

Deborah K. Fitzgerald  
Kenan Sahin Dean  
School of Humanities, Arts, and Social Sciences  
Massachusetts Institute of Technology  
77 Massachusetts Avenue, 4-212  
Cambridge, MA 02139-4307

April 1, 2013

To the Honorable, Members of the Cambridge City Council:

I am writing on behalf of MIT's School of Humanities, Arts, and Social Sciences (SHASS) to encourage you to approve the Institute's rezoning petition for 26 acres of its land in Kendall Square.

Several SHASS departments (Economics and Political Science, for example) are located in MIT's east campus area and will benefit tremendously from the new infusion of activity and vibrancy that will result from this proposal. We are particularly interested, as are all five MIT schools, in ensuring that our research and work is highly competitive in order to continue to attract top students, faculty and funding. I believe that the Kendall Square proposal can create an environment that is conducive to these objectives.

For example, the MIT Game Lab, a program of MIT SHASS Comparative Media Studies, explores the potential of play in the realms of entertainment to education, art to activism, science to socialization, and more. The MIT Game Lab explores new technologies of play by bringing together academics, students, and professionals from varied industries such as games, health care and finance to advance the role of research in game development. These kinds of robust connections between MIT researchers and local companies are what keep the Institute and Cambridge on the cutting edge of innovation, regardless of the field.

The vital mixed-use district being proposed in MIT's zoning petition will be good for SHASS. The potential new vibrancy and cross-fertilization that is ahead of us is breathtaking. Thank you for helping us to get there.

Sincerely,



Deborah Fitzgerald  
Kenan Sahin Dean, School of Humanities, Arts, and Social Sciences  
Professor of the History of Technology, Program in Science, Technology, and Society





MIT School of Science

**Marc A. Kastner**

*Donner Professor of Physics, Dean of the School of Science*

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e: mkastner@mit.edu web.mit.edu/science

April 1, 2013

To the Honorable Members of the Cambridge City Council:

On behalf of MIT's School of Science, I would like to express my strongest support for the Institute's proposed rezoning of Kendall Square.

These are the most challenging times for research universities, in general, and MIT, in particular, since the Second World War. The drastic reduction in Federal research budgets, which has already taken place and seems impossible to reverse, means a dramatic reduction in the numbers of graduate students and research staff. This is likely to affect basic research even more than applied research, and one can argue that basic research is what has made Kendall Square birthplace of so many high-tech companies.

The income from MIT's new properties in Kendall will help offset losses in government funding. More important, MIT's relationships and collaborations with our partners —especially hospitals and companies nearby — are what will make us competitive for the smaller pot of research dollars that remains. Increased research capacity in Kendall Square, and the promise of augmented interdisciplinary opportunity, will serve to nurture new linkages that will help to protect the future of science in Cambridge.

I urge you to move swiftly to approve MIT's Kendall Square zoning petition so that together we can keep the research in basic science on track to help address global challenges.

Sincerely,

Marc Kastner  
Dean, School of Science  
Donner Professor of Science



School of Architecture + Planning  
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Cambridge, MA 02139-4307  
617 253 4401  
617 253 9417 fax  
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March 28, 2013

Cambridge City Council  
795 Massachusetts Ave.  
Cambridge, MA 02139  
citycouncil@cambridgema.gov

To the Honorable, Members of the Cambridge City Council:

On behalf of MIT's School of Architecture and Planning (SA+P), I am pleased to convey my enthusiasm and support for the Institute's Kendall Square proposal and urge you to take affirmative action on the rezoning petition before you.

SA+P has been very involved in the evolution of the Kendall Square petition and proposal. Several of our faculty experts served on the MIT Faculty Task Force asked to examine the Kendall Square proposal, and helped to shape its recommendations. As you know, two of the key recommendations made by the Task Force were to initiate a study of graduate student housing needs and a planning process for the East Campus/Gateway area. The careful work of the Task Force has provided momentum and guidance for new and exciting engagements for faculty in SA+P.

I am pleased that SA+P faculty member (and former Chancellor) Philip Clay is chairing the Graduate Housing Working Group, which will examine all aspects of the housing needs of our graduate student population. His nationally known expertise in housing policy and community development will serve our community well as he guides that effort with a cross section of MIT representatives, as well as a City-appointed liaison.

Personally, I am delighted to be taking a leadership role in the new East Campus/Gateway planning activity, along with others across the Institute and in the broader community, and am excited for the transformative opportunity that this presents for MIT, Kendall Square, and the City of Cambridge.

Thank you for your consideration and leadership.

Sincerely,



Adèle Naudé Santos  
Dean  
Professor of Architecture and Planning

Cc: Donna P. Lopez, Cambridge City Clerk, dlopez@cambridgema.gov



March 28, 2013

To the Honorable Members of the Cambridge City Council:

I am writing to thank you for your careful efforts with MIT and the community of Cambridge as you have worked to shape the Institute's Kendall Square rezoning petition.

The MIT Sloan School of Management community is enthusiastically supportive of the proposal and particularly its goals to achieve a vibrant mixed-use district. Kendall Square is our neighborhood — it's where we work, study, teach, collaborate, invent, and recreate. The increased sense of place that will be achieved with the MIT proposal will enhance this remarkable environment to make it even more compelling and welcoming.

All of Kendall Square's citizens — our residential neighbors, employees from a wide variety of sectors, visitors, and the broader educational community — will benefit from the new retail, housing, commercial enterprise, and open space that is offered by this proposal. With regard to the latter, we are particularly interested in the proposed linkages that will better connect MIT Sloan to the main MIT campus.

We are also deeply committed to continuing to support the tremendous Kendall Square innovation ecosystem that is churning out new ways of thinking and doing every day. Our Martin Trust Center for MIT Entrepreneurship — an interdisciplinary teaching and research center — is nurturing new ideas, novel approaches, and advanced technologies, while fostering continued competitiveness, and national and global prosperity. In that activity, the Center exemplifies the spirit and impact of most all Kendall Square inhabitants.

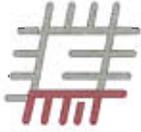
On behalf of the MIT Sloan School community, I urge you to take positive action on the MIT Kendall Square rezoning petition now, so we may all begin the fulfilling work of making Kendall Square the most vital and vibrant contributor to the city of Cambridge.

Sincerely,

A handwritten signature in black ink, appearing to read "David Schmittlein".

David Schmittlein  
John C Head III Dean  
MIT Sloan School of Management  
Professor of Marketing

DCS/tlh



**IAN A. WAITZ**

Dean of Engineering

Jerome C. Hunsaker Professor of  
Administration and Administration

**Massachusetts Institute of Technology**

April 1, 2013

To the Honorable Members of the Cambridge City Council:

We are writing as the leaders of MIT's School of Engineering to relay our strong support for the Institute's Kendall Square rezoning petition that is before you.

The School of Engineering is MIT's largest school, with 37% of the Institute's faculty, 46% its students, and 55% of its on-campus research funding. We strongly endorse MIT's proposal to more effectively use the Kendall Square area to address MIT's and Cambridge's needs. Reinvigoration of the area will amplify the innovation and entrepreneurship ecosystem in and around MIT that we all contribute to and count on to provide long-term economic sustainability for the City and beyond.

The petition calls for the gradual conversion of Kendall Square into a much-needed gateway that will better connect the MIT campus to the business district and nearby neighborhoods. Visitors to Kendall Square will see and experience first-hand the close connections between MIT and the City of Cambridge. In addition, the proposal has carefully preserved existing academic space that is so crucial to the Institute's future.

Through a broad engagement with faculty, students, staff, and other members of our community, we believe the MIT administration has effectively and appropriately addressed the challenges and complexities of this proposal. A positive and balanced path forward has been established regarding graduate student housing and east-campus planning that will serve the MIT community as a whole.

Besides the obvious benefits of enhanced vibrancy and visibility, and a strengthened innovation and entrepreneurial ecosystem, the financial benefits to both Cambridge and MIT from the proposed development are significant.

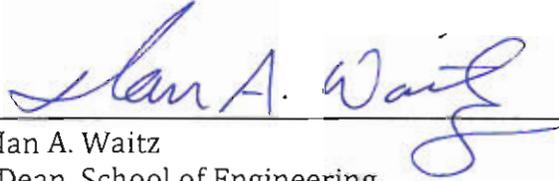
Finally, the proposal will allow us to further capitalize on the power of proximity that is so essential to our work. The School of Engineering's "next-door" corporate relationships with Novartis, Google, Microsoft, Amazon, Genzyme, IBM, Sanofi Aventis, and other local and multinational companies are critical to our success in educating future leaders and addressing global challenges. Adding capacity to, and improving the environment for, these key participants in our network of collaborators will enable us to be even more successful as a research university and provide significant benefits for the local economy.



We hope that you will support us in our endeavors.

Thank you for your careful consideration.

Sincerely,



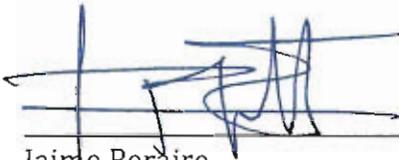
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Ian A. Waitz  
Dean, School of Engineering  
Jerome C. Hunsaker Professor of Aeronautics and Astronautics



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Cynthia Barnhart  
Associate Dean, School of Engineering  
Ford Professor of Engineering  
Professor of Civil and Environmental Engineering



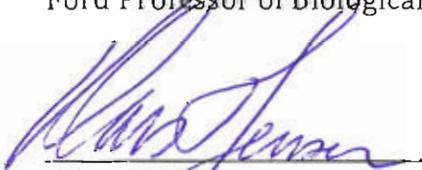
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Jaime Peraire  
Department Head, Aeronautics and Astronautics  
H.N. Slater Professor of Aeronautics and Astronautics



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Douglas A. Lauffenburger  
Department Head, Biological Engineering  
Ford Professor of Biological Engineering, Chemical Engineering, and Biology



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Klavs F. Jensen  
Department Head, Chemical Engineering  
Warren K. Lewis Professor of Chemical Engineering



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Andrew J. Whittle  
Department Head, Civil and Environmental Engineering  
Edmund K. Turner Professor



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Anantha P. Chandrakasan  
Department Head, Electrical Engineering and Computer Science  
Joseph F. and Nancy P. Keithley Professor of Electrical Engineering



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Munther A. Dahleh  
Associate Department Head, Electrical Engineering and Computer Science  
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William T. Freeman  
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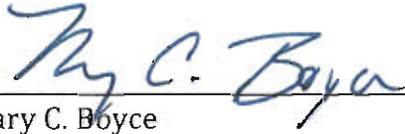
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Stephen C. Graves  
Interim Director, Engineering Systems Division  
Abraham J. Siegel Professor of Management Science, Professor of Mechanical Engineering  
and Engineering Systems



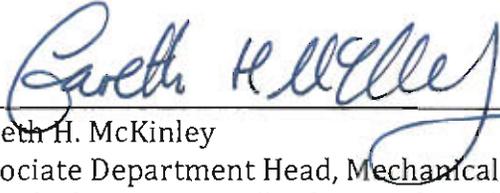
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Christopher A. Schuh  
Department Head, Materials Science and Engineering  
Danae and Vasilis Salapatas Professor of Metallurgy



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Mary C. Boyce  
Department Head, Mechanical Engineering  
Ford Professor of Engineering



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Gareth H. McKinley  
Associate Department Head, Mechanical Engineering  
School of Engineering Professor of Teaching Innovation



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Richard K. Lester  
Department Head, Nuclear Science and Engineering  
Japan Steel Industry Professor