

Massachusetts Institute of Technology



2007 Town Gown Report to the City of Cambridge December 3, 2007

2007 Annual Town Gown Report

Massachusetts Institute of Technology

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2007 Annual Town Gown Report Massachusetts Institute of Technology

2006-2007 term (7/1/06 - 6/30/07) Submitted December 3, 2007

I. Existing Conditions

A. Faculty & Staff

	2003	2004	2005	2006	2007	2017 (projected)
Cambridge-based Staff						
Head Count	7,881	7,911	8,173	8,588	9,0331	9,000-10,000
FTEs	6,971	6,823	7,145	7,473	7,710	
Cambridge-based Faculty						
Head Count	965	962	970	976	984	~1,100
FTEs	958	952	963	971	978	
Number of Cambridge Residents Employed at Cambridge Facilities	1,338	2,0822	1,827	1,860	2,024	~2,000

¹ The establishment of the Broad Institute, the McGovern Institute for Brain Research, and the Picower Institute for Learning and Memory accounts for the increase in staff.

² The change reflects a new system of record-keeping and the ability of employees to update their own biographical information.

B. Student Body

	2003	2004	2005	2006	2007	2017 (projected)
Total Undergraduate Students	4,173	4,109	4,132	4,053	4,114	4,500
Day	4,173	4,109	4,132	4,053	4,114	
Evening	N/A	N/A	N/A	N/A	N/A	
Full Time	4,107	4,069	4,077	4,005	4,058	
Part Time	66	40	55	48	56	
Total Graduate Students	5,864	5,963	5,953	5,881	5,884	6,000-6,2003
Day	5,864	5,963	5,953	5,881	5,884	
Evening	N/A	N/A	N/A	N/A	N/A	
Full Time	5,687	5,819	5,813	5,839	5,833	
Part Time	177	144	140	42	51	
Non-Degree Students	185	158	150	176	166	
Day	185	158	150	176	166	
Evening	N/A	N/A	N/A	N/A	N/A	
Total Students Attending Classes in Cambridge	10,222	10,230	10,235	10,110	10,164	10,500-10,700
Non-resident students not included	95	110	85	96	89	

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³ There is not an overall plan to make changes to the graduate student population. Enrollment fluctuates depending on the independent decisions of academic departments. These decisions are governed by a variety of factors including the availability of research funding and the ability of international students to obtain visas. International students account for approximately 37% of the graduate student population.

C. Student Residences

	2003	2004	2005	2006	2007	2017 (projected)
Number of Undergraduate Students residing in	n Cambri	dge				
In Institute-approved housing (includes dormitories, fraternities, sororities and independent living groups)	3,324	3,253	3,281	3,270	3,272	3,200-3,400
In off-campus housing owned and managed by MIT	5	6	4	7	7	
In off-campus non-MIT housing	37	91	88	69	53	
Number of Graduate Students residing in Cam	bridge					
In Institute-approved housing (includes dormitories, fraternities, sororities and independent living groups)	2,048	2,207	2,148	2,172	2,144	2,100-2,500
In off-campus housing owned and managed by MIT	265	191	195	172	172	
In off-campus non-MIT housing	1,712	1,747	1,736	1,803	1,563	
Student Parking						
Number of parking spaces maintained for undergraduate and graduate students (including resident and commuter parking)	1,103	1,103	1,103	1,103	1,103	1,103

D. Facilities & Land Owned⁴

	2003	2004	2005	2006	2007	2017 (projected)
Acres					_	
Tax Exempt	157	157	¹ 57	¹ 57	160	
Taxable	86	84	84	87	85	
Number of Buildings (academic)	125	125	126	127	1025	
Dormitories						
Number of Buildings	26	26	26	26	26	
Number of Beds	5,274	5,274	5,248 ⁶	5,248	5,290	
Size of Buildings (gross floor area)						
Institutional/Academic		5,897,549	5,898,196	6,315,432	6,032,363	
Student Activities/Athletic/Service		1,845,344	1,845,681	1,845,681	2,159,664	
Dormitory/Nontaxable Residential		2,687,681	2,681,280	2,680,967	2,679,144	
Commercial ⁷	4,632,163	4,632,163	4,625,434	4,716,417	4,771,460	
Taxable Residential ⁸	172	172	172	172	172	

Parking spaces maintained in Cambridge

Number of parking spaces maintained for students: 1,103

Number of parking spaces maintained for faculty, staff and visitors: 3,888

⁴ MIT and the City agreed that sub-area divisions are unnecessary in this section.

 $^{^{\}rm 5}$ Buildings leased by MIT or not located in Cambridge have been removed from the count.

⁶ The change in number of beds between 2004 and 2005 is due to a change in reporting methodology.

 $^{^{\}rm 7}$ MIT's commercial properties are measured by rentable square feet.

⁸ MIT's taxable residential properties are measured by rental units.

Housing

Tax Exempt: MIT- Owned and Managed Housing	Tax Exempt: Other Housing	Taxable: MIT-Owned and Managed Housing ⁹	Taxable: Other Housing (Univ. Park & 100 Mem. Dr. Ground Leases)
none	none	172	676
none	none	12	5
none	none	172	676
none	none	12	5
none	none	172	727
none	none	12	6
none	none	172	1,105
none	none	12	7
none	none	172	1,105
none	none	12	7
none	none	172	1,105
none	none	12	7
	Owned and Managed Housing none none none none none none none n	Owned and Managed Housing none none none none none	Owned and Managed Housing none none 172 none none 172 none none 12 none none 172 none none 12 none none 172 none none 12 none none 172 none none 172 none none 12 none none 12 none none 12 none none 12 none none 172 none none 172 none none 12

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⁹Occupied by both MIT and non-MIT residents.

Property Transfers

Cambridge properties purchased since filing previous Town Gown Report:

600 Memorial Drive

Cambridge properties sold since filing previous Town Gown Report:

None

Note: MIT sold the Technology Square buildings but retains ownership of the land.

Planned dispositions or acquisitions:

None

E. Real Estate Leased

Use	Leased Location ¹⁰	Square Feet"
Institutional/Academic	1 Cambridge Center	4,063
Institutional/Academic	3 Cambridge Center	41,760
Institutional/Academic	5 Cambridge Center	11,869
Institutional/Academic	320 Charles Street	98,513
Institutional/Academic	7 Cambridge Center	231,028
Institutional/Academic	One Hampshire Street	23,899
Institutional/Academic	185 Albany Street	45,000
	TOTAL	456,132

¹⁰ Leased by MIT from third-party landlords.

¹¹ The square footage will, in some cases, only be a portion of the entire building.

F. Payments to City of Cambridge

	FY o ₃	FY 04	FY 05	FY o6	FY 07
Real Estate Taxes Paid12	\$18,930,865	\$23,487,606	\$24,514,865	\$24,909,401	\$25,322,904*
Payment in Lieu of Taxes (PILOT)	\$1,193,000	\$1,223,000	\$1,504,000	\$1,541,600	\$1,922,079
Water & Sewer Fees Paid	\$4,739,167	\$4,235,501	\$4,343,079	\$4,992,678	\$5,920,644
Other Fees & Permits Paid	\$2,909,611	\$1,753,585	\$347,959	\$913,167	\$1,240,107
Total Payments**	\$27,772,643	\$30,699,692	\$30,709,903	\$32,356,846	\$34,405,734

^{*} MIT's FY 07 real estate tax payment represents 10.9% of the City's total tax revenue stream.

^{**} MIT's Cambridge First Purchasing Program resulted in the additional investment of over \$64.9 million in Cambridge businesses in FY 07. This program, together with taxes paid, payments in lieu of taxes, and municipal fees, brought MIT's 2007 economic contribution to the City to over \$99 million.

¹² Includes real estate taxes paid by MIT, taxes paid on MIT-owned property by University Park, Technology Square, and 100 Memorial Drive, and real estate taxes generated by Independent Living Groups.

II. Future Plans Narrative

A. Introduction

This year as part of its ongoing campus planning activities, MIT determined that it would undertake a more detailed examination of its existing assumptions and guidelines for internal space planning, prioritization of capital projects, utility and parking operations, and transportation management prior to moving ahead with previously announced plans.

One portion of the earlier planning work that will proceed focuses on MIT's edges, particularly along Massachusetts Avenue. We will continue to analyze and develop strategies to improve the aesthetic experience of this gateway to the campus.

MIT is continuing several projects that have been in development for some time. One project that has recently been completed is the Physics, Department of Material Science and Engineering, Spectroscopy Laboratory and Infrastructure (PDSI) project. The Vassar Streetscape West redevelopment started construction in November 2006 and is expected to be substantially complete by fall 2008. The Media Lab Extension (renamed the Media Lab and School of Architecture and Planning project) is underway, as is the Sloan School of Management Expansion project and the associated underground parking. The New Ashdown House, a 550-bed graduate residence project, is now fully framed, with brick and metal panel exteriors being installed now. The Cancer Research Facility's special permit was heard by the Planning Board in November. [Will revise sentence after hearing.]

There are no major new building projects in the planning stages, although opportunities for renovating space that will be vacated when the current projects are completed are being examined.

B. MIT Students, Faculty, and Staff

The number of MIT undergraduates dropped by 505 between 1983 and 2007. MIT plans to partially restore the earlier level of the undergraduate population as housing renovations and development are completed over the next few years.

The graduate student population has fluctuated in recent years. After increases in the number of graduate students of almost 3% annually from 2000 to 2003, enrollment in 2004 fell by 1.6%. Over the next two years, the graduate population decreased by 82 students. The figure for this reporting period has remained essentially constant compared to last year. These fluctuations are caused by various factors including the availability of research funding, economic conditions, and access to visas for foreign students.

The number of faculty members has been stable at just under 1,000 for many years. Staff growth had been low in the early years of this decade, but there has been annual growth of between 3.3 and 5.2% over the last three years. This reflects the success of MIT in the continuing modest growth of its teaching and research activities. The advancement of science and technology is the wellspring of the knowledge-based economy that is central to the health and success of the entire metropolitan region. A portion of this growth can be attributed to the start-up of new centers of research, such as the Broad Institute, the Picower Institute for Learning and Memory and the McGovern Institute for Brain Research.

C. Housing and Northwest Campus

Over the last 25 years, MIT has created an additional 1,410 beds of student housing, providing housing for every additional student admitted above the 1980 student enrollment and continuing to make progress in increasing the percentage of its students living in MIT-approved housing. MIT houses all but a few of its undergraduates in Institute-approved residences. The number of graduate students living in off-campus housing in Cambridge is down by 240 compared with last year. MIT houses 59.7% of its graduate students who live Cambridge.

The New Ashdown House at 235 Albany Street will contain 550 beds upon its completion for the fall 2008 semester (see Section III for more details). The existing Ashdown House building (WI) is planned for conversion to undergraduate housing and may play a role in accommodating the planned restoration of the undergraduate population to the enrollment level of the 1980s.

MIT is continuing to consider additional improvements to Waverly Street between Erie and Pacific Streets in partnership with the City. The City has planned for a multi-modal path in this area, and the initial scope of a fire access lane to be constructed by MIT will be designed for use by pedestrians, skaters, and cyclists. The contemplated improvements to Waverly Street are in addition to a variety of public improvements already planned for the New Ashdown House project, such as placing overhead utilities underground and street and sidewalk reconstruction.

MIT is making renewed efforts to obtain permission from CSX, the railroad company that retains an easement to maintain and operate the rail tracks in the Grand Junction corridor, to construct a safe pedestrian crossing from the end of Pacific Street to Vassar Street. We are in discussions with City officials about how to advance this initiative.

D. Northeast Campus

The East Parking Lot

The East Parking Lot and the space in front of the Biology Building (Building 68), fronting on Main Street and opposite 7 Cambridge Center – the home of the Broad Institute – has been selected for the Cancer Research Facility (See Maps #2 & 3). This use builds on the activity in this area, including the adjacent Biology Building and the Brain and Cognitive Science Complex, and complements the research conducted at the Broad Institute, the Whitehead Institute, and the many biotechnology and pharmaceutical companies nearby. The Cancer Research Facility will physically strengthen this corner of the campus, eliminating the last large surface parking lot on Main Street, and create an active street edge that reinforces the connection of Technology Square to Kendall Square. The development of this site creates an opportunity for a major campus green space between the Stata Center (32), the Biology Building (68), and Buildings 56 and 66.

E. East Campus

Hayward Garage Block

The area between Hayward and Wadsworth Streets, behind the 238 Main Street building, has long been seen as a redevelopment area, possibly for an academic science or engineering building, but no specific program has been developed. The Hayward Garage has been demolished and has been replaced on a temporary basis with landscaped surface parking.

E32/E33/E34 and Medical Parking Lot Block

Another significant academic development opportunity is behind the MIT Press Bookstore (Building E38) and the adjacent MIT-owned commercial building (Building E39), between Carleton, Amherst, and Hayward Streets. Building E32 has been demolished and an interim pocket park has been built on its footprint. The current occupants of Buildings E33 and E34 will eventually be relocated elsewhere on campus and these buildings will also be demolished. Because of the significant academic density planned for the area, as well as the substantial amount of surface parking that exists in and around this location, an underground parking structure is being considered as part of the development of an academic building in this location.

III. List of Projects

A. Enhanced Academic Facilities

MIT has plans for or is constructing facilities that will serve each of the five schools of the Institute: Science; Engineering; Management; Humanities, Arts and Social Sciences; and Architecture and Planning.

PDSI

Through a project involving renovation, construction, and space swapping with other departments, the Physics Department consolidated its space, which was previously spread throughout 13 buildings on campus. There was also substantial renovation of portions of Buildings 4, 6, and 8 for use by the Department of Materials Science and Engineering, the Spectroscopy Laboratory and Building Infrastructure, leading to the project name PDSI. About a third of the program space was provided by new construction of an infill building (Building 6C) in the courtyard framed by Buildings 2, 4, 6, and 8. Payette Associates and Imai Keller were the designers and Richard White Sons was the construction manager. This building is now complete.

Sloan School Expansion

The addition of 209,000 gross square feet to the Sloan School of Management is now being built. It will accommodate the expanding needs of the School for enhanced teaching and learning spaces. This project has been designed by Moore Ruble Yudell Architects & Planners and Bruner/Cott & Associates. The accompanying underground garage will accommodate approximately 425 parking spaces. The existing surface parking lot will be reduced from 311 to 57 spaces. The special permit for this project was approved by the Planning Board in February 2007.

Media Lab and School of Architecture and Planning (formerly known as the Media Lab Extension)

This new facility will include computer labs, student and faculty offices, meeting space and exhibition spaces for the Media Lab and the School of Architecture and Planning. The facility will accommodate a growing educational program in media studies and other programs from the School of Architecture and Planning. The designer of the project is architect Fumihiko Maki of Tokyo, with Leers Weinzapfel of Boston as associate architect. MIT started construction on this project last summer.

Cancer Research Facility

The Cancer Research Facility is being planned for the end of the East parking lot at the corner of Main and Ames Streets. The proposed building is 308,000± square feet of gross floor area. Ellenzweig Associates is the designer of this project. The parking displaced by this project is planned to be absorbed by the garage being constructed under the Sloan School Expansion. As noted above, the application for a special permit has been submitted, and, pending approval, construction is planned to begin in spring 2008. [Will revise sentence after hearing.]

The Music and Theater Arts Teaching Laboratory

This proposed building is a long-desired teaching facility for musical and theatrical disciplines. This facility would be primarily for rehearsal and

teaching and is not planned as a performance venue. The building program calls for approximately 36,000 gross square feet. A siting study, completed in 2003, identified one potential site, but the Institute is also investigating other sites. This project will be considered for further design work pending progress on fundraising.

B. Housing

With the addition of New Ashdown House next fall, MIT will have added over 1,700 beds for its students in less than a decade.

New Ashdown House

This graduate student residence hall being built at the corner of Pacific and Albany Streets will have 550 beds. William Rawn Associates is the designer of New Ashdown House. The proximity of this residence hall to Edgerton (190 beds) on Albany Street, The Warehouse (120 beds) at 224 Albany, and 70 Pacific (696 beds) creates a genuine graduate student district. Common facilities can be shared, and the density provides an opportunity for a greater sense of community through activity in and around the residences.

The parking displaced from this location has been absorbed in the overall MIT parking inventory. Student parking can be accommodated in the 70 Pacific Street garage and parking lot. The MIT recycling center has been moved to an Institute-owned parking lot on Albany Street.

C. Public Improvement Projects

The City is making improvements to infrastructure throughout Cambridge, and MIT is an active participant in several of these major projects. The capital contributions from MIT are substantial and reflect the Institute's commitment to help improve the quality and safety of the common infrastructure in this area of the City.

Vassar Streetscape West

The rebuilding of Vassar Street is intended to improve the pedestrian, bicycle, and vehicular environment of the roadway from Audrey Street to Main Street. The Institute, with the support and collaboration of the City, is undertaking major improvements to this public way, creating a residential street, including landscape and streetscape enhancements, pedestrian and bicycle paths, traffic calming strategies, and consolidated utility lines. This project east of Massachusetts Avenue has been completed and the Vassar Streetscape West construction began in November 2006. The construction sequencing is being coordinated with utility changes and public works projects in and across Vassar Street.

Cambridge Drainage Projects

There are two City drainage lines for the Cambridgeport district that are planned to cross MIT property. MIT constructed a storm water drainage connection from Vassar Street down Audrey Street (a private way) to two former river-water cooling pipes. In accordance with the Institute's Storm Drain agreement with the City, MIT is giving these improvements to the City without charge. The City will make some additional improvements in the manholes as soon as the property transfer takes place that will make the new outfall operational.

The City has also proposed and designed a drain line to cross the West Parking Lot, continue down Amherst Alley and then run adjacent to Next House out to Memorial Drive and the Charles River. The construction of the crossing of Vassar Street is now being completed. MIT and the City are working on an agreement to achieve a property transaction and implement appropriate mitigation methods.

D. Service and Circulation Infrastructure

MIT intends to maintain its parking inventory by replacing or rehabilitating aging garages and parking lots on valuable campus locations. The Institute also plans to expand and upgrade its utility infrastructure to keep pace with its building program.

Utility Expansion

The growth of demand for chilled water on campus requires development of additional cooling towers. A cooling tower and chiller in E40, on the corner of Amherst and Wadsworth Streets, were replaced in 2007. Temporary boilers and cooling towers near the Central Utility Plant will be replaced during the implementation of a larger strategy to provide sufficient permanent steam and chilled water to serve the currently planned building projects. Current plans are to replace the temporary cooling towers with a larger permanent structure on MIT land behind the Central Utility Plant, over the railroad track easement.

Parking

MIT has not added any net new parking spaces in more than a decade. In recent years, a significant number of parking spaces have been either temporarily lost to construction or permanently displaced. There has been a modest replacement of parking spaces through leased off-campus office and laboratory space.

MIT intends to restore parking spaces that are temporarily out of service, to relocate permanently displaced parking spaces, and to reduce the amount of more expensive leased parking. Where possible and financially feasible, future parking will be located underground, freeing up land for campus development.

In the future, the cleared sites of E₃₂, E₃₃, and E₃₄, along with the surface parking lot serving MIT Medical between Carleton, Amherst, and Hayward Streets, would permit a large underground garage to be constructed under a new academic development. This garage would absorb the 200-plus existing parking spaces that would be displaced and capture additional parking spaces displaced by the capital building program. The timeline for this garage has not been established.

IV. Mapping Requirements

Map #1

Map #2

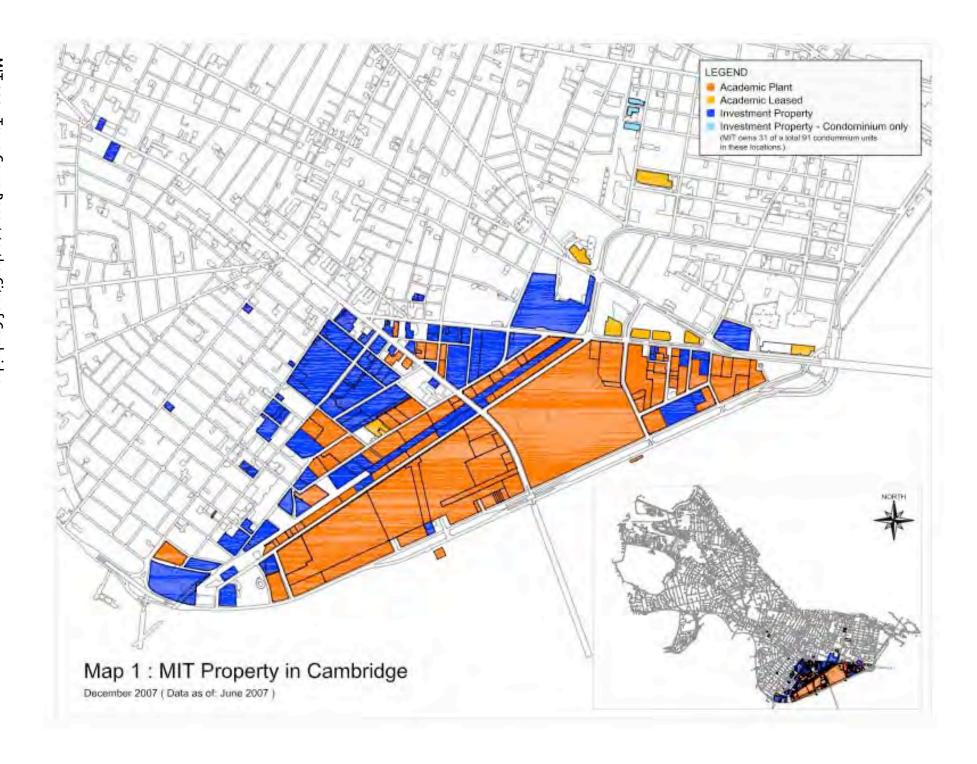
Development projects completed within the past year, now underway, proposed or planned within the next three years.

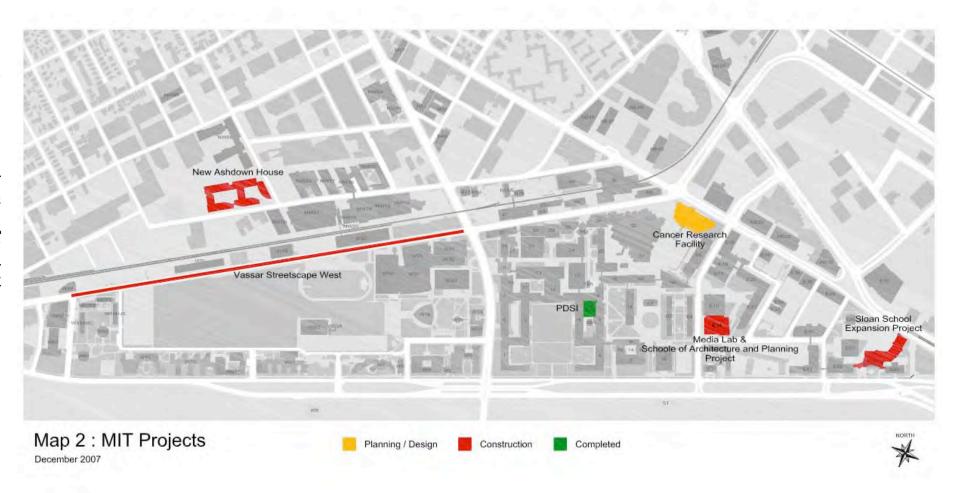
Map #3

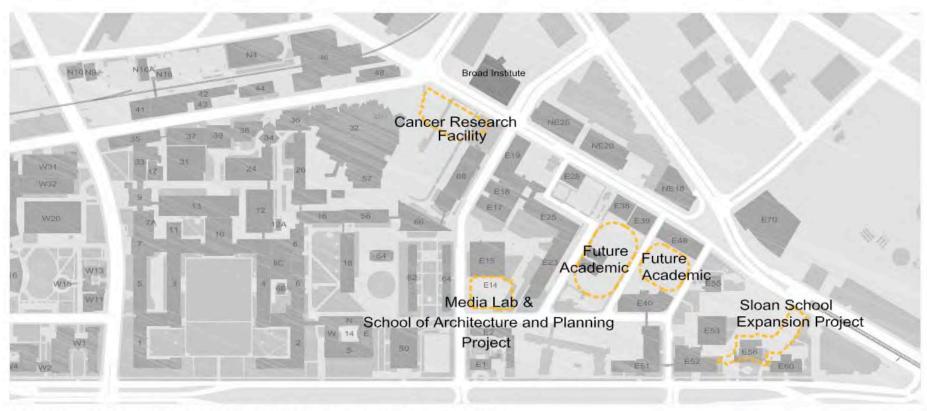
Sub-areas/precincts of MIT campus indicating the location of future development areas and projects (Medical lot and former Hayward Garage site)

Map #4

All regularly scheduled campus shuttle and transit routes



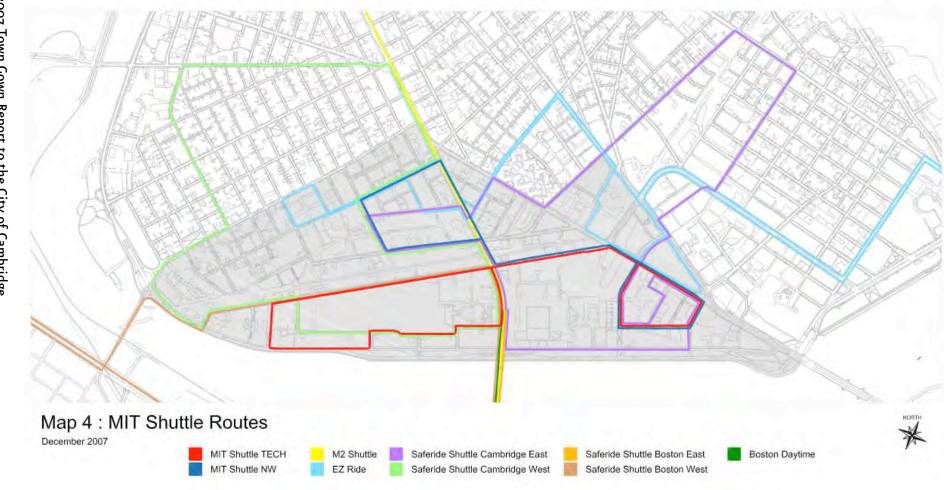




Map 3 Main and East Campus Development Opportunities

December 2007





V. Transportation Demand Management

MIT has made no policy changes to its Transportation Demand Management strategy since its last report. The latest survey results for commuting mode choice are available in the 2006 Town Gown Report to the City of Cambridge.

Point of Origin for Commuter Trips to Cambridge

	· · · · · · · · · · · · · · · · · · ·	_
Home Location	Number of People working on the MIT Main Campus	Percentage
Cambridge	2,024	20.2%
Arlington	362	3.6%
Belmont	221	2.2%
Boston	1,361	13.6%
Brookline	346	3.5%
Lexington	138	1.4%
Malden	151	1.5%
Melrose	72	0.7%
Newton	422	4.2%
Somerville	740	7.4%
Waltham	113	1.1%
Watertown	133	1.3%
Wellesley	65	0.6%
Weston	45	0.4%
Winchester	106	1.1%
South of Boston	381	3.8%
North of Boston	681	6.8%
Outside 128	1,230	12.3%
Outside 495	771	7.7%
Connecticut	25	0.2%
Maine	19	0.2%
New Hampshire	137	1.4%
Rhode island	46	0.5%
Vermont	3	0.0%
Outside New England	329	3.3%
Unknown	96	1.0%
Grand Total	10,017	100.0%

VI. Institution Specific Information Requests

1. Provide an update on long term planning for the main campus, with a particular focus on plans for campus green space and campus edges, where MIT property abuts other land owners.

See Section II, Future Plans Narrative, for information on academic plans, particularly Vassar Streetscape West, New Ashdown House, Housing and Northwest Campus, and Cancer Research Facility for campus green space and edges information. Unlike the academic program, MIT's investment activities in Cambridge are driven by market forces and the competitive commercial real estate industry. As such, they are opportunistic in nature and difficult to predict with any degree of certainty. As we have done in the past, we will share our plans with the City as early as possible.

2. Provide information on plans for MIT owned parcels located along Massachusetts Avenue, with particular attention to ground floor retail uses.

There are several MIT investment parcels in this area, along with a few academic properties. (See Map #1.) There are no plans for changes to the retail and residential buildings and tenants at 233 and 351 Massachusetts.

The most important change that has taken place recently is the opening of the MIT Museum's ground floor space at 265 Massachusetts Avenue. It creates an open and inviting window into MIT, providing a new place for the Institute to meet with the public.

The former Budget Rent-A-Car building and lot at 220 Massachusetts Avenue has now been converted for use as additional laboratory, office, and ground floor retail space by Novartis. This creates an appropriate urban street edge, reinforcing the continuous character of this section of Massachusetts Avenue.

In Central Square at 450 Massachusetts Avenue, the new mixed-use building for theater and retail use is under construction. The shell and core of this building are expected to be complete in 2007.

The parking lot on the northeast corner of Massachusetts Avenue and Albany Street is controlled by Analog Devices. Analog leases the parking lot and the building at 21 Osborn Street from MIT. Analog recently exercised its option to extend the lease.

There are four academic facilities on the Central Square end of Massachusetts Avenue:

- Building N₄₂ (211 Massachusetts Avenue), the Information Systems and Technology Building;
- Buildings N51/N52 (265-275 Massachusetts Avenue) which house the MIT Museum, School of Architecture and Planning programs and studios, and MIT administrative offices;
- Building NW62 (306 Massachusetts Avenue), which houses MIT Grounds; and
- Building NW61 (282 Massachusetts Avenue), which is an undergraduate residence hall.

There are no current plans to alter the uses of these buildings.

There are other academic parcels located around the Grand Junction railroad tracks on Massachusetts Avenue. An opportunity exists to create gateway parcels along Massachusetts Avenue between Albany and Vassar Streets. The redevelopment of the parcels on the east side of Massachusetts Avenue is complicated by the uncertain impact of the proposed Urban Ring Bus Rapid Transit Service, the continuing need for

the research space in the high voltage laboratory (Building N10 at 149 Massachusetts Avenue) and the service provided by the public parking at 189 Massachusetts Avenue on the Vassar Street corner.

3. Provide information on how MIT plans to strengthen the link between its campus and the Central Square shopping district.

The Central Square Theater building, the new MIT Museum space and the Novartis use of the former Budget Rent-A-Car land, as outlined above, provide a significant start at strengthening this connection.

- 4. Provide an update on plans for the following properties:
 - a. The vacant parking lot located at the intersections of School and Cherry Streets.

This parking lot is associated with the vacant industrial buildings at 730-750 Main Street that are being marketed for redevelopment. Tenant requirements must be known before any further plans can be made.

b. The vacant lot located at Watson and Brookline Streets.

There are currently no plans for the lot located at Watson and Brookline Streets.

c. The former California Paint site.

This property is currently leased to Dalkia for light manufacturing.

d. 130 Brookline Street.

The 130 Brookline Street property is under study for its suitability as a laboratory building. Environmental remediation is required on the site before the building can be reused. Some remediation work has been performed at the property, and additional work is anticipated in 2008.

5. Provide information on any plans for additional housing and other uses under consideration for MIT owned parcels in Cambridgeport.

MIT has no plans for these parcels at this time.

Cover image of the Great Dome of Building 10 by Chris Brown.

The Great Dome has a new lighting system that incorporates energy-saving LEDs and a new solar array, achieving an energy-neutral balance and reflecting MIT's concerns about energy and the environment.



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