“Never before has so much interest been felt in personal and public health, never before has the scientific knowledge available been so abundant or so easily applied, and never before have communities and individuals been as ready as they are today to make fundamental reforms to improve the general health.”

Director of Public Health
Commonwealth of Massachusetts
January 1917
BULLETIN
OF THE
Massachusetts
Institute of Technology

REPORTS
OF THE
PRESIDENT AND TREASURER
PRESENTED AT THE DECEMBER MEETING OF THE CORPORATION
JANUARY, 1917
THREE TIMELESS INGREDIENTS

- Special physical environment
- Appropriate financial support
- Concentration of diverse human talent with big hopes and dreams
KENDALL SQUARE 1970-2000’s

CAMBRIDGE CENTER

1973

2005
TECH WAVES COME AND GO

City of Cambridge Selected Top Employers 1994 and 2014*
Excluding Top 3: MIT, Harvard, City

- NOVARTIS, 2,704
- BIOGEN, 2,660
- GENZYME/SANOFI, 1,640
- CIC, 1574
- AKAMAI, 1367

*Excludes Mt. Auburn Hospital, Draper Laboratories, Cambridge Health Alliance
OFFICE AND LAB SPACE IN CAMBRIDGE

(source: CBRE)

<table>
<thead>
<tr>
<th>Year</th>
<th>Office (square feet, millions)</th>
<th>Lab (square feet, millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>13.5</td>
<td>4.0</td>
</tr>
<tr>
<td>2000</td>
<td>17.9</td>
<td>6.6</td>
</tr>
<tr>
<td>2005</td>
<td>19.6</td>
<td>8.3</td>
</tr>
<tr>
<td>2010</td>
<td>20.1</td>
<td>9.0</td>
</tr>
<tr>
<td>2015</td>
<td>23.8</td>
<td>12.2</td>
</tr>
</tbody>
</table>

Source: CBRE
VENTURE CAPITAL INVESTMENT IN BIOTECH

Source: The MoneyTree™ Report from PricewaterhouseCoopers and the National Venture Capital Association based on data provided by Thomson Reuters
Akamai founded in Cambridge

Cambridge Innovation Center founded

HubSpot founded in Cambridge by MIT Sloan graduates Brian Halligan and Dharmesh Shah

Yahoo! acquires Maven and establishes foothold in Kendall Square

Amazon moves into 101 Main Street (CIC in late 2012)

Twitter opens new East Coast office in Kendall

IBM opens new Watson Health global headquarters in Kendall

Akamai

Cambridge Innovation Center

HubSpot

Yahoo!

Amazon

Twitter

IBM

Philips Lighting

Microsoft

Google

Facebook

MIT
MIT - EVOLUTION OF INSTITUTIONAL SUPPORT

1978
- MIT Enterprise Forum

1982
- MIT $100K Entrepreneurship Competition

1986
- The MIT Entrepreneurs Club

1990
- MIT Legatum Center for Development & Entrepreneurship

1994
- MIT Enterprise Center

1996
- MIT Ideas Competition

1998
- MIT Venture Mentoring Service

2000
- MIT Deshpande Center for Technological Innovation

2002
-MIT Legatum Center for Development & Entrepreneurship

2004
- Start MIT

2007
- i-Teams Innovation Teams class

2009
- MIT Global Founders Skills Accelerator

2011
- MIT Global Founders Skills Accelerator

2014
- MIT Startup Exchange

2015
- Sandbox
LINKAGES

Genomics:

Broad Institute

Neurological Research:

MIT Brain and Cognitive Sciences

INDUSTRY

Novartis

Pfizer
LINKAGES

Cancer Research:
- Koch Institute

Creative Technology:
- MIT Media Lab

INDUSTRY
- Sanofi
- Google, Microsoft, Facebook
LINKAGES - STARTUP CULTURE

TECH INCUBATOR
Cambridge Innovation Center

BIOTECH INCUBATOR
Lab|Central
“This one corner may generate 1 per cent to 2 per cent of the future global economy”

- Juan Enriquez
Managing Director,
Excel Venture Management
INNOVATION SPACE HAS EVOLVED OVER TIME

- University Park
- Tech Square & Osborn Triangle
- Kendall Square Initiative

Academic
Investment
STAGE 1: UNIVERSITY PARK – NEARBY CAPACITY

Before

• Blighted urban landscape
• Wire and cable factory

After

• New 1st class mixed use area
• 800,000 SF of Residential
• 1.6M SF of Commercial
• Biotech innovation center
STAGE 2:
TECH SQUARE AND OSBORN – ADJACENT CAPACITY

Technology Square

Osborn Triangle
STAGE 3: KENDALL SQUARE – INTEGRATED CAPACITY

1.6 Million SF
- 1.2M SF Commercial
- 0.4M SF Academic
KENDALL SQUARE INITIATIVE OVERVIEW – SITE PLAN
PROPOSED BUILDINGS

1

2

3

4

5

6
ACCESSIBLE AND ACTIVE OPEN SPACE

View of open space looking East
ENLIVENED RETAIL

Existing Conditions

LEGEND

- RETAIL
- CIVIC/TRANSPORTATION
- RESIDENTIAL
- OFFICE/LAB
- HOTEL
- PARKING
- BACK OF HOUSE
- EXISTING BUILDING
ENLIVENED RETAIL

Proposed Plan

LEGEND

- RETAIL
- CIVIC/TRANSPORTATION
- RESIDENTIAL
- OFFICE/LAB
- HOTEL
- PARKING
- BACK OF HOUSE
- EXISTING BUILDING
## BENEFITS OF THE INNOVATION CLUSTER

<table>
<thead>
<tr>
<th></th>
<th>MIT</th>
<th>Business</th>
<th>Cambridge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Synergies</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Talent Retention &amp; Recruitment</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Technology Transfer</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Economic Benefits &amp; Growth</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Employment Opportunities</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Building Community &amp; Quality of Life</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
MIT: IMPLEMENTING A COMMUNITY VISION FOR ALL