



Massachusetts
Institute of
Technology

2025 Town Gown Report to the City of Cambridge

EDWARD AND JOYCE LINDE MUSIC BUILDING

FY25 Town Gown Report

MIT's Town Gown report for the fiscal year ending June 30, 2025 (FY25) provides updates on the Institute's planning and development activities. In addition, it describes MIT's response to federal actions and features an overview of new research initiatives. 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

The state-of-the-art Edward and Joyce Linde Music Building, which opened in February 2025, includes classrooms, rehearsal spaces, performance venues, and the Thomas Tull Concert Hall. Every feature of the facility – from the ideal acoustics to the customized spaces and even the stainless-steel metal panels that form the conic canopies over the cube-like building's three entrances – has been conceived and constructed to “give MIT musicians the conservatory-level tools they deserve,” said MIT President Sally Kornbluth.

Acknowledgments

The preparation of this report is led by the Office of Government and Community Relations in collaboration with the Department of Facilities, Division of Student Life, Institutional Research, MIT Investment Management Company, MIT List Visual Arts Center, MIT Media Lab, MIT Open Space Programming, Office of Campus Planning, Office of Communications, Office of Sustainability, Office of the Executive Vice President and Treasurer, Office of the Vice President for Campus Services and Stewardship, and the Office of the Vice President for Finance.

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MIT Response to Federal Actions

“We’re here to advance knowledge, to educate students, and to bring knowledge to bear on the world’s great challenges. There is no more important work in the world, and I’ll continue to do everything I can to steer a steady course, keep us focused on the mission, and help us do big things together.”

President Sally Kornbluth

MIT continues to press forward with its mission of research, education, and service, focusing on human health, energy innovation, quantum initiatives, advanced manufacturing, and other areas important to national security, economic competitiveness, and quality of life for all Americans. At the same time, MIT is assessing on an ongoing basis the impacts of government orders, legislative actions, and agency guidance.

Budgetary Impacts

The federal tax and spending bill passed by Congress just after the close of FY25 burdens MIT and several other universities with a new 8% tax on the annual returns from their respective endowments and other investments – the so-called “endowment tax.” MIT began preparations for this change in FY25, prior to the bill’s passage.

MIT has been working to educate the public and elected officials about the [critical purpose and use of the endowment](#). Like the other institutions affected by this tax, MIT has turned



Commencement, May 2025. Image by Gretchen Ertl.

endowed gifts from generations of alumni and friends into a substantial charitable resource; the bulk of the income generated by these endowed gifts is used to support financial aid, research, and education.

For MIT, the new tax will cost in the range of 10% of the Institute’s annual central budget – a significant financial impact. In addition, there are ongoing efforts by federal agencies to cap reimbursement of essential research infrastructure and administration expenses (“F&A”) well below actual costs. Proposed cuts to research grant funding also continue to surface. These latter issues are, in different ways, currently pending before the courts and Congress.

MIT established a Financial Scenarios Working Group – a team of faculty and staff experts – to model impacts and options to help the Institute respond to new constraints.

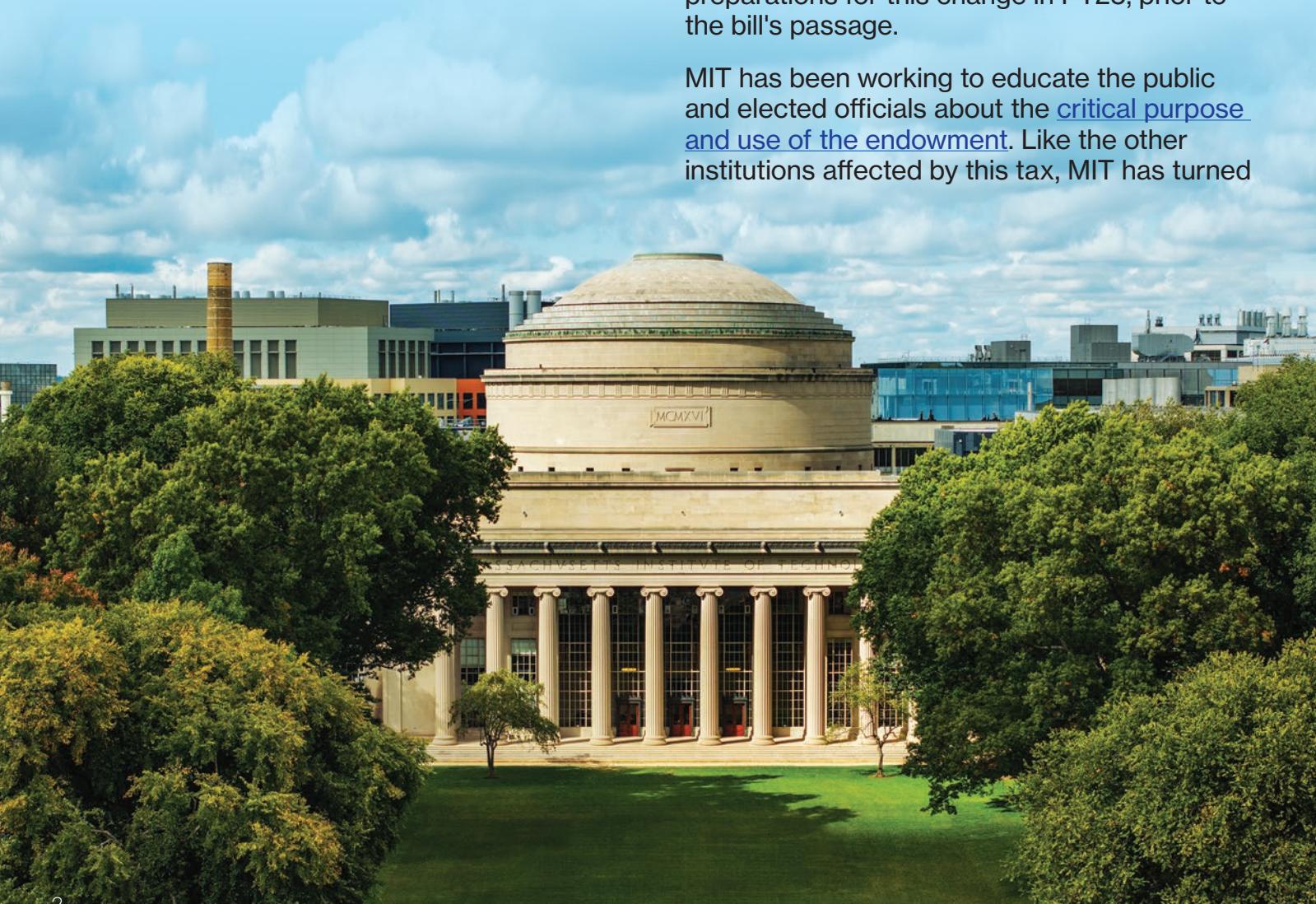
Robust Advocacy

Along with other institutions, MIT is advocating strenuously in Washington, D.C., and elsewhere to protect the nation’s higher education research enterprise and to reinforce the importance of basing scientific funding on scientific merit.

In these efforts, MIT is guided by its [mission of service](#) to the nation, which is carried out in line with a clear set of [values](#) and places the highest priority on integrity and intellectual and creative excellence. For example:

- MIT prides itself on rewarding merit. Students, faculty, and staff succeed based on the strength of their talent, ideas, and hard work.
- Admissions are need-blind. MIT opens its doors to the most talented students [regardless of their family's finances](#). Incoming undergraduates whose families have an annual income lower than \$200,000 pay no tuition. [Nearly 88% of the last graduating class left MIT](#) with no debt.
- The Institute values free expression, as clearly described in the [MIT Statement on Freedom of Expression and Academic Freedom](#).

MIT’s record of service to the nation is long and enduring. Eight decades ago, Institute leaders helped invent a scientific partnership between America’s research universities and the U.S. government that has delivered extraordinary benefits for the American people. MIT continues to believe in the power of this partnership.



The Great Dome and Killian Court. Image by Bob O'Connor.

A Sampling of New Research Initiatives

MIT Health and Life Sciences Collaborative (MIT HEALS)

This [Institute-wide initiative](#) unites experts from engineering, computer science, biology, chemistry, and policy to accelerate breakthroughs in human health. Through cross-disciplinary research and industry partnerships, the collaborative will pursue ambitious goals in AI and life sciences, low-cost diagnostics and treatments, neuroscience and mental health research, environmental science, food, agriculture, and public health.



MIT Human Insight Collaborative (MITHIC)

[MITHIC](#) aims to identify and elevate scholars at the frontiers of human-centered research and education, and provide them with resources to pursue their most innovative ideas through interdisciplinary team approaches. The collaborative will foster creativity, inquiry, and understanding related to global challenges in the humanities, arts, and social sciences that can serve to broaden humanity's horizons.

MGAIC MIT Generative AI Impact Consortium



“As we push forward with newer and more efficient [generative AI and large language models], MIT is committed to guiding their development and impact on the world.”

Anantha Chandrakasan

MIT Provost Anantha Chandrakasan at the inaugural MGAIC gathering. Image by Gretchen Ertl.

MIT Generative AI Impact Consortium (MGAIC)

[MGAIC](#) (pronounced “magic”) brings MIT researchers together with industry leaders to explore how generative AI can spawn transformative solutions for real-world challenges. Cross-disciplinary and open-source, MGAIC’s goals are to enhance and advance

technology at the intersection of AI and areas such as healthcare, education, design, and business. Supporting research and innovation through collaborative endeavors, MGAIC aims to ensure that generative AI’s societal impact is beneficial for all.

MIT Initiative for New Manufacturing (INM)

Through cutting edge research, hands-on education, and real-world collaboration, [INM](#) advances technologies and systems that boost productivity, create high quality jobs, and strengthen the U.S. manufacturing base. Working across sectors from energy and biotech to electronics and robotics, INM will build the tools, systems, and talent to shape a more productive, sustainable, and resilient future.

Rare Brain Disorders Nexus

More than 300 million people worldwide are living with rare disorders – many of which have a genetic cause and affect the brain and nervous system – yet the vast majority of these conditions lack an approved therapy. [The Rare Brain Disorders Nexus](#) will convene leaders in neuroscience research, clinical medicine, patient advocacy, and industry to accelerate the development of novel therapies for a spectrum of uncommon brain diseases.

Students, Faculty, and Staff

Student Population

MIT's campus population includes 11,867 students attending classes in Cambridge in undergraduate and graduate courses across the five schools and the MIT Stephen A. Schwarzman College of Computing. Of that total population, the undergraduate enrollment for FY25 was 4,535 – a decrease of 36 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 FY25 graduate student enrollment was 7,214. After disruptions from the Covid-19 pandemic, the graduate student numbers are rebounding, with an increase of 15 students compared to the previous year.



MIT students solving math equations. Image by Gretchen Ertl.

4,535 undergraduate students

7,214 graduate students

10,501 staff employees

1,061 faculty members



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 (DLICs) 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% (2,427 employees) of the 10,501 staff employees (including postdoctoral employees) currently working at MIT. The number of faculty members decreased by 2 for a total of 1,061 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 14, bringing it up to 1,362. 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.

Student Body

	2021	2022	2023	2024	2025	2035 (projected)
Total Undergraduate Students	4,360	4,629	4,638	4,571	4,535	4,700
Day	4,360	4,629	4,638	4,571	4,535	
Evening	n/a	n/a	n/a	n/a	n/a	
Full Time	4,234	4,579	4,582	4,538	4,489	
Part Time	126	50	56	33	46	
Total Graduate Students	6,729	7,083	7,054	7,199	7,214*	7,100-7,300
Day	6,729	7,083	7,054	7,199	7,214	
Evening	n/a	n/a	n/a	n/a	n/a	
Full Time	6,713	7,080	6,979	7,119	7,152	
Part Time	16	3	75	80	62	
Non-Degree Students	121	164	134	122	118	
Day	121	164	134	122	118	
Evening	n/a	n/a	n/a	n/a	n/a	
Total Students Attending Classes in Cambridge	11,210	11,876	11,826	11,892	11,867	11,800-12,000
Non-resident students not included	44	58	32	28	19	
Cambridge Undergraduate Acceptances	9	8	7	11	11	

*International students account for approximately 40% of the 2025 graduate student population.

Faculty and Staff

	2021	2022	2023	2024	2025	2035 (projected)
Cambridge-based Staff						
Head Count	10,225	9,603	9,984	10,297	10,501	10,000-11,000
FTEs	8,802	8,346	8,680	8,990	9,182	8,700-9,300
Postdoctoral scholars head count (Cambridge-based)	1,279	1,237	1,267	1,348	1,362	1,200-1,400
Cambridge-based Faculty						
Head Count	1,040	1,047	1,051	1,063	1,061	1,100
FTEs	1,031	1,039	1,042	1,056	1,054	1,100
Number of Cambridge Residents Employed at Cambridge Facilities	2,190	2,313	2,331	2,358	2,427	2,500-2,750

Housing

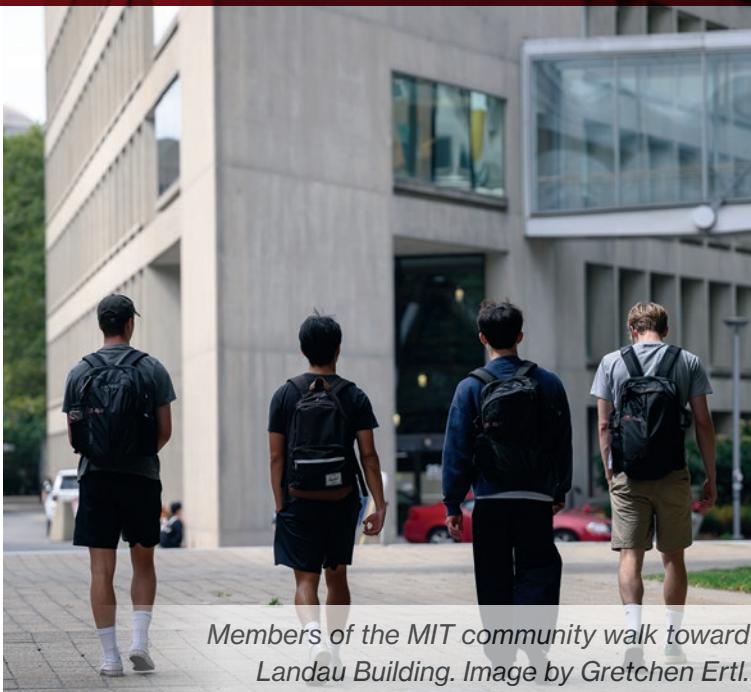
Undergraduate Housing

In FY25, MIT housed 94% 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. The Institute guarantees eight consecutive semesters of on-campus housing to all undergraduates and requires all first-year undergraduates to live on campus. The City of Boston's 2024 Student Housing Report noted that 51% of full-time undergraduate students in the Boston area are housed by their schools; of the 24 reporting institutions, MIT's percentage is the highest.

Following an extensive two-year renovation of the East Campus "parallels" (Buildings 62 and 64), the residence reopened to the community in August 2025. McCormick Hall, a historic women-only residence, is scheduled for renewal beginning in summer 2026.

Graduate Housing

The housing needs of the graduate student population have been studied extensively over the last decade. MIT's Graduate Housing Advisory Committee (GHAC), composed of student leaders, faculty heads of house, and Institute leaders, continues this work. In FY25, the Committee focused on integrating the new Graduate Junction residence (Buildings W87 and W88) into MIT's overall on-campus residential ecosystem. The new management model of the 675-bed facility added a different housing option that was well-received by the graduate student community. The new model attracted off-campus residents to campus, with more than 10% of inaugural occupants moving from local housing. The building was 97% occupied at its opening and is expected to maintain similar occupancy levels in its second year.



Postdoctoral Staff

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

Student Residences

	2021	2022	2023	2024	2025	2035 (projected)
Undergraduate Students Residing in Cambridge						
In Institute-approved housing	767	3,690	3,763	3,697	3,636	3,900
In off-campus housing owned and managed by MIT	0	0	0	0	0	
In off-campus non-MIT housing	217	202	153	209	235	
Graduate Students Residing in Cambridge						
In Institute-approved housing	1,412	2,106	2,362	2,366	2,808	3,400
In off-campus housing owned and managed by MIT	29	25	45	35	45	
In off-campus non-MIT housing	2303	2811	2,646	2,741	2,545	

Housing

	Tax Exempt		Taxable		
	MIT-Owned and Managed Housing	Other Housing	MIT-Owned and Managed Housing*	Other Housing	
2019	Units	0	0	163	939
	Buildings	0	0	11	7
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	12	7
2023	Units	0	0	163	1,238
	Buildings	0	0	11	8
2024	Units	0	0	160	1,238
	Buildings	0	0	11	8
2025	Units	0	0	183	1,238
	Buildings	0	0	11	8
2043 (projected)	Units	0	0	183	1,238
	Buildings	0	0	11	8

* Occupied by both MIT and non-MIT residents.

Transportation

In FY25, MIT continued to support and promote safe, sustainable travel to, from, and around the Cambridge campus. Ongoing goals include maintaining and improving flexible commuting options and expanding support for increasingly popular modes of transportation such as electric bikes and scooters.

Now in its ninth year, the [Access MIT](#) program for benefits-eligible employees provides benefits and options that enable commuters to choose their transportation mode on a day-to-day basis. MIT is progressing with the electrification of MIT-owned fleet vehicles and grounds equipment. As vehicles reach end of life, they are replaced with electric models. MIT also plans to assess and optimize its shuttle system and transition the fleet to electric vehicles. Overall, MIT's transportation programs are designed to advance a culture of low-carbon commuting and promote shared understanding of transportation choices and impacts, with the added benefit of reducing area traffic congestion.



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Kendall/MIT T stop. Image by Gretchen Ertl.

Commuting by Car

MIT maintains a campus-wide inventory of parking to accommodate students, faculty, and staff who choose to commute by car. In FY25, parking accounts continued to be available without a monthly or annual commitment (campus residents and parkers in off-campus facilities pay a monthly fee). By participating in the Access MIT pay-per-day system, car commuters with parking accounts enjoy flexibility and help reduce parking demand on campus. In this system, account holders are assigned to parking areas (not specific spaces) based primarily on where they live or work on campus. Commuters can opt to leave the car at home any day of the week and travel instead by commuter rail, subway or bus, on foot or on a bike, without being charged for parking. FY25 data points include:

153

Parking spaces equipped with electric vehicle (EV) chargers, distributed across garages and outside lots

9,149

Parking account holders (up slightly from 9,049 in 2024)

6,000

Approximate parking accounts utilized (no measurable change)

62.8%

Parking occupancy (vs. 61.1% in FY24)

In FY25, MIT completed gate replacements at all surface lots and finished installing license plate reader (LPR) technology in garages and gated lots; ungated lots are already monitored by LPR. LPR units facilitate entry and exit and help ensure garages and gated lots are used by the account holders assigned to them.

MIT plans to add EV chargers to 209 campus parking spaces (for a total of 360 charging spaces on campus), with implementation expected to begin in spring 2026.

Members of the MIT community walk through L. Rafael Reif Innovation Corridor. Image by Gretchen Ertl.



Commuting by Public Transportation

Benefits-eligible Cambridge campus employees in FY25 continued to enjoy 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

60%

Subsidy for 10-Ride commuter rail passes

50%

Subsidy for parking at MBTA stations (capped at \$100/month)

50%

Max reimbursement for private transit where the MBTA is not available (capped at \$255/month)

Additionally, MIT helps make public transportation more affordable by providing subsidized MBTA monthly and semester passes for graduate and undergraduate students.

To support employees who work remotely or on a hybrid schedule, MIT offers benefits to accommodate flexible commuting patterns. The Institute's subsidized 10-Ride Pass provides 10 single-ride commuter rail tickets valid for 90 days after purchase (zones 1A-10). In FY25, usage grew to more than 300 users per month.

Commuting by Bicycle, Scooter, or other Personal Wheels (PW)

For students, faculty, and staff who commute to campus using PWs, which include bicycles, scooters, skateboards, and more, the Institute maintains 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 (e.g., screwdrivers, wrenches, tire levers)
- Subsidized NEMO memberships for on-call bike repair
- Online resources including MIT's [Personal Wheels guidelines](#), which provide information about PW registration, parking, and storage as well as safe operation and charging practices, and [tips for keeping your PW secure](#)
- MIT's [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

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Commuting by Bicycle, Scooter, or other Personal Wheels (continued)

Waiting to cross at 77 Massachusetts Ave.
Image by Gretchen Ertl.

Subsidies and discounts available to MIT's PW rider community in FY25 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.
 - Six MIT-sponsored Bluebikes stations with 183 docks on campus, including 52 docks at the Westgate graduate student residence.
 - 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 FY25, MIT maintained its Silver-level Bicycle Friendly University (BFU) designation (awarded in 2023 by the League of American Bicyclists) for its 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 PW riders.

Personal Wheels Safety Awareness Campaign and Initiatives

Bicycles, scooters, skateboards, and other self-balancing personal transport devices, some with motors and some without, continue to be popular on the MIT campus. In FY25, MIT continued its "Be Wheel Wise" PW safety awareness campaign to share guidance with the MIT community and promote safe practices.

Elements of the Campaign include:

- MIT's Personal Wheels guidelines and the Urban Street Safety website (see above)
- "Be Wheel Wise" messaging shared via social media and on campus via AV screen ads, posters, and A-frames placed at residences, high-traffic areas, and identified trouble spots (updated in FY25)

- Handlebar hangtags reinforcing safe parking and providing a QR code leading to the online PW guidelines

In FY25, MIT advanced PW safety through initiatives such as safety promotions at campus events, distribution of safety kits, and presentations led by MIT Police and MIT Emergency Management.

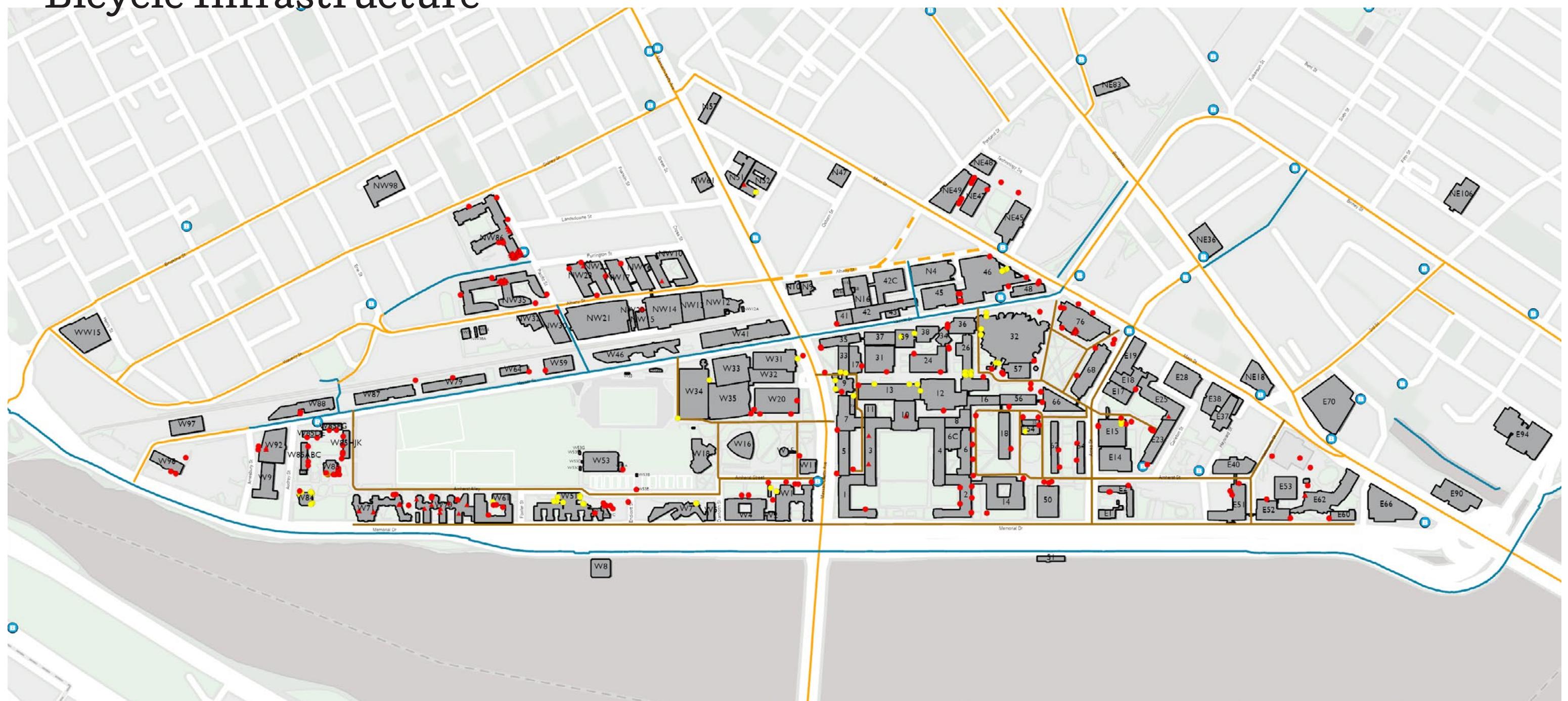
A Personal Wheels Safety Committee (PWSC) was formally convened in fall 2024, drawing members from Campus Planning; Campus Services and Stewardship; Emergency Management; Environment, Health, and Safety; Housing and Residential Services; MIT Health; MIT Police; and others. Goals include advancing education and sharing best practices, improving infrastructure, and advocating for safety measures.



In FY25, the PWSC participated in student orientation and the annual bike auction/registration event, and delivered presentations to the Committee for Student Life, the Administrative Staff meeting, and the Health Promotion Working Group. Additional efforts included supporting bike tune-up events and collaborating with the Graduate Student Council Bike Safety Working Group.

Along the Charles River. Image by Gretchen Ertl.

Bicycle Infrastructure



Data as of June 30, 2025

- Outdoor Storage
- Outdoor (Covered) Storage
- Indoor Storage
- Blue Bike Stations

- Major Campus Pathways
- Planned
- Off-Street
- On-Street

750

Feet



MIT Shuttles

Route Name	Vehicle type, energy source, capacity	Frequency	Weekdays	Weekends
Tech Shuttle, Tech Shuttle +NW, Tech Shuttle Boston Daytime	Mid-size transit, biodiesel, 30 seats	Every 10–20 min. primary route, every 25–30 min. secondary routes	6:15 AM–11:00 PM	9:00 AM–6:00 PM Saturdays (Boston Daytime)
SafeRide (Cambridge East and Somerville, Cambridge West and Brookline, Boston East, Campus Route)	Mini-bus, gas, 14 seats	Every 30–40 min., every 20 min. Boston East (September–May)		6:00 PM–11:00 PM (and then on demand for several more hours)
SafeRide Boston All (Campus-Boston)	Mini-bus, gas, 14 seats	Every 60 min. (June–August)	6:00 AM–11:00 PM (and then on demand for several more hours)	
SafeRide Cambridge All (Somerville-Brookline)				
EZRide by CRTMA	Full-size transit, biodiesel, 36 seats	Every 10–15 min., every 20 minutes on weekends	5:50 AM–8:30 PM	9:00 AM–8:50 PM
M2 Shuttle (Cambridge to Boston)	Full-Size transit, biodiesel, 36 seats	Every 20–30 min.	6:40 AM–11:00 PM	8:00 AM–10:00 PM
Grocery Shuttle	Mini-bus, gas, 14 seats	Every 60 min.	11:00 AM–5:00 PM (Wednesday, Friday, and Sunday)	
Costco Shuttle		Every 80 min.	n/a	11:00 AM–5:00 PM (Sundays)

Commuting Mode of Choice

	2016	2018	2021*	2023*	2025	
Drove alone entire way	18%	18%	21%	25%		
Took public transportation	42%	43%	31%	37%		
Carpooled	6%	5%	6%	5%		
Bicycled	16%	16%	22%	19%		
Walked	15%	15%	18%	13%		
Other	3%	3%	2%	1%		

*Results reflect only respondents who indicated they commute to campus.

The most recent Commuting Mode of Choice survey was administered in fall 2025 and will be available in the 2026 Town Gown Report.

Parking

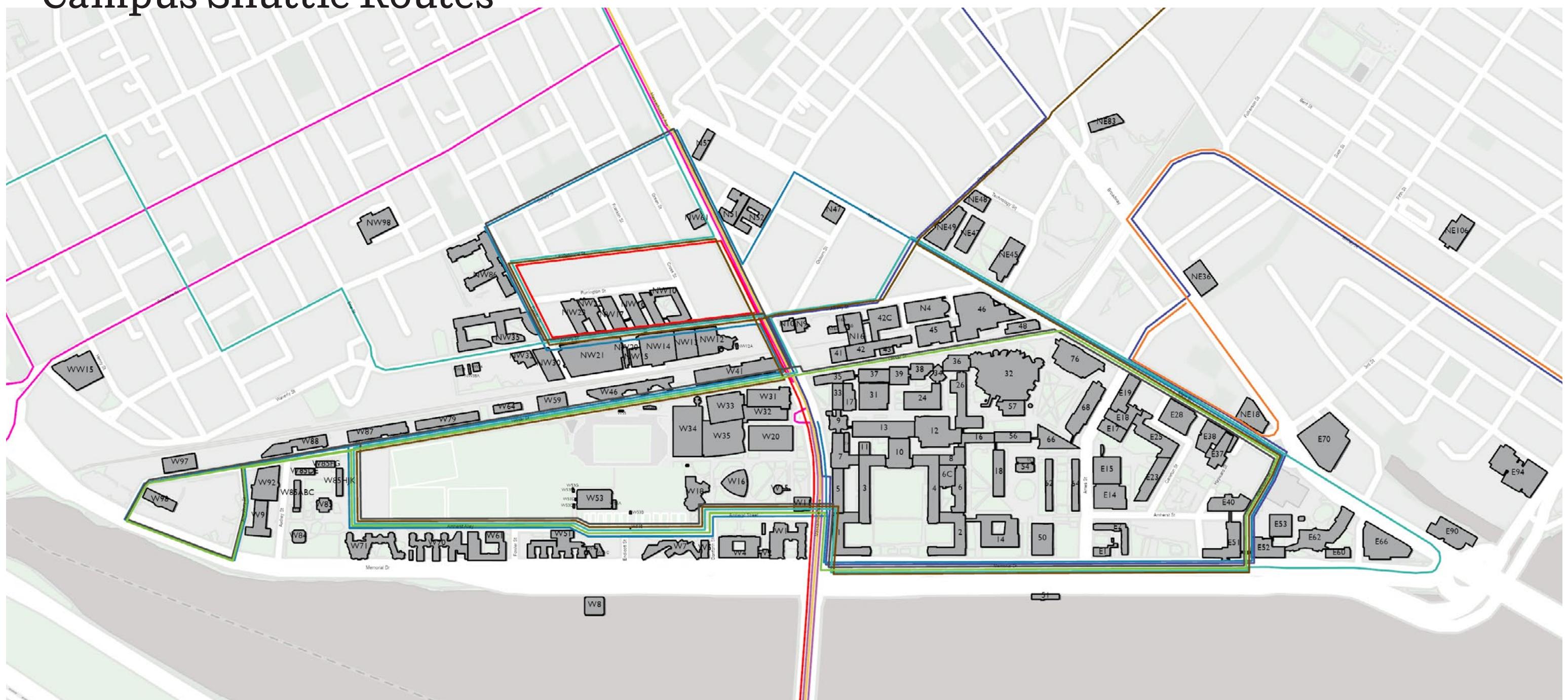
2025	
Number of parking spaces maintained for faculty, students, staff, and visitors	3,897
Student parking accounts* issued	1,474

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

Point of Origin for Commuter Trips to Cambridge

Home Location	Count	Percentage
Cambridge	2,427	21%
Boston	1,528	13%
Somerville	827	7%
Arlington	399	3%
Brookline	322	3%
Medford	275	2%
Belmont	255	2%
Newton	230	2%
Lexington	211	2%
Watertown	165	1%
Quincy	145	1%
Malden	141	1%
Winchester	112	1%
Waltham	99	1%
Revere	98	1%
North of Boston	664	6%
South of Boston	94	1%
West of Boston	131	1%
Outside 128	1,786	15%
Outside 495	485	4%
Out of State - Connecticut	37	0%
Out of State - Maine	52	0%
Out of State - New Hampshire	190	2%
Out of State - Rhode Island	112	1%
Out of State - Vermont	19	0%
Outside New England	586	5%
Outside U.S.	172	1%
Grand Total	11,562	

Campus Shuttle Routes



Data as of June 30, 2025

█ Costco Shuttle
█ EZ Ride
█ Grocery Shuttle
█ M2 Shuttle

█ SafeRide Shuttle Cambridge East & Somerville
█ SafeRide Shuttle Cambridge West & Brookline
█ SafeRide Shuttle Campus Route
█ SafeRide Shuttle Boston East
█ Tech Shuttle
█ Tech Shuttle +NW
█ Tech Shuttle Boston Daytime (Weekday & Saturday)

750

Feet



Campus Planning

Improving Streetscapes and Access

In FY25, MIT continued its efforts to enhance the public realm while improving residential life and advancing research and teaching activities. Most of the public improvement projects along Vassar Street, a primary focus for MIT over the past several years, have been completed. These include the extension of the cycle track, new tree plantings, and streetscape renewals associated with capital projects such as the MIT Stephen A. Schwarzman College of Computing, the Graduate Junction residence, the Central Utilities Plant, and the New Vassar undergraduate residence.

Ongoing public realm improvements along Vassar Street include:



Example of streetscape renewals along Vassar Street. Image by Laura Tenny.

- The Grand Junction Multiuse Path, which will enhance the railroad corridor while providing service vehicle access to MIT buildings and east-west bicycle and pedestrian connections 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 reuse of the Metropolitan Storage Warehouse (Met Warehouse) for the School of Architecture and Planning 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-foot warehouse loading zone, widening the existing City sidewalk, and adding new trees, streetlights, benches, cycle tracks, and bike parking.



New wayfinding sign installed at the Wiesner Building at 20 Ames Street. Image by Laura Tenny.

Campus Wayfinding Signage

The rollout of campus wayfinding signage has continued in FY25 with a first-round installation of "Building ID" signs mounted on approximately 25 campus buildings, including recently completed capital projects and virtually all MIT buildings in the East Campus district (where the first phase of wayfinding rolled out at the Kendall/MIT Open Space). The colorful Building ID signs installed at primary public entries make campus buildings immediately recognizable as belonging to MIT and help visitors orient themselves to their campus location.



New tree plantings. Image by Laura Tenny.

Upgrading the Tree Inventory Database

One of MIT's main goals during FY25 was to advance a new and improved campus tree inventory database system to facilitate the stewardship of the urban forest. During the prior reporting period, the team evaluated potential tree inventory management systems, defined key needs and metrics, and reviewed competitive proposals from vendors. Bartlett Tree Experts were chosen to partner with MIT staff and conducted field work in summer 2024 to inventory every campus tree, including genus, species, size, condition, location, and other key metrics. Designed to convey this information, MIT's robust new inventory database came online in late 2024.

Highlights of the campus tree inventory system:

- Overview screens in the database display overall density of planting across the campus.

Campus data, as of June 2025:

2,650
trees **54**
genera **100**
species

The screenshot shows a map of the MIT campus with various trees marked. A specific tree is highlighted with a callout box. The callout box contains the following information:
Tree ID: 1640
Common Honeylocust
Gleditsia triacanthos
Age Class: Young
Condition Class: Good
Tree & Shrub Work Phase: 1
[VIEW MORE DETAILS](#)

The detailed tree record page for Tree ID 1640, a Common Honeylocust, includes the following data:

TREE DETAILS	
Common name:	Common Honeylocust
Scientific name:	<i>Gleditsia triacanthos</i>
Height class:	Medium
Diameter at breast height:	8 in.
Age class:	Young
Canopy radius:	10 ft.
Condition:	Good
Location Information:	View

TREE INFO
RECOMMENDATIONS
TREE OBSERVATIONS
ADDITIONAL INFO
CONSULTATION REQUEST

TREE INFORMATION
Details about this tree that have been captured on location are included below.

Last Updated:	07/29/2024 05:12 PM
Desirability:	0.65
Quantity:	1
Stems:	1
Root infringement:	<25%

QR CODE

QR code linking to the tree record.

Interactive maps provide details about MIT's campus landscape, including specific information about plantings, their location, and their condition. Images by Laura Tenny.

Current Planning

Campus Infrastructure Decarbonization

Over the past 24 months, MIT has pursued a broad, inclusive, and technically rigorous process to identify pathways to a carbon-free campus energy system. This work has included peer review; engagement with faculty, students, and administration; and collaboration with the City, local utilities, over 20 peer institutions, industry partners, and independent engineering and cost-estimating partners. The Institute has good sight lines toward strategies that would enable MIT



Students in the fall. Image by Gretchen Ertl.

to heat and cool the campus from a greening power grid while distributing and consuming energy more efficiently. By the same token, the capital and operating investments required are significant, and careful planning is necessary in light of new fiscal pressure.

Online Campus Landscape Tour

During FY25, Office of Campus Planning (OCP) staff led a group from the Boston Society of Landscape Architects on a tour of campus open spaces, discussing both aesthetic and performance aspects of these landscapes. An interactive map developed for the tour is now available and maintained on the OCP [website](#) and is open to the public, providing details about many of MIT's important landscapes, including locations, associated information, and the landscape architects who worked on them.

Supporting Hybrid and Full-time Schedules

In FY25, MIT continues to navigate and support hybrid and flexible work arrangements where possible. Students, faculty, and researchers who require laboratory space and equipment, student-supporting staff, and direct-service staff (maintenance, custodial, food service, etc.) generally work on campus. Many administrative employees continue to work in a hybrid model.

As part of this adaptation process, MIT continues exploring 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 provided valuable insight for future planning.

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 requires updates to facilitate research potential. The focus is to renew the core research buildings with the most pressing infrastructure needs.

Dining Roadmap Initiative

MIT is conducting a dining roadmap study to better meet on-campus dining needs. This effort will include surveys, focus groups, interviews with student leaders, and assessments of existing space of dining facilities. Work will continue through next spring, with the goal of developing a long-term strategy for meal plans, food offerings, and eatery locations.

Tree Locations



Data as of June 30, 2025

Tree Locations

750



Feet

Capital Renewal

Stewardship of the MIT campus requires continued investment to preserve historic and iconic buildings and to renew the systems that support teaching, research, and student life. Many of the large building renovation projects initiated through the MIT 2030 capital plan have created modern spaces with updated, energy-efficient systems that meet the complex demands of contemporary research. These projects have enhanced community and residential spaces essential for the thousands of people who work, learn, play, and live on MIT's campus. The Institute recognizes that 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 robust, and with perseverance, MIT will continue to address deferred maintenance and sustain its position as a global leader in teaching and research. A few of the renewal projects initiated during FY25 are highlighted here.

Albany Street Garage Repairs

The Albany Street Garage (Building N4), located at 32 Albany Street, is one of seven covered parking facilities on MIT's campus. The garage was constructed in 1966 and provides approximately 440 spaces in a central location on campus. New England winters, the use of de-icing salts, and high traffic volumes through the garage mean scheduled repairs are required to keep the concrete structure in good condition. As part of a scheduled maintenance plan, MIT identified locations of concrete spalls and cracks to be repaired and locations to install new traffic coating. Construction in FY25 focused on the roof deck, which is the most exposed to rain and snow, and the floor immediately below. Work included full-depth concrete replacement, coating and/or replacement of steel reinforcement or tension rods, and traffic coating. Traffic coating and phased concrete work, which temporarily limited the number of spaces, were completed in FY25.

Building E15 Elevator Renewal

The Wiesner Building (Building E15), located at 20 Ames Street, houses the List Visual Arts Center, the Media Lab, Comparative Media Studies, and the Department of Architecture's Program in Art, Culture, and Technology. Designed by I.M. Pei and constructed in 1984, the building contains two hydraulic passenger elevators providing access to six floors. As these original elevators aged and parts became more difficult to procure, MIT commenced a full modernization process in FY25, including renewal of interior finishes consistent with I.M. Pei's design intent. The work was implemented with phased construction to allow access to a working elevator throughout construction. Construction is scheduled for completion in 2025.

Rooftop Solar

Fast Forward: MIT's Climate Action Plan includes a goal to increase rooftop solar capacity by 400% by 2026. In support of this goal, the Campus Renewal team assisted in assessing existing campus roofs for solar, structural, and electrical system capacity requirements. Four existing buildings were selected for rooftop solar installation: the Stratton Student Center (Building W20), the Hermann Building (Building E53, home to the Dewey Library), the New Vassar Residence (Building W46), and the Theater Arts Building (Building W97). Work proceeded concurrently with the solar installation on Graduate Junction (Buildings W87 and W88); the Graduate Junction installation was completed in March, and the remaining installations are scheduled for completion by December 2025.



Rooftop solar panels, Building W20. Image by Ryan Harold.

Building NW14 Infrastructure Renewal

In recent years, investments have been made to renew infrastructure in the northwest corridor buildings supporting the Plasma Science and Fusion Center and the Department of Nuclear Science and Engineering. Infrastructure renewal efforts have focused on heating, ventilation, and air conditioning (HVAC); hot and cold water distribution; and upgrades to electrical capacity, accessibility, and information technology infrastructure.

In the Frances Bitter Magnet Laboratory (Building NW14), the need for community space for researchers to gather, share ideas, and collaborate presented a complementary opportunity to develop a community lounge concurrently with the piping infrastructure project.

Plans are underway to convert a former lab space on the second floor of Building NW14 into a community lounge, with access from the pedestrian bridge spanning Albany Street to Building NW16, encouraging collaboration with researchers in surrounding buildings and fostering interdisciplinary exchange. The new space is expected to include new or improved lighting, flooring, ceiling tiles, partitions,



Rooftop solar on Building E53. Image by Randa Ghattas.

furnishings, and finishes, as well as an updated kitchen area. The design includes welcoming glass doors, comfortable lounge seating, and small meeting areas. Additionally, hallways and offices will be refreshed with new ceiling tiles, lighting, and paint. Work on this project is scheduled to begin in late 2025 or early 2026.

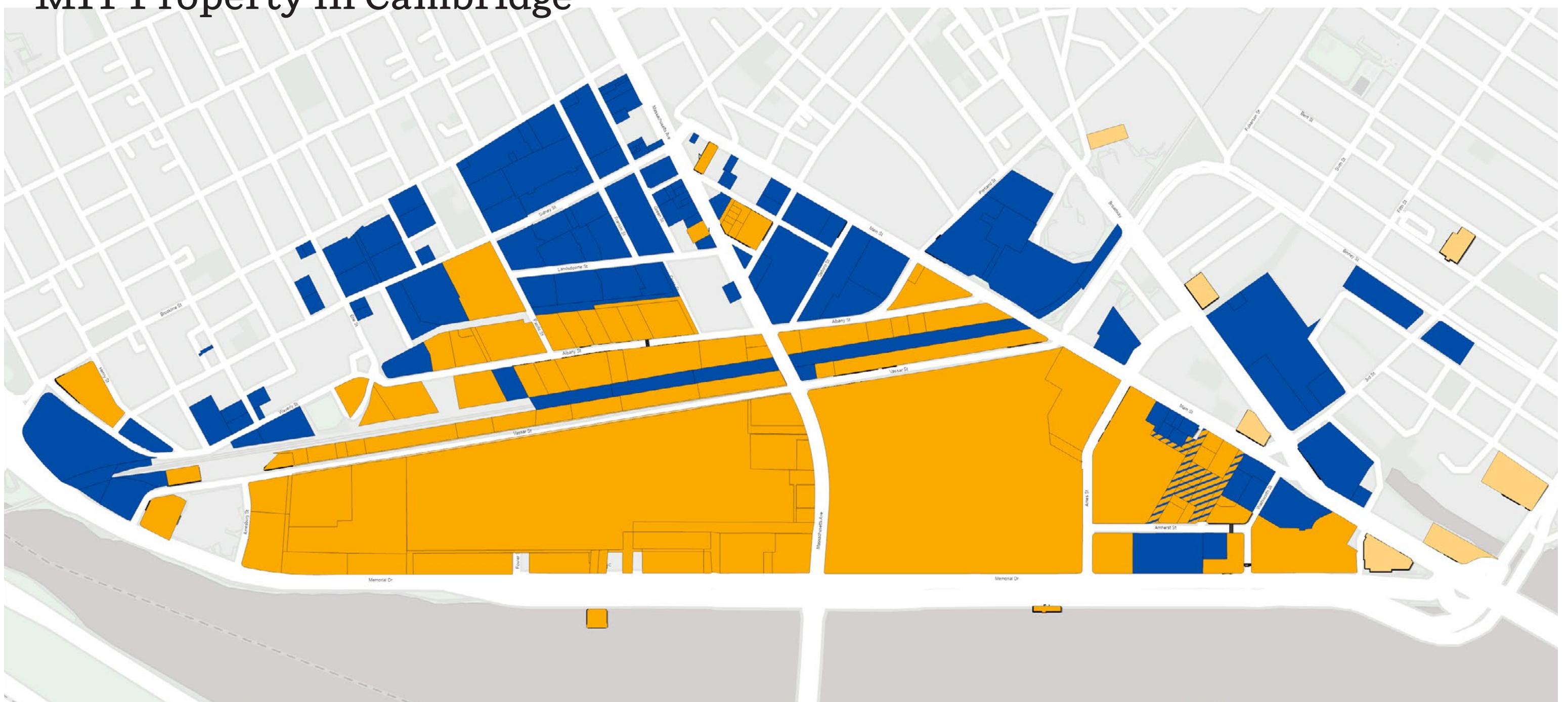
Utilities Renewal of Distribution Systems

MIT's Central Utilities Plant provides essential services to the entire campus, including steam, chilled water, and electricity. The steam produced is distributed through approximately 5.7 miles of steam and condensate lines serving most campus buildings with heating and driving chillers that produce chilled water for the campus. With nearly a third of the steam pipes being more than 50 years old, and the distribution piping being connected through nearly 100 manholes, maintaining this infrastructure is a significant challenge.

In FY25, MIT began assessing one-third of the campus manholes as part of the capital renewal

program. The assessment, scheduled to be completed in FY26, documents the existing conditions of all parts, components, and the manhole structure itself. This information will inform planning for future repair and the prioritization of rebuilding of manholes and piping connections within them. Prior assessments have prioritized renewals of seven manholes across campus that were partially or fully rebuilt during FY25. In addition, condensate lines and/or steam lines have been replaced in five campus locations maintaining the continuity of steam service to campus, minimizing energy loss, and reducing water usage.

MIT Property in Cambridge



Data as of June 30, 2025

- Academic Plant
- Academic Leased
- Academic/Commercial
- Commercial Property
- Commercial Property – Condominium Only

750

Feet



Buildings and Occupied Spaces by Use



Data as of June 30, 2025

- Academic & Research
- Athletics & Student Life
- Parking Garage
- Residential - Graduate
- Residential - Undergraduate
- Service & Administration

750

■ Feet



Property Transfers

Cambridge properties purchased since filing previous Town Gown Report	None
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
Planned dispositions or acquisitions	600 Technology Square - 2nd-4th Floor	83,561
	600 Technology Square - 5th Floor	25,346
	700 Technology Square	11,456
	Total	422,884

*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

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Acres									
Tax Exempt	166	166	168	168	168	168	168	168	168
Taxable	92	92	90	90	91	91	91	102	103
Number of buildings	114	114	115	115	118	116	117	118	120
(Includes both taxable and tax-exempt buildings)									
Dormitories									
Number of buildings	28	28	28	28	30	29**	29	29	31
Number of Beds	5,898	5,662	5,997	5,964	6285*	6,280	6,678****	6279*****	6942*****
Size of buildings (gross floor area)									
Institutional/Academic	7,235,839	6,985,293	7,223,070	7,223,070	7,325,522	7,852,775	7,563,471	7,582,748	7,628,116
Student Activities/Athletic	2,243,358	2,068,551	2,063,599	2,063,599	2,166,267	2,166,267	2,103,771	2,096,565	2,158,297
Dormitory/Nontaxable Residential	2,882,602	2,882,602	2,882,602	2,894,036	3,484,978	3,304,698	3,309,996	3,309,996	3,297,831
Commercial	6,337,516	6,403,144	6,408,948	6,380,578	7,096,270	7,107,216	7,107,216	7,585,678	7,585,014
Taxable Residential Units	163	163	163	163	163	463***	163	160	183

*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

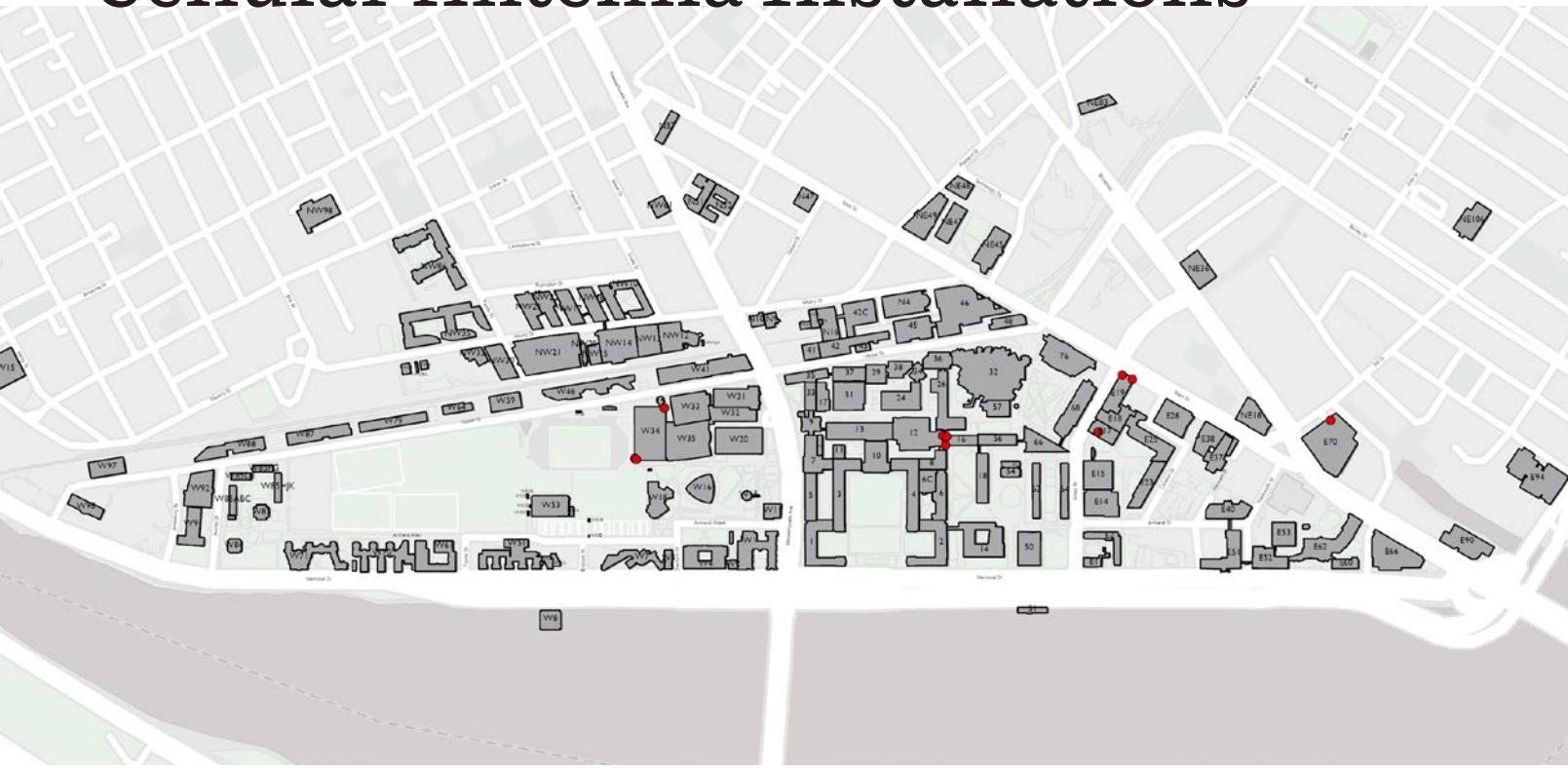
*** Represents the addition of 165 Main Street

****Reflects addition of Burton Conner Residence Hall reopening after renovation

*****Reflects East Campus closing for renovation

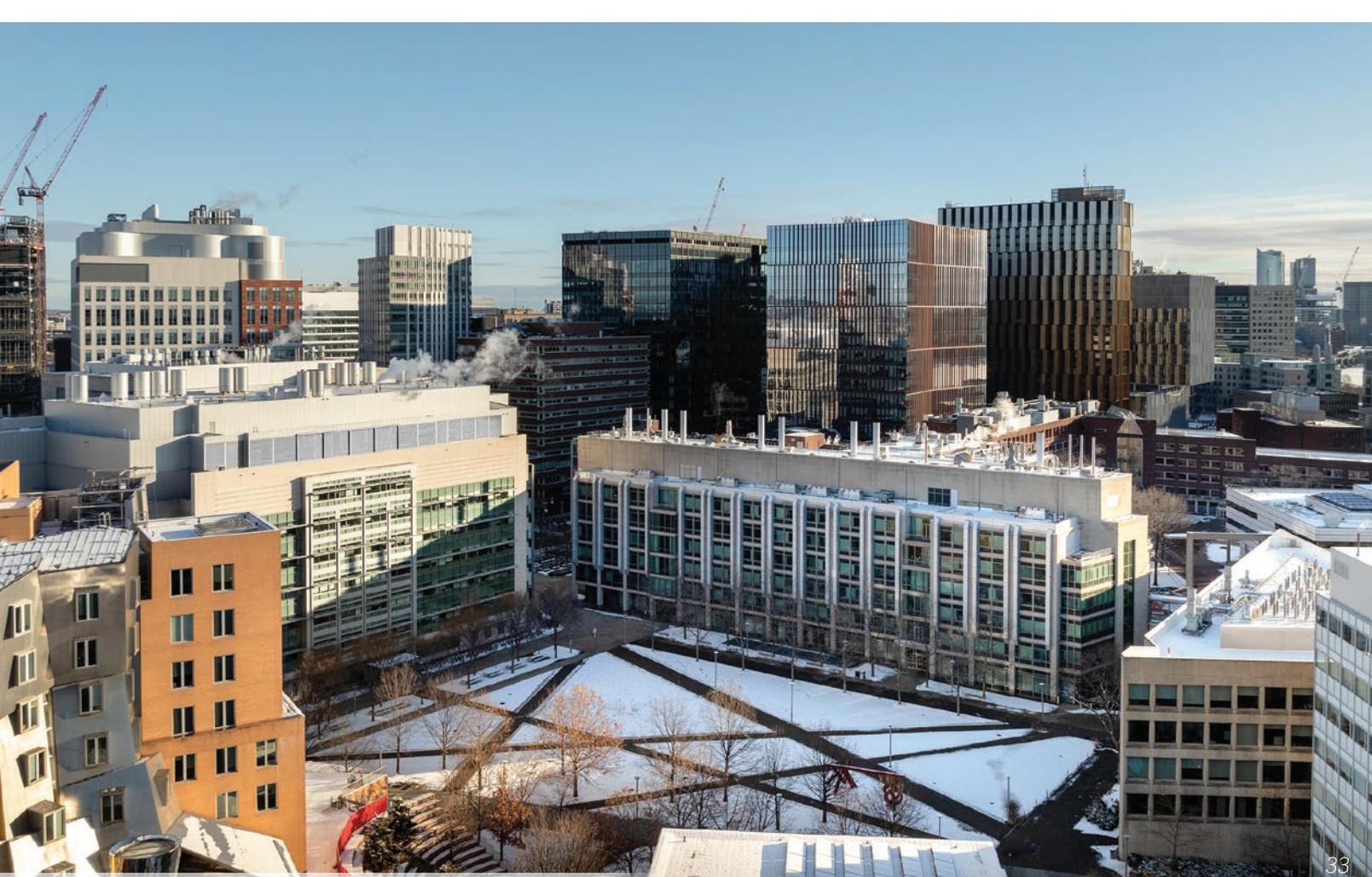
*****Reflects addition of Graduate Junction

Cellular Antenna Installations



Data as of June 30, 2025

● Cellular Antenna Locations



Hockfield Court and Kendall Square. Image by Emily Dahl.

Projects

In FY25, the MIT campus continued to evolve with the completion of a new student residence (Graduate Junction) for graduate students, the renewal of a beloved undergraduate residence (East Campus), and the opening of the new Edward and Joyce Linde Music Building. Work continues on the Metropolitan Storage Warehouse, an innovative design that layers new sections within the existing historic structure, and planning is underway for the renewal of MIT's only all-women residence, McCormick Hall. Projects also continue at two Kendall Square Initiative sites and on the site of the former Volpe federal building, now in the midst of redevelopment as Kendall Common. Each capital project incorporates a range of technologies and strategies to strengthen campus resiliency and support the ongoing health and well-being of the MIT and, subsequently, the Cambridge community.

Completed Projects

East Campus Residence (Buildings 62-64)

MIT's comprehensive renovation of East Campus renewed infrastructure, updated life safety systems and accessibility, and transformed the student residential experience. Mechanical, electrical, plumbing, fire protection, and technology systems were updated or replaced, lounges and bathrooms were upgraded, and kitchen areas were enlarged and refreshed with new appliances. Accessibility improvements included elevators located in new lobbies – one for each of the parallel buildings – that serve as main entrances. Exterior improvements included limestone cleaning, new windows, a weathertight building envelope, and courtyard landscaping with an emphasis on preserving mature elm trees.



34

Updated kitchen in East Campus. Courtesy of Consigli.



Graduate Junction residence hall.
Image by Chuck Choi.

Graduate Junction (Buildings W87-W88)

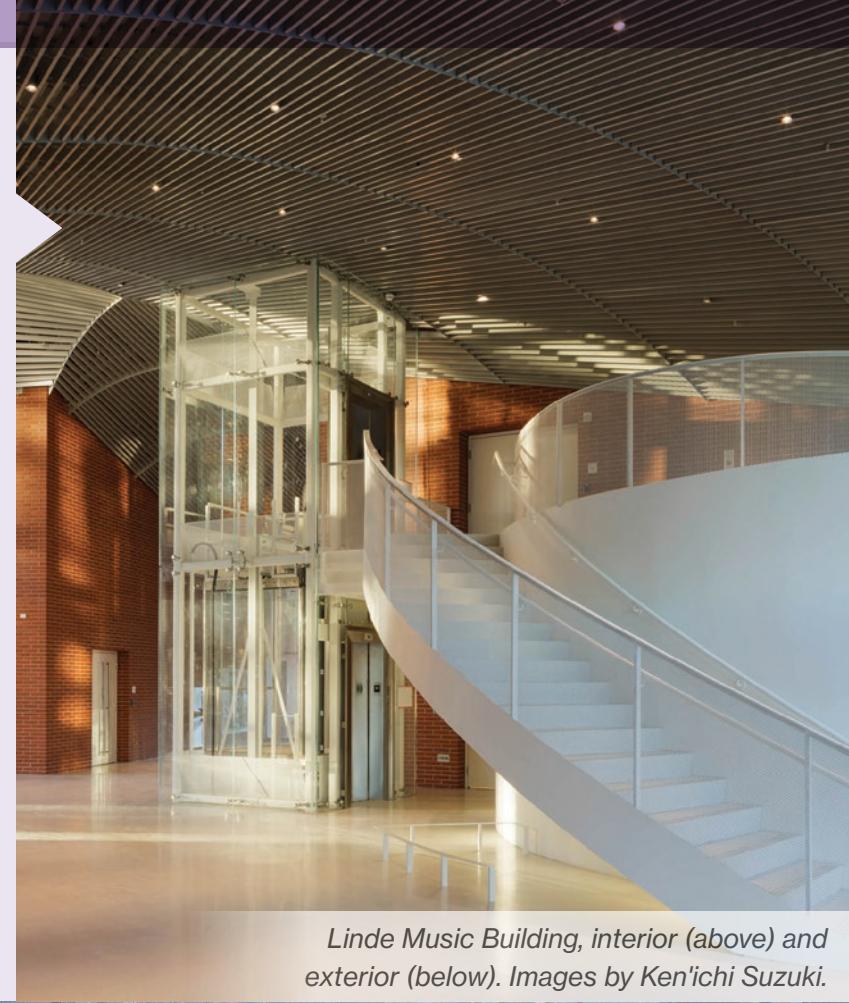
Located adjacent to Simmons Hall, Graduate Junction provides new housing options for graduate students, including studios and one-, two-, and four-bedroom units to accommodate individuals as well as families. The pair of buildings frame a publicly accessible central plaza and green space gateway leading to the Fort Washington Historic District and Park. In addition to the central plaza, outdoor spaces include a north-facing terrace and gardens, and indoor amenities include lounges, study spaces, a fitness center, and ample indoor bike storage. The project comprehensively rebuilt and renewed the streetscape, adding an extension of the cycle track, more street trees, and additional energy-efficient street lighting.



35

Edward and Joyce Linde Music Building (Building W18)

The new state-of-the-art Edward and Joyce Linde Music Building's three brick-clad structures – the Thomas Tull Concert Hall, the Jae S. and Kyuho Lim Music Maker Pavilion, and the Beatrice and Stephen Erdely Music and Culture Space – are connected by a glass-walled lobby providing multiple inviting entrances. Surrounded by an outdoor plaza that can host performances, the geometric brick cubes and curved metal roof enhance and reflect the building's architectural context. Each volume incorporates sound-insulating walls and world-class acoustical design. An underground two-level garage provides approximately 140 parking spaces.



Linde Music Building, interior (above) and exterior (below). Images by Ken'ichi Suzuki.

Major Projects



Data as of June 30, 2025

Construction

Completed

Planning/Design

750

Feet



Under Construction

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

75 Broadway (Kendall Common Site C3)

Construction commenced in FY25 on a 585,000-square-foot research and development building at 75 Broadway. The first building to be constructed at Kendall Common on the former Volpe federal site, 75 Broadway will serve as a consolidated headquarters for Biogen, which has called Cambridge home for more than 40 years. A groundbreaking ceremony for the building was held in mid-September (just after the reporting period), with members of the City Council, City Manager Yi-An Huang, Governor Maura Healey, members of the Cambridge Planning Board, public officials, business leaders, and members of the Biogen, MIT, and Cambridge communities. Construction of 75 Broadway is scheduled to be completed in 2028.



Aerial image of Met Warehouse.
Image by Bob O'Connor.

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 preserves 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.



(Left to right) Biogen co-founders Walter Gilbert and Phillip Sharp, Massachusetts Governor Maura Healey, MIT President Sally Kornbluth, and Biogen CEO Chris Viehbacher participate in the groundbreaking of the company's new headquarters. Image by Brian Malloy.

200 Main Street (Kendall Square Initiative Site 2)

200 Main Street, located adjacent to the Sloan School of Management and the recently completed 238 Main Street building, is the last major development project in the Kendall Square Initiative. Construction of the below-grade garage is wrapping up, and a tenant search is underway amid a challenging leasing environment. Vertical construction of the project will commence once a tenant for the building is secured.



Rendering of 200 Main St. Image by Neoscape.



Rendering of 290 Main St. food hall. Image by Elmer Design.

290 Main Street (Kendall Square Initiative Site 4)

Construction is underway on an 11,000-square-foot food hall, Eastern Edge, located below the Graduate Tower at 290 Main Street adjacent to the Kendall Square MBTA headhouse. Eastern Edge will have two bars and nine vendor stalls operated primarily by local vendors from the Cambridge and Boston areas, focused on a variety of global cuisines at varying price points. Eastern Edge will provide space for private events, together with evening and weekend programming. Eastern Edge is expected to open in early 2026.

Kendall Common Infrastructure

MIT and the City of Cambridge are coordinating on the installation of a new stormwater culvert along Broadway that crosses the Kendall Common site and Third Street on its way to Broad Canal Way. The Broadway work will also include a new domestic waterline and Eversource is installing new electric transmission lines in the same area. This ongoing utility work is scheduled to be completed in late 2026. Earlier this year, Eversource completed installation of a section of the electric transmission lines across the Kendall Common site at the corner of Broadway and Third Street via an easement from MIT.



In Planning and Design

McCormick Hall (Building W4)

As MIT proceeds with its renewal of undergraduate housing, the Institute plans to upgrade infrastructure and building systems in McCormick Hall, the Institute's only all-women residence. Constructed 60 years ago, McCormick has undergone targeted updates, but this will be the first significant renewal project.

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 15 beds. The project encompasses building envelope improvements (including window and façade repairs) and 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 Division of Student Life is engaging with students, the house team, Institute partners, and architects to plan for 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 2026 and take two years to complete.

Aerial view of McCormick Hall. Image by Emily Dahl.

Darling dim sum and cocktail bar. Image by MITIMCO.

Retail Update

Located at the 314 Main Street gateway building, Ripple Café, a partner of the Dorchester-based coffee shop, has secured liquor license approval from the City of Cambridge and will offer beer, wine, and cocktails along with events and programming. At the 238 Main Street mixed-use building, the retail space at the corner of Main and Wadsworth Streets is under construction for a full-service Italian restaurant to be named Just Alice, a taverna, and a below-grade cocktail bar to be named Monarch; this will be operated by the team from SOURCE in Harvard Square. At the close of FY25, construction will begin on a coffee bar and café in the lobby of 238 Main Street to be operated by Triangle Coffee and expected to open in 2026.

In Central Square, a dim sum and cocktail bar called Darling has opened in the former Mary Chung space at 464 Massachusetts Avenue.

Founded by hospitality veterans Brian Callahan and Zimu Chen, Darling is a friendly and welcoming addition to the neighborhood and has already cultivated a strong following and an abundance of positive reviews. More Fun, a recently opened café and store at 438 Massachusetts Avenue, features a mix of trendy toys, stationery, and lifestyle goods, along with coffee and arcade games.



Ripple Café coffee shop. Image by Aram Boghosian.



Interior of More Fun café and store. Image by More Fun.

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

Integrated Design Process Builds Campus Sustainability

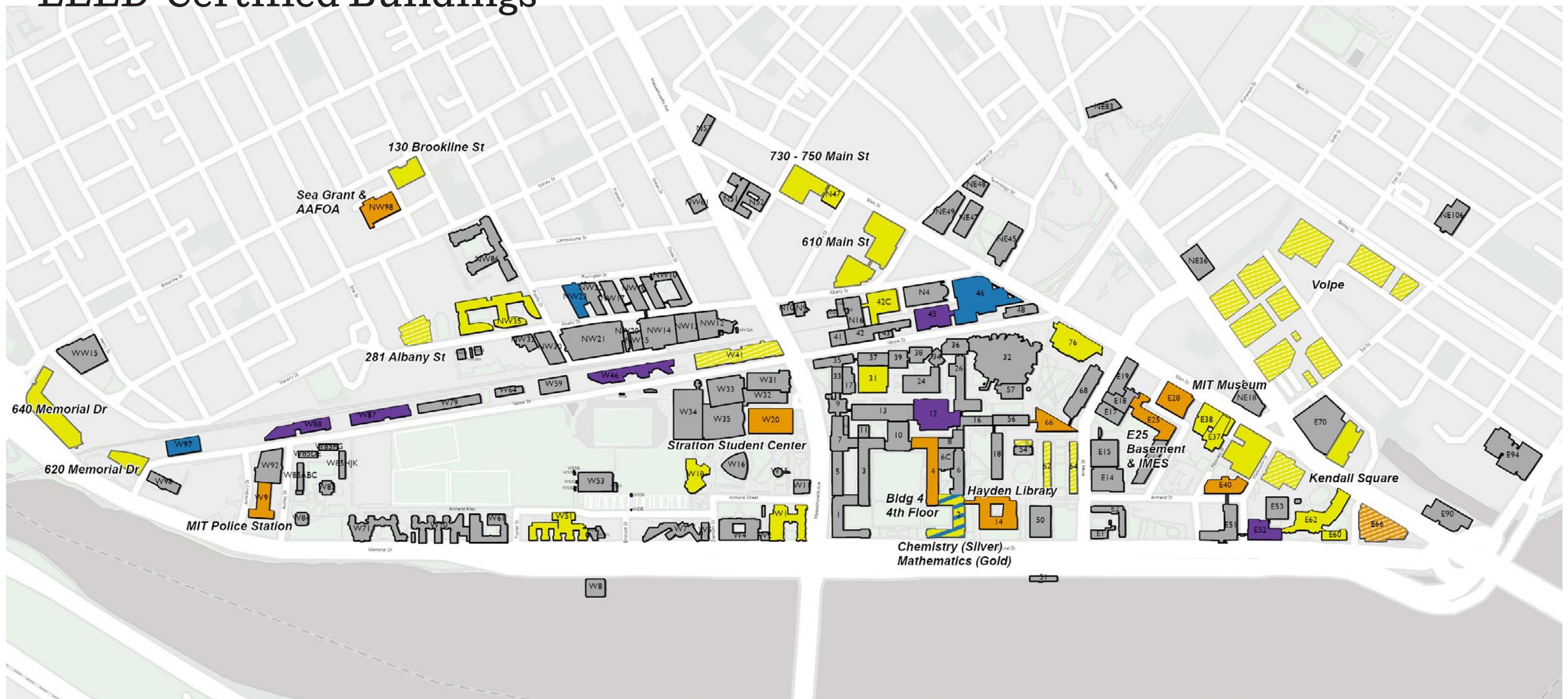
For all new construction and renovations, MIT requires an Integrated Design Process (IDP) with the goal of developing resilient, high-performance projects that reduce greenhouse gas (GHG) emissions, quantify life-cycle metrics, minimize resource consumption, and emphasize human and ecological health.

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 building retrofits, AI-guided building management systems, and right-sized HVAC equipment to efficient lighting, low-flow water fixtures, and low-emitting materials. Other elements include reflective roofs, rooftop solar, and green infrastructure elements that contribute by cleaning the air, cooling the site, and/or filtering and managing stormwater runoff.

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.

LEED-Certified Buildings



Data as of June 30, 2025

LEED Certified

- LEED Silver
- LEED Gold
- LEED Platinum
- LEED Gold Interior

Planned LEED Certified

- Planned LEED Gold
- Planned LEED Gold Interior

750

Feet



Sustainability, Resiliency Planning, and Decarbonization

Several of MIT's campus climate and sustainability commitments marked major milestones in FY25. Key achievements include the creation of a Climate Resiliency and Adaptation Roadmap for the campus, and the finalization of MIT's Scope 3 data collection process and data dashboard. The Institute also installed four new solar arrays across campus totaling 650 kW of capacity. MIT announced two large-scale renewable energy projects solicited and procured as part of the Consortium for Climate Solutions, which includes the City of Cambridge and Harvard University together with eight other partner

organizations: the Big Elm Solar project in Texas and the Bowman Wind project in North Dakota. Together, these initiatives will add 408 megawatts (MW) of new renewable energy capacity to the U.S. power grid and demonstrate how universities and cities can work together to scale renewable energy development. MIT's progress toward its sustainability and climate goals highlights the Institute's ongoing commitment to creating a more sustainable, resilient, and climate-ready campus – one that can serve as a scalable model for other universities and municipalities.



Greenhouse Gas Accounting and Measurement

Every year, the MIT Office of Sustainability (MITOS) leads the collection, analysis, and reporting of MIT's on-campus greenhouse gas emissions. In FY25, MIT's carbon footprint continued to decline with additional energy efficiency gains and the addition of new renewable energy purchases from the 200-megawatt Big Elm Solar facility, which was enabled with our Consortium for Climate Solutions' power purchase agreement. MIT continues to work in close collaboration with the City's Office of Sustainability in the

development and implementation of the City's Net-Zero Action Plan and Building Energy Use Disclosure Ordinance.

To more fully account for institutional emissions, MIT has expanded its greenhouse gas accounting program to include the MIT Bates Research and Engineering Center, Wallace and Haystack Observatories, and Endicott House; the expanded program is now well underway and integrated into MIT's reporting.

Zero Emissions by 2050

MIT continues to be guided by its goal of zero emissions on campus by 2050, with the near-term milestone of net-zero emissions for 2026. The Institute's plans include combining proven and emerging technologies to eliminate Scope 1 and 2 greenhouse gas emissions over the next 25 years. Innovative reduction in emissions will ultimately require deep infrastructure renewal and a modernization of the Institute's energy systems, balanced against increasing financial pressure.

MIT is actively investing in energy conservation measures across existing buildings to reduce demand on campus district energy systems. These efforts include continuing the partnership with Eversource for electrical reductions;

piloting the use of artificial intelligence (AI) in smarter building controls to improve heating, ventilation, and air conditioning efficiencies; implementing energy recovery projects in high-use facilities; and promoting behavioral practices such as shutting the sash in labs. In parallel, MIT is converting buildings from steam to hot water and expanding the medium-temperature hot water distribution piping, a transition that will result in significant energy savings while renewing the energy infrastructure. Additionally, MIT is advancing plans for major changes to the Institute's district energy system over the next decade, exploring innovative emerging technologies to support and accelerate campus decarbonization.

Decarbonizing the MIT Campus



End-Use

Being more efficient in how we use energy

Pathways to decarbonization

Modeling solutions to move everyone forward

Generation

Reducing use of fossil fuels for generating heat and electricity

Distribution

Distributing heating and cooling more efficiently

Source: MIT Office of Sustainability

MIT manages a multi-intervention approach to reducing emissions on campus that includes transitioning to clean energy sources for generation; optimizing and modernizing distribution; investing in energy efficiency; and developing an actionable set of pathways towards decarbonization.

Net-Zero by 2026: Supporting New Renewable Energy Projects

The goal of net-zero emissions is to balance an organization's current emissions with an equal volume of reductions achieved elsewhere. As MIT seeks to reduce emissions to zero on the campus by 2050, its 2026 commitment will be grounded in investments that enable new renewable energy projects which reduce emissions regionally and accelerate the decarbonization of electricity grids.

A key factor in advancing MIT's net-zero goals, the Consortium for Climate Solutions – a collaboration led by MIT, Harvard University, and Mass General Brigham – has transformed how local institutions access large-scale renewable energy projects. Through a groundbreaking aggregated virtual power purchase agreement model, the Consortium enabled the development of 408 MW of new solar and wind capacity in high-carbon grid regions – projected to be enough to power 130,000 homes annually

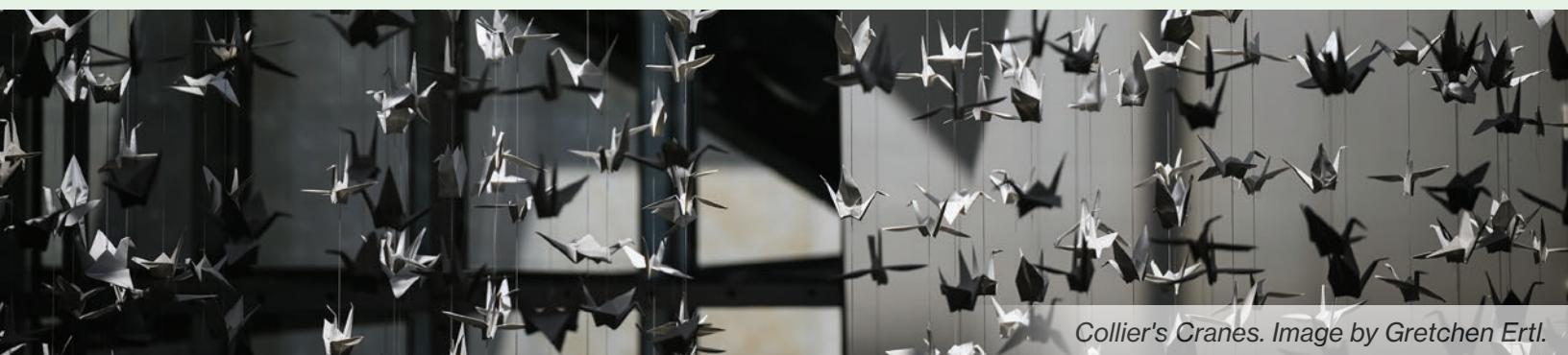
and avoid nearly 1 million metric tons of CO₂ emissions each year. Beyond the environmental impact, the projects are also expected to create approximately 750 jobs and return \$100 million to farmers and landowners.

By aggregating demand across universities, hospitals, nonprofits, and the City of Cambridge, the Consortium opened the door for smaller organizations to participate in projects typically out of reach, setting a replicable model for collective climate action. This innovative collaboration has garnered national recognition, including the prestigious Green Power Leadership Award for Market Innovation and the Environmental Business Council of New England's Nicholas Humber Award for Outstanding Collaboration. MITOS will continue to monitor the market for innovative opportunities to advance MIT's net-zero goals through additional renewable energy projects.

Building Energy Use Disclosure Ordinance

MIT is actively aligning its campus decarbonization work with the requirements of the Building Energy Use Disclosure Ordinance (BEUDO), viewing it as both a regulatory requirement and an opportunity to pilot innovative strategies and practical solutions that demonstrate what is possible for large institutions seeking to reduce emissions. MIT is advancing a structured, three-phase process – engaging stakeholders, evaluating technologies, and developing pathways – to position the

Institute for the next stages of planning and implementation. To date, this inclusive, data-driven effort has involved broad collaboration across the MIT community and with the City, local utilities, external partners, and experts, exploring practical, forward-looking strategies and realistic pathways to decarbonize our district energy systems. A central principle of this process is to integrate the Institute's goals with the BEUDO framework, ensuring progress on each reinforces the other.



Collier's Cranes. Image by Gretchen Ertl.

Scope 3 Emissions Accounting

In partnership with MIT's own Climate and Sustainability Consortium, the Institute finalized a comprehensive accounting of its Scope 3 emissions – indirect greenhouse gas emissions that result from activities or assets not owned or controlled by MIT, but that MIT still impacts through its activities, such as employee travel, supply chain emissions from purchased goods or services, processing of waste, and procurement of capital goods. This accounting is available to the MIT community as an online dashboard, providing a preliminary understanding of Scope 3 emissions hotspots so that departments can identify strategic and feasible opportunities for reduction. Future plans include engaging members of the MIT community to work with MITOS to identify interventions and strategies for reduction.



Relaxing in Eastman Court. Image by Gretchen Ertl.

Planning for Climate Resiliency

A climate-resilient MIT is one that continues to fulfill its mission amid disruption from climate-driven hazards such as extreme precipitation and excessive prolonged heat waves, as these risks become more frequent and extreme. To build a climate-resilient MIT, MITOS and partners across the Institute collect and analyze data, model potential disruptions, and help guide strategies and interventions that respond to these threats and support the MIT community, campus, buildings, and infrastructure.

Resiliency and Adaptation Plan

MIT continued the development of its Climate Resiliency and Adaptation Plan through a collaborative process between MITOS and staff from Campus Services and Stewardship (CSS) areas. Building on years of resiliency planning and research at MIT, this plan includes an assessment of current and future heat and flood conditions on campus and proposed interventions to ensure MIT is prepared in the

face of an increasingly changing climate. MIT is aligning campus efforts with municipalities by collaborating with the City of Cambridge and the Boston Green Ribbon Commission.

FY25 marked the opening of the Edward and Joyce Linde Music Building, designed to be resilient to extreme flood risks and informed by the MIT campus flood risk model. In FY25, MIT also updated its online Climate Resiliency Dashboard, available to the MIT community as a planning tool for projecting areas of potential flood risk on campus out to 2070. A series of workshops were collaboratively conducted by MITOS, CSS, and MIT Emergency Management staff to develop a campus-wide flood preparedness plan for guiding flood risk reduction efforts by operational units. MIT's implementation of this plan relies on ongoing work by MITOS in capturing and analyzing data related to potential stormwater flooding, coastal flooding, and extreme heat.

Cool Spots on Campus

The health and safety of the MIT community remains a central focus of ongoing resiliency research, modeling, and adaptation strategies. MITOS, MIT Emergency Management, and the City of Cambridge continue partnering to maintain Cool Spots that provide relief during extreme heat warnings declared by the City. Cool Spots are designated community spaces that are indoors and air-conditioned where individuals can escape extreme heat, reducing the health risks associated with prolonged exposure to high temperatures. MIT Cool Spots provide safe, comfortable places with educational and cultural programs during heat waves and are promoted as part of MIT's broader climate adaptation strategy.



Killian Court. Image by Gretchen Ertl.



Community Partnerships

MIT continues to seek solutions to common resilience and sustainability challenges shared by the Institute, the cities of Cambridge and Boston, and the Commonwealth of Massachusetts, as well as across the nation and around the globe. The Institute's urban campus is deeply interconnected with surrounding communities, and MIT works to scale solutions through collaboration, innovation, and shared resources. In FY25, MIT strengthened its role as a partner in regional efforts by actively supporting joint data collection between the City of Cambridge and MIT on flooding and heat

to inform current and future strategic planning. The Institute deepened its engagement 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 Massachusetts Energy Transformation Advisory Board, the Ivy Plus Sustainability Consortium, and the International Sustainable Campus Network. These collaborations ensure that MIT's campus is both a testbed and a resource for addressing the most pressing climate challenges facing urban communities.

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. In order to assist and empower our community with designing out waste, the team has developed and posted to the MITOS website a simple guide called the MITOS Design Out Waste Strategy that documents campus resources and best practices for reducing waste.

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, the MIT student group Food [Waste] Fighters partnered with Housing and Residential Services to collect food waste in undergraduate residences to help meet campus waste reduction goals. The students work with House Managers and hold peer-to-peer education and outreach events to ensure students understand how best to dispose of food waste.

Circular Procurement

MIT recently tested a new circular procurement service by purchasing 100 refurbished work stations for an on-campus renovation. A collaboration with a mission-driven circularity business, this successful procurement of re-used furniture demonstrates how institutions can source high-quality refurbished equipment and support the circular economy within our broader region. MIT has also broadened access for local community partners to view and claim free, surplus goods from MIT's online digital inventory of surplus equipment and supplies.



Amphitheater outside Ray and Maria Stata Center. Image by Gretchen Ertl.

Energy Efficiency Upgrade Projects



MIT and Cambridge Public Schools

MIT works closely with the Cambridge Public Schools (CPS) to deepen educator and student engagement and participation. The MIT community includes 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 K-12 outreach programs and opportunities.



Attendees participate in The Tech Experience.
Image by Rohan Kundargi.

The Tech Experience

In collaboration with CPS and other community partners, the MIT Office of Government and Community Relations (OGCR) and MIT collaborators co-develop programs that respond to identified educational needs. Through a series of coordinated partnerships between OGCR and the CPS Education Technology (CPS EdTech) department, the Tech Experience matches Cambridge students' STEAM interests with MIT resources for collaboration opportunities. Over the past six years, the Tech Experience has resulted in more than 20 in-school collaborations reaching over 3,000 K-12 learners, such as an annual field trip to the MIT Museum by every CPS seventh-grade student. This collaboration has also included professional development opportunities for over a dozen educators to engage with and learn from members of the MIT community.



20 in-school collaborations
3,000 K-12 learners engaged

Community members having fun in the Kendall/MIT Open Space. Image by Michael J. Clarke.

MIT Cambridge Impact Scholars

Now in its ninth 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 based on the students' personal impact in their communities and are intended to help defray the cost of post-secondary education. To date, \$900,000 in scholarships has been awarded to 90 Cambridge students who have used their scholarship funds at 40 colleges and universities in 13 states. A majority (78%) of the awardees continued their post-secondary education in the Commonwealth. Those

outside the Commonwealth pursued their education at institutions all over the country, including American University, Howard University, Colorado College, Columbia University, Yale University, and Swarthmore College.



An MIT Impact Scholar receives scholarship. Image courtesy of CCSC.

\$900,000
90 scholarships awarded
Cambridge students



Family Creative Learning

In summer FY25, members of the MIT Lifelong Kindergarten Lab partnered with Just-A-Start and Cambridge Public Libraries to lead a Family Creative Learning program at the Rindge Avenue Towers.

Over five weeks, 78 Cambridge residents of all ages were introduced to playful creative coding alongside more familiar physical crafting. By designing and inventing their own projects, families participated in a transformative shift in how they see themselves in relation to technology.



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 fifth year and continues to host in-person student and educator workshops that engage and benefit the Cambridge community. The MIT Full STEAM Ahead Into Summer program welcomed 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 builds institutional capacities of schools and organizations by engaging cohorts of educators across Massachusetts in collaborative learning and curriculum development.

Cambridge Community Events

MIT Open Space Programming

The MIT Open Space Programming team organizes events and activities that bring together the Cambridge, MIT, and Kendall Square communities to share ideas, be inspired, and feel a sense of belonging and well-being. Events and activities take place in the Kendall/MIT Open Space and the MIT Welcome Center. All events are free and open to the public, and many are organized in collaboration with community partners in Cambridge. Programming aims to connect the public with MIT's spirit of playfulness, discovery, and innovation.

In FY25, MIT Open Space Programming welcomed more than 13,000 visitors and collaborated with over 100 unique partners. The space hosted 58 public programs, including 13 outdoor concerts, 12 outdoor movie nights, 9 programs designed for children and families, and three seasonal festivals.

The MIT Open Space Programming team also organizes a weekly food truck program that runs Tuesdays through Thursdays in the Kendall/MIT Open Space. During FY25, the program hosted a rotating schedule of seven local food truck operators for 128 days of service.



Seasonal Festivals

Three seasonal festivals highlighted the FY25 programming calendar, drawing large crowds and showcasing collaborations with Cambridge-based organizations. A Summer Solstice celebration included free ice cream, a DJ, and a hands-on planting craft led by the Community Art Center. The annual Fall Party featured free cocoa and hot chai, face painting, live music, and an interactive installation by Cambridge-based nonprofit MathTalk. In February, a Lunar New Year celebration featured Tai Chi lessons from a Cambridge instructor, a performance by the MIT Lion Dance student group, hands-on crafts, and calligraphy lessons.



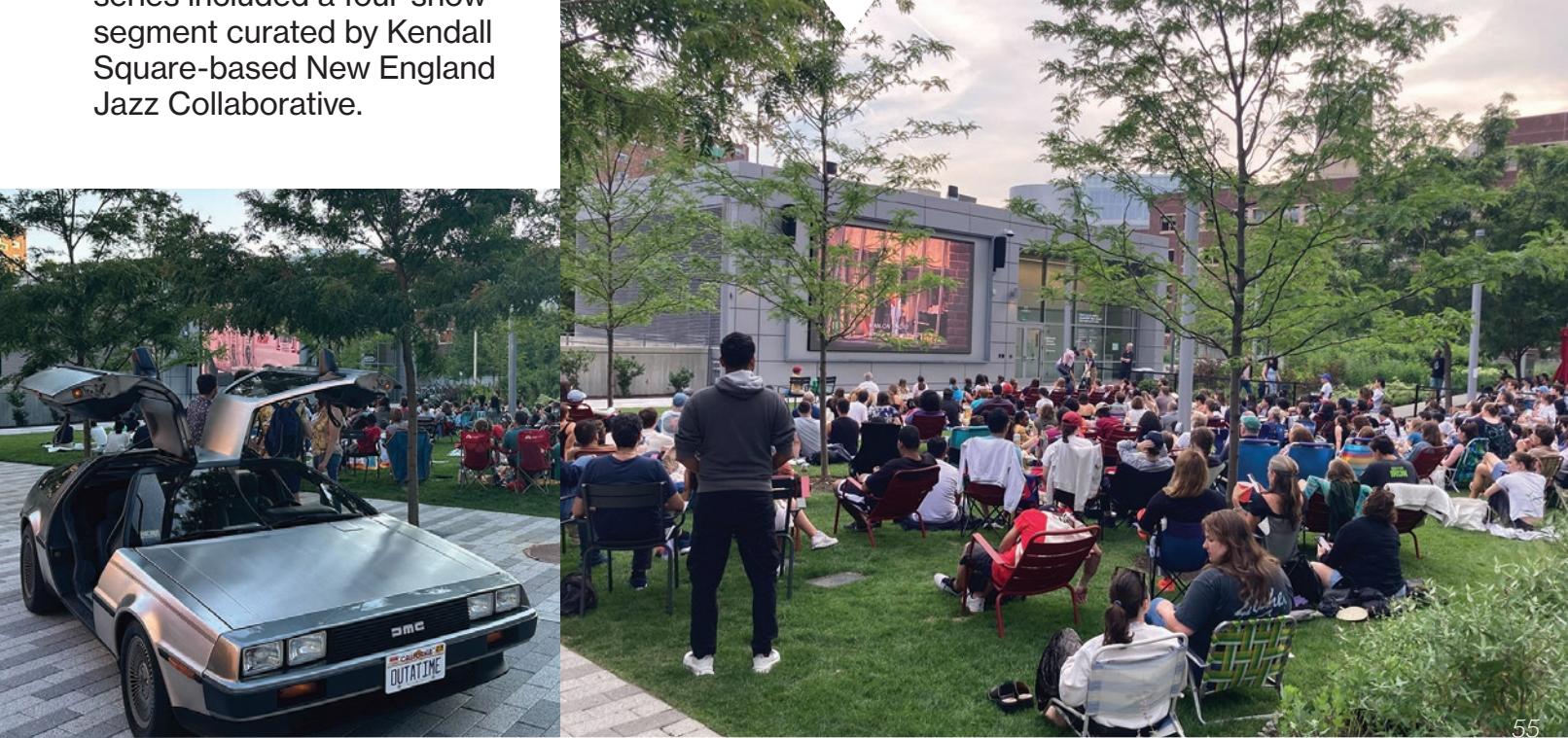
Fall Party performance. Image by Open Space Programming.



Midday Music performance. Image by Open Space Programming.

Midday Music

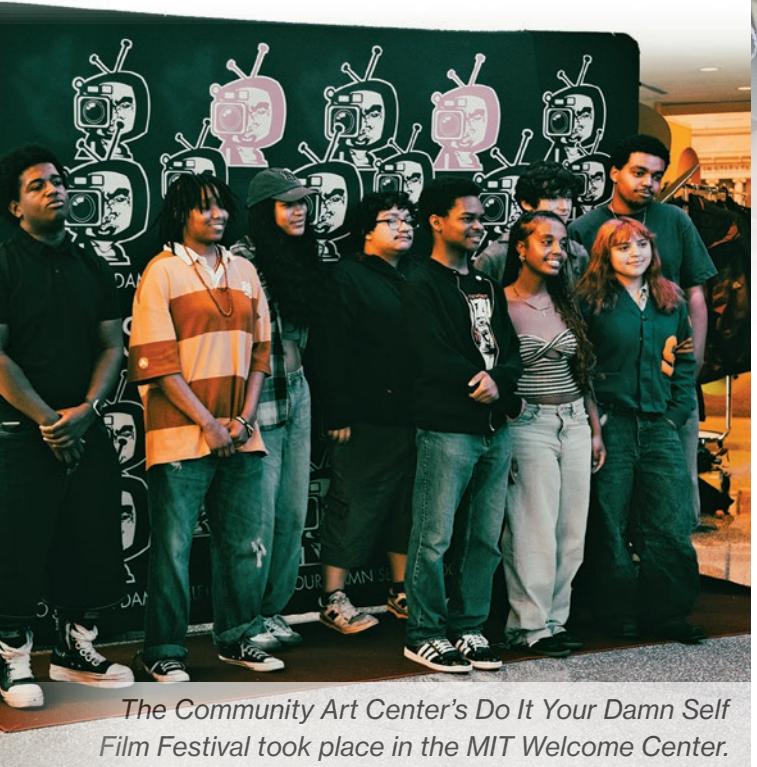
The year-round lunchtime concert series in FY25 featured many Cambridge musicians, including outdoor performances by sound artist Skooby Laposky, the Jazz World Trio, and the Cambridge Hip-Hop Collective. In winter, the concerts took place indoors in the MIT Welcome Center and included free soup catered by East Cambridge-based Souper Roll-Up Cafe. The series included a four-show segment curated by Kendall Square-based New England Jazz Collaborative.



Members of the public watch a movie in the Kendall/MIT Open Space. Images by MIT Open Space Programming.

LEAP Labs

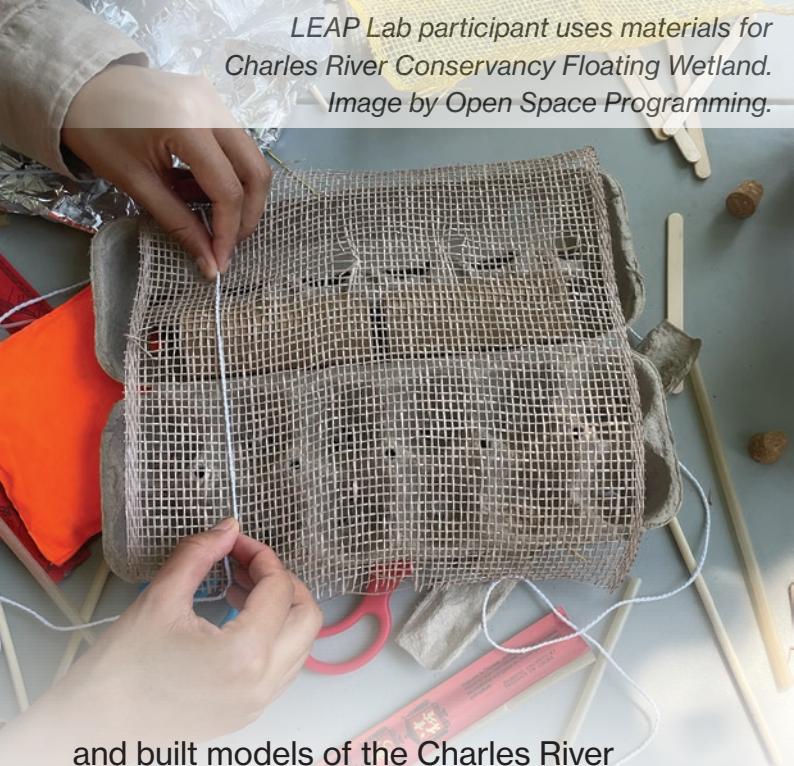
Children and families from Cambridge and beyond celebrated art and science at Saturday morning “Learn, Explore, and Play” programs, or “LEAP Labs.” In FY25, families learned about wind power from MIT graduate students, upcycled aluminum cans into flowerpots, danced to Haitian folkloric rhythms with Dance Complex choreographer Jean Appolon,



The Community Art Center's Do It Your Damn Self Film Festival took place in the MIT Welcome Center.

Free Bike Tune-Ups

Bike tune-up events in partnership with Kendall Square-based Casa Bikes have become a fixture of the MIT Open Space Programming calendar, offering free tune-ups, bike safety resources, live music, and lawn games in a relaxed community setting. The team hosted two of these events in April and one in July.



LEAP Lab participant uses materials for Charles River Conservancy Floating Wetland. Image by Open Space Programming.



Residents enjoy various events at the Cambridge Science Festival. Images by Michael J. Clark.



Cambridge Science Festival

The Cambridge Science Festival, established by the MIT Museum in 2007, continues to produce this annual celebration 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 2024 Cambridge Science Festival ran from September 23-29 and was the largest in its history, welcoming more than 50,000 visitors across all events. The week-long festival featured more than 300 events created in collaboration with 250 partners in 75 venues – all free and open to the public – and included demonstrations, workshops, tours, debates, contests,

talks, and behind-the-scenes experiences that showcased the excitement of discovery.

The Festival partnered with Cambridge Public Schools to offer in-school programming for elementary students, including classroom visits by Astronaut Jeffrey Hoffman. The Cambridge Public Libraries hosted more than 30 programs and events throughout the week, including a Science Story Slam for high school students. The culminating event – the Carnival – took place in the Kendall/MIT Open Space and drew a record-breaking crowd of more than 17,000 people over four hours, with 100 hands-on STEAM activities.

Year round, the MIT Museum offers free memberships for Cambridge residents.



Crowds at Cambridge Science Festival. Image by Michael J. Clark.

50,000
visitors

300
events

250
partners

75
venues

Economic Impact

The Job Connector by MIT

Now in its sixth year, the Job Connector – a free workforce development hub established as part of MIT's Volpe zoning agreement – has helped more than 975 Cambridge residents advance their careers. The Job Connector provides comprehensive support to job seekers at all stages of their professional journeys, including resume and cover letter writing, networking and interview preparation, and individual counseling.

To maintain strong ties with residents, the Job Connector actively engages with the Cambridge community through partnerships with local organizations, a monthly email newsletter reaching more than 1,400 subscribers, an active social media presence, and participation in community events. Staff represented the office at the City of Cambridge Office of Workforce Development's Youth Hiring



Job Connector entry. Image by Logan Read.

Fair, the Cambridge Jazz Foundation's Annual Gala, Kendall Square Association programs, and MIT/Kendall Open Space events, and also served on local boards and committees.

In spring FY25, the Job Connector experienced a staffing reduction with the departure of two team members. While this has reduced capacity, the Job Connector's flagship programs and individualized client counseling continue with support from MIT's OGCR, ensuring that Cambridge residents continue to receive personalized workforce development services.



Admin Assistant Program members. Image by Job Connector.

Programming

During the reporting period, the Job Connector developed and implemented seven professional development and industry-specific programs serving more than 120 residents. Program class topics included construction and the building trades, barriers to employment, job searching, career development skills, and professional networking. In early FY25, the Job Connector launched a new website to make it easier for job seekers to schedule appointments and learn about available programs.

Introduction to Construction and the Building Trades

For the fourth consecutive year, the Job Connector hosted its fall flagship program: Introduction to Construction and Building Trades. Each session serves 15-20 Cambridge residents, who are paid for their participation, introducing them to the construction and building trades sector. Industry experts provide first-hand insights 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 have gone on to join advanced training programs and unions.

Administrative Assistant Program

The Job Connector's second offering of the popular Administrative Assistant Training Program ran in spring FY25. The five-week series provided 12 Cambridge residents with hands-on training in professional communication, writing, spreadsheets, marketing, and graphic design. Participants attended interactive 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, bonding closely over the five weeks and spending many hours together outside of class reinforcing their learning. Many of the participants 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, 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.



Construction Program members. Image by Job Connector.

Other Programs

Throughout the year, the Job Connector office space at 792 Main Street is used to host events for the community. For example, residents were 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.

Payments to the City of Cambridge

	FY20	FY21	FY22	FY23	FY24	FY25
Real Estate Taxes Paid*	\$65,318,882	\$70,355,886	\$76,734,164	\$83,932,146	\$96,677,362	\$107,364,620
Payment in Lieu of Taxes (PILOT)**	\$2,211,549	\$2,232,696	\$2,288,514	\$2,345,727	\$2,404,370	\$2,454,479
Water and Sewer Fees Paid	\$7,812,810	\$6,201,488	\$8,319,592	\$9,792,604	\$11,692,952	\$9,550,188
Other Fees and Permits Paid	\$8,242,958	\$11,313,394	\$16,321,388	\$9,387,451	\$7,562,135	\$3,211,840
Total Payments	\$83,586,199	\$90,103,464	\$103,663,658	\$105,457,928	\$118,336,819	\$122,581,127

*Includes real estate 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.



MIT

