

6700 pd of Burge Jameson

250s/yr Bill Foster David

'89 400s 10850 Ried D

Spencer, Bill \$1000

2200 ea. yr. Severino (annual fund pledge)  
x2 not pd. (last yr. not pd.)

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN STEERING COMMITTEE

April 8, 1992

AGENDA

Review of Capital Campaign to date

Prospect Action Planning

FY92

2.2  
?

Plan  
adjustment

Gift  
Glory  
Goodness  
Glamour  
Gratitude

Wealth  
Wisdom  
Work

## MEMORANDUM

TO: The Capital Campaign Steering Committee

FROM: Larry Brewster

DATE: April 7, 1992

SUBJ: CAPITAL CAMPAIGN ASSESSMENT - "CROSSROADS" DECISIONS FOR TOMORROW'S MEETING

We have had a very successful Campaign thus far, raising over \$1.4MM in pledges. With only 9 months into The Campaign, this performance has provided important momentum for the future. However, we are at a crossroads, as we now must expand beyond the insiders among our board and trustees to those who increasingly can relate to the mission of The Museum but have limited experience with the organization. I would appreciate your thoughts on the following.

### **CRITICAL ISSUES**

As we approach the 4<sup>th</sup> quarter of the first full fiscal year of The Campaign, I feel we are not in a position to achieve the pledge target of \$2.2MM for several important reasons.

First, we did not receive the return on pledge solicitations originally anticipated as our asking moved from within the fold of board and trustee solicitations. Generally, it will require more time to cultivate individuals who are outside of the board and who represent good future prospects if the "bonding" with The Museum is handled effectively. Nevertheless, we have good news in that I still forecast achieving our cash target of \$700,000 based on commitments already in place.

Resources are not being applied for optimum leverage. We use too much energy on the infrastructure for smaller gifts or on poorly qualified larger gift prospects. We need to spend more time focused on the larger gift prospects to assure they are appropriately qualified and then cultivated. We need to set our goals to move at the pace of the target large gift prospects rather than "self-inflicted" quarterly objectives.

Our rating and screening of prospects needs refinement. We need to do a better job at predicting the realistic possibilities from various categories of prospective givers.

Finally, the team of solicitors is too small and too concentrated. A total of 15 individuals have been involved in completing the solicitations thus far with the greater percentage of the solicitations having been accomplished by 4 individuals.

## **CONCLUSIONS**

As a result of the above situation, I met with Oliver, Gwen, Janet, and Tony Pell yesterday to brainstorm on some basic structural adjustments to The Campaign that could improve our rate of success. The following conclusions and recommendations came out of those discussions. We would appreciate your feedback on these points tomorrow, as we view these as a basis for moving forward in The Campaign.

### **(1) Focus Resources on Prospects Capable of Delivering 6-Figure Donations**

Let's focus our resources on the prospects, once qualified, representing the higher donation potential. With only one effective FTE available for dedicated campaign work, we need to target our energy. This would include updating the ratings of our existing prospects who come from the computer industry. In addition, we would add from our networking and secondary research additional prospects from the computer industry. Finally, we would add other wealthy individuals outside of the computer industry but highly excited by the educational mission of The Museum. This latter group we would also identify using a combination of networking and secondary research. This group would be called the TARGET 100. We would develop a file on each prospect, make specific solicitor assignments and develop an action plan for each. Each month, we would review the action plans for the various prospects. The prospect action plans will include specific cultivation actions for that prospect over a period of months with the individual responsible for executing such contacts. Janet would focus her activities on this population.

### **(2) Board Development**

We need to work with the nominating committee to introduce a few new board members who can contribute to the networking and donations of the TARGET 100.

### **(3) Redirect Resources From The Major Gifts Category**

We find ourselves spending significant resources to generate Major Gifts. We would like to redirect these resources to the TARGET 100 and, as a result, would discontinue the Major Gifts Committee as it now exists and engage its members to assist with 6-figure prospects. We would only have the Corporate Gifts Committee.

### **(4) Increased Donations From Corporations**

We have had a good start with our corporate giving. We believe there is upside on the corporate target from \$500,000 of the \$5MM goal to \$900,000. This would represent getting 30 companies to commit to an average of \$30,000 over the 3-year Capital Campaign.

### **(5) Relax Quarterly Goals**

For FY93, we would adjust our approach to financial goals. We would discontinue focusing on the quarterly basis for both pledges and cash and move this to a 6-month basis. Therefore, we will have a 6-month objective ending December 31, 1992 and an annual objective concluding June 30, 1993. We would have monthly objectives related to specific activities. These activities would include the following.

- Solicitations per month.
- Active volunteer count at the end of each month. This would represent someone who has made at least 1 solicitation in the last 3 months or 1 cultivation in the last 30 days.

As long as we, through this methodology, can cover the mortgage payment (\$80,000) and Capital Campaign expenses for FY93 (\$225,000), Oliver will be comfortable.

### **YOUR FEEDBACK**

We would appreciate your comments and thoughts on the above. I look forward to seeing you tomorrow.

Regards.

Selected Prospects by Ask Amount

Name	Ask Amount	Expected Gift	Lead Volunteer	Comments
Gates, Bill	\$500,000		Kapor	
IBM	\$500,000		Case	
McGovern, Pat	\$500,000		Kapor	
Olsen, Ken/Stratford	\$500,000			
Bechtolsheim, Andy	\$250,000		GBell	
Manzi, Jim	\$250,000			
McNealy, Scott	\$250,000			
Poduska, Bill	\$250,000		Donaldson	
Bachman, Charles	\$150,000		McKenney	
Burkhardt, Henry	\$100,000		GBell	
Eubanks, Gordon	\$100,000			
Geschke, Charles	\$100,000		CGBell	
Hindle, Win	\$100,000		Everett	
Liddle, Dave	\$100,000			
Lynch, Dan	\$100,000			
Markkula, Mike	\$100,000			
Shugart, Al	\$100,000		CGBell	
Warnock, John	\$100,000		GBell	
Bank of America	\$50,000			
Cutler, David	\$50,000		CGBell	
Dennis, Reid	\$50,000		Hendrie	
Jamieson, Burgess	\$50,000		Hendrie	
Lawrence, James	\$50,000		McKenney	
Mead, Carver	\$50,000		CGBell	
NYNEX	\$50,000			
Robelen, Ben	\$50,000		Severino	
Rosing, Wayne	\$50,000			
Silicon Valley Bank	\$50,000			
Brown, Owen	\$25,000			
Crouse, Henry	\$25,000			
d'Arbeloff, Alex	\$25,000			
Fine, Ken	\$25,000		CGBell	
Grillos, John	\$25,000		GBell	
Marill, Tom	\$25,000			
Price Waterhouse	\$25,000		Kaplan	
Richardson, Fontaine	\$25,000		McKenney	
Shoch, John	\$25,000			
Johnson, Bill	\$15,000		GBell	

Selected Prospects by Ask Amount

Abelow, Allan	\$10,000		GBell	
Cabot Corp	\$10,000		Zraket	
Coopers & Lybrand	\$10,000		Zraket	
Dyson, Esther	\$10,000		Miller	
Feigenbaum, Ed	\$10,000			
Frisbie, Rick	\$10,000		Miller	
Greene, Richard	\$10,000		Sitkin	
Hopper, Max	\$10,000		Simmons	
Lacey, John	\$10,000		Strimpel	
Moody, Mike	\$10,000		CGBell	
Selfridge, Kitty	\$10,000		McKenney	
Sutter, James	\$10,000		Simmons	
Vatorie, Wendy	\$10,000		Miller	
Weiss, Fred	\$10,000		Miller	
Amdahl Corporation	?		Sitkin	
Cheheyl, Steve	?		Miller	
Fredkin, Ed	?			
McGraw-Hill	?		Bell	
White, Gene	?		Sitkin	

**The Capital Campaign for The Computer Museum  
Campaign Pledges Report**

<u>Date</u>	<u>Donor name</u>	<u>Pledge Amount</u>	<u>Purpose</u>
03/01/91	Johnson	\$ 20,000	unrestricted
05/91	Morse	\$ 1,000	(pre-solicitation gift)
06/12/91	Pell	\$ 25,000	unrestricted
06/28/91	Donaldson	\$ 50,000	unrestricted
06/28/91	Shear	\$ 5,000	unrestricted (pre-solicitation gift)
<b>Q4 FY91</b>	<b>\$101,000</b>		
-----			
07/10/91	Patil	\$ 100,000	unrestricted (verbal commitment)
07/22/91	Cox	\$ 3,000	unrestricted
07/29/91	Sammet	\$ 30,000	unrestricted (includes IBM match)
07/29/91	Hendrie	\$ 250,000	endowment
08/05/91	Brewster	\$ 5,000	unrestricted
08/12/91	Rotenberg	\$ 5,000	unrestricted
08/28/91	Everett	\$ 13,000	unrestricted (includes DEC match)
09/04/91	Case	\$ 18,000	unrestricted (includes IBM match)
09/16/91	Schwartz	\$ 13,000	unrestricted (includes DEC match)
09/25/91	Chapman	\$ 10,000	unrestricted
<b>Q1 FY92</b>	<b>\$447,000</b>		
-----			
10/03/91	Bells	\$ 139,527	unrestricted
10/04/91	Nelsons	\$ 50,000	unrestricted
10/11/91	Zraket	\$ 10,000	unrestricted
10/15/91	Kaplan	\$ 4,500	unrestricted
10/15/91	Goel Foundation	\$ 50,000	unrestricted
10/15/91	House	\$ 18,500	unrestricted (500 shares Informix per year)
10/17/91	Belove	\$ 54,500	unrestricted (4,000 shares Microcom)
10/17/91	Spock	\$ 100	endowment
10/20/91	Saviers	\$ 21,000	unrestricted (100 shares DEC per year) (includes DEC match)
10/28/91	McKenney	\$ 25,000	unrestricted
10/30/91	Albert	\$ 9,000	unrestricted (includes IBM match)
10/31/91	Bodman	\$ 10,000	unrestricted
10/31/91	Pettinella	\$ 5,000	unrestricted
11/05/91	Starkey/Harrison	\$ 5,000	unrestricted
11/07/91	Sitkin	\$ 3,000	unrestricted
11/15/91	Smart	\$ 2,000	unrestricted (includes DEC match)
12/02/91	MITRE	\$ 60,000	(verbal commitment)



The Capital Campaign for The Computer Museum  
 Campaign Pledges Report  
 Page Two

<u>Date</u>	<u>Donor Name</u>	<u>Pledge Amount</u>	<u>Purpose</u>
12/03/91	Raytheon	\$ 60,000 (verbal commitment)	education
12/10/91	Foster	\$ 45,000 (1,000 shares Stratus)	unrestricted
12/16/91	Kapor	\$ 150,000 (plus \$23,637 from prior gift)	unrestricted
12/30/91	Severino	\$ 52,687.50 (1,500 shares Wellfleet)	unrestricted
12/31/91	Miller	\$ 15,000 (verbal commitment)	unrestricted
<b>Q2 FY92</b>	<b>\$ 813,451.50</b>		
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1/27/92	Simmons	\$ 15,000	
1/27/92	Bank of Boston	\$ 30,000	
2/19/92	Seligman	\$ 9,000 (verbal commitment)	
3/4/92	Strimpel	\$ 5,000	
3/25/92	Faggin	\$ 10,000 (verbal commitment)	
3/26/92	Hirshberg	\$ 5,000 (verbal commitment)	
<b>Q3 FY92</b>	<b>\$ 74,000</b>		
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<b>TOTAL</b>		<b>\$1,435,451.50</b>	

**Matching Pledges to Date**

<u>Date</u>	<u>Donor name</u>	<u>Amount</u>	<u>Purpose</u>
10/02/91	Anonymous	\$2,500,000	building

Corporate Matrix

	A	B	C	D	E	F	G	H	I
1	Funding Source	St.	Member	Yrs.	I-K	Other Support	Pending Requests	Requests Anticipate	CC Contact
2									
3	3Com	CA				\$4,096, CC, 1985			
4	3Com (cont)	CA				\$25,000, CDC,1992			
5	3M	MN							Brewster
6	AAAI	CA				\$20,000,Kits,91	Corporate Membership		
7	AAAI (cont)	CA				\$2,500,Bowl,IN-KIND			
8	AAAI (cont)	CA				\$20,000, SM,87			
9	AAAI (cont)	CA				\$30,000, SM, 1992			
10	Abbott Labs								Brewster
11	Aberdeen Group	MA	\$1,000	1A					
12	Acer Corporation	CA	\$1,000	2A					
13	Acius	CA						CDC Potential funder	
14	ACM	NY				\$50,000,Bowl,90,91,92	\$50,000/yr,Bowl,93-94		Bell
15	Addison-Wesley	MA	\$3,000	2A				CDC Potential funder	
16	Adobe Systems Inc.	CA	\$5,000	2A			\$10,000,Bowl, 1992	CDC Potential funder	
17	AEG	MA							
18	Aldus	WA						CDC Potential funder	
19	Alliant Computer	MA	\$1,000	2A					
20	Allied Signal Aftermarket Gr	RI							
21	Alltel Corporation	OH							
22	Alpha Software	MA	\$1,000	1				CDC Potential funder	
23	AM International	IL							
24	AMD	MA				\$2500, Bowl, 1991	\$2500, Bowl, 1992		
25	AMD (cont.)	MA				\$10000, Bowl, 1988-90	\$50000, CDC, 1991		
26	Amdahl Corp.	CA	\$3,000	5A				Network Soc.	Sitkin
27	American Airlines	TX				in kind,Bowl	REFUSED Bowl,1992	Network Soc.	Hopper
28	American Express	NY							
29	American Info. Tech.								
30	American Mngmt Systems	VA				\$4,000, CC,1985-88			McKenney
31	American President								
32	ARD	MA							
33	Ameritech	IL							
34	Amoco Corporation	IL							
35	AMP	PA							
36	Anacomp Inc.	IN							
37	Analog Devices	MA	\$1,000	6A	X				
38	Andersen Consulting	MA	\$1,000	2		\$9000, Bowl, 1991			
39	Apple	CA			X	\$25,000, Bowl, 1991-92	REFUSED CDC		

Corporate Matrix

	A	B	C	D	E	F	G	H	I
40	Apple (cont.)	CA			x	\$50,000, PAC, 1991			
41	Apple (cont.)	CA			x	\$50,000, TWTC, 1990			
42	Apple, ATG	CA				\$5000, Bowl, 1991		\$2,500, Bowl, 1992	
43	Apple, Eastern	MA				\$5000, Bowl, 1991		\$2,500, Bowl, 1992	
44	Apple, Eastern (cont.)	MA				\$2500, Bowl, 1990			
45	Apple, Eastern (cont.)	MA				\$5000, Bowl, 1988			
46	Applied Technology Inv.	MA	\$1,000	3A					
47	Aries Technology	MA	\$1,000	1					
48	Arnold White & Durkee	TX	\$1,000	1A					
49	Arthur D. Little	MA				\$2,500, WK, 1991	Corp. Membership, 1991		
50	Arthur D. Little (cont.)	MA				\$2,500, Bowl, 1990			
51	Asea Brown Boveri								Brewster
52	ASK Computer	CA	\$1,000	1					
53	Aspen Technology	MA	\$1,000	2A					Brewster
54	AST Research	CA					Corp. Membership, 1991		
55	AT&T Computer Sys.	MA	\$5,000	2A		\$10000, Bowl, 1991	\$10,000, Bowl, 1992		Lucky
56	AT&T Computer (cont.)	MA				\$10,000, TWTC, 1990			
57	AT&T Computer (cont.)	MA				\$5000, Bowl, 1989			
58	AT&T Computer (cont.)	MA				\$50,000, CC, 1985-1986			
59	Atex Publishing	MA				\$5000, Bowl, 1990			
60	Atlantic Richfield								Brewster
61	AutoDesk	CA						CDC Potential funder	
62	Automatic Data Processing	NJ	\$3,000	3A					
63	Avid Technology	MA	\$1,000	1A					
64	Avnet	NY							
65	Bachman Information Sys	MA	\$1,000	1				\$2.5-\$10K, Bowl, 1992	Bachman
66	Bank of Boston	MA	\$1,500	5A		\$9,000, Bowl, 1991,2			Zraket
67	Bank of Boston (cont)	MA				\$1,500, Brkfst Spons., 1991			Simmons
68	Bank of Boston (cont)	MA				\$30,000, CC, 1992-94			
69	Bank of N.E. (now Fleet)	MA	\$1,000	4					
70	Banc One Corporation								
71	BankAmerica	CA				\$50,000,CC,1985-1988			Bell
72	Bankers Trust	NY							
73	Banyan	MA	\$1,000	4A					
74	BASF	MA				\$9000, Bowl, 1990-2			
75	Batterymarch Financial	MA	\$1,000	2A					
76	Baxter Healthcare								
77	Bayer								Brewster

Corporate Matrix

	A	B	C	D	E	F	G	H	I
78	BCE Inc.								
79	Becton Dickinson	MA							
80	Berkshire Hathaway								
81	Bethlehem Steel	PA							
82	Bingham, Dana & Gould	MA	\$3,000 cc	3A					Davis
83	Bitstream	MA	\$1,000	5A				CDC Potential funder	
84	Black & Decker								
85	Boeing	WA						Network Soc.	
86	Boise Cascade								
87	Bolt, Beranek & Newman	MA	\$1,000	6A				CDC Potential funder	
88	Borg-Warner Corporation	IL							
89	Boris Color Labs	MA			X				
90	Borland	CA				\$5,000, Bowl, 1991	\$100,000,CDC	\$10,000, Bowl, 1992	
91	BOSE Corporation	MA			X				
92	Boston Company	MA					\$15000, WK, 1991		
93	Boston Edison FDN	MA					\$10000, TSP, 1991	Clubhouse, 1992	Zraket
94	Boston FDN	MA					\$50000, WK, 1991		
95	Boston Gas Company	MA				\$500, TSP, 1991			
96	Boston Globe FDN	MA	\$1,000	5		\$2640, Intern, 1991	\$25000, WK, 1991		
97	Boston Globe FDN	MA				\$25,000,CC,1985-86			
98	British Telecom	LON							
99	Broderbund	CA					\$25,000,CDC		
100	Bull HN Info. Systems	MA	\$1,000	4A			\$50,000,Video		
101	Burlington Holdings	NY							
102	Business Week	CA				\$2000, Bowl, 1991		\$2000, Bowl 1992	
103	Businessland Inc.	MA							
104	Curtiss Butler and Assoc.				X				
105	Bytex Corp.	MA					Corp. membership, 1991	\$2.5-\$10K, Bowl, 1992	
106	C.S. Draper Labs	MA	\$3,000	3A		\$2,000,CC,1985			Zraket
107	C.S. Draper Labs	MA				\$10,000, CC, 1993			
108	Cabot Corporation	MA							Bodman
109	Cabot Corporation FDN	MA	\$1,000	1A					Bodman
110	Cadence	CA	\$3,000	1	X				
111	Cahners	MA					Corp. membership, 1991	CDC Potential funder	
112	Canadian National Railways	CAN	\$1,000	1A					
113	Canon	TKO							
114	Carter Hawley Hale	CA	\$1,000	1		\$1,000,CC,1989			
115	Casio	NJ							
116	Caterpillar, Inc.	IL							

Corporate Matrix

	A	B	C	D	E	F	G	H	I
117	CD-Rom Publishers							CDC Potential funder	
118	Centel Corp.	IL							
119	Central Point Software	OR						CDC Potential funder	
120	OGE								
121	Charles River Ventures	MA	\$1,000	1A					
122	Chase Manhattan	NY	\$1,000	1					
123	Chedd-Angiers Production	MA			X				
124	Chips & Technology	CA						CDC Potential funder	
125	Chipsoft	CA				\$500,BOWL,1992		\$2,500, Bowl, 1992	
126	<b>Cirrus Loglc</b>	CA				\$2,500, Bowl, 1991	Corp. membership, 1991	CDC Potential funder	<b>Patil</b>
127	<b>Cirrus Loglc (cont.)</b>	CA				\$10,000, TWTC, 1990		\$2,500, Bowl, 1992	
128	Citicorp	NY							
129	Citizen	CA							
130	Clearpoint Research	MA	\$1,000	1A					
131	Codex	MA				\$1000, TSP, 1991			
132	Cognos	MA	\$1,000	1A					
133	Comdisco Inc.	IL							
134	Commerce Clearing								
135	Commodore International	PA						CDC Potential funder	
136	Compaq	TX	\$5,000	1A				CDC Potential funder	<b>Miller</b>
137	CompuAdd	TX						CDC Potential funder	
138	Compuserve	CH	\$1,000	2A				CDC Potential funder	
139	Computer Assoc.	MA							
140	Computer Corp. of America	MA				Corp. membership, 1991		\$2,500, Bowl, 1992	
141	Computer Factory	NY						CDC Potential funder	
142	Computer Sciences Corp.	CA							
143	Computer Science Capital								<b>Albert</b>
144	ComputerLand	CA				\$50,000,CC,1986-87		CDC Potential funder	
145	CONNECT, Inc.	CA	\$1,000	1					
146	Conner Peripherals	CA						CDC Potential funder	
147	Contel Corp.								
148	Control Data	MN				\$90,000, CC, 1985-7			
149	Coopers & Lybrand	MA	\$3,000	5A		\$5000, Bowl, 1988			<b>Zraket</b>
150	Coopers & Lybrand (cont)	MA				\$1,500, Brkfst, 1991			
151	Corning, Inc.	NY							
152	Corporate Software	MA	\$1,000	2A				CDC Potential funder	<b>Strimpel</b>
153	Cray Research	MN							
154	Crown Industries	NJ			X				
155	Cypress	CA						CDC Potential funder	

## Corporate Matrix

	A	B	C	D	E	F	G	H	I
156	Daewood								
157	Data General	MA	\$3,000	5A		\$1,000, Annual, 1989		CDC Potential funder	
158	Data General (corp.)	MA				\$100,000,CC,1984-87			
159	Data Switch	CT	\$1,000	2A					Greene/Si
160	Davox Corp.	MA	\$1,000	2		\$1,000,CC,1989			
161	DECUS	MA	\$3,000	6A					
162	Dell Computer	TX				Corp. membership, 1991		CDC Potential funder	
163	Deloitte & Touche	MA	\$1,000	5A		\$1000, Bowl, 1990			
164	Design Communications Inc				X				
165	DGA Assoc.	MA							
166	Diebold	NY							
167	Digital Equipment	MA	\$50k	3A	X	\$22500, Bowl, 1992			Savlers
168	Digital Equipment (cont)	MA			X	\$10000, Bowl, 1991			Smart
169	Digital Equipment (cont)	MA			X	\$50000, GOS, 1991			Strimpel
170	Digital Equipment (cont)	MA			X	\$75000, CDC, 1991			
171	Digital Equipment (cont)	MA			X	\$100,000, PAC, 1991		CDC Potential funder	
172	DiVA	CA						CDC Potential funder	
173	Dover Corp.	MA							
174	Dow Chemical	MI	\$1,000	3A		\$3,000,CC,1989			Brewster
175	Dow Jones	NY						CDC Potential funder	
176	Duke Power								
177	Dun & Bradstreet Software	NY							Albert
178	DuPont	DE							Brewster
179	E-Systems	TX							
180	Eastman Kodak	NY							
181	Eaton Corp.	CH					\$30,000, CC		
182	EDS Communications Division	MA	\$1,000	1A					
183	Egghead	WA						CDC Potential funder	
184	Electronic Arts	CA							
185	Electronic Data Systems	TX							
186	Electronic Visual					\$2,000, GG, 1989		CDC Potential funder	
187	Eli Lilly & Co. Fdn.	IN							
188	EMC Corporation	MA	\$1,000	1					
189	Emerson Electric	MO							
190	Energy Corporation								
191	Epson	CA						CDC Potential funder	
192	Equifax Inc.								
193	Ericsson	MA							
194	Ernst & Young	MA	\$1,000	4A					

Corporate Matrix

	A	B	C	D	E	F	G	H	I
195	Etra	NJ	\$1,000	1					
196	F.W. Dixon	MA	\$1,000	1					
197	Farmers Group								
198	Farrallon	CA						CDC Potential funder	
199	Federal Express	TN							
200	Fenwick Partners		\$1,000	4A		\$1000, Bowl, 1990			
201	Ferranti International								
202	Fiat								
203	Fidelity	MA					\$50,000, CC	CC Potential Funder	Bodman
204	Fifth Generation Systems	LA						CDC Potential funder	
205	First Financial	GA							
206	First Union								
207	Fleet/Norstar	MA						Corp. Membership,	
208	Fluent	MA			X	\$5,000, Bowl, 1991-2			Nelson
209	Ford Motor	MI				\$4,096,CC,1985-1988			
210	Franklin Computer NJ	NJ						CDC Potential Funder	
211	Freeport-McMoran								
212	Fujitsu	CA							Brewster
213	Gallery Theatre Lighting				X				
214	GenCorp Inc.								Brewster
215	General Cinema	MA						\$100000, WK, 1992	Pell/McKer
216	General Dynamics								
217	General Electric	CT							
218	General Signal	CT							
219	General Systems					\$2,048,CC,1985-86			
220	Gensym Corporation	MA	\$1,000	3A					Johnson?
221	Georgia-Pacific	GA				\$1,000,CC,1989			
222	Gillette	MA	\$3,000	4A					
223	GM Hughes Electric	MI							
224	Goldman Sachs	NY	\$1,000	5					
225	Goldstar	CA						CDC Potential funder	
226	Good Displays				X				
227	Goodyear Tire	MA							Brewster
228	Great Northern	MA							
229	Great Western Financial	CA							
230	GreenTree Assoc.	MA	\$1,000	1					
231	Greylock Management	MA	\$1,000	4A					Cox
232	Groupe Bull	FRA						Video Potential	
233	Grumman Corp.								

Corporate Matrix

	A	B	C	D	E	F	G	H	I
234	Guarino Design Group				X				
235	GTE Laboratories	MA	\$1,000	5A					
236	H.K. Graphics	MA	\$1,000	2A					
237	HaL Computer	CA				\$2,500, Bowl, 1991		\$2,500, Bowl, 1992	Sitkin
238	Halliburton Services	TX	\$1,000	2A					
239	Harris	FL							
240	Hayes Microcomputer	GA				\$1,000, Annual, 1989		CDC Potential funder	
241	Hearst Foundation	NY				\$25,000, Kits, 1991			
242	Heldrick & Struggles	MA	\$1,000	1A		\$1,500, Brkfst, 91			Morse
243	Hitachi	NY						CDC Potential funder	
244	Honda	CA						\$25000, WK, 1992	
245	Houghton Mifflin Co.	MA				\$3,072, CC, 1985-88	\$10000, TSP, 1991		
246	HP (Apollo Computer)	CA	\$1,000	2		\$75,000, CC, 1985-9	\$100,000, CDC		G. Bell
247	HP (Apollo) (cont.)	CA				\$60,000, Exh, 86-88			
248	Hyundai							CDC Potential funder	
249	IBM	NY	\$15k	5A	X	\$2,500, Bowl, 1991	\$100,000, CDC		Case
250	IBM (cont.)	NY			X	\$100,000, PAC, 1991			
251	IDC					\$2,500, Bowl, 1991		\$2,500, Bowl, 1992	McGovern
252	Ide Associates	MA						Corporate Membership	Brewster
253	IDG	MA	\$5,000	2A		\$2500, Bowl, 1991		CDC Potential funder	McGovern
254	IDG (cont.)	MA				\$5000, Bowl, 1988-90		\$2,500, Bowl, 1992	
255	IDG (cont.)	MA				\$28,000, CC, 1985-87			
256	IEEE Computer Society	DC	\$5,000	6A		\$10,000, 92			
257	Index Group	MA	\$1,000	5A					McKenney
258	Index Technology	MA	\$1,000	2		\$7,500, CC, 1985-87			
259	Informix	CA					\$2.5-\$10K, Bowl, 1992		House
260	Ingersoll-Rand								
261	Innovis Interactive Tech.	WA	\$1,000	3A				*part of Weyerhaeuser	
262	Intel	CA	\$1,000	2	X	\$9000, Bowl, 1991, 2	REFUSED CDC		G. Bell
263	Intel (cont.)	CA			X	\$19265, VR, 1991			
264	Intel (cont.)	CA			X	\$115,000, TWTC, 1990			
265	Intelligent Electronics, Inc.	PA							
266	InterBase Software Corp.	MA	\$1,000	2A				*part of Borland	
267	Intergraph Corporation	AL							
268	Intermetrics	MA	\$1,000	5A			\$20,000, CC proposal		Pettinella
269	Intuit	CA						CDC Potential funder	
270	IPL Systems	MA	\$3,000	1A					
271	Italtel								
272	ITT Corp.	NY							



Corporate Matrix

	A	B	C	D	E	F	G	H	I
273	J.C. Penney	NY				\$1,000,CC,1989			
274	J.P. Morgan & Company	NY							
275	Robert C. Jervis				X				
276	John Hancock	MA	\$1,000	1A			\$10000, TSP, 1991	\$2.5-\$10K, Bowl, 1992	
277	Johnson & Johnson	NJ							
278	Jostens	CA	\$1,000	1		Corp. membership, 1991		CDC Potential funder	
279	Karen C. Cohen Assoc.	MA	\$1,000	2A					
280	Keane, Inc.	MA	\$1,000	1A				\$2.5, Bowl, 1992	
281	Kemper Corporation	IL							
282	Kensington Microware	CA				\$25,000, TWTC, 1990	\$25,000,CDC		Strimpel
283	Keycorp	NY							
284	Kimball AV				X				
285	KPMG Peat Marwick	MA	\$1,000	5					
286	Kubota Pacific	CA				\$10000, Bowl, 1990	REFUSED Bowl, 1992		G. Bell
287	Kurzweil Foundation	MA							
288	Kyocera	CA							
289	Lafarge Corporation								
290	Leading Edge	MA						CDC Potential funder	
291	Learning Company, The	CA						CDC Potential funder	
292	Liberty Mutual	MA	\$3,000	5A		\$5,000,CC,1986-87		\$10000, TSP, 1992	
293	Litton Industries	CA							
294	Lockheed Corp.	CA							
295	Logitech	CA					CDC, \$ and equipment		
296	Loral Corporation	VA							
297	Lotus Development	MA	\$3,000	5A		\$50,000, CDC, 1992	\$50,000, CDC, 1992		Strimpel
298	Lotus Development (cont.)	MA				\$50,000, PAC, 1991			
299	Lotus Development (cont.)	MA				\$25000, TWTC, 1990			
300	Lotus Development (cont.)	MA				\$10000, Bowl, 1990	\$50,000, WK, 1991		
301	LSI Logic	CA							
302	Mack Trucks								
303	Macmillan Publishing								
304	Maintech	MA							
305	MapInfo	NY							
306	Marshall Industries	CA							
307	Martin Marietta	MD							
308	Masco Corp.								
309	MASS Microsystems	CA	\$1,000	1					
310	Maspar	CA				\$10,000,Bowl,1992			
311	Mathsoft	MA						CDC Potential funder	Johnson

Corporate Matrix

	A	B	C	D	E	F	G	H	I
312	Mathworks, Inc.	MA	\$3,000	2A			\$10,000,BOWL, 1992		
313	Matra								
314	Matrix USA	MA	\$500	1					
315	Matsushita	NJ			X	\$60000, PAC, 1991		CDC Potential funder	Weld
316	Maxell	CA				\$37,000, TWTC, 1988-90		CDC Potential funder	
317	Maxis	CA	\$1,000	1A				CDC Potential funder	
318	McDonnell-Douglas Corp.	MD							
319	McGraw-Hill	NY	\$2,500	6A				CC	
320	MCI Communications	NY						Network Soc	
321	McKinsey & Co.	MA	\$1,000	2A		\$5,000,Bowl,1992		\$2.5-10K, Bowl,1992	
322	Mead Corporation								
323	Meditech	MA	\$2,000	4A		\$5,000,CC,1985-89			
324	Mellon Bank Corp.	PA							
325	Memorex Telex	OK							
326	Mentor Graphics	OR	\$1,000	2					
327	Mercer, William M. Inc.	MA	\$1,000	1A					
328	Merck & Co.	NJ							
329	Merrill Pickard	MA				\$10,000, Bowl, 1988-92			
330	Metaphor Systems - IBM	CA				\$10,000,Bowl, 1991			
331	Micro-Mentor	MA	\$1,000	2A		\$1,000, Annual, 1989			
332	MicroAge	AZ						CDC Potential funder	
333	Microamerica Inc.								
334	Micron Technology	ID							
335	Microsoft	WA	\$5,000	5A	X	\$5,000, Bowl, 1990,91,92	\$5,000,Bowl,1992		Strimpel
336	Microsoft (cont.)	WA			X	\$4,096,CC,1985-87		CDC potential funder	
337	Midlantic Banks								
338	Miller Communications	MA	\$1,000	1A					Miller
339	Miller Freeman	MA	\$1,000	1					
340	Milliken & Co.	SC	\$1,000	2		\$1,000,CC,1989			
341	Millipore FDN	MA	\$1,000	6A					
342	Miniscribe Corp.								
343	Minolta								
344	MIPS	CA						\$10,000,Bowl, 1992	
345	MITRE	MA	\$5,000	2A		\$60,000, CC, 1992-94			Zraket
346	MITRE (cont.)	MA				\$5000, Bowl, 1990			
347	MITRE (cont.)	MA				\$30000. PAC, 1990,91			
348	MITRE (cont.)	MA				\$60,000,CC,1984-89			
349	Mitsubishi Elec.	CA							
350	Mitsubishi Research	MA	\$1,000	1A					Zraket

Corporate Matrix

	A	B	C	D	E	F	G	H	I
351	Mobil Corporation	VA	\$1,000	3A					Brewster
352	Molex Inc.								
353	Monsanto Co.	MO							Brewster
354	Moody Stecker Company	MA	\$500	2A					
355	Moore Corp. Ltd.								
356	Motorola, Inc.	IL						CDC Potential funder	
357	Murata Business Systems	TX							
358	Nashua Corp.	NH							
359	National City Corporation	OH							
360	National Semiconductor	CA							
361	Nationwide Mutual	CH							
362	NCNB Corp.	NC							
363	NCR - ATT	CH						Network Society	Clark
364	NEC	MA	\$3,000	6A		\$20,000,CC,1986		CDC Potential funder	Kobayashi
365	Netframe Systems	CA				\$2.5, Bowl, 1992			
366	New Directions	MA	\$1,000	1					
367	New England Telephone	MA						\$25000, Clubhouse, 1991	
368	New England, The	MA	\$3,000	3A			REFUSED CC		Strimpel
369	NeXT	CA							
370	Nintendo	CA						CDC Potential funder	
371	Nippondenso							\$100000, Net, 1992	
372	Nokia Data, AB	FIN							
373	Nortek, Inc.								
374	North American Philips	NY							
375	Northeast Utilities								
376	Northern Telecom	CAN							
377	Northrop Corp.								
378	Norwest Corp.	MN							
379	Northwestern Mutual	WI							
380	Novell	UT				Corp. membership, 1991		CDC Potential Funder	
381	NTT	JAP							
382	NYNEX	NY	\$1,000	2A				CC	Skrzypcza
383	NYNEX (cont.)	NY						\$35,000, EAP, 1991	
384	Octel	CA						2.5-10K, Bowl, 92 refused	
385	OKI Electronic	JAP							
386	Olivetti	NY							
387	Omron Electronics Co.	IL							
388	Open Software Fdn.	MA	\$1,000	1A					Zraket
389	Oracle Corp.	CA				\$2,500, Bowl, 1991		\$2,500, Bowl, 1992	

Corporate Matrix

	A	B	C	D	E	F	G	H	I
390	Owens-Corning								
391	Pacific Telecom	CA							
392	Pacific Telesis	CA							McKenney
393	Paine Webber	NY							
394	MacroMind/Paracomp	CA							
395	Parametric Technology	MA	\$1,000	1A					
396	PC Support							CDC Potential funder	
397	Peachtree Software	GA							
398	Pell, Rudman	MA	\$1,000	2A		\$1,000, Bowl, 1991			Pell
399	Philips NV								
400	PictureTel	MA					\$2.5-\$10K, Bowl, 1992		
401	PictureTel (cont.)	MA					Corp. membership, 1991		
402	Pioneer	MA							
403	Pitney Bowes	DE							
404	Polaroid FDN	MA	\$1,500	1					
405	Price Waterhouse	MA	\$1,000	3A		\$9000, Bowl, 1988-92		CC Potential	Kaplan
406	Prime Computer	MA	\$3,000	6A		\$5000, Bowl, 1990		CDC Potential funder	
407	Programmed Intel.	GA?	\$1,000	1					
408	Putz Strode Tendam					\$3,000,CC,1989			
409	Quantum	IL						CDC Potential funder	
410	Racal Electronics	UK							
411	Radius	CA			X	\$10,000, Bowl, 1992		CDC, equipment	
412	Rand Corp.								
413	Raytheon	MA	\$10k	5		\$60,000, CC, 1992-94			Zraket
414	Reebok	MA						2.5-\$10K, Bowl, 1993	
415	Research Board, The	NY	\$1,000	3A					Sellgman
416	Reynolds and Reynolds	OH							
417	Ricoh	NJ							
418	RJR Nabisco	DC							
419	Robertson, Stephens	CA				\$10,000, Bowl, 1991-2			
420	Rockwell	CA					\$10,000, GOS, 1991		Sutter
421	Buck Rogers (consult.)	CT							Albert
422	Ropes & Gray	MA	\$3,000	5A		\$1,500, Brkfst, 1990			Donaldson
423	Russell Reynolds	MA	\$1,000	3					
424	Samsung							CDC Potential funder	
425	Sanyo	UT							
426	Sara Lee Corp.								
427	Schering-Plough								
428	Schlumberger Technologies	MI							

Corporate Matrix

	A	B	C	D	E	F	G	H	I
429	Schubert Associates	MA	\$1,000	5A					Bodman
430	SCI Systems	AL							
431	Scientific Atlanta	GA							
432	Seagate	CA						CDC Potential funder	
433	Sears	IL						CDC Potential funder	
434	Security Pacific	CA							
435	Sega							CDC Potential funder	
436	Seiko	CA							
437	Sense8				X				
438	Sequent Computer	OR				\$5,000,CC,1987			
439	Sharp	NJ							
440	Shawmut Bank	MA	\$1,000	5					
441	SHL Systemhouse	CAN							
442	Siemens	NY					Corporate member, 1991		
443	Sierra On-Line	CA						CDC Potential funder	
444	Sigma Partners	MA				\$2,500, Bowl, 1991		\$2,500, Bowl, 1992	Hendrie
445	Signet Banking								
446	Silicon Beach	CA						CDC Potential funder	
447	Silicon Valley Bank	MA	\$1,000	2A					Johnson/B
448	Sipco Inc.								
449	Softsel Computer								
450	Software Publishing	CA					2.5-10K,Bowl,92 refused		
451	SoftwareHouse	MA	\$1,000	1				CDC Potential funder	
452	Sony	NY						CDC Potential funder	
453	Southern New England Telecc	MA							Sitkin
454	Sovran Financial								
455	Spaceball Technologies Inc.				X				
456	Standard Register								
457	State Street Bank	MA				\$10000, TSP, 1991			
458	Storage Technology	CO							Sitkin
459	Stratus	MA	\$3,000	7A		\$9000, Bowl, 1990-92		Network Soc. potentia	Foster
460	Stratus (cont.)	MA				\$4,000,CC,1986			
461	Summagraphics Corp.	CT	\$1,000	2A					
462	Sun	CA	\$3,000	3		\$10000, Bowl, 1990		CDC Potential funder	
463	Sun (cont.)	CA				\$15000, Bowl, 1988			
464	SuperMac Technology	CA			X				
465	Symantec	CA	\$5,000	1A				CDC Potential funder	
466	Alan P. Symonds				X				
467	Synernetics	MA	\$500	2A			2.5-10K,Bowl,92 refused		

Corporate Matrix

	A	B	C	D	E	F	G	H	I
468	Systematics	AR							
469	TA Associates	MA	\$1,000	1A					
470	Tandem	CA							Sitkin
471	Tandon	CA						CDC Potential funder	
472	Tandy (Grid)	TX						CDC Potential funder	
473	Target Productions				X				
474	TASC	MA	\$3,000	4					
475	TDK	JAP							
476	Technology Research Group	MA	\$1,000	3		\$5000, Bowl, 1988			
477	Tektronix	OR							
478	Telcom USA inc.	GA							
479	Telerate Inc.								
480	Temple Barker Sloan	CA					\$2.5K, Bowl, 1992		
481	Temple-Inland								
482	Texas Instruments	TX						CDC Potential funder	
483	Textron Inc.								
484	Thinx Software					\$10,000, Bowl, 1990			
485	Thomson								
486	Timkin Company								
487	Toshiba	NY						CDC Potential funder	
488	Toyota USA FDN	CA							
489	TransTechnology						\$2.5-\$10K, Bowl, 1992		
490	Travelers Insurance	CT	\$3,000	7A		\$30,000, PAC, 1989			
491	Travelers (cont.)	CT				\$5,000,1401 exhibit,1986			
492	Travelers (cont.)	CT				\$25,000, CC, 1985			
493	TRW	OH							Sitkin
494	Ungermann Bass	MA	\$1,000	2A					
495	Union Texas Petrol	TX							
496	Unisys	MI				\$30,000, PAC, 1989-91			
497	United Stationers								
498	United Technologies	CT	\$3,000	2A					
499	United Telecommunications	MD							
500	Unocal Corp.								Brewster
501	US Bancorp	OR							
502	US West Inc.	CO							
503	USR Group	CA				\$1,000, Annual, 1991			
504	Valley National	AZ							
505	Varian Associates	MA						Corporate member, 1991	
506	Venrock	NY				\$5000, Bowl, 1988			

Corporate Matrix

	A	B	C	D	E	F	G	H	I
507	VideoLogic	MA	\$1,000	2A				CDC Potential funder	
508	Viewlogic	MA	\$1,000	1A					
509	VISIX	VA				\$9000, Bowl, 1990-92			
510	Walker Richer	WA							
511	Wang Laboratories	MA				\$80,000,CC,1986-89			
512	Warner Communications								
513	Warren, Gorman & Lamont							CDC Potential funder	
514	Wavetracer	MA	\$1,000	2A					
515	Wellfleet	MA	\$1,000	2A		\$2,500, Bowl, 1991			Severino
516	Wellfleet (cont)					\$10,000, Bowl, 1992			
517	Western Digital	CA							
518	Western Union	CA							
519	Westinghouse Electric	PA							
520	Wolfram Research	IL	\$1,000	1A				CDC Potential funder	
521	WordPerfect	CA						CDC Potential funder	
522	WordStar Int.	CA						CDC Potential funder	
523	Xerox	CT	\$10k	6A		\$900, Bowl, 1988	REFUSED Bowl 1992		
524	Xerox (cont.)	CT				\$10,000,SM,1988			
525	Xerox (cont.)	CT				\$100,000,CC,1988			
526	Yellow Freight	KS							
527	Yokogawa								
528	Ziff Davis Publishing	NY	\$3,000	4A		\$5000, Bowl, 1988		CDC Potential funder	

# The Computer Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

CONFIDENTIAL

The Computer Museum

## M E M O R A N D U M

October 8, 1991

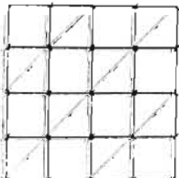
To: Capital Campaign Steering Committee

From: Janice Del Sesto  
Director of Development and Public Relations

Janet Walsh  
Capital Campaign Manager

Subject: Follow up

Enclosed are the minutes and action items from today's Capital Campaign Steering Committee meeting.





Capital Campaign Steering Committee Meeting 10/8/91  
Minutes

Board members in attendance: Larry Brewster, Dave Donaldson, Gardner Hendrie, Tony Pell

Staff members in attendance: Oliver Strimpel, Jan Del Sesto, Janet Walsh, Sue Pekock

Agenda:

Progress Reports

Endowment

Committees/Cultivation and Solicitation Assignments

Cultivation Plan and Schedule

Giving Societies/Groups

November 7 Fund-raising Workshop

Discussion:

Committee Reports:

Board Solicitations: To date there are 23 pledges totaling nearly \$750,000. (9 scheduled; 23 unscheduled). Emphasis has been placed on completing solicitation of directors, because there is less gift potential among the trustees.

Individual Lead Gifts: Goal is to achieve \$200,000 in pledges by the end of December. Gordon Bell has solicited \$300,000 in Lead Gifts thus far, commitments are pending. Dave Donaldson needs staff help identifying prospects and volunteers. Dave would like a half dozen names as a starting point.

Corporate: Charlie Zraket and Bob Everett plan to approach Raytheon and MITRE. They hope for \$50,000-\$100,000 in commitments by the November 7, 1991 Board meeting. Four (4) individuals have been recruited to the committee and are ready to solicit. They would like a list of 35-40 companies to target.

Staff is completing a corporate matrix that will provide information about existing corporate relationships.

Campaign Issues:

1) Endowment was addressed at the Executive Committee meeting of October 7, 1991 and, therefore, little discussed was needed. Dave Donaldson has prepared a Resolution to Establish an Endowment Fund. The Executive Committees' changes will be incorporated for presentation to the Finance Committee on October 11. It was suggested that the Investment Committee be comprised of 3-5 people including Tony Pell, one finance committee member, and another experienced investment professional. Alan Buffer, investment committee member at M.I.T., was suggested by Gardner Hendrie, who will pursue this.

2) Committees and Cultivation and Solicitation Assignments:

It was agreed that the strategy should be to "keep the asking rolling". Cross committee involvement should be sought. Focus on getting asks made rather than convening committees. Staff will work on next phase of volunteer assignments.

3) Cultivation Plans and Schedules: As a means of cultivation, we should use the visit to the Museum as the selling point.

**Suggestions:**

- Board members and other volunteers invite prospects to the Museum for one-on-one tours, focus on the top of the prospect pyramid.
- Cocktails and hors d'oeuvres served after business hours, once a month on a regular basis
- Restructure dinners to have more "hands-on" time with the exhibits.
- Schedule well-known guest speakers?

4) Giving Societies: The idea of "Giving Societies" named in honor of historical figures was presented. There were no objections but also little feeling that the "societies" would make much difference. A concern is that they suggest "history" and "collections", a narrow view of the Museum, which does not incorporate the educational portion of its mission.

5) Fund-raising "workshop": It was agreed that this should be a 10-15 minute accelerated refresher during the November 7 Board meeting.

6) Consultant contract: The continued use of an outside professional consultant was considered. It seems that the biggest problem is they seem unable or unwilling to develop their strategies to meet the unique needs of this Museum. The contract with the Charles Webb Company will be terminated, with a proviso that outside advice will be sought if the Campaign runs into trouble or loses momentum.

7) Other: A recognition dinner honoring Digital Equipment Corporation's support of the Museum will be planned around the February 14, 1992 Board meeting.

Capital Campaign Steering Committee Meeting, 10/8/91  
Action Items

Board Solicitations: As part of upcoming solicitations, Pell and other Board solicitors will remind donors of:

- 1) cash flow issues
- 2) the importance of having commitments in place by the Board meeting
- 3) the anonymous grant kicking in once we've reached \$1 million.

Cultivation and Solicitation Assignments: Del Sesto and Walsh will identify the next phase of assignments (prospects, lead askers and teammates) by Friday, 10/18/91.

Strategy for Ken Olsen: letter from Oliver sent 2-3 weeks ago, Pekock to follow up with phone call. Donaldson suggests Olsen not be an early ask.

Corporate: Staff will prepare a corporate matrix.

Del Sesto will follow-up with Bodman and Zraket regarding Raytheon.

Cultivation: Museum staff will plan a special "recognition party" around the February 14, 1992 Board meeting, announcing other news (e.g. reaching the \$1-million threshold, NEH, other major commitments).

Museum staff will explore dates for open house cocktail hours at the Museum and inform committee when plans are in place.

Endowment: Strimpel will help identify and recruit Investment Committee prospects.

Hendrie to invite Alan Buffer to the Museum.

**THE COMPUTER MUSEUM CAPITAL CAMPAIGN  
CASE FOR SUPPORT**

*Working Draft*

*April 25, 1991*

## Executive Summary

Computers have changed the world. Today they affect people in all walks of life. And though their impact has already been enormous, still greater changes are imminent.

While computers have become ubiquitous, the public's understanding of the technology and its many roles has not. If today's youth -- tomorrow's workforce -- are to pursue careers in technology, they must be shown the potential of computing and be encouraged to engage with it in an accessible environment.

Equally important is the need to preserve for future generations the historical record of computing. Despite its brief history, some of this record has already been lost.

The Computer Museum in Boston, Massachusetts, is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins. Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides an ideal complement to classroom instruction or, in many cases, the only access to education about computers. For visitors of all ages, the Museum experience serves to "demystify" the technology that touches nearly every aspect of society.

Founded in 1982 as an independent, public nonprofit institution, the Museum has seen rapid growth in the past five years. The operating budget has tripled and annual visitation has grown from 30,000 to 150,000. Traveling exhibits and internationally-distributed educational materials serve an off-site public of over 1 million. The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution to ensure the preservation of the history of computing. The Museum has achieved financial stability through a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

Today the Museum is poised to move to new levels of international prominence. Its strategic plan for 1992-96 calls for dramatic new exhibits that present and explain the myriad uses of computers in communications, the arts, education, environment, and business. Through its own offerings and cooperative programs with schools, universities, educators, museums, and other institutions, the Museum will serve 10 million people annually by 1996.

In order to achieve its programmatic goals, the Museum has launched a capital campaign to raise \$7.5 million. Of that amount, \$5 million will form the basis of the Museum's operating endowment, income from which will support educational programs and collections management. The remaining \$2.5 million will repay an interest-free loan in support of the purchase of the Museum's building. Most important, the campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The Museum has developed a dynamic and achievable plan to fulfill its mission of education and preservation. Realization of that plan will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations a history that has reshaped the world.



## A Commitment to Education

The Computer Museum plays an important role in addressing the crisis in science education through exhibits, education programs, and instructional materials. In seeking to "demystify" technology, the Museum creates educational exhibits and materials that are dynamic, fun, and highly informative for visitors of all ages and backgrounds. The Museum is a pioneer in the development of exhibits on computer technology, and has set an international standard for quality and effectiveness. Through international distribution of educational exhibits and materials, the Museum influences informal education about computer technology worldwide.

The core of the Museum's educational offerings is its nearly 100 interactive exhibits, which are displayed along with historic examples of computers and lively presentations in multi-media theaters. Exhibits are grouped according to the history of computing, computer graphics and image processing, artificial intelligence and robotics, computing technology, and computers in education. Trained interpreters guide visitors and encourage direct participation and interaction with the exhibits. The two most recent permanent exhibits -- *The Walk-Through Computer* and *People and Computers: Milestones of a Revolution* -- exemplify the Museum's scope and diversity. While *The Walk-Through Computer* uses scale to make a familiar object both exciting and understandable, *People and Computers*, funded in part by the National Endowment for the Humanities, uses time and history to illustrate the profound ways that computers have changed society. *The Computer Discovery Center*, a collaborative project with The Boston Computer Society opening in 1992, will provide hands-on experiences about the use and applications of personal computers.

However, the most significant impact of the Museum's award-winning exhibits extends far beyond the institution's walls. As the first and only museum devoted to fostering an understanding of the history, applications, workings, and influence of computers, the Museum has become *the* definitive resource and model for museums and technology centers seeking to integrate computer exhibits into their offerings. Hundreds of exhibit developers and museum educators have visited The Computer Museum since its founding to view the displays and to seek guidance in planning and developing their own computer-related exhibits.

In response to this rapidly growing need, the Museum initiated an *Exhibit Kits Program*, funded in part by the National Science Foundation. Through this program, the Museum develops software, documentation, educational support materials, and specialized hardware for interactive computer exhibits. The Kits are available to science museums and technology centers throughout the world, enabling those institutions to create and install interactive computer displays in the most cost-effective manner possible. The Museum's distribution plan calls for the installation of at least 270 of these exhibits in 90 institutions by 1996 -- exhibits that will reach 4 million museum visitors each year.



Like the *Exhibit Kits*, a series of *Educator Kits* is now being prepared for distribution to schools and teachers nationwide. Educators from the middle school level through college have requested materials on computer history, technology, and applications. To meet this demand, the Museum is preparing an inventory of teaching tools, including videos, hands-on projects, educator handbooks, discussion guides, books, and slide sets.

The *Educator Kits* are based on the Museum's permanent exhibits and are designed for classroom use with or without a visit. The first such project, a video entitled *How Computers Work: A Journey into The Walk-Through Computer* with accompanying curriculum and activity guides, has been highly popular and successful among both student and adult audiences. New videos, slide sets, and other materials are now being planned for future distribution.

The Museum's Board and staff have laid the groundwork for developing additional ways to reinforce the educational mission through expanded programs, service, and distribution of teaching materials. As the world's only computer museum, the institution has a mandate of service that compels it to address the international demand for this service. A course has been charted for the next five years that combines new on-site exhibits and educational programs together with traveling exhibits, exhibit kits, instructional materials, seminars, lectures, and contests. Through distribution of these materials and services to museums, schools, colleges, libraries, and other institutions worldwide, The Computer Museum will soon reach 10 million people each year.

As the Museum nears the end of its first decade, it looks back on a proud record of achievement. The Board has set ambitious goals for the next five years, and will continue to plan for future growth and the long-term vision for The Computer Museum.

### The Collections: A Record and Resource

*Museums generally derive most of their prominence and importance from their collections, and these holdings constitute the primary difference between museums and other kinds of institutions. The collections, whether works of art, artifacts, or specimens from the natural world, are an essential part of the collective cultural fabric, and each museum's obligation to its collection is paramount.*

*Museum Ethics*  
*American Association of Museums*

Most museums -- art, history, or science -- are defined by their permanent collections, and The Computer Museum is no exception. The Museum's collection of artifacts associated with the history of computing has been assembled with a goal of helping future generations understand that history and its evolution. Exhibits use materials from the collections extensively, while researchers outside the Museum -- jour-



nalists, authors, historians, filmmakers, scholars, and lawyers -- rely on the collections for projects as diverse as writing a novel or documenting first use of a particular technology.

Objects in the collections document the evolution of computer technology from the 1940s to the present day. The holdings include computer artifacts, films, videotapes, photographs, books, technical documentation, and ephemera, all acquired according to a rigorous set of standards. More than one object has been rescued from the trash heap, saved and cataloged through foresight and a commitment to historical preservation.

Highlights of the collections include *Univac I*, the first commercially-sold computer; *Whirlwind*, the first real-time computer incorporating the first core memory; *NEAC 2203*, the first commercial Japanese computer, and Texas Instruments' *Speak 'n Spell*, the first microprocessor-based toy. Historical films and videotapes document major events in the history of computing, provide irreplaceable oral histories from computing pioneers, trace the evolution of computer animation, and show people using computers. Photographs of industry leaders, machines, people working with computers, and computer screens show changes within the industry and the developing relationship between people and computers. The technical document collection, stored in acid-free boxes, includes manuals, engineering notebooks, and memoranda about computers and their components -- material that no other institution saves. The library and collection of ephemera provide an overview of the industry through its publications as well as a reminder of public attitudes toward technology, as reflected through buttons, pins, T-shirts, and coffee mugs with slogans, jokes, or product announcements.

Because the Museum is home to the world's most comprehensive collection of historic computers, artifacts, and documentation, it is imperative that its holdings be added to judiciously, managed properly, and made available to researchers. The Board and staff have developed policies and procedures for acquiring objects, and have set priorities for the 1990s in the areas of microprocessors, memories, specialized integrated circuits, as well as films, videotapes, and early computers and computer components. In all collecting at the Museum, the guiding principle is to preserve items that will help future generations understand the history of computing through access to primary resource materials.

In order to make the collections known, available, and accessible, the Museum must publish a catalog. The long-range plan calls for the production of a catalog by 1993, and distribution of it through the Museum's store and mail-order division to individuals, universities, libraries, museums, and technology centers. Completion of this major effort will further strengthen and enhance the Museum's national and international role.



## The Need

*As a full-fledged educational facility, the Computer Museum does a great deal more than merely exhibit prehistoric number-crunchers. Fittingly, an equal emphasis is placed on the state of the art, with entire pavilions devoted to the latest developments in such fields as robotics, artificial intelligence, computer-generated music, and graphic art.*

*The Jerusalem Post  
January 12, 1990*

The Computer Museum is at a turning point. It has achieved an international following and has become a resource and model for researchers, museum professionals, and educators. Today it reaches over one million children and adults each year through on-site and cooperative exhibits and educational programs. The Museum's Board of Directors has approved a plan for growth that lays the groundwork for reaching an international audience of 10 million by the year 1996. The key to the realization of that plan is the completion of a \$7.5-million capital campaign.

The \$7.5-million goal has two equally important segments: \$2.5 million will be applied toward the purchase of the Museum's building and \$5 million will be placed in an endowment fund. When the Museum moved to the Boston waterfront in 1984, it was granted an interestfree loan of \$2.5 million for the building down payment. Without generous support on that level, the Museum would not have been able to grow at the rate that it has. However, the loan comes due in 1993, and the Museum is obligated to raise outside funds in order to repay it.

The establishment of an operating endowment is critical to the Museum's future. The Museum currently has no endowment or reserve fund, and every dollar of the operating budget must either be earned through admissions revenues, merchandise sales, and other fees, or solicited through the Annual Fund appeal, Computer Bowl, and project support. This leaves the Museum vulnerable to economic fluctuations and limited in its ability to plan with a great degree of certainty. The long-range plan calls for significant growth in earned revenues, primarily through admissions and Museum store sales, as well as continued expansion of the base of contributed income. However, it also calls for the creation of an endowment, a restricted fund that will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a

commitment to collect and preserve a history, make it available to others, and educate the public about that history and its impact. However, unlike many other nonprofit institutions, The Computer Museum is not sustained by an endowment built by generations of supporters.

The Museum has benefitted from the generosity of many within the computer industry who share its vision of education and preservation. Today, in order to grow it must garner support from new sources -- pioneers and inventors within the industry, individuals and corporations that develop, use, and rely on technology, and leaders who recognize the burgeoning need for a computer-literate society and workforce. Now is the time to ensure the Museum's future. Now is the time to invest in the vision and mission of The Computer Museum.



The  
Computer  
Museum

THE COMPUTER MUSEUM  
FAX TRANSMISSION COVER SHEET

Date: 5/3/91

To: Gardner Hendrie  
Sigma Partners

From: Janet Walsh  
The Computer Museum  
Fax (617) 426-2943  
Voice (617) 426-2800 extension 333

Number of pages (including this cover sheet) 9

Gardner -

Enclosed Case Statement draft and acknowledgement letter to Ted Johnson.

Re: Tuesday's meeting - Tony, Andy, Gordon, Gwen, Janet C, Oliver, Jan, you and I are confirmed. Dave can't make it; Ted still pending.

Janet



THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN

GIFT TABLE

1 gift of	\$2,500,000	will produce	\$2,500,000
1 gift of	1,000,000	will produce	1,000,000
3 gifts of	500,000	will produce	1,500,000
5 gifts of	100,000	will produce	500,000
<hr/>			
10 gifts will produce over 50% of the goal			\$5,500,000
<hr/>			
10 gifts of	50,000	will produce	500,000
25 gifts of	20,000	will produce	500,000
55 gifts of	10,000	will produce	550,000
<hr/>			
90 gifts will produce			1,550,000
<hr/>			
Top 100 gifts will produce over 90% of the goal			\$7,050,000
<hr/>			
Numerous smaller gifts will produce			450,000
<hr/>			
GRAND TOTAL			\$7,500,000

3/26/91

#### POLICY RECOMMENDATIONS:

#### PLEDGE PAYMENT PERIOD:

All solicitors will encourage donors to complete their pledges during a three year time period and suggest a larger initial payment when the payment period is to be extended. Donors of gifts of less than six figures will be discouraged from extending the payment beyond three years. It will be necessary to have donors sign a pledge card or otherwise put in writing the stated amount of their gift and pledge payment schedule. This is necessary to satisfy our accountants and the requirements of most matching and/or challenge gift grantors.

#### LAST CAMPAIGN CLOSURE/DESIGNATION AND CREDITING OF GIFTS

Phase I & II of the Museum's Campaign will be considered ended as of June 30, 1990. All Campaign gifts received from December 1, 1990 forward will be credited toward the current Campaign. For payments still due on old Campaign pledges donors can select to have them credited toward the last Campaign. As with all Campaigns, they cannot be double counted or carried forward. The staff will prepare a sign for the lobby acknowledging the Campaign I & II donors.

#### PLANNED GIFTS

Planned gifts will not be credited toward the Campaign unless the gift is realized in cash during the Campaign or unless the donor is 75 or older in which case the gift will be credited using actuarial tables.

#### ALLOCATION OF FUNDS

The Museum will review the estimated final revenues from the Campaign deducting mortgage costs and Campaign expenses. Staff and committee will consider changing the language to correctly reflect the expected endowment figure at the end of the Campaign.

6/6/91

# General Volunteer Guidelines

## Guidelines

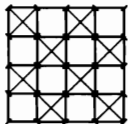
1. Should be member of committee in which will have greatest impact (e.g. that best fits network of contacts);
2. Should be asking at level of own gift (or as near as possible) be it personal or through corporation;
3. Must be active member of committee, involved in strategic planning as well as solicitation;
4. Must participate in at least five solicitations per year;
5. Must assist in identification, cultivation and recruitment of at least one other working committee member.

## Volunteer Time Commitment

5 hours in solicitations per year  
10 hours in committee meetings per year  
10 hours in training/prospect screening/cultivation per year  
**25 hours per year**

The  
Computer  
Museum

Museum Wharf  
300 Congress Street  
Boston, Massachusetts  
02210



I/We intend to make a capital gift to The Computer Museum  
in the sum of \$\_\_\_\_\_.

Payments on the pledge will be made:

annually  semi-annually  quarterly  
over a period of \_\_\_\_\_ years, beginning \_\_\_\_\_.

Payment of \$\_\_\_\_\_ is enclosed.

Please expect a matching gift from: \_\_\_\_\_.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Please print your name as you wish to be listed:

---

Please make checks payable to: The Computer Museum

# THE COMPUTER MUSEUM

## Case for Support

### *Executive Summary*

Computers have changed the world. Today they affect people in all walks of life. And though their impact has already been enormous, still greater changes are imminent.

While computers have become ubiquitous, the public's understanding of them has not kept pace. If today's youth -- tomorrow's workforce -- are to be inspired to pursue careers in technology or simply prepared to function effectively within the future workplace, they must be shown the potential of computing and be encouraged to engage with it in an accessible environment.

The Computer Museum is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins. Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides a complement to classroom instruction or, in many cases, the only access to education about computers. For historians and scholars, the Museum is a national center for the collection of an important history. For visitors of all ages, the Museum experience removes the sense of mystery often associated with computing technology.

Founded in 1982 as an independent, public non-profit institution, the Museum has grown rapidly in the past five years. Annual visitation has grown from 30,000 to 150,000, while off-site impact -- through traveling exhibits and internationally distributed educational materials -- has spread to more than one million people. The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution. The Museum's operating budget has tripled, with a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

Today the Museum is poised to move to new levels of international prominence. Its strategic plan for 1992-96 calls for dramatic new exhibits that present and explain the myriad uses of computers in communications, the arts, education, environment, and business. Through its own offerings and cooperative programs with schools, universities, museums, and other institutions, the Museum seeks to reach an international audience of 10 million by 1996.

In order to achieve its programmatic goals, the Museum has launched a \$7.5-million capital campaign. Of the total, \$5 million will form the basis of the Museum's operating endowment, income from which will support education programs and collections management. The remaining \$2.5 million will repay an interest-free loan for the purchase of the Museum's building. Most important, the Campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The Computer Museum has developed a dynamic and achievable plan to fulfill its mission of education and preservation. Realization of that plan will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations a history that has reshaped the world.



## *A Commitment to Education*

The Computer Museum plays an important role in addressing today's crisis in science education through exhibits, education programs, and instructional materials. In seeking to make technology accessible and understandable, the Museum creates educational exhibits and materials that are dynamic, fun, and highly informative for visitors of all ages and backgrounds. The Museum has been a pioneer in the development of exhibits on computer technology, and has set an international standard for quality and effectiveness. Through international distribution of educational exhibits and materials, the Museum influences informal education about computer technology worldwide.

The core of the Museum's educational offerings is its nearly 100 interactive exhibits, which are displayed along with appropriate contextual and historical materials in an engaging presentation. Trained Visitor Assistants guide visitors and encourage direct participation and interaction with the exhibits. The two most recent permanent exhibits -- *The Walk-Through Computer*™ and *People and Computers: Milestones of a Revolution* -- exemplify the Museum's scope and diversity. While *The Walk-Through Computer* uses scale to make a familiar object both exciting and comprehensible, *People and Computers*, funded in part by the National Endowment for the Humanities, uses time and history to illustrate the profound ways in which computers have changed society. *The Computer Discovery Center*, a collaborative project with The Boston Computer Society opening in 1992, will round out the offerings even further, with hands-on stations exploring the wide-ranging uses of personal computers.

However, the most significant impact of the Museum's award-winning exhibits extends far beyond the institution's walls. As the first and only museum devoted to fostering an understanding of the history, applications, workings, and influence of computers, the Museum has become *the* definitive resource and model for museums and technology centers seeking to integrate computer exhibits into their offerings. Since The Computer Museum's founding, hundreds of exhibit developers and museum educators have visited it to view the displays and to seek guidance in planning and developing their own computer-related exhibits.

In response to this rapidly growing need, the Museum initiated an *Exhibit Kits Program*, funded in part by the National Science Foundation. Through this program, the Museum develops software, documentation, educational support materials, and specialized hardware for interactive computer exhibits. The Kits are available to science museums and technology centers throughout the world, enabling those institutions to create and install interactive computer displays in the most cost-effective manner possible. The Museum's distribution plan calls for the installation of at least 270 of these exhibits in 90 institutions by 1996 -- exhibits that will reach four million museum visitors each year.

Like the *Exhibit Kits*, a series of *Educator Kits* is now being prepared for distribution to schools and teachers nationwide. Educators from the middle school level through college have requested materials on computer history, technology, and applications. To meet this demand, the Museum is developing a set of teaching tools, including videos, hands-on projects, educator handbooks, discussion guides, books, and slide sets.

The *Educator Kits* are based on the Museum's permanent exhibits and are designed for classroom use. The first such project, a video entitled *How Computers Work: A Journey Into The Walk-Through Computer*, with accompanying curriculum and activity guides, has been highly popular and successful among both student and adult audiences. New videos, slide sets, and other materials are now being planned for future distribution to schools, colleges, and libraries.

The Museum's Board, staff and advisors have laid the groundwork for developing additional ways to reinforce the educational mission through expanded programs, service, and distribution of teaching materials. As the world's only computer museum, the institution is compelled to address the international demand for this service. A course has been charted for the next five years, combining new on-site exhibits and education programs together with traveling exhibits, exhibit kits, instructional materials, seminars, lectures, and contests.

### ***The Collections: A Record and Resource***

*Museums generally derive most of their prominence and importance from their collections, and these holdings constitute the primary difference between museums and other kinds of institutions. The collections, whether works of art, artifacts, or specimens from the natural world, are an essential part of the collective cultural fabric, and each museum's obligation to its collection is paramount.*

Museum Ethics  
*American Association of Museums*

Like most museums, but unlike most science and technology centers, The Computer Museum is defined in part by its permanent collections. The Museum's collection of artifacts associated with the history of computing has been assembled to help future generations understand that history and its evolution. Exhibits use materials from the collections extensively, while researchers outside the Museum -- journalists, authors, historians, filmmakers, scholars -- rely on the collections for projects as diverse as writing a novel or documenting first use of a particular technology.

Objects in the collections document the evolution of computer technology from the 1940s to the present day. The holdings include computer artifacts, films, videotapes, photographs, books, technical documentation, and ephemera, all acquired according to a rigorous set of standards. More than one object has been rescued from the trash heap, saved and catalogued through foresight and a commitment to historical preservation.

Highlights of the collections include *UNIVAC I*, the first commercially-sold computer; *Whirlwind*, the first real-time computer incorporating the first core memory; *NEAC 2203*, the first commercial Japanese computer, and *Kenbak I*, the first personal computer. Historical films and videotapes document major events in the history of computing and provide oral histories from computing pioneers. The technical document collection includes manuals, engineering notebooks, and memoranda about computers and their components -- material that no other institution saves -- while the library provides an overview of the industry through its publications.

Because the Museum is home to the world's most comprehensive collection of historic computers, artifacts, and documentation, it is imperative that its holdings be added to judiciously, managed properly, and made available to researchers. The long-range plan calls for the production of a catalog of the collections by 1993, and distribution of it through the Museum's store and mail-order division to individuals, universities, libraries, museums, and technology centers. Completion of this major effort will further strengthen and enhance the Museum's national and international role.

### *The Need*

The Computer Museum is at a turning point. As the Museum nears the end of its first decade, it looks back on a proud record of achievement. It has attracted an international following and has become a resource and model for researchers, museum professionals, and educators. Today it reaches over one million children and adults each year through on-site and cooperative exhibits and education programs.

The Museum's Board of Directors has approved a plan for growth that lays the groundwork for reaching an international audience of 10 million people around the world by 1996, and will continue to plan for future growth and the long-term vision for The Computer Museum. The key to the realization of that plan is the completion of a \$7.5-million capital campaign.

The \$7.5-million goal has two equally important segments: \$2.5 million will be applied toward the purchase of the Museum's building and \$5 million will be placed in an endowment fund. When the Museum moved to the Boston waterfront in 1984, it was granted an interest-free loan of \$2.5 million for the building down payment. Without generous support on that level, the Museum would not have been able to grow at the rate that it has. However, the loan comes due in 1993, and the Museum is obligated to raise outside funds in order to repay it.

The establishment of an operating endowment is critical to the Museum's future. The Museum currently has no endowment or reserve fund, and every dollar of the operating budget must either be earned through admission revenues, merchandise sales, and other fees, or solicited through the Annual Fund appeal, The Computer Bowl, and project support. This leaves the Museum vulnerable to economic fluctuations and limited in its ability to plan with a great degree of certainty. The long-range plan calls for significant growth in earned revenues, primarily through admissions and Museum Store sales, as well as continued expansion of the base of contributed income. However, it also calls for the creation of an endowment, a restricted fund that will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits

allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a commitment to collection and education. However, unlike many other non-profit institutions, The Computer Museum is not sustained by an endowment built by generations of supporters.

The Museum has benefitted from the generosity of many within the computer industry who share its vision of education and preservation. Today, in order to grow, it must garner support from all who are affected by computers and technology -- pioneers and inventors within the industry, individuals and corporations that develop, use or rely on technology, and civic leaders who recognize the need for a computer-literate society and workforce. Now is the time to ensure the Museum's future. Now is the time to invest in the vision and mission of The Computer Museum.

# The Computer Museum Capital Campaign

## Named Gift Opportunities

The Computer Museum Capital Campaign offers a range of opportunities to recognize gifts in tribute to either the donor or a relative, friend, or colleague. In keeping with the Museum's independent status, naming opportunities are offered in honor of individuals and families rather than corporate donors. The amounts listed here do not necessarily reflect the actual cost of the particular selection, and therefore only a few of the selections represent restricted endowment funds\*. Desirability, together with programmatic or maintenance costs, have been taken into consideration in establishing the dollar amount assigned to each selection.

### The Building

Galleries (total of four)	\$1,000,000
Auditorium	\$500,000
Learning Center	\$500,000
Ground Floor Lobby	\$250,000
Museum Store	\$250,000
Elevator	\$250,000
Conference Rooms (two)	\$100,000
Director's Office	\$100,000

### Collections

Library	\$1,000,000
Curator*	\$1,000,000
Computer Architecture Collection	\$500,000
Personal Computer Collection	\$500,000
Super Computer Collection	\$500,000
Integrated Circuit Collection	\$500,000
Computer Graphics Collection	\$250,000
Calculator Collection	\$250,000
Robotics Collection	\$250,000
Computer Memory and Storage Collection	\$250,000
Film and Video Collection	\$250,000
Document Collection	\$100,000
Computer Games Collection	\$100,000
Computer Printer Collection	\$100,000
Computer Communications Collection	\$100,000
Computer Manufacturing Collection	\$100,000

### Education Programs

Director of Education*	\$1,000,000
Lectures and Programs	\$500,000
Internships*	\$100,000

### Exhibits

Director of Exhibitions*	\$1,000,000
Exhibits Maintenance Program	\$1,000,000

## TECHNIQUE OF SOLICITING

By John D. Rockefeller, Jr.

(Speech given in 1933 to the Citizens Family  
Welfare Committee of New York City)

I have been brought up to believe, and the conviction only grows with me, that giving ought to be entered into in just the same careful way as investing, and that it should be tested by the same intelligent standards. Whether we expect dividends in dollars or human betterment, we need to be sure that the gift or the investment is a wise one and therefore we should know all about it. By the same token, if we are going to other people to interest them in giving to a particular enterprise, we must be able to give them adequate information in regard to it, such information as we would want were we considering a gift.

First of all, then, a solicitor must be well informed in regard to the salient facts about the enterprise for which he is soliciting. Just what is its significance, its importance? How sound is the organization in back of it, how well organized? How great is the need? An accurate knowledge of these and similar facts is necessary in order that the solicitor may be able to speak with conviction.

It is a great help to know something about the person whom you are approaching. You cannot deal successfully with all people the same way. Therefore, it is desirable to find out something about the person you are going to: what are his interests, whether you have any friends in common, whether he gave last year, if so how much he gave, what he might be able to give this year, etc. Information such as that puts you more closely in touch with him and makes the approach easier.

Again, one always likes to know what other people are giving. That may be an irrelevant question, but it is a human question. If I am asked for a contribution, naturally and properly I am influenced in deciding how much I should give by what others are doing.

Another suggestion I like to have made to me by a solicitor is how much it is hoped I will give. Of course, such a suggestion can be made in a way that might be most annoying. I do not like to have anyone tell me what it is my duty to give. There is just one man who is going to decide that question, who has the responsibility of deciding it, and that is myself. But I do like a man to say to me, "We are trying to raise \$4,000,000, and are hoping you may be desirous of giving (blank) dollars. If you see your way clear to do so, it will be an enormous help and encouragement. You may have it in mind to give more; if so, we shall be glad. On the other hand, you may feel you cannot give as much, in view of other responsibilities. If this is the case, we shall understand. Whatever you give after thinking the matter over carefully in the light of the need, your

other obligations, and your desire to do your full share as a citizen, will be gratefully received and deeply appreciated." When you talk to a man like that, he is glad to meet you again and will not take the other elevator when he sees you in the corridor because you backed him to the wall and forced him to give.

Of supreme importance is it to make a pleasant, friendly contact with the prospective giver. Some people have a less keen sense of their duty and responsibility than others. With them, a little urging may be helpful. But with most people a convincing presentation of the facts and the need is far more effective. When a solicitor comes to you and lays on your heart the responsibility that rests so heavily on his; when his earnestness gives convincing evidence of how seriously interested he is; when he makes it clear that he knows you are no less anxious to do your duty in the matter than he is, that you are just as conscientious, that he feels all you need is to realize the importance of the enterprise and the urgency of the need in order to lead you to do your full share in meeting it; he has made you his friend and has brought you to think of giving as a privilege.

Never think you need to apologize for asking someone to give to a worthy object, any more than as though you were giving him an opportunity to participate in a high-grade investment. The duty of giving is as much his as is the duty of asking yours. Whether or not he should give to that particular enterprise, and if so, how much, it is for him alone to decide.

A letter may well precede an interview, but personal contact is the most effective. Know as much as you can about the man to whom you go, give him a general idea as to the contributions being made by others in his group, and suggest in a gracious and tactful way what you would be glad to have him give, leaving it entirely to him to decide what he shall give. Be kindly and considerate. Thus will you get closest to a man's heart and his pocketbook.



**CONFIDENTIAL**

**CAMPAIGN CONTACT REPORT**

**Prospect Name:**

**Contact Name:**

**Date:**

**Nature Of Contact (telephone, meeting, lunch, event, etc.):**

**Information:**

**Next Action Step:**

**Prepared by:**

**Date:**

**cc:**

THE COMPUTER MUSEUM  
CAMPAIGN QUESTIONS AND ANSWERS

*Working Draft: June 5, 1991*

**1. What is The Computer Museum?**

The Computer Museum is the only institution in the world fully dedicated to computers. It explores the history, workings, and impact of technology through interactive exhibits, multi-media theaters, presentations, and displays of historic computers. The exhibits are designed for visitors of all ages and backgrounds, and explore such diverse areas as artificial intelligence and robotics, the history of computing, the impact of technology on communications, the arts, education, or business, and computer graphics.

**2. How is The Computer Museum different from other science museums and technology centers?**

The Computer Museum differs in three basic ways. First, it is *the* international center for collecting artifacts and materials associated with the history of computers and technology. The Museum is committed to preserving this history for future generations and to serving as a resource for researchers and scholars who need access to primary source materials. Second, the Museum is highly focused in its interpretive exhibits and programs, exploring *only* computers and no other aspect of science. This allows it to provide a broader and deeper exploration of computers than a science museum can, while also showing the many applications and broad impact of computers. Third, because it is the only institution of its kind in the world, the Museum serves as a resource for other museums, technology centers, schools, libraries, educators, and others who look to it for assistance in developing their own exhibits and materials on computing.

**3. Who supports the Museum? Is it affiliated with a computer company or group of companies?**

The Museum is a fully independent institution. It earns much of its \$2-million annual operating budget through admissions, memberships, store and catalog sales, and fees, and receives contributions from a broad spectrum of individual, foundation, corporate, and government sources. The Museum is a certified not-for-profit organization in compliance with the standards determined by the Internal Revenue Service, and gifts to it are fully tax-deductible.

**4. Why is the Museum raising money in a capital campaign?**

The Museum has launched a capital campaign to raise \$7.5 million. Of that amount, \$5 million will form the core of an operating endowment, income from which will support

educational programs and collections management. An endowment is essential to the Museum's future growth; without such a fund, the Museum must earn or raise every dollar of its operating budget each year, making the institution vulnerable to economic fluctuations and unable to plan for the future with a great degree of certainty. The remaining \$2.5 million will be used to repay an interest-free loan the Museum received for the down payment on its building in 1984.

#### **5. Where will campaign gifts come from?**

Gifts will be sought from individuals, corporations, and foundations throughout the world who share the Museum's commitment to collecting and education. The Museum also has a record of support from government agencies, and is seeking grants from appropriate government sources toward the campaign.

#### **6. Who is the Museum's market or audience? What is its scope of service?**

The Museum serves a national audience through on-site visitation and off-site exhibits, educational materials, and programs. Today 150,000 people visit the Museum each year -- in fact, it is one of only a few museums in the Boston area that have seen an increase in attendance in the past three years -- and reaches an additional 1 million each year through a combination of off-site offerings. These numbers will grow exponentially during the 1990s. The new *Exhibit Kits* program, funded in part by the National Science Foundation, makes interactive computer exhibits and accompanying educational materials available to museums around the world, and the Museum has an aggressive marketing plan to install at least 270 kits by 1996. The Museum also develops educational materials for use in schools, libraries, and colleges. These include videos, educator handbooks, curriculum guides, books, slide sets, and hands-on educational projects, and are designed for use with or without a visit to the Museum. Through the Exhibit Kits, touring exhibits, educational materials, lectures, and special programs, the Museum expects to reach an off-site market of 10 million -- children, families, educators, and technology students and professionals -- by 1996.

#### **7. How will donors be recognized -- what do I get in return for my gift?**

The Museum recognizes the importance of honoring campaign donors. Donors may choose from a variety of naming opportunities, including the permanent collections, designated areas of the Museum building, or program endowments. Major gifts will be acknowledged in newsletters, reports, and special press announcements subject to donors' desires, and all contributors will be listed on a commemorative plaque prominently displayed in the Museum. Donors are encouraged to discuss the most appropriate means of recognition with Janice Del Sesto, Director of Development.

## **8. How can I give?**

The Museum accepts gifts of cash, stock, or such tangible property as real estate, antiques, or works of art. Donors may make multi-year pledges of up to five years. Particularly in light of recent changes in the federal tax laws, donors are encouraged to consult with their financial advisors to plan the most advantageous ways of giving. Janice Del Sesto, Director of Development, is available to meet with donors to structure a gift or pledge payment schedule.

## **9. Is this the only campaign for the Museum? What about annual giving or future capital campaigns?**

The Museum's annual fund raising will continue during the Campaign. Annual contributions support ongoing operational needs and are absolutely essential. The Museum urges donors to continue to give to the Annual Fund and make an additional capital gift. The \$5 million in endowment raised during this campaign will form only the base of a fund that is expected to expand as the Museum grows. Like most nonprofit institutions, the Museum anticipates future capital campaigns to support growth.

## **10. Does the Museum accept bequests or planned gifts?**

Yes, although gifts that are not realized within the time frame of this campaign cannot be counted toward the goal. Donors should discuss these specialized ways of giving with Janice Del Sesto.

## **11. How can I get further information?**

Donors should direct all questions about the campaign, ways of giving, or recognition opportunities to:

Janice Del Sesto  
Director of Development  
The Computer Museum  
Museum Wharf  
300 Congress Street  
Boston, Massachusetts 02210  
(617) 426-2800 x 378

## THE COMPUTER MUSEUM

### HOW TO SOLICIT LARGE GIFTS

1. *Ask for large gifts in person.* Face-to-face solicitation is the most effective method of fund raising. Because the decision to give is a personal, and often subjective, one, the interaction between the solicitor and potential donor is extremely important and far stronger than any other kind of appeal.
2. *Make your own gift or pledge first.* Because soliciting a gift will be a personal appeal, it is much easier -- and more effective -- when the solicitor has already made his or her own pledge.
3. *Prepare for the meeting.* The solicitor should know as much as possible about the prospect -- areas of interest, gifts to other institutions, financial situation, and relationship with The Computer Museum. This development office will provide solicitors with a prospect/donor profile before any solicitation call.
4. *Have a target ask amount in mind.* Deciding on this target amount is not the job of the solicitor, but should be done by a prospect review group in advance of the solicitation. The solicitor should be told the target amount and should be comfortable discussing a gift on that level.
5. *Ask at the same level as your own gift.* Peer solicitations are most effective when the solicitor has pledged at about the same level. There are, of course, exceptions to this, particularly when there is a close relationship already established.
6. *Don't go alone.* Solicitation calls for large gifts should generally be made by teams of two, or sometimes three, individuals. These can be two campaign volunteers, or a volunteer together with Oliver Strimpel, Janice Del Sesto, or another staff member.
7. *Use the case for support, long-range plan, and other documents during the solicitation.* The documents prepared for fund raising should be used during the call. The case for support and long-range plan both demonstrate the financial need and indicate how funds will be applied. The question and answer piece addresses concerns that might arise during the conversation, while the naming opportunities can be helpful in guiding a prospect to a particular dollar amount.
8. *Make the ask.* Don't leave the meeting without asking for the specific, agreed-upon dollar amount. Plan in advance how to ask, for instance, "To help us achieve our goal, the campaign committee hopes that you will give at the level of \$ \_\_\_\_;" or "We would like you to consider a pledge of \$ \_\_\_\_ payable over \_\_\_\_ years."
9. *Listen to the prospect.* Asking for a gift should be a two-way conversation. If the donor raises questions, answer them honestly or arrange to get back to him/her with the answers. It is much better to close the meeting by inviting the prospect to consider the

proposal further, rather than accept a smaller gift. Encourage the prospect to read over the case and other materials and to visit the Museum. Then follow up within an appropriate period of time.

10. *Be aware of different ways to give.* Outright, immediate, and unrestricted gifts are the most beneficial to the Museum. However, many donors prefer to make multi-year pledges. While this does not give the Museum the full immediate benefit, it does often represent a higher pledge than would have been made in a single-year gift. The Museum accepts gifts of cash, stocks, or other objects of value, such as real estate or antiques. Gifts may be designated by the donor, to either the capital or endowment portions of the campaign, but unrestricted gifts are far preferable.

11. *If the prospect is an annual donor to the Museum, inform him or her that annual fund raising will continue during the campaign.* The donor may prefer to make the two gifts separately or to combine them as a single gift that the Museum may designate as needed.

12. *Report to the Development Office on the call.* Inform Jan Del Sesto or Janet Walsh as soon as possible on how the call went.

13. *Follow up with the prospect.* Write the prospect to thank him or her for the meeting and outcome, as appropriate. If a follow-up meeting or Museum tour is required, call promptly to schedule it.

HONORARY CAMPAIGN COMMITTEE RECRUITMENT

Invitations will be made before June 28 to join The Computer Museum's Honorary Campaign Committee. Note: Invitations include solicitation for minimum \$75,000 Campaign commitment (personal or through corporation) and agreement to recruit one or two other Honorary Committee members.

John Akers	Hendrie will ask Foster to recruit and solicit (see Foster)
Paul Allen	Kapor will ask Gates to recruit and solicit (see Gates and Kapor)
Rod Canion	Kapor will ask Gates to recruit and solicit (see Gates and Kapor); Miller will prime Canion for recruitment
Finis Conner	Miller will ask Fred Hoar (Miller Communications - West) to recruit and solicit
Hans Decker	G Bell and CG Bell will ask McGovern to recruit and solicit (see McGovern)
John Doerr	G Bell and CG Bell will recruit and solicit
Bob Everett	Strimpel will recruit, solicit (probably MITRE \$), invite to May 22 event, and ask Everett to recruit Ken Olsen
Bill Foster	Hendrie will recruit, solicit, and ask Foster to recruit John Akers
Bill Gates	Strimpel will ask Kapor to recruit, solicit, and ask Gates to recruit Paul Allen and Rod Canion
Andy Grove	Strimpel and CG Bell will recruit and solicit
Mitch Kapor	Strimpel will recruit, solicit, invite to May 22 event, and ask Kapor to recruit Gates, John Sculley, Ben Rosen
Koji Kobayashi	CG Bell or McGovern will recruit and solicit (see McGovern)
Jim Manzi	Miller will recruit and solicit
Pat McGovern	G Bell and CG Bell will recruit, solicit and ask McGovern to recruit two international prospects (perhaps Hans Decker of Siemens and Kobayashi, or other Japanese company rep.)
Ken Olsen	Strimpel will ask Everett to recruit and solicit (see Everett)
Russ Planitzer	Donaldson and Hendrie will ask Poduska to recruit and solicit (see Poduska)
Bill Poduska	Donaldson and Hendrie will recruit, solicit, and ask Poduska to recruit Russ Planitzer





The  
Computer  
Museum

100 Congress Street  
Boston, MA 02210

(617) 426-2800

ask Pell to Exec. Comm.  
ask Belove to Exec. Comm  
give Belove Mentor Plan

CAPITAL CAMPAIGN

WORKING GROUP MEETING

JUNE 6, 1991

AGENDA

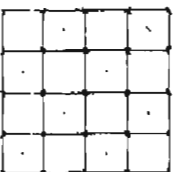
Review of Campaign materials/solicitation kits

Status report on Board solicitations

① Discussion of volunteer recruitment

Discussion of policy issues and recommendations

② Discussion of Digital Proposal



THE COMPUTER MUSEUM

M E M O R A N D U M

May 8, 1991

To: All attendees  
Working Capital Group Meeting on May 8, 1991

From: Janice Del Sesto  
Director of Development and Public Relations

Janet Walsh  
Capital Campaign Coordinator

Subject: Follow up

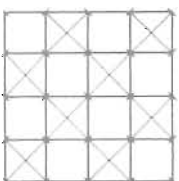
Enclosed are the minutes and action items from Tuesday's Capital Campaign Working Group meeting.

The next two Capital Campaign Committee meetings are scheduled for June 6 at 8:00 a.m. in the Museum's 6th floor conference room, and (tentatively) June 28 after the Board meeting.

At the June 6 meeting, we will review progress, continue to identify Campaign Chairman prospects, and prepare for the June 28 Board meeting.

Thank you for your help.

Janice Del Sesto ext. 378  
Janet Walsh ext. 333



# CONFIDENTIAL

## Capital Campaign Working Group Meeting, 5/7/91 Minutes

**Board members in attendance:** C. Gordon Bell, Gwen Bell, Gardner Hendrie, Ted Johnson, Tony Pell

**Staff members present:** Oliver Strimpel, Janice Del Sesto, Janet Walsh

**Consultant:** Janet Cochran, The Charles Webb Company

### **Agenda:**

Campaign Materials (interim) - Case for Support, Naming Opportunities, Question-and-Answer sheet, pledge cards  
Campaign Dinner Meeting - report on status  
Campaign Volunteers - recruitment  
Solicitations - report on Bowl asks  
Board Solicitations

### **Discussion:**

#### **Campaign Materials:**

The working draft of the Campaign Case for Support was reviewed. General comments concerned density and readability of text (could break up with graphics showing growth/impact of Campaign). General agreement that the Case, used together with a one-page Question-and-Answer piece, would work. Specific comments and edits were gathered on an individual basis after the meeting.

The list of proposed Naming Opportunities was reviewed and some changes made. The Elevator was increased to the \$250,000 level; the Learning Center space added at minimally \$250,000 level. Lower level donor recognition opportunities need to be identified.

The creation of a one-page Question-and-Answer piece, produced on a MAC in pamphlet form, was approved and a draft will be developed.

#### **Campaign Dinner Meeting:**

Campaign staff will continue to collect results of phone invitations. Based on that information, a decision on whether to postpone the event will be made within a week.

#### **Campaign Volunteers:**

In terms of broadening the Campaign volunteer group, concern was raised over filling the Campaign Chairman position. As no obvious candidates for the position have surfaced, it was suggested that we ask Mitch Kapor to be Honorary Campaign Chairman (responsibilities would be limited to lending his name, hosting 3-5 events and participating in 5 solicitations each year). A Campaign Chairman job description and an additional list of candidates will be generated.

#### **Solicitations:**

Oliver Strimpel reported on the status of the Bowl asks.

#### **Board Solicitations:**

It was agreed that solicitation of the Board of Directors and Trustees should be the Campaign's next priority. Tony Pell agreed to serve as Chairman of board solicitations. A goal of 100% participation with all commitments made by the October Board meeting was set.

# CONFIDENTIAL

## Capital Campaign Working Group Meeting, 5/7/91 Action Items

### CAMPAIGN MATERIALS

Case Statement Campaign Committee members to submit their comments and edits to Walsh or Del Sesto for incorporation in draft

Naming Opportunities Walsh to revise list; Cochran and staff to consider lower level donor recognition opportunities

Question-and-Answer sheet Cochran to draft for staff to review and edit

### CAMPAIGN VOLUNTEERS

Mitch Kapor Strimpel and Hendrie to ask Kapor to serve as Honorary Campaign Chair, before 5/14 dinner

Campaign Chair Staff and Cochran to develop job description and additional list of candidates

### BOARD SOLICITATIONS

Tony Pell Will serve as Chairman and meet with staff to discuss strategy at 5 p.m., May 15 at Pell, Rudman offices

### SOLICITATIONS

Board members Completed by October Board meeting

Bill Joy G Bell and CG Bell will schedule meeting to ask for Campaign gift of stock (\$100k?)

Ed de Castro Hendrie to schedule solicitation meeting with CG Bell and de Castro around June 28 Board meeting; Walsh to research

Bob Metcalfe G Bell and Strimpel will solicit when Bob Metcalfe visits Museum in May; Walsh to research

CM Capt. Camp

# The Computer Museum

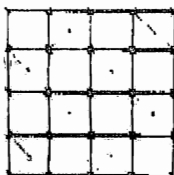
30J Congress Street  
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN MEETING  
June 28, 1991 1:00 p.m.

## DRAFT AGENDA

1. WELCOME AND INTRODUCTIONS  
Lawrence Brewster
2. CAMPAIGN OVERVIEW  
Lawrence Brewster
  - progress
  - plans
  - volunteer opportunities and attributes
  - question of vice chair/co-chair structure
3. GOALS BY COMMITTEE  
Lawrence Brewster
  - discussion
4. BOARD CAMPAIGN GIFTS  
Tony Fell
  - report on progress to date, plans
5. LEAD GIFTS  
Dave Donaldson
  - report on progress to date, plans and timing for recruitment
6. MAJOR GIFTS  
Andy Miller
  - report on progress to date, plans and timing for recruitment
7. CORPORATE GIFTS  
Lawrence Brewster
  - report on plans and timing for recruitment
8. TRAINING  
Staff and consultant
  - overall process, steps of solicitations



The Capital Campaign for The Computer Museum

Summary Campaign Gifts Report

CONFIDENTIAL

Total solicitations to date = 25

Total amount requested to date = \$ 6,027,000+

Total number of pledges = 13

(Note: Some pledges made in advance of solicitation meeting)

Total amount of pledges = \$ 3,149,527

Total cash collected = \$ 51,528.37 (\$5,000 in FY92)

Total pending decision = 13

Total amount pending decision = \$ 2,131,000+

show 2,500,000 matching pledge with  
none matched to date



1. Cash Flow

While the Campaign has secured \$649,527 in pledges for gifts of cash/stock to date, only \$50,528.37 in payments (only \$4,000 in present quarter) have been received. If, as was expected and usual, donors made their first one-third payment at the time of their pledge, cash totals would equal \$216,509 to date. Instead, we are well below the \$50,000 cash flow projections for this quarter. We will be working on confirming outstanding solicitations and encouraging early first payments on pledges.

2. Endowment Structure/Management

No plans have been made for setting up and managing the endowment, once sufficient gifts have been received to do so. The Campaign consultant is developing a report on endowment management this month, for review by the Finance Committee at its next meeting.

3. Campaign Costs

Policy on disclosure of fund-raising costs related to the Campaign -- percentage of funds expended -- should be set and, perhaps, printed on pledge cards indicating that a certain percentage of every gift will be used to cover related expenses. To date, all cash received for the Campaign has been used to cover pre- and current Campaign expenses; none has been set aside for investment.

4. Volunteer Recruitment/Activity

While we do not have the staff to coordinate the number of volunteers a Capital Campaign might require, we have not yet identified and recruited the minimum number desired. The Campaign chairmen need to continue to identify and recruit quality volunteers.

# Honorary Campaign Committee

## Membership Criteria

1. Must be Chairman of the Board, President and/or Chief Executive Officer, or retired with honor from one of those positions;
2. Must involve a minimum gift to the Campaign (personal or through corporation);
3. Must recruit and solicit one or two other Honorary Campaign Committee members;
4. Will not require other efforts toward the Campaign (though in some cases it could, e.g. hosting a cultivation event).

# The Computer Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

April 11, 1991

Gardner and Karen Hendrie  
Sigma Partners  
300 Commercial Street, #705  
Boston, MA 02109

Dear Gardner and Karen:

Ellen and I are pleased to invite you both for dinner at 6:30 p.m. on Tuesday, May 14 at The Computer Museum. Join us, members of the Museum's Board of Directors, and other friends to see and learn about the Museum's programs and plans.

The Computer Museum is doing exciting work in education programs, exhibits and collections. Despite its youth, the Museum is recognized nationally for the quality of its interactive exhibits and the depth of its historical collections. Recent grants from the National Science Foundation, the National Endowment for the Humanities, and the Sloan and Hearst foundations speak to the strength of the Museum's programs.

One hundred and fifty thousand people from around the world visit the Museum each year. In the last year, attendance has grown by 40 percent, more than at any other Massachusetts cultural institution. Millions more enjoy the Museum's travelling exhibits and Exhibit Kits at science and technology centers throughout the country.

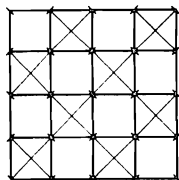
Come see for yourself the exciting things happening at the Museum. Join us for dinner, a private tour of the award-winning Walk-Through Computer, and a preview tour of the Museum's next permanent exhibition, People and Computers: Milestones of a Revolution.

Sincerely,



Mitchell Kapor  
Board of Directors

P.S. Please R.S.V.P. by May 8 to: Janet Walsh  
The Computer Museum  
300 Congress Street  
Boston, Massachusetts 02210  
phone: (617) 426-2800 extension 333  
FAX: (617) 426-2943



# The Computer Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

April 1, 1991

Gardner and Karen Hendrie  
Sigma Partners  
300 Commercial Street, #705  
Boston, Massachusetts 02109

Dear Gardner and Karen:

I am pleased to invite you both for lunch on Saturday, April 27. Join me, other members of The Computer Museum's Board of Directors, and some of our West Coast friends to reflect on the outcome of this year's Computer Bowl and learn about other programs and plans of The Computer Museum.

The Computer Museum is doing exciting work in education programs, exhibits and collections. Despite its youth, the Museum is recognized nationally for the quality of its interactive exhibits and the depth of its historical collections. Recent grants from the National Science Foundation, the National Endowment for the Humanities, and the Sloan and Hearst foundations speak to the strength of the Museum's programs.

One hundred and fifty thousand people from around the world visit the Museum each year. Millions more enjoy its travelling exhibits and Exhibit Kits at science and technology centers throughout the country.

Come hear for yourself about the exciting things happening at the Museum. We look forward to seeing you at 12:00 noon, Saturday, April 27 in the California Room at the Fairmont Hotel, 170 South Market Street, San Jose, (408) 998-1900.

I hope you will join us!

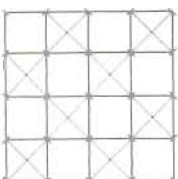
Sincerely,



Mitchell Kapor  
Board of Directors

P.S. Please R.S.V.P. by April 15 to: Janet Walsh  
The Computer Museum  
300 Congress Street  
Boston, Massachusetts 02210  
phone: (617) 426-2800 extension 333  
FAX: (617) 426-2943

Karen -  
Here's your official  
word on the 4/27  
luncheon.  
I'll send an RSVP list  
as soon as I can.  
Janet Walsh



## Executive Summary

Computers have changed the world. Today they affect people in all walks of life. And though their impact has already been enormous, still greater changes are imminent.

While computers have become ubiquitous, the public's understanding of the technology and its many roles has not. If today's youth -- tomorrow's workforce -- are to pursue careers in technology, they must be shown the potential of computing and be encouraged to engage with it in an accessible environment.

Equally important is the need to preserve for future generations the historical record of computing. Despite its brief history, some of this record has already been lost.

The Computer Museum in ~~Boston, Massachusetts~~<sup>Cambridge</sup> is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins. Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides an ideal complement to classroom instruction or, in many cases, the only access to education about computers. For visitors of all ages, the Museum experience serves to "demystify" ~~the~~<sup>the</sup> technology that touches nearly every aspect of society.

Founded in 1982 as an independent, public nonprofit institution, the Museum has seen rapid growth in the past five years. The operating budget has tripled and annual visitation has grown from 30,000 to 150,000. Traveling exhibits and internationally-distributed educational materials serve an off-site public of over 1 million. The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution to ensure the preservation of the history of computing. The Museum has achieved financial stability through a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

Today the Museum is poised to move to new levels of international prominence. Its strategic plan for 1992-96 calls for dramatic new exhibits that present and explain the myriad uses of computers in communications, the arts, education, environment, and business. Through its own offerings and cooperative programs with schools, universities, educators, museums, and other institutions, the Museum will serve 10 million people annually by 1996. *justify - where in plan*

In order to achieve its programmatic goals, the Museum has launched a capital campaign to raise \$7.5 million. Of that amount, \$5 million will form the basis of the Museum's operating endowment, income from which will support educational programs and collections management. The remaining \$2.5 million will repay an interest-free loan in support of the purchase of the Museum's building. Most important, the campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The Museum has developed a dynamic and achievable plan to fulfill its mission of education and preservation. Realization of that plan will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations a history that has reshaped the world.

*great sentence*

## A Commitment to Education

The Computer Museum plays an important role in addressing the crisis in science education through exhibits, education programs, and instructional materials. In seeking to "demystify" technology, the Museum creates educational exhibits and materials that are dynamic, fun, and highly informative for visitors of all ages and backgrounds. The Museum is a pioneer in the development of exhibits on computer technology, and has set an international standard for quality and effectiveness. Through international distribution of educational exhibits and materials, the Museum influences informal education about computer technology worldwide.

The core of the Museum's educational offerings is its nearly 100 interactive exhibits, which are displayed along with historic examples of computers and lively presentations in multi-media theaters. Exhibits are grouped according to the history of computing, computer graphics and image processing, artificial intelligence and robotics, computing technology, and computers in education. Trained interpreters guide visitors and encourage direct participation and interaction with the exhibits. The two most recent permanent exhibits -- *The Walk-Through Computer* and *People and Computers: Milestones of a Revolution* -- exemplify the Museum's scope and diversity. While *The Walk-Through Computer* uses scale to make a familiar object both exciting and understandable, *People and Computers*, funded in part by the National Endowment for the Humanities, uses time and history to illustrate the profound ways that computers have changed society. *The Computer Discovery Center*, a collaborative project with The Boston Computer Society opening in 1992, will provide hands-on experiences about the use and applications of personal computers.

However, the most significant impact of the Museum's award-winning exhibits extends far beyond the institution's walls. As the first and only museum devoted to fostering an understanding of the history, applications, workings, and influence of computers, the Museum has become *the* definitive resource and model for museums and technology centers seeking to integrate computer exhibits into their offerings. Hundreds of exhibit developers and museum educators have visited The Computer Museum since its founding to view the displays and to seek guidance in planning and developing their own computer-related exhibits.

In response to this rapidly growing need, the Museum initiated an *Exhibit Kits Program*, funded in part by the National Science Foundation. Through this program, the Museum develops software, documentation, educational support materials, and specialized hardware for interactive computer exhibits. The Kits are available to science museums and technology centers throughout the world, enabling those institutions to create and install interactive computer displays in the most cost-effective manner possible. The Museum's distribution plan calls for the installation of at least 270 of these exhibits in 90 institutions by 1996 -- exhibits that will reach 4 million museum visitors each year.

Like the *Exhibit Kits*, a series of *Educator Kits* is now being prepared for distribution to schools and teachers nationwide. Educators from the middle school level through college have requested materials on computer history, technology, and applications. To meet this demand, the Museum is preparing an inventory of teaching tools, including videos, hands-on projects, educator handbooks, discussion guides, books, and slide sets.

The *Educator Kits* are based on the Museum's permanent exhibits and are designed for classroom use with or without a visit. The first such project, a video entitled *How Computers Work: A Journey into The Walk-Through Computer* with accompanying curriculum and activity guides, has been highly popular and successful among both student and adult audiences. New videos, slide sets, and other materials are now being planned for future distribution.

The Museum's Board and staff have laid the groundwork for developing additional ways to reinforce the educational mission through expanded programs, service, and distribution of teaching materials. As the world's only computer museum, the institution has a mandate of service that compels it to address the international demand for this service. A course has been charted for the next five years that combines new on-site exhibits and educational programs together with traveling exhibits, exhibit kits, instructional materials, seminars, lectures, and contests. Through distribution of these materials and services to museums, schools, colleges, libraries, and other institutions worldwide, The Computer Museum will soon reach 10 million people each year.

As the Museum nears the end of its first decade, it looks back on a proud record of achievement. The Board has set ambitious goals for the next five years, and will continue to plan for future growth and the long-term vision for The Computer Museum.

### The Collections: A Record and Resource

*Museums generally derive most of their prominence and importance from their collections, and these holdings constitute the primary difference between museums and other kinds of institutions. The collections, whether works of art, artifacts, or specimens from the natural world, are an essential part of the collective cultural fabric, and each museum's obligation to its collection is paramount.*

Museum Ethics  
American Association of Museums

Most museums ~~art, history, and science~~ are defined by their permanent collections, and The Computer Museum is no exception. The Museum's collection of artifacts associated with the history of computing has been assembled with a goal of helping future generations understand that history and its evolution. Exhibits use materials from the collections extensively, while researchers outside the Museum -- jour-

not finished  
why do new  
programs  
appear here  
is this in  
the long range  
plan?

last shift

WOW!



nalists, authors, historians, filmmakers, scholars, and lawyers -- rely on the collections for projects as diverse as writing a novel or documenting first use of a particular technology.

Objects in the collections document the evolution of computer technology from the 1940s to the present day. The holdings include computer artifacts, films, videotapes, photographs, books, technical documentation, and ephemera, all acquired according to a rigorous set of standards. More than one object has been rescued from the trash heap, saved and cataloged through foresight and a commitment to historical preservation.

Highlights of the collections include *Univac I*, the first commercially-sold computer; *Whirlwind*, the first real-time computer incorporating the first core memory; *NEAC 2203*, the first commercial Japanese computer, ~~and Texas Instruments' *Speak 'n Spell*, the~~ first microprocessor-based toy. Historical films and videotapes document major events in the history of computing, provide irreplaceable oral histories from computing pioneers, trace the evolution of computer animation, and show people using computers. Photographs of industry leaders, machines, people working with computers, and computer screens show changes within the industry and the developing relationship between people and computers. The technical document collection, stored in acid-free boxes, includes manuals, engineering notebooks, and memoranda about computers and their components -- material that no other institution saves. The library and collection of ephemera provide an overview of the industry through its publications as well as a reminder of public attitudes toward technology, as reflected through buttons, pins, T-shirts, and coffee mugs with slogans, jokes, or product announcements.

Because the Museum is home to the world's most comprehensive collection of historic computers, artifacts, and documentation, it is imperative that its holdings be added to judiciously, managed properly, and made available to researchers. The Board and staff have developed policies and procedures for acquiring objects, and have set priorities for the 1990s in the areas of microprocessors, memories, specialized integrated circuits, as well as films, videotapes, and early computers and computer components. In all collecting at the Museum, the guiding principle is to preserve items that will help future generations understand the history of computing through access to primary resource materials.

In order to make the collections known, available, and accessible, the Museum must publish a catalog. The long-range plan calls for the production of a catalog by 1993, and distribution of it through the Museum's store and mail-order division to individuals, universities, libraries, museums, and technology centers. Completion of this major effort will further strengthen and enhance the Museum's national and international role.

is that plan

not a highlight

## The Need

*As a full-fledged educational facility, the Computer Museum does a great deal more than merely exhibit prehistoric number-crunchers. Fittingly, an equal emphasis is placed on the state of the art, with entire pavilions devoted to the latest developments in such fields as robotics, artificial intelligence, computer-generated music, and graphic art.*

The Jerusalem Post  
January 12, 1990

course on!

The Computer Museum is at a turning point. It has achieved an international following and has become a resource and model for researchers, museum professionals, and educators. Today it reaches over one million children and adults each year through on-site and cooperative exhibits and educational programs. The Museum's Board of Directors has approved a plan for growth that lays the groundwork for reaching an international audience of 10 million by the year 1996. The key to the realization of that plan is the completion of a \$7.5-million capital campaign.

not in  
the plan  
goals

The \$7.5-million goal has two equally important segments: \$2.5 million will be applied toward the purchase of the Museum's building and \$5 million will be placed in an endowment fund. When the Museum moved to the Boston waterfront in 1984, it was granted an interestfree loan of \$2.5 million for the building down payment. Without generous support on that level, the Museum would not have been able to grow at the rate that it has. However, the loan comes due in 1993, and the Museum is obligated to raise outside funds in order to repay it.

The establishment of an operating endowment is critical to the Museum's future. The Museum currently has no endowment or reserve fund, and every dollar of the operating budget must either be earned through admissions revenues, merchandise sales, and other fees, or solicited through the Annual Fund appeal, Computer Bowl, and project support. This leaves the Museum vulnerable to economic fluctuations and limited in its ability to plan with a great degree of certainty. The long-range plan calls for significant growth in earned revenues, primarily through admissions and Museum store sales, as well as continued expansion of the base of contributed income. However, it also calls for the creation of an endowment, a restricted fund that will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a

too much history here →

commitment to collect and preserve a history, make it available to others, and educate the public about that history and its impact. However, unlike many other nonprofit institutions, The Computer Museum is not sustained by an endowment built by generations of supporters.

The Museum has benefitted from the generosity of many within the computer industry who share its vision of education and preservation. Today, in order to grow it must garner support from new sources — pioneers and inventors within the industry, individuals and corporations that develop, use, and rely on technology, and leaders who recognize the burgeoning need for a computer-literate society and workforce. Now is the time to ensure the Museum's future. Now is the time to invest in the vision and mission of The Computer Museum.

not a new source

The  
Computer  
Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

CONFIDENTIAL

Gardner - A good meeting, I think. We have, perhaps, taken liberties with your time on action items. Please let me know if you're uncomfortable with anything.

Thanks -  
Janet W.

THE COMPUTER MUSEUM

M E M O R A N D U M

April 10, 1991

To: All attendees  
Working Capital Group Meeting on April 9, 1991

From: Janice Del Sesto  
Director of Development and Public Relations

Janet Walsh  
Capital Campaign Coordinator

Subject: Follow up

Enclosed are the minutes and action items from Tuesday's Capital Campaign Working Group meeting. Please note the action items assigned to you, and contact Jan or Janet to add comments or revisions and to report the results of your actions.

Upcoming Capital Campaign Committee meetings are scheduled for April 27 at 10:00 a.m. in San Jose, California; May 7 at 8:00 a.m., May 22 at 6:30 p.m., and June 6 at 8:00 a.m., all at The Computer Museum.

The April 27 meeting, for California-based Campaign volunteers, will include an overview of the Campaign focusing on the Campaign Committee structure and recruitment of California volunteers.

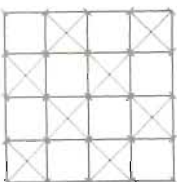
At the May 7 meeting, we will review the Campaign Case for Support.

The May 22 meeting will be a dinner gathering at the Museum for Boston area Campaign volunteers and volunteer prospects.

On June 6, we can tie up loose ends and prepare for the June 28 Board meeting.

Thank you for your help.

Janice Del Sesto ext. 378  
Janet Walsh ext. 333



Board members in attendance: C. Gordon Bell, Gwen Bell, Dave Donaldson, Andy Miller

Staff members present: Oliver Strimpel, Janice Del Sesto, Janet Walsh

Agenda:

Honorary Committee - criteria, prospects and strategy

Volunteers - guidelines and recruitment

Campaign Dinner Meeting (May 22)

The Bowl "asks"

Discussion:

Honorary Committee:

Proposed honorary committee membership criteria and initial prospect list were presented. The membership criteria were amended (see attached) to include the requirement that each member recruit one or two others to the Honorary Committee (Note: Recruitment to the Honorary Committee includes solicitation for minimum \$75,000 Campaign gift.) It was noted that successful recruitment will likely depend on good fund-raising and solid strategic communications plans, and a compelling case.

Commitments from 10-15 people will be required before public announcement of the Honorary Committee is made. Assignments for the first wave of recruitment were made (see action items). A **June 28 deadline** (i.e. in time for announcement at annual Board meeting) was set.

Other prospects (including venture capitalists and major accounting firms) will be considered after first group of computer industry prospects has been approached.

Volunteers:

General Volunteer Guidelines were presented and optimal volunteer numbers were considered. For 200 gifts at ratio of 3 solicitations per gift, we need to do 600 solicitations. At 5 solicitations per year per volunteer, and assuming 2 volunteers per solicitation, we need 60-80 people (60 may be feasible as many will be involved in more than 5 solicitations per year.) Probable breakdown of volunteer effort: 30 in major gifts, 20 in corporate gifts, 10 in lead gifts.

All volunteers will be encouraged to consider their personal and professional networks for other Campaign volunteer prospects.

Campaign Dinner Meeting:

The Campaign Dinner meeting was set for Wednesday, May 22 at 6:30 p.m. at The Computer Museum.

Telephone invitations were assigned (see action items). Each telephone invitation will include a request to join suggested sub-committee (flexible depending on volunteer preference), to attend the May 22 event (spouses/guests are welcome), and to recruit and bring others who might be helpful and willing to participate.

The Bowl "asks":

Upcoming solicitations were reviewed (solicitation of Gene Amdahl, John Doerr, Bill Gates, Bill Joy, and Suhas Patil at Computer Bowl time).

It was noted that commitments made before July 9 can be reported to the NEH Challenge Grant review panel and will strengthen the Museum's fund-raising case for its NEH Challenge Grant application -- another incentive for early commitments.

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN WORKING GROUP

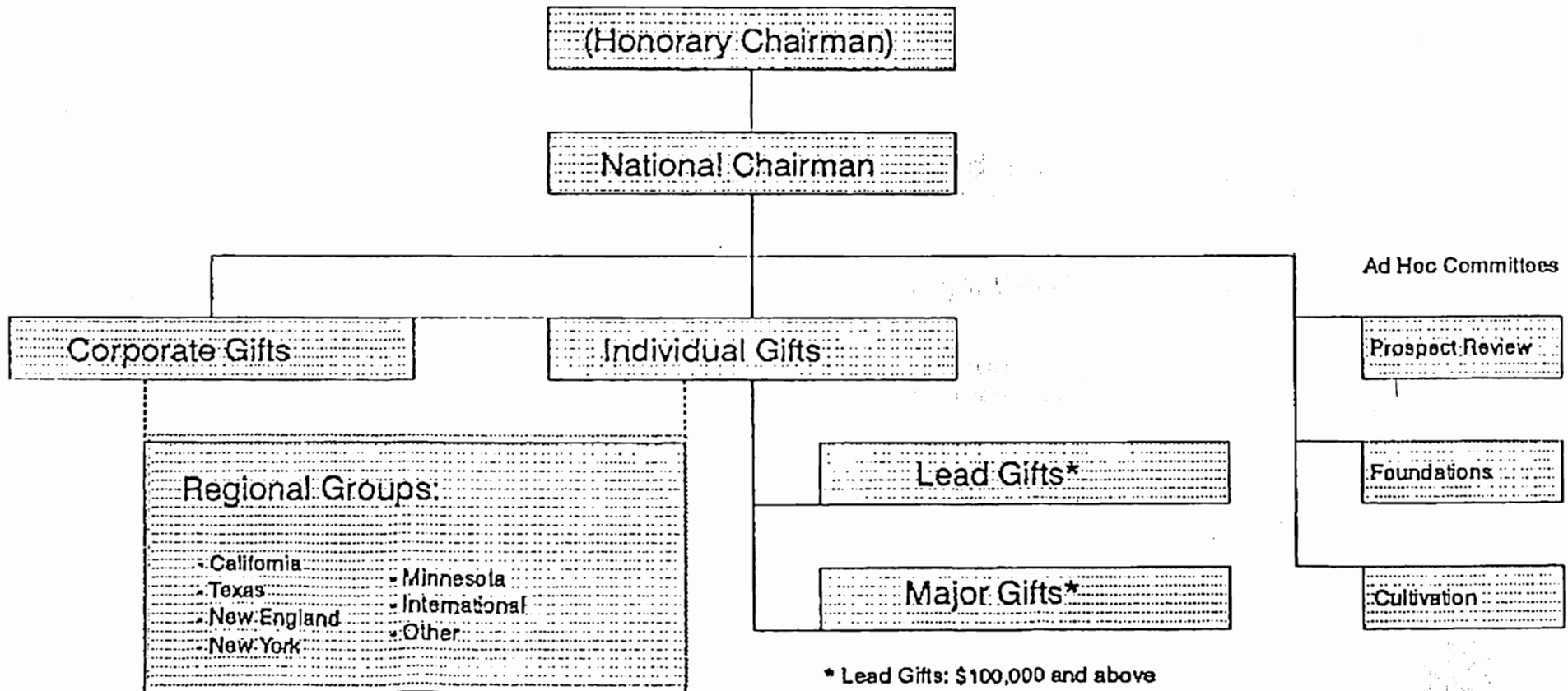
April 9, 1991 8:00 a.m.

Agenda

1. Honorary Committee - criteria, prospects, strategy
2. Volunteers - prospects, recruitment strategy
3. Campaign Dinner Meeting (May 21, 22 or 23) - pre-invitation phone calls
4. The Bowl "asks"

# The Computer Museum Capital Campaign

Discussion Draft: 3/26/91



\* Lead Gifts: \$100,000 and above  
Major Gifts: under \$100,000

# Honorary Campaign Committee

## Proposed Membership Criteria

1. Must be Chairman of the Board, President and/or Chief Executive Officer, or retired with honor from one of those positions;
2. Must involve a minimum gift to the Campaign (personal or through corporation);
3. Will not require other efforts toward the Campaign (though in some cases it could, e.g. hosting a cultivation event).

## Honorary Committee Prospects

### First Group (Museum friends)

Bob Everett  
Bill Foster  
Bill Gates  
Mitch Kapor  
Pat McGovern  
Bill Poduska

### Second Group (other industry leaders)

John Akers, IBM  
Bob Allen, AT&T  
Hans Decker, Siemens  
Jim Manzi, Lotus  
Scott McNealy, Sun Microsystems  
Ken Olsen, Digital  
John Sculley, Apple  
John Young, Hewlett-Packard  
Bill Ziff, Ziff-Davis

### Third Group

Paul Allen, Microsoft  
Neil Colvin, Phoenix  
Barry James Folsom, Radius  
Bernard Gordon, Analogic  
Sandra Kurtzig, ASK  
David Mahoney, Banyan  
Roland Pampel, Bull  
Neil Pappalardo, Meditech  
Russ Planitzer or Jack Shields, Prime  
Robert Price, CDC



# General Volunteer Guidelines

## Guidelines

1. Should be member of committee in which will have greatest impact (e.g. that best fits network of contacts);
2. Should be asking at level of own gift (or as near as possible) be it personal or through corporation;
3. Must be active member of committee, involved in strategic planning as well as solicitation;
4. Must participate in at least five solicitations per year;
5. Must assist in identification, cultivation and recruitment of at least one other working committee member.

## Volunteer Time Commitment

5 hours in solicitations per year  
10 hours in committee meetings per year  
10 hours in training/preparation/prospect screening/cultivation per year  
25 hours per year

Note: Complete volunteer job description will be developed.

**CORPORATE and HONORARY**

20 Honorary @	\$75,000 =	\$1,500,000
25 Top list @	\$50,000 =	\$1,250,000
15 Top list @	\$25,000 =	\$ 375,000
100 companies @	\$10,000 =	\$1,000,000
<b>TOTAL</b>		<b>\$4,125,000</b>

## Prospective Volunteers

to be invited to join a committee and to attend the May Campaign Meeting Dinner

<u>Name</u>	<u>Phone</u>	<u>Suggested sub-committee</u>
Ed Belove	617-492-5048	Corporate
Larry Brewster	617-497-9010	Corporate
Bob Everett	617-371-0618	Honorary
Win Hindle	508-493-2338	Individual Lead
Mitch Kapur	617-876-1550	Honorary/Individual Lead
Susan Parrish	617-248-0480	Corporate
Nick Pettinella	617-576-3266	Individual Major
Bill Poduska	617-964-1000	Honorary/Individual Lead
Paul Severino	617-275-2400	Individual Lead/Major

Others include Gwen Bell, Dave Donaldson, Gardner Hendrie, Ted Johnson, Andy Miller, Tony Pell.

# Computer-Related Company Rankings

## CSN/Broadview Associates: Top 100 Information Technology Companies

The first annual CSN/Broadview Associates report on the Top 100 information technology companies is an attempt to put 12 months' worth of analysis and reportage into a broader context, by using Broadview's database of financial and stock information.

The following numbers, based on information publicly available as of December 31, 1989, represent a financial snapshot of a major U.S. industry at a critical juncture.

There is strength in numbers. CSN/Broadview Associates' Top 100 information technology companies last year racked up awesome aggregate revenue of \$443.6B and net income of nearly \$29B. Combined stock market value for those 100 companies in the last 12 months was an even more impressive \$470B. To the ranks of Big Oil and Big Auto, now add Big Technology." - Computer Systems News

Excerpted with permission from Computer Systems News, Top 100. Copyright © 1990 by CMP Publications Inc. All rights reserved. CMP Publications Inc., 600 Community Drive, Manhasset, NY 11030.

Rank	Name	Company Type	Rev. (\$M)	% Rev. Change	Net Income (\$M)	% Return on Equity	P/E Ratio
* Δ X 1	IBM	Comp Sys	62,250	7.9	5,514	14.0	9.9
* Δ 2	AT&T	IXC	51,377	-0.4	2,473	18.8	19.8
* Δ 3	GTE Corp.	LEC	17,109	5.4	1,303	15.4	18.0
* Δ X 4	Xerox Corp.	Multi Bus	16,837	15.8	387	7.7	13.6
5	BCE Inc.	Multi/Spec	14,034	14.6	822	9.6	14.4
* Δ 6	BellSouth Corp.	LEC	13,958	6.0	1,645	12.3	16.9
* Δ 7	NYNEX Corp.	LEC	13,086	4.5	1,194	12.0	15.1
* Δ X 8	Digital Equipment Corp.	Comp Sys	12,931	8.8	1,000	12	10.0
9	GM Hughes Electronics	Multi Bus	11,443	8.7	800	10.0	2.9
* Δ 10	Bell Atlantic Corp.	LEC	11,330	5.8	1,375	14.6	16.2
* Δ X 11	Hewlett-Packard Co.	Multi Bus	11,231	19.5	826	15.6	13.5
12	American Information Tech.	LEC	10,112	2.7	1,216	15.1	15.3
Δ X 13	Unisys Corp.	Comp Sys	10,002	1.8	562	30.7	NA
* Δ 14	Pacific Telesis Group	LEC	9,546	0.8	1,169	14.1	17.6
* Δ 15	US West Inc.	LEC	9,500	3.3	1,038	12.8	14.4
Δ X 16	Motorola Inc.	Comm Sys	9,161	15.9	490	13.0	15.5
* Δ 17	Southwestern Bell Corp.	LEC	8,593	2.1	1,101	12.9	17.4
Δ 18	United Telecommunications	Multi/Spec	7,286	31.5	269	12.8	29.2
Δ X 19	Honeywell Inc.	Multi Bus	7,104	-1.4	271	-14.4	NA (Bull)
X 20	Texas Instruments Inc.	Multi Bus	6,355	3.5	313	15.6	0.3
Δ 21	MCI Communications Corp.	IXC	6,192	30.5	563	27.7	19.5
X 22	NCR Corp.	Comp Sys	5,972	-0.6	414	19.6	10.4
23	Northern Telecom Ltd.	Multi Bus	5,852	13.1	169	6.5	33.1
X 24	Apple Computer Inc.	Comp Sys	5,069	37.4	401	28.3	11.0
X 25	Litton Industries Inc.	Indus Spe	5,023	3.3	177	13.5	10.6
Δ 26	Electronic Data Systems	Multi Svcs	4,923	12.2	395	24.9	6.9
27	Dun & Bradstreet Corp.	Proc & DB	4,292	3.3	572	24.4	15.0
28	Tandy Corp.	Multi Bus	4,230	8.7	321	17.0	10.5
Δ X 29	Control Data Corp.	Multi Bus	3,344	-7.7	797	-87.2	NA (90p profit = \$3m)

X = Fortune 500

\* = Forbes: Super 50

Δ = Information WEEK: 100 Best Users (effective and large)

○ = Electronic Business: Most Profitable Software Co's

Rank	Name	Company Type	Rev. (\$M)	% Rev. Change	Net Income (\$M)	% Return on Equity	P/E Ratio
Δ 30	Contel Corp.	Multi/Spec	3,132	10.0	272	16.1	19.8
Δ X 31	Intel Corp.	Components	2,959	8.8	354	14.3	17.9
X 32	Pitney Bowes Inc.	Multi Bus	2,855	11.1	256	18.0	14.6
X 33	AMP Inc.	Components	2,812	7.9	297	18.3	16.0
X 34	Wang Laboratories Inc.	Comp Sys	2,782	9.1	(399)	39.8	NA
X 35	COMPAQ Computer Corp.	Comp Sys	2,756	50.6	346	29.7	9.0
36	Moore Corp. Ltd.	Supplies	2,657	6.6	203	14.3	13.4
X 37	Harris Corp.	Multi Bus	2,506	45.6	119	11.9	10.8
X 38	Amdahl Corp.	Comp Sys	2,021	16.2	175	15.1	5.9
X 39	Zenith Electronics Corp.	Multi Bus	1,946	18.2	(7)	1.7	NA
X 40	Sun Microsystems Inc.	Comp Sys	1,915	53.4	45	6.6	32.3
41	Avnet Inc.	H/W Dist	1,865	-0.1	59	7.6	18.9
X 42	McGraw-Hill Inc.	Multi Svcs	1,778	5.0	193	21.2	14.3
Δ 43	Automatic Data Processing	Proc & DB	1,685	6.4	190	18.9	18.7
44	Southern New England Telecom	LEC	1,671	7.5	188	15.1	14.8
X 45	Dow Jones & Co. Inc.	Multi Svcs	1,662	3.4	320	22.7	10.5
Δ X 46	National Semiconductor	Components	1,601	35.2	(251)	31.3	NA
47	Comdisco Inc.	II/W Dist	1,582	23.1	104	18.9	9.9
X 48	E-Systems Inc.	Indus SPC	1,581	15.7	80	14.3	11.9
X 49	Tandem Computers Inc.	Comp Sys	1,560	27.4	109	11.1	20.7
50	Prime Computer Inc.	Comp Sys	1,558	8.9	(145)	22.7	NA
X 51	Seagate Technology	P/S	1,447	7.8	77	15.6	9.8
X 52	Tektronix Inc.	Multi Bus	1,426	0.9	10	2.0	NA
53	Computer Sciences Corp.	Multi Svcs	1,419	18.8	55	12.9	16.5
Δ X 54	Data General Corp.	Comp Sys	1,299	4.2	(85)	14.9	NA
X 55	Deluxe Corp.	Supplies	1,292	16.5	149	23.0	19.7
X 56	Varian Associates Inc.	Components	1,287	13.1	55	12.2	8.0
57	Businessland Inc.	II/W Dist	1,233	17.6	30	14.1	9.8
O 58	Computer Associates Intl.	Sys S/W	1,206	32.0	138	16.4	16.8
59	Alltel Corp.	LEC	1,176	11.8	130	14.4	19.8
60	Contel Corp.	LEC	1,167	7.6	23	2.0	NA
X 61	Loral Corp.	Indus SPC	1,166	12.8	69	12.1	11.0
X 62	Advanced Micro Devices	Components	1,067	6.4	(10)	1.5	NA
X 63	SCI Systems Inc.	Multi Bus	1,050	23.8	7	4.5	NA
X 64	Western Digital Corp.	Multi Bus	970	10.8	19	6.4	13.0
65	United Stationers Inc.	Supplies	969	13.2	25	14.1	10.0
X 66	Nashua Corp.	Supplies	963	-1.3	22	9.4	14.9
X 67	Storage Technology Corp.	P/S	949	15.4	37	11.4	8.2
68	Commodore Int'l. Ltd.	Comp Sys	940	7.9	50	21.7	6.8
69	Cincinnati Bell Inc.	LEC	868	20.8	85	16.1	19.3
O 70	Microsoft Corp.	Micro S/W	862	29.8	184	27.2	26.1
X 71	AM International Inc.	Indus SPC	851	3.6	24	9.4	8.6
X 72	Intergraph Corp.	Indus SPC	831	6.5	81	12.2	11.2
73	Equifax Inc.	Proc & DB	819	13.8	40	15.4	19.8
X 74	Cray Research Inc.	Comp Sys	785	33.3	125	16.7	9.2
X 75	Standard Register Co.	Supplies	708	6.5	39	12.3	12.0
O 76	Oracle Corp.	Sys S/W	669	101.7	86	33.7	34.6
X 77	Commerce Clearinghouse	Proc & DB	668	12.1	41	18.3	18.7
78	Western Union Corp.	Multi/Spec	661	25.0	(310)	NA	NA
79	Telecom USA Inc.	IXC	659	44.3	33	15.6	20.1
80	Mitsubishi Corp.	P/S	647	116.4	(102)	NA	NA
81	Pacific Telecom Inc.	Multi/Spec	631	16.2	68	13.5	13.0
X 82	Reynolds & Reynolds	Multi Svcs	611	3.0	33	14.9	7.8
83	Softsel Computer Products	Micro S/W	581	37.8	10	20.9	7.5
X 84	Molex Inc.	Comm Sys	577	9.1	57	12.4	17.8
X 85	Conner Peripherals Inc.	P/S	575	171.8	32	16.3	16.2
X 86	Scientific-Atlanta Inc.	TC Indus	567	12.2	38	14.1	14.3
X 87	Anacom Inc.	Multi Svcs	559	36.0	15	14.5	10.3
88	SHL Systemhouse Inc.	Prof Svcs	536	188.9	10	4.2	35.6
89	Rochester Telephone Co.	LEC	531	12.0	-	13.2	19.3
90	Marshall Industries	H/W Dist	529	14.4	20	13.9	8.7
X 91	LSI Logic Corp.	Components	528	56.3	(19)	7.2	NA

Rank	Name	Company Type	Rev. (\$M)	% Rev. Change	Nct Income (\$M)	% Return on Equity	P/E Ratio
92	First Financial Management	Proc & DB	508	41.3	43	9.4	17.1
93	Teradyne Inc.	Indus SPC	498	15.4	3	0.9	NA
94	Microamerica Inc.	H/W Dist	495	28.5	8	9.2	8.9
95	Telerate Inc.	Proc & DB	491	16.0	84	20.0	23.6
96	Lotus Development Corp.	Micro S/W	481	5.5	39	17.3	32.5
97	Intelligent Electronics Inc.	H/W Dist	467	326.3	8	10.9	21.0
98	AST Research Inc.	P/S	463	4.6	(5)	4.3	NA
99	Diebold Inc.	Indus SPC	459	1.3	34	8.9	14.7
100	Micron Technology Inc.	Components	446	48.6	106	21.5	3.4
<b>Cumulative Average</b>				<b>8.2</b>		<b>14.0</b>	<b>14.6</b>
<b>S&amp;P 500 Average</b>				<b>9.3</b>		<b>15.4</b>	<b>13.4</b>

APP S/W: Application Software  
 H/W Dist: Hardware Distributors  
 Micro S/W: Micro Software  
 Proc & DB: Processing and Databases  
 Supplies  
 Components  
 LXC: Interexchange Carrier  
 Mult/Spec: Multiple/Specialized  
 P/S: Peripherals/Subsystems  
 TC Indus: Telecommunications Industry

Comm Sys: Communication Systems  
 Indus SPC: Industry Specific  
 Multi Bus: Multiple Businesses  
 Prof Svcs: Professional Services  
 Sys S/W: Systems Software  
 Comp Sys: Computer Systems  
 LEC: Local Exchange Carrier  
 Mult Svcs: Multiple Services  
 WLess: Wireless

- \* Δ Ameritech
- \* Δ X Boeing
- \* Δ X Eastman Kodak
- \* Δ X General Electric
- \* Δ X IIT
- \* 3M
- \* Δ X United Technologies
- \* X Westinghouse

- Cadence
- Informix
- Systematics

Others to consider:  
 Private companies  
 "History makers"

THE COMPUTER MUSEUM

M E M O R A N D U M

March 28, 1991

To: All attendees  
Working Capital Group Meeting on March 27, 1991

From: Janice Del Sesto  
Director of Development and Public Relations

Janet Walsh  
Capital Campaign Coordinator

Subject: Follow up

Enclosed are the minutes and action items from Wednesday's Working Capital Group (WCG) meeting. Please review the material and contact Jan, Janet or Oliver if you have any additional comments or amendments.

The next two Campaign Steering Committee meetings are April 9 at 8 a.m. at the Museum (6th Floor Conference Room) and April 27 at 10:00 a.m. in San Jose, California. The April 9 meeting will include discussion of:

- The Bowl "asks"
- Solicitation strategy and preparation
- Volunteer recruitment

Also, please remember to hold May 21, 22 and 23 for the local Campaign Volunteer Kick-off Event. Details to follow!

Thank you for your help.

Janice Del Sesto ext. 378  
Janet Walsh ext. 333  
Oliver Strimpel ext. 330



Board members in attendance: Gardner Hendrie, Gwen Bell, Dave Donaldson, Ted Johnson, Tony Pell

Staff members present: Oliver Strimpel, Janice Del Sesto, Janet Walsh

Consultant present: Janet Cochran, The Charles Webb Company, Inc.

Agenda:

Committee structure and volunteer recruitment  
Overall campaign: goal and allocation of funds  
Solicitation procedures  
Outstanding and new assignments

Items discussed:

Campaign Volunteer Structure:

Proposed volunteer structure was presented [Honorary Chairman (or committee), National Chairman, Campaign Steering Committee, Corporate Gifts Committee, Individual Gifts Committee with Individual Lead Gifts and Individual Major Gifts sub-committees, regional working groups, ad hoc committees].

The Campaign Steering Committee will be composed of the chairs of each sub-committee and other members at large identified as good Campaign resources. Steering Committee meetings will include reports from the chairs of the solicitation committees and discussion.

First tier of California volunteers will be recruited by invitation to the first California Campaign Committee meeting at 10:00 a.m., April 27 in San Jose. East Coast volunteers will be invited to an evening Campaign Kick-off Event on May 21, 22 or 23 at The Computer Museum. Attendees will then be invited to join a specific sub-committee. Sub-committees will be convened and acting chairs will be named.

List of Campaign volunteer prospects (that is, those individuals surveyed for the Webb study who expressed willingness to help with Campaign) was reviewed. Other volunteer prospects were considered and tentative committee appointments were made.

Overall Campaign - goal and allocation of funds:

Stated Campaign goal of \$7.5 million (including \$2.5-million corporate gift for debt retirement) was approved. Allocation of funds was approved, with the following footnote: the line for \$4,250,000 to endowment should not be allocated as unrestricted. Any funds to name collections, endow specific programs or chairs, and the NEH Challenge Grant are restricted. Other line items stand: \$2,500,000 to debt retirement; \$750,000 for fund-raising costs (10%). Solicitation timetable: March 1991 - June 1994 approved.

Possible NEH Challenge Grant (maximum \$1 million from NEH to be matched by \$3 million in other gifts) and possible DEC Challenge Gift (\$2.5 million if Museum raises other \$5 million) were discussed as potential donor incentives.

A gift table was presented and determined to be a useful internal planning tool but not appropriate for inclusion in solicitation packets.

Suggested agenda items for next meeting:

Solicitations: procedures, strategy, preparation, materials  
Outstanding and new assignments  
Review of additional potential volunteer lists



# CONFIDENTIAL

## Working Capital Group Meeting, 3/27/91 Action Items

### CAMPAIGN VOLUNTEER COMMITTEES

Invitations will be sent to join suggested sub-committees as follows:

#### Honorary Committee

Bob Everett (see also resources for Corporate Gifts)  
Mitch Kapor National or Honorary chair (see also Individual Lead Gifts)  
Bill Poduska (see also Individual Lead Gifts)

#### Individual Lead Gifts

Gordon Bell  
Gwen Bell  
John Doerr  
Dave Donaldson  
Gardner Hendrie  
Win Hindle Strimpel to arrange Museum visit for Hindle and Donaldson (Hendrie, too, if appropriate) to cultivate toward Individual Lead Gifts Committee involvement  
Mitch Kapor (see also Honorary Committee)  
Tony Pell  
Bill Poduska (see also Honorary Committee)  
Paul Severino? (see also Individual Major Gifts)

#### Individual Major Gifts

Owen Brown  
Peter Hirshberg?  
Suhas Patil Board prospect  
Nick Pettinella  
Paul Severino (see also Individual Lead Gifts)

#### Corporate Gifts

Sam Albert Board prospect, Corporate Gifts chairman?  
Edward Belove First priority CDC  
Larry Brewster  
Dick Case  
Max Hopper  
Susan Parrish  
Bill Spencer

#### Resource for Corporate Gifts (possible second team members)

Bob Everett (see also Honorary Committee)  
Dave Kaplan  
Laura Morse First priority Corporate Memberships  
Mike Simmons  
Irv Sitkin First priority Corporate Memberships

Other Volunteer Prospects

Richard Carpenter	Hold for now
Dave Chapman	Hold for now
Richard Greene	Hold for now
Chuck House	?
Frank Ingari	T Johnson to discuss Museum with Ingari next week
Ted Johnson	?
Andy Miller	Pell to arrange meeting with Miller and Hendrie to discuss his involvement
Chris Morgan	Campaign PR Committee
Ken Morse	Walsh to research business activity; discuss involvement with Ken and Laura
Grant Saviers	Annual Fund Committee (and cultivate Hindle to be DEC representative on Campaign Committee)
Hal Shear	Annual Fund Committee

OTHER CAMPAIGN  
VOLUNTEER ACTIVITY

Kick-off Event	Museum staff to arrange evening Campaign volunteer kick-off event at the Museum on May 21, 22 or 23
CA Meeting	Museum staff to arrange California Campaign volunteer meeting at 10 a.m., April 27 in San Jose
Honorary Committee	Museum staff to prepare list of desirable Honorary Campaign Committee members (CEOs of top computer hardware and software companies, big names in the industry and history of computing)
Other Volunteers	Museum staff to review names of past Campaign donors, new Board nominees and others toward enlarging the Campaign Volunteer prospect list

OTHER ACTIVITY

Gene Amdahl	CG Bell and Strimpel to solicit for Campaign gift and involvement around Computer Bowl
Mitch Kapor	Hendrie to approach re: Board chairmanship next week; can offer Campaign chairmanship as alternative

Capital Campaign Working Group Meeting, 5/7/91  
Status of Previous Action Items  
Confidential

SOLICITATIONS

Ed de Castro Hendrie to arrange meeting with <sup>Gordon Bell</sup> ~~Henry Burkhardt~~ and de Castro

✓ John and Ann Doerr G Bell having lunch with Ann Doerr, will discuss the Doerr's involvement

Ed Fredkin S Johnson scheduling appointment for Strimpel and G Bell to solicit \$500k

✓ Bill Gates Kapur, CG Bell and Strimpel asked for \$250k for Computer Discovery Center (not Campaign at this time) on 4/26; Strimpel sent follow-up letter and proposal; confirmation expected within two months

Dick Greene Per Sitkin, will make gift of stock to Campaign but not as early gift

Peter Hirshberg CG Bell requested unspecified support; Hirshberg uncertain about current level of support; Walsh drafting letter from CG Bell with giving history; CG Bell and Strimpel to make specific request when Hirshberg next in Boston (late June for P&C opening?)

✓ Bill Joy CG Bell and Strimpel asked for unspecified gift on 4/26; need to follow up with specific request

Pat McGovern S Johnson/Walsh to arrange meeting for Strimpel on 5/14 to discuss \$75k gift

✓ Suhas Patil CG Bell and Strimpel asked for 5,000 shares of Cirrus stock; Patil deferred until next year; Strimpel sent letter requesting pledge now

Bill Poduska Hendrie to arrange meeting with Donaldson and Poduska to discuss \$50k annual gift and begin discussion of Campaign gift and involvement

Bob Metcalfe

SOLICITATIONS (cont.)

Paul Severino I.P.O. postponed to late summer; Hendrie to arrange solicitation meeting with Donaldson and Severino in September

Ron Smart Declined Strimpel request for Campaign gift at this time; offered help with gifts from other DEC execs.

MAY 22 CAMPAIGN DINNER INVITATIONS

Telephone invitations to include invitation to join Campaign sub-committee and to attend May 22 event

Sam Albert Cannot attend but will work on Corporate Committee

Laura Morse Will attend

Tony Pell Cannot attend

Irv Sitkin Cannot attend

Pending:

Ed Belove Strimpel to invite to join Corporate

Larry Brewster Donaldson to invite to join Corporate

Charlie Coulter Miller to invite to join Individual Major

Bob Everett Strimpel to invite

Max Hopper Strimpel to invite

Ken Morse Laura Morse to invite

Susan Parrish Del Sesto to invite to join Corporate

Capital Campaign Working Group Meeting, 5/7/91  
Status of Previous Action Items - Confidential  
Page Three

MAY 22 CAMPAIGN DINNER INVITATIONS - Pending (cont.)

Nick Pettinella     Miller to invite to join Individual Major

Bill Poduska        Donaldson to invite

Paul Severino       Miller to invite to join Individual Major

Hal Shear            Del Sesto invited - pending

THE COMPUTER MUSEUM  
CONFIDENTIAL PROSPECT PROFILE

William Henry (Bill) Gates III

home: Lake Washington  
Seattle, Washington

office: Chairman and Chief Executive Officer  
Microsoft Corporation  
One Microsoft Way  
Post Office Box 97017  
Redmond, Washington 98073-9717  
phone: 206-882-8080  
FAX: 206-883-8101

Biographical Information

- born 10/28/55 in Seattle, Washington
- single
- attended Harvard, dropped out in 1975 to co-found Microsoft with boyhood friend, Paul G. Allen (now President of Asymetrix).
- engineering/technical background; ex-programmer
- 1984 Howard Vollum award, Reed College in Portland, Oregon.
- 1986 PC Magazine Lifetime Achievement Award
- 1989 Infomart Information Processing Hall of Fame inductee
- member, National Board of United Way

Corporate Information

- founded in 1975; multi-national high performance applications software, operating systems, and programming language product company with offices in 25 countries.
- Went public on 3/13/86 with initial offering of 3.1 million shares at \$21 per share. At the initial offering, Gates sold 80,000 shares, personally raising more than \$1.7 million while retaining nearly 45% of the company.
- FY 1990 sales = \$1.83 billion; over 4,000 employees worldwide; company is debt-free, approximate 24% after-tax profit.
- Largest PC software house. Half of revenues from MS/DOS. Windows a new hit, helping Excel gain on Lotus 1-2-3 (now nearly 10% of spreadsheet market to Lotus' 65%).
- Gates sees networks as major business opportunity, investing \$40-60 million in networking software development.
- Microsoft is currently under Federal Trade Commission investigation for anticompetitive practices.

Indicators of Wealth

- estimated personal wealth more than \$4 billion
- Microsoft - Chairman and Chief Executive Officer since 1981; personal shareholdings = 40,350,620 as of 9/14/90; Microsoft (NASDAQ symbol = MSFT) closed at \$102.125 per share on 4/22/91; value of personal holdings = \$4,120,807,067

Indicators of Wealth (cont.)

- 1990 salary and other compensation = \$261,242 plus \$102,556 in bonuses from 1988-90
- In 1990 built a \$5-10 million, 50,000-square-foot house with underground parking, swimming pool, sports court, artificial estuary, creek and dock. Owns an Exotic Porsche

TCM Affiliation

- The Computer Bowl: 1990 participant (West Coast MVP)  
1991 Examiner
- 1983, visited Museum in Marlboro; has never visited Boston site
- \$50,000 People and Computers proposal pending at Microsoft

Possible Solicitors

Gordon Bell  
Mitch Kapor  
Oliver Strimpel

TCM Personal Giving History

Gates donated an original BASIC paper tape and some early PCs from his collection; no record of personal cash giving to TCM.

TCM Corporate Giving History (Microsoft)

05/08/90	\$ 3,000	Corporate membership
04/23/90	5,000	Computer Bowl 1990
04/04/89	3,000	Corporate membership
05/20/88	1,024	Capital campaign
	3,000	Corporate membership
12/15/86	1,024	Capital campaign
09/16/85	1,024	Capital campaign
09/18/84	1,024	Capital campaign
TOTAL	<u>\$18,096</u>	

Other Giving

- said to have given \$1.1 million for a high school science building in 1987
- said to have given \$1 million to the University of Washington; University archives is searching for information on relationship/gift

Next Steps

4/26/91 CG Bell, Kapor and Strimpel to solicit for \$250,000 unrestricted or project support (not Campaign gift) at 2:30 p.m. at the Fairmont Hotel, San Jose.

Sources: Development files; Database; Business Week Corporate Elite, 10/19/90; Boston Globe 3/14/86, 1/9/91, 2/8/91; Who's Who in America, 1990/91; 1991 Computer Industry Almanac; The Guardian, 6/21/90; Biography supplied by Microsoft for 1990 Computer Bowl; Town & Country, December 1989; Forbes, 4/1/91; Business Week, 3/25/91; Proxy Statement Microsoft Corporation, 9/15/90; Fund Raiser's Guide to Private Fortunes, 1989.

# THE COMPUTER MUSEUM STRATEGIC PLAN 1992-1996

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DRAFT      3/19/91



# **THE COMPUTER MUSEUM STRATEGIC PLAN 1992-6**

## **Summary**

In planning for 1992 to 1996, The Computer Museum has identified three primary areas of growth:

### **1. Onsite Visitation**

The Museum's strength is the onsite educational experience it offers. Visitation is a major criterion for success. Exhibits, especially larger than life, unusual, and interactive ones drive attendance. The Museum's goal is to achieve a "critical mass" of 220,000 visitors a year by FY96. This will require the development of 2-3 highly promotable "blockbuster" exhibitions, and the development and execution of a targeted marketing plan for audience development.

### **2. Outreach to Institutions, Educators, and the Remote Public**

Recognizing outreach as a fundamental component of its mission, the Museum has set a goal of placing exhibits in 90 of the technology-related museums in the US and abroad by 1996 and of becoming a nationally recognized developer of educational materials about computers for schools and colleges.

Placing exhibits in other museums is the most cost-effective means of serving people offsite. Another focus will be videos as these also have the potential to reach large numbers at school and in the home cost-effectively.

### **3. Financial Stability**

A successful \$5 million capital campaign is a top priority to enable the Museum to acquire its building and start an endowment. For the operating budget, the goal is to double revenues over five years to \$4 million and increase the earned revenues to 60% of the total.

## **GOALS FOR 1992-1996**

1. Achieve an annual visitation of 220,000 by 1996.
2. Serve a national audience of 5-10 million a year by 1996 through offsite interactive exhibits and educational materials based on Museum exhibits and collections.
3. Create new exhibitions and programs to serve as the backbone of the Museum's educational mission.
4. Strengthen the permanent computer collection, particularly in the area of integrated circuits, and enrich the collections of photographs, film, video, and documentation.
5. Purchase the Museum's facility and achieve financial stability through the completion of a \$5 million capital campaign and the increase of earned revenue to 60 percent of the annual operating budget.

## **Introduction**

Since opening in Boston in 1984, The Computer Museum has become known around the world as an exciting, hands-on place to learn about computers, and as a prime repository of historic computers. Its visitation has increased by a factor of two and a half, and its operating budget has tripled. In 1990, news of The Walk-Through Computer reached over 350 million people in over 60 nations.

The Museum's rapid growth and international success has placed it in the league of institutions many times its size and age in terms of its exhibits, collections, and reputation. However, unlike its senior partners, the Museum does not yet own its facility, nor does it have an endowment.

The five goals of this plan have been chosen to consolidate the achievements of the Museum's first decade by enhancing financial stability, while maintaining growth that will fulfil the Museum's mission more effectively and on a larger scale. A vision for the Museum in 1996, with the plan successfully concluded, is presented at the end of the plan.

**Goal 1:**

**Achieve an Onsite Annual Visitation of 220,000 by FY 1996**

The Museum recognizes the need to establish a "critical mass" of on-site visitation which is diverse in terms of geography, education, age, and cultural background. Visitation provides earned income directly through admission fees, and indirectly through store sales and memberships. It is essential that these sources be increased in order to offset the fixed costs of operating the facility.

Large, unusual, interactive exhibits with high promotion value are the primary drivers of visitation.

The Museum's strategy is to increase visitation through a carefully planned schedule of new exhibits, including two or three "blockbusters," together with a targeted plan to reach identified market segments.

As discussed under goal three, all new exhibit development must serve the Museum's educational goals, which will not be compromised by the objective to increase overall visitation. Exhibit plans are discussed under goal three.

**Visitation Goals 1991-1996**

	two blockbusters (30% growth each)	three mini-blockbusters (20% growth each)
FY91	130,000	130,000
FY92	130,000	130,000
FY93	169,000 (open bb)	156,000 (open mbb)
FY94	169,000	156,000
FY95	220,000 (open bb)	187,000 (open mbb)
FY96	220,000	225,000 (open mbb)

The Museum will create and execute a marketing plan to increase visitation by targeted segments.

The Museum's Marketing Director will create and execute a marketing plan to reach families, tourists (individual, and in groups from New England, national, from abroad), schools, colleges, computer and related support industry members and their families, and

high technology conventions and trade show attendees. A concerted effort will be made to reach minorities.

Methods used will include pro-bono and paid advertising, public relations, distribution of promotional materials, direct mail and telemarketing to educators, and participation in trade shows.

Table of Projected Visitation

	Local (MA, NH, RI, CT)			Rest of World			Total
	Student	Adult	Group	Student	Adult	Group	
FY89	8,194	17,616	19,233	8,277	19,710	2,106	75,136
FY90	8,839	19,932	19,130	10,506	27,250	3,895	89,552
FY91	18,000	37,500	19,000	14,000	37,500	4,000	130,000
FY92	18,000	37,500	22,000	13,000	35,500	4,000	130,000
FY93	22,000	45,000	24,000	16,000	44,000	5,000	156,000
FY94	22,000	45,000	26,000	16,000	42,000	5,000	156,000
FY95	26,000	55,000	29,000	19,000	53,000	5,000	187,000
FY96	31,000	66,000	34,000	25,000	62,000	7,000	225,000

Notes: Group category is approximately 85% composed of middle and high-school student groups.  
 Total 1990 population in the "local" region is approximately 11 million; approximately 500,000 are employed in "high technology" jobs in Massachusetts. During 1990 there were 27 million domestic visitors to Massachusetts and 1.3 million international visitors.

To increase the diversity of its visitors, the Museum will:

1. Seek funding to subsidize admissions of visitors from underserved communities.
2. Perform targeted marketing to these communities.
3. Provide foreign language translations of gallery text and teaching materials.

The Museum will work closely with The Children's Museum to ensure that developments on the apron and over the water attract the targeted markets, and include exhibits related to computers.

Special programmatic and marketing efforts will be made to offset impeded access to the Museum owing to major road construction in downtown Boston starting in 1993.

**Goal 2:**

**Serve a national public of 5-10 million people annually through offsite interactive exhibits and educational materials based on Museum exhibits and collections.**

Part of the Museum's mission is to perform a national and international educational role. The Museum has identified the following means of reaching offsite markets: exhibit kits, travelling exhibits, educational materials, and new activities on a national scale, such as contests. The impact of outreach activities is measured by the number of people reached times the duration of the interaction—"people-hours." The activities have been chosen because of their ability to serve a national need effectively, and because "start-up" funding should be available. After initial development, all activities are self-sustaining, and exhibit kits and educational materials will be generate revenue.

**Objective 1: Install Computer Museum-developed exhibits in 90 US and foreign science museums and technology centers by 1996**

There are 180 science museums and technology centers in the US and 56 abroad that are potential sites for copies of the Museum's exhibits. The number of people reached by a kit is the number of people who use it in its site. Approximately 100 people can use an interactive station per day, making a maximum of 30,000 per year per kit.

**Exhibit Kit Sales Projection**

Year	% of sites	# of sites	avg. kits/site	# visitor interactions per year (15,000/kit)	people-hours (5 mins/interaction)	gross revenue from sales (\$500/kit)
FY91	1%	2	2	60,000	5,000	\$2,370
FY92	13%	30	2	900,000	75,000	\$27,500
FY93	19%	45	2	1,350,000	112,000	\$15,000
FY94	23%	55	3	2,475,000	206,000	\$37,500
FY95	30%	70	3	3,150,000	262,000	\$22,500
FY96	38%	90	3	4,053,000	337,000	\$30,000

Note: in FY91 the Computer Museum delivered about 1.3 million onsite visitor interactions per year, approximately 17,000 per interactive station.

### Kit Marketing & Development Timeline

FY91	<ul style="list-style-type: none"><li>• prepare and distribute brochure</li><li>• complete first set of Exhibit Kits</li><li>• promote at ASTC conference</li></ul>
FY92	<ul style="list-style-type: none"><li>• complete second set of Exhibit Kits based on Computer Discovery Center</li><li>• distribute brochure for Kit sets 1 and 2</li></ul>
FY93/4	<ul style="list-style-type: none"><li>• prepare third set of Kits and promote</li></ul>
FY95/6	<ul style="list-style-type: none"><li>• prepare fourth set of Kits and promote</li></ul>

### Objective 2: Establish The Computer Museum as a source of high quality educational materials based on the Museum's exhibits and collections for educators and the general public

There is a great need among educators from middle school through to college level for quality materials that support lessons on computer evolution, computer technology, and computer applications. The time allocated to these topics is often brief, and educators do not have time or resources to develop their own course material. The Museum can thus serve a valuable role by providing quality materials upon which educators can base lessons of the appropriate duration and depth. These materials will also be packaged with teacher guides as "Educator Kits" and marketed to educators nationwide.

The Museum has identified videos and printed materials as the most effective means of reaching the target audience.

### Objective 2a: Produce and distribute one new exhibit-based video every year

Following the success of the Museum's first video "How Computers Work: Journey into The Walk-Through Computer," the Museum proposes to develop a video series entitled "Understanding Computers." Titles will be based on educators' demands, and the resources provided by the exhibits and collections. The videos both

supplement a Museum visit, stand on their own, and also serve to attract more visitors. The Museum projects that approximately 75,000 videos will be sold during the period FY92-96, reaching an estimated 1 million viewers for 25 minutes, delivering 420,000 people-hours..

**Objective 2b: Develop a range of printed materials based on the Museum's exhibits**

Books, catalogs, brochures, activity sheets, background information sheets, and guides for educators at middle school, high school, and college levels will be produced on topics such as how computers work, computer history, robotics, and computer graphics. As with the materials discussed above, the Museum can fill a market need that exists for easily accessible, engaging materials, that can be readily integrated into a wide range of introductory courses.

Slide sets are needed by educators to illustrate lessons. A new set will be produced each year based on new exhibits and collections; The Museum projects the sale of 5,000 slide sets during the period FY92-96, reaching an estimated 250,000 people for 20 minutes, delivering 75,000 people hours.

**Objective 3: Establish a Program of Offsite Activities**

The Museum has identified travelling exhibits and national contests as the most effective means of reaching a national audience through offsite activities. In addition, the establishment of permanent offsite branches, especially in the San Francisco Bay area, will be seriously considered.

**Objective 3a: Launch a travelling exhibit every other year**

Travelling exhibits provide a richer educational experience than an Exhibit Kit because they provide a fuller treatment of a topic and provide a context for the interactive experiences. They reach fewer people than a Kit because they are only in one site at a time. However they can appear in venues, such as corporate sites, that Kits would not reach.



The Museum has already travelled two of its exhibitions nationally, and plans to launch "Reality on Wheels" in 1992. In addition to the audience directly served, it is expected that awareness of the Museum will be raised by press coverage in communities served by its travelling exhibits.

The presence of a Computer Museum-developed travelling exhibit in a major urban community is an opportunity to build support for the Museum in that community. Membership should be solicited, and an event held to introduce Computer Museum Board members or senior staff to the community.

The cost of developing a travelling exhibit is \$75,000 - \$1 million depending on the scale and nature of the exhibit. The Museum's ability to mount an exhibition depends on whether such funds can be raised. Once developed, travel and set-up costs of approximately \$20,000 per site are met by the host sites. A typical duration of stay is 6 weeks with an average of 20,000 people served per site. A travelling exhibit can serve six sites per year, reaching 120,000 people per year for 30 minutes. Over a two-year lifetime, a travelling exhibit deliversg 120,000 people-hours.

Objective 3b: Hold at least one national contest each year

The Museum will participate in national and international contests that encourage and recognize innovation and achievement in the fields of computer recreation, computer education, and artificial intelligence. Contests are proven in their ability to raise attention and stimulate creative activity. In addition, they can raise the visibility of the Museum at a national level.

The Computer Bowl has very successfully raised awareness of the Museum and will be held annually until 1994 and perhaps beyond. In November 1991, the Museum will host the contest for the Loebner Prize, in which computers attempt to pass the Turing Test, that is, pass for a human in a terminal-mediated open dialog. The Museum may host the ACM North American Computer Chess Championships.

New contests which are designed to stimulate creative programming and computer-based problem-solving, both individually and in groups, should be designed. Contests will be aimed at various levels within schools and colleges to stimulate educators to look afresh at

their curriculum. In the first year of a contest, 1000 students might be expected to submit entries; if successful in the first year, the number of entrants could double each year, reaching a plateau of 10-20,000. The cost of running a contest is \$50-100,000 per year.

Summary Comparison of Methods of Reaching Offsite Markets

<b>outreach method</b>	<b>geographic spread</b>	<b>total number served 1991-6</b>	<b>people-hours 1991-6</b>	<b>development cost</b>	<b>fund-ability</b>
<b>exhibit kits</b>	inter-national	12 million	1 million	\$2-300,000 for 30 kits	high
<b>videos</b>	national international	1 million	420,000	\$665,000 for 5 videos	med
<b>printed material</b>	national international	500,000	250,000	\$50,000	
<b>national contests</b>	national	60,000 (contest entrants)		\$300,000 for 3 contests	un-tested
<b>slides</b>	international	250,000	75,000	self-funding	
<b>trav-elling exhibits</b>	national	600,000 (3 exhibits)	300,000	c. \$300,000 per exhibit	med
<b>for com-parison: Computer Museum onsite</b>	international	1 million	2 million	\$5 million for 5 major exhibits	high

**Goal 3:**

**Create New Exhibitions to Serve as the Backbone of the Museum's Educational Mission**

New exhibits will be selected according to the following criteria: importance of topic with regard to the Museum's educational mission, ability to draw visitors, and fundability.

**Serving the educational mission of the museum**

Every new exhibit must serve the Museum's educational mission. The Museum's mission is to span the evolution, technology, applications, and impact of computing in its exhibits. The Exhibits Committee has prepared a policy in which the Museum space is to be allocated approximately as follows:

Evolution of Computing	25%
Technology of Computing	15%
Applications & Impact	60%
People in Computing	woven into above exhibits

The balance of these themes should be maintained as the Museum is developed. For the period of this plan, the evolution of computing will be adequately presented by the 5,000 square foot (about 20%) exhibit "Milestones of a Revolution: People and Computers," opening June 1991. The Walk-Through Computer devotes about 5,000 square feet (also about 20%), to the technology of computing. Thus while these two exhibits stand, the bulk of the Museum's exhibit development should focus on computer applications and impact.

**Audience Appeal**

As indicated in the discussion of Goal 1, exhibits are the main driver of Museum visitation. While the educational purpose of the exhibits will not be compromised, the choice of new exhibits must include enough unusual, larger-than-life, promotable components to meet the objective of increasing overall visitation to 220,000 by 1996.

## Fundability

The Museum's policy of developing a new exhibit only when sufficient targeted funds are raised should stand during the period covered by this plan. The primary funding strategy for new exhibits is to target corporations with an interest in the topic addressed. Secondary prospects for exhibit funding are foundations, both local, national, and government.

Adaptability for offsite uses, either as Exhibit Kits, videos or printed materials, to serve as a source for achievement of Goal 2, is also a factor.

**Objective 1: Fund and open a major permanent exhibit each year that fulfils the Museum's educational mission and meets visitation goals.**

### Permanent Exhibit Development 1991-5

<b>Exhibit</b>	<b>Overall Visitor Appeal</b>	<b>Primary Targets</b>	<b>Theme</b>	<b>Funding Potential &amp; Cost</b>
1991 Milestones	low	students, technology professionals, families of industry members	history	80% funded \$850,000
1992 Computer Discovery Center	medium	students, families	application	high \$750,000
1993 The Networked Society	medium-high	schools, computer industry, and their families	application	high \$1 million
1994	medium		application	
1995	high		application	
1996	high		application	

Further permanent exhibits will be drawn from the following:

<b>Exhibit</b>	<b>Visitor Appeal</b>	<b>Primary Targets</b>	<b>Theme</b>	<b>Funding Potential</b>
Computers and the Environment	high	schools, families, tourists	application	high
Computers, Music & Entertainment	high	youth, non-technical, tourists	application	medium
Computers in the Fine Arts	low	art community, non-tech.	application	medium
Computers in Design	low	colleges, non-specialists	application	low-medium
Computers & Special Needs	low	general	application	medium-high
Computers in Science	low	sci/tech community, schools	application, cutting edge technology	low
Computers in Medicine	low	medical, comp. ind., schools	application	medium
Cutting Edge Computer Technology	medium	industry & technical, schools, colleges	technology of computing	medium
Topical Issues	low	schools, colleges, families,	social impact	low-medium
Computer Bloopers	low	industry, computer users	social impact	low
Artifact-intensive historical display	low	industry members, computer profession	evolution of computing	low-medium

## **Objective 2: Open Two Temporary Exhibits Each Year**

Temporary exhibits add variety and change to the Museum at shorter intervals than is possible with major, permanent exhibits. Promotion and listings of temporary exhibits provide an important means of sustaining attendance between the opening of blockbusters.

The Museum should plan two temporary exhibits each year that complement the permanent exhibits and include topics of high public interest associated with a special event or anniversary. An example would be the use of computers in sports, using a well-known event such as the America's Cup or the Olympics as springboards.

Other suitable themes are computer art, especially interactive room-sized installations, cutting edge computer applications or technologies, and people in computing.

Temporary exhibits will either be developed by the Museum or obtained from professional associations, corporations, or universities.

The following table lists ideas on which temporary exhibits might be based.

Temporary Exhibit Ideas

<b>Temporary Exhibit</b>	<b>Visitor Appeal</b>	<b>Target Segments</b>	<b>Theme</b>	<b>Funding Potential &amp; Cost</b>
1991 SIGGRAPH Art Show	medium	art community, non-technical	application	low \$30,000
1991/2 Reality on Wheels	high	general	cutting edge technology, application	high \$1 million
1992 Columbus & Navigation	medium	scientific, technical	application	medium \$200,000
1992 Computers in the Olympics	medium	general, technical	application	medium \$200,000
1993 Simulating the Biosphere	medium	scientific, schools	application	medium \$200,000
1993 Harold Cohen Robot Artist	high	art, general, schools	application	medium \$100,000

### Objective 3: Develop Onsite Educational Programs

The Museum has identified an onsite learning center, teacher training programs, educator and student internship programs, and hands-on exhibit-based collaborative activities as the most effective ways of maximizing the impact of the Museum's exhibits through specific programmatic initiatives.

#### Objective 3a: Establish an onsite Learning Center

In the Learning Center, staff and volunteers will support in-depth, extended projects that use state-of-the-art software and hardware. Target users are students from underserved communities for after-school use, families during weekends, and educators. The Learning Center will be equipped with a range of computers and peripherals to provide hands-on, open-ended learning opportunities otherwise inaccessible to this group. An example: learning desk-top publishing via the creation of a newsletter. The Learning Center will serve as a model for other Museums and informal learning centers.

The Center will be established in FY92 and require \$150,000 of support for the first two years.

#### Objective 3b: Establish a teacher development program

Several week-long programs during the summer months and a variety of weekend programs during the school year will serve over 100 educators per year. Topics will be based on the exhibits and collections of the Museums. By targeting educators, the Museum indirectly serves a large audience of students.

The program will be established in FY92 and FY93, and require \$40,000 of support in the first year, and \$20,000 in subsequent years.

#### Objective 3c: Establish an Internship program

The Museum will provide in-depth enrichment of 4-6 educators per year through semester-long internships. Educators will learn about informal technology education methods, and become familiar with



basic computing. The impact on the educators' knowledge of and interest in computing will be long-lasting, thus serving many years of student classes.

Student internships will target 12-15 year-olds with an interest in computing from underserved communities. It will provide 3-5 students a year with a year-long immersion in the Museum environment. Students will serve as Museum guides, exhibit evaluators, and possibly programmers.

#### Objective 3d: Create a Variety of Hands-on Collaborative Activities

Each new exhibit will be the basis for a set of activities which interpretive staff will deliver to school visitors and the general public. The "Mysterious Parts Search" is an example applied to the Walk-Through Computer. These activities engage visitors and floor staff in a dynamic exchange, greatly enhancing the educational impact of the exhibits.

#### **Goal 4:**

#### **Strengthen the Permanent Computer Collection, Particularly in the Area of Integrated Circuits, and Enrich the Collections of Photographs, Film, Video, and Documentation**

##### **Artifacts**

The Museum will collect following a set of rules for acquisition approved by the Collections Committee. The guiding principle is to preserve items that will help future generations understand the history of computing through access to primary materials.

Active collecting will focus on microprocessors, memories, specialized integrated circuits for new styles of computing such as parallel computing, and other integrated circuits that embody significant new computer architectures. Collecting will also continue to enrich the artifact collection of early computers and computer components.

In 1992/3 a catalog will be prepared to increase the accessibility of artifacts to researchers.

##### **Film and Video**

The collection of film and video is anticipated to be of increasing interest among historians and the public because it is an excellent way to capture details of computer usage and ephemera of the time. Active video collecting will focus on product announcements, corporate advertising, computer training, and people of computing, shot during significant events.

##### **Storage**

Approximately 4,000 square feet of offsite storage will be needed starting FY93 owing to further development of onsite space for exhibits as described in Goals 1 & 3. In FY92 thorough documentation including photographing all items will be performed in preparation for the move. The move will take place in FY93 with an anticipated shipping expense of \$20,000. Space rental is projected at \$20,000 per annum.

**Goal 5:**

**Purchase the Museum's Facility and Achieve Financial Stability Through the Completion of a \$5 Million Capital Campaign and the Increase of Earned Revenue to 60% of the Annual Operating Budget**

**Objective 1: Execute \$5 million capital campaign (1991-93)**

The following schedule and targets are based on the planning study conducted by the Charles Webb Company in 1990.

**1991: Launch "quiet" phase of \$5 million capital campaign.**

Goal: \$2 million in Board and lead gifts.

Actions:

1. Recruit national campaign chairman.
2. Prepare campaign materials, including donor incentives such as naming opportunities.
3. Solicit Board gifts and pledges.
4. Cultivate and solicit gifts of \$250,000 and above from industry leaders.
5. Conduct intensive prospect research.

**1992: Enter "public" phase of campaign.**

Goal: \$1.5 million in gifts.

Actions:

1. Hold public events in several sites to announce campaign and progress to date.
2. Organize regional committees to cultivate and solicit prospects.
3. Complete solicitation of local corporate and foundation prospects.
4. Continue prospect research.

**1993: Complete Campaign.**

Goal: \$1.5 million in gifts

Actions:

1. Complete all solicitation calls.
2. Review all prospect lists and continue prospect research.
3. Hold events to honor campaign volunteers.
4. Prepare final report for all donors.

**Conclusion**

## Conclusion

In 1993 the Museum will assume ownership of its facility with a \$2.5 million payment, and will have an endowment of \$1.6 million.

### Objective 2: Increase earned revenue to 60% of the annual operating budget

Details of projected earned revenue growth in each category is presented on page 33.

#### Objective 2a: Increase admissions revenue from \$514,000 in FY91 to \$1.1 million in FY96

Means of increasing onsite visitation are discussed under Goal 1. An admission price increase of \$1 in FY95 is included.

#### Objective 2b: Increase store revenue from \$246,000 in FY91 to \$390,000 in FY96

Income through the store is directly tied to admissions. Adjustments will be made to the product mix to better serve the audience and adjust to the changing profile of visitors. Major product growth areas are expected to be educational software and videos.

#### Objective 2c: Increase store catalog revenue from \$70,000 in FY91 to \$1 million in FY96

Large increases in catalog revenue will be achieved through mailing to greatly expanded lists; in FY92 lists will include the membership of the ACM (80,000), the Boston Computer Society (40,000), and user groups across the nation. The number of products in the store catalog will also be increased. The store will also wholesale merchandise to other museum stores and through corporate catalogs. By FY96, approximately 20% of the Museum's gross operating revenues will derive from the catalog.

#### Objective 2d: Increase functions revenue at 5-10% per annum reaching \$245,000 in FY96

The Museum will increase business from sectors that are currently functions customers, such as computer, computer support companies,

professional societies, and universities. New markets including industries that support the computer industry, including law, accounting and public relations agencies, and financial services firms will be targeted by direct mail and telemarketing.

The Museum will diversify offerings, including options with more formal involvement of Museum exhibits and staff.

Functions revenue has grown at 23% over the past five years. The projection below assumes no increase in the number of events in FY92, 10% growth in FY93 and FY94, and 5% in FY95 and FY96. The lack of initial growth assumes a slow economy; growth towards the end of the period is slowed as the Museum becomes fully booked during peak periods. FY93 and FY95 projections include 10% fee increases.

Table of Numbers of Projected Functions Events

Type of Event	Number of Events Per Category							
	%	FY90	FY91	FY92	FY93	FY94	FY95	FY96
<b>Daytime</b>								
Seminar/Meeting	14	10	14	14	15	17	18	19
Press Conference	4	4	4	4	4	5	5	5
<b>Evening</b>								
Conference	21	17	30	25	28	30	32	33
Trade Show	8	5	8	8	9	10	10	11
Holiday/Employee	12	10	10	10	11	12	13	13
Non-profit	17	11	14	15	17	18	19	20
Corporate (sales)	17	15	19	19	21	23	24	25
Private	7	7	7	7	8	8	9	9
<b>Total Events</b>	100	79	106	102	112	123	130	136
Avg income/event (\$K)		1.77	1.41	1.45	1.60	1.60	1.80	1.80
<b>Total Income (\$K)</b>		<b>140</b>	<b>149</b>	<b>148</b>	<b>180</b>	<b>197</b>	<b>233</b>	<b>245</b>

Objective 2e: Increase individual members by 15% per annum to 1560 in FY96

In 1991 the Museum will develop a new individual membership marketing plan with new offerings for members to attract national membership. Expanded exhibits will also be an additional incentive for local membership increase. Membership sales efforts will be made at the Museum and through the store catalog. Based on results to date, a minimum of 0.1% of onsite visitors and 0.5% of store

catalog recipients are projected to become members, amounting to 200 new members in FY92. A new brochure and direct mail solicitation will form a part of the membership marketing plan. Projected membership growth is shown in the table of individual contributors on the next page.

**Objective 3: Increase unearned revenues from \$1 million in FY91 to \$1.5 million in FY96.**

**Objective 3a: Increase corporate memberships and unrestricted corporate operating grants by 10% per annum to \$400K in FY96**

The Museum will attract new corporate membership through the offering of additional local and national benefits; examples are the Ticket Subsidy Program and the use of collections and archives for loans to corporate sites or for research.

The primary growth area is expected to be the computer and computer support industries (such as publishers, accounting firms, financial services), as well as the major computer users. In FY91, the proportion of corporate members based in Massachusetts is 75%.

The Museum also plans to grow annual unrestricted operating grants, which are expected to be received mainly from the leading members of the computer industry and from major computer users.

**Table of Projected Unrestricted Corporate Support by Type of Corporation**

	FY91	FY92	FY93	FY94	FY95	FY96
<b>Members</b>						
Computer Hardware	26	29	31	35	38	42
Computer Software	27	30	33	36	40	43
Computer Users	59	65	71	79	86	95
Total Corp. Members	112	123	136	149	164	180
Membership Revenue (\$K)	202	222	244	268	295	325
<b>Operating Grants (\$K)</b>	<b>50</b>	<b>55</b>	<b>61</b>	<b>67</b>	<b>73</b>	<b>81</b>
Total Unrestricted Corp. Revenue (\$K)	252	277	304	335	368	405

Note: In FY91, 1.4% of the Massachusetts computer hardware companies and 2% of the state's software companies are members of the Museum.

Objective 3b: Increase Annual Fund revenues by 15% per annum by increasing the numbers of individual donors.

The annual fund will be expanded as a program for broad-based annual donations by targeting individual members, volunteers, Board and Trustees. Growth in FY91 was primarily from increased Board and Trustee giving. Future growth will be derived from broadening the base of givers through solicitations of networks of contacts of the Board via mailings, onsite events, and telephone solicitation.

Table of Numbers of Individual Contributors at Each Level

Contribution Level	FY91	FY92	FY93	FY94	FY95	FY96
Basic Members	774	890	1024	1177	1354	1557
\$100	556	639	735	846	972	1118
\$250	80	92	106	122	140	161
\$500	30	35	40	46	52	60
\$1,000	32	37	43	55	70	90
\$2,500	2	3	3	6	9	12
Total Contributors	1,474	1,696	1,950	2,251	2,598	2,998
Total Revenue \$K	159	184	211	255	305	365

Note: 15% growth is projected, except in the highest two giving categories where 25% growth is assumed in FY94-96 owing to the transferral to annual giving of some capital campaign donors after completion of the campaign.

In FY91, the geographical origin of individual contributors is projected as: Massachusetts 51%; rest of New England 9%; California 8%; rest of the US: 30%; rest of the world: 2%. As the Museum's national presence increases, the proportion of non-local contributors will grow.

Objective 3c: Increase foundation and government general operating support by 10% per annum

The Museum will submit proposals to local, national, and government foundations to provide general operating support and to support existing programs according to the following schedule. In FY91, 25 proposals requesting an average of \$25,000 each will be submitted. Increased numbers of sources as well as larger grant requests will both contribute to the growth.

Objective 3d: Raise restricted grant funds to support onsite and outreach educational activities

Funding for the following projects will be sought:

Year	Project	Cost
FY91	Milestones video	\$135,000
	Reality on Wheels	\$50,000
FY92	Reality on Wheels	\$600,000
	Educator Kits	\$30,000
	Teacher development	\$40,000
	Learning Center	\$100,000
	Contest 1	\$50,000
FY93	Exhibit Kits (CDC)	\$100,000
	Internship program	\$30,000
	Chip video	\$135,000
	Teacher development	\$20,000
	Learning Center	\$50,000
	Contest 2	\$100,000
FY94	Traveling exhibit	\$500,000
	Internship program	\$50,000
	Video title 4	\$140,000
	Teacher development	\$20,000
	Contest 3	\$50,000



FY95	Exhibit Kits (3rd set)	\$100,000
	Video title 5	\$140,000
	Education program	\$50,000
	Teacher development	\$20,000
	Contest 4	\$50,000

Permanent and temporary onsite exhibit funding goals are listed under Goal 3.

Objective 3e: Hold a major benefit each year

The Computer Bowl will be held each year till 1994. It is anticipated to net \$200,000 in revenue per year; the 1994 "Superbowl" including all the previous years' most valuable players, will net approximately \$350,000. Following 1994, the Bowl will be continued, or a new event of national appeal will be developed.

Such benefit-contests also provide an important forum for the celebration and recognition of talent of the people of computing.

## Competition

### Onsite Visitation

The Computer Museum's 24,000 square feet of exhibits are the largest and most varied concentration of educational exhibits about computers in the World.

### Museums with Significant Exhibits on Computers

<b>Institution</b>	<b>Theme</b>	<b>Size, Year Opened</b>
The Computer Museum	Computer Evolution, Technology, Applications	24,000 sq ft; new exhibit every year
Smithsonian Institution	Information Age: Communication and Computing	14,000 sq ft; opened 1990
Science Museum, London	Computer Evolution	5,000 sq ft; opened 1975
Deutsche's Museum, Munich	Computer Evolution, Technology	opened 1988

Within Boston, The Computer Museum competes with other Museums for visitors seeking an informal educational science or technology experience.

### Boston Area Science Museums

<b>Institution</b>	<b>Theme</b>	<b>1990 Visitation</b>
Boston Museum of Science	Science & Technology	1,576,000
Aquarium	Fish	1,311,000
Children's Museum	General, including some science	484,000
Discovery Museums of Acton	General, children's activities & science	136,000
MIT Museum	Technology	

## Serving People Offsite

### 1. Exhibit Kits (Goal 2, Objective 1, page 6)

In 1991, two science museums offer several programs for sale on computer-related topics. None of the topics overlap with those in the Museum's first set of kits.

### 2. Videos (Goal 2, Objective 2a, page 8)

The public television program series "The Machine that Changed the World" has been developed for a general public television audience. Tapes of the series may compete at the high school and college level. The Museum's videos are more tutorial in nature, offer a 25-minute program for a class, and are accessible to a younger age group or families viewing at home.

### 3. Travelling exhibits (Goal 2, Objective 3, page 8)

The Association of Science and Technology Centers and the Smithsonian Institution's Travelling Exhibition Service manage and promote travelling exhibits. Few institutions develop exhibits on computer-related topics for their catalogs, and the demand for such exhibits greatly exceeds supply.

## Funding of New Exhibits

During 1992-96, the Smithsonian will be raising \$0.5-1 million for a travelling exhibit on computing and \$250,000 for upgrading "The Information Age" exhibit. The Museum competes locally and nationally with other science and technology centers developing exhibits about computers or simply using computers in their exhibits. In addition, the Museum competes with non-profit groups seeking to carry out informal educational activities. Examples include professional associations, user groups, and organizations such as Computer Learning Month and Computers Professionals for Social Responsibility.

## Collection

The Smithsonian and the Museum have a joint collecting agreement; artifact collecting is shared to maximize the number of important items preserved between the two institutions' collections. Collecting at the Smithsonian has diminished since The Information Age exhibit opened, owing, in part, to lack of available storage space.

### General Fund-raising

When raising funds from philanthropic sources, the Museum competes with other cultural institutions. The Museum's role in addressing the national crisis in technology education fits with many foundations' guidelines. However, while giving to the arts is a well established tradition, support of technology history and education is gaining only gradual acceptance among corporate and individual philanthropy.

### Earned Revenue

The store catalog competes with "high-tech" mail order catalogs. Inclusion of quality educational products, some unusual items (such as "spreadsheet" bed sheets) and identification with the Museum itself, will help differentiate it from other catalogs.

Museum functions rentals compete with the major museums in Boston, such as the Museum of Science and the Aquarium, as well as with hotels. The uniqueness of The Computer Museum is an attraction. Disruption associated with the Central Artery Project starting in downtown Boston in FY93 may deter some customers.

## Vision of The Computer Museum in 1996

By 1996, the Computer Museum plans to be the world's most exciting place to discover the evolution, workings, and applications of computers. The following is a look at one possible outcome of following the strategic plan.

### Exhibits

Following on from the success of The Walk-Through Computer, the Museum has developed the popular Computer Discovery Center, and Networked Society exhibits. In addition, two new larger-than-life permanent exhibits have raised the Museum's visibility and visitation. The first is Computers and the Environment which incorporates a room-sized computer-based artificial environment in which visitors create their own synthetic creatures and launch them into a synthetic landscape to watch them survive, feed, and perhaps multiply. Another is Computers in Entertainment, which includes sections where visitors can interactively explore computers that control lights, music, and create special effects and animation.

### Relationships with Other Institutions

The Museum is recognized as the leading resource for exhibits and educational materials on computers. Interactive computer exhibits created and licensed by the Museum have been installed in 90 other museums and technology centers around the world, reaching over 4 million visitors each year. The Museum hosts an annual seminar for museum professionals where current issues in education and interactive exhibits are discussed. Teacher training programs are held throughout the year, and are designed for both local educators and for groups that come for week-long workshops from across the nation.

### Educational Materials

The Museum has created Understanding Computers, a series of video tapes addressing topics in computer technology and applications suitable for use in middle and high schools, and the home. 75,000 copies of the series have been sold reaching an estimated 1 million viewers. A variety of printed materials and booklets are available from the Museum.

### Schools

Over 40,000 students in school groups visit the Museum each year, participating in a tour, hands-on collaborative activities, and

receiving a presentation by Museum staff. School teachers from the area identify The Computer Museum as an invaluable resource for their classes. In addition, educators across the nation recognize the Museum as a source of quality materials to help them give their students a sound and rounded computer education. The Museum provides 10,000 teaching kits each year to schools that are unable to visit. These kits, which include videos, booklets, workbooks, software, and demonstration hardware, are available in English and Spanish.

### Visitation

220,000 visitors come to the Museum each year (up from 130,000 in FY91); 30% are school children and 40% of all visitors come from outside the New England area owing to the Museum's strong national and international reputation.

### National Events

The Museum holds national events each year. Educational contests and fairs stimulate creative computer programming in the schools, colleges, and the public, and raise awareness on a national scale of The Computer Museum as an educational center. Other events, such as The Computer Bowl, provide a festive focus for the people of computing.

### Cultural Diversity

The demographic composition of visitors, staff, Board, and volunteers are beginning to reflect the cultural diversity of the communities served by the Museum. Both Board and staff are 30% composed of minorities.

### Finance

The Museum has an annual operating budget of \$4 million of which over 60% is earned revenue—from admissions, membership, function rental, exhibit sales, and the Museum store and catalog. Catalog sales has been the largest growth area, now a \$1 million a year business. A \$5 million capital campaign has been completed and the Museum now has an endowment of \$1.6 million. The Museum owns its building and has cooperated with The Children's Museum in making major improvements to waterfront site and visitor amenities.

In 1996, with operations and core markets secure, the Museum is preparing to look ahead to a period of further growth, and is now considering a move to a new site.

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN WORKING GROUP

May 7, 1991 8:00 a.m.

Agenda

1. Campaign Materials  
The Case for Support  
Naming Opportunities  
Question and Answer brochure  
Pledge Cards
2. Campaign Dinner Meeting (May 22)  
report on status of pre-invitation phone calls
3. Campaign Volunteers  
recruitment for committee membership
4. Solicitations  
report on Bowl asks
5. Board solicitations
6. Next meetings  
June 6, 8:00 to 10:00 a.m..  
June 28, after Board meeting?

## The Computer Museum Capital Campaign - Named Gift Opportunities

The Computer Museum Capital Campaign offers a range of opportunities to recognize gifts in tribute to either the donor or a relative, friend, or colleague. In keeping with the Museum's independent status, naming opportunities are offered in honor of individuals and families rather than corporate donors. The amounts listed here do not necessarily reflect the actual cost of the particular selection, and therefore only a few of the selections represent restricted endowment funds\*. Desirability, together with programmatic or maintenance costs, have been taken into consideration in establishing the dollar amount assigned to each selection.

### The Building:

Galleries (total of four)	\$1,000,000
Auditorium	\$500,000
Ground Floor Lobby	\$250,000
Museum Store	\$250,000
Elevator	\$100,000
Conference rooms (two)	\$100,000
Director's office	\$100,000

### Collections:

Library	\$1,000,000
Curator*	\$1,000,000
Computer Architecture Collection	\$500,000
Personal Computer Collection	\$500,000
Super Computer Collection	\$500,000
Integrated Circuit Collection	\$500,000
Computer Graphics Collection	\$250,000
Calculator Collection	\$250,000
Robotics Collection	\$250,000
Computer Memory & Storage Collection	\$250,000
Film and Video Collection	\$250,000
Document Collection	\$100,000
Computer Games Collections	\$100,000
Computer Printer Collection	\$100,000
Computer Communications Collection	\$100,000
Computer Manufacturing Collection	\$100,000

### Educational Programs

Education Director*	\$1,000,000
Lectures and Programs	\$500,000
Internships*	\$100,000



# Sigma Partners

300 Commercial Street, #705

Boston, MA 02109

Telephone 617 227-0303

Telephone 508 393-7396

Fax 617 367-0478

4/1/91


Tony,

Thank you again for helping us sign up Andy Miller for the campaign. I think he will be terrific as chairman of the Major (as opposed to lead) Gift Committee.

On another subject, the reason I couldn't find (or remember) Michael Simmons from the Bank of Boston as our banking representative on the board is that we were using an old list of directors. Enclosed is FY1991 list for future reference.

Thanks again for your help & support,

  
Gardner

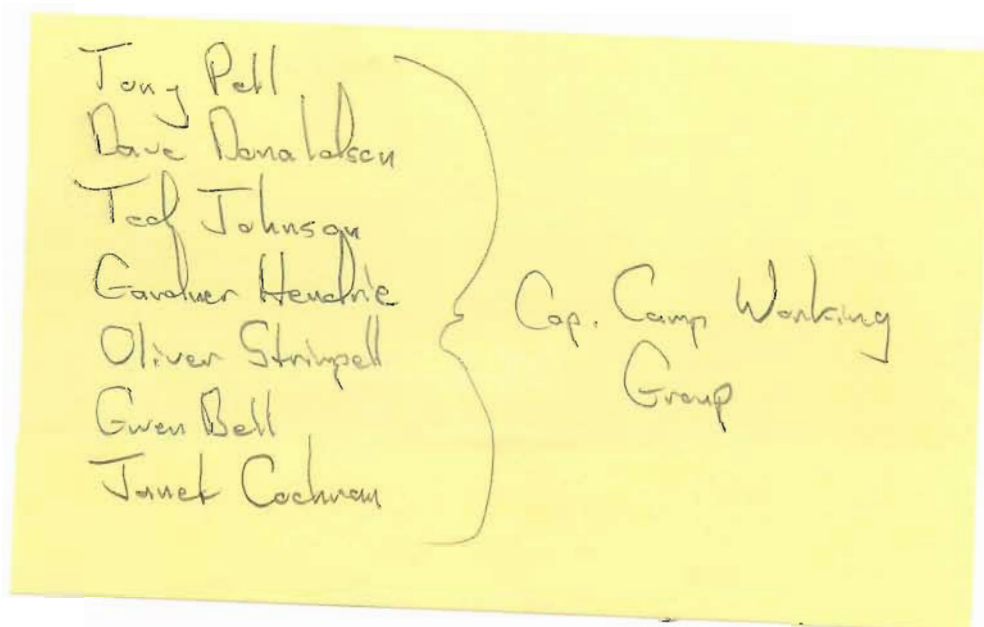
P.S. - Michael Simmons is from the MIS side of the bank aka Max Hopper at American Airlines. We could still use a real banker on the board if you have any ideas. 

Capital Campaign Working Group Meeting March 1, 1991

1-3 pm

Agenda

1. Lead gift prospects and approaches
2. Campaign leadership
3. Use of campaign funds
4. Campaign process: future agenda and frequency of meetings



Tony Pell  
Dave Donaldson  
Ted Johnson  
Gardner Henchle  
Oliver Strimpell  
Gwen Bell  
Janet Cochran

} Cap. Camp Working Group

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Possible Early Solicitations

have breakfast

Ken Olsen

Dave Chapman \$1K

Ed De Castro - have Bell & Henchle

Reed Dennis - invite to bowl

John Doerr - ask @ bowl \$100K after Mitch's letter

Doug Drane - research

Ed Fredkin - Gwen & Oliver

Bill Gates - Doerr asked @ before bowl

~~Dick Greene~~ - I've sound out

Bill Joy - Gordon ask with Oliver \$1M

Ken Olsen

Suhas Patil - Gordon ask with Oliver 10K shares

Bill Poduska - Gordon ask with Dave Donaldson ←

2nd round — Dave Rogers - Gordon ask

Jean Sammet - Oliver ask \$15K over 3 yrs x 2 from IBM

hold — Paul Severino - Henchle & Dave Donaldson 50K of 3-4M

Ed Schwartz - Henchle

Charlie Waite

Ron Smart - Oliver & Gwen ask for 20K

# The Computer Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

## THE COMPUTER MUSEUM

### M E M O R A N D U M

March 4, 1991

**TO:** Working Capital Group

**FROM:** Janice Del Sesto  
Director of Development and Public Relations

Janet Walsh  
Capital Campaign Coordinator

**RE:** Minutes and Action Items from March 1, 1991 meeting

Enclosed are the minutes and action items from last week's Working Capital Group (WCG) meeting. If you have any amendments, additional information or updates on the enclosed, please call me, Janet or Oliver. We also welcome your suggestions about future meeting agenda, content, and materials. Our goal is to support your efforts and achieve maximum efficiency and effectiveness.

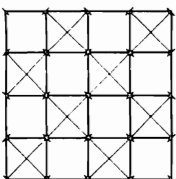
As we mentioned, in order to include everyone in our discussion of early solicitations, our agenda was intentionally taken out of the "natural" order. Therefore, the March 14, 8 a.m. meeting will include discussion of:

- What we're raising money for (basis of case statement and strategy)
- Organization and process (possible committees, schedule)
- Training (how and when to ask)

The next two meeting dates are March 14 and April 9, both at 8 a.m. at the Museum. We would also like to discuss with you the idea of having a meeting on April 27 in California, the morning after The Computer Bowl.

Thank you for your help.

Janice Del Sesto	ext. 378
Janet Walsh	ext. 333
Oliver Strimpel	ext. 330



# CONFIDENTIAL

## Working Capital Group Meeting, 3/1/91 Minutes

**Board members in attendance:** Gardner Hendrie, Gordon Bell, Gwen Bell, Dick Case, Dave Donaldson, Chuck House, Ted Johnson, Tony Pell, Irv Sitkin

**Staff members present:** Oliver Strimpel, Janice Del Sesto, Janet Walsh

**Consultant present:** Janet Cochran, The Charles Webb Company, Inc.

### **Agenda items to be discussed:**

Lead gift prospects and approaches

Campaign leadership

Use of Campaign funds

Campaign process: future agenda and frequency of meetings

### **Items discussed:**

#### **Corporate vs. individual campaign solicitations and gifts:**

A continuation of the discussion from the morning Board session addressed the issue of corporate vs. individual gifts. It was determined that both will play an important role in the Campaign and consideration should be given to appropriate (and different) strategies and presentations depending on the prospect type.

#### **Lead (early) gift prospects and approaches:**

A list of eighteen early gift prospects was reviewed and follow-up steps determined (see action items, enclosed).

#### **Campaign leadership:**

Hendrie and Strimpel reported on a small group meeting regarding Board and Campaign leadership.

The possibility of naming two national co-chairs (East Coast and West Coast) was raised and will be considered if appropriate individuals show interest in involvement in that capacity. It was pointed out that although there will likely be West and East Coast committees and that it might be easier to attract co-chairs whose primary responsibility would be to a certain geographic area, recruiting two complementary people and managing two equal chairs might prove difficult.

A list of Campaign leadership suggestions was reviewed and follow-up steps determined (see action items, enclosed).

#### **Suggested agenda items to be held for next meeting:**

Use of Campaign Funds: how much and for what?

Campaign process: future agenda and frequency of meetings

Campaign organization

Campaign procedures

JW: 3/4/91

Working Capital Group Meeting, 3/1/91  
Action Items

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EARLY SOLICITATIONS\*

Dave Chapman Walsh to put on future solicitation list

Ed de Castro Hendrie (?) to arrange breakfast or lunch with Ed for him and CG Bell during week of 4/4-11 (CG busy 4/5)

Reid Dennis Hendrie to invite to Computer Bowl

John Doerr and Ann Walsh (?) to send Kapor letter  
During March, CG Bell and G Bell to discuss \$100k gift, and strategy for and his participation in Gates ask

Doug Drane Walsh to put on future solicitation list

Ed Fredkin Walsh to schedule lunch for Strimpel and G Bell to solicit for \$500k on 3/14 or soon after

Bill Gates Walsh to send Kapor letter  
CG Bell and G Bell to discuss strategy and enlist help from Doerr and Joy(?), Strimpel to be third team member

Dick Greene Walsh to put on future solicitation list  
Sitkin to discuss Museum activities at meeting with Greene on 3/4  
Del Sesto to discuss 3/4 meeting with Sitkin on 3/6

Bill Joy Walsh to send Kapor letter  
Strimpel and CG Bell to solicit for \$1 million around Computer Bowl

Ken Olsen Strimpel (Walsh?) to call to follow up on letter inviting Olsen to visit the Museum and meet with Strimpel and Hendrie

Suhas Patil CG Bell and Strimpel to solicit for 10,000 shares of Cirrus stock around Computer Bowl

Bill Poduska Hendrie to call and arrange for him and Donaldson to meet with Poduska to discuss \$50k for annual operating and timing for discussion of a Campaign gift, and enlist his help with Waite

Dave Rodgers CG Bell to call and request \$?? gift

Jean Sammet Walsh to draft follow-up letter from Strimpel to confirm their discussion re: \$45k over 3 years (includes IBM matching)  
Staff and committee to consider \$50k naming opportunity that might interest Sammet

Paul Severino Hendrie to call and arrange for him and Donaldson to solicit for \$50k in June.

Ed Schwartz Walsh to put on future solicitation list

EARLY SOLICITATIONS (cont.)

Ron Smart Strimpel to arrange meeting for him and G Bell to solicit for \$20k before Smart departs for Australia

Charlie Waite Hendrie and Donaldson to discuss with Poduska the strategy, timing, and Poduska's possible help

\*Walsh to do complete research on all

CAMPAIGN CHAIRMAN

Primary Candidates:

Joel Birnbaum House to "test the waters" as possible West Coast co-chair

John Doyle House to "test the waters" as possible West Coast co-chair

Dean Morton House to "test the waters" as possible West Coast co-chair

Ross Perot Seligman to ask Hopper during week of 3/4 about approaching Perot

Tom Phillips Pell to discuss possible Board-level involvement (Board Chair?, Campaign Chair?) with Walter Palmer

Morris Tanenbaum Strimpel to ask Seligman about approaching him and inviting him to Museum when he's here in April, when she calls to report on Hopper discussion re: Perot

Not Campaign Chairman Candidates (further cultivate/involve):

Gardner Hendrie Walsh to remove from list at his request

Bill Hewlett Walsh to put on possible Honorary Campaign Committee list

Pat McGovern Walsh to remove from list per G Bell (McGovern not interested unless much larger campaign)

Not Discussed:

Erich Bloch Strimpel to ask Case about approaching Bloch

Walter Cahners (VP, Corporate Development)  
Walsh to add to local cultivation list with invitation for lunch with Strimpel

Les Vadasz Invited to be Breakfast Seminar speaker while at dinner with the Bells on 3/1; Oates working to confirm and arrange tour/meeting with Strimpel and G Bell after breakfast to discuss his possible involvement at leadership level

Bill Ziff Need to determine who on Board could approach

Board or Campaign Chairmen Suggestions

	Board	Cap Campaign
Vern Alden	x	
Lynda Bodman	x	
Erich Bloch	x	x
Cahners		x
John Cullinane		
<del>Gardner Hendrie</del>		x
Bill Hewlett		x
Dave Packard		x
Jack Kuehler		
Michael Leeds		
Pat McGovern		x
Andy Miller		
Ross Perot		(x)
Tom Phillips	x	x
Morris Tannenbaum		x
Dick Testa	x	
Les Vadasz		x
Bill Ziff		x
Charlie Zerket (ex Mitre)		
Roy Stoba		
Bob Goldman		
Sam Alperin (ex IBM)		
Dean Monton COO		
John Doyle ExVP of Planning		
Joel Birnbaum		

Suggestions Known to be Unavailable

John Doerr, William Gates, Steve Jobs, Mitch Kapor, Ken Olsen, Bill Poduska, John Scully, William Spencer, Steve Wozniak



# Computer Museum

300 Congress Street  
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

FAX TRANSMISSION COVER SHEET

Date: 3/4/91

To: Gardner Hendrie  
Sigma Partners

From: Janet Walsh  
The Computer Museum  
Fax (617) 426-2943  
Voice (617) 426-2800 extension 333

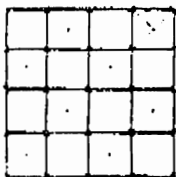
Number of pages (including this cover sheet) 4

Gardner-

Enclosed are materials we have prepared in follow up to Working Capital Group meeting.

Do you think it accurately reflects what was discussed? Anything you'd like to add?

Please FAX any changes or comments and I'll distribute to other attendees. Thanks - Janet



Working Capital Group Meeting, 3/1/91  
Minutes

Board members in attendance: Gardner Hendrie, Gordon Bell, Gwen Bell, Dick Case, Dave Donaldson, Chuck House, Ted Johnson, Tony Pell, Irv Sitkin

Staff members present: Oliver Strimpel, Janice Del Sesto, Janet Walsh

Consultant present: Janet Cochran, The Charles Webb Company, Inc.

Agenda items to be discussed:

Lead gift prospects and approaches

Campaign leadership

Use of Campaign funds

Campaign process: future agenda and frequency of meetings

Items discussed:

Corporate vs. individual campaign solicitations and gifts:

A continuation of the discussion from the morning Board session addressed the issue of corporate vs. individual gifts. It was determined that both will play an important role in the Campaign and consideration should be given to appropriate (and different) strategies and presentations depending on the prospect type.

Lead (early) gift prospects and approaches:

A list of eighteen early gift prospects was reviewed and follow-up steps determined (see action items, enclosed).

Campaign leadership:

Hendrie and Strimpel reported on a small group meeting regarding Board and Campaign leadership.

The possibility of naming two national co-chairs (East Coast and West Coast) was raised and will be considered if appropriate individuals show interest in involvement in that capacity. It was pointed out that although there will likely be West and East Coast committees and that it might be easier to attract co-chairs whose primary responsibility would be to a certain geographic area, recruiting two complementary people and managing two equal chairs might prove difficult.

A list of Campaign leadership suggestions was reviewed and follow-up steps determined (see action items, enclosed).

Suggested agenda items to be held for next meeting:

Use of Campaign Funds: how much and for what?

Campaign process: future agenda and frequency of meetings

Campaign organization

Campaign procedures

Working Capital Group Meeting, 3/1/91  
Action Items

Early Solicitations\*

Dave Chapman Walsh to put on future solicitation list

Ed de Castro Hendrie (?) to arrange breakfast or lunch with Ed for him and CG Bell during week of 4/4-11 (CG busy 4/5)

Reid Dennis Hendrie to invite to Computer Bowl

John Doerr and Ann Walsh (?) to send Kapor letter  
During March, CG Bell and G Bell to discuss \$100k gift, and strategy for and his participation in Gates ask

Doug Drane Walsh to put on future solicitation list

Ed Fredkin Walsh to schedule lunch for Strimpel and G Bell to solicit for \$500k on 3/14 or soon after

Bill Gates Walsh to send Kapor letter  
CG Bell and G Bell to discuss strategy and enlist help from Doerr and Joy(?), Strimpel to be third team member

Dick Greene Walsh to put on future solicitation list  
Sitkin to discuss Museum activities at meeting with Greene on 3/4  
Del Sesto to discuss 3/4 meeting with Sitkin on 3/6

Bill Joy Walsh to send Kapor letter  
Strimpel and CG Bell to solicit for \$1 million around Computer Bowl

Ken Olsen Strimpel (Walsh?) to call to follow up on letter inviting Olsen to visit the Museum and meet with Strimpel and Hendrie

Suhas Patil CG Bell and Strimpel to solicit for 10,000 shares of Citrus stock around Computer Bowl

Bill Poduska Hendrie to call and arrange for him and Donaldson to meet with Poduska to discuss \$50k for annual operating and timing for discussion of a Campaign gift, and enlist his help with Waite

Dave Rodgers CG Bell to call and request \$?? gift

Jean Sammet Walsh to draft follow-up letter from Strimpel to confirm their discussion re: \$45k over 3 years (includes IBM matching)  
Staff and committee to consider \$50k naming opportunity that might interest Sammet

Paul Severino Hendrie to call and arrange for him and Donaldson to solicit for \$50k

• Working Capital Group Meeting, 3/1/91  
Action Items  
Page Two

Early Solicitations (cont.)

Ed Schwartz Walsh to put on future solicitation list

Ron Smart Strimpel to arrange meeting for him and G Bell to solicit for \$20k

Charlie Waite Hendrie and Donaldson to discuss with Poduska the strategy, timing, and Poduska's possible help

\*Walsh to do complete research on all

Campaign Chairman

Joel Birnbaum House to "test the waters" as possible West Coast co-chair

Erich Bloch Strimpel to ask Case about approaching Bloch

Walter Cahners (VP, Corporate Development)  
Walsh to add to local cultivation list with invitation for lunch with Strimpel

John Doyle House to "test the waters" as possible West Coast co-chair

Gardner Hendrie Walsh to remove from list at his request

Bill Hewlett Walsh to put on possible Honorary Campaign Committee list

Pat McGovern Walsh to remove from list per G Bell (McGovern not interested unless much larger campaign)

Dean Morton House to "test the waters" as possible West Coast co-chair

Ross Perot Seligman to ask Hopper during week of 3/4 about approaching Perot

Tom Phillips Pell to discuss with Walter Palmer

Morris Tanenbaum Strimpel to ask Seligman about approaching him and inviting him to Museum when he's here in April, when she calls to report on Hopper discussion re: Perot

Les Vadass Agreed to do March Breakfast Seminar while at dinner with the Bells on 3/1; Oates to arrange for breakfast and meeting after breakfast  
Strimpel and G Bell to give tour of Museum following breakfast and discuss his possible involvement at leadership level

Bill Ziff Need to determine who on Board could approach

THE COMPUTER MUSEUM  
Monthly Action Plan  
March, 1991

-----  
What The Charles Webb Company will do

- 1a. Assist in preparation of NEH application  
draft for March 10 submission  
*Final due May 1*
- 1b. Begin preparation of final copy of NEH application
2. Write and present first draft of Case for Support
- 3a. Assist in the identification, rating, and  
solicitation of early gift prospects
- 3b. Advise on procedures for solicitation
4. Provide guidance on the selection and recruitment  
of campaign volunteer leadership
5. Revise and refine donor recognition opportunities
6. Advise on video presentation for campaign

-----  
What The Computer Museum will do

- 1a. Write and submit draft of NEH challenge grant  
application
- 1b. Begin revisions on NEH application, based on  
comments
2. Be available to consultant for research on  
Case for Support; edit first draft
- 3a. Identify, rate, cultivate, and solicit early gift  
prospects
- 3b. Determine standard procedures for solicitation  
calls
4. Recruit campaign volunteer leadership
5. Complete list of donor recognition opportunities
6. Contact potential volunteer video producer

-----  
Primary Goals

1. Submit draft of NEH application
2. Recruit campaign chairman
3. Begin solicitation of early gift prospects

# The Computer Museum

February 22, 1991

300 Congress Street  
Boston, MA 02210  
(617) 426-2800

Kenneth H. Olsen  
President and Chief Executive Officer  
Digital Equipment Corporation  
146 Main Street  
Maynard, Massachusetts 01754

Dear Ken:

You have played a pivotal role as founder of The Computer Museum. Through Digital's continuing involvement, the Museum is alive and well today. In the last year, we were the only Massachusetts cultural institution to show a significant increase in visitors, with 40% growth. Both earned and unearned revenues are at an all-time high. Gardner Hendrie, Chairman of the Board, and I would like you to come back to see the progress we've made, especially if you've not been here in the last year.

A highlight of the tour would be the Museum's **Walk-Through Computer**, the primary reason for the growth in visitors since June. This exhibit answers the public's question "How do computers work?" Digital provided significant advisory assistance, equipment and financial support to the project. I am enclosing a copy of The Walk-Through Computer educational video, financed by Intel, which extends the exhibit's impact to schools and families around the nation.

We can also show you the space under construction for a June opening of **People and Computers: Milestones of a Revolution**, our next major exhibition. **People and Computers** will present the history and social impact of computing since the 1930s; again, Digital is one of the corporate sponsors. As one of the exhibit's nine milestones, we are currently rebuilding part of Whirlwind. For the first time, the Museum has received major grants totalling \$325,000 from the National Endowment for the Humanities in support of this exhibition.

Another change in the last year was my appointment as Executive Director following a national search. It has been a busy and exciting time for me, culminating in the formation of a long-range strategic plan. If time permits, Gardner and I would like to share with you the hopes and vision embodied in this plan. I have already provided Nancy Dube with a copy for distribution to Digital's Contributions Committee. Although we know Nancy keeps you informed of our progress, we believe that as the Museum's founder you'd enjoy seeing firsthand how far it has come.

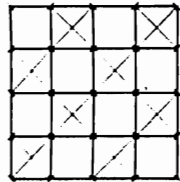
We're sure your time is limited, if you can't visit the Museum, we would like to visit you in Maynard to give you an update and answer any questions you might have. I will call your office soon to confirm your visit or schedule a meeting.

Sincerely,



Dr. Oliver Strimpel  
Executive Director

Enclosure



## Long-Range Planning Committee

### Board Members:

### Capital Working Group:

Bell, Gwen  
Donaldson ✓  
Hendrie ✓  
Johnson ✓  
Pell ✓

### Committees Chairs:

Exhibits: Hendrie  
Education: Ruopp ✓  
Collections: Bell ✓  
Marketing: Bodman ✓  
PR: Miller ✓  
Finance: McKenney/Petinella  
Development:

### Additional Members sought:

Case ✓  
House ✓  
Kapor ✓

Belove G  
Shatto G  
Cox G  
Poduska G

noon.  
early evening

Ropes & Grey

### Chair

Strimpel

### Staff

Del Sesto

### Consultant

Cochran (C. Webb Associates)

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN WORKING GROUP

March 27, 1991 8:00 a.m.

Agenda

1. Committee structure and volunteer recruitment
2. Overall campaign: goal and allocations of funds
3. Solicitation procedures
4. Outstanding and new assignments



CAMPAIGN VOLUNTEER PROSPECTS

Gene Amdahl  
Edward Belove  
Gordon Bell - lead gifts  
Gwen Bell  
Larry Brewster - corporate gift committee  
Richard Carpenter  
Dick Case - corporate gift committee  
Dave Chapman  
Bob Everett - corporate gift committee  
Richard Greene  
Gardner Hendrie  
Peter Hirshberg - major gifts  
Max Hopper - corporate gift committee  
Ted Johnson  
Dave Kaplan  
Mitch Kapur  
- Andy Miller - talk to to find out where he fits - good salesman  
Chris Morgan  
Laura Morse  
Suhaz Patil - major gifts  
Nick Pettinella - major gifts  
Bill Poduska - lead gifts  
Grant Saviers  
Paul Severino - major gifts  
Hal Shear  
Michael Simmons - corporate gift committee  
Irv Sitkin  
Ron Smart

Tony Pell  
set up with  
Andy

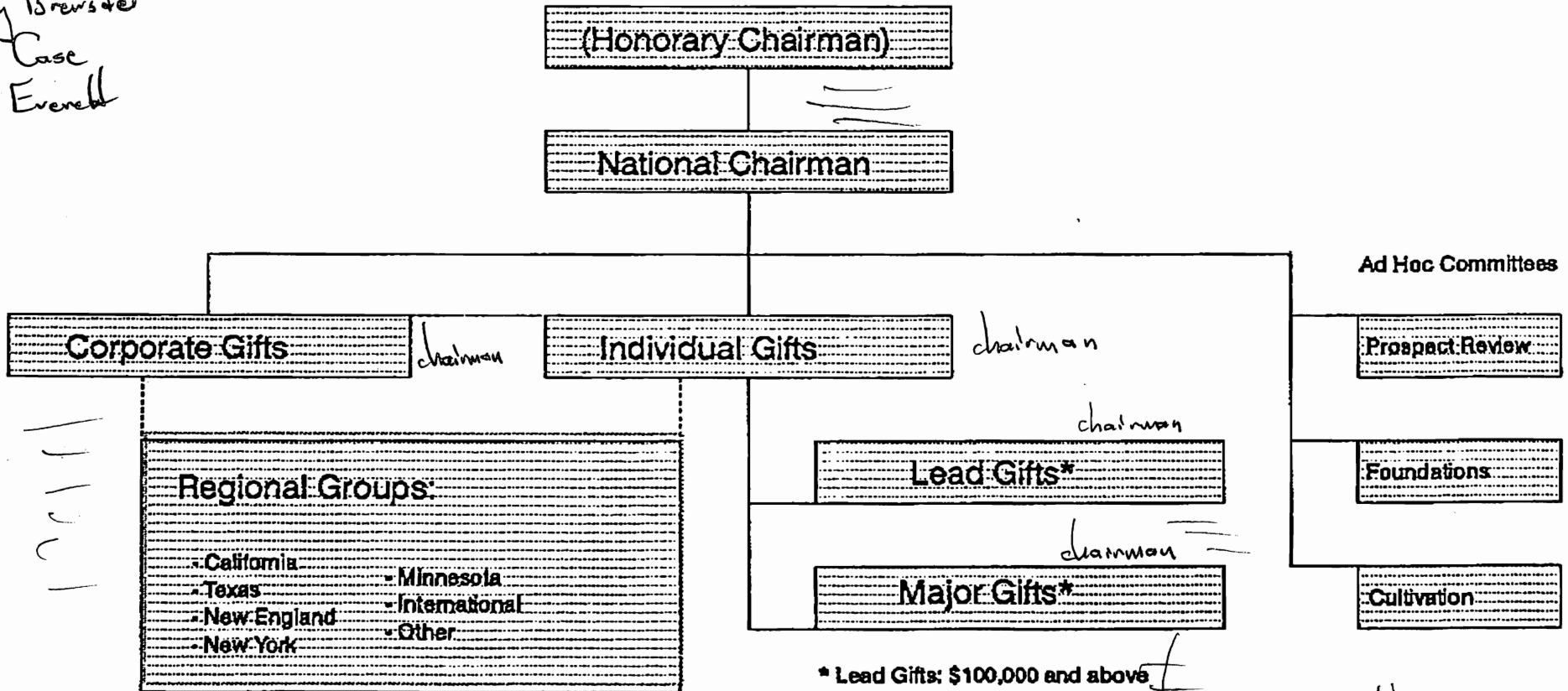
Other volunteer prospects:

Erich Bloch  
Owen Brown  
Glenda Cudaback  
John Doerr  
Patrick and Nancy Forster  
Bob and Robyn Metcalfe  
Ken Morse  
Susan Parrish  
H. Ross Perot  
Dave and Linda Rodgers  
Bill Spencer  
Win Handle - lead gifts  
Chuck House  
Sam Alpernt

# The Computer Museum Capital Campaign

Discussion Draft: 3/26/91

Lanny Brewster  
Dick Case  
Bob Everett



\* Lead Gifts: \$100,000 and above  
Major Gifts: under \$100,000

*Peter Hirschberg*

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN

GIFT TABLE

1 gift of	\$2,500,000	will produce	\$2,500,000
1 gift of	1,000,000	will produce	1,000,000
3 gifts of	500,000	will produce	1,500,000
5 gifts of	100,000	will produce	500,000
<hr/>			
10 gifts will produce over 50% of the goal			\$5,500,000
<hr/>			
10 gifts of	50,000	will produce	500,000
25 gifts of	20,000	will produce	500,000
55 gifts of	10,000	will produce	550,000
<hr/>			
90 gifts will produce			3,550,000
<hr/>			
Top 100 gifts will produce over 90% of the goal			\$7,050,000
<hr/>			
Numerous smaller gifts will produce			450,000
<hr/>			
		GRAND TOTAL	\$7,500,000

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN

GIFT TABLE

	2 gifts of	\$1,000,000	will produce	\$2,000,000
	3 gifts of	500,000	will produce	1,500,000
	5 gifts of	250,000	will produce	1,250,000
<hr/>				
	10 gifts will produce over 50% of the goal			\$4,750,000
<hr/>				
	7 gifts of	\$100,000	will produce	\$700,000
83 {	10 gifts of	50,000	will produce	500,000
	25 gifts of	25,000	will produce	625,000
	48 gifts of	10,000	will produce	480,000
	<hr/>			
	90 gifts will produce			\$2,305,000
<hr/>				
	Top 100 gifts will produce over 90% of the goal			\$7,055,000
<hr/>				
	50 - 100 gifts of less than \$10,000 will produce			\$445,000
<hr/>				
				GRAND TOTAL
				\$7,500,000
<hr/>				
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Average number of solicitation calls per gift: 5

Minimum number of calls needed to achieve goal: 1,000

LOCAL CULTIVATION LIST as of 3/26/91

<u>NAME</u>	<u>COMPANY/ASSOCIATION</u>	<u>STAFF FOLLOW UP</u>
		NOTE: Now all by phone call
Howard Anderson	the Yankee Group	
J. P. Barger	Dynatech	Walsh
Dave Boucher	Interleaf	Oates
Frank Burge	Cahners Publishing	Oates/Bell?
Maryann Burke	Liberty Mutual	
Jeffrey Buzen	BGS Systems, Inc.	Oates
Walter Cahners	Cahners Publishing	Oates/Bell
Ian Cheeseman	with Greenberg	Oates (separately)
? Chiofaro	International Place	Walsh to research
Jack Connors	Hill-Holiday Advertising	Walsh
Peter Dawkins	Bain & Co.	Oates
Lou Doctor	consultant in Concord	
Dave Dotlich	Bull HN	Walsh
Paul Duncan	Reebok International (and BGS)	Oates
Don Federson	Charles River Venture	Walsh
Howard Foley	Mass. High Tech Council	Walsh
Robert Fulford	Varian	Oates
Sam Geisberg	Parametric Technology	Walsh/Bell?
Robert Goldberg	Sloan School (and BGS)	Oates
Bob Goldman	AI Corp. (call Michael Moody first)	Bell
Bernard Gordon	Analogic	Oates
Richard Grady	Liberty Mutual	
Arthur Greenberg	Systems Peripherals	Oates (separately)
Bruce Henderson	Matrix USA	Oates
Yasu Higushi	Matsushita (student at HBS)	Oates
Ron Homer	Boston Ballet (Board Pres.)	Walsh
Horace Irvine	HADCO	Walsh
Hisao Kanai	NEC Corporation	Walsh (separately)
Ed Kramer	Thinking Machines	Oates (AFTER BOWL)
S. Robert Levine	Cabletron	Oates
Laurance Liebson	Xyvision	
Justus Lowe, Jr.	SofTech, Inc.	
Tom Mattia	Hill & Knowlton	Oates
Robert McCabe	Pilot Capital	Walsh
Al Palladino	v.c. firm	Walsh to research
Neil Pappalardo	MEDITECH (wait for PAC opening)	Walsh (separately)
Dick Pascal	SSA (get Dick to bring his Pres.)	Walsh
John Paul	Nixdorf (Siemens)	Bell to call first
Charles Peters	General Radio	Walsh
Jim Pitts	Bain & Co. (role at Children's?)	Oates
Fred Putnam	LabTech	Oates/Bell?
Ben Rosen	Sevin Rosen Management	Walsh (separately)
Bruce Rosserly	Boston, Arts/Cultural Affairs	Walsh
Ed Rudman	Pell, Rudman	Walsh to ask Tony
Harold Schwenk	BGS Systems, Inc.	Oates
David Seuss	Spinnaker Software	Johnson?
Ronald Skates	Data General	Oates
William R. Smart	Cambridge Strategic Mgmt.	Walsh
Ray Stata	Analog Devices	Walsh
David Stone	Digital Equipment Corp.	Walsh
Bill Thurston	General Radio (retired)	Walsh
Sidney Topol	Scientific-Atlanta (at Harvard)	Walsh - letter
Alan Wallach	Synernetics	Walsh
Steven Walske	Parametric Technology	Walsh/Bell?
? new editor	Boston Magazine	Walsh to research
?	Intermetrics	Check w/Nick
?	World Trade Center	Walsh to research

THE COMPUTER MUSEUM  
Mitch Kapor California Cultivation Event on April 27, 1991  
Invitees

John A. Armstrong, IBM Corporation  
Andy Bechtolsheim, Sun Microsystems, Inc.  
Joel S. Birnbaum, Hewlett-Packard Company  
John Seely Brown, Xerox Palo Alto Research Center  
Owen Brown  
James E. Clark, AT&T Computer Systems  
James H. Clark, Silicon Graphics Inc.  
Arthur Collmeyer, Weitek Corp.  
Finis Conner, Conner Peripherals, Inc.  
John and Ann Doerr  
Samuel H. Fuller, Digital Equipment Corporation  
Jean-Louis Gasse, Be Labs  
Bill Gates, Microsoft Corp.  
Charles M. Geschke, Adobe Systems Inc.  
Prabu Goel, Cadence Design Systems  
William R. Hambrecht, Hambrecht & Quist  
Trip Hawkins, Electronic Arts  
William R. Hearst III, The San Francisco Examiner  
Andrew Heller, HaL Computer Systems  
David House, Intel Corp.  
Steven Jobs, NeXT Inc.  
Vinod Khosla, Kleiner Perkins Caufield and Byers  
David E. Liddle, Metaphor Computer Systems  
Pat McGovern and Lore Harpe  
Regis McKenna, Regis McKenna Inc.  
Scott McNealy, Sun Microsystems, Inc.  
Dr. and Mrs. Thomas McWilliams  
Dr. Carver Mead, California Institute of Technology  
Steven L. Merrill, Merrill, Pickard, Anderson and Eyre  
Robert and Robyn Metcalfe  
Gordon Moore, Intel Corp.  
Kenneth Oshman, Echelon  
Max Palevsky  
Thomas J. Perkins, Kleiner Perkins Caufield and Byers  
William Perry, Hambrecht & Quist  
Casey Powell, Sequent Computer Systems  
Ruthann Quindlen, Alex Brown & Sons, Inc.  
Arthur Rock, Arthur Rock & Company  
Dr. Harry Saal, Network General Corp.  
Enzo Torresi, NetFrame Systems Inc.  
James Treybig, Tandem Computers, Inc.  
Charles and Angela Waite  
Robert Wall, Cowen & Co.  
John Warnock, Adobe Systems Inc.  
Delbert Yocam, formerly with Apple

Note: Some Museum Board members and staff will also attend.

THE COMPUTER MUSEUM  
Mitch Kapor Boston Cultivation Dinner on May 14, 1991  
Invitees

Sheldon Adelson, The Interface Group  
Vernon Alden, Massachusetts Business Development Council  
Michel Bloch, Groupe Bull  
Henry Burkhardt, Kendall Square Research  
John Cullinane, Cullinane Group  
John Cunningham, Unitech Software  
Alex d'Arbeloff, Teradyne  
Ed de Castro, formerly Data General  
Paul Ferri  
Bill Foster, Stratus Computer  
George Hatsopoulos, Thermo-Electron  
Bob Henderson, Greylock Management  
Win Hindle, Digital Equipment Corp.  
Bill Koch  
Bill Lohse, Ziff-Davis Publishing  
Dave Mahoney, Banyan Systems  
Jim Manzi, Lotus Development  
Pat McGovern, International Data Group  
Russ Planitzer, J.H. Whitney & Co.  
Mort Rosenthal, Corporate Software Inc.  
Jack Smith, Digital Equipment Corp.  
Ray Stata, Analog Devices  
William Taylor, Globe Publishing  
Dick Testa, Testa Hurwitz & Thibeault  
Paul Tsongas, Foley Hoag & Eliot  
Philippe Villars, founder of Computervision  
Fred Wang, Wang Laboratories  
Bill Ziff, Ziff-Davis Publishing

Note: Some Museum Board members and staff will also attend.

Working Capital Group Meeting, 3/27/91  
Status of Previous Action Items

EARLY SOLICITATIONS\*

Ed de Castro	Hendrie arranging breakfast/lunch with Ed for Hendrie and CG Bell during week of 4/4-11
Reid Dennis	Hendrie will call to personally invite to Computer Bowl after Bowl invitations are sent
John Doerr and Ann	Kapor sent letter; CG Bell and G Bell to schedule \$100k solicitation during Computer Bowl week
Ed Fredkin	Sue Johnson scheduling lunch for Strimpel and G Bell to solicit for \$500k
Bill Gates	Kapor sent letter and spoke to Gates about involvement and campaign gift; Strimpel spoke to Kapor about strategy; Walsh to prepare packet of materials and schedule meeting for Kapor, CG Bell and Strimpel to solicit for \$250k (not Campaign gift) on day of Computer Bowl
Dick Greene	Sitkin to discuss Museum activities at 3/4 meeting with Greene; Del Sesto calling Sitkin for report on that meeting
Bill Joy	Kapor sent letter; Walsh to schedule meeting for Strimpel and CG Bell to solicit for \$1 million around Computer Bowl
Ken Olsen	Declined Museum visit or meeting with Strimpel and Hendrie for now, asked to be called again in the fall
Suhas Patil	CG Bell to schedule meeting for CG Bell and Strimpel to solicit for 10,000 shares of Cirrus stock around Computer Bowl
Bill Poduska	Hendrie to call and arrange for Hendrie and Donaldson to meet with Poduska re: \$50k for annual operating and, if appropriate, timing for discussion of a Campaign gift, and enlist his help with Waite
Dave Rodgers	CG Bell to call and request \$?? gift
Jean Sammet	Strimpel sent follow-up letter to confirm their discussion re: \$45k over 3 years (includes IBM matching)
Paul Severino	In June, Hendrie to call and arrange for Hendrie and Donaldson to solicit for \$50k.
Ron Smart	Strimpel and G Bell solicited for \$20k; Smart declined but offered to help with other DEC executives.
Charlie Waite	Hendrie and Donaldson to discuss with Poduska the strategy, timing, and Poduska's possible help

\*Walsh: research in progress (de Castro, Doerr, Gates, Joy first)





# The Charles Webb Company, Inc.

Fund-Raising Counsel

Suite 304  
1133 Broadway  
New York, N.Y. 10010  
(212) 691-1055  
Fax: (212) 627-2113

FAX NUMBER: (212) 627-2113

FAX TRANSMITTAL FORM

TO: Gardner Hendrie

FROM: Just Cochran

DATE: 3/26/91

NUMBER OF PAGES (including this page): 2

MESSAGE:

# The Charles Webb Company, Inc.

Fund-Raising Counsel

Suite 304  
1100 Broadway  
New York, N.Y. 10010  
(212) 691-1055  
Fax: (212) 627-2113

## MEMORANDUM

TO: Gardner Hendrie  
FROM: Janet Cochran  
DATE: 3/26/91  
RE: Meeting agenda for 3/27

---

I'm sorry I missed you yesterday and hope we have a chance to touch base today. I have discussed the agenda below with Jan Del Sesto and Oliver Strimpel. What are your thoughts on it?

1. Review overall campaign
  - a. size of goal
  - b. allocation of funds
  - c. general campaign strategies
2. Committees and volunteers
  - a. national campaign structure
  - b. names of candidates for leadership positions
  - c. schedule for recruiting volunteers
3. Solicitation procedures
  - a. materials for solicitation
  - b. coordination through development office
  - c. how to ask
4. Outstanding and new assignments

My main objectives are to reach agreement on these issues, particularly what we are asking for, why, and how to get to the right people. Point #3 is important just to make sure that everyone follows the same procedure and nothing is done out of schedule or without Jan's involvement. Do you want to chair the meeting or would you like me to?

I have heard back from both Jan and Gwen about Mitch Kapor's conversation with Bill Gates. I think this shows that just because a person has money there is no guarantee that she or he is ready to give it away unless there is some personal involvement or incentive. I worry a lot about asks being made prematurely before donors really feel direct responsibility toward the Museum. We can discuss this more tomorrow if you like.

I will be in my office (212/691-1055) all day. Please call when you have a chance. Thanks.

THE COMPUTER MUSEUM  
CAPITAL CAMPAIGN

GOAL: \$7.5 million (includes \$2.5-million corporate gift for debt retirement)

ALLOCATION OF FUNDS: unrestricted endowment \$4,250,000  
debt retirement 2,500,000  
fund-raising costs (10%) 750,000

SOURCES OF FUNDS: individuals \$2,500,000  
corporations 3,250,000  
foundations 750,000  
government 1,000,000

SOLICITATION TIMETABLE: March 1991 - June 1994

DONOR RECOGNITION: Permanent naming of collections  
Program endowments  
Endowed chairs (director, curatorial)

STRATEGIES: 1. solicit large and "close" prospects first, including the Board  
2. use regional groups to cultivate and solicit prospects  
3. encourage personal involvement with Museum -- volunteer or Board position, visit, Bowl  
4. discuss Museum's real needs candidly with donors; explain desire to establish an endowment of more than \$5 million and the fact that large gifts are needed early in order to establish momentum and validate a higher goal

SOLICITATION MATERIALS: case for support  
long-range plan  
named gift opportunities  
video presentation  
gift table

VOLUNTEER RESPONSIBILITIES:

National Chairman: serve as a leader and spokesperson  
chair committee meetings  
make a generous gift  
solicit gifts  
recruit and encourage other volunteers  
work closely with development office

Other committees: identify prospects  
serve as an ambassador/spokesperson  
attend meetings  
make solicitations

**CONFIDENTIAL****THE COMPUTER MUSEUM  
CONFIDENTIAL PROSPECT PROFILE****Edward J. (Ed) Belove**

home: 1715 Cambridge Street  
 Cambridge, Massachusetts 02138  
 phone: (617) 492-5048

Biographical Information

- age 40
- undergraduate degree, Harvard, 1972
- married (wife, Laura Roberts, heads New England Museum Association)

Professional History

- 1985-91, Vice President of Corporate Research and Development, Lotus Development Corporation
- At Lotus, worked on Agenda, a personal-information manager; Magellan, a utility program; Improv, spreadsheet for NeXT Computer's workstation.
- Previous work experience as founder and Vice President of Development, Microcom Inc. and ten years with Data General Corporation.

Indicators of Wealth

- Lotus Development Corporation - not currently listed among the principal shareholders; historical research pending; sources indicate he had significant salary and stock package at Lotus
- Data General - not currently listed among the principal shareholders; historical research pending
- Microcom - sources indicate Belove left Microcom with close to \$5 million
- Estimated net worth - sources indicate he is worth less than \$10 million but more than \$6 million and could live on "past success"; has not used past revenues to invest in new ventures.
- Sources indicate that Belove and Roberts live comfortably but modestly in their home near Harvard Square; nicely furnished and decorated with original works of art.

TCM Affiliation

- 1990 to present, Board of Directors
- 1990 to present, Exhibits Committee
- will assist in fundraising for Tools 'N Toys: Exploring the Personal Computer
- was strong Museum advocate at Lotus -- responsible for getting \$50,000 corporate sponsorship for People and Computers exhibition

Possible Solicitors

Gardner Hendrie  
 Tony Pell  
 Oliver Strimpel

TCM Personal Giving History

04/19/91	\$ 250	Computer Bowl 1991
12/28/90	1,000	Annual Fund 1991
EST. TOTAL	\$ 1,250	

**CONFIDENTIAL****Confidential Prospect Profile****Edward J. Belove****Page Two****TCM Corporate Giving History (Lotus)**

06/03/91	\$ 3,000	Corporate membership
01/10/91	50,000	Project support (People and Computers)
06/13/90	3,000	Corporate membership
05/02/90	25,000	Project support (The Walk-Through Computer)
05/05/89	1,000	Corporate membership
08/11/87	1,000	Corporate membership
01/07/86	3,000	Corporate Membership
EST. TOTAL	<u>\$86,000</u>	

**Other Giving**

- **Harvard College** - has given only about \$50 to alma mater but is considered a major gift prospect there; next year will be his 20th reunion year.

**Next Step**

**7/26/91** Pell and Hendrie to solicit for Board Campaign gift

**Sources:** Board files/Development files; Database; Boston Globe, 2/14/91; various individual sources in confidence.

**JW: 7/26/91**

**CONFIDENTIAL**

**PROSPECT:** EDWARD (ED) BELOVE

**SOLICITORS:** Pell, Hendrie

**DATE:** July 26, 1991 at 1:30 p.m.

**LOCATION:** Computer Museum, 5th floor conference room

**ASK AMOUNT:** \$100,000 (unrestricted)

**PURPOSE:** Endowment

**NAMING OPPS:** Do not believe he will be interested in "naming"

**COMMENTS:**

Ed and his wife Laura are both conservative and lead a modest life style. They sail for pleasure and are involved in cultural organizations. (Laura heads the New England Museum Association and has a background and interest in unusual or different organizations and museums especially those that are historical). Ed commands respect in the industry and is said to have done quite well both as a founder of Microcom and while at Lotus.

They have commented on several occasions that they "do not have to work" but prefer to be professionally and intellectually challenged. They are quiet understated people. Laura is well liked in the cultural community and is the kind of person who is always helping others. They have both stated that they are personally committed to the nonprofit community. She has been involved in Radcliffe alumni activities which indicates that she must also be a supporter of and fundraiser for Radcliffe. Laura and Ed undoubtedly understand how critical it is that an institution's own Board show significant support before expecting "outside" support. Ed has also shown his belief in and understanding of the value of corporate association with the Museum through his advocacy while at Lotus.

Those interviewed in confidence believe he is capable of a \$100,000 gift and we should ask for that amount. We should accept no less than \$25,000. Mitch, in confidential screening, felt that \$50,000 to \$75,000 is an appropriate gift from him and said that Ed is a "good guy" when it comes to philanthropy.

This is a capital campaign; he is on the Board; and he knows that those committed to the institution should be expected to make the Museum a giving priority and "stretch" themselves with a generous gift.



**CONFIDENTIAL**

**SOLICITATION SCENARIO:**

After the usual "small talk" exchanging business and personal information the conversation should be turned to the Campaign and the subject at hand.

**Hendrie:** Thanks Ed again for coming in to talk to them about the Campaign.

Goes on to report that we have the Chairs for the various committees all in place now with Zraket's recent commitment to Chair the Corporate Committee

**Pell:** Reports that discussion with the Board members is underway and on target at the moment and that the goal is to have everyone's pledge in place by the November 7 meeting with as many first payments (on multi-year pledges) in the door as possible.

Reports that \$340,527 has been committed to date and that \$331,000 is still pending in requests. Talks about the importance of this in terms of the DEC Challenge to the Board, and in terms of enabling us to begin soliciting "outsiders".

**Hendrie:** Acknowledges that Ed is familiar with the Museum, was involved in the long range planning process and, therefore, does not need to hear the standard pitch about the importance of the Campaign to the Museum's future.

Talks about the significant changes he's seen in just the last few years i.e., the balanced budget, the success with exhibit development, the expanded base of support from individuals, corporations, government agencies and foundations that now recognize the Museum.

Talks about his personal belief in the importance of the establishment of an endowment for the Museum. Describes the Museum as an underfunded "start up". Now it has demonstrated that it can draw an audience, develop a following, and fulfill its mission to preserve history and educate the public. That it must finally be "bank rolled" with an endowment established with support from those who, like Ed and Gardner, have benefitted as a result of their involvement in the industry.

**Pell:** Talks about Ed's and Laura's knowledge of the Museum's commitment to the non-profit community and acknowledges Ed's understanding of the importance that Board members demonstrate through their strong commitment.

Asks Ed if he would be willing to contribute \$100,000 to the Museum.



**CONFIDENTIAL**

NOTE TO: Pell and Hendric.

You must remember to WAIT during the seemingly endless silence that will likely follow before Ed responds.

This is when you begin to "play it by ear" with certain guidelines about response. It could, for instance, turn into a negotiating session, or a discussion of how his money might be used, or what he might "name" for that money (you'll have the naming opportunities there). Remember the most desirable gift is an unrestricted one (which we would likely put into endowment).

Be sure that it is Ed who is the first to break the silence and try to get a commitment of an acceptable figure and payment schedule before he leaves. If he suggests a figure less than \$25K tell him it's important to the success of the Campaign that his gift be in the range of others of his stature and success in the industry, otherwise it could have the impact of lowering the size of many other gifts. Tell him you'd like him to think some more about it.

If he and Laura have not already decided on an amount and he says he needs more time to consider or discuss this, then ask him when you can expect his answer. Give him a pledge card (required by auditors).

Since you haven't worked together as a solicitation team yet (and Gardner, you have not yet had your formal Campaign solicitation training), you should try to have a few words with each other to be sure you're both comfortable with the above scenario and/or agree upon the proposed changes and role you each play.

GOOD LUCK TO YOU!!!

# The Capital Campaign for The Computer Museum

## Named Gift Opportunities

The Computer Museum Capital Campaign offers a range of opportunities to recognize gifts in tribute to either the donor or a relative, friend, or colleague. In keeping with the Museum's independent status, naming opportunities are offered in honor of individuals and families rather than corporate donors. The amounts listed here do not necessarily reflect the actual cost of the particular selection, and therefore only a few of the selections represent restricted endowment funds\*. Desirability, together with programmatic or maintenance costs, have been taken into consideration in establishing the dollar amount assigned to each selection.

### The Building

Galleries (total of four)	\$1,000,000
Auditorium	\$500,000
Learning Center	\$500,000
Ground Floor Lobby	\$250,000
Museum Store	\$250,000
Elevator	\$250,000
Conference Rooms (two)	\$100,000
Director's Office	\$100,000

### Collections

Library	\$1,000,000
Curator*	\$1,000,000
Computer Architecture Collection	\$500,000
Personal Computer Collection	\$500,000
Super Computer Collection	\$500,000
Integrated Circuit Collection	\$500,000
Computer Graphics Collection	\$250,000
Calculator Collection	\$250,000
Robotics Collection	\$250,000
Computer Memory and Storage Collection	\$250,000
Film and Video Collection	\$250,000
Document Collection	\$100,000
Computer Games Collection	\$100,000
Computer Printer Collection	\$100,000
Computer Communications Collection	\$100,000
Computer Manufacturing Collection	\$100,000

### Education Programs

Director of Education*	\$1,000,000
Lectures and Programs	\$500,000
Internships*	\$100,000

### Exhibits

Director of Exhibits	\$1,000,000
Exhibits Enhancement*	\$1,000,000