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77 Massachusetts Avenue, Building 3-208
Cambridge, Massachusetts 02139-4307 U.S.A.
Phone 1-617-253-0148

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OFFICE OF THE CITY CLERK
CAMBRIDGE, MASSACHUSETTS

April 2, 2013

The Honorable Henrietta Davis
Mayor of the City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139-3201

The Honorable City Councillors of the City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139-3201

Dear Mayor Davis, Vice Mayor Simmons, and Councillors Cheung, Decker, Kelley, Maher, Reeves, Toomey, and vanBeuzekom:

I write with gratitude for the opportunity to appear at City Hall last evening. It was my great privilege to speak before you, and I thought you might like to have a copy of my remarks, which are included below.

Thank you, Mayor Davis, and good afternoon to all the City Councillors and to my fellow residents of Cambridge. It is a privilege to speak with you.

As the Mayor said, I am the President of MIT, but I am also a Cambridge resident, since my wife and I live at 111 Memorial Drive, two blocks from the heart of Kendall Square.

I know you will soon be making some vital decisions about Kendall Square's future, so I am here to thank you and the people of Cambridge for the many ways that you have shaped our ideas and broadened our thinking about Kendall Square. Our proposal is better for your careful craftsmanship, and that is very good news for the future of MIT. Let me explain.

MIT has a two-part mission: (1) to advance knowledge and bring it to bear on the world's great challenges and (2) to educate students in ways that best serve the nation and the world.

Today, we see very clearly that serving our mission of research and education requires something new: an intense strategic focus on innovation and entrepreneurship. MIT has always been a wellspring of innovation, and we have always produced lots of faculty and alumni entrepreneurs, but today, innovation and entrepreneurship have a new urgency — as a vital source of good jobs and economic growth, as the key to accelerating progress in fields from clean energy to biomedicine, and as a pathway to deliver the fruits of our research to the world.

In this context, to serve MIT's mission, we have a responsibility to cultivate and grow the world-class innovation cluster known as Kendall Square. Some

The Honorable Henrietta Davis and City Councillors

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senior MIT faculty who will speak in a moment make that case from their own experience as world-renowned researchers and serial entrepreneurs.

Cambridge is already one of the world's great centers of knowledge and creativity. At MIT, we are eager to continue to collaborate with you, the leaders of this remarkable city, because together we can create the most successful innovation district in the world — a place with lively laboratories and equally lively sidewalks, a place where residents feel inspired and engaged and visitors feel welcome, a place that shapes young minds and nurtures new companies, a neighborhood where you might head for a great cup of coffee and walk away with a great idea.

To all of you on the City Council, I thank you for your service to our City. Your passion for the Cambridge community and your careful stewardship of its assets and its values shine through in everything you do. I look forward to working with you as we proceed together to pursue our dreams in Kendall Square.

I send my deep appreciation for your support and encouragement as we strive together to do the great work of the City.

Sincerely,

A handwritten signature in black ink, appearing to read "L. Rafael Reif". The signature is fluid and cursive, with the first name "L." and last name "Reif" clearly distinguishable.

L. Rafael Reif

LRR/nwn