MIT Welcome Center, with activities for attendees of all ages. The packed program schedule included a performance from the MIT Lion Dance team, Chinese calligraphy lessons, and free traditional treats and hot drinks.



The Kendall/MIT Open Space during the 2023 Cambridge Science Festival. Image by Kyle Klein.

LEAP Labs

A creation of Open Space Programming, the LEAP (Learn, Explore, and Play) Lab series provides an opportunity for families and children to gather for playful connections and hands-on learning. LEAP Lab programs are held on Saturday mornings throughout the year. Topics vary, and 2024 programs included the Science of Marshmallow with MIT PhD student group Kitchen Matters, a read-aloud and activity featuring astrophysicist Dr. Marc Kuchner, and a creative dance workshop led by Jean Appolon Expressions.

Cambridge Science Festival

The Cambridge Science Festival, established by the MIT Museum in 2007, has produced this annual celebration every year with generous support from the City of Cambridge. The first of its kind in the United States, the multi-day festival showcases science, technology, engineering, art, and math (STEAM), making these subjects accessible, interactive, and fun for all. The festival offers a range of activities across the City including demonstrations, workshops, tours, debates, contests, talks, and behind-the-scenes glimpses, all showcasing the richness of scientific inquiry and the excitement of discovery.

The 2023 Cambridge Science Festival was held during the last week of September. The week-long festival featured 245 events created in collaboration with 280 partners in 90 venues – all of which were free and open to the public. Year round, the MIT Museum offers free memberships for Cambridge residents.

The Festival partnered with Cambridge Public Schools to offer in-school programming for elementary school students. Cambridge Public Libraries also offered 25 programs and events throughout the week. The culminating event – the Carnival – was held in the Kendall/MIT Open Space and had a record-breaking attendance of over 17,000 people during its four-hour timeframe with over 100 pop-up, hands-on STEAM activities.

Aerial view of the mural. Image courtesy of Kendall Common.

Entrance to the rink. Image courtesy of Kendall Common.

Children playing at Kendall Common. Image by Kyle Klein.

Rollerama

The Rollerama at Kendall Common, a pop-up outdoor social space and roller skating rink, marked the community's first introduction to Kendall Common (formerly known as the Volpe parcel), where a new mixed-use development will soon take shape. Between June 27 and September 29, 2024, the pop-up rink offered free roller skating, skate rentals, and a range of programming, giving local residents and visitors alike another reason to enjoy Kendall Square.

While it was open, Rollerama welcomed more than 15,000 roller skaters in a space made colorful and welcoming with a large mural by Boston-based artist Massiel Grullón that spanned the 7,000 square feet of the skating surface.

Visitors flocked to Kendall Common from across the region, with 30% from nearby Cambridge neighborhoods, including The Port, MIT, Central Square, Cambridgeport, and East Cambridge (zip codes 02139 and 02141). Visitors ranged in age from eight months to 87 years old. More than 800 beginners learned to roller skate in the free "My First Skate" classes held on Sunday mornings with local business the Skate Hags, and nearly 30% of first-time visitors returned to use the rink on more than one occasion. Rollerama also hosted 43 campers and counselors from Kennedy-Longfellow School for a summertime roller-skating field trip.

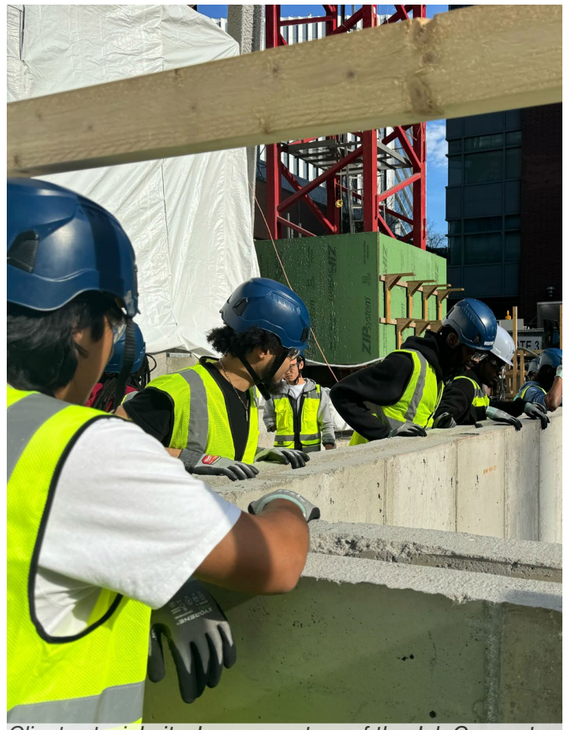
Voluntary skate rental donations were welcomed and shared with local Cambridge nonprofits, including East End House, Community Art Center, Tutoring Plus, and others, as another way to support the local community. Rollerama also served as the location for the Kendall Common Block Party, previously known as the Volpe Block Party. Celebrating its eighth year, this event brought the Cambridge community together for free food, fun, ice cream, music, and activities for all ages.

Economic Impact

The Job Connector by MIT

Now in its fifth year, the Job Connector — a free workforce development hub established as part of MIT's Volpe zoning agreement — has helped more than 825 Cambridge residents advance their careers. The Job Connector provides comprehensive support to job seekers at all stages of their professional journeys. This support includes resume and cover letter writing, networking and interview preparation, and individual counseling.

In order to maintain strong ties with residents and connect with local job seekers, the Job Connector actively immerses itself in the Cambridge community. Outreach efforts include partnerships with local organizations, a monthly email newsletter, an active social media presence, and participation at community events. These activities help the Job Connector bring its services to those who need them the most.



Clients at a jobsite. Image courtesy of the Job Connector.

Job Connector offices on Main Street. Image by Logan Read.

Programming

The Job Connector provides both professional development and industry-specific programs. In the reporting period, five intensive programs served more than 150 residents and focused on topics including the construction and trades-based industry, barriers to employment, job searching, career development skills, and professional networking.

Introduction to Construction and the Building Trades

For the past three years, the Job Connector has hosted its fall flagship program: Introduction to Construction and Building Trades. Each session serves 15-20 Cambridge residents who learn the ins and outs of the high-growth construction and building trades sector. Industry experts provide first-hand information on topics such as local building trades unions, entrepreneurship within the field, construction management, real estate development, and more. The multi-week program is made possible through partnerships with the Greater Boston Building Trades Unions, CSL Consulting, Turner Construction, local independent builders, Building Pathways, and City leadership. Program graduates, who are paid to participate by MIT, have gone on to join advanced training programs and unions; two graduates now work for CSL Consulting.

Job Connector clients listen to a program. Image by Logan Read.

Administrative Assistant Program

The Job Connector celebrated the graduates from the inaugural Administrative Assistant Training Program in June 2024. The five-week series offered 17 Cambridge residents the opportunity to develop their skills in professional communication, writing, spreadsheets, marketing, and graphic design. For three days each week, participants attended workshops that emphasized interactive communication and writing to establish a strong foundation for administrative roles. Hands-on activities improved proficiency in essential software and technical skills. Graduates joined this program from a variety of professional and personal backgrounds, and bonded closely over the five weeks, spending many hours together outside of class reinforcing their learning. Many of the participants have received job offers, and all expressed feelings of accomplishment and optimism about their career opportunities at the end of the program.

> *What I have learned here has given me so much confidence to use my skills in the workplace. My only wish is that we had more time together! The confidence boost from the program training and the guest speakers was really impactful.*
>
> *-Firdaus Hamyar, spring 2024 program graduate*

The training program was supported by many employer and community partners, including: Beacon Hill Associates, East Cambridge Savings Bank, Homeowner's Rehab, Inc. (HRI), the City of Cambridge, and MIT Human Resources. These partnerships are an essential part of Job Connector programming and play a critical role in creating career pipelines for the City's residents.

Other Programs

Throughout the year, the Job Connector office space at 792 Main Street is used to host events for the community. For example, staff recruited throughout Cambridge for a local restaurant hiring fair and training opportunity. Attendees were also able to train for CPR and ChokeSaver certifications — which provide an essential skill set for prospective employers. During tax season, the Job Connector and the Cambridge Economic Opportunity Committee teamed up to host tax preparation sessions for Cambridge residents.

Firdaus Hamyar with Job Connector staff. Image courtesy of the Job Connector.

Payments to the City of Cambridge	FY20	FY21	FY22	FY23	FY24
Real Estate Taxes Paid*	$65,318,882	$70,355,886	$76,734,164	$83,932,146	**$96,677,362**
Payment in Lieu of Taxes (PILOT)**	$2,211,549	$2,232,696	$2,288,514	$2,345,727	**$2,404,370**
Water and Sewer Fees Paid	$7,812,810	$6,201,488	$8,319,592	$9,792,604	**$11,692,952**
Other Fees and Permits Paid	$8,242,958	$11,313,394	$16,321,388	$9,387,451	**$7,562,135**
Total Payments	$83,586,199	$90,103,464	$103,663,658	$105,457,928	**$118,336,819**

*Includes real estate taxes paid by MIT, taxes paid on MIT-owned property through ground leases, and real estate taxes generated by Independent Living Groups.

**The amount of MIT's PILOT payment is governed by the 2004 agreement between MIT and the City of Cambridge.

As the #1 taxpayer in Cambridge, MIT's FY24 real estate tax payment represents **16.8%** of the City's total tax revenue stream.

Purchase with Purpose

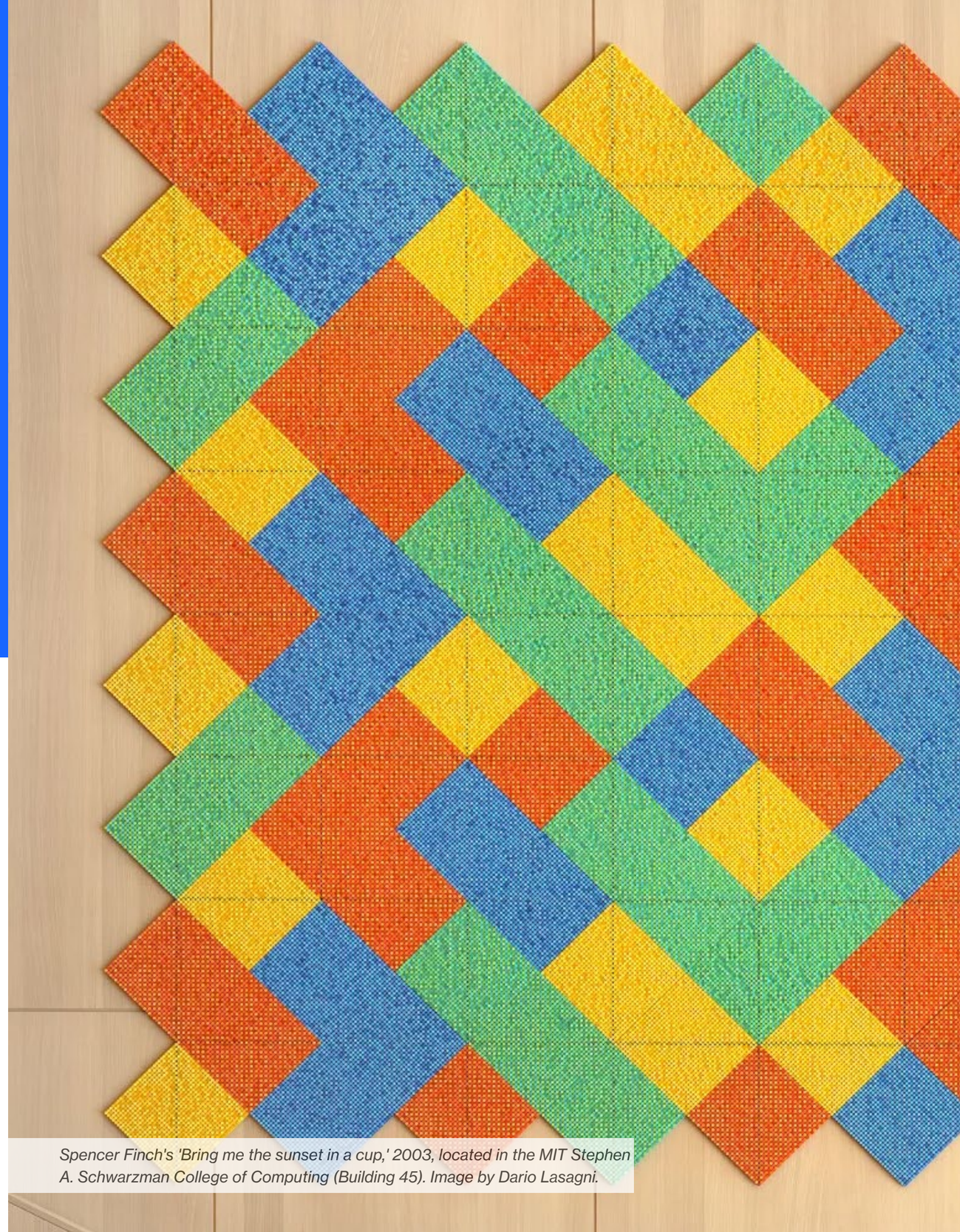
MIT's Purchase with Purpose program aims to help our community identify and engage with small, diverse, local, and sustainable businesses to supply our campus with goods and services. The program offers trainings, resources, and networking engagements that support MIT purchasers in identifying suppliers in the community that can best meet the Institute's needs.

The Office of the Vice President for Finance (VPF) has been actively working on a suite of tools and resources to facilitate engagement with these suppliers, including:

- **Supplier Search** — a tool enabling the MIT community to easily identify local, small, diverse, and sustainable businesses for their purchases
- **Procurement Services Website** — a new site providing streamlined and detailed information to the MIT community on purchasing goods, services, and travel

In addition to providing tools and resources for the MIT community, the Purchase with Purpose program focuses on strengthening external engagement with suppliers and business groups by:

- Co-hosting vendor fairs with the City to connect local small, diverse, and sustainable businesses with purchasers at area organizations
- Expanding MIT's participation in local business development organizations, including a new membership to the Greater New England Minority Supplier Business Development Council
- Engaging local, small, diverse, and sustainable businesses in competitive bid processes (opportunities this year included bids in contingent staffing, catering, and facility maintenance)



Spencer Finch's 'Bring me the sunset in a cup,' 2003, located in the MIT Stephen A. Schwarzman College of Computing (Building 45). Image by Dario Lasagni.