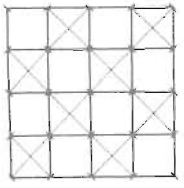
The
Computer
Museum

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

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
January 11, 1994
8:00 a.m. - 10:00 a.m.

1. Operations Update
2. Computer Museum Book Series
3. Nominating Committee Report
4. Discussion of How to Increase Individual and Corporate Membership
5. Discussion of Agenda for Board of Trustees Meeting
6. Strategic Planning



The Computer Museum

BOARD OF TRUSTEES MEETING
February 11 1994
8:30 a.m. - 12:00 p.m.

Draft Agenda

8:30	Call to Order of Meeting of the Members of the Corporation
	Election of Members to the Board of Trustees
	Meeting Adjourns
8:40	Call to Order of Meeting of the Board of Trustees
	Election of Members of the Board of Overseers
	Museum Operations Update
	The Networked Society Committee Report
	Education Committee Report
	Development Report
	Collections Report
10:30	Break with Tour of Collections Spaces
	Strategic Plan—Discussion based on first draft of plan
12:00	Meeting Adjourns

Lunch

BUILDING SCENARIOS

Scenario One outlines the options for remaining in Museum Wharf and explores two possible building expansions at the existing site. Scenario Two takes as its premise that a new site is needed.

Scenario One: Museum Stays in Museum Wharf Through 2004

Plan A: No Expansion

After *The Networked Society* opens in November 1994, all exhibit and educational programming space will be fully developed. New exhibits will need to replace existing exhibits.

Up to 4,000 square feet (sf) of additional public space could be created if Museum collections storage areas and some offices were moved offsite. This would allow space for one major new gallery, or allow for a small gallery and a space for education programming.

In this scenario, the Museum must focus on expanding its impact and reach through outreach and offsite activities including: the development and distribution of educational materials, traveling exhibits, and the exploitation of global networks. Further expansion includes enhanced exhibit sales and merchandising. The proportion of resources applied offsite increases each year.

The impact and scope of the Museum's outreach would be enhanced by entering into collaborative relationships with other organizations, such as museums, schools, and community organizations.

Advantages:

- Museum already owns the building
- Concentrate on programs with national and international reach
- Central downtown site with access by public transportation
- Area improving with Couthouse and new public transportation
- Location awareness built up over ten years

Disadvantages:

- Exhibit scope limited by ceiling heights, space
- Attendance limit is approximately 175,000 visitors/year; school group visitation limited to about to about 35,000/year
- Artery work and limited parking make car access difficult
- Museum Wharf is not a landmark unless Wave is built
- Limited synergy with Children's Museum and confusion as to Museum's identity & location
- Space does not attract high prestige or large-scale functions and events

Plan B: Museum Wharf Expansion: Seventh Floor

A seventh floor could be built on the roof offering up to 20,000 sf, increasing the Museum's total square footage by one third. (Total space increases from 44,000sf to 64,000sf; program space increases from 24,000sf to 38,000sf.)

A second elevator would be needed to increase the Museum's attendance capacity. With two elevators and 33% more floor space, attendance capacity could increase 33% to about 250,000 people per annum.

Advantages

- Provides some scope for custom-designed spaces, both for public and for other museum constituencies
- Additional space offers Museum more scope without the need to move
- Central downtown site with access by public transportation
- Area improving with Couthouse and new public transportation
- Continuity: build on site awareness built up over ten years

Disadvantages

- Entire building may need costly earthquake-proofing
- Access: artery work and limited parking make car access difficult
- Site: limited synergy with Children's Museum and confusion as to Museum's identity & location; need to fit with Museum Wharf building and Wave is limiting
- Further onsite expansion is very limited

Plan C: Museum Wharf Expansion: Building on the Apron

Currently planned for the Museum's apron is a four story-high "Wave" entrance foyer. The Wave serves as a landmark and expanded foyer but does not provide additional program space.

In the event that the Wave is not built, another possible expansion could take place on the apron which could accommodate a state-of-the-art, modern function room/auditorium, offices, board room, and other facilities. This would vacate approximately 8,000 square feet in the main building for additional gallery space. A plan for a multi-purpose auditorium and office building was created in 1985-6 jointly with The Children's Museum.

An expansion on the apron would offer an additional 10,000sf, bringing the Museum's total space to 54,000sf, an increase of about 20%. Program space would increase 33% but with no additional elevator, attendance capacity would increase only to about 200,000 per annum. A second elevator would increase capacity to approximately 230,000 per annum.

Advantages

- New space could offer facilities to allow greater range of public programs, and private functions
- Additional public space allows Museum to grow without moving
- Apron building could be designed to be a landmark
- Central downtown site with access by public transportation
- Federal courthouse expected to improve the area
- Continuity: build on site awareness built up over ten years

Disadvantages

- No apron construction is possible if Wave is built
- Site is shared with Children's Museum which may have other priorities
- Access: artery work and limited parking make car access difficult
- Further onsite expansion is limited

Scenario Two: Move out of Museum Wharf As Quickly as Possible.

In this scenario, the Museum decides that its mission would be best served if it moved its primary site to a new location. Desired characteristics of a new site and building are attached.

The Museum would need to identify one or more partners, either public or private, in order to acquire a new site and building. A public partner could be a local government; a private partner could be a conference center/developer. The partner would provide the site and major financing in exchange for the attraction of The Computer Museum and tax benefits.

Partners can be sought through a public call for partners as in the case of the San Jose Tech and the Charles Babbage Institute. Alternatively, the Museum can make private approaches to government agencies and private developers.

Board-level champions are needed to pursue this scenario via public or private approaches to potential partners.

Advantages

- Custom building would be a landmark, give Museum clearer identity
- Program possibilities greatly enlarged
- Major increase in size of audience served
- Major PR opportunities

Challenges

- Requires identification of appropriate partner(s)
- Requires major capital campaign
- Museum must re-establish identity in new location

The Computer Museum—Desired Characteristics of a New Building

Location

The Computer Museum should be sited in a major metropolitan area and tourist destination. A scenic location and proximity to a center of high technology industry and to world class universities are important. A state or city government interested in supporting the Museum would be a major asset. Public transportation and ample parking are essential for easy access.

Exterior Image

The building should be landmark—a distinctive and highly original construction that denotes a world-class destination. It should be kinetic, and contemporary or even futuristic in style, with an intimate and comfortable feel. The building's connections to global information highways should be an architectural feature. The building's site should allow for phased expansion.

Space around the building should make people feel welcomed and at home. Places to sit and observe should be interspersed with interactive sculptures, exhibits, retail kiosks, and plants.

Education Facilities

Education programs should be integrated into the exhibit spaces. Exhibit spaces should be equipped with demonstration and performance areas.

Specialized spaces are required for students and teachers in classroom and Clubhouse settings. In addition a resource center for adults and kids together with a library for adults and teachers is needed. A multi-function auditorium seating 250 people is required for lectures, performances, and demonstrations.

A studio for the production of digital music and video should be installed for use by students, participants in workshops or courses, and for artists acting as mentors for Clubhouse participants.

Exhibit Requirements

The exhibit hall layout should permit visitors to find their way round easily and offer spaces for orientation and introductory displays. Stimulating exhibit spaces should alternate with spaces for rest, but all spaces should speak to the Museum's theme.

Flexible, configurable gallery space is needed, offering spaces of varying proportions. Some exhibits will require majestic halls, with tall ceilings (such as the Walk-through Computer) ; others will need small, intimate galleries (such as immersive virtual worlds). Galleries should permit discovery by the visitor as he or she explores the Museum.

Spaces should permit the display of exhibits that range from science to art, from technology to computers in every day life. Galleries will need variety to match exhibits that cater both for a very broad audience as well as audiences with special interests.

Other exhibit needs include a video editing studio (which could also be used with education programs), an exhibit evaluation lab, a staging area for new exhibits and an exhibit storage area.

Visitor Amenities

The Museum should be able to comfortably accommodate up to 5,000 people a day, corresponding to an approximate annual visitation of 500,000. Wherever possible, visitor amenities should, in addition to being highly functional, be in and of themselves exhibits. For example ticketing can reveal the role of the computer; phones and network connections should be revealed and explained; HVAC systems can be visibly computer controlled.

The lobby, reception and orientation area needs to be welcoming and should include a secure coat check and briefcase storage space. The entry area should allow for members to be given "fast lane" access.

Visitors should enter and exit adjacent to the Museum Store which should be highly visible from the outside of the building. The store should be designed to look like an exhibit, offering intriguing displays for those entering the Museum as well as people spending time outside.

Other amenities should include a members' room, food service, and library. The entire building must be fully disabled accessible.

The building should be "wired" with full provision for high bandwidth network connections throughout offices, galleries, and public spaces. This also should include the ability to connect with wireless links to hand-held devices issued to visitors.

A building-wide directional signeage system should be integrated into the design.

Further amenities including teleconferencing capabilities and infant child care could be made available if the Museum was affiliated to a conference center or hotel.

Collections

Good access to the Museum's collections is desirable. Storage spaces should be organized to allow interested parties, such as history of technology scholars, to view and study the collections with ease. Specialized storage requirements include climate control for artifacts and paper documentation, as well as facilities for video and digital storage.

Significant components of the collections will be used in the Museum's exhibits. Other items will be showcased in the Hall of Fame exhibit. Impressive and aesthetic items should be displayed in a special function room, offering the Museum a highly distinctive space in which to host Museum as well as corporate and private functions.

Research

A library for use of scholars and staff is needed.

An exhibit lab is required for the development and evaluation of exhibits and for researching the effectiveness of certain computer-based technologies for learning. Many of these projects are likely to be performed in collaboration with universities. The lab should be accessible by visitors, and include provision for exhibits on the research under way.

The Museum needs a dedicated feedback area where Museum staff can routinely collect feedback from all the constituencies it serves.

Administrative

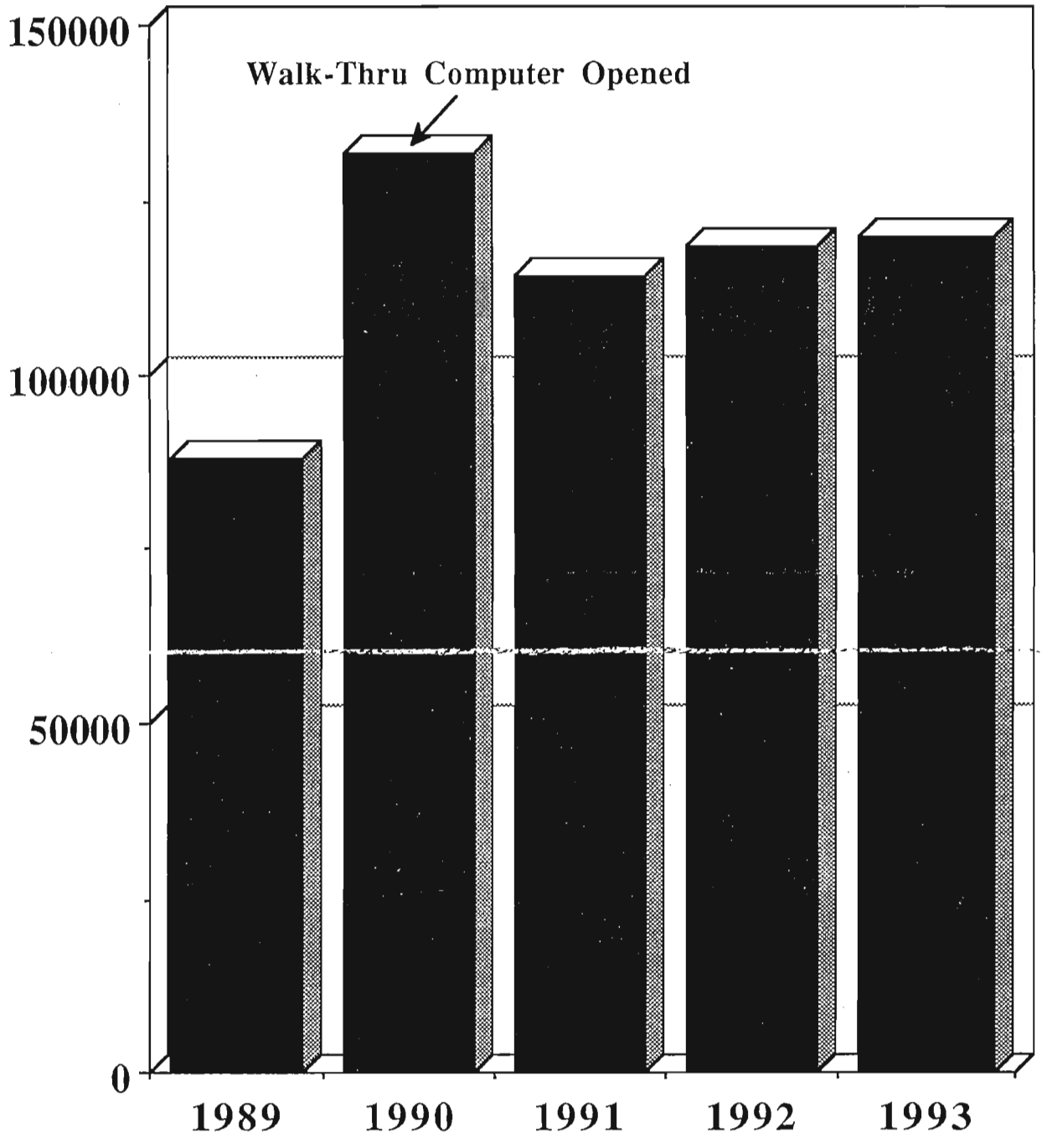
The Museum requires a Board room, perhaps containing selected displays from the collections.

Modern, fully networked, centralized offices should be close to the public spaces, preferably offering a view into the galleries to serve as a constant reminder of the Museum's purpose. Soundproofed meeting rooms and space to house several volunteers are needed.

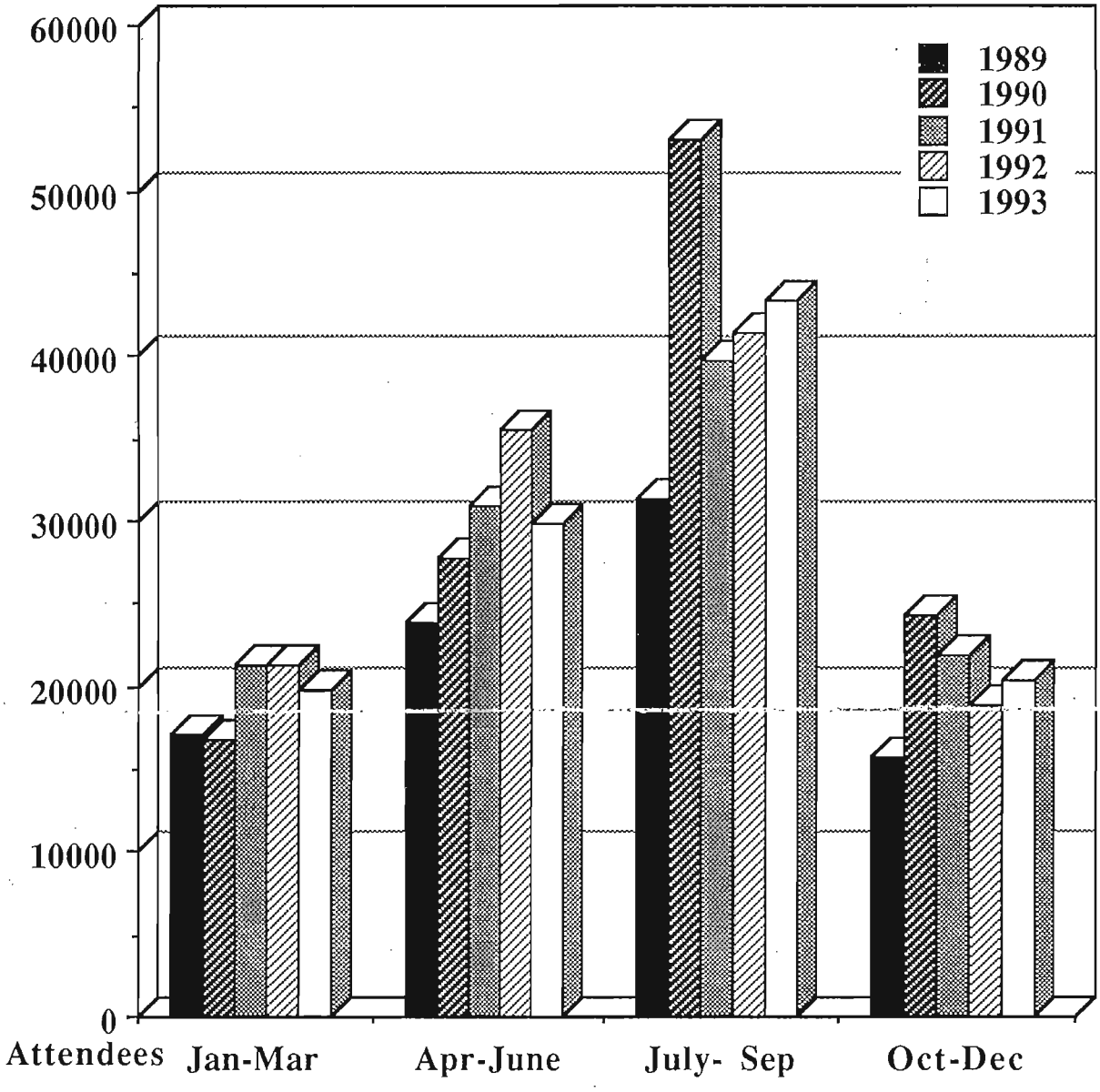
The multi-function auditorium mentioned under the education facilities section, must serve as an effective space for private functions. Requirements include sound-proofing, and good audio-visual technology.

A staff lounge with coffee/snack machines, a kitchen, a shower and resting area should be included. Daycare facilities would be desirable.

The Computer Museum
Yearly Attendance



The Computer Museum
Attendance by Quarter 1989-93



THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	12/31/92	FOR THE SIX MONTHS ENDED 12/31/93					
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	FY94 BUDGET	FY94 FORECAST
REVENUES:							
Clubhouse	50,400	$138,758	61,150	77,608	127%	287,900	
Exhibit Related	15,519		45,200	-45,200	-100%	100,000	
Govt & Foundation	46,479	$10,286		10,286	100%		
Corporate Membership	73,750	$63,575	75,850	-12,275	-16%	205,000	
Computer Bowl	150,000	$216,500	176,500	40,000	23%	388,000	
Membership Fund	77,852	$104,684	100,540	4,144	4%	178,000	
Admissions	264,375	$285,195	285,713	-518	0%	536,841	
Store	125,853	$153,567	169,536	-15,969	-9%	332,395	
Functions	90,221	$96,460	79,200	17,260	22%	140,352	
Exhibit Sales	37,640	$9,597	30,000	-20,403	-68%	90,000	
Interest Income	1,514	$1,734	3,400	-1,666	-49%	7,000	
Other	7,458	75	3,300	-3,225	-98%	10,500	
Total Revenues	941,061	1,080,431	1,030,389	50,042	5%	2,275,988	
EXPENSES:							
Exhibits Development	6,178	32,905	51,515	-18,610	-57%	102,730	
Exhibits Maintenance	25,527	25,262	20,968	4,294	17%	43,250	
Exhibit Sales	42,802	9,704	17,610	-7,906	-81%	52,610	
Collections	31,760	32,025	31,190	835	3%	62,400	
Education & Admissions	139,011	127,387	146,365	-18,978	-15%	292,570	
Clubhouse	7,964	106,737	113,980	-7,243	-7%	236,000	
Marketing	86,113	140,227	132,780	7,447	5%	229,190	
Public Relations	37,065	44,842	46,720	-1,878	-4%	93,334	
Store	108,663	130,720	143,144	-12,424	-10%	268,932	
Functions	38,439	38,980	35,530	3,450	9%	69,402	
Computer Bowl	14,517	19,087	19,270	-183	-1%	135,324	
Fundraising	25,579	26,176	32,610	-6,434	-25%	64,854	
Membership Fund	17,399	23,209	41,820	-18,611	-80%	83,611	
Musuem Wharf	150,698	144,955	151,002	-6,047	-4%	302,000	
General Management	109,811	124,676	111,184	13,492	11%	213,271	
Total Expenses	841,526	1,026,892	1,095,688	-68,796	-7%	2,249,478	
NET REVENUES(EXPENSES)	$99,535	$53,539	-65,299	118,838	-2	26,510	

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
6 Months Ending 12/31/93

	OPERATING FY94		OPERATING FY93	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET	FORECAST
	Actual	Budget	Actual	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY94	FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	138,758	61,150	50,400					138,758	61,150	77,608	287,900	
Exhibit Related		45,200	15,519	160,000	262,000			160,000	307,200	-147,200	732,000	
Govt & Foundation	10,286		46,479					10,286		10,286		
Endowment												
Unrestricted Support:												
Capital Campaign				113,580	276,200			113,580	276,200	-162,620	726,200	
Corporate Membership	63,575	75,850	72,750					63,575	75,850	-12,275	205,000	
Foundation			1,000									
Computer Bowl	216,500	176,500	150,000					216,500	176,500	40,000	388,000	
Membership Fund	104,684	100,540	77,852					104,684	100,540	4,144	178,000	
Admission	285,195	285,713	264,375					285,195	285,713	-518	536,841	
Store	153,567	169,536	125,853					153,567	169,536	-15,969	332,395	
Functions	96,460	79,200	90,221					96,460	79,200	17,260	140,352	
Exhibit Sales	9,597	30,000	37,640					9,597	30,000	-20,403	90,000	
Other:												
Interest Income	1,734	3,400	1,514			2,625	3,510	4,359	6,910	-2,551	12,000	
Rental Income			5,100								4,000	
Program Income		1,200	658						1,200	-1,200	2,500	
Collections	75	2,100	1,700					75	2,100	-2,025	4,000	
TOTAL SUPPORT/REVENUE	1,080,431	1,030,389	941,061	273,580	538,200	2,625	3,510	1,356,636	1,572,099	-215,463	3,639,188	
EXPENSES												
Exhibit Development	32,905	51,515	6,178	77,148	177,174			110,053	228,689	-118,636	580,485	
Exhibit Maint/Enhancement	25,262	20,968	25,527	1,381	13,092			26,643	34,060	-7,417	69,578	
Exhibit Sales/Kits	9,704	17,610	42,802					9,704	17,610	-7,906	52,610	
Collections	32,025	31,190	31,760					32,025	31,190	835	62,400	
Education & Admission	127,387	146,365	139,011					127,387	146,365	-18,978	292,570	
Clubhouse	106,737	113,980	7,964					106,737	113,980	-7,243	236,000	
Marketing	140,227	132,780	86,113					140,227	132,780	7,447	229,190	
Public Relations	44,842	46,720	37,065					44,842	46,720	-1,878	93,334	
Store	130,720	143,144	108,663					130,720	143,144	-12,424	268,932	
Functions	38,980	35,530	38,439					38,980	35,530	3,450	69,402	
Computer Bowl	19,087	19,270	14,517					19,087	19,270	-183	135,324	
Fundraising	26,176	32,610	25,579	55,024	111,620			81,200	144,230	-63,030	286,585	
Membership Fund	23,209	41,820	17,399					23,209	41,820	-18,611	83,611	
Museum Wharf												
Op Exp	144,955	151,002	150,698					144,955	151,002	-6,047	302,000	
Mortgage				64,338	64,337			64,338	64,337	1	126,977	
General Management	124,676	111,184	109,811					124,676	111,184	13,492	213,271	
TOTAL EXPENSE	1,026,892	1,095,688	841,526	197,891	366,223			1,224,783	1,461,911	-237,128	3,102,269	
NET REVENUE	53,539	-65,299	99,535	75,689	171,977	2,625	3,510	131,853	110,188	21,665	536,919	

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 12/31/93	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$261,711	-	-	$2,625	$264,336	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	18,527	-	-	-	$18,527	48,868
Inventory	50,196	-	-	-	$50,196	49,137
Prepaid Expenses	7,599	-	-	-	$7,599	9,143
Interfund Receivable	2,625	201,866	-	-	$204,491	123,310
Total Current Assets	$342,732	$201,866		$252,625	$797,223	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$342,732	$254,774	$2,334,052	$252,625	$3,184,183	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$46,520	$6,581	-	-	$53,101	$109,006
Accrued Expense	18,216	9,700	-	-	27,916	63,557
Deferred Income	128,532	-	-	-	128,532	194,919
Interfund Payable	201,866		-	2,625	201,866	123,310
Total Current Liabilities	$395,134	$16,281		$2,625	411,415	$490,792
Fund Balances:						
Operating	($52,402)	-	-	-	(52,402)	($108,566)
Capital	-	238,493	-	-	238,493	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($52,402)	$238,493	$2,334,052	$250,000	$2,770,143	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$342,732	$254,774	$2,334,052	$252,625	$3,184,183	$3,129,082

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
6 Months Ending 12/31/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	138,758	61,150							138,758	61,150	77,608	287,900
Exhibit Related		45,200			160,000	262,000			160,000	307,200	-147,200	732,000
Govt & Foundation	10,286								10,286		10,286	
Endowment												
Unrestricted Support:												
Capital Campaign			113,580	276,200					113,580	276,200	-162,620	726,200
Corporate Membership	63,575	75,850							63,575	75,850	-12,275	205,000
Foundation												
Computer Bowl	216,500	176,500							216,500	176,500	40,000	388,000
Membership Fund	104,684	100,540							104,684	100,540	4,144	178,000
Admission	285,195	285,713							285,195	285,713	-518	536,841
Store	153,567	169,536							153,567	169,536	-15,969	332,395
Functions	96,460	79,200							96,460	79,200	17,260	140,352
Exhibit Sales	9,597	30,000							9,597	30,000	-20,403	90,000
Other:												
Interest Income	1,734	3,400					2,625	3,510	4,359	6,910	-2,551	12,000
Rental Income												4,000
Program Income		1,200								1,200	-1,200	2,500
Collections	75	2,100							75	2,100	-2,025	4,000
TOTAL SUPPORT/REVENUE	1,080,431	1,030,389	113,580	276,200	160,000	262,000	2,625	3,510	1,356,636	1,572,099	-215,463	3,639,188
EXPENSES												
Exhibit Development	32,905	51,515			77,148	177,174			110,053	228,689	-118,636	580,485
Exhibit Maint/Enhancement	25,262	20,968			1,381	13,092			26,643	34,060	-7,417	69,578
Exhibit Sales/Kits	9,704	17,610							9,704	17,610	-7,906	52,610
Collections	32,025	31,190							32,025	31,190	835	62,400
Education & Admission	127,387	146,365							127,387	146,365	-18,978	292,570
Clubhouse	106,737	113,980							106,737	113,980	-7,243	236,000
Marketing	140,227	132,780							140,227	132,780	7,447	229,190
Public Relations	44,842	46,720							44,842	46,720	-1,878	93,334
Store	130,720	143,144							130,720	143,144	-12,424	268,932
Functions	38,980	35,530							38,980	35,530	3,450	69,402
Computer Bowl	19,087	19,270							19,087	19,270	-183	135,324
Fundraising	26,176	32,610	55,024	111,620					81,200	144,230	-63,030	286,585
Membership Fund	23,209	41,820							23,209	41,820	-18,611	83,611
Museum Wharf												
Op Exp	144,955	151,002							144,955	151,002	-6,047	302,000
Mortgage			64,338	64,337					64,338	64,337	1	126,977
General Management	124,676	111,184							124,676	111,184	13,492	213,271
TOTAL EXPENSE	1,026,892	1,095,688	119,362	175,957	78,529	190,266			1,224,783	1,461,911	-237,128	3,102,269
NET REVENUE	53,539	-65,299	-5,782	100,243	81,471	71,734	2,625	3,510	131,853	110,188	21,665	536,919

1. Clubhouse revenue drawing from Deferred Income.
2. Computer Bowl revenues realized sooner then budgeted, annual projection unchanged.
3. Exhibit related revenues pending reimbursement by NSF
4. Functions exceeding budget goal.

META 10:30 WED. Dec. 8th - Gwen Interview 12/7 10:45

Wagner Communications

EXPERIENCE

1989-pres. President, WAGNER COMMUNICATIONS **Newton**

Manage a successful public relations/marketing communications practice specializing in the non-profit and health care fields. Excel at strategic planning, events management, writing and media relations. Clients have included some of New England's best known charitable organizations and institutes, including Dana-Farber Cancer Institute, The Jimmy Fund, Joslin Diabetes Center and Project Bread. Provide strategic counsel and support to large public relations agencies, including Cone Communications; Ingalls, Quinn & Johnson; and Brodeur & Partners.

- Conducted publicity campaigns for some of New England's biggest fundraisers and special events, including the Jimmy Fund's largest events -- the Pan-Mass Challenge and the Boston Marathon Jimmy Fund Walk; the New England Environmental Expo; and the U.S. Open Squash Tournament.
- Directed media relations program to announce results of first statewide childhood hunger study, sponsored by Project Bread; included standing-room-only press conference and extensive editorial coverage.
- Provided support to Cone Communications in planning and executing a launch event/press conference for the Massachusetts Tobacco Control Program, a statewide anti-smoking campaign.
- Planned and executed a press briefing and an awards ceremony at Joslin Diabetes Center in support of its capital campaign.
- Wrote and produced diverse materials, including video scripts for Lederle Labs, Exergen Corp. and The Travelers; a decade-in-review for Dana-Farber Cancer Institute; the Jimmy Fund brochure; a publication for WGBH Educational Foundation; an annual report for Medical Care America; numerous press kits; and published articles.

1985-89 CONE COMMUNICATIONS **Boston**

Started as account executive and advanced to director of the Health Care Group, the fastest-growing division of New England's largest independent public relations/marketing communications agency. Responsible for all aspects of group's operations.

517 Grove Street
Newton, MA 02162
(617) 969-1918
FAX (617) 969-2257

- Supervised staff of six, including recruitment training, and development
- Managed budgets
- Created leadership role for agency in biotechnology PR
- Counseled clients, including Lifeline Systems, New England Critical Care, Integrated Genetics, Bingham, Dana & Gould, and others
- Developed strategic plans and made presentations
- Oversaw and executed account activities
- Obtained new business to reach profitability goals, including increasing annual billings from $180,000 to over $600,000

1984-85 **Account Executive, JACK RAYMOND & COMPANY** **New York**

1983 **PR Director, NATIONAL HUNTINGTON'S DISEASE ASSOCIATION** **New York**

AWARDS

1991 *Astrid Grand Award (international) -- Mercomm*
Lamplighter Award -- N. E. Hospital Public Relations & Marketing Assn.
Bellringer Merit Award -- New England Publicity Club (NE Pub Club)
For decade-in-review publication for Dana-Farber Cancer Institute.

1990 *Bellringer and Merit Awards for Special Events Publicity -- NE Pub Club*
For creating widespread awareness of the Jimmy Fund's Pan-Mass Challenge and the First Boston Marathon Jimmy Fund Walk.

1989 *Bellringer Award for Best Magazine Article -- NE Pub Club*
For positive corporate profile on BioTechnica International in *New England Business.*

1989 *Bellringer Merit Award for Excellence in Writing -- NE Pub Club*
1988 *Hatch Silver Prize for Excellence in Writing -- Ad Club of Greater Boston*
For BioTechnica International's annual report.

1988 *Bellringer Award for Best News Conference -- NE Publicity Club*
For orchestrating press conference to announce significant research discovery by Integrated Genetics.

EDUCATION

1981-82 Fordham University School of Law
1981 Brown University, A.B., American Civilization

AFFILIATIONS

1993 Non-Profit Marketing Association (membership pending)

John A. Marchiony

Re. The Computer Museum

January 11, 1994

Ms. Lynda S. Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02110

Mr. Gardner Hendrie
President
Sigma Partners
300 Commercial St., Suite 705
Boston, MA

Dear Ms. Bodman and Mr. Hendrie:

Every contact that I have had to date with The Computer Museum and the members of its team has revealed a new facet to the organization and its goals. I visited for interviews in mid-December and January, and as an inquisitive guest between Christmas and New Year's. I am looking forward to my next Computer Museum experience when I meet with you at your offices on Tuesday, February 22 at 10:30 a.m. and 1:00 p.m. respectively.

My candidacy for the position of Director of Marketing began in October at the Association of Science and Technology Centers conference. Since then, I have met with Oliver Strimpel, Carol Walsh, Betsy Riggs, David Greshler, and Gwen Bell. I believe each of those professionals would agree that we all explored some interesting ideas and confirmed our individual interest or dedication to The Computer Museum.

I have enclosed an original copy of my resume for your consideration. Please know that did submit samples of proposals I have developed, marketing materials I guided through conception and production, and a resource guide for teachers that I designed and edited. Gwen Bell and I reviewed these materials when I met with her in mid-January. If there are any specific topics you would like to discuss, or any items you would like me to prepare in anticipation of our meetings, please call me anytime before Thursday, February 17. I have a message machine at home and voice mail at work (201-451-0006 x249).

The Computer Museum has captured my interest through its historical and interactive exhibits, and through the curiosity demonstrated by the members of the team whom I have already met. I am very much looking forward to learning more about the institution from your perspectives.

Sincerely yours,

John A. Marchiony

cc. Oliver Strimpel

125 East 83rd Street, Apartment 3 - New York, NY 10028 - 212.535.3046

John A. Marchiony

Professional Experience

Liberty Science Center, Associate Director, Public Affairs and Marketing (October 1991 - Present)

Direct sponsorship and promotion efforts. Establish and maintain sponsor relationships with all marketing partners, including Coca Cola, Marriott, AT&T, Johnson & Johnson. Select and market OMNIMAX films that generate significant revenue. Guided installation and start-up of the Kodak OMNI THEATER (largest in the world). Managed wide variety of projects required for successful start-up of major hands-on science center.

Education Interface, Senior Editor (December 1990 - August 1991)

Created the National Guide to Educator Empowerment, a resources guide for K-12 educators. Presenter, 1991 National School Public Relations Association Convention.

Montclair Public Schools, Middle School Science Teacher (August 1989 - June 1990)

Taught physics and chemistry to 102 seventh and eighth graders. Nominee, Governor's Award for Outstanding Teaching. Member, principal selection committee; curriculum review committee.

HMG Sports, Events & Licensing (September 1986 - August 1989)

Account Executive for full-service sports marketing agency. Designed and implemented sponsorships, promotions, and special events. Managed 1,200 guest incentive travel program to 1988 Olympic Winter Games (Calgary, Alberta, Canada).

Dartmouth College, Italian Teaching Assistant (January 1985 - June 1986)

Teaching assistant for Professors of Italian in Siena, Italy and on campus.

Educational Experience

Dartmouth College, Class of 1986

A.B. in Psychology with emphasis on social and developmental psychology.
Activities: Chairman, Winter Carnival; Safety Director, Dartmouth Outing Club; Director, Freshman Trip Leaders Training Program State of New Jersey Alternate Route Teacher Certification Program, September 1989 - April 1990

125 East 83rd Street, Apartment 3 - New York, NY 10028 - 212.535.3046

John A. Marchiony

125 East 83rd Street, Apartment 3
New York, NY 10028
(212) 535 - 3046

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MARTHA L. BALLARD
247 BEACON ST. #4
BOSTON, MA. 02116

617-262-6360

SUMMARY:

THE ARTFUL HAND GALLERY 1990-present

Management Consultant

Developed job descriptions, compensation plans, review forms, and policies .

Designed training programs for hourly and management personnel.

Designed and implemented corporate sales program.

RESIDENCE INN BY MARRIOTT

Director-Marketing and Sales 1987-1989

Expanded national sales program which increased national account volume by $18 million.

Responsible for the national reservations center and telemarketing support functions.

Supervised and directed four regional directors of sales and marketing, working with 75 hotels.

Supervised the trade show program involving 20 shows in various market segments.

THE RESIDENCE INN COMPANY

National Director--Sales and Marketing Systems 1986-1987

Worked with advertising agency to produce sales collateral, ad slicks, and direct mail pieces in volume for individual hotel customization and use.

Developed and managed national sales offices in Connecticut and Los Angeles.

Responsible for the national reservations center.

Established telemarketing center and support software for new account qualification and the corporate directory program.

Managed trade show program focused on selected market segments, including budgeting, participation in shows, and lead followup.

Regional Director of Sales and Marketing 1985-1986

Provided sales and marketing direction to 15 western region hotels, including market analysis, rate strategy, sales systems, advertising/promotion support, and sales training.

Managed cluster sales and advertising programs for geographically clustered hotels.

Worked with pre-opening sales and marketing efforts of seven hotels.

Participated in development of basic sales training course and acted as an instructor.

Developed and presented sales modules for franchisee, general managers, and directors of sales conferences.

BOSTON MARRIOTT LONG WHARF HOTEL

Director of Marketing 1983-1985

Managed director of sales, three sales managers, and support staff.

Responsible for group and transient/leisure rooms marketing.

Managed local marketing efforts for two restaurants, action lounge, and health club.

Managed advertising agency and public relations agency.

Developed and administered budget.

MARRIOTT DALLAS NATIONAL SALES OFFICE

National Sales Manager 1981-1983

Responsible for setting up the office structure and sales office systems.

Hired, trained, and developed manpower for the office.

Developed and administered office budget for expenses and production.

Organized trade shows and special events.

Developed new accounts and maintained existing accounts in the corporate, national association, and travel industry markets.

Supervised salespeople calling on travel industry, national association, and corporate accounts.

MARRIOTT LOS ANGELES NATIONAL SALES OFFICE

Regional Sales Manager 1979-1981

Managed corporate and national association accounts in Los Angeles, Northern California, Washington, and Oregon representing all Marriott hotels and resorts.

Handled remote pre-sales for the Seattle Marriott Hotel and the Albuquerque Marriott Hotel.

DALLAS MARRIOTT--MARKET CENTER

Sales Manager 1977-1979

Contacted, booked and handled in-house service of accounts in the national and state associations, corporate, and military market segments.

Worked with transient programs for corporate and military market segments.

EL CHICO CORPORATION

Merchandising Manager 1976-1977

Developed, implemented, and analyzed consumer preference surveys and site selection surveys.

Member of team which researched and compiled a standardized recipe book for El Chico restaurants and test marketed proposed food items.

Member of team which wrote training manual and trained service personnel at new and existing restaurants.

EDUCATION:

B.A., Business, Trinity University (San Antonio, TX), 1976 Cum Laude

The Computer Museum

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

Memorandum

DATE: April 7, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: April 13 Meeting

Enclosed please find the agenda for our next meeting on Wednesday, April 13. The meeting, which starts at 8:00 a.m., will be held in the Skyline Room on the sixth floor.

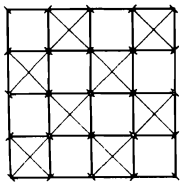
Among items to be discussed are the role of Overseers, the Museum's California office, and the Museum's current financial situation. To facilitate discussion of the two latter topics, I enclose separate memos containing more information.

Please note that the May Executive Committee meeting is Monday, May 16, from 8:00 a.m. to 10:00 a.m.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on next Wednesday.

Enclosures:
- Agenda
- Attendance figures
- Memo re: California office
- Memo re: Current finances



TO: Executive Committee

From: Oliver Strimpel

Date: April 6, 1994

Notes on Operating/Fund Nine-Month Financials (attached)

As of 3/31/94, the Museum's Operating Fund net revenues are $124K below budget compared to $36K below budget as of 2/28/94.

Major contributors to this situation include the Clubhouse, The Computer Bowl, Exhibit Development, Exhibit Sales, Corporate Membership, and General Management.

The Clubhouse is contributing less overhead to the Museum's operating fund bottom line because the expenditures are below budget, and overhead is 18% of expenditures.

The Computer Bowl year-end projection is unchanged; we are experiencing slower-than-budgetted revenues.

Exhibit Development: Revenues and expenses for a second temporary exhibit (which was to be Harold Cohen's painting robot) were budgetted. This is showing up as a net loss at this stage, but will be a wash at year end.

Exhibit Sales: Continuing shortfall owing to same reasons given last month.

Corporate Membership: Delay in hiring staff person is affecting revenues. Finalists being interviewed. Projecting to make budget by year end.

General Management: Miscellaneous factors, most of which are timing issues.

* * *

The financials were just completed today, and we are sending them out now without year-end forecasts to give you time to absorb them. Revised forecasts for year end will be presented at the Executive Committee meeting.

We are very concerned about preserving a surplus for the FY94 operating fund activity, and are redoubling our efforts to increase revenues and manage expenses. I will be presenting the approaches we have developed at the Executive Committee meeting, and I look forward to your input.

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
9 Months Ending 03/31/94

	OPERATING FY94 Actual	OPERATING FY94 Budget	OPERATING FY93 Actual	CAPITAL/EXHIBIT Actual	CAPITAL/EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	186,480	261,825	27,947					186,480	261,825	-75,345	287,900
Exhibit Related	49,900	72,800	24,581	95,153	471,000			145,053	543,800	-398,747	732,000
Govt & Foundation	10,286		41,391					10,286		10,286	
Endowment											
Unrestricted Support:											
Capital Campaign				151,428	435,200			151,428	435,200	-283,772	726,200
Corporate Membership	127,025	139,400	132,750					127,025	139,400	-12,375	205,000
Foundation	24,180		1,000					24,180		24,180	
Computer Bowl	256,550	308,400	254,450					256,550	308,400	-51,850	388,000
Membership Fund	136,047	131,580	98,955					136,047	131,580	4,467	178,000
Admission	356,778	375,539	343,643					356,778	375,539	-18,761	536,841
Store	198,469	240,926	164,528					198,469	240,926	-42,457	332,395
Functions	134,411	95,480	108,935					134,411	95,480	38,931	140,352
Exhibit Sales	17,997	60,000	44,240					17,997	60,000	-42,003	90,000
Other:											
Interest Income	2,476	5,200	2,348			3,070	4,680	5,546	9,880	-4,334	12,000
Rental Income			5,950								4,000
Program Income		1,800	6,092						1,800	-1,800	2,500
Collections	200	3,000	3,732					200	3,000	-2,800	4,000
TOTAL SUPPORT/REVENUE	1,500,799	1,695,950	1,260,542	246,581	906,200	3,070	4,680	1,750,450	2,606,830	-856,380	3,639,188
EXPENSES											
Exhibit Development	44,472	76,925	11,134	131,655	324,306			176,127	401,231	-225,104	580,485
Exhibit Maint/Enhancement	40,257	32,047	52,424	1,917	19,943			42,174	51,990	-9,816	69,578
Exhibit Sales/Kits	28,273	35,220	47,615					28,273	35,220	-6,947	52,610
Collections	49,004	46,760	45,948					49,004	46,760	2,244	62,400
Education & Admission	195,943	219,604	195,468					195,943	219,604	-23,661	292,570
Clubhouse	144,193	175,625	23,289					144,193	175,625	-31,432	236,000
Marketing	193,180	177,255	126,964					193,180	177,255	15,925	229,190
Public Relations	73,092	70,111	59,861					73,092	70,111	2,981	93,334
Store	173,511	202,156	154,108					173,511	202,156	-28,645	268,932
Functions	64,297	51,051	49,111					64,297	51,051	13,246	69,402
Computer Bowl	37,775	28,875	22,543					37,775	28,875	8,900	135,324
Fundraising	42,029	48,915	40,486	93,458	164,699			135,487	213,614	-78,127	286,585
Membership Fund	36,752	62,730	23,557					36,752	62,730	-25,978	83,611
Museum Wharf											
Op Exp	227,668	226,503	222,698					227,668	226,503	1,165	302,000
Mortgage				95,870	95,867			95,870	95,867	3	126,977
General Management	199,001	166,496	170,566					199,001	166,496	32,505	213,271
TOTAL EXPENSE	1,549,447	1,620,273	1,245,772	322,900	604,815			1,872,347	2,225,088	-352,741	3,102,269
NET REVENUE	-48,648	75,677	14,770	-76,319	301,385	3,070	4,680	-121,897	381,742	-503,639	536,919

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

		FOR THE EIGHT MONTHS ENDED				
	03/31/93	---------03/31/94---------				
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	FY94 BUDGET
REVENUES:						
Clubhouse	27,947	$186,480	261,825	-75,345	-29%	287,900
Exhibit Related	24,581	49,900	72,800	-22,900	-31%	100,000
Govt & Foundation	41,391	$34,466		34,466	100%	
Corporate Membership	133,750	$127,025	139,400	-12,375	-9%	205,000
Computer Bowl	254,450	$256,550	308,400	-51,850	-17%	388,000
Membership Fund	98,955	$136,047	131,580	4,467	3%	178,000
Admissions	343,643	$356,778	375,539	-18,761	-5%	536,841
Store	164,528	$198,469	240,926	-42,457	-18%	332,395
Functions	108,935	$134,411	95,480	38,931	41%	140,352
Exhibit Sales	44,240	$17,997	60,000	-42,003	-70%	90,000
Interest Income	2,348	$2,476	5,200	-2,724	-52%	7,000
Other	15,774	200	4,800	-4,600	-96%	10,500
Total Revenues	1,260,542	1,500,799	1,695,950	(195,151)	-12%	2,275,988
EXPENSES:						
Exhibits Development	11,134	44,472	76,925	-32,453	-73%	102,730
Exhibits Maintenance	52,424	40,257	32,047	8,210	20%	43,250
Exhibit Sales	47,615	28,273	35,220	-6,947	-25%	52,610
Collections	45,948	49,004	46,760	2,244	5%	62,400
Education & Admissions	195,468	195,943	219,604	-23,661	-12%	292,570
Clubhouse	23,289	144,193	175,625	-31,432	-22%	236,000
Marketing	126,964	193,180	177,255	15,925	8%	229,190
Public Relations	59,861	73,092	70,111	2,981	4%	93,334
Store	154,108	173,511	202,156	-28,645	-17%	268,932
Functions	49,111	64,297	51,051	13,246	21%	69,402
Computer Bowl	22,543	37,775	28,875	8,900	24%	135,324
Fundraising	40,486	42,029	48,915	-6,886	-16%	64,854
Membership Fund	23,557	36,752	62,730	-25,978	-71%	83,611
Musuem Wharf	222,698	227,668	226,503	1,165	1%	302,000
General Management	170,566	199,001	166,496	32,505	16%	213,271
Total Expenses	1,245,772	1,549,447	1,620,273	-70,826	-5%	2,249,478
NET REVENUES(EXPENSES)	$14,770	($48,648)	75,677	-124,325	-2	26,510

04/06/94

THE COMPUTER MUSEUM
BALANCE SHEET
03/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 03/31/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$150,061	-	-	$3,070	$153,131	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	109,048	-	-	-	$109,048	48,868
Inventory	49,714	-	-	-	$49,714	49,137
Prepaid Expenses	9,865	-	-	-	$9,865	9,143
Interfund Receivable	3,070	273,963	-	-	$277,033	123,310
Total Current Assets	$323,832	$273,963		$253,070	$850,865	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$323,832	$326,871	$2,334,052	$253,070	$3,237,825	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$26,005	$6,610	-	-	$32,615	$109,006
Accrued Expense	24,426	8,710	-	-	33,136	63,557
Deferred Income	153,576	225,066	-	-	378,642	194,919
Interfund Payable	273,963		-	3,070	273,963	123,310
Total Current Liabilities	$477,970	$240,386		$3,070	718,356	$490,792
Fund Balances:						
Operating	($154,138)	-	-	-	(154,138)	($108,566)
Capital	-	86,485	-	-	86,485	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($154,138)	$86,485	$2,334,052	$250,000	$2,516,399	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$323,832	$326,871	$2,334,052	$253,070	$3,237,825	$3,129,082

The
Computer
Museum

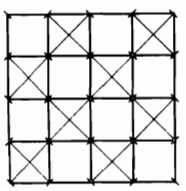
300 Congress Street
Boston, MA 02210

(617) 426-2800

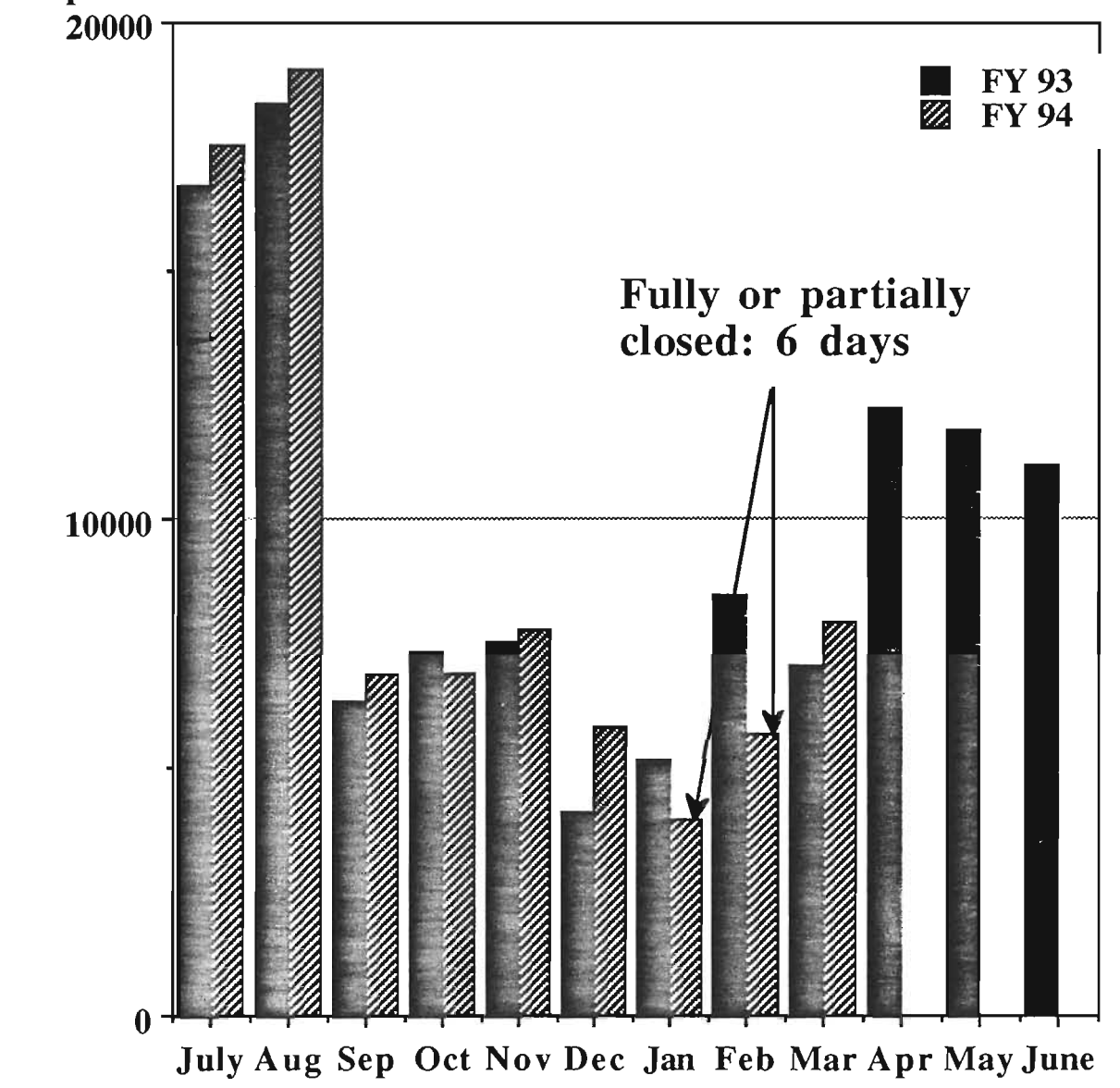
Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
April 13, 1994
8:00 a.m. - 10:00 a.m.

1. Operations Update
2. California Office
3. The Role of Overseers



The Computer Museum
Attendance: FY 93 and 94



The Computer Museum
Admissions Report
04-APR-1994

Weekly Comparison 1994 vs. 1993	1994 Mar 28-Apr 3	1993 Mar 29-Apr 4	Change	Change
Adults	1266	1024	242	23.6%
Children	1285	1040	245	23.6%
Infants	66	43	23	53.5%
Seniors	40	24	16	66.7%
TOTAL PEOPLE	2657	2131	526	24.7%
TOTAL REVENUE	$11,392	$8,382	$3,010	35.9%

Monthly Comparison 1994 vs. 1993	1994 Mar 1-31	1993 Mar 1-31	Change	Change
Adults	4124	3200	924	28.9%
Children	3421	3535	-114	-3.2%
Infants	243	118	125	105.9%
Seniors	132	78	54	69.2%
TOTAL PEOPLE	7920	6931	989	14.3%
TOTAL REVENUE	$32,146	$26,398	$5,748	21.8%

FYTD Thru Apr 3	FY 94 Actual	FY 94 Budget	FY 93 Actual
TOTAL PEOPLE	82632	89858	83397
TOTAL REVENUES	$359,862	$381,183	$343,248

The Computer Museum
Compensation/Human Resources Committee

Charter:

This operating committee of the Board works with the Museum's Director of Administration, providing guidance in the following areas, among others:

- Determine annual pay guidelines for staff
- Review the Museum's benefits package periodically, in whole or in part as needed;
- Offer input and counsel on policies/issues relating to compensation and human resources

Memorandum

DATE: April 7, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: California Office

Comparative Budget
The attached sheet shows comparative estimates for carrying out four Museum activities in California as opposed to Boston for FY95.

I recommend the following staffing and reporting structure for the West Coast Office:

Staffing
- Director of West Coast Office (full time; Carol Welsh)
- Administrative Assistant (part time, paid hourly, reporting to Director of West Coast Office)

Reporting Relationship to Museum's Organization
- The Director of the West Coast Office reports to the Executive Director.
- Dotted-line reporting relationships exist on a project-by-project basis:

Computer Bowl & Auctions:	Computer Bowl Chair
Kids Software Guide:	Education Director Marketing Director Publications Board Chair
Exhibit Fundraising:	Development Director Exhibits Director

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FY95 Project	Doing it in Boston	Doing it in California	Comments
Computer Bowl			
Gwen Bell	spending less time in Boston	spending more time in California	Gwen Bell prefers to manage out of W Coast
staffing	need new person	Carol Welch available	Kate Jose needs new challenge
administration & logistics	Museum facilities provide support	very active volunteer group	
West Coast industry involvement	less of a W. Coast project	is more of a W Coast project	W.C. office builds W.C. involvement
television programming	WGBH set fund-raising hurdle	KTEH interested, may fund it	KTEH is San Jose PBS station; create new TV show
			Bowl is only manifestation of Museum in Silicon Valley
Electronic Auction			
Gwen Bell	spending less time in Boston	spending more time in California	Gwen Bell prefers to manage out of W Coast
staffing	needs new person	Carol Welch available	Carol very involved in launch of auction
administration & logistics	Museum facilities would help	proximity to EIT helpful	EIT, Palo Alto, provided auction software and systems
West Coast involvement	harder to tap W Coast donations	easier to tap W Coast donations	more goods & service auction items from indsutry
Kids' Software Guide			
author contact	indirect, less frequent	work very closely	book marketing via a) column b) POP promotions
			c) bundling and partnership marketing d) publicity
Exhibit Fundraising			
contact with W.C. industry	less frequent visits	frequent contact	"local salesperson" can effectively activate
			W. Coast trustees/overseers & maintain ongoing
			relationship with Museum supporters & prospects
Revenue			
Computer Bowl 2.0	$350,000	$350,000	$12K more than FY94 (proj)
Electronic Auction	$55,000	$55,000	
Kids Software Guide (Advance)	$5,500	$5,500	$5,500 represents Museum's portion of advance (15%)
Incremental W. Coast Fundraising	$0	$100,000	for exhibits at TCM; based on FY94 results
Total Revenue	**$410,500**	**$510,500**	
Expense			
Computer Bowl	$140,000	$120,000	W.C. volunteer activity reduces cost; no Chronicles cost
Electronic Auction	$25,000	$25,000	
Kids Software Guide	$5,500	$5,500	
Exhibit Fundraising	$0	$5,000	W.C. office costs are 5% of amount raised
Indirect Cost: Office overhead etc.	$20,000	$20,000	
Total Expense	**$190,500**	**$175,500**	
Net Revenue	**$220,000**	**$335,000**	

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
9 Months Ending 03/31/94

	OPERATING FY94 Actual	OPERATING FY94 Budget	OPERATING FY93 Actual	CAPITAL/EXHIBIT Actual	CAPITAL/EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	186,480	261,825	27,947					186,480	261,825	-75,345	287,900	286,000
Exhibit Related	49,900	72,800	24,581	95,153	471,000			145,053	543,800	-398,747	732,000	509,900
Govt & Foundation	10,286		41,391					10,286		10,286		10,286
Endowment												
Unrestricted Support:												
Capital Campaign				151,428	435,200			151,428	435,200	-283,772	726,200	352,050
Corporate Membership	127,025	139,400	132,750					127,025	139,400	-12,375	205,000	192,725
Foundation	24,180		1,000					24,180		24,180		24,180
Computer Bowl	256,550	308,400	254,450					256,550	308,400	-51,850	388,000	388,000
Membership Fund	136,047	131,580	98,955					136,047	131,580	4,467	178,000	178,000
Admission	356,778	375,539	343,643					356,778	375,539	-18,761	536,841	520,000
Store	198,469	240,926	164,528					198,469	240,926	-42,457	332,395	275,000
Functions	134,411	95,480	108,935					134,411	95,480	38,931	140,352	160,000
Exhibit Sales	17,997	60,000	44,240					17,997	60,000	-42,003	90,000	35,000
Other:												
Interest Income	2,476	5,200	2,348			3,070	4,680	5,546	9,880	-4,334	12,000	3,000
Rental Income			5,950								4,000	
Program Income		1,800	6,092						1,800	-1,800	2,500	200
Collections	200	3,000	3,732					200	3,000	-2,800	4,000	350
TOTAL SUPPORT/REVENUE	1,500,799	1,695,950	1,260,542	246,581	906,200	3,070	4,680	1,750,450	2,606,830	-856,380	3,639,188	2,934,691
EXPENSES												
Exhibit Development	44,472	76,925	11,134	131,655	324,306			176,127	401,231	-225,104	580,485	441,500
Exhibit Maint/Enhancement	40,257	32,047	52,424	1,917	19,943			42,174	51,990	-9,816	69,578	52,000
Exhibit Sales/Kits	28,273	35,220	47,615					28,273	35,220	-6,947	52,610	40,000
Collections	49,004	46,760	45,948					49,004	46,760	2,244	62,400	64,000
Education & Admission	195,943	219,604	195,468					195,943	219,604	-23,661	292,570	269,000
Clubhouse	144,193	175,625	23,289					144,193	175,625	-31,432	236,000	225,000
Marketing	193,180	177,255	126,964					193,180	177,255	15,925	229,190	245,000
Public Relations	73,092	70,111	59,861					73,092	70,111	2,981	93,334	91,455
Store	173,511	202,156	154,108					173,511	202,156	-28,645	268,932	219,559
Functions	64,297	51,051	49,111					64,297	51,051	13,246	69,402	78,600
Computer Bowl	37,775	28,875	22,543					37,775	28,875	8,900	135,324	135,100
Fundraising	42,029	48,915	40,486	93,458	164,699			135,487	213,614	-78,127	286,585	140,000
Membership Fund	36,752	62,730	23,557					36,752	62,730	-25,978	83,611	59,000
Museum Wharf												
Op Exp	227,668	226,503	222,698					227,668	226,503	1,165	302,000	316,923
Mortgage				95,870	95,867			95,870	95,867	3	126,977	126,977
General Management	199,001	166,496	170,566					199,001	166,496	32,505	213,271	248,000
TOTAL EXPENSE	1,549,447	1,620,273	1,245,772	322,900	604,815			1,872,347	2,225,088	-352,741	3,102,269	2,752,114
NET REVENUE	-48,648	75,677	14,770	-76,319	301,385	3,070	4,680	-121,897	381,742	-503,639	536,919	182,577

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	03/31/93	FOR THE EIGHT MONTHS ENDED 03/31/94				FY94	FY94
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	BUDGET	FORECAST
REVENUES:							
Clubhouse	27,947	$186,480	261,825	-75,345	-29%	287,900	286,000
Exhibit Related	24,581	49,900	72,800	-22,900	-31%	100,000	59,900
Govt & Foundation	41,391	$34,466		34,466	100%		34,466
Corporate Membership	133,750	$127,025	139,400	-12,375	-9%	205,000	192,725
Computer Bowl	254,450	$256,550	308,400	-51,850	-17%	388,000	388,000
Membership Fund	98,955	$136,047	131,580	4,467	3%	178,000	178,000
Admissions	343,643	$356,778	375,539	-18,761	-5%	536,841	520,000
Store	164,528	$198,469	240,926	-42,457	-18%	332,395	275,000
Functions	108,935	$134,411	95,480	38,931	41%	140,352	160,000
Exhibit Sales	44,240	$17,997	60,000	-42,003	-70%	90,000	35,000
Interest Income	2,348	$2,476	5,200	-2,724	-52%	7,000	3,000
Other	15,774	200	4,800	-4,600	-96%	10,500	550
Total Revenues	1,260,542	1,500,799	1,695,950	(195,151)	-12%	2,275,988	2,132,641
EXPENSES:							
Exhibits Development	11,134	44,472	76,925	-32,453	-73%	102,730	60,000
Exhibits Maintenance	52,424	40,257	32,047	8,210	20%	43,250	52,000
Exhibit Sales	47,615	28,273	35,220	-6,947	-25%	52,610	40,000
Collections	45,948	49,004	46,760	2,244	5%	62,400	64,000
Education & Admissions	195,468	195,943	219,604	-23,661	-12%	292,570	269,000
Clubhouse	23,289	144,193	175,625	-31,432	-22%	236,000	225,000
Marketing	126,964	191,180	177,255	15,925	8%	229,190	245,000
Public Relations	59,861	73,092	70,111	2,981	4%	93,334	91,455
Store	154,108	173,511	202,156	-28,645	-17%	268,932	219,559
Functions	49,111	64,297	51,051	13,246	21%	69,402	78,600
Computer Bowl	22,543	37,775	28,875	8,900	24%	135,324	135,100
Fundraising	40,486	42,029	48,915	-6,886	-16%	64,854	58,000
Membership Fund	23,557	36,752	62,730	-25,978	-71%	83,611	50,000
Musuem Wharf	222,698	227,668	226,503	1,165	1%	302,000	316,927
General Management	170,566	199,001	166,496	32,505	16%	213,271	234,000
Total Expenses	1,245,772	1,549,447	1,620,273	-70,826	-5%	2,249,478	2,138,641
NET REVENUES(EXPENSES)	$14,770	($48,648)	75,677	-124,325	-2	26,510	-6,000

04/06/94

THE COMPUTER MUSEUM
BALANCE SHEET
03/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 03/31/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$150,061	-	-	$3,070	$153,131	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	109,048	-	-	-	$109,048	48,868
Inventory	49,714	-	-	-	$49,714	49,137
Prepaid Expenses	9,865	-	-	-	$9,865	9,143
Interfund Receivable	3,070	273,963	-	-	$277,033	123,310
Total Current Assets	$323,832	$273,963		$253,070	$850,865	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$323,832	$326,871	$2,334,052	$253,070	$3,237,825	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$26,005	$6,610			$32,615	$109,006
Accrued Expense	24,426	8,710	-	-	33,136	63,557
Deferred Income	153,576	225,066	-	-	378,642	194,919
Interfund Payable	273,963		-	3,070	273,963	123,310
Total Current Liabilities	$477,970	$240,386		$3,070	718,356	$490,792
Fund Balances:						
Operating	($154,138)	-	-	-	(154,138)	($108,566)
Capital	-	86,485	-	-	86,485	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($154,138)	$86,485	$2,334,052	$250,000	$2,516,399	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$323,832	$326,871	$2,334,052	$253,070	$3,237,825	$3,129,082

Executive Committee Meeting

8-10 am May 19
6th floor conference room

AGENDA

Operations Update

Computer Bowl and Auctions Report

FY95 Budget Presentation & Discussion

Nominating Committee Report & Discussion of the Role of the Overseers

Long-Range Plan

The
Computer
Museum

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

Memorandum

DATE: May 13, 1994

TO: Executive Committee

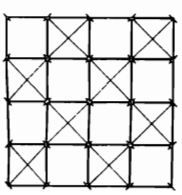
FROM: Oliver Strimpel

SUBJECT: FY95 Budget & Ten-Month Financials

Please find enclosed a draft FY95 budget package. The budget has been revised following input from the Finance Committee meeting yesterday.

Also enclosed are the ten-month financials, which include our revised year-end projections. Note that we are now projecting a $22,563 surplus, thanks in large measure to the stellar performance of the Bowl and live auction, and to the allocation of 18 percent of *Networked Planet* expense to the Operating Fund as overhead.

I look forward to seeing those of you can attend our meeting next Thursday.



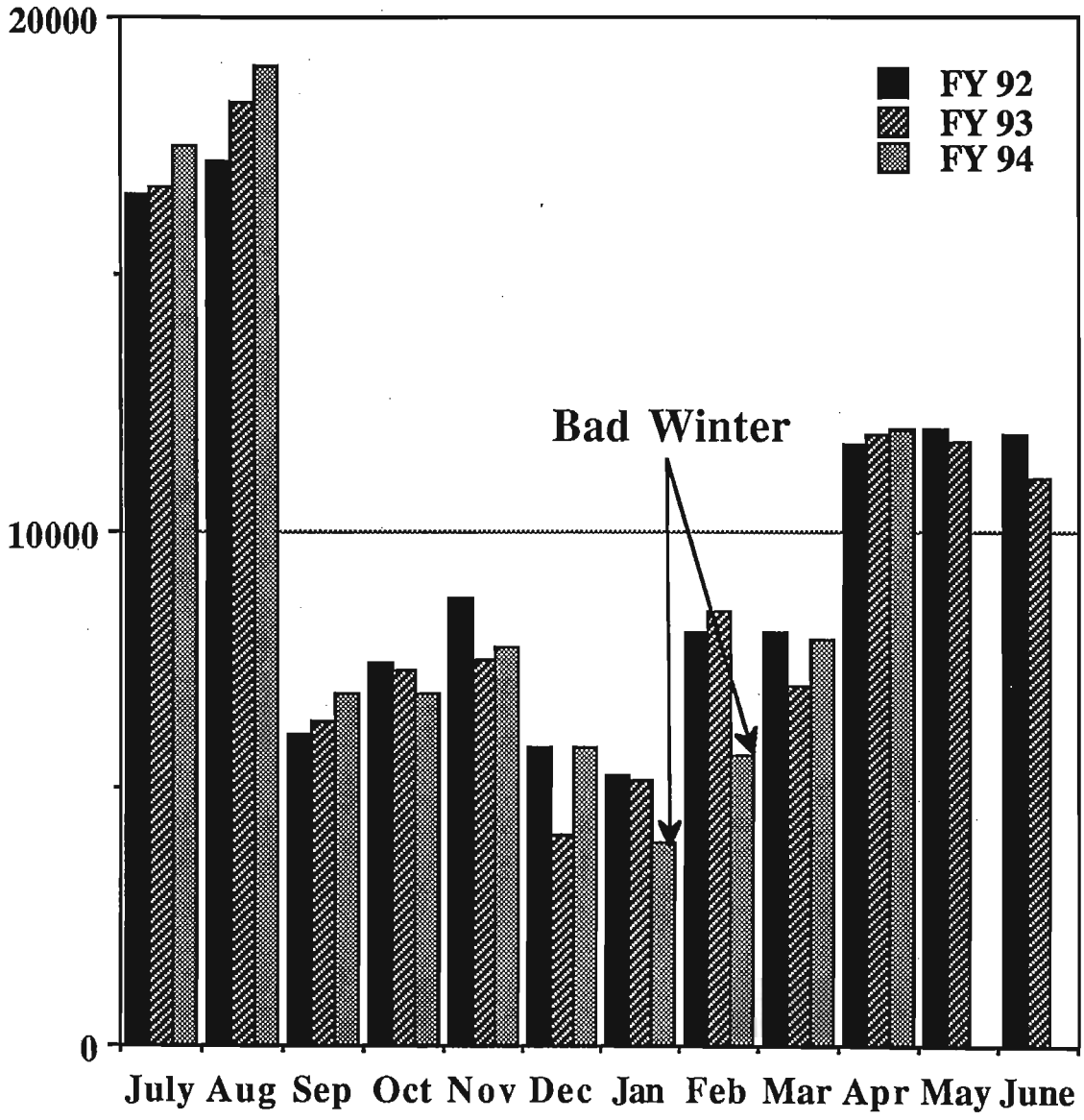
The Computer Museum
Admissions Report
03-MAY-1994

Weekly Comparison 1994 vs. 1993	1994 Apr 1-Apr 30	1993 Apr 1-Apr 30	Change	Change
Adults	5614	5629	-15	-0.3%
Children	5927	5753	174	3.0%
Infants	274	308	-34	-11.0%
Seniors	170	203	-33	-16.3%
TOTAL PEOPLE	11985	11893	92	0.8%
TOTAL REVENUE	$46,586	$50,137	-$3,551	-7.1%

Monthly Comparison 1994 vs. 1993	1994 Apr 1-30	1993 Apr 1-30	Change	Change
Adults	5614	5629	-15	-0.3%
Children	5927	5753	174	3.0%
Infants	274	308	-34	-11.0%
Seniors	170	203	-33	-16.3%
TOTAL PEOPLE	11985	11893	92	0.8%
TOTAL REVENUE	$46,586	$50,137	-$3,551	-7.1%

FYTD Thru Apr 30	FY 94 Actual	FY 94 Budget	FY 93 Actual
TOTAL PEOPLE	93285	101549	93947
TOTAL REVENUES	$400,490	$431,983	$388,156

The Computer Museum
Total Visitors: Thru April, FY 94



05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
10 Month Ending 04/30/94

	OPERATING FY94 Actual	OPERATING FY94 Budget	OPERATING FY93 Actual	CAPITAL/EXHIBIT Actual	CAPITAL/EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	202,667	270,525	38,030					202,667	270,525	-67,858	287,900	249,500
Exhibit Related	68,363	82,000	24,581	103,590	524,000			171,953	606,000	-434,047	732,000	526,363
Govt & Foundation	2,982		41,391					2,982		2,982		10,286
Endowment												
Unrestricted Support:												
Capital Campaign				151,428	474,200			151,428	474,200	-322,772	726,200	352,050
Corporate Membership	152,525	153,750	154,750					152,525	153,750	-1,225	205,000	192,725
Foundation	24,180		1,000					24,180		24,180		24,180
Computer Bowl	294,125	358,800	298,100					294,125	358,800	-64,675	388,000	438,000
Membership Fund	153,220	150,440	113,768					153,220	150,440	2,780	178,000	178,000
Admission	404,767	431,983	393,798					404,767	431,983	-27,216	536,841	510,000
Store	221,262	272,330	186,658					221,262	272,330	-51,068	332,395	260,000
Functions	154,034	106,480	120,773					154,034	106,480	47,554	140,352	160,000
Exhibit Sales	17,997	70,000	49,240					17,997	70,000	-52,003	90,000	35,000
Other:												
Interest Income	2,465	5,800	2,719			3,315	4,680	5,780	10,480	-4,700	12,000	3,000
Rental Income			5,950								4,000	
Program Income		2,000	6,092						2,000	-2,000	2,500	200
Collections	350	3,300	4,413					350	3,300	-2,950	4,000	350
TOTAL SUPPORT/REVENUE	1,698,937	1,907,408	1,441,263	255,018	998,200	3,315	4,680	1,957,270	2,910,288	-953,018	3,639,188	2,939,654
EXPENSES												
Exhibit Development	50,019	85,395	30,135	163,759	375,350			213,778	460,745	-246,967	580,485	441,500
Exhibit Maint/Enhancement	49,498	35,740	55,436	2,064	22,160			51,562	57,900	-6,338	69,578	52,000
Exhibit Sales/Kits	32,086	41,080	50,376					32,086	41,080	-8,994	52,610	38,000
Collections	54,024	51,950	50,876					54,024	51,950	2,074	62,400	64,000
Education & Admission	215,352	244,012	213,575					215,352	244,012	-28,660	292,570	260,000
Clubhouse	156,899	196,140	29,254					156,899	196,140	-39,241	236,000	191,900
Marketing	206,093	192,680	136,944					206,093	192,680	13,413	229,190	245,000
Public Relations	78,257	77,916	65,983					78,257	77,916	341	93,334	91,455
Store	191,058	224,804	170,268					191,058	224,804	-33,746	268,932	219,559
Functions	70,957	56,791	52,776					70,957	56,791	14,166	69,402	78,600
Computer Bowl	61,956	33,230	27,438					61,956	33,230	28,726	135,324	137,600
Fundraising	49,214	54,345	42,297	105,736	181,331			154,950	235,676	-80,726	286,585	140,000
Membership Fund	40,600	69,700	26,171					40,600	69,700	-29,100	83,611	50,000
Museum Wharf												
Op Exp	255,239	251,670	246,698					255,239	251,670	3,569	302,000	316,923
Mortgage				106,286	106,283			106,286	106,283	3	126,977	126,977
General Management	220,589	181,970	189,917					220,589	181,970	38,619	213,271	262,000
TOTAL EXPENSE	1,731,841	1,797,423	1,388,144	377,845	685,124			2,109,686	2,482,547	-372,861	3,102,269	2,715,514
NET REVENUE	-32,904	109,985	53,119	-122,827	313,076	3,315	4,680	-152,416	427,741	-580,157	536,919	224,140

05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	04/30/93	FOR THE TEN MONTHS ENDED 04/30/94				FY94	FY94
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	BUDGET	FORECAST
REVENUES:							
Clubhouse	38,030	$202,667	270,525	-67,858	-25%	287,900	249,500
Exhibit Related	24,581	68,363	82,000	-13,637	-17%	100,000	86,363
Govt & Foundation	42,391	$27,162		27,162	100%		34,466
Corporate Membership	154,750	$152,525	153,750	-1,225	-1%	205,000	192,725
Computer Bowl	298,100	$294,125	358,800	-64,675	-18%	388,000	438,000
Membership Fund	113,768	$153,220	150,440	2,780	2%	178,000	178,000
Admissions	393,798	$404,767	431,983	-27,216	-6%	536,841	510,000
Store	186,658	$221,262	272,330	-51,068	-19%	332,395	260,000
Functions	120,773	$154,034	106,480	47,554	45%	140,352	160,000
Exhibit Sales	49,240	$17,997	70,000	-52,003	-74%	90,000	35,000
Interest Income	2,719	$2,465	5,800	-3,335	-58%	7,000	3,000
Other	16,455	350	5,300	-4,950	-93%	10,500	550
Total Revenues	1,441,263	1,698,937	1,907,408	(208,471)	-11%	2,275,988	2,147,604
EXPENSES:							
Exhibits Development	30,135	50,019	85,395	-35,376	-71%	102,730	60,000
Exhibits Maintenance	55,436	49,498	35,740	13,758	28%	43,250	52,000
Exhibit Sales	50,376	32,086	41,080	-8,994	-28%	52,610	38,000
Collections	50,876	54,024	51,950	2,074	4%	62,400	64,000
Education & Admissions	213,575	215,352	244,012	-28,660	-13%	292,570	260,000
Clubhouse	29,254	156,899	196,140	-39,241	-25%	236,000	191,900
Marketing	136,944	206,093	192,680	13,413	7%	229,190	245,000
Public Relations	65,983	78,257	77,916	341	0%	93,334	91,455
Store	170,268	191,058	224,804	-33,746	-18%	268,932	219,559
Functions	52,776	70,957	56,791	14,166	20%	69,402	78,600
Computer Bowl	27,438	61,956	33,230	28,726	46%	135,324	137,600
Fundraising	42,297	49,214	54,345	-5,131	-10%	64,854	58,000
Membership Fund	26,171	40,600	69,700	-29,100	-72%	83,611	50,000
Musuem Wharf	246,698	255,239	251,670	3,569	1%	302,000	316,927
General Management	189,917	220,589	181,970	38,619	18%	213,271	262,000
Total Expenses	1,388,144	1,731,841	1,797,423	-65,582	-4%	2,249,478	2,125,041
NET REVENUES(EXPENSES)	$53,119	($32,904)	109,985	-142,889	-1	26,510	22,563

05/11/94

THE COMPUTER MUSEUM
BALANCE SHEET
04/30/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 04/30/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$368,600	-	-	$3,315	$371,915	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	212,770	-	-	-	$212,770	48,868
Inventory	45,840	-	-	-	$45,840	49,137
Prepaid Expenses	18,087	-	-	-	$18,087	9,143
Interfund Receivable	3,315	575,850	-	-	$579,165	123,310
Total Current Assets	$650,686	$575,850		$253,315	$1,479,851	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$650,686	$628,758	$2,334,052	$253,315	$3,866,811	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$32,908	$6,601	-	-	$39,509	$109,006
Accrued Expense	37,588	8,710	-	-	46,298	63,557
Deferred Income	142,518	573,470	-	-	715,988	194,919
Interfund Payable	575,850		-	3,315	575,850	123,310
Total Current Liabilities	$788,864	$588,781		$3,315	1,377,645	$490,792
Fund Balances:						
Operating	($138,178)	-	-	-	(138,178)	($108,566)
Capital	-	39,977	-	-	39,977	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($138,178)	$39,977	$2,334,052	$250,000	$2,485,851	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$650,686	$628,758	$2,334,052	$253,315	$3,866,811	$3,129,082

05/18/94

THE COMPUTER MUSEUM
PROJECT REPORT
AS OF 4/30/94

PROJECT: NETWORKED SOCIETY
TOTAL ESTIMATED PROJECT COST 650,000

	TOTAL	FY93	FY94
CASH COLLECTED			
Corporate Contributions	395,000		395,000
Foundation Grants	100,304	50,000	50,304
Total	495,304	50,000	445,304
		REPORTED AS REVENUES & EXPENSES	
REVENUES	172,053	50,000	122,053
EXPENSES			
Personnel Expense	104,449	18,823	85,626
Administrative Expense	8,561	2,163	6,398
New Exhibit Production	11,630	64	11,566
Overhead (18%)	47,413	28,950	18,463
Total	172,053	50,000	122,053
Fund Balance (Deferred Revenue)	323,251		323,251
Expenses and fund balance	495,304	50,000	445,304

COMMITTED PLEDGES (Cash not received)	
Stratus	20,000
Welfleet	25,000
HCHP	25,000
Total	70,000

PROPOSALS PENDING	
Comm. Mass Trans. Authority	100,000
Nat'l Science Foundation	500,000
Unysis	50,000
3 Com	50,000
Sprint	100,000
Banyan	50,000
	850,000

NOTES ON DRAFT FY95 BUDGET

Operating Fund

1. Operating Fund revenue is budgetted at $537,646 greater than FY94 projected revenues. The following increases are the main contributors:

- $212,763 in the exhibit-related line from the 18-percent overhead on permanent exhibit development (*Networked Planet* and *Walk-Through Computer 2.0*) taken into the Operating Fund

- $110,000 associated with the new publications program

- $58,000 from increased corporate membership

- $32,000 from increased membership fund contributions

- $40,000 from the Internet Auction

- $71,000 from increased admissions revenue (assuming a less severe winter and the draw of *The Networked Planet* exhibit and the Harold Cohen robot painter)

- $30,000 from the new Overnight program in the functions line

2. The Operating Fund revenues most subject to risk are:

- Exhibit sales ($53,300); this program holds out the promise of major growth, but has not yet performed. The program contributes to the Museum's educational mission as it results in the Museum serving very large numbers of visitors at other sites.

- Overhead from the Clubhouse ($57,140) and permanent exhibit development ($212,763). If these projects proceed with expenditures below budget (owing to lower-than-budgetted revenues from fund-raising), the overhead income to the Operating Fund will be correspondingly reduced.

3. Operating Fund expenses are shown increasing by 18 percent. The main contributors to this are:

- Fund-raising salaries and general and administrative overhead that were allocated to the Capital Fund while the Capital Campaign was active, and the full staffing of the Development department in FY95 in contrast to FY94

- Publications expense tied to the advance-against-royalty publications revenue

- Education & admissions expense owing to the new Director of Education at a higher salary level, and the addition of an education assistant position to assist with education program funding and support.

- $27,000 for the renovation of the Museum offices

• $25,000 for the conversion of the Museum's in-house computer system to a client-server architecture.

Note: A 4 percent salary increase is budgetted.

Capital Fund

The projected Capital Campaign pledge receipts for FY95 of $41,000 are not sufficient to cover the mortgage principal and interest payments of $120,200, which, together with fund-raising expenses of $5,300, results in a Capital Fund FY95 deficit of $84,500. This issue, which I brought up in the 5/11/94 mailing, needs to be addressed.

05/13/94

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

	OPERATING			CAPITAL			EXHIBIT			COMBINED		
	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	$ VARIANCE
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	272,500	249,500	8%							272,500	249,500	23,000
Exhibit Related	290,700	86,363	70%				1,394,785	450,000	68%	1,685,485	526,363	1,159,122
Govt & Foundation		10,286									10,286	-10,286
Endowment												
Unrestricted Support:												
Capital Campaign				41,000	352,050	-759%				41,000	352,050	-311,050
Corporate Membership	250,000	192,725	23%							250,000	192,725	57,275
Foundation		24,180									24,180	-24,180
Computer Bowl	365,000	438,000	-20%							365,000	438,000	-73,000
Internet Auction	40,000									40,000		
Membership Fund	210,000	178,000	15%							210,000	178,000	32,000
Admission	581,900	510,000	12%							581,900	510,000	71,900
Store	298,000	260,000	13%							298,000	260,000	38,000
Functions	190,850	160,000	16%							190,850	160,000	30,850
Exhibit Sales	53,300	35,000	34%							53,300	35,000	18,300
Other:												
Interest Income	5,000	3,000	40%							5,000	3,000	2,000
Publications	110,000									110,000		
Computer Camps	18,000	550	97%							18,000	550	17,450
TOTAL SUPPORT/REVENUE	2,685,250	2,147,604	20%	41,000	352,050	-759%	1,394,785	450,000	68%	4,121,035	2,939,654	1,181,381
EXPENSES												
Exhibit Development	78,792	60,000	24%				1,394,785	381,500	73%	1,473,577	441,500	1,032,077
Exhibit Maint/Enhancement	58,179	52,000	11%							58,179	52,000	6,179
Exhibit Sales/Kits	40,560	38,000	6%							40,560	38,000	2,560
Collections	59,850	64,000	-7%							59,850	64,000	-4,150
Education & Admission	333,339	260,000	22%							333,339	260,000	73,339
Clubhouse	215,360	191,900	11%							215,360	191,900	23,460
Marketing	251,560	245,000	3%							251,560	245,000	6,560
Publications	94,945									94,945		
Public Relations	84,594	91,455	-8%							84,594	91,455	-6,861
Store	238,826	219,559	8%							238,826	219,559	19,267
Functions	102,320	78,600	23%							102,320	78,600	23,720
Computer Bowl	118,272	137,600	-16%							118,272	137,600	-19,328
Internet Auction	32,000									32,000		
Fundraising	150,066	58,000	61%	5,300	82,000	-1447%				155,366	140,000	15,366
Membership Fund	75,835	50,000	34%							75,835	50,000	25,835
Museum Wharf												
Op Exp	300,000	316,927	-6%							300,000	316,927	-16,927
Mortgage				120,200	126,977	-6%				120,200	126,977	-6,777
General Management	370,729	262,000	29%							370,729	262,000	108,729
TOTAL EXPENSE	2,605,227	2,125,041	18%	125,500	208,977	-67%	1,394,785	381,500	73%	4,125,512	2,715,518	1,409,994
NET REVENUE	80,023	22,563	72%	-84,500	143,073			68,500		-4,477	224,136	-228,613

Memorandum

to: Executive Committee
from: Oliver Strimpel
re: May 19 Executive Committee meeting
date: 5/11/94

The next meeting of the Executive Committee will take place from 8-10am in the sixth floor conference room in the offices.

The agenda for the meeting is enclosed.

FY95 Budget
A draft budget has been sent to the Finance Committee and will be discussed at the Finance Committee meeting tomorrow, May 6. After responding to Finance Committee input, a revised draft budget will be mailed to the Executive Committee either this Friday (7th) or next Monday (16th).

I would like to alert the Committee to an important issue for next year's budget: the mortgage payment (approx. $120,000). This has been met from Capital Campaign and general Capital fund contributions in the past. The outstanding pledges on the current Campaign will meet only about one third of the mortgage needs. The Development Committee has begun developing ideas to address this challenge which will be discussed at the meeting.

Long Range Plan
Enclosed is a revised draft plan that includes input from staff and Board, primarily in the areas of exhibits, education & collections. With new staff department heads in development, marketing and education, and a number of pressing operational issues to deal with, there has not yet been an opportunity to have discussions and input in the development, marketing, and finance areas. Further discussion is also needed on developing our national and international presence.

As a result, Charlie and I have decided that we will aim for a final draft of the Plan to be complete for the September Executive Committee meeting, for discussion and approval at the November 11 Board meeting. This will give us more time for discussion, allowing more Trustees and Overseers to become involved both through the operating committees and through the full Trustee meetings in June and November.

Although there will not be a great deal of time at our May 19 Executive Committee meeting, I would appreciate any input you can give on the material enclosed which includes some new material resulting from Exhibit and Education Committee meetings as well as our February Trustee meetings.

Enclosures: agenda
partial Draft of Long Range Plan
minutes of April 13 Executive Committee meeting

Stride Rite

Great Feet! by Stride Rite & The Computer Museum

THE COMPUTER MUSEUM
Boston, Massachusetts

Great Feet! Overview
Greet Feet! is a new concept for the Stride Rite corporation. Today, parents look for exciting and rewarding shopping experiences when shopping with their children. Stride Rite's goal is to strengthen their long-standing image as America's premier Children's footwear resource, as well as create a more stimulating, captivating environment for their customers. Their *Great Feet!* concept and design provide a fresh, dynamic perspective to Children's footwear retailing.

The Role of The Computer Museum
The Computer Museum plays an important role in these stores by acting as a resource for fun, engaging and educational exhibits. The Computer Museum has been invited to develop interactives for the two prototype *Great Feet!* stores to be opened late this summer. There is potential to work with Stride Rite as they open more *Great Feet!* locations and in their continuing efforts to update their existing locations. This is a tremendous opportunity for TCM and Stride Rite.

How The Computer Museum Benefits
The Computer Museum's involvement in this project will impact several goals of the Museum. This project will not only provide a direct revenue stream for TCM, but will benefit its mission in several other areas.

Marketing and Public Relations
The interactive exhibits designed by TCM will be prominently labeled with TCM's logo and by-line. The two stores in this prototype project will each have significant floor traffic.

	Purchases/year	Potential Floor Traffic/year
Natick	30,000	100,000
New Jersey	40,000	125,000

In addition, media potential in a variety of areas is also a strong consideration in this project.

Industry Relationships and Development
These exhibits, as with exhibits housed inside TCM provide opportunities for the computer software and hardware industries to promote their products. In fact, the market groups most

likely to visit *Great Feet!* are coveted by the computer industry. Apple Computer has shown heightened interest in this project and has pledged use of equipment in prototype development. Although this type of cross-marketing is new to Apple, they are open to the possibility of expanding their involvement. Stride Rite has participated in co-operative marketing with Little Tykes Toys, so they believe in this type of promotion and would like to explore this possibility further.

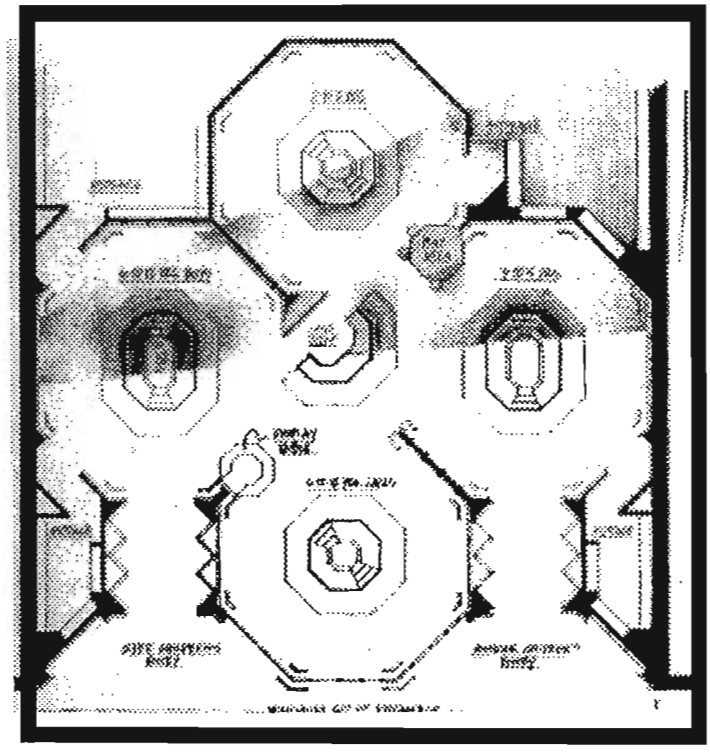
TCM 's involvement by bringing together these diverse groups, creates a "Win-Win" situation. This increased visibility within the computer and retail industries will assist TCM in the development of other projects.

Opening Relationships
Continuing development and implementation of interactive software exhibits with Stride Rite will promote a long term relationship. The new relationship between TCM and Stride Rite has already re-activated the Stride Rite Foundation's sponsorship with the Museum. A continuing relationship will lead to a possible increase in donations and other sources of support.

Investigation of Potential
This project will act as a pilot in within the *Great Feet!* project at Stride Rite, it will also serve as an assessment of the potential of creating similar relationships with other retailers. TCM seeks to increase its national and international exposure in non-traditional locations by acting as a provider of educationally sound interactives .

Sharing Resources
Learning about implementation problems will help Stride Rite and TCM learn about how to do this job better. Stride Rite's work to design standard cabinetry will be shared with TCM and used in subsequent projects.

Stride Rite's success with this project will create an entry in the retail marketplace for TCM. Stride Rite's position as an industry leader will further enhance TCM's efforts.



Store Layout

The *Great Feet!* prototypes will be divided into specific sections servicing an age group and/or gender group. The interactive station in each section is designed to appeal to the interests of each particular group. The hardware for each station is designed to provide a maximum of flexibility and usefulness. Specific hardware requirements are listed later in this document. The proposed interactive software

for each station is described as follows:

General
TCM's popular How Tall Are You? exhibit is the centerpiece for this area. This engaging exhibit invites shoppers to stand and let a computer measure their height. Shoppers of all ages delight in fooling the computer and learning how it works. The software for this exhibit is customizable for a variety of tasks and is also translated into Spanish, as well as operating in metric units of measurement.

Infants
This section has an interactive based on Jeff Pisciotta's foot technology presentation. Jeff is Stride Rite's biomechanists technologist and has worked on the design of their infant shoes. The presentation is targeted at parents and intends to inform them about the research and technology behind the design of Stride Rite shoes. This interactive focuses on delivering information and directing parents toward shoe models that meet the needs of their child. This presentation was originally developed as an in-house training package for Stride Rite. The store presentation will be adapted using Macromedia's MacroMind Director.

Toddlers
The interactive in this section is McGee, published by Lawrence Productions. This program allows a child to control the actions of the McGee character as he makes his way around his house. Children simply point at an object to initiate and action - no reading is required. This interactive will provide knowledge of the computer, a sense of control over the machine, confidence, a sense of discovery and learning for the fun of it.

6-12 Year Boys
This section of the store is designed to reflect a school yard basketball atmosphere. The interactive is designed in accordance with this theme, as well as provide informal education. An adaptation of Interactive Physics, produced by Knowledge Revolution will be used in this station. Basketball Shootout allows the user to shoot a virtual basketball in a simulated environment. Users get instant feedback and can change the angle and velocity of their shot for better accuracy. Sound effects highlight successful shots, as well as missing shots and "airballs".

6-12 Year Girls
This section of the store is designed to recognize the pointed fashion requirements of girls this age, and reflect their social structure and needs. Draw on the Wall contains a series of outline pictures and a simple set of coloring/drawing tools and palette for users to create their own artwork. The pre-drawn outline pictures will include issues important to this group: friendship, ecology/nature, fun foods and fantasy/pretend. Users will select drawing tools and colors from a palette on the screen and create their pictures by touching the screen.

Hardware Specifications
These systems are designed for economy, durability and expansion. Each store has a 6-7 year life expectancy, therefore these systems need to meet the long term needs of Stride Rite.

Stride Rite will be able to easily change software as well as maintain each machine through out the projected life of each store.

How Tall Are You?
Macintosh Classic (4MB RAM, 40 MB Hard Drive)
HTAY? Sensor array (Designed by TCM)
External Speaker

Interactive Stations
Macintosh Quadra 610 (8MB RAM, 100 MB Hard Drive, CD-ROM Drive)
Touch Screen Monitor
Keyboard
Mouse

These specifications may change to adapt to availability of hardware, or to meet the availability of manufacturer-supplied resources.

FRAMEWORK FOR THE COMPUTER MUSEUM'S STRATEGIC PLAN

Introduction

Museum Mission
Strategic Analysis
Strategy
Ten-year Objectives

THREE-YEAR PLAN FY95-97

I. Onsite Programs

A. Exhibits: permanent, temporary ; includes new exhibit development and renovation of existing exhibits
B. Overall visitor experience: apron, lobby, signeage, parking, visitor services, exhibit maintenance
C. Education programs: The Computer Clubhouse, teacher development, visitor services.
D. Special events
E. Research

II. National & International Programs

A. Exhibit sales, traveling exhibits, offsite exhibits
B. Clubhouse dissemination—traveling exhibit, satellite Clubhouses, software starter packages
C. Computer Museum Materials: Book Series, Videos, CD-ROMs, teacher materials
D. National Events: Hall of Fame, Computer Bowl
E. "The On-line Museum"

III. Collections Plan

Plan for new acquisitions, collections management, and documentation.

IV. Marketing Plan (to be developed)

Marketing plan supports the institutional positioning, financial, and audience impact goals. Includes a discussion of Museum's earned revenue plans from existing streams and new streams.

V. Institutional Advancement (to be developed)

Three year plan for building the Museum's base of support from individuals, corporations, & foundations. Addresses future of Capital Campaign.

VI. Finance (to be developed)

Three year financial plan that reflects all planned activities; includes projections for all of Museum's operating and capital revenues and expenses.

VII. Administration (to be developed)
Three year plan that addresses administrative needs to support the plan, including office and personnel requirements.

VIII. Diversity (to be developed)
Plan to increase diversity in the Museum's programs, audiences, staff, & Boards.

TEN YEAR PLAN (to be developed)

The ten year plan describes how the Museum will achieve its ten-year objectives.

Building Scenarios

Onsite Programs

National & International Programs

Marketing

Institutional Advancement

Finance

Administration

Diversity

THE COMPUTER MUSEUM: DRAFT STRATEGIC PLAN

INTRODUCTION

1. Museum Mission

The Computer Museum's mission is to:

I. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers

II. preserve and celebrate the history and promote the understanding of computers worldwide

III. be an international resource for research into the history of computing.

2. Strategic Analysis

Milieu

- The usage of computers is skyrocketing as the cost/performance ratio continues to drop.
- The media are focusing attention on the fusion of the telecommunication, entertainment, and information industries.
- Computer applications and usage continue to change rapidly.

- Society and industry often focus on the new, next generation of products and services. The essence of the changes and the long view can get lost in the din of fast-paced incremental change.
- As information technology becomes recognized as the key technology of our era, interest in the origins of the information revolution will increase.

- Adoption of new technologies is very uneven across society, with many being excluded, and feeling "left behind."
- Computers enable more people to work at home, increasing work flexibility and communications, but also increasing people's physical isolation.
- Life-long informal education is becoming more important as a way of staying abreast of changes.

As computers become more mainstream, new opportunities to learn about and interact with computers exist. Products and services that overlap and partially compete with the Museum include:

- easy-to use, multimedia computer-based applications offered at libraries, schools, other museums and over networks
- school usage of computers as tools to support education in all fields.
- sophisticated home-based educational, game, and productivity software, increasingly exploiting multimedia and network connections
- theme parks which make increasing use of computers with special emphasis on immersive, virtual reality-style experiences

The Need for the Museum's Mission: I : To Educate and Inspire

People are increasingly coming into contact with computing, often thrust into the role of users of specific applications. Everyone is an unwitting user of networks of computers in performing routine activities, such as traveling, shopping, or communicating.

But computing is changing rapidly. People experienced in one computer application have no knowledge or confidence in another. And many feel excluded as they learn of technological marvels they cannot fully grasp or afford. The problem is particularly acute in underserved communities.

Science and technology museums have a well-established image as accessible places where visitors can explore in a relaxed fashion. They are also trusted as objective, non-commercial presenters of material. Most important, they provide a mixture between education and entertainment, a place for fun *and* learning. They are places that welcome groups and promote intergenerational group interaction.

These characteristics give the Museum an educational opportunity that formal educational institutions cannot pursue and that entertainment-oriented venues are not interested in. The Museum's image enables it to reach populations that have no other recourse as a first step.

The Need for the Museum's Mission: II and III: To Preserve, Celebrate, and Conduct Research

Computing is the defining technology of our age and its history is a key part of the world's heritage. The Museum is one of a very small handful of institutions that is seriously preserving the evolution of computing. These institutions are not competitive, but collaborate to ensure that their collective resources preserve as much of the significant record of computing as possible.

The loss of the computer pioneers themselves will reinforce the importance of the collections. Researchers will increasingly be seeking access to the original materials held by the Museum.

As key computing anniversaries and other milestones occur, the public seeks information about the event, and the media look for a focus to "locate" their coverage. The computer industry also needs a non-competitive forum to come together and celebrate the achievements of the field and gain perspective.

3. Strategy

The Museum's strategy is to develop authoritative and spectacular exhibits and programs that will achieve high international visibility and public awareness.

High visibility of a limited number of flagship elements will assist the development and dissemination of all Museum programs. The flagship could be the Museum's main site, or a highly successful program or publication. Different flagship elements will serve to reach different segments of the public and the computer industry. The Museum will build upon its spirited approach to informal education, as exemplified in its exhibits and education programs.

The Museum will seek to leverage every activity to extract maximum value and achieve the greatest possible impact. Exhibits will be leveraged with books, CD-ROMs, exhibit licensing and traveling components; education programs will be designed as national models, events such as The Computer Bowl or the Hall of Fame awards program will be leveraged with television programs.

The Museum will position itself to build cachet within the industry so that corporations will view the Museum as a desirable location from which to launch products and host events.

4. Ten-Year Program Objectives

1. Become a world class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.

2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.

3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support the national education reform movement.

4. Define and implement the "on-line" Computer Museum.

5. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing

6. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of electronic computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

THREE-YEAR PLAN: FY95-97

The following three-year plan represents the first steps towards the achievement of the ten-year objectives.

I. ONSITE PROGRAMS

A. EXHIBIT PROGRAM

The following considerations on exhibit content, exhibit approaches, and available gallery space provide the basis for the onsite FY95-97 exhibit plan. A specific list of proposed exhibits are presented in Appendix I.

Content

The Museum's 1989-94 Exhibit Plan addressed the three questions:

How do Computers Work?
How did Computers Evolve?
What do Computers Do?

With updating, the *Walk-Through Computer* and *People and Computers* can continue to address the first two questions satisfactorily. *Tools & Toys, Robots & Other Smart Machines* and *The Networked Society* (opening November 94) address the third question.

It is the applications of computing that are affecting all members of society. New applications are continually in the news. Last year virtual reality was the hot topic. This year it is the information superhighway. The next exhibit plan will therefore shift increasing focus onto the third question and broaden its scope to deal more fully with the social impact of computing.

A significant application area of tremendous public interest is the application of computing to the arts. The arts have the ability to reach out to diverse audiences, and help the Museum shed its image as a place for technology buffs. Exhibits that relate to the computers including the performing arts, will therefore be a component of the next plan.

The Museum should plan for some flexibility in its exhibit programs so as to be able to address topics while public interest is high. "Rapid response" exhibits will require a new approach to exhibit development and funding in which exhibit development, fabrication, & installation can take place with staff and funding resources that are already in place. This is the necessary in order to reduce the lead time.

The topcial issues covered should not shy away from issues of hot controversy. The Museum should make visitors face dilemmas without taking an institutional stand.

Visitor research points out two areas the public would like addressed:
1. The future: visitors seek access to cutting edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed by incorporating resource materials and pointers to other reliable sources of information.

Exhibit Approach

To achieve greater impact and visibility, the Museum needs to mount some spectacular exhibits. Examples include larger than life exhibits (Walk-Through Computer), environmental exhibits, or group virtual reality experiences. The plan calls for a major renovation of *The Walk-Through Computer* which, as well as updating it, will increase its visual impact from the exterior and its immersive, environmental quality in the interior.

Increased provision for contact between visitors and Museum staff can provide a means of increasing visitor engagement, especially for groups. Scope for presentations and performances in exhibits should be planned into exhibit spaces.

Space

After *The Networked Society* opens, one remaining 4,000 sf bay will be available for development at Museum Wharf. (Bay 1 on 6, formerly collections storage).

Additional space can be created by compressing existing exhibits, such as *Tools & Toys* or *Milestones*.

What Should the Next Permanent Exhibit be After Walk-Through Computer 2.0 (WTC2.0) (opening June 1995)

Three primary criteria need to be applied in answering this question:

1. How does the exhibit further the Museum's mission?
2. Will the exhibit support the Musuem's audience building, marketing & positioning goals?
3. Is it fundable and are there opportunities for financial leverage?

The following three projects have been provisionally ranked highest according to these criteria and will be investigated further to determine their potential.

Fly-Through Computer Motion Ride Coupled with the Walk-Through Computer 2.0.

Cost:	$1,000,000 minimum
Opening:	June 1995 to November 1995
Description:	A six minute movie with synchronized motion simulation in a 15-20 person theater. Visitors view and feel a dramatic ride through the Walk-Through Computer. The ride follows the flow of information from a keypress, along the cable to the interface chip, along the bus, into the microprocessor, to the RAM, hard disk drive, back to the processor, to the video card and along cables to the monitor. If possible, an interactive element will be incorporated to increase visitor engagement. The movie will incorporate animated sequences showing the inner workings of the components along the way. High quality animation of the microprocessor is available from Intel's

Omnimax film *The Journey Inside*. This ride replaces the existing *Software Theater*

Mission: The Ride serves as an introduction to the Walk-Through Computer exhibit, introducing visitors to the basic elements of computer hardware and system software. It greatly increases the effectiveness of the Walk-Through Computer as an exhibit that explains how computers work.

Audience: Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.

Positioning: No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading edge institution, and accelerate the repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage which has been the Museum's best promotion vehicle to date.

Fundability: Two funding models exist:
-Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
-Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.

Leverage: The Ride could be replicated for the cost of duplicate hardware only. Additional exposure and revenues would come from the Walk-Through Computer book and CD-ROM sales to people who experience the Ride and its copies.

Computers in Entertainment

Cost: c. $1,000,000

Opening: June 96 or June 97

Description: A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.

Mission: Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.

Audience: This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.

Positioning: *Computers in Entertainment* furthers the "fun" and "cutting edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.

Fundability: Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA.

Leverage: Good exhibit licensing and sales potential to other science and technology museums, other educational institutions, and entertainment equipment retail environments, such as malls and stores. Traveling version is possible.

Group Simulation Installation

Cost: c. $750,000
Opening: June 96 or June 97
Description: A 1,500 sf space in which up to 30 visitors interact with a simulated environment. One example of a simulated environment would be an aquarium projected onto the walls of the space. A number of stations offer visitors the opportunity to create their own fish, selecting appearance, behavior, breeding, and fitness functions. They then launch their fish into the environment and can watch its growth, interaction with other visitors' fish, and breeding patterns.
Mission: Visitors create their own simulated entities. The ability to select or script simple behavior, offers an engaging and accessible introduction to programming. Computer simulation of complex systems is an increasingly important application. Visitors can experience a simulation that contains an element of their own creation.
Audience: The group simulation would be a one-of-a-kind experience that would be visually exciting and conceptually intriguing. As such it has the capability to draw well. The group nature of the interaction is highly desirable in a Museum, and would work very well with school visits.
Positioning: First permanent public installation involving a virtual environment and group interactions positions the Museum as a unique experience involving cutting edge and educational uses of computers.
Fundability: Federal grant support from NSF; support from corporations and individuals.
Leverage: The installation can readily be replicated for other spaces such as museums, corporate settings, or public spaces.

Conclusions: Framework for Exhibit Plan

1. Develop one medium-large (2-3,000sf) exhibit per year
2. Renovate or replace all existing exhibits by the end of FY97
3. Exhibits should contain elements that are spectacular and cutting edge
4. Exhibits provide for presentations and performances
5. A "rapid response" gallery will address topical issues

Appendix I contains the exhibit development schedule and maps.

B. OVERALL ONSITE VISITOR EXPERIENCE

The Museum's three-year plan seeks to raise the quality of a visitor's overall experience of the Museum visit. It is improvement of the overall experience that will move the institution along the path set out in the first ten-year objective—namely to become a world class attraction.

Visitors' experience of the Museum is significantly affected by the apron, lobby, external signeage, and parking facilities. Additional factors of great importance include visitors' contact with Museum staff in the lobby, galleries and store, and the quality of exhibit maintenance.

Apron

A new apron park is planned as part of the Waterfront Project being developed jointly with The Children's Museum. If these plans go ahead, the apron will become very much more attractive and provide a pleasant approach to the Museum. The overall cost of the new apron park would be $1 million.

Lobby

Plans for the "Wave" which will serve as a new entry lobby for The Computer Museum and The Children's Museum are well developed. In order to exploit the Wave, the Museum will need to adapt its own existing lobby and store at an approximate cost of $200,000. An "attract" lobby exhibit will be needed to draw visitors into the Museum from the Wave, at a cost of $30,000.

Signeage

External signs on the site and lobby will be an integral part of the Waterfront project. A new integrated internal sign system is needed to enable visitors to find their way round the galleries. This will be implemented in FY95 at a cost of $10,000.

Parking

The Central Artery/Tunnel project and the new Federal Courthouse have reduced nearby parking space. Although some new parking garages have been constructed (e.g. Farnsworth Street), visitors are finding it harder to park. Efforts will be made to make parking arrangements with existing and new sites.

Visitor Services

Visitor research indicates that contact with members of Museum staff (either paid or volunteer) greatly affect the perception of the Museum. A gradual overhaul of Museum visitor services programs is planned to give floor staff specific roles as visitor greeters, information booth staff, and "performers" of demonstrations and theater-style presentations. These roles will make visitor service staff more accessible, visible, and better equipped to respond to visitor needs and enhance the quality of the visit. Increased use of volunteers on the floor is planned, rising to 50% of floor staff by FY96.

Exhibit Maintenance

The Museum's hands-on interactive exhibits are the primary experience at the Museum. The quality of the visitor experience degrades rapidly if exhibits are out of order. Over the past few years, the availability has ranged from 80% to 100% with an average around 90%. The goal is to maintain 97% or better of the exhibits in working order at any time. This will be achieved through a detailed operational plan that involves increased staff resources, more training for all floor staff, and daily status reviews. Exhibit planning will continue to allow flexibility so that malfunctioning exhibits can be seamlessly removed from the floor.

C. ONSITE EDUCATION PROGRAMS

Onsite education programs include The Computer Clubhouse, the establishment of a pilot teacher development program, and the visitor services program in the Museum exhibit galleries.

The Computer Clubhouse

The next three years will see refinement of Clubhouse programs as experience with participants is evaluated. New projects will be adopted as new mentors are attracted to the Clubhouse. New technologies will be integrated as they become available, including the use of high speed networks.

Selection of communities served will be made on the basis of their ability or interest in setting up their own projects derived from the Clubhouse model.

The long-term financing strategy for the Clubhouse will involve a mix of earned revenue and multi-year grant support and/or endowment.

A detailed schedule of Clubhouse development is presented in Appendix 2.

Teacher Development Program

The establishment of a teacher development program furthers the Museum's objective to support the national education reform movement.

Starting in FY95, the Museum will test a pilot teacher education program within the Computer Clubhouse. Teachers will develop their own projects within the Clubhouse, while learning how to initiate similar activities in their own classroom. Collaborations on the development and implementation of this program will be pursued, including deepening ties with Lesley College, Technical Education Research Centers (TERC), and other organizations serving pre-service and in-service teachers.

Approximately $30,000 is needed to establish the program. Experience with the pilot program will determine the nature and scope of a permanent teacher development program.

Visitor Services Program

Visitor services currently developed at the Museum include gallery tours and hands-on collaborative activities. A gradual overhaul of Museum visitor services programs is planned to give floor staff specific roles as visitor greeters, information booth staff, and "performers" of demonstrations and theater-style presentations. These roles will make visitor service staff more accessible, visible, and better equipped to respond to visitor needs and enhance the quality of the visit. Increased use of volunteers on the floor is planned, rising to 50% of floor staff by FY96. Specific roles for Museum floor staff as presenters and actors are planned for *The Networked Society* Exhibit and for *The Walk-Through Computer 2.0*.

D. ONSITE SPECIAL EVENTS

The Museum has hosted special events such as the Loebner Prize Competition (Turing Test), the Harvard Cup (Computer Chess Championship), and MIT student robot contests. Though labor-intensive, such events have proven very successful in raising visibility for the Museum. Many museums have an annual event, such as Inventor's Day at the Boston Museum of Science, that garner great media interest and large crowds.

The Museum will continue to host events that are of public interest and that illustrate exciting and intriguing uses of computers. The contests should be conducted in partnership with other organizations to achieve greater leverage.

Funding requirements range from a minimum of $5,000 for a small event organized mainly by an outside body (such as the Harvard Cup), to $50,000 for a complex event with major Museum involvement (such as the Loebner Prize).

E. RESEARCH

The Museum will establish an exhibit lab that will be used for three kinds of research:

1. Evaluation of Computer Museum exhibits in progress
2. Development and testing of Museum-developed applications of technology to informal education. The NSF-funded virtual reality research currently under way is an example.
3. Public testing and evaluation of educational software and other educational research projects being conducted at academic research institutions.

II. NATIONAL AND INTERNATIONAL PROGRAMS

This section presents the plan to serve audiences primarily beyond the Museum's walls.

Outline Only

Exhibit Licensing

Adaptation of exhibits for offsite licensing will be an integral part of new exhibit development, starting with *The Networked Society* exhibit.

A marketing and sales plan will be developed for the licensing of exhibits to other museums, aquariums, zoos, malls, and retail environments such as children's shoe or cloths shops, or even fast food outlets.

Clubhouse Dissemination

Clubhouse Tour Software: A virtual interactive exploration view of the Clubhouse. educators can start similar projects in their own after-school, community, or school site.

Teacher guides: Clubhouse Project Guides will provide information and on resources

Establish Offsite Clubhouse program: assist in the creation of offsite Clubhouses, starting in the greater Boston area.

Develop Traveling Electronic Classroom Exhibit: this exhibit (see below) will contain elements that are closely based on material in the Clubhouse.

Clubhouse video to inspire and assist others to develop similar centers

Clubhouse book

Traveling Exhibit Plan

Electronic Classroom (developed FY95-97). If funded by the National Science Foundation, The Computer Museum will collaborate with the New York Hall of Science and the Oregon Museum of Science and Industry to develop the Electronic Classroom, a traveling exhibit designed to show parents, teachers, administrators, students and other members of the general public how computers can support science, math, and technology educational reform. The Computer Museum will take the lead on the content and will develop all the interactive elements of the exhibition. The exhibit has a particular focus on reaching parent, teachers, and young people from underserved communities.

Computer Museum Products and Educational Materials

Computer Museum Book Series

First three titles: Computer Museum Guide to the Best Kids' Software
Computer Bowl
Walk-Through Computer 2.0

Walk-Through Computer CD-ROM

Software based on exhibits and collections

Educational materials for teachers including updated teacher packet to cover new Museum exhibits and Clubhouse project guides (see Clubhouse dissemination above)

National Events

These support the Museum's objective to provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing.

The Computer Bowl: Develop and hold a second series of annual Computer Bowls to feature the next generation of industry leaders and modify the format to allow for the production of a higher impact television show.

International Computing Hall of Fame Awards Program: iaugurate the program in the 50th anniversary year of computing. A television program will be an integral part of the Hall of Fame Awards program.

"The On-Line Museum"
With over 15 million people already connected to the Internet and a further 3 million connected to commercial on-line services, a "network presence" will offer the prospect of serving as a direct delivery tool to help execute the Museum's educational mission as well as significantly increase the Museum's international visibility.

As part of *The Networked Society* exhibit development, the Museum will establish a Gopher server which will contain general Museum information, selected exhibit text, graphics, video clips, and interactive software samples. Details are presented in Appendix 3.

The Museum will explore ways in which the essence of the Museum experience can be captured for remote use. True interactivity must be retained, as well as the ability to branch at will to the Museum's various offerings.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse using the popular multi-media Mosaic browser for the World Wide Web.
The Museum store will develop an on-line catalog.
Museum collections catalogs will be placed on-line.

III. COLLECTIONS PLAN

The first priority will be to continue to capture artifacts, photographs, films, documents, and software just-in-time, prior to literally being scrapped, by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the Whirlwind Computer from MIT, SuperPaint, the first paint program developed at CMU and Xerox Parc, and the first 'virtual reality' helmet. The Computer Museum could do this with quick reaction time and a unique focus and expertise that can determine the significant technology relating to computing.

From the start of collecting efforts about 1970, the characteristics of the collection have stayed the same. Highest priority is given to collecting the important technological innovations with carefully selected documentation. The next priority is given to insuring that the classic or standard implementations of a technology are represented. In addition, the collections include examples of technologies that failed, of clones, and intermediary stages of evolution.

The collection is devoted to computing, including intelligent machines, particularly robots. It includes all levels of integration of both hardware and software. While the historic roots are in the domain of hardware including semi-conductors, the future emphasis will increasingly be software.

Each hardware artifact or piece of software needs to have a full complement of material in order to be understood. For example, the original SpaceWar Game (the first interactive computer game) software is represented by its paper-tape program, program listings, videos of SpaceWar being played, oral history with its authors, photographs, and the PDP-1, the computer hardware on which it was designed. Together these make up a complete story.

Proactive collecting. The greatest gains have been made in the collections when there have been special projects, such as the personal computer contest and the Milestones of a Revolution exhibition. In the next three years two significant activities will lead to improved and new collections:

- Hall of Fame for computing technology.
  The technologies and their teams will lead to in-depth collecting in that area: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- The Guide to Kids' Software is gathering all the software for children and saving it for the collection.

Space and environmental preservation needs. Due to the growth of exhibits on the Wharf, a priority for 1994 is to move 4,000 square feet of hardware artifacts off site. Much of the hardware is tolerant of warehouse-like climate conditions and will be properly packaged.

Documents are indexed in special acid-free boxes and rarely removed. The process of scanning all photographs into a database will be completed in 1994.

Film and video is the most critical to have uniform temperature conditions. Further, since video is a relatively new media there are still questions and concerns about any longterm utility for archival purpose, already video that the Museum took in 1980 is deteriorating.

The video content is being evaluated and the most information-rich transferred onto more long-lived media.

Appendix I: Exhibit Development Plan

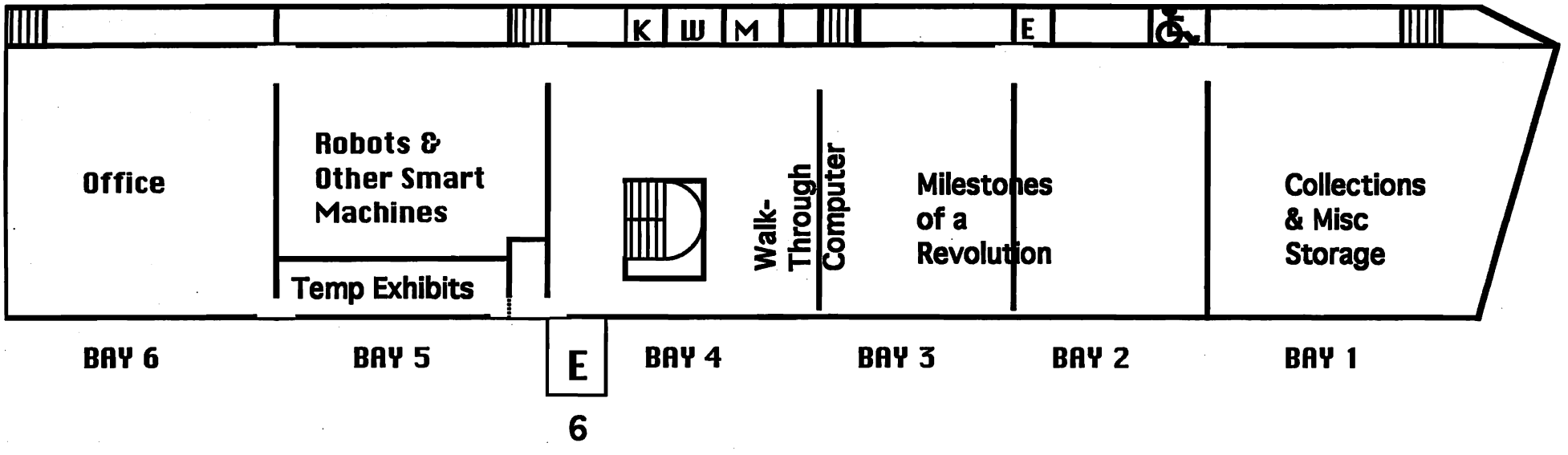
Permanent Exhibits

Opening Date	Exhibit	Content	Size	Funding Prospects	Target Audiences	Approach	Location
Nov 94	The Networked Society	Large scale computing, networks, impact of computer age	4,000 sq ft	Corporate NSF NEH	Adult Youth Students Interest in Networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery; Bay 1 on 5th floor
June 95	The Walk-Through Computer 2.0	How computers work	5,000 sq ft	Corporate; hardware & software industry	General	3-Dimensional Environment Learning Stations(8) Video	Revision of Original Walk-Through Computer
June 95	"Ride" through the Walk-Through Computer	Motion ride showing how computers work	1,000 sq ft	Corporate; For-profit partner	General, youth in particular	15-20 person theater with large screen and moving seats	Adjacent to Walk-Through Computer; Bay 3 or 4 on 5th floor
June 96	Computers in Entertainment	Applications in movies and popular music	3,000 sq ft	Corporate; NEA, NEH	Youth Adults, Culturally diverse	Interactive (15) Video Demonstrations Process oriented	Replace Tools & Toys
June 97	Group virtual reality	Shared simulation of complex system	2,000 sq ft	Corporate; NEA, NEH	General	Installation	Bay 1 on 6th floor

Temporary Exhibits

FY95							
Oct 94 - Feb 95	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with De-Cordova Museum	Skyline Room
April 1- May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush-handling art program	1,200 sq ft	Individual	General Art	One-of-a kind installation with retrospective	Bay 1 on 6th floor
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	1,200 sq ft	Corporate NEA	Adults Children	2- Dimensional with 2-3 interactive stations	Bay 1 on 6th floor; then integrated into *Computers in Entertainment* permanent exhibit in June 96
Feb 96	Pinnacles of Computing	Selected tour-de-force of computing technology & applications on computing's 50th birthday	1,500 sq ft	NSF Corporate	Cutting edge technology; mainly interactive with some static display	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	Topical Issue Space: The Computer in the Olympics	Computers in the Olympics -- in conjunction with Atlanta Olympics First topical issue gallery	1,000 sq ft	Corporate; Olympic sponsors	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Topical Issue Gallery Bay 1 on 6th floor

FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	Topic Issues: Yet to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process oriented	Topical Issue Gallery
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	2,500 sq ft	NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines



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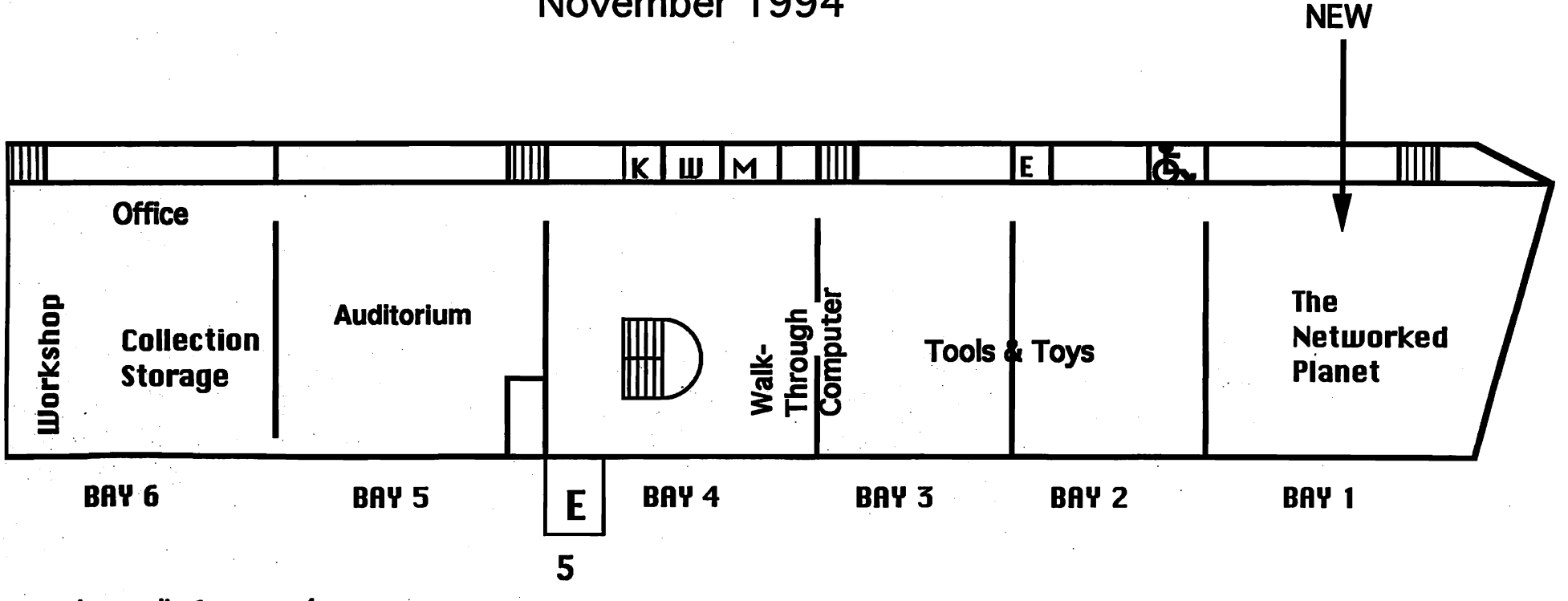

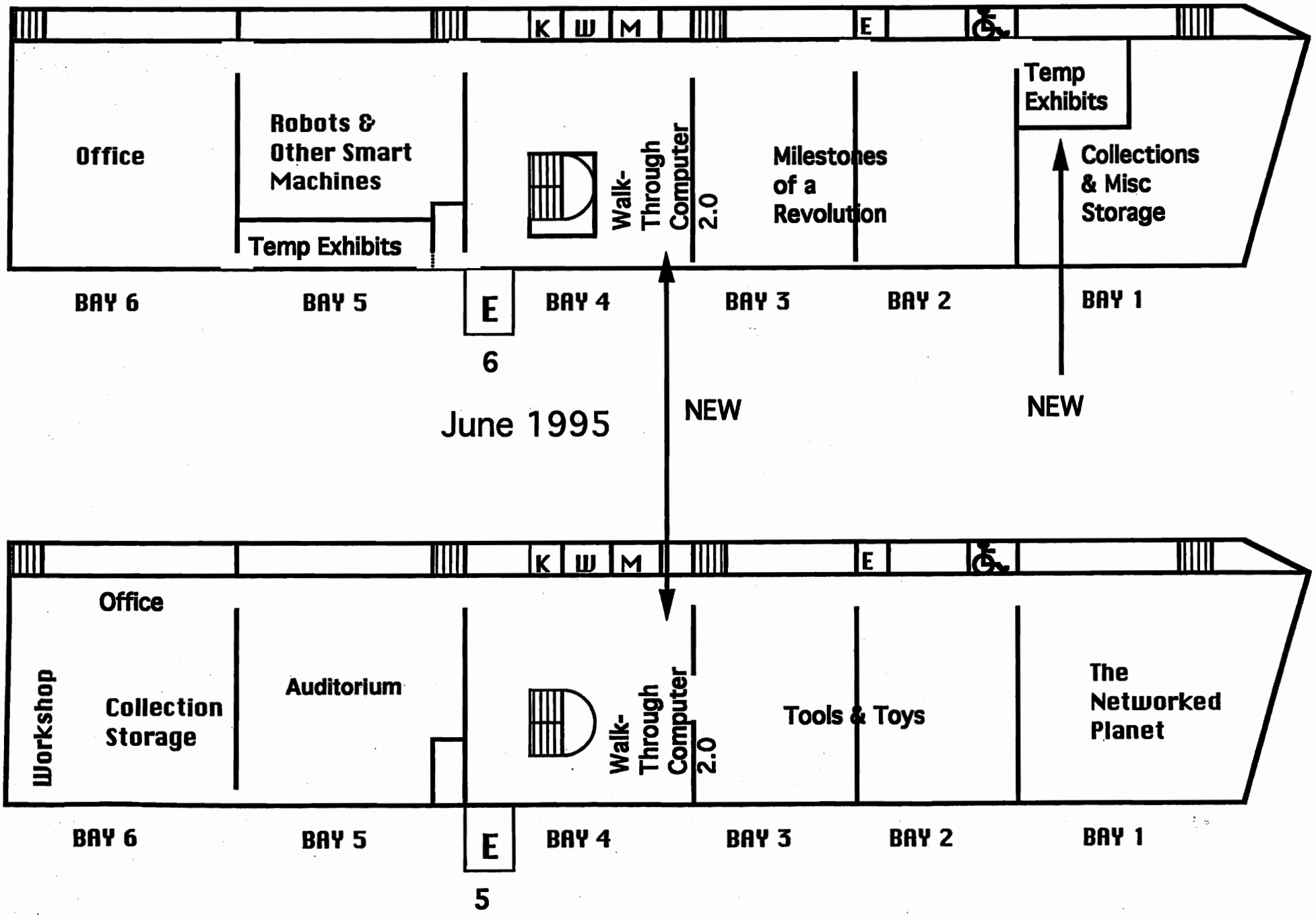
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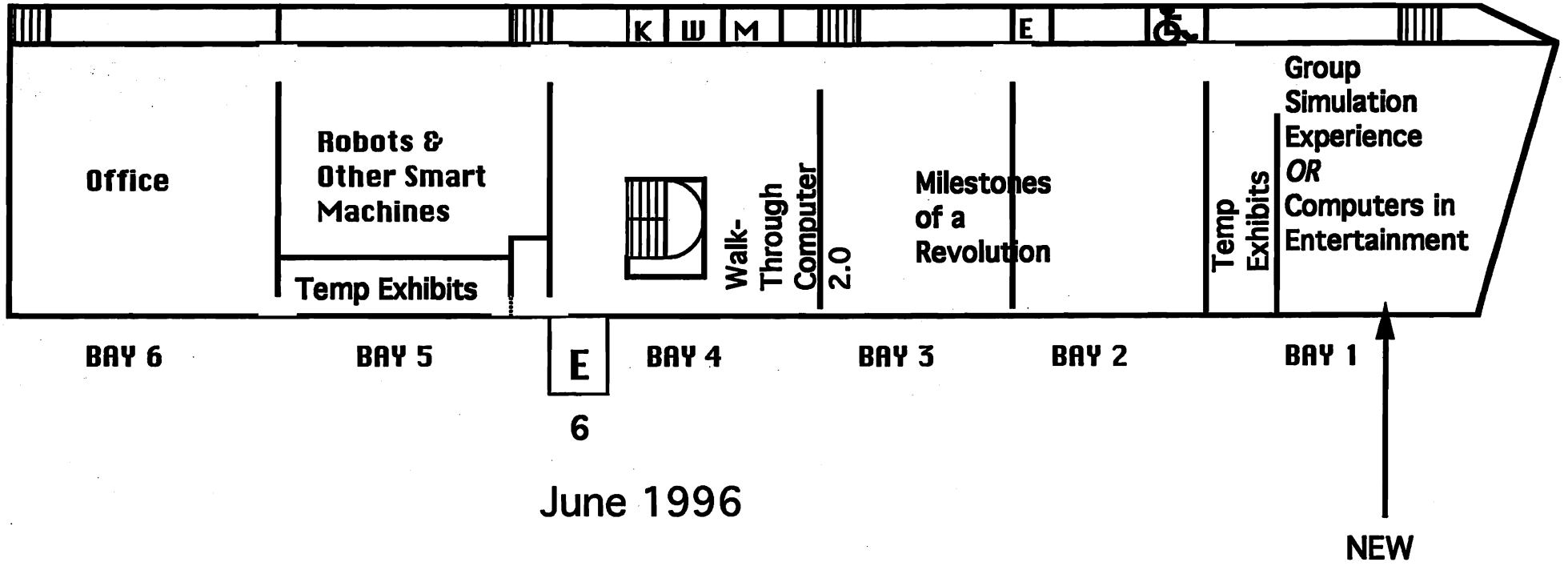

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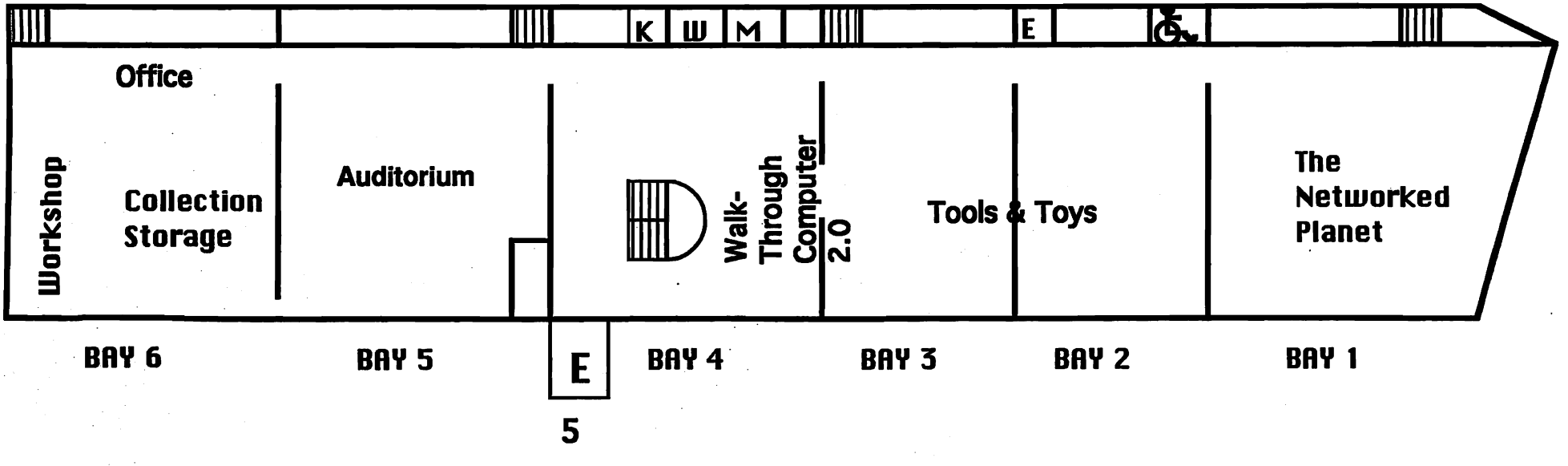

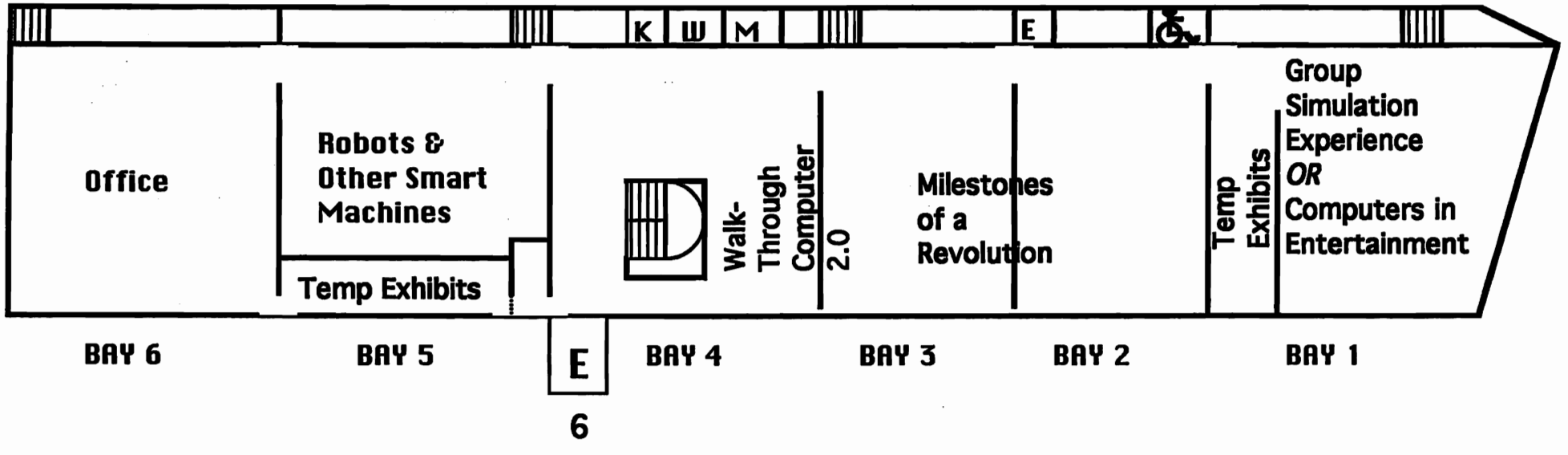
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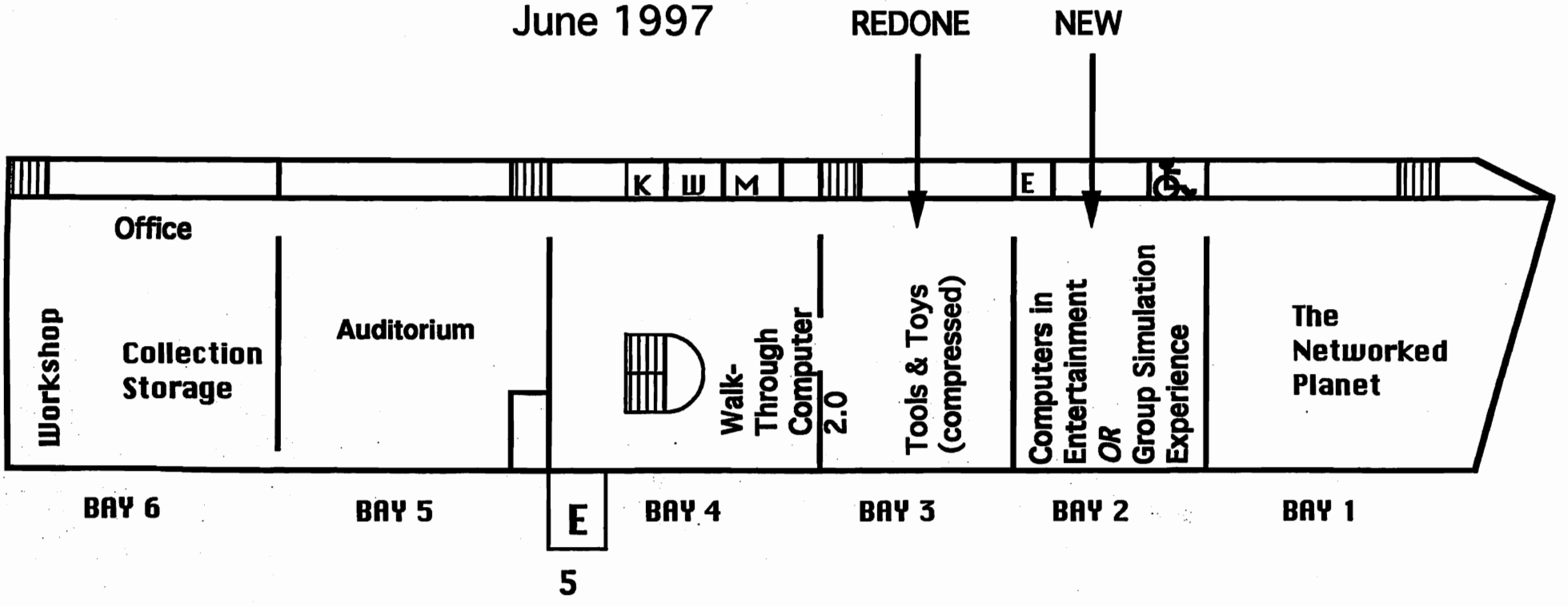
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Appendix 2: Computer Clubhouse Schedule July 1993-July 1997

	July '93-June '94 Opening & Intensive Formative Evaluation	July '94-June '95 Refinements and Off-site Testing	July '95-June '96 Dissemination and Expansion	July '96-June '97 On-going Operation and Continued Dissemination
Program Development and Implementation	-Develop collaborations with schools and community organizations -Support development of group and individual projects -Define a community of youth to participate on a regular basis	-Develop regular semester collaborations with schools -Develop five on-going member based projects -Develop project idea guidelines and resources for Educator guide	-Document and describe strategies and resources for involving young people in extended open-ended projects -Disseminate project ideas though project guide	-Continue to support improve and extend project development by members and mentors -Continue to expand collaborations -Continue to develop and expand program to meet Clubhouse goals
Community Involvement	-Continue to involve staff from housing developments, after-school and community centers -Organize and run open houses -Collaborate on projects with staff from other community sites	-Improvements in meeting needs of community partners based on formative evaluation -Continue collaborations and visits with staff and parents from community sites -Community mentorship program begins	-Document and describe community involvement in program development -Involve community educators in the development of Clubhouse educator guide -Support the development of Clubhouses at other museums and in other communities	-Continue to support, enrich and enhance collaborations and outreach to neighborhood sites -Continue to support the development of Clubhouses at other museums and in inner city communities
Mentors	-Recruit adult and youth mentors -Initial mentor development workshops and perpetration sessions -Intensive evaluation of growing mentor program -Continue to build mentor pool	-Revision of mentor program and workshops based on formative evaluation -Establish a diverse pool of 15 weekly mentors -Begin to build an internship program with local colleges	-Expand mentor education -Extend mentor recruitment -Develop mentor program guidelines and resources for Educator guide -Disseminate mentor program though video and guide	-Continue to support and extend mentor program

Educator Mentorship Programs	-Plan and prepare Teachers as Mentors and Community Educator -Recruitment application, and selection of first group of teachers	-Teachers as Mentors and Community Educator Mentorship programs begin -Formative evaluation and improvement of programs and continuing support	-Continuation of Educator Mentorship programs -Continued support of teachers and community educators who have completed Mentorship program	-Continuation of Educator Mentorship programs -Continued support of teacher and community educators who have completed Mentorship programs
Program Evaluation	-Evaluation meetings with youth and adult advisors -Observations of program by evaluator -Interviews and focus groups with members educators and Mentors	-Surveys of participant, Mentors, community educators, and teachers measuring steps toward reaching Clubhouse goals -Initial evaluation report -Improvements of Clubhouse activities based on ongoing formative evaluation	-Outside evaluation team interviews new and experienced members -Summative evaluation and report by outside evaluation team	-Ongoing evaluation and improvements based on program goals
Research	-MIT, Harvard, Lesley College researchers begin research projects	-Ongoing research projects, publications, and presentations	-Ongoing research projects, publications, and presentations	-Ongoing research projects, publications, and presentations
Publicity	-Initial publicity campaign on the development of the Computer Clubhouse as a model -Clubhouse feature workshop at National Educational Computing Conference	-Continuing publicity on Clubhouse activities -Clubhouse to be presented at workshop at Association of Science-Tech. Centers international conference	-Major national publicity on Clubhouse as a national model coinciding with release of Clubhouse Starter Package materials	-Continuing publicity on Clubhouse activities and local national impact
Clubhouse Starter Packages		Formative evaluation of Package elements	Prepare, publicize, and distribute Packages to museums and educators locally and nationally	Continue publicity and dissemination of Packages

Interactive Tour	-Develop prototype of Interactive Tour -Initial evaluation within Clubhouse environment -Improvements and additions to software based on formative evaluation	-Software evaluation in after school and school sites -Refine software based on observations and survey results	-Finalize software for dissemination -Prepare Tour for availability via Internet -Package, publicize, and distribute software	-Continue publicity and dissemination of Interactive Tour
Video			-Develop video for dissemination -Package, publicize, and distribute video	-Continue publicity and dissemination of Interactive Tour
Guide			-Develop guide for dissemination -Package, publicize and distribute guide	-Continue publicity and dissemination of guide
Budget	$59,725	$180,252	$198,752	$130,452
Funding		-Design and evaluate methods for paid use of the Clubhouse -Implement model summer camp -Strategy for large NSF funding for disseminating the Clubhouse model	-Continue to develop paid use of the Clubhouse	-Continue to develop paid use of the Clubhouse

Appendix 3: The On-Line Museum

The Museum will consider setting up a Gopher server to be up and running by November 1994, to coincide with the opening of *The Networked Planet* Exhibit.

Subsequent development might include a presence on the rapidly growing World Wide Web using the Mosaic browsing tool.

The Computer Museum Gopher

Gopher is also a very powerful Internet tool. All Gopher clients and servers have virtually identical commands. Gopher is easy to navigate, and allows you to back track if you get lost. Since Gopher has a line-mode interface, it can be easily accessed from any terminal program over a modem line, unlike Mosaic, which would be quite slow. All of the Information in our e-mail server can be directly imported into a Gopher Server.

The minimal level of on-line information exchange requires only a computer and a modem. In order to facilitate the easiest access to Museum information, I recommend that, for a nominal distribution fee, we provide visitors without Internet access a simple public domain terminal program, available for PC or Mac. This terminal program will be configured to dial the Museum's local access Gopher number automatically.

Once the visitor dials in, she or he will be greeted by a simple BBS software menu with general Museum information and an introduction to The Computer Museum Gopher. One of the choices will be access to a local-only Gopher server. This Gopher will be identical to the Internet-accessible Gopher except for the Other Museum Gophers menu. In the local-only Gopher, the menu of other Gophers will be replaced by an explanation about the local-only access.

This addresses two important issues: ease of use, and using an Internet tool. In comparison to BBS software, Gopher is painlessly simple. There are no initial login questions, such as "Terminal Type? ANSI Graphics? Color?" Most BBS's use single letter commands, and beginning users must keep referring to the help page. In order to get a person who's never been on-line to use the modem that was bundled with their computer, much simpler is much better.

The local-only Gopher can be configured to have text in place of a feature which is disabled or different. For example, dial-up users will not need the e-mail feature, or the print feature, so they will get a message explaining that feature, and the fact that it is not available from the local-only Gopher. The save feature can be modified to cause files to be sent from the local Gopher to the terminal program via zmodem. Zmodem has an auto-receive function, which can be configured in the terminal software. This way, the files the user wants to access will be available for saving on the client. They would not be accessible if saved on the host because the user will not have an account there.

The Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

1. Welcome to The Computer Museum Gopher/
2. Exhibits/ (David Greschler)
3. Educational Services/ (Marylin Gardner)
4. The Historical Collection/ (Brian Wallace, Gwen Bell)
5. Museum Visits/ (John Marchiony)
6. Special Events at the Museum/ (Gail Jennes)
7. Museum Membership/ (Betsy Riggs)
8. The Computer Museum Store/ (Margaret Dasha)
9. Facility Rental for Functions (Martha Ballard)
10. Exhibit Kits (Kevin Kelly)
11. Museum Newsletter/ (Gail Jennes)
12. Museum Administration/ (Mary McCann)
13. Other Museum Gophers/

1. Welcome to The Computer Museum Gopher

    1. About The Computer Museum (mission profile)
    2. About this Gopher
       (purpose of Gopher site, access, features, instructions)
    3. How to Access Gopher if You Don't Have Internet Access
       (explains Gopher access via Gopher Mail and modem)

2. Exhibits/

3. Educational Services/

    1. The Computer Clubhouse/
        1. Mission Statement
        2. Project Areas
        3. Membership
        4. Mentoring
    2. Museum Publications/
        1. Educational Activities Packet
        2. People and Computers Catalog
    3. How Computers Work Video
    4. Group Tour Information

4. Historical Collection/

    1. History
    2. Holdings
    3. Usage

4. Donations
5. Images/

5. Museum Visits/

1. Hours and Prices
2. Travel Directions
3. Group Tour Information

6. Special Events at the Museum/
(press releases--menu items change with updates)

1. E-mail the President
2. Virtual Reality Adventure
3. The Internet Auction
4. The Computer Bowl
3. Breakfast Seminars

7. Museum Membership/

1. Individual and Family Membership
2. Corporate Membership
3. Library Membership

8. The Computer Museum Store/

1. Store Description
2. Books (includes Museum publications)
3. Videos (includes How Computers Work)
4. Posters
5. Educational Software
6. Other Computer-related Products
7. Ordering by Phone or Mail

9. Facility Rental for Functions

10. Exhibit Kits

11. Museum Newsletters/

1. Spring 1994
2. Winter 1994
3. etc.

12. Administration/
    1. Overseers
    2. Trustees
    3. Honorary Trustees
    4. Staff Directory
    5. Volunteer Opportunities

11. Other Museum Gophers
    1. San Francisco Exploratorium
    2. UC Berkeley Museum of Paleontology
    3. etc.

Broadcasting Our Presence

To generate interest in the On-line Museum, we must broadcast our presence to make our services known.

Usenet Newsgroups

Usenet is the "BBS" of the Internet. Although it's technically not a part of the Internet, most people with Internet access have Usenet access. Network news on Usenet is organized under a set of broad headings called newsgroups. Although overt advertising is strongly discouraged, announcements of new services are not. The following newsgroups are appropriate for announcing the On-line Museum:

alt.internet.services
comp.infosystems.gopher
comp.infosystems.www

Archie

Archie is a system which allows for the searching of indexed files available via anonymous FTP. You can use it to find filenames with a given search string. It returns the filenames along with the servers where the files are located. The user can then launch FTP to get the files. McGill University in Montreal, Canada is the central index server for Archie. In order to be indexed, a server must be known to Archie at McGill, which FTP's known servers monthly to update the index information. It's an automated process.

WAIS

Wide Area Information Server is an information tool that is oriented toward searching texts. A WAIS client can search for a combination of keywords by sending them to a WAIS server. Each server offers one or more collections of documents. Sources that have the keywords are returned to the client, in hierarchical order based on the frequency of each keyword and the distance between keywords in the document. The documents can be requested from the server, which then sends them to the client. In order to be indexed, documents must be available on a WAIS server. Thinking Machines maintains a directory of servers, which can be queried, and return information on the servers most likely to be useful in finding a given topic.

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

April 13, 1994

Present were Gwen Bell, Lynda Bodman, Dick Case, Gardner Hendrie, Dave Kaplan, Jim McKenney, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:15 a.m. by Mr. Case, presiding.

I. Oliver Strimpel first presented an operations update. Financial statements for the year through March 31 indicate an approximate projected $6,000 operating deficit for the year and a $50,000 shortfall against budget, largely due to reduced February attendance as a result of bad weather and below-budget exhibit sales revenue. Discussion of corrective action in part focused on accounting treatment: payroll accrual monthly would avoid distortions caused by three pay periods falling in a calendar month, Bowl expenses could be deferred or revenue accrued to reduce distortions caused by timing of Bowl revenue receipt, and greater overhead contributions from funded projects (such as the Clubhouse and permanent exhibits) could be gained by completing a federal A130 audit to justify an overhead rate greater than the minimum 18% that is currently being used.

The immediate revenue shortfall will be corrected by a transfer of 18% of Networked Society funding to the operating account as an overhead contribution, which of course will require that additional funds be raised for the exhibit. Table sales for the Bowl can be pushed, as can exhibit sales. Mr. Franklin reported on recent meetings of the Education and Licensing Committees which reviewed exhibit sales. Much of Mr. Kelly's time to date has been devoted to rationalizing the exhibit kit business: creating uniform and professional documentation and master software disks, a catalog and a mailing list. That business, which he estimated to be modest, can be conducted in the future with less effort and expense while Mr. Kelly addresses larger dollar volume opportunities, one of which currently is a possible sale to Stride Rite shoe of up to 400 "How Tall Are You?" kits for use in new retail stores.

Dr. Strimpel next recommended the appointment of a subcommittee of trustees to oversee Museum compensation and human resources policies, which was approved. Dr. Zraket was reported as also favoring the proposal and having authorized Dr. Strimpel to nominate such committee; he nominated Messrs. Pettinella, Kaplan and Franklin who accepted and were approved.

Dr. Strimpel announced that Mr. Marchiony will begin work today on a half-time basis as Director of Marketing and that Ms. Gardner will begin as Director of Education on April 26. He also reported that NYNEX has committed $100,000 to the Networked

Society exhibit and that Sprint is close to doing the same. Harvard Community Health Plan also is a new prospective grantor.

II. Approval of a California office was next considered, beginning with a financial report that indicated the office largely would be funded by transfers of expenses from East Coast to West Coast, along with staffing responsibilities. Bowl support is strong in California and could be enhanced by greater staff support, according to Ms. Bell who strongly favored approval of the California office. Computer Chronicles will not be continued as a TV show and station KTEH has expressed strong interest in assuming future sponsorship of the Bowl, without the $25,000 production cost which the Museum previously has funded. Such sponsorship would not preclude the traditional locus of the Bowl on the coast of the previous year's winning team.

Mr. McKenney approved the proposal but would like it to be expressly a trial for up to three years, then to be further reviewed. He also recommended more direct reporting to the Directors of Marketing and Education as well as to the Executive Director. Mr. Hendrie also approved, with the same recommendation of a reporting relationship. Mr. Case demurred on the reporting relationship, believing the same should be determined with careful regard for the people in each position, and otherwise approved the proposal. Ms. Bodman expressed concerns regarding the ad hoc process by which the proposal came to this committee and the ambiguous goals of the proposal, but approved in principle.

Following further discussion the committee approved establishment of a West Coast office as recommended for fiscal 1994-95 with the understanding that the primary purpose is to establish a West Coast presence of the Museum for marketing and development activities, including project management of the Computer Bowl and Electronic Auction.

The meeting was adjourned at 10:15 a.m., to reconvene on May 16 at 8:00 a.m.

Respectfully submitted,

J. Thomas Franklin

J. Thomas Franklin, Clerk

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: June 3, 1994

TO: Board of Trustees
Board of Overseers

FROM: Oliver Strimpel

SUBJECT: Board of Trustees Meeting on June 17

Enclosed please find the agenda for the Board of Trustees meeting on Friday, June 17, 1994. The meeting, which will run from 8:30 a.m. until noon, will be held in the Museum's auditorium on the fifth floor. A continental breakfast will be served at 8:00 a.m., and a light lunch will follow adjournment. Overseers are cordially invited to attend.

The Nominating Committee will present a slate of recommended candidates for the Museum's Boards of Trustees and Overseers. (Background materials will be sent separately by the Committee.)

Enclosed is the proposed FY95 budget, for discussion and vote at the meeting.

Long Range Plan
In order to have more opportunity for Trustee and Overseer input and to enable our new staff department heads in education, marketing, and development to participate, we have extended the schedule for the creation of the Museum's next Long-Range Plan. Under the new schedule, a draft will be presented to the September Executive Committee meeting, for final discussion and approval at the November Trustee meeting.

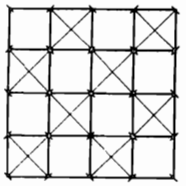
A revised partial draft is enclosed that includes new material on exhibits, the Clubhouse, and the Online Museum, much of it based on discussions at the two Board meetings in February and committee meetings since then. Over the summer, we plan to convene marketing, development, and finance committees to develop these respective areas.

At our upcoming meeting, we would like to get your response to the enclosed, as well as launch the discussion in the marketing, development, and finance areas. This will be a great opportunity to refine our vision of the Museum's role and positioning over the next decade!

Please take a moment to fill out the RSVP form included in this packet and return it as soon as possible to my assistant, Mary McCann. I look forward to seeing you on June 17!

Enclosures:

- Agenda
- RSVP form
- Draft Long-Range Plan
- FY95 Budget with notes
- April financials
- Minutes from April 13 and May 19 Executive Committee meetings



The
Computer
Museum

300 Congress Street
Boston, MA 02210

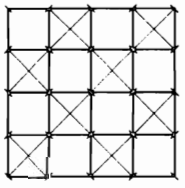
(617) 426-2800

The Computer Museum

BOARD OF DIRECTORS MEETING
Friday, June 17, 1994
8:30 a.m. - 12:00 p.m.

Agenda

8:30	Call to Order of Meeting of the Members of the Corporation
	Election of Vice Chairman Election of New Trustees
	Meeting Adjourns
	Call to Order of Meeting of the Board of Trustees
	Election of Officers Election of Standing Committees Election of New Overseers
	FY94 Review and Goals for FY95 Budget Discussion
	Bowl Report
	Board Committee Reports
	Long-Range Planning Discussion
12:00	Meeting Adjourns
	Lunch



The Computer Museum

BOARD OF TRUSTEES MEETING
Friday, June 17, 1994
8:30 a.m. - 12:00 p.m.

R.S.V.P

I will attend the Board meeting on June 17: ___Yes; ___No

I will attend the BREAKFAST (8:00 - 8:30 a.m.): ___Yes; ___No

I will attend the LUNCH (12:00 - 1:00 p.m.): ___Yes; ___No

(We need an accurate tally for breakfast/lunch to ensure that we are not wasteful. Thanks!)

NAME: _____
(please print)

PHONE: _____

E-MAIL ADDRESS _____

Please fill out and return this form ASAP to:

Mary McCann
The Computer Museum
300 Congress Street
Boston, MA 02210

FAX: 617-426-2943

Phone: 617-426-2800, ext. 372

E-mail: mccann@tcm.org

FY95 BUDGET

SUMMARY

Combined Operational Results

The budget for the fiscal year ending June 30, 1995, reflects a net surplus of $12K for the Museum overall. The surplus represents the combined results of three funds: a surplus of $97K in the Operating Fund, a deficit of $84K in the Capital Fund, and break-even in the Exhibit Fund.

Objectives

- Develop two major new exhibitions —*The Networked Society*, and *The Walk-Through Computer 2.0*. raising an additional $200K for *TNS* and $450K for *WTC 2.0* in FY95.

- Develop plans and raise start-up funding for a new "mini-campaign" designed to fund a new lobby, waterfront park, and retire the mortgage. This is *not* budgetted.

- Achieve a 10% attendance increase through PR and marketing efforts. These are supported by a full programmatic offering in FY95: the permanent exhibit, *The Networked Society*, opening November 12; and three special exhibitions on computer art, including *The Computer in the Studio*, developed in conjunction with the DeCordova Museum in Lincoln, opening September 24, and *Aaron in Color: Robot Painter* by Harold Cohen, opening April 1, 1995. Maintain visibility via calendar listings between exhibit openings with special events and programs.

- Enhance visitor services with new programs for school groups and an audio-tape guide. Serve non-English speakers with foreign language versions of the tape guide and exhibit video subtitles.

- Build four new revenue streams that broaden the populations served by the Museum: publications, Internet Auction, computer camps, and overnights.

- Plan and start developing the *Computing Hall of Fame* program.

- Increase corporate and individual membership revenues through improved execution of staff, Board, and volunteers, driven by a fully staffed development department.

- Raise funds to support the second phase of the Computer Clubhouse development.

- Launch the second series of Computer Bowls.

FY95 BUDGET NOTES

Fund Accounting

To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles, whereby funds are classified in accordance with specified restrictions or objectives.

Revenue Recognition

Revenues, including those for unrestricted contributions, memberships, and Capital Campaign pledges are recorded when received. The policy for restricted revenues will be to record revenues to the extent of expenses incurred plus an appropriate overhead rate.

Depreciation

Set forth below are estimates of depreciation amounts not included in the FY94 forecast or FY95 budget because they do not require any cash outflow. Determination of depreciation is based upon the estimated useful lives of assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over five years; leasehold improvements, depreciated over 20 years; and the building, depreciated over 32 years.

The amount of depreciation for FY94 and FY95 will be approximately $758K and $778K, respectively.

Employees

As of June 30, 1994, full-time equivalent employees (FTEs) are expected to be 42. As of June 30, 1995, FTEs are expected to be 46. (Two of these are new positions; the others are positions that are currently vacant.) The FY95 budget assumes a 4% salary increase for all staff effective on their anniversary date.

Restricted Contributions

Restricted contributions represent amounts designated by the donor to be expended for specific activities, functions, programs, exhibits, or types of expenditures.

The following is a summary of restricted contributions (Dollars in Thousands):

	FY94 Proj.	FY95 Proj.
Operating Fund Total	$249	$ 555
Exhibit Fund Total	106	450
Total Restricted Contributions	355	1,005

OPERATING FUND

The Operating Fund, which includes unrestricted and restricted contributions, reflects the activity necessary to support the overall operations of the Museum.

The following are notes that support the revenue and expense lines of the FY94 budget.

Computer Clubhouse

The Museum's major educational project, with $272K revenue (of which $50K is deferred revenue from FY94) and $215K of expense. The Museum is applying a 30% overhead rate to this project to cover space and administrative costs. Project expense reflects operation of the Clubhouse for a year, program planning, and software development.

Exhibit-Related

$283K of revenue is composed of $87K from the Harold Cohen art exhibit and other related art exhibits in the Skyline Room. $195K is overhead from the Networked Planet and the Walk-Through Computer 2.0.

Corporate Membership

$250K in revenue is budgetted for FY95.

Computer Bowl

Revenue of $365K budgetted for the Bowl, with an additional $40K budgetted for the Internet Auction. Net increase of $12K over budgetted revenues for FY94 All-Star Bowl.

Membership Fund

Total revenues are expected to increase by $32K, due to the establishment during FY94 of the Museum Friends Program.

Admissions

Admissions revenues of $581K reflect an average increase of 3.5% over FY94. This reflects the draw of the *Networked Planet* exhibit, which opens in November, as well as $26K additional revenue from the Museum's new audio-tape tour program. Attendance is projected to increase from 118,000 people (projected FY94) to 130,000, about a 10% increase, with an average admission fee of $4.25 per head.

Below is a historical summary of attendance levels and average revenue per visitor.

Year	# Visitors	% Change	Average Admission Revenue/Visitor
FY 85	34,000		$2.18
FY 86	77,000	NM	2.32
FY 87	77,619	0.8%	2.48
FY 88	77,072	(0.7%)	2.92
FY 89	88,041	14.0%	2.64
FY 90	91,848	4.0%	3.49
FY 91	130,319	42.0%	4.02
FY 92	118,567	(9.0%)	3.91
FY 93	117,200	(2.0%)	3.99
FY 94 Projected	120,000	3.0%	4.25
FY 95 Budget	130,800	9.0%	4.25

Store
Net increase of $11K over FY94 is due to increased admissions traffic, with projected higher profit levels per person.

Functions
Revenue increase of $36K is due to the new Museum Overnight program, as well as to a modest projected increase of regular funtion rentals.

Exhibit Sales
This program holds the promise of major growth, but has not yet performed. The program contributes to the Museum's educaional mission as it results in the Museum serving very large numbers of visitors at other sites. An aggressive marketing plan is being developed for FY95.

Publications
Publications revenue of $110K advance against royalties, for a Museum book series, is offset by $95K in expenses in FY95.

Computer Camps
Net revenue of $6K is projected for FY95 for this new program.

Marketing
Expenses budgetted to increase by $21K in FY95, due to aggressive marketing and advertising support for the FY95 events calendar.

Fund-Raising
The fund-raising expense line covers corporate membership program expenses and 80% of the development director's salary.

CAPITAL FUND

Note that the mortgage expense remains in the FY95 Capital Fund in anticipation that there will be fresh capital revenue-generating initiatives in FY95. This will be a high priority for the Museum's development effort in FY95. If new capital revenues do not materialize, the mortgage payment will have to be carried by Operating Fund revenues.

ENDOWMENT FUND

$10K interest income is expected in FY95, to be applied to the Operating Fund.

PLANT FUND

The Plant Fund reflects the amounts invested by the Museum in real estate, equipment, and exhibit-related assets.

EXHIBIT FUND

The Exhibit Fund represents the activities associated with developing permanent new Museum exhibits. $494K of revenues are budgeted for *The Networked Planet* exhibit (scheduled to open in November 1994), $200K of which is to be raised in FY95.

An additional $850K of revenue is budgetted for the *Walk-Through Computer 2.0*, of which $400K has already been pledged. These figures include 18% (or $195K) in operating overhead.

06/01/94

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

	OPERATING			CAPITAL			EXHIBIT			COMBINED		
	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	$ VARIANCE
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	272,500	249,500	8%							272,500	249,500	23,000
Exhibit Related	283,100	86,363	69%				1,344,785	450,000	67%	1,627,885	526,363	1,101,522
Govt & Foundation		10,286									10,286	-10,286
Endowment												
Unrestricted Support:												
Capital Campaign				41,000	352,050	-759%				41,000	352,050	-311,050
Corporate Membership	250,000	192,725	23%							250,000	192,725	57,275
Foundation		24,180									24,180	-24,180
Computer Bowl	365,000	438,000	-20%							365,000	438,000	-73,000
Internet Auction	40,000									40,000		
Membership Fund	210,000	178,000	15%							210,000	178,000	32,000
Admission	581,900	510,000	12%							581,900	510,000	71,900
Store	298,000	260,000	13%							298,000	260,000	38,000
Functions	190,850	160,000	16%							190,850	160,000	30,850
Exhibit Sales	53,300	35,000	34%							53,300	35,000	18,300
Other:												
Interest Income	13,000	3,000	77%							13,000	3,000	10,000
Publications	110,000									110,000		
Computer Camps	18,000	550	97%							18,000	550	17,450
TOTAL SUPPORT/REVENUE	2,685,650	2,147,604	20%	41,000	352,050	-759%	1,344,785	450,000	67%	4,071,435	2,939,654	1,131,781
EXPENSES												
Exhibit Development	78,792	60,000	24%				1,344,785	381,500	72%	1,423,577	441,500	982,077
Exhibit Maint/Enhancement	58,179	52,000	11%							58,179	52,000	6,179
Exhibit Sales/Kits	40,560	38,000	6%							40,560	38,000	2,560
Collections	59,850	64,000	-7%							59,850	64,000	-4,150
Education & Admission	333,339	260,000	22%							333,339	260,000	73,339
Clubhouse	215,360	191,900	11%							215,360	191,900	23,460
Marketing	251,560	245,000	3%							251,560	245,000	6,560
Publications	94,945									94,945		
Public Relations	84,594	91,455	-8%							84,594	91,455	-6,861
Store	238,826	219,559	8%							238,826	219,559	19,267
Functions	102,320	78,600	23%							102,320	78,600	23,720
Computer Bowl	115,616	137,600	-19%							115,616	137,600	-21,984
Internet Auction	29,344									29,344		
Fundraising	150,066	58,000	61%	5,300	82,000	-1447%				155,366	140,000	15,366
Membership Fund	75,835	50,000	34%							75,835	50,000	25,835
Museum Wharf												
Op Exp	300,000	316,927	-6%							300,000	316,927	-16,927
Mortgage				120,200	126,977	-6%				120,200	126,977	-6,777
General Management	359,175	262,000	27%							359,175	262,000	97,175
TOTAL EXPENSE	2,588,361	2,125,041	18%	125,500	208,977	-67%	1,344,785	381,500	72%	4,058,646	2,715,518	1,343,128
NET REVENUE	97,289	22,563	77%	-84,500	143,073			68,500		12,789	224,136	-211,347

05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
10 Month Ending 04/30/94

	OPERATING FY94 Actual	OPERATING FY94 Budget	OPERATING FY93 Actual	CAPITAL/EXHIBIT Actual	CAPITAL/EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	202,667	270,525	38,030					202,667	270,525	-67,858	287,900	249,500
Exhibit Related	68,363	82,000	24,581	103,590	524,000			171,953	606,000	-434,047	732,000	526,363
Govt & Foundation	2,982		41,391					2,982		2,982		10,286
Endowment												
Unrestricted Support:												
Capital Campaign				151,428	474,200			151,428	474,200	-322,772	726,200	352,050
Corporate Membership	152,525	153,750	154,750					152,525	153,750	-1,225	205,000	192,725
Foundation	24,180		1,000					24,180		24,180		24,180
Computer Bowl	294,125	358,800	298,100					294,125	358,800	-64,675	388,000	438,000
Membership Fund	153,220	150,440	113,768					153,220	150,440	2,780	178,000	178,000
Admission	404,767	431,983	393,798					404,767	431,983	-27,216	536,841	510,000
Store	221,262	272,330	186,658					221,262	272,330	-51,068	332,395	260,000
Functions	154,034	106,480	120,773					154,034	106,480	47,554	140,352	160,000
Exhibit Sales	17,997	70,000	49,240					17,997	70,000	-52,003	90,000	35,000
Other:												
Interest Income	2,465	5,800	2,719			3,315	4,680	5,780	10,480	-4,700	12,000	3,000
Rental Income			5,950								4,000	
Program Income		2,000	6,092						2,000	-2,000	2,500	200
Collections	350	3,300	4,413					350	3,300	-2,950	4,000	350
TOTAL SUPPORT/REVENUE	1,698,937	1,907,408	1,441,263	255,018	998,200	3,315	4,680	1,957,270	2,910,288	-953,018	3,639,188	2,939,654
EXPENSES												
Exhibit Development	50,019	85,395	30,135	163,759	375,350			213,778	460,745	-246,967	580,485	441,500
Exhibit Maint/Enhancement	49,498	35,740	55,436	2,064	22,160			51,562	57,900	-6,338	69,578	52,000
Exhibit Sales/Kits	32,086	41,080	50,376					32,086	41,080	-8,994	52,610	38,000
Collections	54,024	51,950	50,876					54,024	51,950	2,074	62,400	64,000
Education & Admission	215,352	244,012	213,575					215,352	244,012	-28,660	292,570	260,000
Clubhouse	156,899	196,140	29,254					156,899	196,140	-39,241	236,000	191,900
Marketing	206,093	192,680	136,944					206,093	192,680	13,413	229,190	245,000
Public Relations	78,257	77,916	65,983					78,257	77,916	341	93,334	91,455
Store	191,058	224,804	170,268					191,058	224,804	-33,746	268,932	219,559
Functions	70,957	56,791	52,776					70,957	56,791	14,166	69,402	78,600
Computer Bowl	61,956	33,230	27,438					61,956	33,230	28,726	135,324	137,600
Fundraising	49,214	54,345	42,297	105,736	181,331			154,950	235,676	-80,726	286,585	140,000
Membership Fund	40,600	69,700	26,171					40,600	69,700	-29,100	83,611	50,000
Museum Wharf												
Op Exp	255,239	251,670	246,698					255,239	251,670	3,569	302,000	316,923
Mortgage				106,286	106,283			106,286	106,283	3	126,977	126,977
General Management	220,589	181,970	189,917					220,589	181,970	38,619	213,271	262,000
TOTAL EXPENSE	1,731,841	1,797,423	1,388,144	377,845	685,124			2,109,686	2,482,547	-372,861	3,102,269	2,715,514
NET REVENUE	-32,904	109,985	53,119	-122,827	313,076	3,315	4,680	-152,416	427,741	-580,157	536,919	224,140

05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

FOR THE TEN MONTHS ENDED

	04/30/93 ACTUAL	04/30/94 ACTUAL	04/30/94 BUDGET	VARIANCE	PERCENT	FY94 BUDGET	FY94 FORECAST
REVENUES:							
Clubhouse	38,030	$202,667	270,525	-67,858	-25%	287,900	249,500
Exhibit Related	24,581	68,363	82,000	-13,637	-17%	100,000	86,363
Govt & Foundation	42,391	$27,162		27,162	100%		34,466
Corporate Membership	154,750	$152,525	153,750	-1,225	-1%	205,000	192,725
Computer Bowl	298,100	$294,125	358,800	-64,675	-18%	388,000	438,000
Membership Fund	113,768	$153,220	150,440	2,780	2%	178,000	178,000
Admissions	393,798	$404,767	431,983	-27,216	-6%	536,841	510,000
Store	186,658	$221,262	272,330	-51,068	-19%	332,395	260,000
Functions	120,773	$154,034	106,480	47,554	45%	140,352	160,000
Exhibit Sales	49,240	$17,997	70,000	-52,003	-74%	90,000	35,000
Interest Income	2,719	$2,465	5,800	-3,335	-58%	7,000	3,000
Other	16,455	350	5,300	-4,950	-93%	10,500	550
Total Revenues	1,441,263	1,698,937	1,907,408	(208,471)	-11%	2,275,988	2,147,604
EXPENSES:							
Exhibits Development	30,135	50,019	85,395	-35,376	-71%	102,730	60,000
Exhibits Maintenance	55,436	49,498	35,740	13,758	28%	43,250	52,000
Exhibit Sales	50,376	32,086	41,080	-8,994	-28%	52,610	38,000
Collections	50,876	54,024	51,950	2,074	4%	62,400	64,000
Education & Admissions	213,575	215,352	244,012	-28,660	-13%	292,570	260,000
Clubhouse	29,254	156,899	196,140	-39,241	-25%	236,000	191,900
Marketing	136,944	206,093	192,680	13,413	7%	229,190	245,000
Public Relations	65,983	78,257	77,916	341	0%	93,334	91,455
Store	170,268	191,058	224,804	-33,746	-18%	268,932	219,559
Functions	52,776	70,957	56,791	14,166	20%	69,402	78,600
Computer Bowl	27,438	61,956	33,230	28,726	46%	135,324	137,600
Fundraising	42,297	49,214	54,345	-5,131	-10%	64,854	58,000
Membership Fund	26,171	40,600	69,700	-29,100	-72%	83,611	50,000
Musuem Wharf	246,698	255,239	251,670	3,569	1%	302,000	316,927
General Management	189,917	220,589	181,970	38,619	18%	213,271	262,000
Total Expenses	1,388,144	1,731,841	1,797,423	-65,582	-4%	2,249,478	2,125,041
NET REVENUES(EXPENSES)	$53,119	($32,904)	109,985	-142,889	-1	26,510	22,563

05/11/94

THE COMPUTER MUSEUM
BALANCE SHEET
04/30/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 04/30/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$368,600	-	-	$3,315	$371,915	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	212,770	-	-	-	$212,770	48,868
Inventory	45,840	-	-	-	$45,840	49,137
Prepaid Expenses	18,087	-	-	-	$18,087	9,143
Interfund Receivable	3,315	575,850	-	-	$579,165	123,310
Total Current Assets	$650,686	$575,850		$253,315	$1,479,851	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$650,686	$628,758	$2,334,052	$253,315	$3,866,811	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$32,908	$6,601	-	-	$39,509	$109,006
Accrued Expense	37,588	8,710	-	-	46,298	63,557
Deferred Income	142,518	573,470	-	-	715,988	194,919
Interfund Payable	575,850		-	3,315	575,850	123,310
Total Current Liabilities	$788,864	$588,781		$3,315	1,377,645	$490,792
Fund Balances:						
Operating	($138,178)	-	-	-	(138,178)	($108,566)
Capital	-	39,977	-	-	39,977	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($138,178)	$39,977	$2,334,052	$250,000	$2,485,851	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$650,686	$628,758	$2,334,052	$253,315	$3,866,811	$3,129,082

The Computer Museum
EXECUTIVE COMMITTEE MINUTES
May 19, 1994

Present were Gwen Bell, Lynda Bodman, Richard Case, Gardner Hendrie, Jim McKenney, Nick Pettinella, Ed Schwartz, Charles Zraket, Oliver Strimpel, executive director, and Mary McCann, acting clerk. The meeting was called to order at 8:15 a.m.

I. Dr. Strimpel presented a report on Museum operations. Financials for the 10 months ending April 30 show a projected surplus of $22,000 for year end, due to stronger-than-budgeted revenues from both the Bowl and the Live Auction. This has counterbalanced the poor performance in both attendance (due to a harsh winter) and exhibit sales.

Exhibit sales continues to carry an element of budget risk, although we have a potential for $40,000 in sales to OMSI for a project being funded by Intel. Dr. Strimpel distributed a report detailing a possible Museum collaboration with Stride Rite, which was originally prompted by their interest in our Height Sensor kit. Ms. Bodman explained that this may entail a major build-in to Stride Rite facilities and could generate $500,000 - $1 million for the Museum. There was discussion as to what our support responsibilities should be at offsite installations. It was agreed that while service has not been an issue thus far, it will fast become one once we install more offsite exhibits. The same concept holds true for the Clubhouse: Once we begin outreach of Museum-designed programs, adequate support must be in place, and we must budget for this new obligation. Discussion also ensued as to the type of exclusivity rights we might grant to offsite clients.

The admissions report for the month of April shows a decline in visitor traffic from last year; the reason for this is unclear. May attendance is thus far tracking close to projection. We are implementing new ways to maximize attendance by school groups.

Exhibit development for The Networked Society, which provisionally has been renamed the Networked Planet, is moving ahead rapidly. To date we have raised $565,000, including recent donations of $25,000 from Harvard Community Health Plan for a section on "healthy computing," and $20,000 from Stratus (plus a $300,000 machine from that company). Additional proposals are outstanding to Sprint, Unisys, Banyan, Intel and AMD. Fundraising for the Walk-Through Computer 2.0 is also active. Trustee Dave House has sent letters of solicitation to IBM and other companies.

Project reports for both the Networked Planet and the Computer Clubhouse were distributed. The Networked Planet will open in November, with an evening reception following the afternoon Board meeting on November 10. The official public opening will be Saturday, November 12. Exclusive activities will also be available for sponsors.

John Marchiony and Marilyn Gardner are now aboard full time as, respectively, director of marketing and director of education. With their arrival, the Museum's Department Head team is fully staffed. John is developing a framework for marketing and public relations for the Networked Planet. Plans for a Board-level marketing committee are underway.

Dr. Zraket suggested that a milestone report for the Clubhouse be prepared and be given wide distribution. Discussion followed as to the image we wish to project in this, and other, printed matter. It was agreed that printed pieces should have a consistent style and should convey a highly professional image without looking expensive.

II. Dr. Bell reported on, and was congratulated on, the great success of the recent Computer Bowl and auctions. Over 600 people worldwide registered for the Internet auction. Of the 70 items offered, only eight did not sell, and these were of a corporate nature. Two Internet auctions are planned for next year, in the spring and fall, with each budgetted for $20,000 of revenue. The Live Auction was a huge success, with 14 eclectic items garnering larger-than-budgeted revenues. The most popular item, a week as publisher of Computerworld, with a free trip to any of its worldwide editorial posts, went to both top bidders (Gordon Bell and Bill Gates) for $28,000 each. The auction will be held again next year, with a new set of donors and items.

III. Before presentation of the proposed FY95 budget, committee members, with Betsy Riggs in attendance, first discussed the Capital Campaign. The Development Committee has decided not to proceed with the Campaign; instead, it wishes to develop a new campaign to help us retire the mortgage by means of a capital building fund that would have more appeal to donors.

Discussion ensued about the need for a financial summary statement about the Campaign — what has been pledged, including the Bells' trust of $1 million; collected; and spent. The Finance and Development committees were directed to draft a closing statement including summary financials, other pertinent facts, and text articulating the rationale behind the change to a new strategy. The draft report should go to the Executive Committee for approval before distribution to the Board at its June meeting, and then to past donors.

It was noted that the Finance Committee would like the capital fund reflected in a column of its own in the financial statements, for clearer accounting.

The proposed FY95 budget was presented for discussion. With the cessation of the Campaign, a large issue now is how to pay the $120,000 mortgage for FY95 and years thereafter.

Some skepticism was voiced about our ability to reach the projected increase in revenue. Given the fact that the Museum has consistently fallen short of its revenue goals, Mr. Hendrie recommended that we budget conservatively so that our expenses grow by just half ($250,000), and we don't spend cash until we have earned it. Dr. Bell reminded the committee that while the budget is quite agressive, it reflects the Board mandate to hire top-quality staff and provide them the necessary compensation and support. Lengthy discussion ensued, during which Dr. Strimpel addressed in detail the rationale for each area of the proposed budget. It was noted that the ratio of development revenues to expenses seems low. Dr. Strimpel was then directed to (1) scrub down the current proposed budget and (2) prepare a contingency plan for reducing the annual operating expenses by $200,000 after four - six months if revenues don't come in as planned.

IV. Ms. Bodman gave the Nominating Committee report. Proposed candidates for Overseers include Clemmie Cash, John Shoch, Gary Beach, and Isaac Nassi. Also being pursued by the committee are Jim Manzi of Lotus and Jim Fisher of Anderson Consulting. The Nominating Committee will meet on May 26. Ms. Bodman recommended the creation of a subcommittee to address Overseer cultivation and activities. The committee hopes to introduce four to six potential Overseer candidates at each Board meeting. The chair of the Board of Overseers should perhaps join the Nominating Committee.

Barry Horowitz has indicated that he would be happy to release his Trustee slot and become an Overseer; this should be put on the agenda for the next Board meeting. Ms. Bodman will prepare the Nominating Committee agenda for the June 17 Board meeting.

V. A final version of the Long-Range Plan will be ready for distribution to the Executive Committee in September. Further discussion of the draft will take place at both the June Board meeting and the July Executive Committee meeting.

VI. It was decided that future meetings of the Executive Committee will be held on the second Thursday of each month, excepting those months in which there are Board meetings. Upcoming dates are July 14 and August 11, from 8:00-10:00 a.m. at the Museum. Committee members will be sent a complete list of dates through 1994.

The meeting was adjourned at 10:30 a.m.

The
Computer
Museum

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

Memorandum

DATE: July 6, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: July 14 Meeting

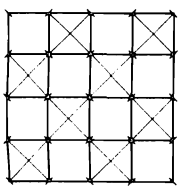
Enclosed please find the agenda for our next meeting on Thursday, July 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

Among items to be discussed are the Museum's publications program; a proposal for visible storage at the Museum (enclosed); and the "850 Fund," a proposed initiative to complete the Museum's acquisition of the building.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on next Thursday.

Enclosures:
- Agenda
- Proposal for visible storage



The
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300 Congress Street
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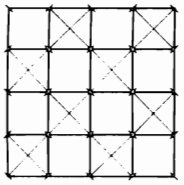
Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
July 14, 1994
8:00 a.m. - 10:00 a.m.

1. Dates for meetings after August
2. Operations Update
3. Proposal (enclosed) regarding Visible Storage for the Collections
4. Publications Program
5. "850 Fund"



Proposal to Create a Visible Storage Exhibition at The Computer Museum

As computer history becomes more prominent in the history of technology, The Computer Museum's extensive collection will attract more interest. This proposal sets forth a plan to facilitate access to the different parts of the collection.

NEED

Since the Museum has focussed on serving the ninety percent of our audience who are neither highly technical nor interested in the evolution of computer technology, the ten percent who are interested in the technical and historical issues have become an underserved element of our audience. Both the ninety percent and the ten percent components grow in real numbers. Evidence of the growth in interest on the part of the latter group falls into three main categories.

1. Almost every day, staff are approached with requests to see all or specific pieces of the Museum's historical collection. These requests come from on-site visitors, through the mail, via the Internet, and over the telephone, and from individuals and groups. Requestors include students, professors, researchers, historians, engineers, and technology enthusiasts.

2. A number of long-term, core Museum members have become increasingly vocal in requesting that the "old things" be made available to more visitors and to themselves.

3. The growth in the number of prior art cases during the past several years has attracted more and more legal research based on the Museum's collection.

VISIBLE STORAGE AT OTHER MUSEUMS

The National Museum of Photography, Film and Television, in Bradford, U.K., anticipated the need for a visible storage exhibition space early on. They conducted extensive research on methods of providing this type of service to visitors as well as photography enthusiasts. Their research enabled them to accept, organize, and make available to the public an enormous collection of Kodak cameras. A large grant from Kodak Corporation allowed the Museum to build specially designed cases that provide easy access without affecting other exhibition spaces.

The Children's Museum in Boston developed a labelling system for accessible and visible storage areas that ranges from "don't touch" to "pick me up." The labels provide simple, easy-to-understand instructions to teachers and students, who are encouraged to make appointments to visit the Museum's storage areas.

In both of these cases, the items in the museums' collections are relatively small and can be stored in exhibit cases. The Carnegie Mellon University Museums — including the University natural history and art museums and the Andy Warhol Museum — have taken another tack: they maintain their non-exhibited collections in traditional, non-public displays, but open the back rooms to the public for one weekend each year. Approximately 4,000 visitors came to the museums this spring to see the non-public spaces, view parts of the collections not ordinarily available, and find out what sorts of work museum staff do behind the scenes. As a result, the Museums plan to increase the frequency of this service.

IBM's storage facility contains all of IBM's discontinued machines, in a clean, humidity-controlled environment. IBM makes the facility available to interested visitors by appointment only. Individual artifacts are ordered in the simplest way possible — chronologically.

While The Computer Museum places historical components — usually three-dimensional, artifact-rich timelines — into each new exhibit, the number of artifacts that can be shown in this way is limited by the themes of the Museum's exhibits.

A VISIBLE STORAGE EXHIBIT AT THE COMPUTER MUSEUM

The Computer Museum proposes to develop a 2,300 square foot dedicated space where a significant portion of its collection can be viewed by interested parties. The first step is to organize the gems of the collection in chronological order.

Following is a list of many of the significant artifacts that would be displayed: The 1890 Hollerith machine replica, ENIAC, Johnniac, WISC, SAGE, Bendix G-15, LGP-30, Packard-Bell 250, Philco 212, NEC 2002, CDC 160, PDP-1, DDP-116, PDP-8, SDS-940, CDC 6600, CDC 7600, IBM 1620, IBM Stretch, Burroughs 9000, DG Nova, Prime 1, Xerox Alto, Three Rivers PERQ, Apollo Domain, Sun 3, ETA 10, Thinking Machines 1. Generally, only processors, maintenance and control panels, and key peripherals would be exhibited. Lesser pieces would be stored, along with the rest of the collection, in an off-site storage area.

Although the large-scale artifacts are most significant, an additional component of Visible Storage would allow for display units for small-scale artifacts that include the extensive personal computer, memory, and logic component collections.

Other proposed elements include:

- *Signage.* Each machine in the visible storage area would be labeled with a simple set of specifications.
- *New acquisitions.* As the Museum acquires new, more significant machines, the visible storage area will be changed; significant new acquisitions will be temporarily displayed in an area devoted to recent acquisitions.

- *Related collections.* An on-site library would include book, document, photograph, and film/video collections, along with a database of those collections.
- *On-line access.* A titles-only version of the database would allow reporters, prior-art and other researchers, and students to examine the collection from afar.

IMPLEMENTATION AND TIMING

The Museum's long-range plan recommends half of Bay 6 on the fifth floor (approximately 2,300 square feet) for Collections.

The visible storage area would provide secure, presentable access to interested visitors, scholars, and members of the Museum, whether by scheduled appointment or by request at any time.

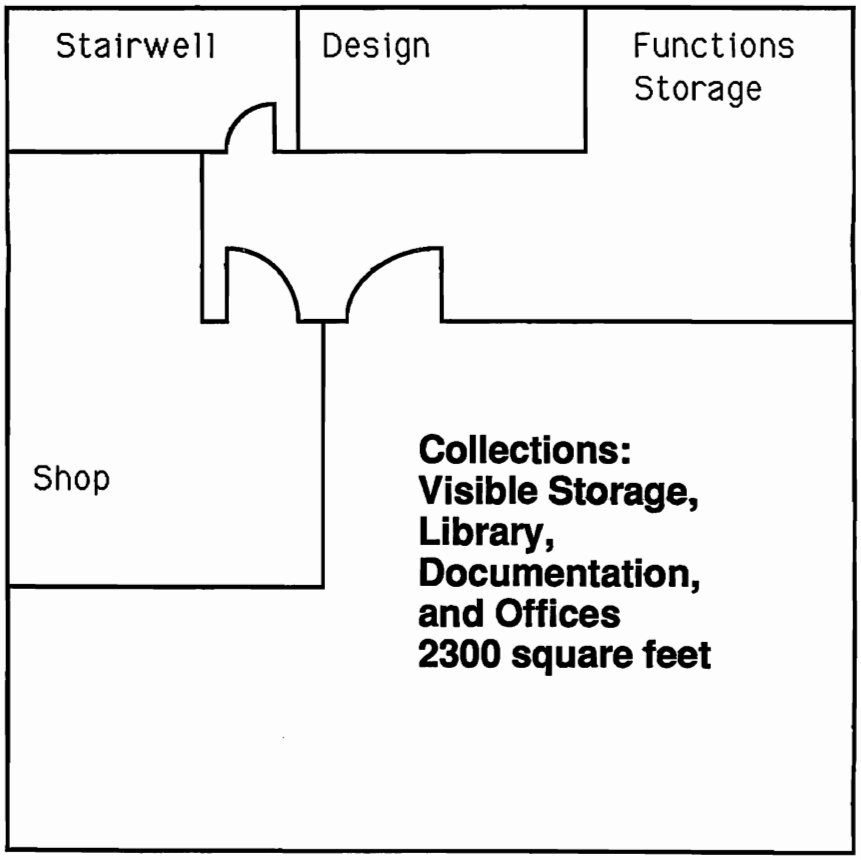
The Visible Storage area would require ten months from the time of funding to completion.

A floor plan and budget are attached.

COLLECTIONS Visible Storage Budget

Capital and first year Costs		Notes
Environmental Controls	$5,000	Heating & airconditioning extended from Bay 5
Exterior wall insulation	$5,000	Uninsulated or treated with a moisture barrier
Restore floor	$5,000	Floor original 1979 plywood; needs painting
Update lighting	$8,000	Needs lighting appropriate for collections
Cleaning/restoration	$30,000	Six month project including intern and volunteers
Outfitting a library	$5,000	Shelving for the book collection
Relocation costs	$10,000	Movers for large pieces and boxing collection
Off site storage initial cost	$10,000	Moving to offsite location plus rental
Total	**$78,000**	
Optional Capital Projects		
Small artifact cases	$20,000	Independent but desirable project
Photographing the collection	$25,000	Cleaning and moving could provide optimum time
Operating expense		
Half-time intern	$15,000	Needed for maintenance and public access
Off site storage rental	$5,000	For the non-visible collection
Total	**$20,000**	
Collections Operating costs		
FY 93	$60,687	
FY 94	$66,000	
FY 95	$60,000	Assumes capital will be spent this year
FY 96	$80,000	Income from usage may increase to offset expense
FY 97	$80,000	
FY 98	$80,000	

Plan for Visible Storage
Floor 5; Bay 6



The
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300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: May 27, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: FY95 Budget

Following up on our discussion at the Executive Committee meeting on May 19, we have:

- Further reduced the Operating Fund expenses as far as we can to give a proposed FY95 budget surplus of $89,289. The new budget is enclosed.

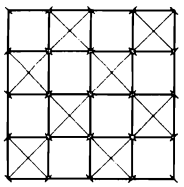
- Developed a contingency plan to remove $200,000 of operating expense from the FY95 budget. The plan is attached.

- Prepared a financial report on the status of the Capital Campaign, which is currently being reviewed. The formal closing report on the Campaign and the communication with all our Campaign donors will be drafted with the Development Committee over the next four - eight weeks.

Note that the mortgage expense remains in the FY95 Capital Fund in anticipation that there will be fresh capital revenue-generating initiatives in FY95. This will be a high priority for the Museum's development effort in FY95. If new capital revenues do not materialize, the mortgage payment will have to be carried by Operating Fund revenues, most probably by implementing parts of the cutbacks detailed in the enclosed contingency plan.

Please let me have your reactions to this by June 1, if possible, as this is the date on which we need to mail the packet out to the Trustees and Overseers in preparation for the June 17 meeting.

Many thanks for all your thoughtful input and ongoing help in meeting our goals!



FY95 BUDGET: GENERAL NOTES

Exhibits and Events

During FY95 the Museum plans a full program of exhibit openings and events designed to further the Museum's educational mission and reach an increased number of people.

The Networked Planet, opening November 12, 1994, is the Museum's first major new exhibition since *Tools and Toys*, which opened in June 1992, and completes the Museum's first long-range exhibit plan. The budget assumes $200K of revenue raised in FY95 for this exhibit, bringing the exhibit revenue to a total of $800K. A public relations and marketing plan is being developed and will be executed by our new Director of Marketing, John Marchiony, and our Director of Public Relations, Gail Jennes. The plan will have a budget of $30,000 from the exhibit fund to work with. The Weber Group, New England's largest high-tech communications firm, has offered *pro bono* assistance with this launch.

In June 1995, *The Walk-Through Computer 2.0* will open. $450K of revenue for this project is budgetted in FY95, for a total project revenue of $850K. No significant attendance impact is budgetted, as the opening will take place only two weeks from the end of the fiscal year.

In April '95, Harold Cohen's *Robot Painter* will premiere at the Museum. This is a plotter that handles a paint brush and paints Harold Cohen's original art. This project has a $70K budget. In addition, three computer art shows will be held in the Skyline Room.

The attached sheet details the year's event schedule, designed to gain public interest and press listings around the busy school vacation weeks.

New Earned Revenue Streams

The FY95 budget includes five new revenue streams designed to broaden the audiences served and diversify and expand the Museum's sources of revenue: publications ($110K gross, $15K net), the Internet Auction ($40K gross, $8K net), computer camps ($18K gross, $6K net), overnights ($36K gross, $10K net), and the audio-tape guide ($26K gross, $19K net).

Attendance

The program of activities with supporting promotion and marketing is budgetted to increase attendance from 118,000 people projected for FY94 to 130,000, about a 10% increase, with an average admission fee of $4.25 per head. FY94 numbers were depressed by the severe winter; we asume a "normal" winter in FY95.

Diversity

The Museum will accommodate Spanish language speakers for the first time: All the video *network guides* in *The Networked Planet* exhibit will offer Spanish captions; the Museum's audio-tape tour will be offered in a Spanish version.

Long-Range Planning

By the November Board meeting, the Museum will complete a new long-range plan, incorporating a three-year plan and a ten-year plan. In accordance with the plan, the Museum will start raising support for exhibits and programs in FY95 scheduled for opening in FY96 and FY97. A longer lead time is especially important in the Federal grant application process (NSF and NEH).

FY95 BUDGET: DETAILED NOTES

Operating Fund

1. Operating Fund revenue is budgetted at $537,646 greater than FY94 projected revenues. The following increases are the main contributors:

- $212,763 in the exhibit-related line from the 18-percent overhead on permanent exhibit development (*Networked Planet* and *Walk-Through Computer 2.0*) taken into the Operating Fund

- $110,000 associated with the new publications program

- $58,000 from increased corporate membership

- $32,000 from increased membership fund contributions

- $40,000 from the Internet Auction

- $71,000 from increased admissions revenue (assuming a less severe winter and the draw of *The Networked Planet* exhibit and the Harold Cohen robot painter)

- $30,000 from the new Overnight program in the functions line

2. The Operating Fund revenues most subject to risk are:

- Exhibit sales ($53,300); this program holds out the promise of major growth, but has not yet performed. The program contributes to the Museum's educational mission as it results in the Museum serving very large numbers of visitors at other sites.

- Overhead from the Clubhouse ($57,140) and permanent exhibit development ($212,763). If these projects proceed with expenditures below budget (owing to lower-than-budgetted revenues from fund-raising), the overhead income to the Operating Fund will be correspondingly reduced.

3. Operating Fund expenses are shown increasing by 18 percent. The main contributors to this are:

- Fund-raising salaries and general and administrative overhead that were allocated to the Capital Fund while the Capital Campaign was active, and the full staffing of the Development department in FY95 in contrast to FY94

- Publications expense tied to the advance-against-royalty publications revenue

- Education & admissions expense owing to the new Director of Education at a higher salary level, and the addition of an education assistant position to assist with education program funding and support.

- $27,000 for the renovation of the Museum offices

- $25,000 for the conversion of the Museum's in-house computer system to a client-server architecture.

Note: A four-percent salary increase is budgetted.

05/26/94

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

	OPERATING			CAPITAL			EXHIBIT			COMBINED		
	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	$ VARIANCE
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	272,500	249,500	8%							272,500	249,500	23,000
Exhibit Related	283,100	86,363	69%				1,344,785	450,000	67%	1,627,885	526,363	1,101,522
Govt & Foundation		10,286									10,286	-10,286
Endowment												
Unrestricted Support:												
Capital Campaign				41,000	352,050	-759%				41,000	352,050	-311,050
Corporate Membership	250,000	192,725	23%							250,000	192,725	57,275
Foundation		24,180									24,180	-24,180
Computer Bowl	365,000	438,000	-20%							365,000	438,000	-73,000
Internet Auction	40,000									40,000		
Membership Fund	210,000	178,000	15%							210,000	178,000	32,000
Admission	581,900	510,000	12%							581,900	510,000	71,900
Store	298,000	260,000	13%							298,000	260,000	38,000
Functions	190,850	160,000	16%							190,850	160,000	30,850
Exhibit Sales	53,300	35,000	34%							53,300	35,000	18,300
Other:												
Interest Income	5,000	3,000	40%							5,000	3,000	2,000
Publications	110,000									110,000		
Computer Camps	18,000	550	97%							18,000	550	17,450
TOTAL SUPPORT/REVENUE	2,677,650	2,147,604	20%	41,000	352,050	-759%	1,344,785	450,000	67%	4,063,435	2,939,654	1,123,781
EXPENSES												
Exhibit Development	78,792	60,000	24%				1,344,785	381,500	72%	1,423,577	441,500	982,077
Exhibit Maint/Enhancement	58,179	52,000	11%							58,179	52,000	6,179
Exhibit Sales/Kits	40,560	38,000	6%							40,560	38,000	2,560
Collections	59,850	64,000	-7%							59,850	64,000	-4,150
Education & Admission	333,339	260,000	22%							333,339	260,000	73,339
Clubhouse	215,360	191,900	11%							215,360	191,900	23,460
Marketing	251,560	245,000	3%							251,560	245,000	6,560
Publications	94,945									94,945		
Public Relations	84,594	91,455	-8%							84,594	91,455	-6,861
Store	238,826	219,559	8%							238,826	219,559	19,267
Functions	102,320	78,600	23%							102,320	78,600	23,720
Computer Bowl	115,616	137,600	-19%							115,616	137,600	-21,984
Internet Auction	29,344									29,344		
Fundraising	150,066	58,000	61%	5,300	82,000	-1447%				155,366	140,000	15,366
Membership Fund	75,835	50,000	34%							75,835	50,000	25,835
Museum Wharf												
Op Exp	300,000	316,927	-6%							300,000	316,927	-16,927
Mortgage				120,200	126,977	-6%				120,200	126,977	-6,777
General Management	359,175	262,000	27%							359,175	262,000	97,175
TOTAL EXPENSE	2,588,361	2,125,041	18%	125,500	208,977	-67%	1,344,785	381,500	72%	4,058,646	2,715,518	1,343,128
NET REVENUE	89,289	22,563	75%	-84,500	143,073			68,500		4,789	224,136	-219,347

FY'95 PLANNING CALENDAR (as of 5/26)
[For internal use only/upper-cased events confirmed]

Date 1994	Event	Point person
JUNE 16	BREAKFAST SEMINAR: ROGER HEINEN	BR
Mid-June mid-July	World Cup Soccer Kiosk	JAM
Thru August	LETTER TO WHITE HOUSE	DG
JULY 1	NEWS out	
JULY 1-3	HARBORFEST: COMPUTER ANIMATION FESTIVAL	BW
JULY 16-SEPT 5	FROM DRAWING TO MONTAGE: COMPUTERS IN ART	BW
AUGUST 15-25	HUMAN VS. COMPUTER CHECKERS TOURNAMENT	MB
SEPT 14	BREAKFAST SEMINAR: JIM MANZI	BR
SEPT 24-NOV 27	THE COMPUTER IN THE STUDIO (WITH DECORDOVA MUSEUM)	BW
Oct	Computer Learning Month: ??	
OCT early	Annual out	
OCT 1-2	FIFTH HARVARD CUP HUMAN VS. COMPUTER CHESS CHALLENGE	MB/AC
Oct 21-28 ??	Second Internet Auction (possibly again spring 1995??)	GB/CW
Oct	Breakfast Seminar: ??	BR
OCT 23	NETWORKED SOCIETY/PLANET (TNS/TNP) SWIFT OPENING	BR
NOV 7-9	TNS/TNP PRIVATE SPONSOR PREVIEWS	BR/JAM/MB
NOV 9	TNS/TNP MEDIA/KIDS DAY	GJ/MG/JAM
NOV 9-11	TNS/TNP MEMBERS ONLY 1-5PM	SP
NOV 10	TNS/TNP VIP GLOBAL OPENING	DG
NOV 11	TNS/TNP SPONSOR/UPPER LEVEL MEMBERS	
NOV 12	TNS/TNP PUBLIC OPENING	
Nov	Breakfast Seminar: ??	BR
Dec	Breakfast Seminar: ??	BR
Dec 23-Jan 2	School Vacation Week: ??	

1995

JAN 1	NEWS out	
Jan 14-16	Martin Luther King Weekend: ??	
Jan	Breakfast Seminar: ??	BR
February	Black History Month: ??	
February	Computer Animation Month 1:30 & 3:30pm 1-hour shows ?? 4 weekends	BW
Feb 18-26	School Vacation Week: Computer Animation	
Feb	Breakfast Seminar: ??	BR
March 18- May 22??	Aaron in Color: Robotic Painter OS/GB/BW	
Mar	Breakfast Seminar: ??	BR
Mar-Apr ??	Waterfront/Wave/Lobby/Park ??	
April 9,15,16,17	AVOID SCHEDULING EVENTS ON THESE DATES??? Palm Sunday, Passover, Easter, Patriots	
APRIL 1	NEWS out	
April ??	Breakfast Seminar: ??	BR
April 15-23??	School Vacation Week: ??	
April 28	The Computer Bowl: The Next Generation	GB/CW
May	Breakfast Seminar: ??	BR
May 29	Memorial Day	
JUNE	THE WALK-THROUGH COMPUTER 2.0	
June ??	Breakfast Seminar: ???	BR
JULY 1	NEWS out	
July 1-4 ??	HarborFest	

gj/PR Dept. 5/26/94

FY95 Contingency Plan

Item	Amount	Decision Date	Comments
Cancel Office Rehabilitation	25,000	Nov-94	
Cancel shift to client/server office system	27,000	Nov-94	
Cancel/delay part time Collections Assistant	10,700	Jun-94	Collections effort reduced as Collections Manager curates art show
Postpone creation of donor wall in lobby	5,000	ongoing	
Postpone printing of Annual Report	5,000	May-95	Printing donation will be sought
Eliminate W. Coast assistant	14,550	Sep-94	W Coast fund-raising & S/W guide promotion reduced
Reduce support staff	25,000	ongoing	Only one support position is open as of 5/26/94.
Terminate proactive exhibit sales program	20,000	Jan-95	If revenues don't track, remove exhibit sales position
Salary freeze on staff directors (10 ppl)	13,000	Jan-95	Budgetted 4% increases only awarded if revenues perform
5% cut on most non-salary expense	40,000	Sep-95	$800,000 of eligible expense
Additional personnel cuts to be determined	15,000	Jan-95	
TOTAL	**$200,250**		

The Boston Globe

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Score one for humans

Human beings are holding their own against computers on the checkers front, no matter what the machines are saying. Don Lafferty, 61, a retired teacher from Kentucky and the United States Checkers Champion, is still two games ahead in his battle with Silicon Graphics' Chinook, billed as the most advanced checkers program in the universe.

Oh sure, technically Chinook won the world championship title in last week's tournament at the Computer Museum here, but it won by default when grand master Marion Tinsley had to drop out because of illness. Lafferty took Tinsley's place, winning one, losing one and splitting 18 draws. Not enough to wrest the crown back from cyberspace, but enough to stay ahead in the record books.

Lafferty has been battling Chinook since 1990 and has eight games in the win column while the computer has only six.

Artificial intelligence may be able to analyze up to 12 million positions per minute and may even be doing more human-like risk taking, but the soul is still mightier than the gigabyte.

It all comes down to intitution, says Oliver Strimpel, executive director of the Computer Museum. Human beings have it and computers don't. And as checker champs have known since the game was first played back in ancient Egypt, no amount of mathematical calculating can replace the firm conviction in the gut about a good move, or the importance of controlling the center of the board, or not letting the enemy past the front lines.

Lafferty sees his battle with Chinook as cosmic, and describes himself and Tinsley – the only human beings who have beaten the program more than once – as "the last two Jedi knights of the mystic squares." He adds: "The force is with us."

May it be ever so, even though, as Lafferty points out, "the computer never gets tired or nervous or has an upset stomach." But the computer never gets a kick out of the game either. And therein lies the magic of the force.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: July 18, 1994

TO: Executive Committee

FROM: Oliver Strimpel

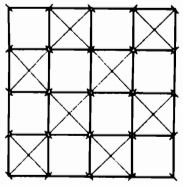
SUBJECT: July 14 Executive Committee meeting

Please note: At the July 14 Executive Committee meeting, the Committee changed the dates for the September and October meetings. The next Executive Committee meetings are now as follows:

- Thursday, August 11 (8:00 a.m. - 10:00 a.m.)
- Wednesday, September 14 **(9:00 a.m. - 11:00 a.m.)**
- Friday, October 14 (8:00 a.m. - 10:00 a.m.)

For those of you unable to attend last week's meeting, I enclose the handouts from the meeting.

Thanks.



07/13/94

THE COMPUTER MUSEUM
BALANCE SHEET
06/30/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$169,132		-	$6,382	$175,514	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	150,000	-	-	-	$150,000	2,074
Receivables	240,584	-	-	-	$240,584	48,868
Inventory	57,558	-	-	-	$57,558	49,137
Prepaid Expenses	20,440	-	-	-	$20,440	9,143
Interfund Receivable	6,382	458,907	-	-	$465,289	123,310
Total Current Assets	$644,096	$458,907		$256,382	$1,359,385	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$644,096	$511,815	$2,334,052	$256,382	$3,746,345	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$53,966	$41,614	-	-	$95,580	$109,006
Accrued Expense	66,122	55,408	-	-	121,530	63,557
Deferred Income	131,795	394,214	-	-	526,009	194,919
Interfund Payable	458,907		-	6,382	458,907	123,310
Total Current Liabilities	$710,790	$491,236		$6,382	1,202,026	$490,792
Fund Balances:						
Operating	($66,694)	-	-	-	(66,694)	($108,566)
Capital	-	20,579	-	-	20,579	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($66,694)	$20,579	$2,334,052	$250,000	$2,537,937	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$644,096	$511,815	$2,334,052	$256,382	$3,746,345	$3,129,082

07/14/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Month Ending 06/30/94

	OPERATING FY94		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	250,710	287,900							250,710	287,900	-37,190	287,900
Exhibit Related	109,719	100,000			265,940	632,000			375,659	732,000	-356,341	732,000
Govt & Foundation	10,904								10,904		10,904	
Endowment												
Unrestricted Support:												
Capital Campaign			196,100	726,200					196,100	726,200	-530,100	726,200
Corporate Membership	206,136	205,000							206,136	205,000	1,136	205,000
Foundation	29,180								29,180		29,180	
Computer Bowl	438,931	388,000							438,931	388,000	50,931	388,000
Membership Fund	187,953	178,000							187,953	178,000	9,953	178,000
Admission	504,386	536,841							504,386	536,841	-32,455	536,841
Store	263,782	332,395							263,782	332,395	-68,613	332,395
Functions	179,828	140,352							179,828	140,352	39,476	140,352
Exhibit Sales	38,897	90,000							38,897	90,000	-51,103	90,000
Other:												
Interest Income	3,266	7,000					6,382	7,000	9,648	14,000	-4,352	12,000
Rental Income												4,000
Program Income		2,500								2,500	-2,500	2,500
Collections	425	4,000							425	4,000	-3,575	4,000
TOTAL SUPPORT/REVENUE	2,224,117	2,271,988	196,100	726,200	265,940	632,000	6,382	7,000	2,692,539	3,637,188	-944,649	3,639,188
EXPENSES												
Exhibit Development	63,570	102,730			342,140	477,755			405,710	580,485	-174,775	580,485
Exhibit Maint/Enhancement	54,399	43,250			4,299	26,328			58,698	69,578	-10,880	69,578
Exhibit Sales/Kits	38,846	52,610							38,846	52,610	-13,764	52,610
Collections	65,288	62,400							65,288	62,400	2,888	62,400
Education & Admission	287,037	292,570							287,037	292,570	-5,533	292,570
Clubhouse	192,304	236,000							192,304	236,000	-43,696	236,000
Marketing	250,705	229,190							250,705	229,190	21,515	229,190
Public Relations	92,207	93,334							92,207	93,334	-1,127	93,334
Store	225,280	268,932							225,280	268,932	-43,652	268,932
Functions	85,190	69,402							85,190	69,402	15,788	69,402
Computer Bowl	135,447	135,324							135,447	135,324	123	135,324
Fundraising	66,070	64,854	130,849	221,731					196,919	286,585	-89,666	286,585
Membership Fund	48,180	83,611							48,180	83,611	-35,431	83,611
Museum Wharf												
Op Exp	310,382	302,000							310,382	302,000	8,382	302,000
Mortgage			126,977	126,977					126,977	126,977		126,977
General Management	267,340	213,271							267,340	213,271	54,069	213,271
TOTAL EXPENSE	2,182,245	2,249,478	257,826	348,708	346,439	504,083			2,786,510	3,102,269	-315,759	3,102,269
NET REVENUE	41,872	22,510	-61,726	377,492	-80,499	127,917	6,382	7,000	-93,971	534,919	-628,890	536,919

07/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Month Ending 06/30/94

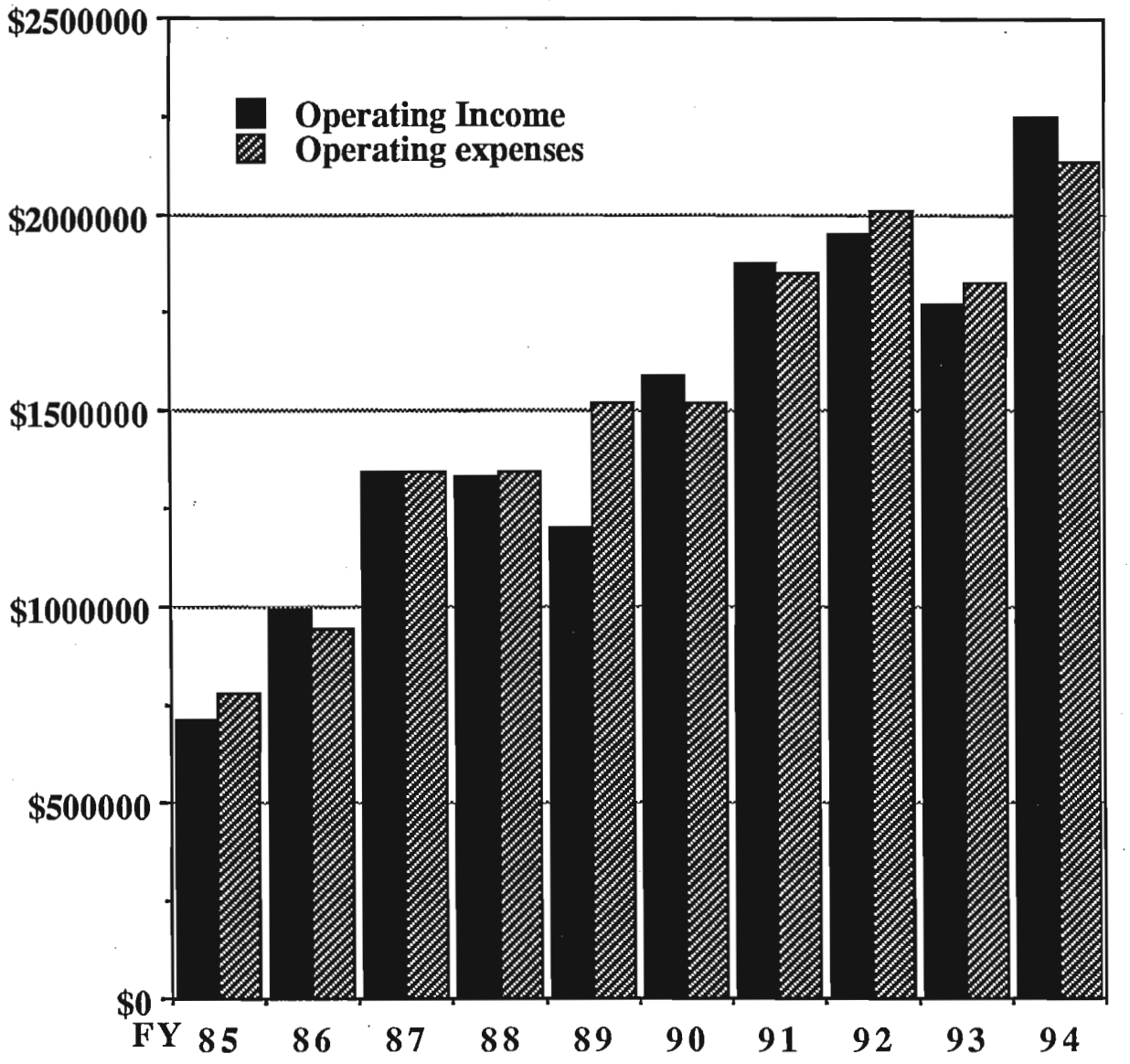
	OPERATING FY94		OPERATING FY93	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY94
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	250,710	287,900	76,198					250,710	287,900	-37,190	287,900
Exhibit Related	109,719	100,000	34,581	265,940	632,000			375,659	732,000	-356,341	732,000
Govt & Foundation	10,904		50,323					10,904		10,904	
Endowment											
Unrestricted Support:											
Capital Campaign				196,100	726,200			196,100	726,200	-530,100	726,200
Corporate Membership	206,136	205,000	194,750					206,136	205,000	1,136	205,000
Foundation	29,180		1,000					29,180		29,180	
Computer Bowl	438,931	388,000	321,210					438,931	388,000	50,931	388,000
Membership Fund	187,953	178,000	131,170					187,953	178,000	9,953	178,000
Admission	504,386	536,841	486,958					504,386	536,841	-32,455	536,841
Store	263,782	332,395	234,923					263,782	332,395	-68,613	332,395
Functions	179,828	140,352	163,527					179,828	140,352	39,476	140,352
Exhibit Sales	38,897	90,000	54,340					38,897	90,000	-51,103	90,000
Other:											
Interest Income	3,266	7,000	3,480			6,382	7,000	9,648	14,000	-4,352	12,000
Rental Income			5,955								4,000
Program Income		2,500	6,092						2,500	-2,500	2,500
Collections	425	4,000	5,849					425	4,000	-3,575	4,000
TOTAL SUPPORT/REVENUE	2,224,117	2,271,988	1,770,356	462,040	1,358,200	6,382	7,000	2,692,539	3,637,188	-944,649	3,639,188
EXPENSES											
Exhibit Development	63,570	102,730	33,380	342,140	477,755			405,710	580,485	-174,775	580,485
Exhibit Maint/Enhancement	54,399	43,250	59,652	4,299	26,328			58,698	69,578	-10,880	69,578
Exhibit Sales/Kits	38,846	52,610	51,620					38,846	52,610	-13,764	52,610
Collections	65,288	62,400	63,939					65,288	62,400	2,888	62,400
Education & Admission	287,037	292,570	266,074					287,037	292,570	-5,533	292,570
Clubhouse	192,304	236,000	58,612					192,304	236,000	-43,696	236,000
Marketing	250,705	229,190	171,710					250,705	229,190	21,515	229,190
Public Relations	92,207	93,334	84,813					92,207	93,334	-1,127	93,334
Store	225,280	268,932	217,952					225,280	268,932	-43,652	268,932
Functions	85,190	69,402	67,171					85,190	69,402	15,788	69,402
Computer Bowl	135,447	135,324	106,856					135,447	135,324	123	135,324
Fundraising	66,070	64,854	48,654	130,849	221,731			196,919	286,585	-89,666	286,585
Membership Fund	48,180	83,611	35,968					48,180	83,611	-35,431	83,611
Museum Wharf											
Op Exp	310,382	302,000	294,698					310,382	302,000	8,382	302,000
Mortgage				126,977	126,977			126,977	126,977		126,977
General Management	267,340	213,271	261,680					267,340	213,271	54,069	213,271
TOTAL EXPENSE	2,182,245	2,249,478	1,822,779	604,265	852,791			2,786,510	3,102,269	-315,759	3,102,269
NET REVENUE	41,872	22,510	-52,423	-142,225	505,409	6,382	7,000	-93,971	534,919	-628,890	536,919

07/12/94

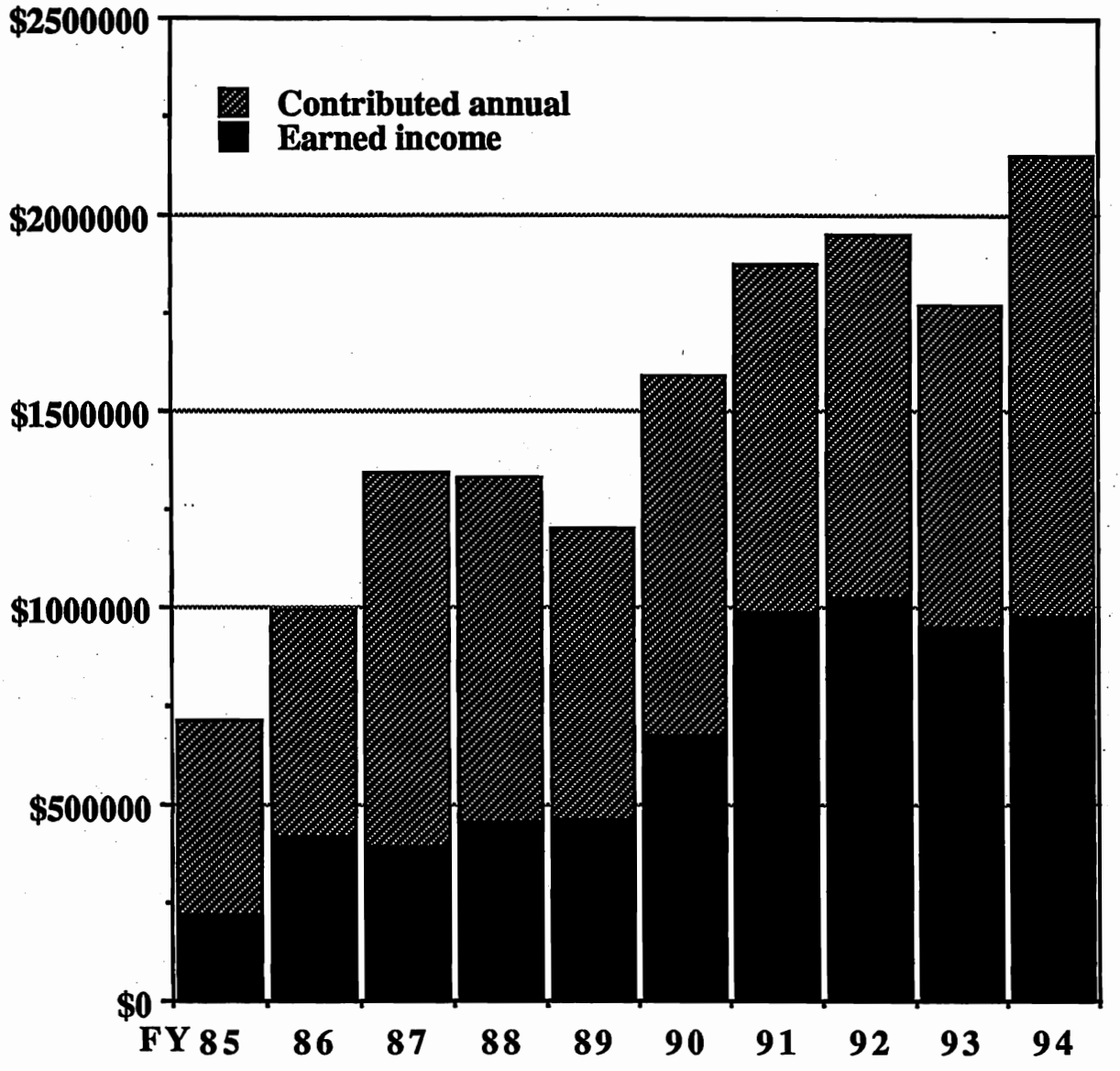
THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	06/30/93	FOR THE TWELVE MONTHS ENDED 06/30/94				
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	FY94 BUDGET
REVENUES:						
Clubhouse	76,198	$250,710	287,900	-37,190	-13%	287,900
Exhibit Related	35,581	109,719	100,000	9,719	10%	100,000
Govt & Foundation	50,323	$40,084		40,084	100%	
Corporate Membership	194,750	$206,136	205,000	1,136	1%	205,000
Computer Bowl	321,210	$438,931	388,000	50,931	13%	388,000
Membership Fund	131,170	$187,953	178,000	9,953	6%	178,000
Admissions	486,958	$504,386	536,841	-32,455	-6%	536,841
Store	234,923	$263,782	332,395	-68,613	-21%	332,395
Functions	163,527	$179,828	140,352	39,476	28%	140,352
Exhibit Sales	54,340	$38,897	90,000	-51,103	-57%	90,000
Interest Income	3,480	$3,266	7,000	-3,734	-53%	7,000
Other	17,896	425	6,500	-6,075	-93%	10,500
Total Revenues	1,770,356	2,224,117	2,271,988	(47,871)	-2%	2,275,988
EXPENSES:						
Exhibits Development	33,380	63,570	102,730	-39,160	-62%	102,730
Exhibits Maintenance	59,652	54,399	43,250	11,149	20%	43,250
Exhibit Sales	51,620	38,846	52,610	-13,764	-35%	52,610
Collections	63,939	65,288	62,400	2,888	4%	62,400
Education & Admissions	266,074	287,037	292,570	-5,533	-2%	292,570
Clubhouse	58,612	192,304	236,000	-43,696	-23%	236,000
Marketing	171,710	250,705	229,190	21,515	9%	229,190
Public Relations	84,813	92,207	93,334	-1,127	-1%	93,334
Store	217,952	225,280	268,932	-43,652	-19%	268,932
Functions	67,171	85,190	69,402	15,788	19%	69,402
Computer Bowl	106,856	135,447	135,324	123	0%	135,324
Fundraising	48,654	66,070	64,854	1,216	2%	64,854
Membership Fund	35,968	48,180	83,611	-35,431	-74%	83,611
Musuem Wharf	294,698	310,382	302,000	8,382	3%	302,000
General Management	261,680	267,340	213,271	54,069	20%	213,271
Total Expenses	1,822,779	2,182,245	2,249,478	-67,233	-3%	2,249,478
NET REVENUES(EXPENSES)	($52,423)	$41,872	22,510	19,362	1	26,510

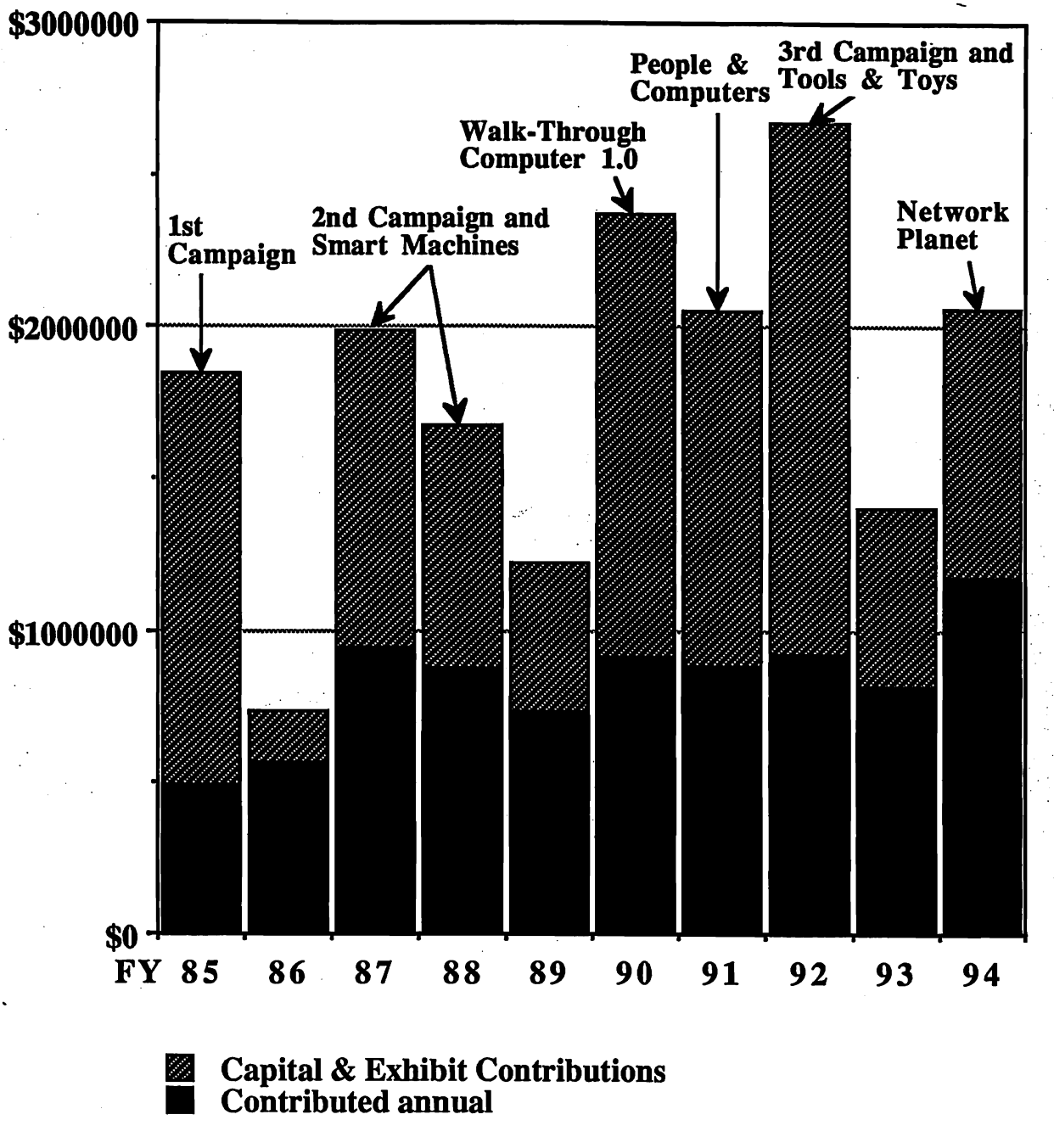
The Computer Museum
Operating Fund Activity



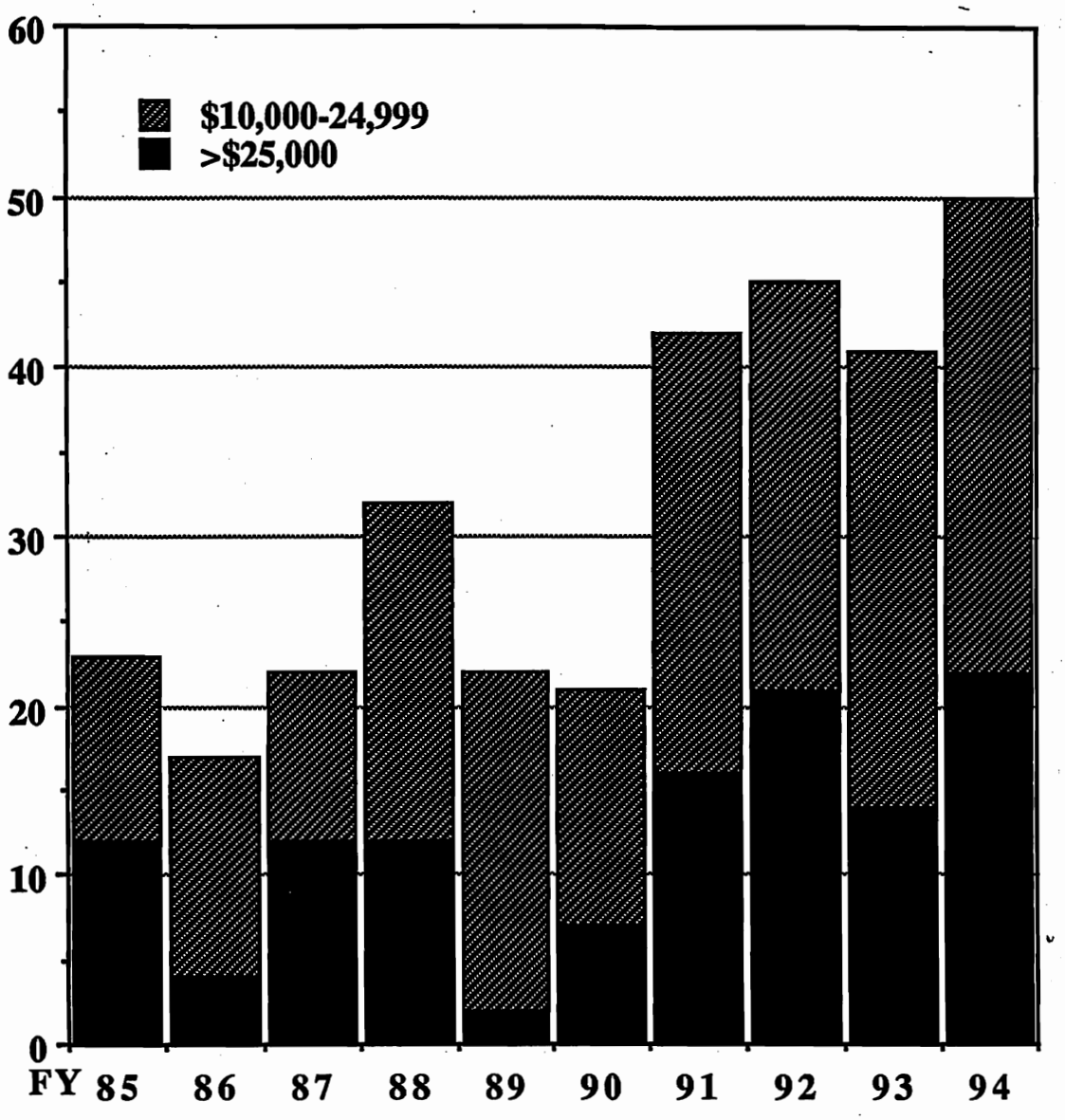
The Computer Museum
Operating Income



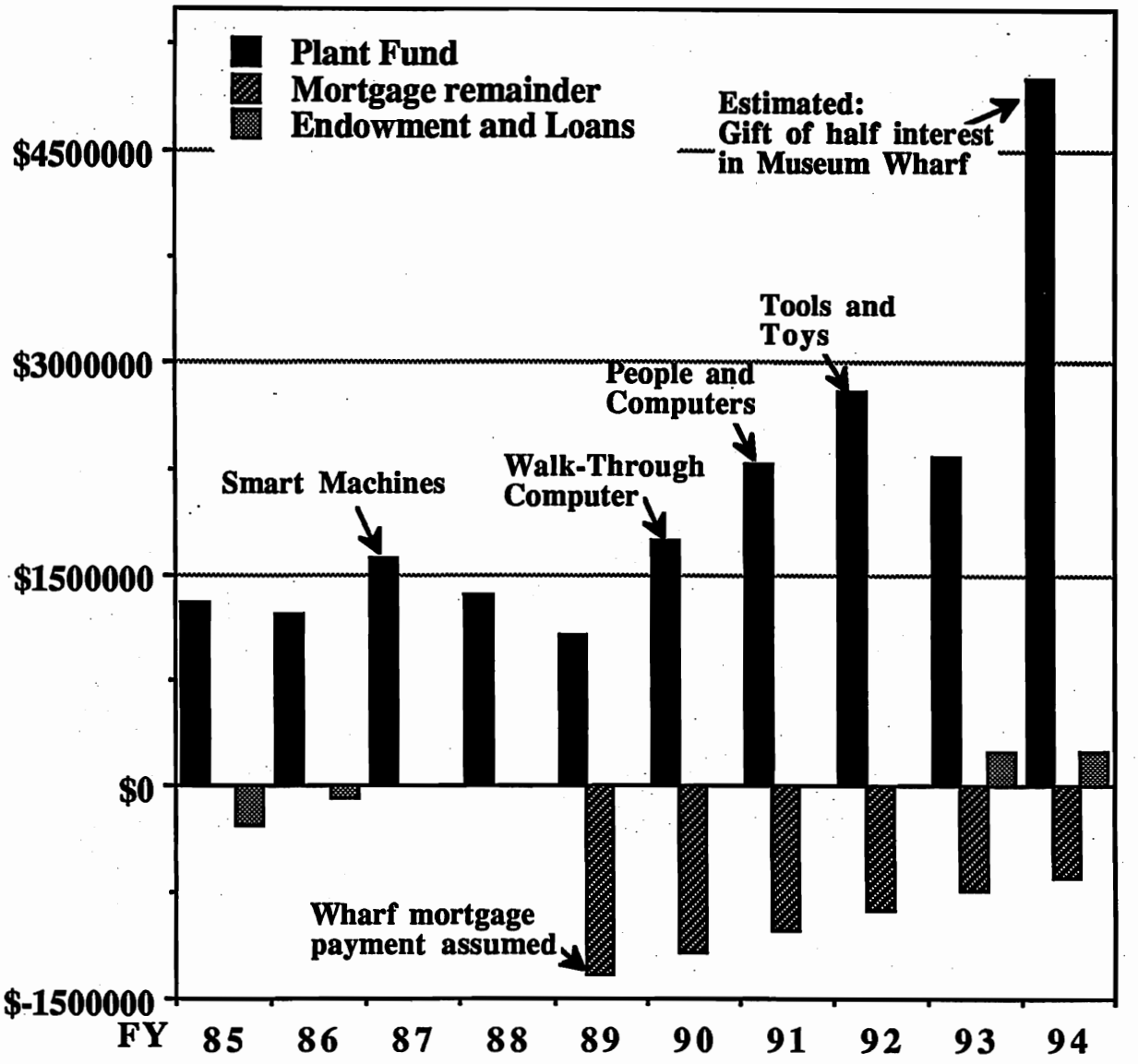
The Computer Museum
Total Contributions Annually



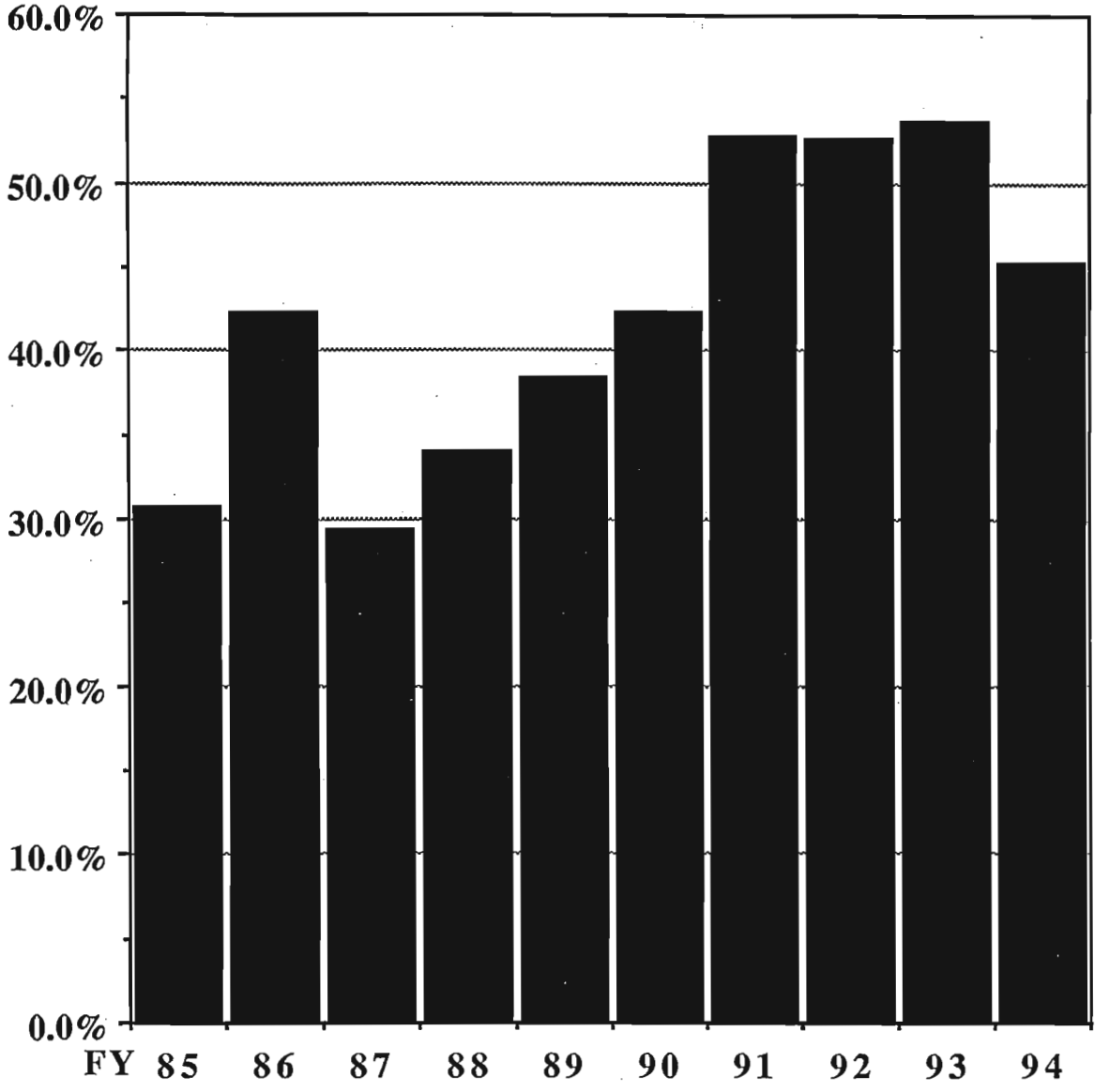
The Computer Museum
Number of Different Funders:
Corporate, Government, Individual, & Foundation



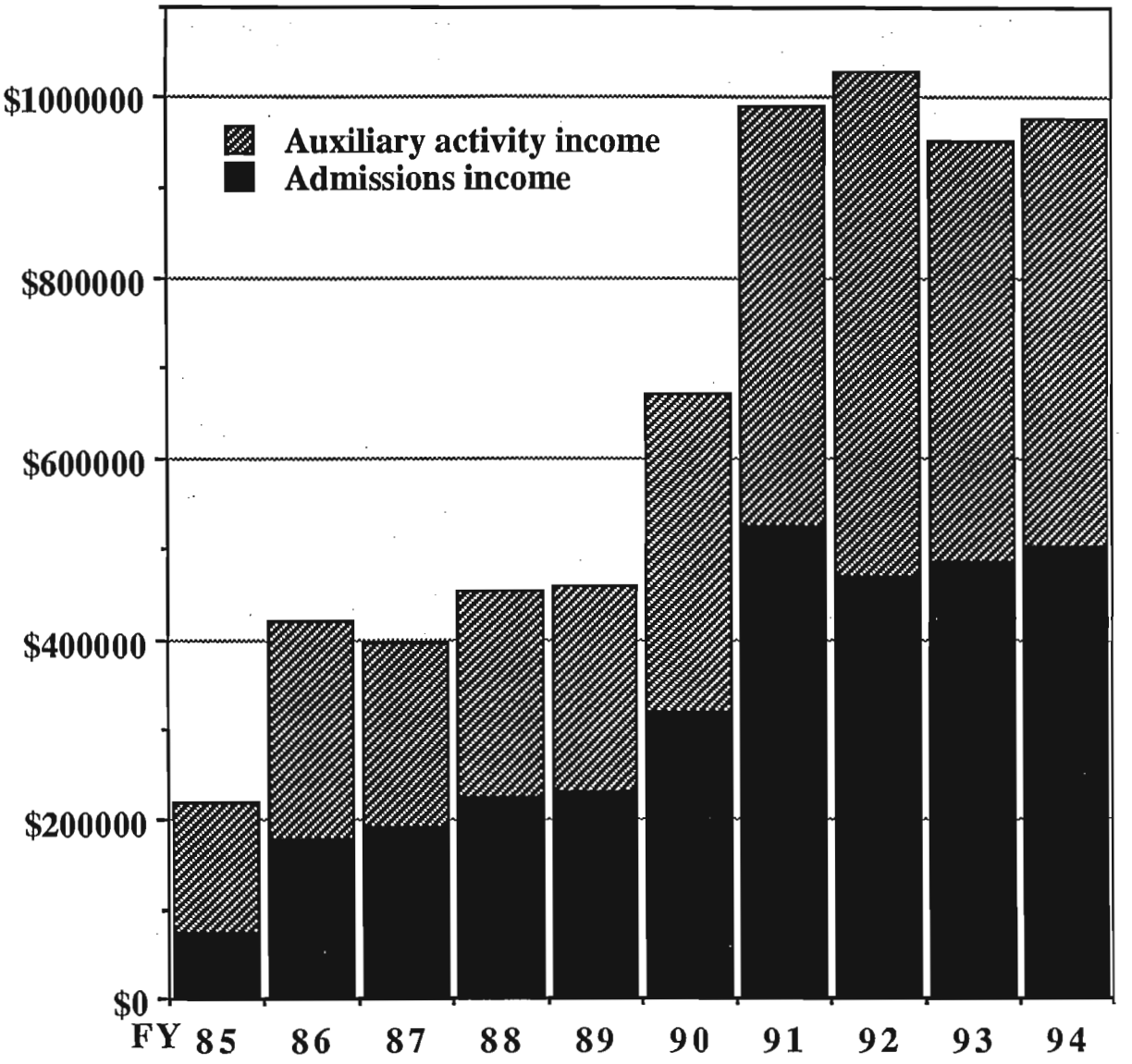
The Computer Museum
Plant Fund and Endowment
Mortgage and Loans



The Computer Museum
Percent Earned Revenue of Total Operating Revenue

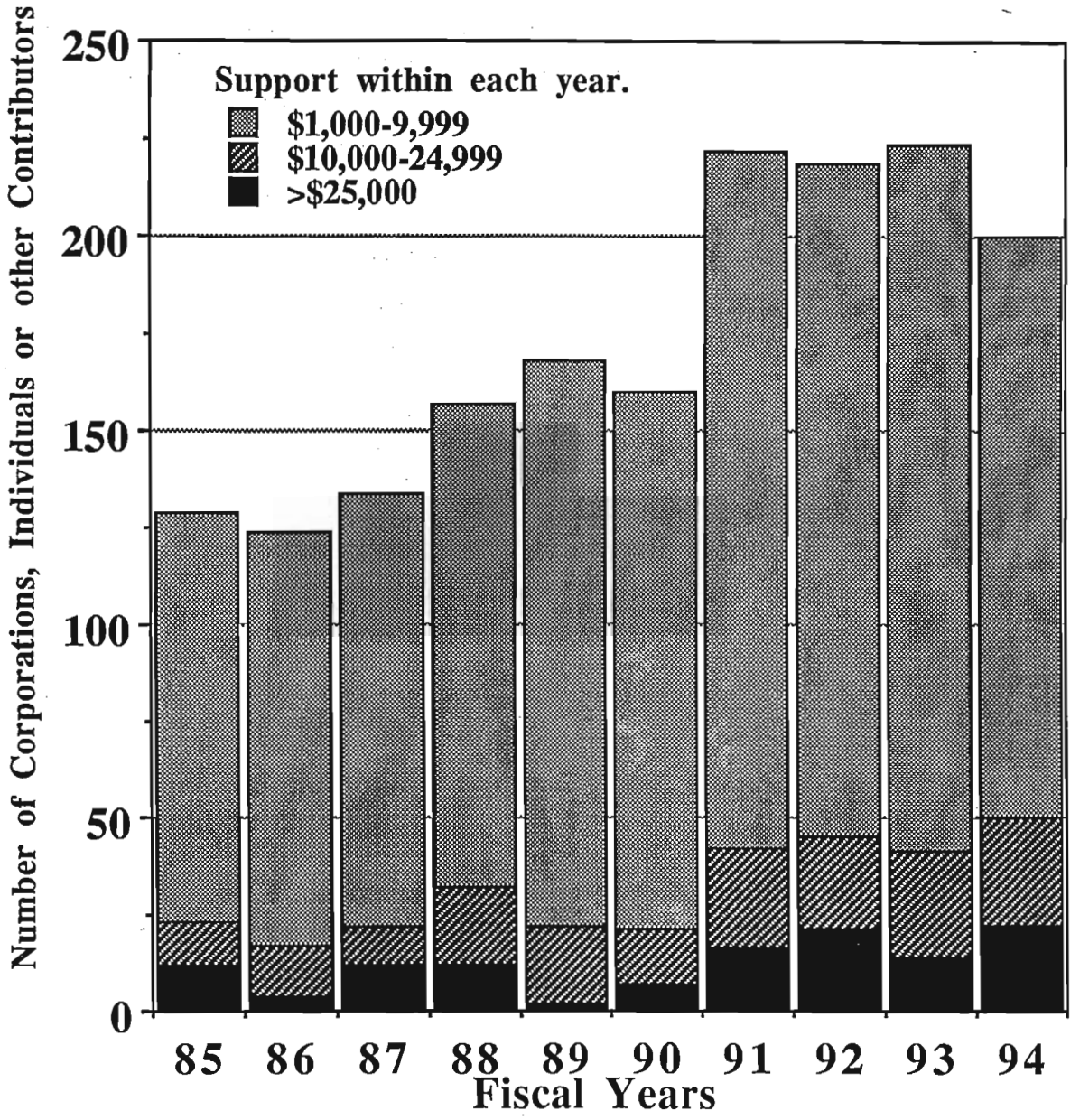


The Computer Museum
Earned Income



Auxiliary income includes the store, rental for functions and other activities, and exhibit kit sales.

The Computer Museum
Number of Contributors



NEWS YOU CAN USE

Seriously summer

Well, not all that serious. Keeping school skills sharp can be fun

The dreaded summer backslide isn't much of a problem in Japanese schools; students in Nippon slave away till late July. American kids, of course, have an extra month off to forget everything they soaked up in the past year. Maybe that's why Johnny can't read, write or balance a checkbook.

A longer American school year is the favored remedy in some think-tank circles. A less drastic solution is a round of summer edutainment. Countless companies are cranking out software, books, games and do-it-yourself kits that claim to be fun *and* educational. They drill in skills, they rev up creativity, they spark intellectual curiosity. Sounds great, but do they deliver? *U.S. News* played with a slew of them—and polled educators, toy experts and children—to size up the current crop.

COMPUTER SOFTWARE

Sammy's Science House (Edmark, ages 2-5, DOS and Macintosh, $35) is new-breed software. Rather than drilling, kids play around, practice a few skills and absorb information osmotically. They can make a "movie" by selecting scenes from a jumbled filmstrip panel—say of an eclipse. Pick the right order and the program shows an animated film featuring the sequence. Kids can also observe animals at a pond or sort objects into categories like "things that grow." The activities fit nicely with kindergarten and first-grade curricula, says Cathy Miranker, a director of the Kids' Software Project, an evaluation effort run by Boston's Computer Museum. *Sammy* debuts later this month. Miranker also likes *Zurk's Learning Safari* (Soleil, ages 3-7, DOS and Macintosh, $49.95). Children play games with an African theme—finding camouflaged animals, for instance. In the process, they count, match shapes, review the alphabet and learn about wildlife.

A CD-ROM series from Living Books will surely lure a small child from the TV. In these animated, interactive versions of picture books, the story is read aloud in English (or Spanish, if you prefer). Click on any word to hear it pronounced, or click on just about anything else on the screen for fun. In the latest title, *Ruff's Bone* (ages 3-8, Windows or Macintosh CD-ROM, $40), three-legged pants dance the cancan, stars croon and monkeys toss bananas. Some academics are critical of the special effects, which are, after all, merely window dressing. Others say Living Books may motivate slow readers—with a parent's help, of course.

The best electronic drillmasters are veteran programs like *Math Blaster* from Davidson, the *Reader Rabbit* and *Treasure* series from the Learning Co. and MECC's *Number* and *Word Munchers*. They offer educationally sound reviews of addition, multiplication, spelling

ILLUSTRATIONS BY HOBERT FINNEMAN FOR USN&WR

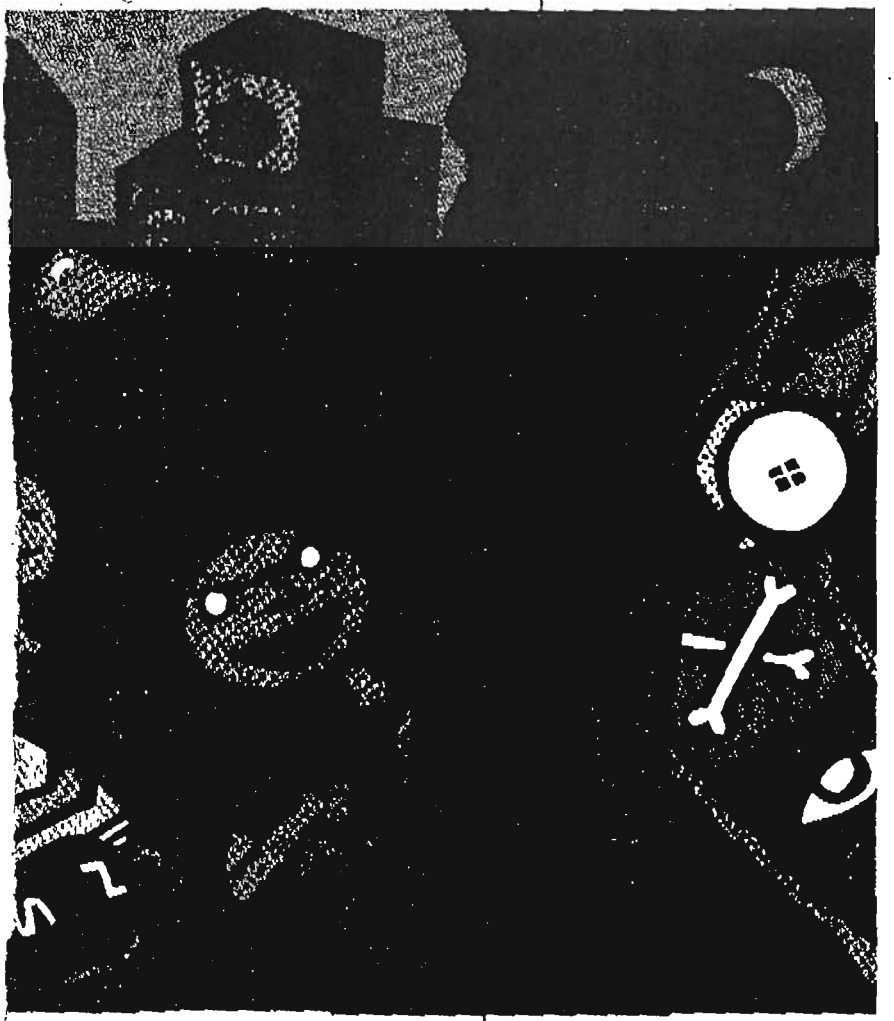
and the like. Kids enjoy the programs because the drills are embedded in arcade-style games, but academics gripe that the drills and the game are unconnected. It's as if a child had to field a math question every two minutes to keep watching "Full House." Such programs may help a motivated student, but they're far from cutting edge.

Planetary Taxi (Voyager, ages 7-15, Macintosh CD-ROM, $39.95) is a fiendishly clever marriage of science and math, with three difficulty levels to straddle the age range. The player has to ferry Earthlings to different planets. The goal is to maximize tips over a 50-year career. Kids will soon be happily estimating, adding and tapping their knowledge of astronomy—or exploring the program's database. "Take me to the planet with the highest mountains," orders one fare. (It's Mars.)

Not much other new software for teenagers is great fun and educational. The *SimCity 2000* version of the simulation game, which was first introduced in 1989, received the most votes from computerniks interviewed (Maxis, ages 12 and up, DOS and Macintosh, $54.95). It offers a crash course in economics and urban woes as you try to run a town. Obviously, it's for semiserious kids only. Graphics are more realistic than in the original SimCity (buildings are more detailed), and unsexy but major points like water supply get more emphasis.

Write on. A writing-free summer has dire consequences. "Most of the research shows that the ability to write fades," says Greg Jackson, director of academic computing at the Massachusetts Institute of Technology. *Creative Writer* (Microsoft, ages 8 and up, Windows and Macintosh, about $45) is one of the most feature-rich word-processing programs for children. Besides providing a lively on-screen work space, the program stimulates imaginations with a "slot machine" of silly story starters. You can change the shape or color of letters, or replace selected words with pictures. Too bad there aren't tips on writing better.

The Multimedia Workshop (Davidson, ages 10 to adult, Macintosh, $80) is packed with desktop publishing, paint and video capabilities. It includes a book log and a template for book reports—useful to kids who sign up for a reading program at the local library. For journal writing, Stone & Associates makes *My Computer Diary* for girls, which includes biographies of hundreds of famous women, and *Journal of Superstars* for boys, with bios of famous men (ages 10



THE BESTSELLERS

Education is the game at Learningsmith, a chain of 18 toy stores. Among the hot items:

Tangos (REX GAMES, ages 8 and up, $9.95). *Build geometric structures.*

KidsTravel (KLUTZ PRESS, ages 6-12, $18.95). *The "back-seat survival kit" covers palm reading, geography, "Cow Alert!"*

Big Red (FIRE DOG PICTURES, ages 4-10, $19.95). *Fire-safety video.*

Mindtrap (MINDTRAP GAMES, ages 10 and up, $25.95). *Players sharpen questioning skills to solve conundrums.*

The Classical Kids Collection (CLASSICAL KIDS DIGITAL, ages 6-12, $31.98 for 4 audiotapes). *Engaging narration and some of the world's greatest music.*

Rocketry Science Kits (ESTES, ages 10 and up, $34.95-$39.95). *Build it and launch it.*

Bavarian Castle 3-D Puzzle (WREBBIT, ages 10 and up, $44.95). *Think you're building a castle? Nope, you're learning about spatial relationships.*

The Cruncher (DAVIDSON, ages 10 and up, DOS, Macintosh, $47.95). *A spreadsheet for kids. Perfect for a lemonade magnate.*

Super Solvers Gizmos & Gadgets (LEARNING CO., ages 7-12, DOS, $47.95). *Computer game: Design a car to outrace Morty the Master of Mischief.*

GEO Safari (EDUCATIONAL INSIGHTS, ages 8 and up, $99.95). *A quasi computer poses questions on geography, history.*

Roaming Robot kit, for example, doesn't explain how the robot works, though the little guy *is* fun to watch—for the few kids, or parents, who manage to decipher the !!?*! instructions and build him.

One new science kit breaks the mold. Explore Our Human Origins (Curiosity Kits, ages 10 and up, $25) contains an engrossing booklet on fossils and a bag of rubble with up to 10 fossilized shells, bat jaws and fish bones. You can sift the stuff and label the finds. The kit also contains plaster of paris to cast a footprint and a stone slab and paints for cave-dweller-style art, which is covered in the booklet.

Imagine a puzzle where a child assembles small geometric shapes into larger

squares and rectangles. That's Pentominoes, invented by a mathematician and now marketed in foam cutouts by Binary Arts (ages 8 and up, $5). Practicing Pentominoes can give a child an edge in geometry, says Virginia Thompson, director of the Family Math program at the University of California at Berkeley. Cubits ($8) is another geometric Binary Arts puzzler; the goal is to take diamond shapes and build a cube or cubist forms.

Mastering an old trick can teach a few new tricks to a child. Magic Works (ages 8 and up) is a line of six time-tested devices that live up to their name: A tiny sword seems to cut through a closed ring; a sliced rope reunites. The tricks, $9 each from Milton Bradley, were formerly sold in magic shops under the Tenyo name at higher prices. Some of the educational benefits are cut and dried: reading, memorization. But there's more. "Kids who start out as geeks and nerds can take over the world with magic," says Jamy Ian Swiss, a professional magician in New York City. Besides defeating their shyness, they'll learn a valuable lesson in a tell-all age: how to keep a secret. ■

BY MARC SILVER AND MARY KATHLEEN FLYNN WITH JOHN SIMONS AND ANDREA R. WRIGHT

Guidance for parents

These resources will help parents sneak a little more educational content into a child's endless summer.

■ **Children's Classics: A Book List for Parents.** *More than 100 great books, from* Mr. Gumpy's Outing *to* Little Women. *Send $3.50 to The Horn Book, 11 Beacon Street, Suite 1000, Boston, MA 02108.*

■ **Family Math** *by Jean Kerr Stenmark et al. Alluring number games for kids 5 to 18. Send $18 to UC Regents, care of Family Math, Lawrence Hall of Science, University of California, Berkeley, CA 94720.*

■ **Helping Your Child Learn Science.** *Cheap, solid science: 16 experiments with household staples like celery, foil, gelatin. Send $3.25 to Consumer Information Center, Dept. 143Z, Pueblo, CO 81009.*

■ **Parents' Choice.** *The Summer 1994 issue evaluates new books, tapes, toys and computer games for educational value as well as fun. Send $4 to Parents' Choice, PO Box 185, Waban, MA 02168.*

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: August 24, 1994

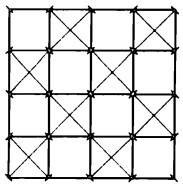
TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: Minutes, August 11 meeting

Enclosed please find minutes from the Executive Committee meeting held on August 11. For those of you unable to attend the meeting, I also enclose the handouts from the meeting.

Thanks.



THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

August 11, 1994

Present were Gwen Bell (by telephone), Richard Case, Gardner Hendrie, Tom Franklin, Clerk, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:10 a.m. by Mr. Zraket.

I. The Committee first met in executive session. The minutes of the executive session are confidential.

II. Dr. Strimpel next presented an operations update. Admissions were below target in July for reasons that are not clear. Dr. Zraket suggested that corporate members be solicited to subsidize school groups, possibly from their employment area.

The Networked Planet exhibit now is within $10,000 of full funding with further grants expected from NSF and Unisys. Chipcom recently pledged $20,000. Walk Through Computer has $550,000 committed to date.

Gary Eichorn of H-P has agreed to serve as a trustee and seems very enthusiastic; he will meet with Dr. Strimpel at the Museum soon.

The Childrens' Museum is seeking a $5 million federal grant with an anticipated decision within weeks, which it will use to construct the Wave and new lobby. With funding they would commence construction this November although some design issues remain to be resolved.

III. Gwen Bell reported on the status of publications. Contracts have been signed with Crown Publishing for Walk Through and Bowl books. An author is needed for the former. We are working with the authors to select a publisher and terms for the Guide to Kids Software, which we hope to see published next summer in time for Christmas 1995 marketing.

Dr. Bell also reported on a program to encourage corporate members to contribute artifacts and documents. Synoptics has been asked to locate and contribute artifacts from PARC.

She also reported on preliminary investigation of a variation of the previously proposed Hall of Fame; a three or four part television series on "The Pinnacles of Computer Technology" using in the main recipients of the National Medal of Technology. After discussion it was agreed to proceed with investigation of a TV series, and possibly a related book, based on our present "Milestones in Computing" exhibit but to solicit the Medal of Technology recipients for artifacts and a video record.

IV. John Marchiony joined the meeting for a discussion of exhibit licensing. The proposed agreement with Impart, Inc. was reviewed and approved, subject to the following changes:

1. The Museum should have a "no-cause" termination right but could agree not to license another distributor in such case if Impart were in performance of its obligations.

2. We must be sure that Stride Rite has no objection to our providing the "How Tall are You?" exhibit to Impart and its customers.

3. We should require a minimum order from Impart of four units to initiate the contract, thereby reducing our exposure for the $15,000 re-engineering cost.

4. We must investigate the impact of the transaction on our tax status, with Dave Donaldson and by checking how the MFA handles its unrelated revenues.

V. Dr. Zraket left the meeting just before discussion of developing a simulation ride for the Museum which would be based on a tour of a computer or a network and would utilize sound, film or video and moving seats in a specially constructed small auditorium, possibly seating 15 to 20 persons. The cost would be approximately one and a half million dollars, which might be provided on some terms by Larry Miller, a shopping mall owner introduced to the Museum by Tony Pell. The ride would increase attendance, possibly by a great deal, and could be replicated at a lower cost for display in shopping malls which would reach a much larger audience. After discussion the meeting was adjourned at 10:10 a.m.

Respectfully submitted,

J. Thomas Franklin

J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

August 11, 1994

Executive Session

C O N F I D E N T I A L

The Executive Committee met in executive session to consider further the sabbatical leave for Dr. Strimpel starting about July 1, 1995. Dr. Strimpel's outline of his plans for a sabbatical, including a temporary affiliation with an academic institution, were reviewed and approved. Dr. Zraket suggested he address some of his thought to means by which the Museum can exhibit software as well as hardware and that he spend some time at Mitre learning what they are doing with object oriented software.

Determination of interim management during Dr. Strimpel's sabbatical will be deferred until closer to the commencement date.

Respectfully submitted,

J. Thomas Franklin

J. Thomas Franklin, Clerk

The
Computer
Museum

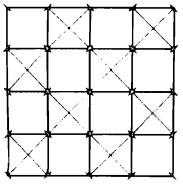
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
August 11, 1994
8:00 a.m. - 10:00 a.m.

1. Operations Update
2. Historical Projects
3. Exhibit Licensing
4. Simulation Ride



The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: August 5, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: August 11 Meeting

Enclosed please find the agenda for our next meeting on Thursday, August 11. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

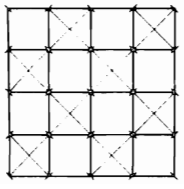
Among items to be discussed are exhibit licensing, historical projects, and simulation rides.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you next Thursday.

Enclosures:

- Agenda
- Attendance figures
- Admissions report
- Letter/attachments from J. Marchiony re: licensing
- Minutes, July 14 Executive Committee meeting



MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF JUNE 1994

MONTHLY 1994	MONTHLY 1993	VARIANCE	INSTITUTION	YEAR TO DATE 1994	YEAR TO DATE 1993	VARIANCE
206625	221856	-6.87%	BOSTON NATIONAL HISTORIC PARK (Parkwide totals)	645342	707317	-8.76%
36017	37470	-3.88%	(Downtown Visitors Center)	134289	137992	-2.68%
6001	8831	-32.05%	BOSTONIAN SOCIETY	23789	31941	-25.52%
30444	31141	-2.24%	CHILDREN'S MUSEUM	177424	197449	-10.14%
49395	43611	13.26%	COMMONWEALTH ZOOLOGICAL CORPORATION	304416	303575	0.28%
13242	11064	19.69%	COMPUTER MUSEUM	118206	116776	1.22%
3289	2356	39.60%	CONCORD MUSEUM	12292	11907	3.23%
36295	39490	-8.09%	CRANBERRY WORLD	57716	63822	-9.57%
10160	6020	68.77%	DECORDOVA MUSEUM & SCULPTURE PARK	26467	25263	4.77%
11941	12115	-1.44%	DISCOVERY MUSEUMS	68807	74230	-7.31%
11479	16571	-30.73%	PEABODY & ESSEX (combined)	43421	84853	-48.83%
0	0	ERR	FULLER MUSEUM OF ART	0	0	ERR
10911	12763	-14.51%	HARVARD MUSEUMS OF CULTURAL & NATURAL HIST.	52946	57082	-7.25%
25338	23127	9.56%	HERITAGE PLANTATION	43451	46323	-6.20%
14798	16701	-11.39%	HOUSE OF SEVEN GABLES	42699	48442	-11.86%
12443	13766	-9.61%	ISABELLA STEWART GARDNER MUSEUM	72892	77428	-5.86%
58807	69090	-14.88%	MUSEUM OF FINE ARTS	864557	802559	7.73%
6996	4430	57.92%	MUSEUM OF OUR NATIONAL HERITAGE	30817	28019	9.99%
127640	134923	-5.40%	MUSEUM OF SCIENCE	779723	773879	0.76%
1591	2486	-36.00%	MUSEUM OF TRANSPORTATION	6020	8791	-31.52%
59203	55517	6.64%	MYSTIC SEAPORT	145059	138605	4.66%
131977	134364	-1.78%	NEW ENGLAND AQUARIUM	631716	607773	3.94%
21521	22514	-4.41%	N.E. SCIENCE CENTER	74591	79060	-5.65%
6330	5593	13.18%	N.E. WILDFLOWER SOCIETY	24777	18447	34.31%
48476	50179	-3.39%	OLD STURBRIDGE VILLAGE	164607	167334	-1.63%
21386	22537	-5.11%	PAUL REVERE HOUSE	60915	67245	-9.41%
48737	44869	8.62%	PLIMOUTH PLANTATION	107203	100663	6.50%
10319	14247	-27.57%	USS CONSTITUTION MUSEUM	34564	45432	-23.92%

The Computer Museum
Admissions Report
01-AUG-1994

Weekly Comparison 1994 vs. 1993	1994 Jul 25-Jul 31	1993 Jul 26-Aug 1	Change	Change
Adults	2199	2168	31	1.4%
Children	1942	2331	-389	-16.7%
Infants	59	105	-46	-43.8%
Seniors	86	87	-1	-1.1%
TOTAL PEOPLE	4286	4691	-405	-8.6%
TOTAL REVENUE	$18,983	$20,474	-$1,491	-7.3%

Monthly Comparison 1994 vs. 1993	1994 Jul 1-31	1993 Jul 1-31	Change	Change
Adults	8653	8947	-294	-3.3%
(Children	7305	7714	-409	-5.3%
Infants	273	479	-206	-43.0%
Seniors	348	349	-1	-0.3%
TOTAL PEOPLE	16579	17489	-910	-5.2%
TOTAL REVENUE	$70,711	$76,257	-$5,546	-7.3%

FYTD Thru Jul 31	FY 95 Actual	FY 95 Budget	FY 94 Actual
TOTAL PEOPLE	16579	19000	17489
TOTAL REVENUES	$70,711	$80,750	$76,257

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

July 14, 1994

Executive Session

C O N F I D E N T I A L

The Executive Committee met in executive session to consider a proposed sabbatical leave for Dr. Strimpel starting about July 1, 1995, for six months. Mr. Zraket recommended approval, noting that Dr. Strimpel will then have completed ten years as Executive Director, will have completed the long range plan and will have completed recruitment of all department heads. Members expressed unanimous approval and requested that Dr. Strimpel prepare a brief outline of the activities he would like to pursue during such a sabbatical as well as a plan for the Museum operations in his absence. Subject to review of such plans the proposal will be voted at the next meeting.

Respectfully submitted,

J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

July 14, 1994

Present were Dave Kaplan, Tom Franklin, Clerk, Tony Pell, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:20 a.m. by Mr. Zraket.

I. The Committee first met in executive session without Dr. Strimpel. The minutes of the executive session are confidential.

Dates for subsequent meetings of this committee were established as August 11, September 14 following the Manzi breakfast, and October 14.

II. Oliver Strimpel then rejoined the meeting and presented an operations update. For the first time fiscal 1994 was completed with a slight surplus resulting from operations rather than end-of-the-year fund-raising from the board. Dr. Strimpel credited hard work by the staff and the unusually successful Bowl and Auction for such financial success.

The Networked Planet exhibit is only $30,000 short of its $815,000 goal. Sprint contributed $100,000 plus free telecommunications service for five years, Banyan and Thompson Financial Services each contributed $25,000, and Apple contributed $45,000 plus 35 MacIntoshes. The application to the National Science Foundation still is pending and could result in a grant of from $100,000 to $500,000 and a proposal to Chipcom still is open.

The Walk Through Computer Rev. 2.0 has been funded to approximately $400,000 out of a total $900,000 budget. An additional $150,000 from current proposals is likely.

Charts illustrating revenue growth and sources during the last ten years prepared by Gwen Bell were reviewed and discussed. Several favorable trends were apparent, e.g., steady increases in revenue, large donor support and earned income.

Dr. Zraket expressed the concern of a member and donor organization that the Museum continue to fund and develop its collections and archival activities. Dr. Strimpel then presented a proposal to make the collections more accessible to scholars and historians and to generate modest revenue from access fees, which was approved.

Dr. Strimpel reviewed the numerous publishing activities now involving the Museum. Books on the Bowl and Walk Through Computer will be published as the first two in The Computer Museum series,

probably by Crown but Viking is to make a proposal next week. The Guide to Kids' Software will be published independently of the series by a publisher to be selected.

Mr. Pell reviewed the 850 Fund with Ms. Riggs who joined the meeting and explained the objectives of the Fund as, first, to fund the Museum's 50% of the Museum Wharf mortgage ($600,000) and second, to fund the Museum's cost to enlarge and rebuild the lobby in conjunction with The Children's Museum ($200,000). A balance of $50,000 would be required for fund-raising and administrative expense. A more detailed proposal will be discussed at the next meeting.

Mr. Franklin reported on the successful efforts of Kevin Kelly in locating a reseller of the Museum's exhibit kits, limited to retail stores and shopping areas and recommended that this committee authorize every grant of exclusive rights to Museum property. The recommendation was approved; Mr. Kelly was asked to present the proposed business terms in the context of a business plan showing revenues and expenses at several volume levels. The committee was pleased with the prospect of commercial revenue from already developed exhibits but was concerned that the Museum not incur obligations to build or support exhibits beyond its capability to do so profitably.

The meeting was adjourned at approximately 10 a.m.

Respectfully submitted,

J. Thomas Franklin

J. Thomas Franklin, Clerk

The Computer Museum

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

August 5, 1994

Mr. Gardner C. Hendrie
Sigma Partners
300 Commercial Street #705
Boston, MA 02109

Dear Gardner,

At the last meeting of the Executive Committee, you requested additional information on TCM's proposed relationship with Impart, Inc., a Seattle-based company that plans to represent TCM and our exhibits to the retail industries.

Kevin Kelly and I have worked to identify and summarize the benefits and risks of the relationship. At the same time, we have moved forward to create a formal business agreement that will benefit The Computer Museum. Tom Franklin has guided us through the development of that agreement to the point where Tom, Oliver, Kevin, and I are prepared to execute the agreement.

In anticipation of the Executive Committee meeting on Thursday, August 11, we would like to submit the attached summary for your inspection. We would ask that you consider this document and raise any questions by phone, fax, or e-mail before the Executive Committee meeting so that Kevin and I may provide you with additional information.

It is our hope to address any outstanding concerns between now and August 11 so that we may execute our agreement at that time and allow Impart to move forward to take our products and services to their clients and the retail market.

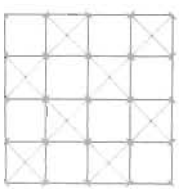
Thank you very much for your interest in the success of this project.

Sincerely yours,

John A. Marchiony
Director of Marketing

INTERNET:
marchiony@tcm.org

cc. Oliver Strimpel, Kevin Kelly



Sabbatical Period

1. Activities to be Planned for Sabbatical Period

For the first 4-6 weeks of the sabbatical, I would plan a trip to a totally different environment from Boston to reinvigorate myself. This will have been my first extended trip since joining the Museum in 1984.

One of the Museum's important roles is to provide a bridge between the leading edge of computing in academic and industrial environments, and the general public. A sabbatical would provide the time for me to become immersed in an aspect of computing and renew my familiarity with new horizons of computing. This understanding will be essential background for me as the Museum develops a vision for its next decade.

I would achieve this by becoming affiliated to an academic institution, such as the Media Lab at MIT for the Fall semester. This would provide the framework for my engagement in a specific computing project, as well as regular contact with a community engaged in state-of-the-art computing applications.

2. Plan for Managing the Museum During the Sabbatical Period

I propose that three months before the sabbatical commences, one of the department heads be designated acting director during my absence. By then all five of the Museum's department heads will have been in place for over a year and the strengths of each in the Museum setting will be proven, which will facilitate the choice of acting director. However, much of the responsibility for decision-making and the Museum's forward momentum will rest with the group of five department heads.

The proposed sabbatical period starting in the summer of 1995 was selected because it comes immediately after the opening of two major exhibits in six months (*The Networked Planet* and *The Walk-Through Computer 2.0*). Therefore no major exhibit openings will take place during this period. The period will be characterized by development and execution of the exhibit, education, and collections-related plans determined in the current long-range planning process.

OS
8/7/94

RESELLER AGREEMENT
Impart, Inc. and The Computer Museum

OVERVIEW

A) The Computer Museum will grant to Impart, subject to the terms of this agreement as amended from time to time, the exclusive right to resell the Products in the Market. This does not include Museums, Science Centers, and Educational Institutions, such as schools and Universities. TCM also retains the right to resell exhibits directly to existing customers in the retail industry. (see Appendix A)

I) Products are all TCM developed or owned exhibits during the term of this Agreement.

II) Market is all retail stores and shopping areas in the U.S.

B) Impart will have exclusive right to resell Products in the Market for 12 months from date of Agreement, and for a second 12 months thereafter if has sold 25 units having a gross price of $100,000.00 during the initial 12 months. For the third and subsequent 12 month term the minimum sales necessary to maintain exclusivity will be negotiated in good faith by the parties.

C) The initial Agreement term will be 5 years.

D) The Computer Museum wishes to maintain its image as an educational resource. Therefore, it is in TCM's best interest that all exhibits re-sold by Impart be used in situations and settings that do not conflict with TCM's image. TCM reserves the right to refuse sale of exhibits to retailers if their use of TCM exhibits are objectionable.

OBLIGATIONS OF IMPART:

A) Impart will use best efforts to promote, market and sell Products in the market. Impart will not represent any other science museum without prior approval by TCM.

B) Impart will identify every Product as developed by TCM, including use of TCM trademarks and marketing materials that refer to TCM only as approved by TCM.

D) Impart will sublicense Products only on terms approved by TCM.

E) Impart will pay TCM invoices within 30 calendar days of receipt.

F) Impart will install any Product engineering changes in the field if required for safety or reliability reasons. If it is deemed that the original TCM Product was not designed or manufactured properly, the reasonable cost of installation will be borne by TCM up to a period of 180 days from installation.

G) Impart will market and sell TCM exhibits, and be responsible for all costs incurred in this process.

H) All orders, service and support calls, and inquiries relating to TCM exhibits in the retail industry will be referred to Impart during the term of this agreement.

I) Impart will include the TCM logo as a prominent feature and list TCM as the developer of the display if retailer will permit. All marketing materials created or produced by Impart are and shall remain the property of Impart.

OBLIGATIONS OF TCM:

A) TCM will warrant all Products for 180 days after delivery to user.

B) Provide back-up support to Impart user-support personnel up to 5 man-hours per year per exhibit at no charge for 2 years after initial installation, thereafter in the discretion of TCM on a time and materials basis.

C) Provide limited consulting and customization of exhibits on a time and materials basis and only as available.

D) Provide installation and maintenance manuals for each exhibit when delivered to Impart.

E) Consult with Impart regarding new exhibit plans of TCM.

F) Consult with Impart regarding Impart marketing, and refer all sales inquiries to Impart.

G) Advise Impart of price and Product changes ASAP and not less than 90 days prior to implementation unless safety considerations require earlier implementation.

H) Provide user licensing terms to Impart and reasonably approve changes thereto requested by Impart or user.

I) Reasonably approve Impart use of TCM trademark and marketing materials that reference TCM.

J) Product liability insurance to be carried by TCM with Impart given a Vendors Endorsement to be held harmless in the event of any Product liability claims.

K) TCM will produce and supply Product on a timely basis. Timely basis means a period agreed upon at time of each order.

GENERAL TERMS

A) Governing Law: Massachusetts

B) Entire agreement, may be amended only in writing

C) Disclaimer of implied warranties

D) Mutual waiver of consequential damages except for destruction of propriety interest of TCM. This is intended to protect both parties from large damage claims by the other.

E) Neither party is agent for the other

F) Either party may terminate for cause on 60 days written notice subject to cure during notice period, except 10 days notice for non-payment.

BEST INTERESTS

Both parties agree to act in accordance with the best interest of their mutual business concerns, both during and after the effective dates of this agreement.

From the Hall of Fame to Pinnacles of Technology.

Report by Gwen Bell, August 10, 1994

October 93:
"Hall of Fame" Event invented to replace Bowl as a revenue source.

November 93:
With strong support of West Coast, the Bowl is determined to be continued as a revenue source for The Computer Museum.

February 94:
"Hall of Fame" presented as a three-part project

- An event that inaugurates technology teams
- An annual television show on the technologies and event
- Some form of exhibition of the technology

Spring/summer 94:
Hall of Fame run up the flag pole with these results:

- Mitch Kertzman and others had problems with selling tables for another event, (to many dinners to go to) ... consensus was that they enjoyed, had fun at the Bowl and thought the auction was a good (and profitable) addition.

- Erich Bloch said "Don't get into selection process. Use the winners of other awards, especially National Medal of Technology.

- The Department of Commerce and the Foundation for the National Medal of Technology indicated willingness to cooperate on a project that featured the winners in computing

- Television producers at KTEH (San Jose), Great Projects Film Company Inc., KQED (San Francisco), and WGBH had difficulty with placing a "one time only" show. (The Bowl was fit into an existing series.)

- Costs would be $500,000 for TV show (to be raised) and $50,000 to add to an exhibit, and another $75,000 to administer the program and run an event. Totalling more than $600,000 a year to raise with a low profit margin.

July 1994:
Decision-making meeting attendees: Mitch Kertzman, Dan Polin (Great Projects Inc.), Ann Woodward (Executive Director National Medal of Technology), Oliver Strimpel, Kate Jose, Betsy Riggs, and Gwen Bell. Unable to come: Bob Everett, Bill Poduska, and Charles Zraket.

Three models put forward:

1. Original model described.

2. Annual coordination with other groups such as biotechnology and aerospace for a three part yearly series. Ann Woodward was enthusiastic and willing to promote the idea. Mitch Kertzman said he really thought The Computer Museum should make its plans independent of other groups, but with cooperation with National Medal of Technology, especially for fund-raising credibility.

3. Do a three or four part television series: "The Pinnacles of Computer Technology". Dan Polin would take the lead in finding a public broadcasting outlet and would work with us to fund raise.

• Coordinate it with a redo or new layering on the computer history exhibit, "Milestones of a Revolution" to add the inventors and engineers that created the technology.

• Orchestrate a premier of the tv show and exhibit that would bring together those honored.

• Prepare a companion book.

Ann Woodward indicated that the Foundation for the National Medal of Technology would probably endorse such a project.

The consensus was to go with Alternative 3.

GREAT
PROJECTS
Film Company, Inc.

584 Ninth Avenue
New York, New York 10036
Tel: (212) 581 1700
Fax: (212) 581-3167

PINNACLES OF COMPUTING

Too often, fascination with computer technology obscures the men and women who have made such innovations possible. **Pinnacles of Computing** is a three-part series that attempts to counterbalance this tendency by focusing more upon the computer's visionaries, inventors, industrialists, and entrepreneurs. Without their inspiration, hard work, and genius, the contemporary computer would never have become a reality.

Our study will highlight the figures most pivotal to the history of computing rather than those who are most famous: Charles Babbage, for example, who designed the massive, general-purpose Analytical Engine in 1833; Eckert and Mauchly, who in 1946 completed ENIAC, the first general purpose electronic calculator; Doug Englebart, who introduced the mouse in 1968; and Bill Gates, whose operating systems made computing accessible to everyone. Past and present contributors from both the United States and abroad will be included, with special emphasis given to recipients of the National Medal of Technology.

Biography furnishes the most intriguing, educational, and entertaining way to study history. It provides children with role models, adults with human interest, and educators with a definitive and structured way to approach an often complicated subject. Overall, we believe that **Pinnacles of Computing** offers all its viewers a better understanding of the history of computer technology.

Exhibit Kits Conceptual Plan: Markets Beyond the Museum Community

Background

Before the Spring of 1994, The Computer Museum believed that the most lucrative market for items in the Exhibit Kits program lay within the museum community. With the development of relationships with Stride Rite Corporation and Impart, Inc., it is apparent that our exhibits may have appeal beyond the traditional educational and museum settings.

Stride Rite

Stride Rite Corporation was the first organization to express serious interest in a relationship with The Computer Museum. Currently, Stride Rite is finalizing plans for their prototype store design which includes The Computer Museum exhibit "How Tall Are You?". The store is scheduled to open in Natick, Massachusetts during the Fall. Should the new store concept succeed, Stride Rite will include The Computer Museum's exhibits in subsequent store openings and renovations.

Impart

Impart, of Seattle, Washington, is a leading developer of in-store displays and exhibits. Impart's current clients include Nintendo and The Gap. Impart and The Computer Museum management team seek to have Impart become The Computer Museum's exclusive agent to the retail market upon placement of a minimum order. Impart will market The Computer Museum's exhibits to progressive retailers that are particularly interested in presenting new ideas -- along with their products -- to parents and children.

Opportunities

With the successful execution of the Impart agreement, The Computer Museum anticipates developing additional markets. The Computer Museum believes that the following market segments deserve specific attention for the "How Tall Are You?":

- Amusement operators that have height restrictions:
  - Amusement parks
  - Simulator theater operators
  - Carnival operators
- Mall developers and managers;
- Public spaces
  - Train stations
  - Airports
  - Transportation terminals

Museum Market

The Computer Museum intends to focus increased attention on the non-traditional markets while maintaining a presence with the museum and exhibit development markets.

Exhibit Kits
Supporting Information for a Business Alliance with Impart, Inc.

Rationale

The Computer Museum (TCM) will benefit from the proposed agreement with Impart by expanding the marketing and sales of TCM's exhibits beyond the traditional museum market. TCM will also benefit from funding a re-design of the "How Tall Are You?" (HTAY) exhibit that Impart will market by decreasing per unit production costs.

Working Relationship

All orders will be placed by customers through Impart, Inc. Impart will, in turn, place gross orders with TCM. TCM will manage the fabrication of HTAY hardware with an outside vendor. TCM is responsible for reproducing software and documentation as well as packaging the order for shipment to Impart. Impart will distribute the order to their customers. Impart is responsible for installation. Impart will handle all service calls from customers. TCM will consult with Impart on service and trouble shooting issues, as outlined in the proposed agreement, which has been reviewed and approved by Tom Franklin.

Production Budget

The table below details the costs in filling one order for HTAY. The *Re-Design* column refers to costs after the re-engineering of the exhibit has been completed. *Current* details costs incurred under the current process.

	Re-Design	Current
Hardware	500	1,800
Cables	25	50
TCM labor	75	150
Package/shipping	50	50
Overhead	350	400
TOTAL	1,000	2,450

— labor rate

— ?

Re-Engineering

The current hardware configuration costs the TCM $1,800 per unit for materials. Orders larger than 5 copies are difficult to fill due to the labor required to modify each set of sensors.

Bolton Engineering, Inc. has been selected to re-design the HTAY sensors. Re-engineering will fulfill several needs:

1. Reduction in cost per unit;
2. Increased ease of installation;
3. Increased manufacturing capacity;
4. Reduction of TCM labor to prepare materials for delivery;
5. Continued use of current software;

The proposal from Bolton Engineering has met these requirements. Bolton will design an easy-to-install system that places the major components into two enclosures which are smaller than the current configuration. This will make it easier for customers to install, and significantly reduce TCM's labor and support costs.

The cost of re-engineering the exhibit is $15,100. Bolton Engineering will need 8-10 weeks to complete the re-engineering process. The cost per unit will drop to $500 per copy, a savings of $1,300 per unit. TCM will recoup the re-engineering investment after 12 copies are sold. (Note: Impart will become TCM's exclusive agent to the retail market only when they place orders totaling 25 or more units.)

Manufacturing

Currently all parts are ordered through a single supplier (IBM). Orders are filled in 2-16 weeks. This range is unacceptable. An order placed in June, 1994 for these parts took an additional 7 days to process because IBM could locate the parts on their price list, but had no price listed.

Under the proposed plan, orders will be filled within 6-8 weeks. This can be reduced with nominal rush charges. Large orders (100 or more) can be filled in 8-10 weeks. At the significantly reduced cost per unit, TCM could stock a supply of the exhibit replenish it as sales occur.

An additional feature of this process is a choice of enclosure colors. This will provide variety to potential customers.

Cost and Payment Schedule for Production

TCM will be responsible for a 50% deposit on each fabrication order. The balance will be payable upon receipt of the completed materials.

The fabricator has asked for orders with a minimum of six units, with a gross cost of $3,000.

An order with 50 units, therefore, would require TCM to deposit $12,500 and pay $12,500 on receipt.

TCM will receive payment from Impart, Inc. within 30 days from receipt of invoice.

Costs vs. Margin

As described above, the cost per unit is will decrease significantly with the new process; the profit margin per unit will increase inversely. The pricing schedule developed for Impart greatly benefits TCM. Pricing levels reflect a quantity discount negotiated with Impart on a per-order basis.

Quantity	Price	Cost Per Unit	Net Margin per Unit	% Margin per Unit
1	$5,400	$1,000	$4,400	81
10	$4,500	$1,000	$3,500	78
50	$3,240	$890	$2,350	72

Risks

TCM's risk involves the expense of re-design of HTAY. TCM must fund $15,100 in engineering fees immediately. Impart, Inc. has not yet placed an order, as they are waiting for TCM to approve the agreement.

TCM already has three orders for HTAY? from the Exhibit Kits program that need to be placed within the next 3 months. These orders will benefit from the re-design and reduced costs.

Benefits

The obvious benefit to TCM is the increased profit margin on HTAY. The re-design will yield higher margins on each unit sold. Since it will take 8-10 weeks to complete the re-design, initiating the process immediately is of paramount importance. (Within that time period, we expect Impart to place orders. Filling these orders with the current hardware configuration will be costly and time-consuming to the Museum.)

A distribution agreement with Impart also will provide TCM with a sales and marketing channel TCM can not develop independently. To support their new offerings, Impart is preparing an advertising campaign that includes HTAY as a new product for Impart's customers. Based on Impart's client list and stated interest in TCM exhibits, TCM expects that Impart will order at least 20 exhibits during fiscal year 1995 which would represent $70,000 net to TCM.

Term stated for contract?
Redesign when get orders
What about tax status

The
Computer
Museum

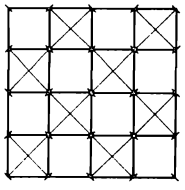
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
September 14, 1994
8:00 a.m. - 10:00 a.m.

1. Operations Update
2. Nominating Committee Report
3. Discussion of Three-Year Plan



The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: September 2, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: September 14 Meeting

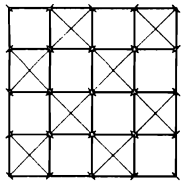
Enclosed please find the agenda for our next meeting on Wednesday, September 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

I enclose the latest draft of the Museum's Three-Year Plan for your review prior to the meeting. We will devote a major portion of the meeting to discussion of the Plan. Other items to be discussed include a report by the Nominating Committee.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on the 14th.

Enclosures:
- Agenda
- Draft Three-Year Plan



FRAMEWORK FOR THE COMPUTER MUSEUM'S STRATEGIC PLAN

Introduction

Museum Mission
Strategic Analysis
Strategy
Ten-Year Objectives

THREE-YEAR PLAN FY95-97

I. Onsite Programs

A. Exhibits: permanent, temporary; includes new exhibit development and renovation of existing exhibits
B. Overall visitor experience: apron, lobby, signage, parking, visitor services, exhibit maintenance
C. Education programs: The Computer Clubhouse, teacher development, overnights, computer camps, special events
D. Collections: new acquisitions, collections management, collections access and documentation.
E. Research

II. National & International Programs

A. Exhibit licensing
B. Traveling exhibit—Electronic Classroom
C. Computer Museum materials: Book Series, videos, CD-ROMs, television programming, teacher materials
D. The Computer Bowl
E. The Museum on the Net

III. Facilities Plan

A. Lobby
B. Store
C. Overall deployment of space

IV. Institutional Advancement

Three-year plan for building the Museum's base of support from individuals, corporations, & foundations for both operating, project, and capital purposes. Includes national events such as The Computer Bowl and a computer achievement recognition program.

V. Marketing & Sales Plan

Marketing plan supports the institutional positioning, financial, and audience impact goals. Includes a discussion of Museum's earned revenue plans from existing streams and new streams.

VI. Diversity

Plan to increase diversity in the Museum's audience, staff, & Boards.

VII. Finance

Three-year financial plan that reflects all planned activities; includes projections for all of Museum's operating and capital revenues and expenses.

VIII. Administration

Three-year plan that addresses administrative needs to support the plan, including office and personnel requirements.

Appendix 1: Exhibit Development Plan

Appendix 2: New Lobby Plan

Appendix 3: Overall Plans for Fifth- and Sixth-Floor Utilization

Appendix 4: The Museum on the Net

Appendix 5: FY95-97 Expense and Revenue Projections

THE COMPUTER MUSEUM: DRAFT STRATEGIC PLAN

INTRODUCTION

1. Museum Mission

The Computer Museum's mission is to:

I. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers.

II. preserve and celebrate the history and promote the understanding of computers worldwide.

III. be an international resource for research into the history of computing.

2. Strategic Analysis

Milieu

- The usage of computers is skyrocketing as the cost/performance ratio continues to drop.
- Computer applications and usage continue to expand into more domains.
- The telecommunications, information and entertainment industries are fusing.
- Society and industry often focus on the new, next generation of products and services. The essence of the changes and the long view can get lost in the din of fast-paced incremental change.
- As information technology becomes recognized as the key technology of our era, interest in the origins of the information revolution will increase.
- Adoption of new technologies is very uneven across society, with many being excluded and feeling "left behind."
- Computers enable more people to work at home, increasing work flexibility and communications, but also increasing people's physical isolation.
- Life-long informal education is becoming more important as a way of staying abreast of changes.

As computers become more mainstream, new opportunities to learn about and interact with computers exist. Products and services that overlap and partially compete with the Museum include:

- easy-to use, multimedia computer-based applications offered at libraries, schools, other museums and over networks
- school usage of computers as tools to support education in all fields.
- sophisticated home-based educational, game, and productivity software, increasingly exploiting multimedia and network connections
- theme parks that make increasing use of computers with special emphasis on immersive, virtual reality-style experiences

The Need for the Museum's Mission: I: To Educate and Inspire

Science and technology museums have a well-established image as accessible places where visitors can explore in a relaxed fashion. They are also trusted as objective, non-commercial presenters of material. Most important, they provide a mixture between education and entertainment, a place for fun *and* learning. They are places that welcome groups and promote intergenerational group interaction.

These characteristics give the Museum an educational opportunity that formal educational institutions cannot pursue and that entertainment-oriented venues are not interested in. The Museum's image enables it to reach populations that have no other recourse as a first step.

These populations include those who come into contact with computing at work, often thrust into the role of users of specific applications. Though experienced in one computer application, they may have no knowledge or confidence in another. Indeed, everyone is an unwitting user of networks of computers in performing routine activities, such as shopping, or communicating.

Many feel excluded as they learn of technological marvels they cannot fully grasp or afford. The problem is particularly acute in underserved communities.

The Computer Museum can attract these populations by creating an exciting and accessible environment containing exhibits and programs on computer technology and its applications.

The Need for the Museum's Mission: II and III: To Preserve, Celebrate, and Conduct Research

Computing is the defining technology of our age, and its history is a key part of the world's heritage. The Museum is one of a very small handful of institutions that are seriously preserving the evolution of computing. These institutions are not competitive, but collaborate to ensure that their collective resources preserve as much of the significant record of computing as possible.

The loss of the computer pioneers themselves will reinforce the importance of the collections. With the constant flux of change in the industry, the Museum provides a secure record of technology developed by corporations that no longer exist. Researchers will increasingly seek access to the original materials held by the Museum.

As key computing anniversaries and other milestones occur, the public seeks information about the event, and the media look for a focus to "locate" their coverage. The computer industry also needs a non-competitive forum in which to come together and celebrate the achievements of the field and gain perspective.

3. Strategy

The Museum's strategy is to develop authoritative and spectacular exhibits and programs that will achieve high international visibility and public awareness.

High visibility of a limited number of flagship elements will assist the development and dissemination of all Museum programs. The flagship could be the Museum's main site, or a highly successful program or publication. Different flagship elements will serve to reach different segments of the public and the computer industry. The Museum will build upon

its spirited approach to informal education, as exemplified in its exhibits and education programs.

The Museum will seek to leverage every activity to extract maximum value and achieve the greatest possible impact. Exhibits will be leveraged with books, CD-ROMs, exhibit licensing, traveling components, and a presence on electronic networks; education programs will be designed as national models, and The Computer Bowl will be adapted to become more effective television programming.

The Museum is committed to two projects each on the scale of a million dollars—*The Networked Planet* and *The Walk-Through Computer 2.0*. These large projects will provide the basis for books, software, special events and programs. Through FY95 and much of FY96, they will be the Museum's flagships, providing the basis for positioning and visibility.

The Museum will position itself to build cachet within the industry so that corporations will view the Museum as a desirable location from which to launch products and host events.

4. Ten-Year Program Objectives

1. Become a world-class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.

2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.

3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support education reform.

4. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing

5. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of electronic computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

THREE-YEAR PLAN: FY95-97

The following three-year plan represents the first steps towards the achievement of the ten-year objectives.

High-Priority Three-Year Goals

1. Increase Museum attendance by developing high appeal programs coupled with aggressive marketing:

	FY94 (actual)	FY95	FY96	FY97 with "Ride"	FY97 no "Ride"
increase over previous year	0	10%	7%	25%	4%
attendance (people)	120,000	132,000	140,000	174,000	145,000

2. Install a new generation of immersive installations.

3. Raise dedicated funds to meet the Museum's mortgage liability.

I. ONSITE PROGRAMS

A. EXHIBIT PROGRAM

The following considerations on exhibit content, exhibit approaches, and available gallery space provide the basis for the onsite FY95-97 exhibit plan. A specific list of proposed exhibits is presented in Appendix I.

Content

The Museum's 1989-94 Exhibit Plan addressed the three questions:

How do Computers Work?
How did Computers Evolve?
What do Computers Do?

With updating and reinterpretation for the mid-1990s, these questions remain a good basis for exhibit planning.

The *Walk-Through Computer* and its updated successor *Walk-Through Computer 2.0* will continue to address the first question effectively through FY97. *People and Computers* addresses the second question adequately, but will need refurbishing and updating, especially in the second half (from the PDP-8 to the 1980s) by FY97. *Tools & Toys, Robots & Other Smart Machines* and *The Networked Planet* (opening November 94) address the third question.

The applications of computing affect all members of society. New applications are continually in the news. Last year virtual reality was the hot topic. This year it is the information superhighway. The next exhibit plan will therefore shift increasing focus onto computer applications, and broaden its scope to deal more fully with the social impact of computing.

A significant application area of tremendous public interest is the application of computing to the arts and entertainment. These subjects have the ability to reach out to diverse audiences, and help the Museum shed its image as a place just for technology buffs. Exhibits that relate to the computers in the arts and the performing arts will, therefore, be a component of the next plan.

The Museum will plan for flexibility in its exhibit programs to address topics of public interest. "Rapid response" exhibits will require a new approach to exhibit development and funding in which exhibit development, fabrication, & installation can take place with staff and funding resources already in place.

Exhibits on topical issues will not shy away from controversy. The Museum can help visitors face dilemmas without taking an institutional stand. For example, the issue of users' right to privacy on the networks will be raised in *The Networked Planet* exhibit, with different "network guides" taking opposing sides in the debate.

Visitor research points out two areas the public would like addressed:
1. The future: visitors seek access to cutting-edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed with resource materials and pointers to reliable sources of information, and through a program of public workshops.

Exhibit Approach

To achieve greater impact and visibility, the Museum needs to mount spectacular exhibits. Examples include larger-than-life exhibits (*Walk-Through Computer*), environmental exhibits, or group virtual reality experiences. The plan calls for a major renovation of *The Walk-Through Computer* that, as well as updating it, will increase its visual impact from the exterior and its immersive, environmental quality in the interior.

Increased provision for contact between visitors and Museum staff can provide a means of increasing visitor engagement, especially for groups. Scope for presentations and performances should be planned into exhibit spaces.

Space

After *The Networked Planet* opens, one remaining 4,000 sf bay will be available for development at Museum Wharf. (Bay 1 on 6, formerly collections storage). Further exhibit development will replace existing exhibits. Appendix 2 shows the proposed deployment of space.

Major Exhibit Program After *Walk-Through Computer 2.0 (WTC2.0)* (opening June 1995)

Three primary criteria need to be applied in selecting major exhibits:

1. How does the exhibit further the Museum's mission?

2. Will the exhibit support the Museum's audience building, marketing & positioning goals?
3. Is it fundable and are there opportunities for financial leverage?

The following three projects have been provisionally ranked highest according to these criteria and will be investigated further to determine their potential.

Fly-Through a Computer and the Information Highway Simulation Ride

Cost: $1,500,000
Opening: June 1996
Description: A six-minute movie with synchronized seat motion in a 15-20 person theater. Visitors view and feel a dramatic ride through the Walk-Through Computer. The ride follows the flow of information from a keypress, along the cable to the interface chip, along the bus, into the microprocessor, to the RAM, hard disk drive, back to the processor, to the video card and along cables to the monitor. The movie will incorporate animated sequences showing the inner workings of the components along the way. The visitor then follows the flow of information out via the network card onto a local area network and then through a router onto a wide area network. Visitors learn where computer networks go, what they connect, and gain a sense of their speed and capacity.
Mission: The Ride serves as an introduction to both the *Walk-Through Computer* and *The Networked Planet* exhibits, introducing visitors to the basic elements of computer hardware, system software, and networks. It greatly increases the effectiveness of the Walk-Through Computer as an exhibit that explains how computers work.
Audience: Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.
Positioning: No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading-edge institution, and accelerate the repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage, which has been the Museum's best promotion vehicle to date.
Fundability: Two funding models exist:
- Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
- Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.

Leverage: The Ride could be replicated for the cost of duplicate hardware only. If installed in other sites, the Museum would receive good exposure.

Computers in Entertainment

Cost: c. $500,000

Opening: Fall 96-Spring 97

Description: A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.

Mission: Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.

Audience: This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.

Positioning: *Computers in Entertainment* furthers the "fun" and "cutting-edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.

Fundability: Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA. Exclusivity arrangements by entertainment companies may hamper funding.

Leverage: Good exhibit licensing and sales potential to other science and technology museums, other educational institutions, and entertainment equipment retail environments, such as malls and stores. Traveling version is possible.

Group Simulation Installation—Artificial Aquarium

Cost: c. $750,000

Opening: June 97

Description: A 1,500 sf space in which up to 30 visitors interact with a simulated environment. One example of a simulated environment would be an aquarium projected onto the walls of the space. A number of stations offer visitors the opportunity to create their own fish, selecting appearance, behavior, breeding, and fitness functions. They then launch their fish into the environment and can watch its growth, interaction with other visitors' fish, and breeding patterns.

Mission: Visitors create their own simulated entities. The ability to select or script simple behavior offers an engaging and accessible introduction to programming. Computer simulation of complex systems is an increasingly important application. Visitors can experience a simulation that contains an element of their own creation.

Audience: The group simulation would be a one-of-a-kind experience that would be visually exciting and conceptually intriguing. As such it has the capability to draw well. The group nature of the interaction is highly desirable in a Museum, and would work very well with school visits.

Positioning: First permanent public installation involving a virtual environment and group interactions positions the Museum as a unique experience involving cutting edge and educational uses of computers.

Fundability: Federal grant support from NSF; support from corporations and individuals.

Leverage: The installation can be replicated for other spaces such as museums, corporate settings, or public spaces.

Temporary Exhibits

The Museum will mount at least one temporary exhibit per year that has the potential to drive attendance and attract repeat visitors. In FY95 the Museum plans *Aaron in Color: The Robot Painter*. Computer animation in FY96 and the Electronic Classroom in FY97 have the potential to drive attendance. Appendix 1 lists other special exhibits plans.

Conclusions: Framework for Exhibit Plan

1. Develop one medium-large (2-3,000sf) exhibit per year
2. Open at least one popular special exhibit per year
3. Renovate or replace all existing exhibits by the end of FY97
4. Exhibits should contain elements that are spectacular and cutting-edge
5. Exhibits provide for presentations and performances

Appendix 1 contains the exhibit development schedule; maps showing use of the facility are in Appendix 3.

B. OVERALL ONSITE VISITOR EXPERIENCE

The Museum's three-year plan seeks to raise the quality of a visitor's overall experience. Improving the overall experience will move the institution along the path set out in the first ten-year objective—to become a world-class attraction.

Visitors' experience of the Museum is significantly affected by the surroundings, parking facilities, signage, and lobby. In the Museum, visitors' satisfaction depends on contact with Museum staff and the quality of exhibit maintenance.

Open Space in Front of the Museum

A new park in front of the Museum is planned as part of the Waterfront Project being developed jointly with The Children's Museum. The overall cost of the new apron park is $1 million. The primary initiative is being taken by The Children's Museum.

Parking

The Central Artery/Tunnel project and the new Federal Courthouse have reduced nearby parking space. Although some new parking garages have been constructed (e.g., Farnsworth Street), visitors are finding it harder to park. Efforts will be made to make parking arrangements with existing and new sites.

Signage

External signs on the site and lobby will be an integral part of the Waterfront project. A new integrated internal sign system is needed to enable visitors to find their way round the galleries. This will be implemented in FY95 at a cost of $10,000.

Lobby

Plans for the "Wave," which will serve as a new entry lobby for The Computer Museum and The Children's Museum, are well developed. In order to exploit the Wave, the Museum will need to adapt its own existing lobby and store at an approximate cost of $200,000, including an exhibit to attract visitors into the Museum from the Wave.

Visitor Services

Visitor research indicates that contact with members of Museum staff (either paid or volunteer) greatly affect the perception of the Museum. A gradual overhaul of Museum visitor services programs is planned to create specific gallery roles—visitor greeters and demonstrators. Increased use of volunteers is also planned, rising to 30% volunteer staffing by FY96.

Exhibit Maintenance

Since hands-on interactive exhibits are the primary experience, the quality of the visitor experience degrades rapidly if exhibits are out of order. The goal is to increase the present average from 90% to 97% or better of the exhibits in working order at any time by increased staff resources, more training for all floor staff, and daily status reviews. Exhibit planning will continue to allow flexibility so that malfunctioning exhibits can be seamlessly removed from the floor.

C. ONSITE EDUCATION PROGRAMS

Onsite education programs include The Computer Clubhouse, the establishment of a pilot teacher development program, overnight program, and the visitor services program in the Museum exhibit galleries.

The Computer Clubhouse

Over the next three years, the Clubhouse will make a transition from a pilot and experiment to an ongoing service. In the "steady state" mode, the Clubhouse will be utilized to the maximum possible extent, serving an average of 50 children per day (9am-5pm), with each participant making 20 visits during a 5-10 week course. Open-ended projects will involve image processing, simulations, music, games, robotics, and publishing. Clubhouse programs will continue to be refined. New projects will be adopted and matched with the abilities of new mentors. New technologies will be integrated as they become available. For example, the use of high-speed networks is being planned.

Dissemination of the results of the pilot program will be priority. The Museum will test the feasibility of building a copy of the Clubhouse equipment for traveling to local community centers such as Freedom House, YMCAs and Boys and Girls Clubs. Projects will be packaged for distribution to other museum computer labs and after-school settings. The Traveling Electronic Classroom project (see section II.B) will take many Clubhouse projects to eight museum sites.

The Museum will develop fee-paying evening courses for adults (6:30-9pm) in such areas as desktop publishing and multimedia.

The majority of Clubhouse funding will continue to come from private and corporate foundations with missions to provide new horizons to youth, especially those in underserved communities. Major, multi-year grants will be sought. Additional revenue will come from the following sources:

1. Internet Auction: two auctions per year will provide approximately $20,000 net.
2. Clubhouse corporate memberships: annual sponsorships from corporations will be sought to fund visits to the Clubhouse. These may be tied to specific communities or schools.
3. Fee-paying programs in the Clubhouse. A pilot Computer Camp program is under way to test this approach.

Teacher Development Program

The establishment of a teacher development program furthers the Museum's objective to support education reform.

The introduction of computers in schools is increasing faster than the ability of teachers to integrate them into their curricula. Teachers' need to learn is amplified by recent legislation requiring teachers to take courses to be recertified at regular intervals. The Museum is uniquely positioned to offer relevant training for educators.

In FY95, the Museum will test a pilot teacher education program within the Computer Clubhouse. Teachers will develop their own projects, learning how to initiate similar activities in their own classroom. Collaborations on the development and implementation of this program will be pursued with Lesley College, Technical Education Research Centers (TERC), and other organizations serving pre-service and in-service teachers.

The Museum will develop, test, and then offer courses to teachers that emphasize informal, group, project-based uses of computers in the classroom, based on experience gained in the Computer Clubhouse.

Overnight Program
Groups of 40-120 people, with a primary focus on children aged 6-17, participate in educational activities that involve them in the Museum's exhibit galleries. The program provides a valuable opportunity for a group to have a prolonged exposure to the Museum in a supportive and entertaining framework. The number of overnights will grow from 18 in FY95 to 25 in FY97.

Computer Camps
Up to 15 children aged 8-15 explore the Museum galleries and build projects in the Clubhouse on one-week camps. The campers utilize the Clubhouse and exhibits, providing familiarity with selected graphics, animation, robotics, music, simulation, and publishing tools. In FY95, seven camps are programmed, four in the summer, three during public school vacation weeks. In FY96, camp sessions will increase to 10, with 7 summer sessions.

Special Events
The Museum has hosted special events such as the Loebner Prize Competition (Turing Test), the Harvard Cup (Computer Chess Championship), the checkers championship, and MIT student robot contests. Such events have proven successful in raising visibility for the Museum.

The Museum will continue to host events that are of public interest and that illustrate exciting and intriguing uses of computers. The contests will be conducted in partnership with other organizations to achieve greater leverage. Funding requirements range from a minimum of $5,000 for a small event organized mainly by an outside body (such as the Harvard Cup), to $50,000 for a complex event with major Museum involvement (such as the Loebner Prize).

Additional events scheduled on weekends and during public school vacation weeks will include computer animation festivals, teacher open houses, and demonstrations and educational activities in the galleries. The calendar of events will be designed to appeal to local audiences to encourage repeat visits.

E. COLLECTIONS

The first priority will be to continue to capture artifacts, photographs, films, documents, and software just-in-time, prior to literally being scrapped, by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the SAGE Computer, *SuperPaint*, the first paint program developed at CMU and Xerox PARC, and the first 'virtual reality' helmet. The Computer Museum does this with quick reaction time and a unique focus and expertise that selects the significant technology for preservation

From the start of collecting efforts, the characteristics of the collection have stayed the same. Highest priority is given to collecting the important technological innovations with carefully selected documentation. The next priority is given to insuring that the classic or standard implementations of a technology are represented. In addition, the collections include examples of technologies that failed, of clones, and intermediary stages of evolution.

The collection is devoted to computing, including intelligent machines, particularly robots. It includes all levels of integration of both hardware and software. While the historic roots are in the domain of hardware including semi-conductors, the future emphasis will increasingly be software.

Each hardware artifact or piece of software needs to have a full complement of material in order to be understood. For example, the original *SpaceWar Game* (the first interactive computer game) software is represented by its paper-tape program, program listings, videos of *SpaceWar* being played, oral history with its authors, photographs, and the PDP-1, the computer hardware on which it was designed.

Proactive Collecting

The greatest gains have been made in the collections when there have been special projects, such as the personal computer contest and the *Milestones of a Revolution* exhibition. In the next three years two significant activities will lead to improved and new collections:

- Pinnacles of computing technology (see section II.C.—television programming) The technologies and their teams will lead to in-depth collecting in that area: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- The Guide to Kids' Software is gathering all the software for children and saving it for the collection.

Access to the Collections

To provide greater access to the collections, a 2,000 square foot exhibit and research center will be opened in FY97. It will display approximately 50 significant artifacts from the collections, as well as cases housing numerous smaller items and new acquisitions. The center will accommodate the library, document and photo collections. Stations will provide access to the Museum's collections database, and the Internet. The space will be open to the public every afternoon, with regular tours and special educational programs based on the collections. This project has a capital cost of $75,000 with an annual $10,000 staffing cost.

The collections database of artifacts, documents, film and video will be placed on the Museum's World Wide Web server. The photograph collection will be scanned electronically and added to the database for remote reference and selection.

Space and environmental preservation needs

Due to the growth of exhibits on the Wharf, a priority for 1994 is to move 4,000 square feet of hardware artifacts to an off-site warehouse. The documents are indexed in special acid-free boxes and, after scanning, the photographs are stored in special sleeves.

Film and video are the most critical to have uniform temperature conditions. Further, since video is a relatively new media there are still questions and concerns about any long-term utility for archival purpose; already video that the Museum took in 1980 is deteriorating. The video content is being evaluated and the most information-rich transferred onto more long-lived media.

F. RESEARCH

Historical Research

The Museum will provide the materials sought by researchers in the area of the history of computing. Materials include artifacts, archives, documents, books, film, and video. Students, scholars, prior-art researchers, and journalists are the primary users.

Informal Education

The Museum will establish an exhibit lab that will be used for three kinds of research:

1. Evaluation of Computer Museum exhibits in progress.
2. Development and testing of Museum-developed applications of technology to informal education. The NSF-funded virtual reality research currently under way is an example.
3. Public testing and evaluation of educational software and other educational research projects being conducted at academic research institutions.

II. NATIONAL AND INTERNATIONAL PROGRAMS

This section presents the plan to serve audiences primarily beyond the Museum's walls. The programs are designed to leverage Museum exhibits and collections.

A. EXHIBIT LICENSING

The Museum currently offers fifteen of its exhibits for licensing, at an average price of $2500. Most of these products are identical to exhibits running on the Museum floor. In some cases the Museum adapts its software to customize it for the client site. For example, the height sensor can be programmed with a custom script for aquariums and stores.

The Museum's exhibit developers will design new interactive exhibit software suitable for use in other locations. An example is *Letter to the President*, a prototype for *The Networked Planet* exhibition.

A marketing and sales plan will be developed for the licensing of exhibits to other museums, aquariums, zoos, malls, and retail stores. The Museum will seek an "OEM" arrangement with an outfitter of retail environments to act as our distributor to this market.

B. TRAVELING EXHIBIT: THE ELECTRONIC CLASSROOM

If funded by the National Science Foundation, The Computer Museum will collaborate with the New York Hall of Science and the Oregon Museum of Science and Industry to develop the Electronic Classroom, a traveling exhibit designed to show parents, teachers, administrators, students and other members of the general public how computers can support science, math, and technology educational reform. The Computer Museum will take the lead on the content and will develop all the interactive elements of the exhibition. The exhibit has a particular focus on reaching parents, teachers, and young people from underserved communities. Much of the material in the Electronic Classroom is expected to be derived from the Computer Clubhouse.

The development schedule is determined by NSF funding. The proposal will be submitted in February 1995, with a decision in late 1995. The overall funding requirement is approximately $1.6 million, with about $500,000 requested as The Computer Museum's budget.

C. COMPUTER MUSEUM PRODUCTS AND EDUCATIONAL MATERIALS

Books and Software

The Museum is committed to developing three books for publication in 1995:

How Computers Work: Journey Through The Walk-Through Computer
The Computer Quiz Book of Trivia
Computer Museum Guide to the Best of Kids' Software

The first two titles will be published by the Crown Division of Random House.

The TCM Guide to the Best of Kids' Software will be published annually. The project is contracted to Catherine Miranker and Allison Elliot.

Further books being planned include "Pinnacles of Computing," an illustrated history of computing featuring the pioneering inventors; a Computer Clubhouse book on informal education about computing; and a "Wonder Book of Computing."

In conjunction with the development of the Walk-Through Computer upgrade, the Museum will seek funding to develop a CD-ROM-based software product, entitled "How Computers Work: Journey Through The Walk-Through Computer." The CD-ROM will make use of graphics, animation, and software developed for The Walk-Through Computer. The software will offer users an interactive exploration through the many levels of hardware and software in a working computer.

To stimulate the creation of new sites based on The Computer Clubhouse, the Museum will create a Clubhouse project sampler presented in the form of an interactive "point and click" tour of the Clubhouse. It will include information on projects in the Clubhouse and explain how other educators can start similar projects in their own after-school, community, or school site. The project sampler will be distributed directly by the Museum to interested parties.

The publications program is projected to provide a net income of approximately $15,000 a year.

Materials for Educators

The Museum will produce an updated teacher packet to cover new Museum exhibits, and provide pre-visit and post-visit resources to make the visit as enriching as possible. The packet will be distributed to teachers bringing groups, and, on demand, to educators nationwide.

To disseminate the experience gained in The Computer Clubhouse, the Museum will develop Clubhouse Project Guides. These will contain detailed descriptions of specific Clubhouse projects, which will provide a basis for other sites to replicate the projects that have been proven successes at the Museum.

Television Programming

The Museum will seek to fund and develop a television series for PBS on the people behind the major inventions of computing. The series, provisionally entitled *Pinnacles of Computing*, will largely feature recipients of the National Medal of Technology and winners of comparable awards from outside the United States. The programs will focus on the human dimension of the invention of computing, with a view to providing inspiring role models for today's youth. The research to be conducted for the series is expected to lead to the gathering of significant materials for the Museum's artifact and film and video collections.

Video Program

The Museum's film archives contain unique footage of pioneering computers and their designers. With a $20,000 grant, the Museum is converting the film to a high-quality video series knitting together footage of the pioneers and their machines to cover the period between 1939 and 1952. The videos will then be marketed commercially.

The Museum will seek funding for a Walk-Through Computer 2.0 video, updating the successful first "How Computers Work" video.

D. THE COMPUTER BOWL

The Computer Bowl serves as a highly effective fund-raiser for the Museum, while at the same time providing a forum for the computer industry to indulge in some humor.

The Museum will develop and hold a second series of annual Computer Bowls to feature the next generation of industry leaders, modifying the format to allow for the production of a higher impact television show.

E. THE MUSEUM ON THE NET

With over 15 million people already connected to the Internet and a further 3 million connected to commercial on-line services, a "network presence" will offer the prospect of serving as a direct delivery tool to help execute the Museum's educational mission as well as significantly increase the Museum's international visibility.

As part of *The Networked Planet* exhibit development, the Museum has established a Gopher server that will contain general Museum information, selected exhibit text, graphics, video clips, interactive software samples, and a collections catalog. Details are presented in Appendix 3. Once the Gopher server is established, the Museum will set up a World Wide Web server so that graphics and video can also be disseminated.

Following the successful experience with a prototype in 1994, the Museum will offer two auctions annually over the Internet. The auction will include goods and services donated to the Museum for this purpose, as well as historical items that are acquired by the Museum but are not of interest for the collections.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse using the popular multi-media Mosaic browser for the World Wide Web.

The Museum will offer membership services and sales from the Museum's store via the networks. The Museum collections catalogs will be placed on-line, including electronic images of the photograph collection.

The Museum will explore other ways in which the essence of the Museum experience can be captured for remote use, going beyond information delivery.

III. FACILITIES PLAN

As part of the Waterfront Project, planned to be completed by 1996, both the Children's Museum and The Computer Museum will have a new entryway. This major addition to the building will have a dramatic impact on The Computer Museum's visitor flow in the lobby, and on the store.

This plan calls for growth in the Museum's exhibits, programs, and visitation. The Museum is reaching the point where its 44,000 square feet at Museum Wharf will be used to full capacity. Section C below indicates the overall allocation of space for the Museum through the end of FY97.

A. LOBBY

Plans for the new lobby are based on the requirements to:

1. Attract visitors into The Computer Museum from the shared entry with The Children's Museum by providing a flavor of the Museum's galleries.
2. Allow for smooth, easy access to the admissions desk and into the elevator.
3. Maximize exposure of visitors to the Museum store.
4. Provide enough capacity to handle at least two groups of 30 visitors simultaneously.

A provisional plan for the lobby that achieves these goals is shown in Appendix 2.

The lobby renovation will cost approximately $200,000 and needs to take place during FY96 to open with the new joint "Wave" entrance.

B. STORE

A detailed plan for a new store facility, to be built in as part of the lobby renovation will be developed to offer:
1. Greater square footage to offer more items
2. Better flow-through, with all visitors exiting through store
3. Higher visibility from the Wharf: more window space

C. OVERALL DEPLOYMENT OF SPACE.

After *the Networked Planet* opens, all the Museum's space will be developed with the exception of one 4,000 square foot bay (Bay 1 on the 6th floor). This Bay will provide temporary exhibit space, and an exhibit featuring highlights of the collections together with an archive and video library.

IV. INSTITUTIONAL ADVANCEMENT

Since establishing itself on Museum Wharf 10 years ago, the Museum has broadened its support to include over 200 corporate supporters and over 850 individual supporters. Over 50 sources supported the Museum above the $10,000 level in FY94. The Museum has achieved full independence from Digital Equipment Corporation.

The Museum's exhibits, programs, collections, and vision for new and exciting developments make it the leader in hands-on educational exhibitry and preservation of computers. The Museum must establish itself as *the* museum of the computer industry, and the individuals who lead it. It must also build its reputation as an educational institution within the science & technology center community, and academics and practitioners of informal education about computing.

Corporate Support

FY95-97 Goals for Corporate Development

1. Establish six new in-depth corporate relationships that provide approximately $50,000 in cash and/or equipment annually.

2. Double the number of corporate members, reaching 250 corporate members by the end of FY97, achieving the following revenues:

FY94 (actual)	FY95 (Budget)	FY96	FY97
$206,136	$250,000	$300,000	$325,000

Analysis of Corporate Support Growth Opportunities

Since FY90, more than 200 different corporations have supported the Museum. The Museum has had greatest success with the computer industry, with nearly $150,000 (75%) of corporate membership coming from this sector. As the Museum has not come close to "saturating" this sector, the Museum should continue to put its resources into expanding its base of support in this sector for the FY95-97 period. Secondary sources of support are the telecommunications industry, and the industries that make intensive and strategic use of computers, including the banking, insurance, and publishing.

The national trend towards the reduction in philanthropy and an increase in the support of non-profit organizations through corporate marketing programs is likely to continue. The Museum can respond to this trend by devising approaches that serve both the Museum's mission and corporate marketing needs. Programs in this category include the exhibits, the Bowl, and the Pinnacles of Technology TV series.

The Museum can grow significantly in all dimensions of corporate support by:

1. Targeting the computer hardware, software and telecommunications industries. The Museum's penetration is especially small in the latter category.

2. Developing a long-term, multi-faceted partnership with corporations that involve several internal advocates in each corporation, and multiple opportunities for participation in the Museum.

3. Increasing opportunities for corporations to sponsor group visits through an increased level of support.

4. Presenting its case to a greater number of prospects, both through individual contact by Board, staff, and Museum friends, and through some targeted marketing approaches to raise awareness of the Museum as an institution to which a corporation must belong. Examples include pro bono advertisements in the industry press and a presence at industry conferences.

5. Diligently following up on opportunities with corporations that result from personal contacts or other connections.

6. Enlisting leaders from major computer corporations to join the Museum's Boards.

Benefits of Corporate Membership

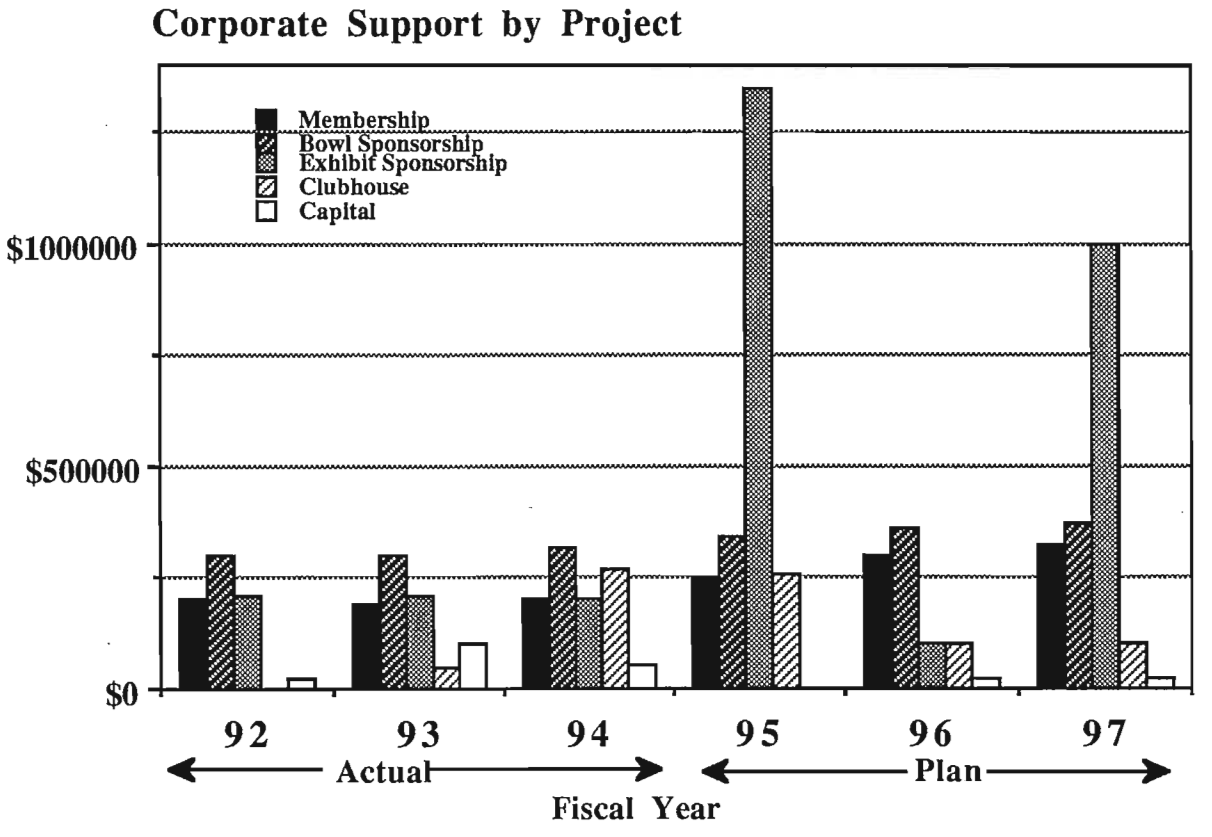
1. Supporting the world's only computer museum. The Museum's education and collecting mission enhances the public's appreciation of the computer industry.

2. Corporate breakfast seminars, started in 1985, attract an average attendance of 70 people. For FY95-7, the program will continue with CEO/Chairman/President level speakers, with a projected increase in the average number of attendees from 60 to 100. Breakfast seminars will continue to be important opportunities to cultivate new prospects.

3. Free admission tickets are fully utilized by Massachusetts based corporations, either for employees or guests. Non-local members donate the majority of their tickets to the Museum for the ticket subsidy program to provide free visits of underserved groups. Children's thank you letters to corporations provide effective positive feedback, and encourage members to renew.

Overall Corporate Support

The following chart shows the full spectrum of corporate support. Exhibit sponsorship attracts the greatest support, but revenues fluctuate based on the scheduling of major exhibit projects. The Museum will prime the exhibit development pipeline with a rolling three-year program to allow sufficient lead time and planning to develop a steadier flow of new exhibit funding and developmnent.



Individual Support

Individual Membership

To attract new members and increase the retention rate, the Museum will expand member benefits and become more aggressive in its recruitment.

New member benefits will include members-only exhibit previews and openings, invitations to special events, a members' desk in the lobby, and Internet access to Museum information. Joint promotions with other museums, non-profits, or for-profit corporations will offer special benefits for members.

FY95-97 Goals for Membership Development

The goal is to increase the number of members by 10% each year. This will be achieved by increasing the renewal rate from 50% to 65%, and by attracting a greater number of new members.

Annual Giving

All of the Museum's constituency will be invited to contribute each year to the Annual Fund. Approximately 50% of annual giving will come from the Museum's major donor group, the Friends of the Museum. The Museum will seek to grow the number of Friends

by 10% each year, both to enhance the annual giving, and to add to the pool of committed major donors able to make leadership gifts to support future capital and endowment projects.

FY95-97 Annual Giving Goals
FY95: $210,000, a 16% increase
FY96: $231,000, a 10% increase
FY97: $254,000, a 10% increase

To achieve these goals, the staff and Board will work to enlist more donors at increasingly higher levels of giving, converting visitors to members, members to supporters, supporters to significant donors, and donors to Friends. The pipeline will need to be primed by introducing individuals who are new to the Museum. The Boards of Trustees and Overseers must play a leadership role, both in terms of their own personal giving, and in their active recruitment of new donors. To achieve the goals, each Board member will be asked to introduce three new potential supporters to the Museum each year during the FY95-7 period.

The opportunities to cultivate the Museum's supporters and prospective supporters are the monthly breakfast seminars, exhibit openings (four scheduled for 1994-5), the Computer Bowl events (the "kick-off" parties and the live event, one of each on each coast), and private tours with senior Museum staff at any time.

Foundation Support
Major, multi-year grants from major national foundations will be sought for educational programs. The Clubhouse is a good candidate for support especially with its dissemination plan and its potential for impact on K-12 education. Teacher development programs on the integration of computing within the schools with national applications will also be appropriate for major foundation support.

850 Fund
To complete the acquisition of the building, the Museum needs to raise $550K to retire its mortgage, and $200K to develop a new lobby and store area to accommodate the opening of the new entry "Wave" with the Children's Museum. An additional requirement of $50K to cover fund-raising expenses brings the total to be raised to $850K over three years.

With guidance from the Development Committee, Trustees, and Overseers, leadership gifts will initially be sought from individuals, corporations, and foundations that did not contribute to the last Capital Campaign. As the fund progresses, donors who have already made capital gifts to earlier campaigns will be asked to contribute again to this special fund.

The following gift table will be the guideline for a successful 850 Fund:

one gift at $250K
two gifts at $100K
four gifts at $50K
six gifts at $25K
5-10 gifts at $5-10K.

The pace-setter gift of $250K will be required to launch the fund effectively. Cultivation and solicitation of the leadership gifts will begin in Fall 1994.

Federal Support

The Museum's exhibit and education programs are eligible for federal support from the National Science Foundation and the National Endowment for the Humanities. Both agencies take approximately 12 months from the time of submission of the preliminary proposal to the start of the grant period (if funding is granted). Panel reviewers also like to see a project development cycle extending over 12-24 months as this is the norm among the museum community. The Museum must therefore work on 2-3 year lead times in order to optimize its access to federal funds.

Major NSF support is usually predicated on a program impact of over 500,000 people per year. The Museum must work in partnership with other organizations or seek funding for dissemination of existing programs in order to deliver the required level of impact.

Within NSF, Informal Science Education is the most likely funder, provided there is natural science content in the programs. At CISE (Computer and Information Science), also within NSF, computing is the focus, but the challenge here is to fall within its primarily research-oriented umbrella. IMS (Institute for Museum Services) General Operating Support ($120K over two years) will be sought.

The Museum will seek support from the National Endowment for the Humanities (NEH) for programs that have humanities themes. Exhibits that deal with the social impact of computing falls within the NEH's subject guidelines. Lead times of 2-3 years are essential if the Museum is to take advantage of both planning grants and the much larger implementation grants that can follow receipt of planning grants.

Other potential federal sources include the Department of Commerce through its initiatives to demonstrate the impact and potential of computer networks, and the National Endowment for the Arts for exhibits on computer art exhibitions.

Federal support requires a major investment in proposal development, but the sums granted can be significant (up to $1m for a major project) and success with a peer-reviewed federal grant can stimulate private sources to contribute.

V. MARKETING & SALES PLAN

Marketing Plan Outline

Positioning of the Museum as an Institution

The Museum's mission includes two quite distinct components. The first part speaks to the Museum's role as a source of inspiration about computing. The second delineates the Museum's role as a preserver, celebrator, and center for research into computing's past. The Museum offers unique experiences in both areas. A marketing opportunity for the Museum is to make both themes work together to support the positioning of the institution as a special, multi-faceted place.

The following table lists aspects of the Museum that appeal to various constituencies:

Museum Characteristic	Tourists	Teachers & School Groups	Local Families	Computer Professionals
unique institution: past, present, future	high	medium	low	high
cutting-edge, novel applications	medium	low	high	low
fun, engaging exhibits	medium	medium	high	low
introduction to history	low	medium	low	low
legendary icons of computing	low	none	none	high
supports curriculum	none	medium	none	low

The following table lists the vehicle that will be used to reach each of the Museum's four target segments effectively:

Segment	Vehicles
Tourists	Brochures in hotels, visitor centers, airport Listings in guide books, tourist magazines National and international media coverage
Teachers & school groups	Direct mail to teachers, teacher open houses Articles in educational magazines Telemarketing for repeat visits Presence in educator conferences and teacher workshops
Local families	Editorial in local & national newspapers & magazines about Museum activities Advertising: print, radio, billboards, posters TV & radio PSAs & news or magazine show coverage Partnerships and joint promotions
Computer professionals	Trade, business & professional press editorial and advertisements Promotion at conferences & trade shows

Earned Revenues

All museums' revenues are a mix between earned and contributed revenues, ranging from a low of below 28% earned (Lawrence Hall of Science) to a high of 87% earned (Pacific Science Center). The Museum has increased the percentage of earned revenue from 30% in FY85 to 50% in FY94 while increasing the operating budget from $1m to $2.2 million.

Innovative museum programs are generally supported from contributed revenue. Together, the Clubhouse and research on virtual reality accounted for $300,000 of operating revenue in FY94. An ongoing stream of innovative programs for underserved groups will keep the percentage of earned revenue from rising above the 60% level.

Admissions

Visitors are attracted by new exhibits and special events. The marketing and PR plan is designed to grow attendance. Word of mouth is the largest single contributing factor to cause people to visit, whether they come from Boston, other regions of the US, or from abroad.

According to "The Image Study," over 70% of the Museum's visitors are first-time visitors. This study also showed a high satisfaction rating by the visitor. Major new exhibits that are promoted should increase the proportion of repeat visitors.

For FY95 and FY96, attendance goals are determined by *The Networked Planet* and *The Walk-Through Computer 2.0* , for which funding is in place. FY97 goals will be determined by whatever exhibit is opened in June 96, with its attendant marketing and PR efforts. Two scenarios are presented for FY97:

Admissions Goals

Year	Total Visits	Increase of Total	Major Factors Affecting Attendance positively (+) or negatively (-)
FY94 (actual)	118,206	0%	-severe winter, no major exhibit opening
FY95 (bud)	130,179	10%	+Networked Planet; opens during lower attendance winter months, with 25% impact for last 6 months of year +Harold Cohen robot artist; 15% impact in April & May
FY96	140,000	7%	+Walk-Through 2.0: opening in peak months coupled with $50K marketing budget; +Networked Planet continues to draw in its first summer -Central Artery construction -Wave construction
Scenario 1 FY97 Sim-Ride	174,000	25%	++Sim-Ride -Central Artery construction
Scenario 2 FY97 No Sim-Ride	145,000	4%	+Computers & Entertainment -Central Artery construction
Scenario 3 FY97 No major new exhibit	140,000	0%	+Temporary special exhibits -Central Artery construction

Marketing Tactics to Increase Admissions

Advertising
Since 1984, the Museum has not purchased significant advertising. Over FY95-7, the Museum will increase its exhibit-funded marketing program to 8% of the exhibit budget, approximately doubling past allocations. Advertising will be enhanced through cooperation with media suppliers who will provide value-added packages that will appeal to current and prospective visitors and supporters. Wherever possible, advertising will be tied to promotional programs.

Partnerships
The Museum will work with exhibit sponsors to enhance the business value of the donation through marketing programs that capitalize on the relationship between the donor organization and the Museum. The Museum will also pursue marketing partnerships with consumer-oriented organizations, such as hotel, automobile, and beverage industries, with the goal of increasing awareness, attendance, and marketing presence.

Radio and Television Programming
The Museum will establish itself as a supplier of information on computing subjects of topical interest, with emphasis on computers in recreational and educational applications. For example, the Museum will appear regularly on the nationally syndicated radio show "On Computers."

Promotions
The Museum will pursue multi-faceted relationships with major retailers, membership organizations, and corporations. An example currently being pursued is to bring together a media outlet (Boston Glove), retailer (Lechmere), computer hardware (Apple), software (Maxis) suppliers, and a hotel (Swissotel) and an airline sponsor to offer an appealing prize package for a promotion featuring the Museum.

Group Visits
The Museum will use direct mail to target additional school, community, and tour groups. The Museum currently mails to 15,000 educators and representatives once a year. By increasing both the frequency and saturation of mailings, the Museum will increase awareness of the Museum's exhibits and programs.

Functions

Margins of 50% or better make functions a very attractive revenue stream for the Museum. The Museum will continue to present itself as an optimal site for high-tech introductions, small conferences, educational workshops, and corporate hospitality functions. General functions revenue (excluding Overnights) will increase from $153K (FY95) to $160K (FY96) to $168 (FY97). Revenue increases are expected from incremental gains on Bar Mitzvahs, corporate business associated with trade shows and conventions, and other corporate business. The plan is to emphasize corporate functions, as these support the development of the Museum's corporate relationships.

A sponsored special function for selected travel agents, tour operators, event planners and meeting planners featuring the new exhibits will showcase the Museum to new prospects.

Fee-Based Programs

The Museum will expand fee-based programming such as Overnights and Computer Camps. Adult-oriented evening courses in the Clubhouse will be developed.

Store

Plan for the store, including costs and impact of new facility associated with a new lobby resulting from the Waterfront Project.

Impact of Internet access to the store.
The Museum will increase the distribution of its unique products by forming relationships with strong retail organizations.

The store will explore relationships with strong mail-order retailers that could offer in-store customers competitive prices in the educational atmosphere of the Museum. For example, Mac/PC Connection could sell Museum videos, giftware, and publications via their catalogs, and sell software in the Museum store via on-line or telephone ordering services.

Exhibit Licensing and Sales

The Museum will market its appealing exhibits to public space markets such as malls, universities, and libraries, and to entertainment venues including amusement parks.

The Museum has established an OEM relationship with a supplier to retail stores in order to get increased access to the growing market for interactive fun activities in stores.

VI. DIVERSITY

Overview
The Museum's mission statement embraces diversity in its charge "to educate and inspire people of all ages and backgrounds."

Diversity, or multiculturalism, is an important topic today, in both profit and nonprofit, corporate and educational sectors. In essence, it means to include people from all cultures and backgrounds in the makeup of an institution's Board, staff and audience. The Museum's goal is to achieve 20% minority representation in each of the three areas by FY97.

As of summer 1994, the Museum's visitor services department (which includes the visitor assistants who are most visible to the public) is 50% minority. The rest of the 30 staff have only two minority members. Gender diversity is good accross the entire staff. The Musuem's 25-person Board of Trustees has two minority and four female members, the remainder being white and male. The 38-person Board of Overseers has five minority and four female members. The cultural makeup of Museum visitors is not recorded currently.

Board

- Seek out Board members from diverse communities by establishing relationships with various organizations such as The Partnershipl, based in Boston.
- Seek nominations from existing members with ties to minorities.

Marketing to a Diverse Audience

The Museum offers ongoing initiatives to reach out to diverse populations. Some of these involve opening up the Museum to economically disadvantaged audiences, where the cost of admission might be a barrier. Currently offered are:

- Reduced prices on Sunday afternoons
- Reduced prices to teachers/school groups
- Ticket subsidy program for corporate members

Special needs/elderly visitors will also be solicited; individual attention by visitor assistants will ensure a successful visit.

The Museum's location is readily acccessible by public transportation to diverse populations in Boston. Access will be promoted by advertising on Boston's subway.

Education

The Museum reaches out to Boston's diverse neighborhoods through the Computer Clubhouse, which serves 1000 children a year, 90% coming from economically disadvantaged communities. Plans are in process to dissiminate Clubhouse programs to reach into diverse communities and into other cities nationwide. A Spanish language version of the audiotape exhibit tour, for which funding is currently being sought, will help make the Museum accessible to Hispanic communities.

Exhibit Design

- The Network Guides for *The Networked Planet* exhibit will have both Spanish and English captioning, appealing to the large Boston-area Hispanic population as well to as the hearing-impaired.
- The Network Guides also personify diversity — mix of ages, gender, race.

Exhibits staff are trying more and more to involve a diversity of approaches when creating exhibits, incorporating not just a technical bent, but a humanistic one as well. Developers also try to appeal to different types, not just techies or intellectuals, but to a broader audience.

Other exhibit-related goals:

- Incorporate as much diversity as possible into exhibit design and general signage — use of models, speakers with varying accents and range of vocabulary.

Administration

Steps to help ensure a pool of diverse candidates for job vacancies:

- Advertise job openings in community-based newspapers, organizations; post on community bulletin boards. Make a definite effort to use these venues in addition to more stereotypical places like other museums, museum associations, etc.
- Place larger ads in the *Boston Globe*, which has city-wide readership.
- Create and maintain an open, comfortable work environment where all staff feel at ease and valued.

• Hold training/awareness session for all staff about the importance of diversity — to promote staff cohesiveness and understanding of issues involved.

Building/structural issues
• Ensure Museum is welcoming to special needs visitors
• Develop a directional signage system that is language-neutral.
• Develop signage for non-English-speaking visitors.

VII. FINANCE

Operating Fund

The Operating Fund supports all of the Museum's regular operations, including building costs, administrative staff, visitor services, education programs, temporary exhibits, collections, exhibit maintenance, general marketing, public relations, and development. The Museum plans to maintain a small net surplus each year in the Operating Fund, amounting to about 2% of revenues.

Operating Fund revenues are composed of earned revenues (approximately 55%) and contributed funds (approximately 45%).

While major exhibits are separately funded through the Exhibit Fund, temporary exhibits and education programs costing less than $10,000 may be executed without special funding if they are expected to have a significant positive impact on the Museum.

Exhibit Fund

Permanent exhibits are developed with funds raised specifically for each exhibit. A 7% overhead is taken on all funds raised for permanent exhibits to meet costs of future, as yet unfunded exhibit planning. An additional 18% overhead is taken into the Operating Fund to meet administrative, building, and other indirect costs.

Endowment Fund

The Museum's Capital Campaign of 1991-4 established an Endowment Fund. The fund is managed by the Endowment Committee. This plan assumes that all interest from the endowment will be applied to the Operating Fund.

Capital Fund

The Capital Fund holds funds raised through the Museum's capital campaigns. Capital Fund expenses include the building mortgage (principal and interest), building capital improvement costs, and fund-raising expenses.

Appendix 5 shows overall expense and revenue projections for FY95-97.

VIII. ADMINISTRATION

Overview
An expanding museum needs the necessary infrastructure—including the requisite number of staff, with adequate workspace and state-of-the-art equipment. In addition to a positive work environment, competetive salaries and benefits are crucial to keeping a stable staff with no vacancies.

Physical Space Requirements (see Appendix 3)
Adequate workspace and facilities are needed for new staff, as well as volunteers. This includes actual workspace, staff meeting rooms, design and construction areas, and exhibit development space.
- Additional staff will be accommodated by making more efficient use of the office spaces and by assigning unused spaces off the galleries as permanent office spaces.
- Bay 6 on the fifth floor will provide some space for exhibit development and staging, accommodating the fluctuating numbers of temporary exhibit development staff.
- Collections not included in the collections highlights exhibit will be moved offsite. The current collections space in Bay 6 on the fifth floor will be reconfigured to house additional staff, the carpentry workshop, and an exhibit staging area.

Office Computer Network
In FY95-6, the Museum will convert from the VAX system to a client/server system.

An exhaustive survey of current staff computing needs, along with a detailed plan for upgrading, was prepared in FY94. It includes the acquisition and implementation of an interdepartmental client/server system to link all administrative and functional parts of the Museum. The backbone of the plan, including a server, has been installed. Next steps are to move staff onto the network and establish the necessary software systems (accounting, development database, etc.). The changeover will require an ongoing aggressive plan to seek necessary donations of both hardware and software.

With the recently acquired T1 line and fault tolerant host, the Museum is well positioned to conduct many facets of the Museum's development, marketing, PR, and dissemination via the Internet. Connections into *The Networked Planet* will be in place by November 1994, with the other Museum functions to follow in 1995.

Once the network is fully installed, one FTE will be needed for its upkeep — handling installations for new staff, training, upgrades, maintenance, etc.

Staff Support Programs
To help ensure staff efficiency and morale, a series of training and educational programs will be held regularly, as well as a periodic review of the staff benefits package. As funding permits, educational reimbursement will be implemented.

Building & Museum Wharf
When the new "Wave" lobby is complete, the Museum's maintenance costs will increase. The proportion of the building running costs paid for by the Museum, currently set at 40%, will be renegotiated at the time of the time of the Wave's opening.

Museum Wharf has long-term parking and expansion problems, which are limiting to growth. The Musem will seek to partner with the Children's Museum in acquiring access to nearby parking.

Appendix I: Exhibit Development Plan

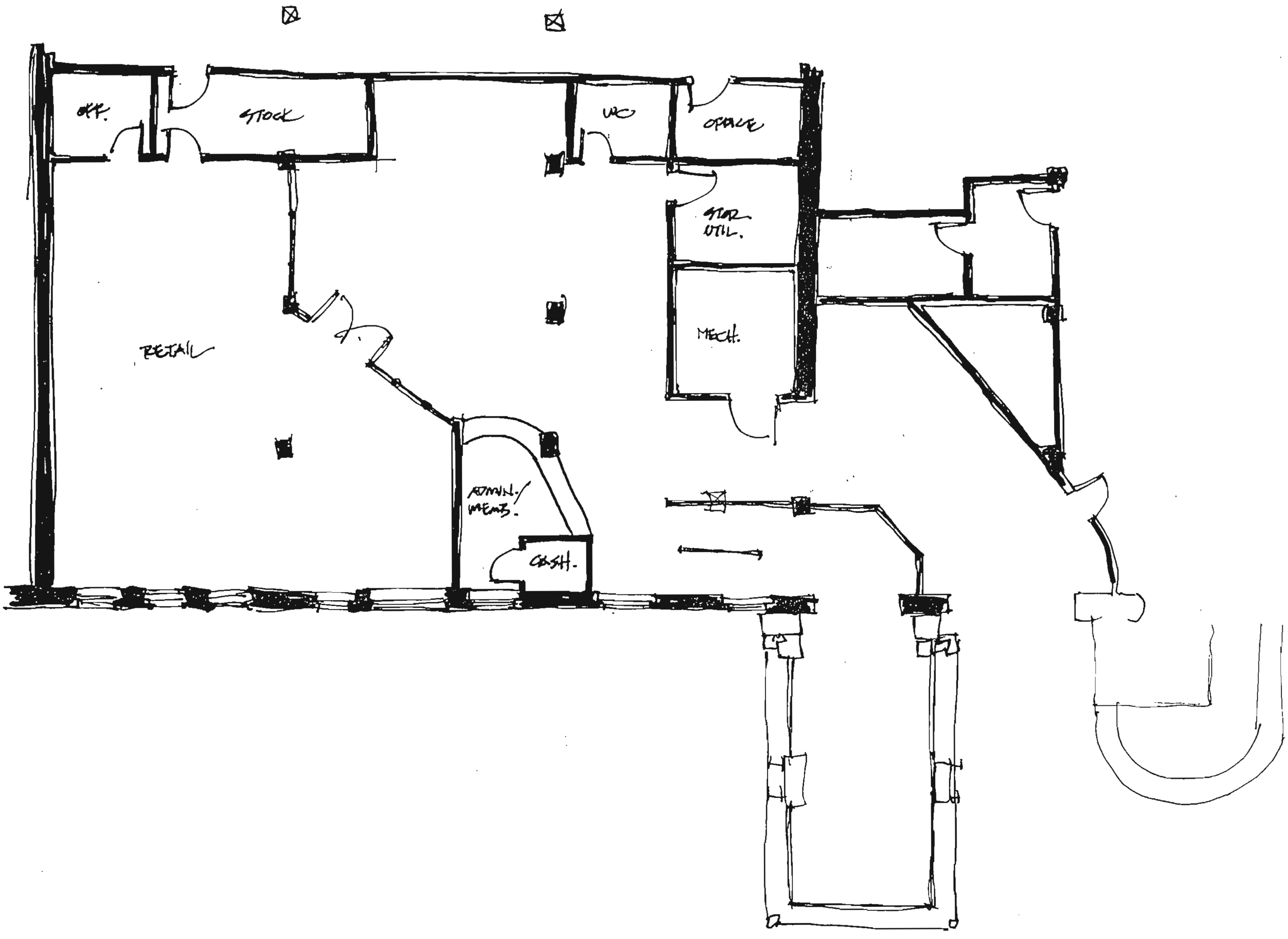
Permanent Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
Nov 94	The Networked Planet	Large scale computing, networks, impact of computer age	4,000 sq ft	$815,000 Corporate NSF NEH	General—capitalize on public interest in networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery; Bay 1 on 5th floor
June 95	The Walk-Through Computer 2.0	How computers work	5,000 sq ft	$850,000 Corporate; hardware & software industry	General	3-Dimensional Environment Learning Stations & Video	Revision of Original Walk-Through Computer
June 96	Simulation ride	Motion ride through computers and networks	1,000 sq ft	$1.5 million Corporate; For-profit partner	General, youth in particular	15-20 person theater with large screen and moving seats	Adjacent to Walk-Through Computer; Bay 3 or 4 on 5th floor
June 97	Computers in Entertainment	Applications in movies and popular music	3,000 sq ft	$500,000 Corporate; NEA, NEH	Youth Adults, Culturally diverse	Interactive (15) Video Demonstrations Process oriented	Replace Milestones second bay
June 97	Artificial Aquarium	Shared simulation of complex system	2,000 sq ft	$750,000 Corporate; NEA, NEH	General	Installation	Bay 3 on 5th floor

Temporary Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY95							
Sept 23-Nov 27	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with DeCordova Museum	Skyline Room
April 1-May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush-handling art program	1,200 sq ft	Individual	General Art	One-of-a kind installation with retrospective	Bay 1 on 6th floor
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	1,200 sq ft	Corporate NEA	Adults Children	2- Dimensional with 2-3 interactive stations	Bay 1 on 6th floor; then integrated into *Computers in Entertainment* permanent exhibit in June 96
Feb 96	Feats of Computing	Selected tour-de-forces of computing technology & applications on computing's 50th birthday	1,500 sq ft	NSF Corporate	Cutting edge technology; mainly interactive with some static display	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	The Computer in the Olympics	Computers in the Olympics — in conjunction with Atlanta Olympics First topical issue gallery	1,000 sq ft	Corporate; Olympic sponsors	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Bay 1 on 6th floor Temporary exhibit space

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process oriented	Bay 1 on 6 temp. exhibit space
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	2,500 sq ft	NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines



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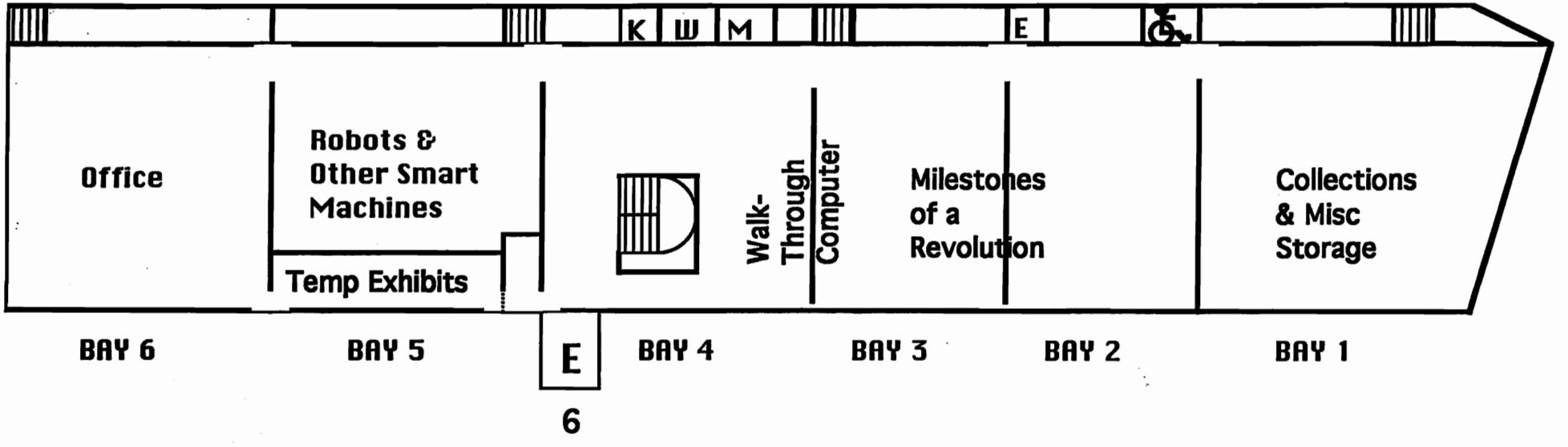

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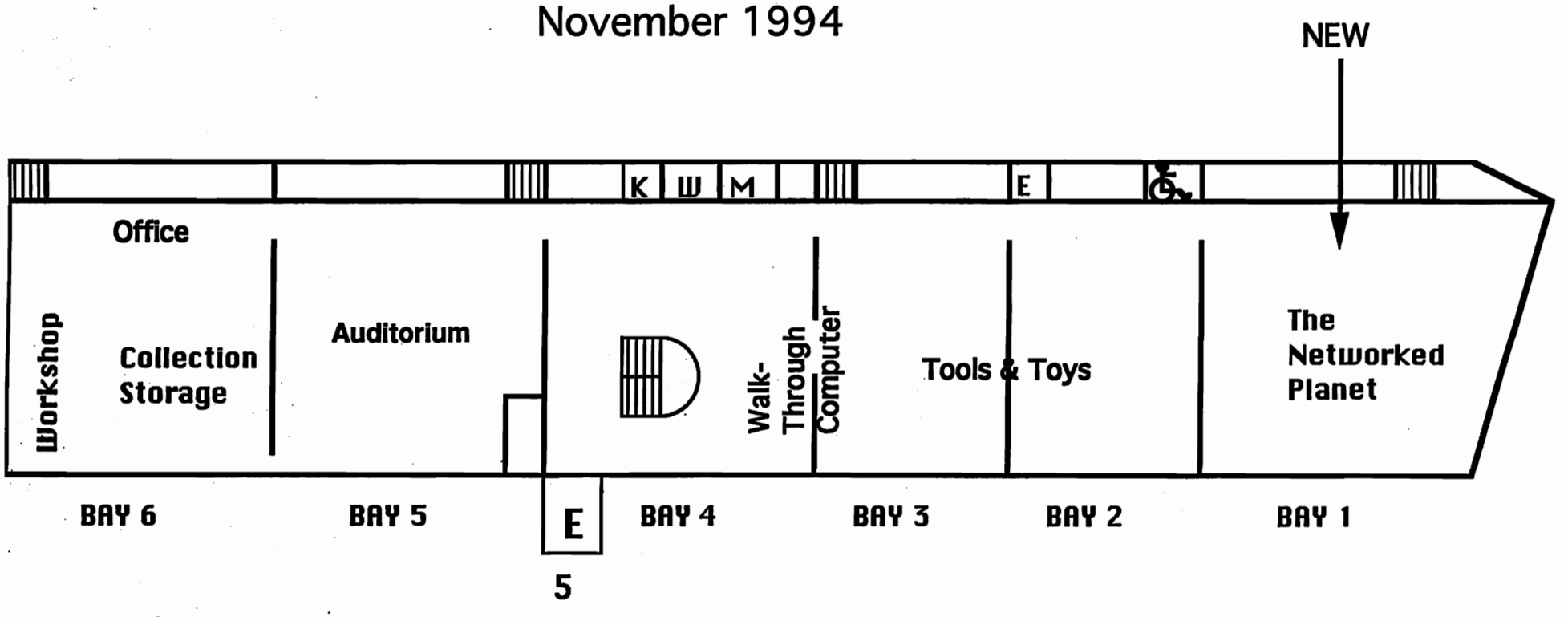

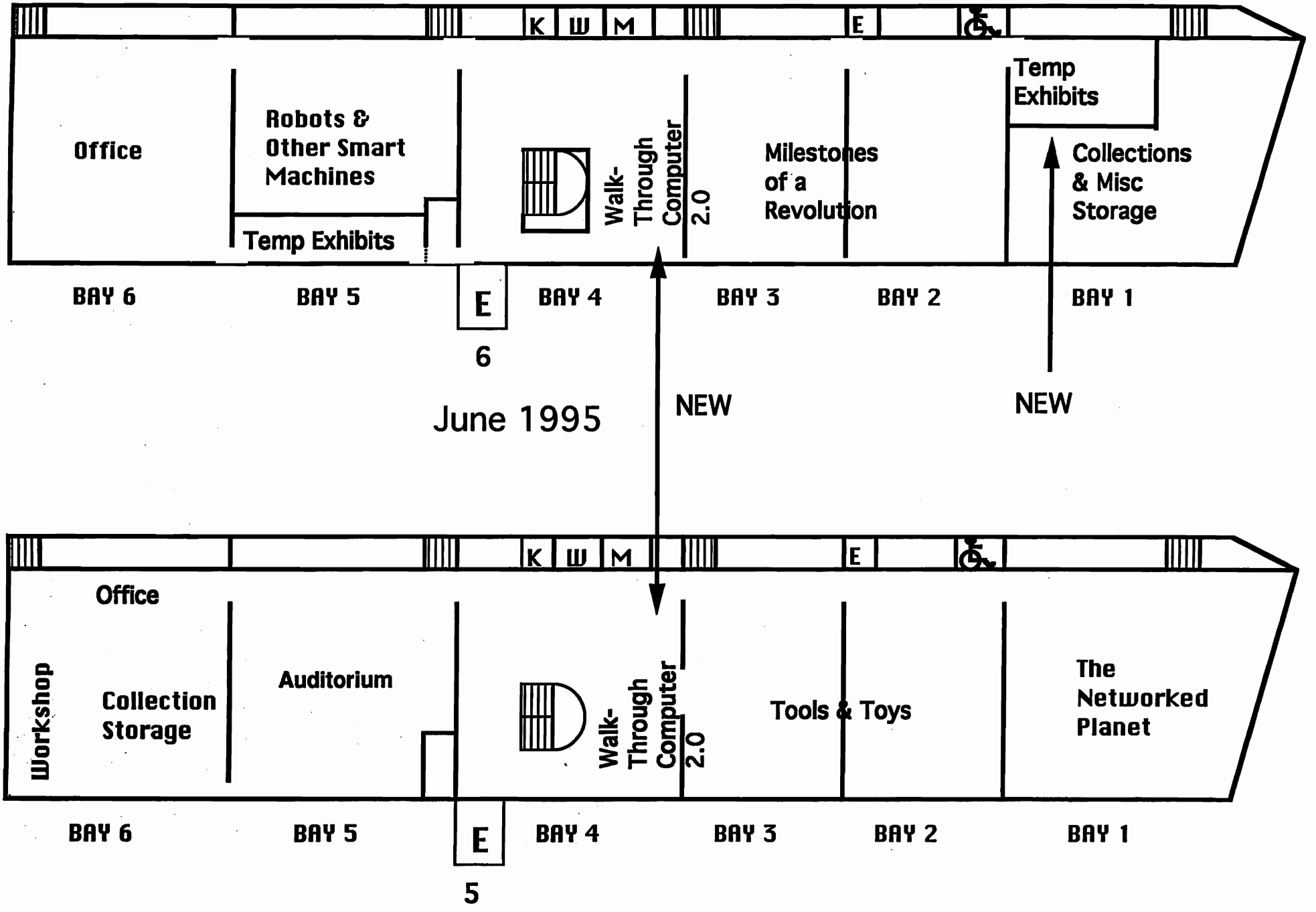
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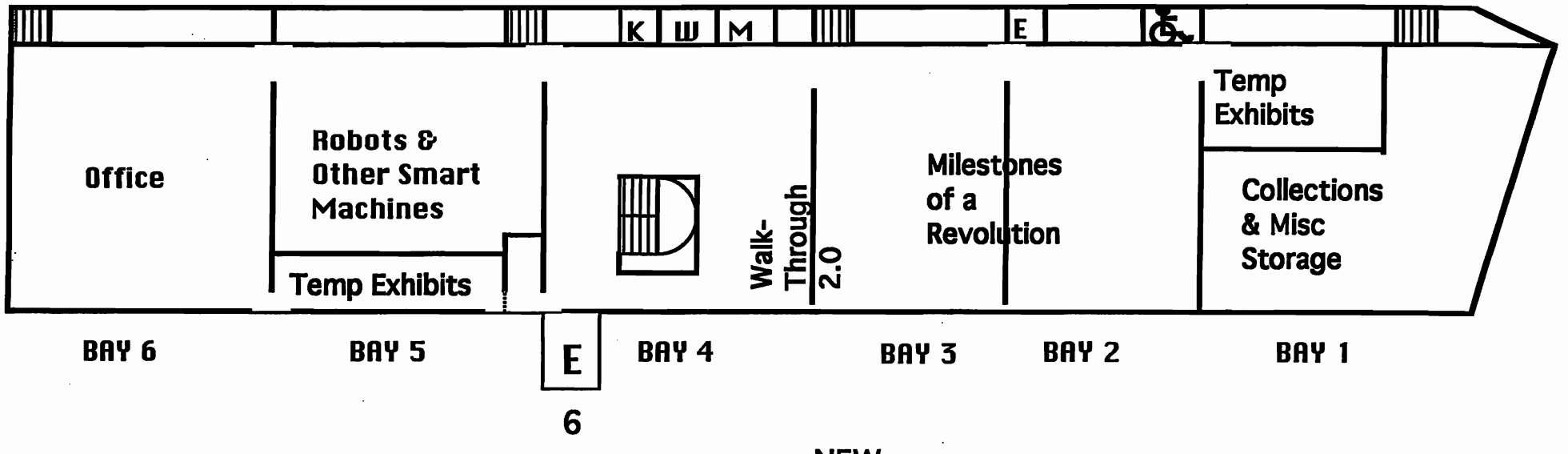
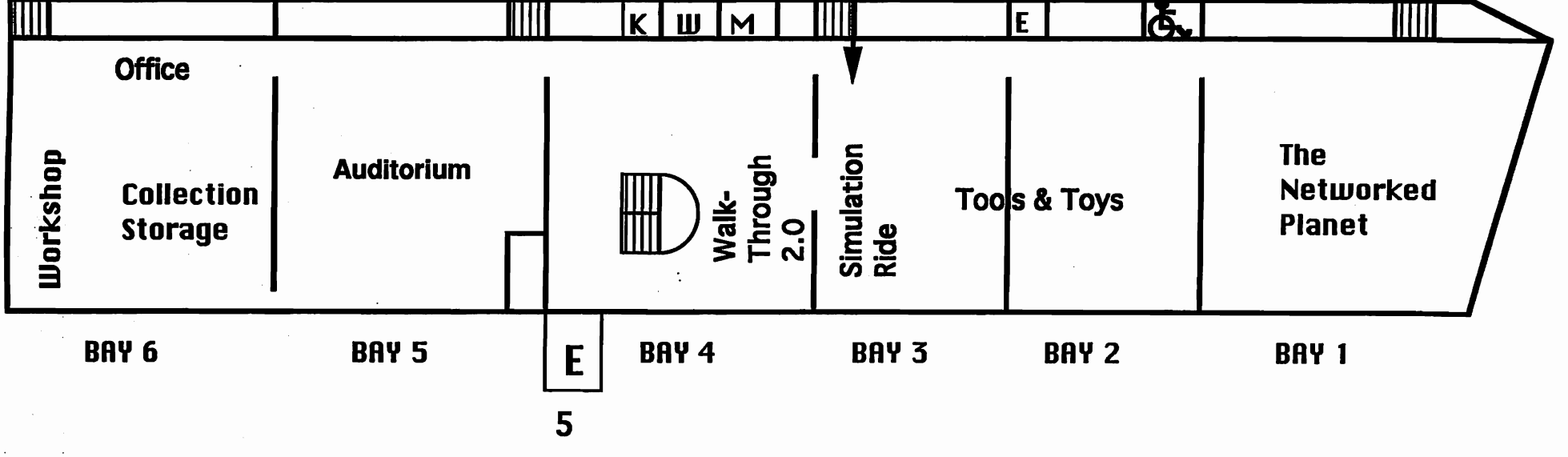
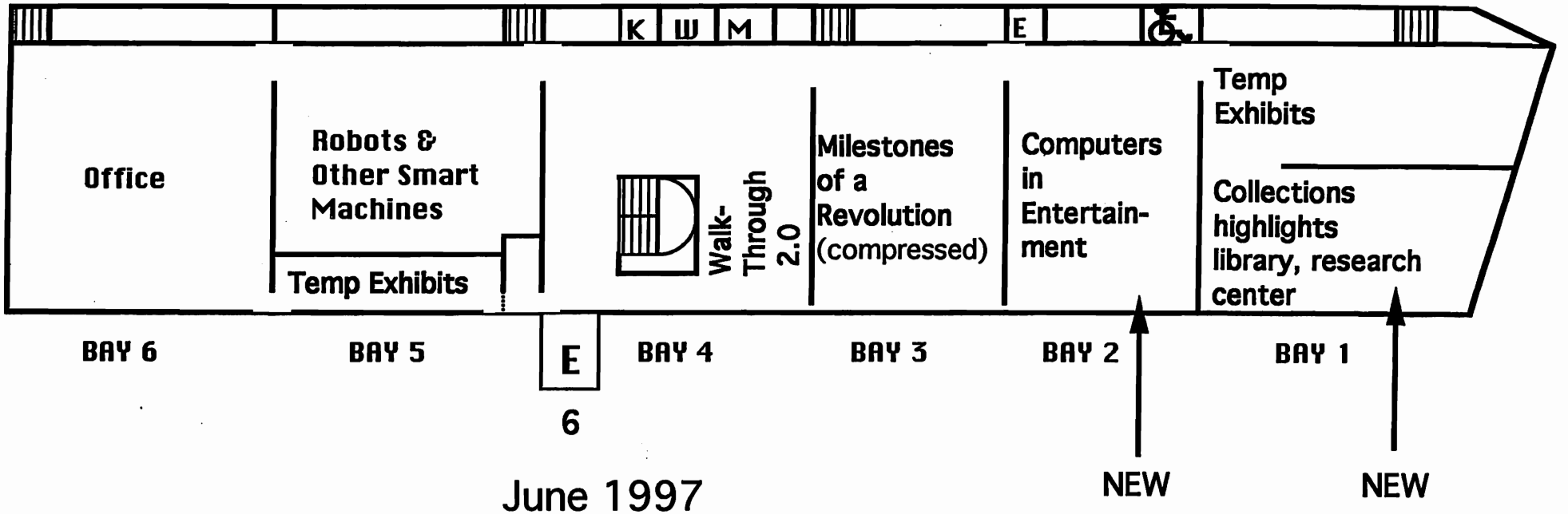


NEW

June 1996
scenario 1





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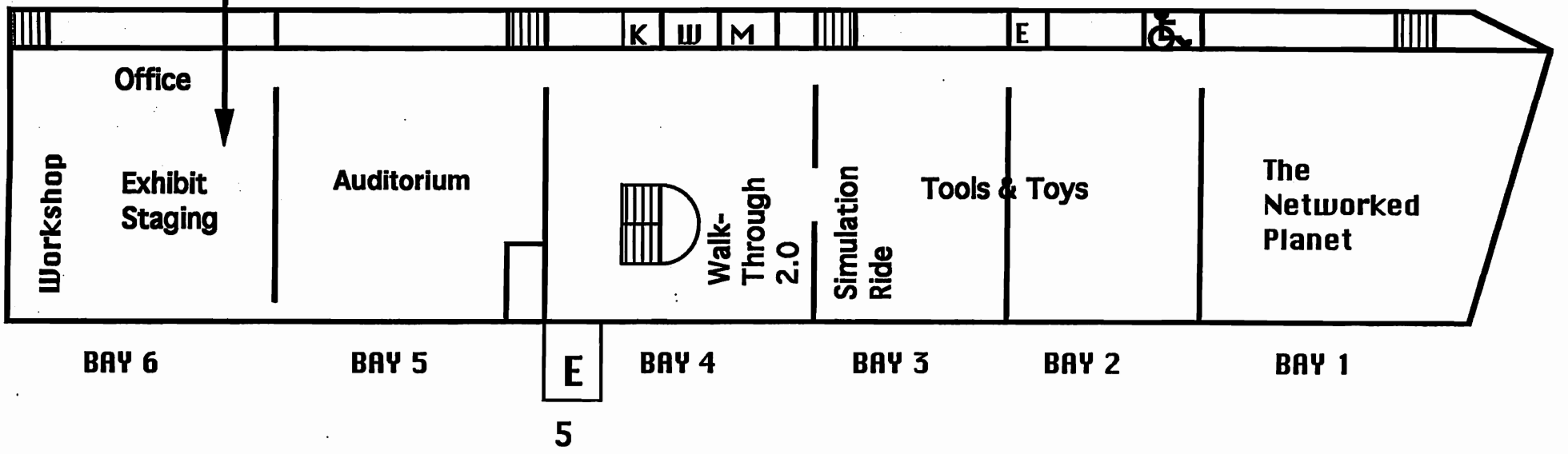

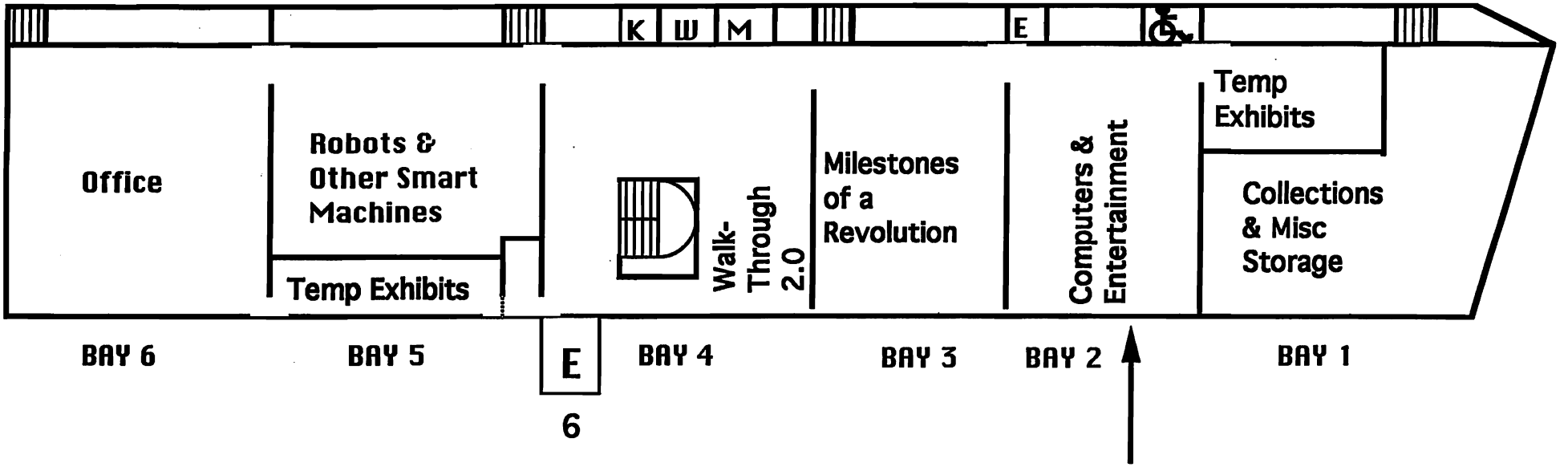

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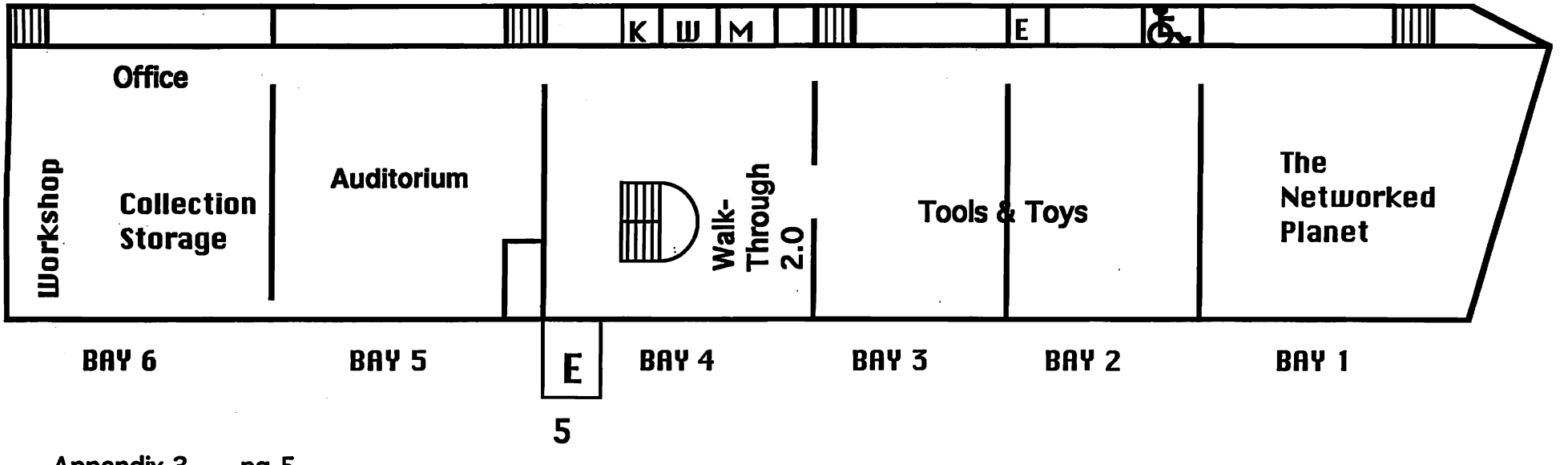

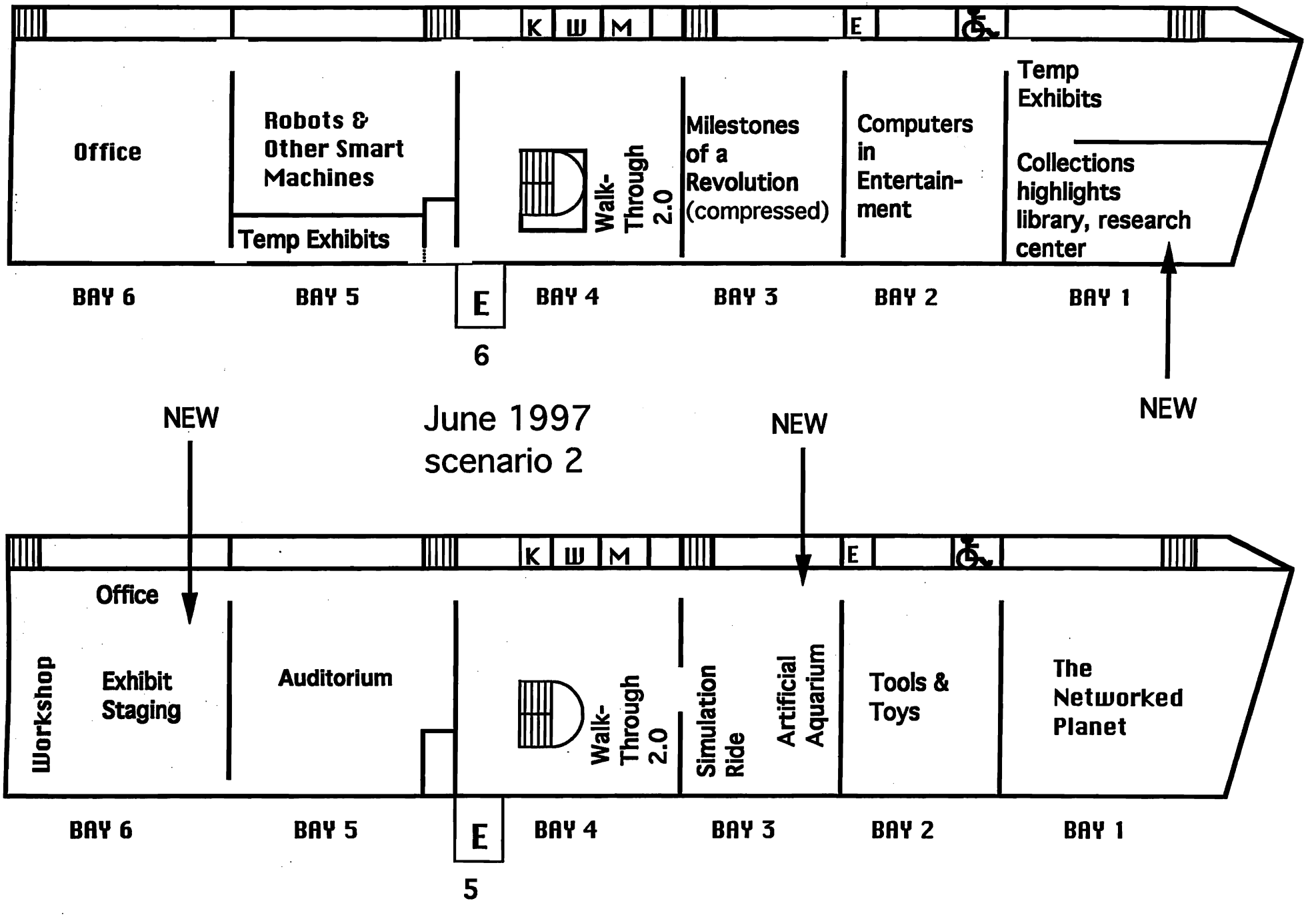
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June 1997
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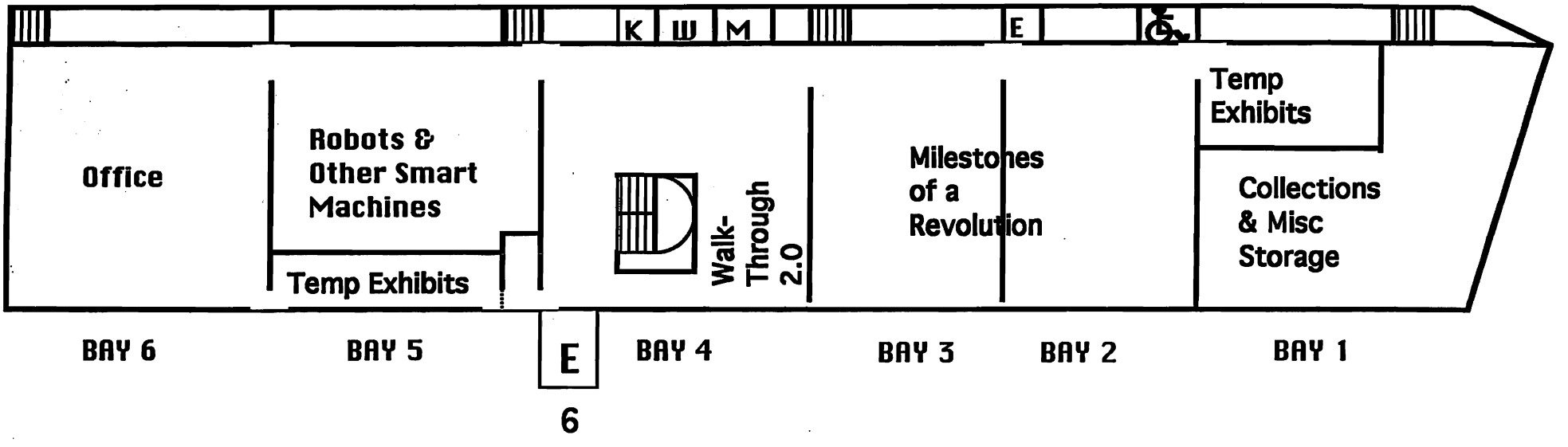

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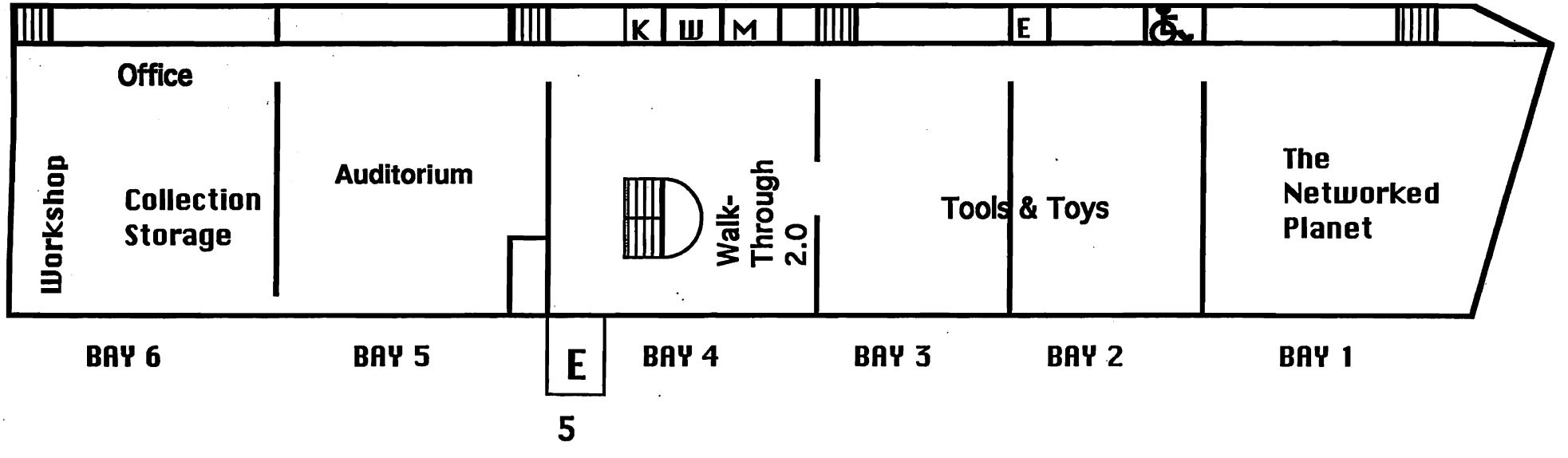

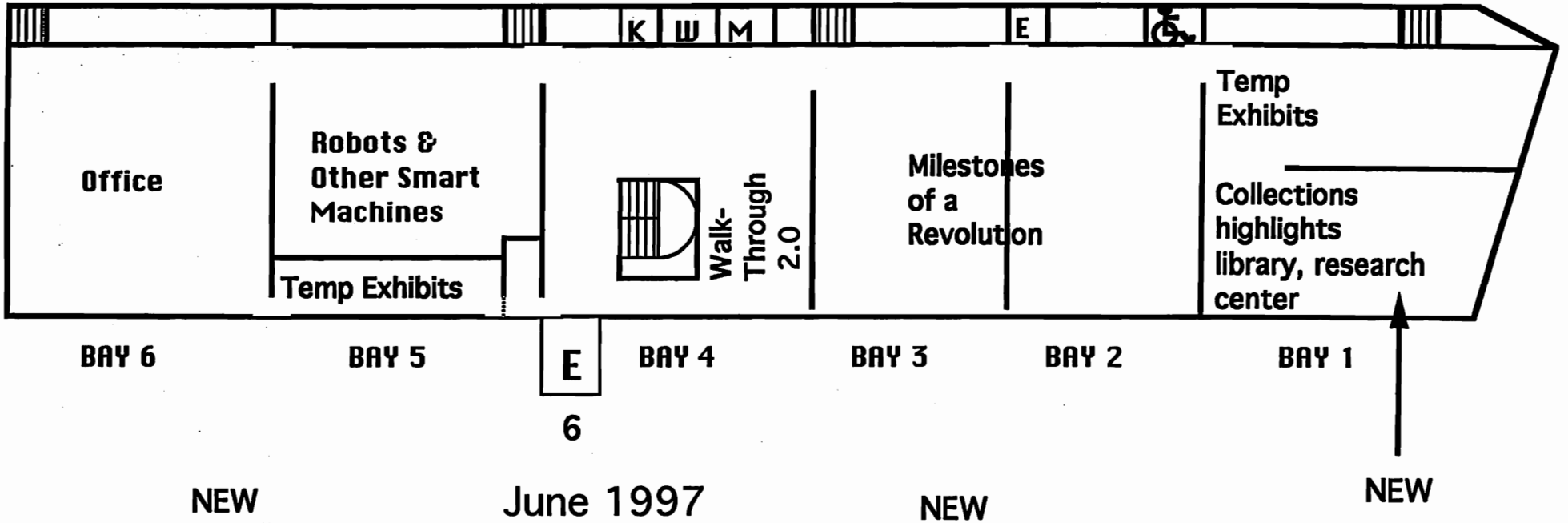

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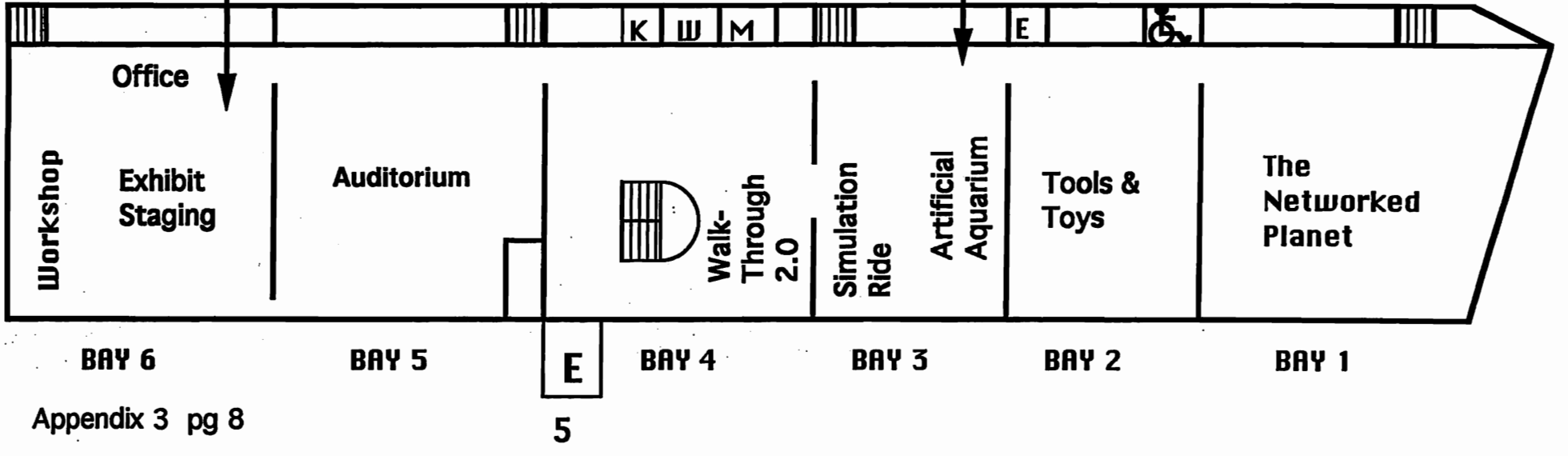


APPENDIX 4: THE MUSEUM ON THE NET

The Museum will establish a presence on the Internet. The first phase will be the establishment of a Gopher server to be up and running by November 1994, to coincide with the opening of *The Networked Planet* Exhibit. The second phase will be the development of materials for dissemination via the Mosaic browser on the World Wide Web. The Museum will develop a Mosaic home page by early 1995.

I. The Computer Museum Gopher

Gopher is a powerful, widely used text-based Internet tool. The information currently on the Museum's e-mail server will be imported to the Gopher server. In order to facilitate access to the Museum Gopher server, the Museum will offer, for a nominal fee, a simple public-domain terminal program, available for PC or Mac, configured to dial the Museum's local-access Gopher number automatically.

Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

1. Welcome to The Computer Museum Gopher/
2. Exhibits/ (David Greschler)
3. Educational Services/ (Marilyn Gardner)
4. The Historical Collection/ (Gwen Bell, Brian Wallace)
5. Museum Visits/ (John Marchiony)
6. Special Events at the Museum/ (Gail Jennes)
7. Museum Membership/ (Betsy Riggs)
8. The Computer Museum Store/ (Margaret Dasha)
9. Facility Rental for Functions (Martha Ballard)
10. Exhibit Kits (Kevin Kelly)
11. Museum Newsletter/ (Gail Jennes)
12. Museum Administration/ (Mary McCann)
13. Other Museum Gophers/

1. Welcome to The Computer Museum Gopher

    1. About The Computer Museum (mission profile)
    2. About this Gopher
       (purpose of Gopher site, access, features, instructions)
    3. How to Access Gopher if You Don't Have Internet Access
       (explains Gopher access via Gopher Mail and modem)

2. Exhibits/

3. Educational Services/

    1. The Computer Clubhouse/
        1. Mission Statement
        2. Project Areas
        3. Membership
        4. Mentoring
    2. Museum Publications/
        1. Educational Activities Packet
        2. People and Computers Catalog

3. How Computers Work Video
4. Group Tour Information

4. Historical Collection/

1. History
2. Holdings
3. Usage
4. Donations
5. Images/

5. Museum Visits/

1. Hours and Prices
2. Travel Directions
3. Group Tour Information

6. Special Events at the Museum/
(press releases--menu items change with updates)

1. E-mail the President
2. Virtual Reality Adventure
3. The Internet Auction
4. The Computer Bowl
3. Breakfast Seminars

7. Museum Membership/

1. Individual and Family Membership
2. Corporate Membership
3. Library Membership

8. The Computer Museum Store/

1. Store Description
2. Books (includes Museum publications)
3. Videos (includes How Computers Work)
4. Posters
5. Educational Software
6. Other Computer-related Products
7. Ordering by Phone or Mail

9. Facility Rental for Functions

10. Exhibit Kits

11. Museum Newsletters/

1. Spring 1994
2. Winter 1994
3. etc.

12. Administration/
1. Overseers

2. Trustees
3. Honorary Trustees
4. Staff Directory
5. Volunteer Opportunities

13. Other Museum Gophers
    1. San Francisco Exploratorium
    2. UC Berkeley Museum of Paleontology
    3. etc.

Broadcasting The Museum's Presence

To generate interest in the On-line Museum, the Museum will broadcast via the following Usenet newsgroups alt.internet.services, comp.infosystems.gopher, and comp.infosystems.www

Information about the Museum can also be located by Internet users who use Archie (searches for file names with a given search string) and WAIS (tool for searching text).

II. The Computer Museum on the World Wide Web

The World Wide Web is a means of organizing access to information on the Internet using hypertext documents. In hypertext documents, users can follow pre-established links to quickly jump to material of interest to them. The Web can deal seamlessly with all media, including text, graphics, video and sound. Users access Web documents using a browser such as Mosaic, available from the National Center for Supercomputing Applications.

The Museum will seek funding to support the development of documents for dissemination on the Web.

Materials Suitable for the Web

Same material as provided by the Gopher server and additionally:

Collections:
- Photo Collections: selected images
- Video Collections: selected movie fragments

Exhibits:
- Museum floor plan
- Images of Museum site, galleries and interactive exhibit screen shots

	FY96				FY97		
	Total Funding	Exhibit Fund	Operating Fund		Total Funding	Exhibit Fund	Operating Fund
All Scenarios							
Electronic Classroom yr 1	$150,000	$123,000	$27,000	Electronic Classroom yr 2	$250,000	$205,000	$45,000
Temporary Exhibit	$50,000		$50,000		$50,000		$50,000
Scenario 1							
June 96, Sim-Ride Opens	$1,500,000	$1,230,000	$270,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 1	$1,700,000	$1,353,000	$347,000		$800,000	$615,000	$185,000
Scenario 2							
June 96, Computers & Entertainment	$500,000	$410,000	$90,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 2	$650,000						
Scenario 3							
June 96: no major exhibit	$100,000	$82,000	$18,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 3	$300,000	$205,000	$95,000		$800,000	$615,000	$185,000
Note: Non-temporary exhibit projects subject to 18% indirect expense allocated to the Operating Fund							
8% of Exhibit Fund revenue allocated to marketing the funded project, 7% allocated to future exhibit planning							

Scenario 1 (Sim-Ride)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$347,000	$185,000					$265,940	$1,344,785	$1,353,000	$615,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$198,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,136	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$385,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$949,505								
Store	$283,782	$298,000	$327,000	$422,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,650	$2,900,000	$3,246,255	$198,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$1,353,000	$615,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,309,785	$1,244,760	$565,800
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$100,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$420,000								
Clubhouse	$192,304	$215,360	$198,000	$206,000								
Marketing	$250,705	$251,560	$265,000	$278,000						$35,000	$108,240	$49,200
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$338,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,180	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,376	$106,577				
General Management	$267,340	$359,175	$380,000	$400,000								
Total Expense	$2,182,245	$2,588,361	$2,612,673	$2,871,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$1,353,000	$615,000
Net Revenue	$41,872	$97,289	$287,328	$374,738	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs

Scenario 2 (C's & Entertainm't)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$117,000	$185,000					$265,940	$1,344,785	$533,000	$562,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$198,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,136	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$365,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$647,935								
Store	$263,782	$298,000	$327,000	$360,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,650	$2,670,000	$2,882,685	$198,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$533,000	$562,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,344,785	$533,000	$562,000
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$75,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$367,000								
Clubhouse	$192,304	$215,360	$198,000	$206,000								
Marketing	$250,705	$251,560	$265,000	$278,000								
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$273,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,180	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,376	$106,577				
General Management	$267,340	$359,175	$380,000	$400,000								
Total Expense	$2,182,245	$2,588,361	$2,612,673	$2,728,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$533,000	$562,000
Net Revenue	$41,872	$97,289	$57,328	$154,168	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs

Scenario 3 (No Jun 96 exhibit)

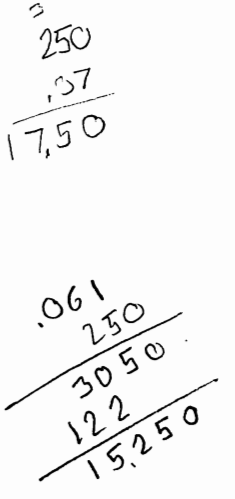
	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$95,000	$185,000					$265,940	$1,344,785	$205,000	$615,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$196,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,136	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$365,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$623,000								
Store	$263,782	$298,000	$327,000	$349,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,850	$2,648,000	$2,846,750	$196,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$205,000	$615,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,344,785	$188,600	$565,800
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$75,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$367,000								
Clubhouse	$192,304	$215,360	$198,000	$206,000								
Marketing	$250,705	$251,560	$265,000	$278,000							$16,400	$49,200
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$275,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,180	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,376	$106,577				
General Management	$267,340	$359,175	$374,000	$390,000								
Total Expense	$2,182,245	$2,588,361	$2,606,673	$2,720,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$205,000	$615,000
Net Revenue	$41,872	$97,289	$41,328	$126,233	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs

09/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 07/31/94

	OPERATING FY95		OPERATING FY94	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY95
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	14,700	23,296	23,259					14,700	23,296	-8,596	280,000
Exhibit Related	778	6,888		8,790	76,083			9,568	82,971	-73,403	1,431,955
Govt & Foundation											
Endowment											
Unrestricted Support:											
Capital Campaign				2,000				2,000		2,000	41,000
Corporate Membership	14,500	14,500	8,000					14,500	14,500		250,000
Foundation											
Computer Bowl											365,000
Internet Auction											40,000
Membership Fund	5,010	3,000	5,338					5,010	3,000	2,010	210,000
Admission	70,628	84,930	75,913					70,628	84,930	-14,302	581,900
Store	28,334	35,250	32,624					28,334	35,250	-6,916	298,000
Historical Video	6,380										
Functions	3,491	3,372	13,328					3,491	3,372	119	190,850
Exhibit Sales											53,300
Other:											
Interest Income	193	450	375				415	193	865	-672	5,500
Publications											110,000
Program Income	3,500							3,500		3,500	23,500
TOTAL SUPPORT/REVENUE	147,514	171,686	158,837	10,790	76,083		415	151,924	248,184	-96,260	3,881,005
EXPENSES											
Exhibit Development	1,277	6,494	198	10,183	74,884			11,460	81,378	-69,918	1,218,997
Exhibit Maint/Enhancement	5,213	4,842	12,079					5,213	4,842	371	58,179
Exhibit Sales/Kits	1,708	2,932	231					1,708	2,932	-1,224	40,560
Collections	4,745	4,991	4,317					4,745	4,991	-246	59,850
Publications											94,945
Education & Admission	23,324	28,099	17,615					23,324	28,099	-4,775	333,339
Clubhouse	11,308	17,874	18,099					11,308	17,874	-6,566	215,360
Marketing	12,839	26,621	16,801					12,839	26,621	-13,782	257,060
Public Relations	4,675	3,735	7,522					4,675	3,735	940	84,594
Store	21,209	19,893	23,516					21,209	19,893	1,316	238,826
Historical Video	6,380										
Functions	3,969	5,639	5,473					3,969	5,639	-1,670	102,320
Computer Bowl	6,495	6,562	2,265					6,495	6,562	-67	115,616
Internet Auction											29,344
Fundraising	10,059	11,209	1,639	131	455			10,190	11,664	-1,474	155,366
Membership Fund	4,399	4,767	1,682					4,399	4,767	-368	75,835
Museum Wharf											
Op Exp	24,000	25,000	24,955					24,000	25,000	-1,000	300,000
Mortgage				10,274	10,274			10,274	10,274		120,200
General Management	15,850	23,173	21,255					15,850	23,173	-7,323	359,175
TOTAL EXPENSE	157,450	191,831	157,647	20,588	85,613			171,658	277,444	-105,786	3,859,566
NET REVENUE	-9,936	-20,145	1,190	-9,798	-9,530	6,382	415	-19,734	-29,260	9,526	21,439



09/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 07/31/94

	OPERATING FY95		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY95
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	14,700	23,296							14,700	23,296	-8,596	280,000
Exhibit Related	778	6,888			8,790	76,083			9,568	82,971	-73,403	1,431,955
Govt & Foundation												
Endowment												
Unrestricted Support:												
Capital Campaign			2,000						2,000		2,000	41,000
Corporate Membership	14,500	14,500							14,500	14,500		250,000
Foundation												
Computer Bowl												365,000
Internet Auction												40000
Membership Fund	5,010	3,000							5,010	3,000	2,010	210,000
Admission	70,628	84,930							70,628	84,930	-14,302	581,900
Store	28,334	35,250							28,334	35,250	-6,916	298,000
Historical Video	6380											190850
Functions	3,491	3,372							3,491	3,372	119	53,300
Exhibit Sales												
Other:												
Interest Income	193	450						415	193	865	-672	5,500
Publications												110,000
Program Income	3,500								3,500		3,500	23,500
TOTAL SUPPORT/REVENUE	147,514	171,686	2,000		8,790	76,083		415	151,924	248,184	-96,260	3,881,005
EXPENSES												
Exhibit Development	1,277	6,494			10,183	74,884			11,460	81,378	-69,918	1,218,997
Exhibit Maint/Enhancement	5,213	4,842							5,213	4,842	371	58,179
Exhibit Sales/Kits	1,708	2,932							1,708	2,932	-1,224	40,560
Collections	4,745	4,991							4,745	4,991	-246	59,850
Publications												94945
Education & Admission	23,324	28,099							23,324	28,099	-4,775	333,339
Clubhouse	11,308	17,874							11,308	17,874	-6,566	215,360
Marketing	12,839	26,621							12,839	26,621	-13,782	257,060
Public Relations	4,675	3,735							4,675	3,735	940	84,594
Store	21,209	19,893							21,209	19,893	1,316	238,826
Historical Video	6,380											
Functions	3,969	5,639							3,969	5,639	-1,670	102,320
Computer Bowl	6,495	6,562							6,495	6,562	-67	115,616
Internet Auction												29344
Fundraising	10,059	11,209	131	455					10,190	11,664	-1,474	155,366
Membership Fund	4,399	4,767							4,399	4,767	-368	75,835
Museum Wharf												
Op Exp	24,000	25,000							24,000	25,000	-1,000	300,000
Mortgage			10,274	10,274					10,274	10,274		120,200
General Management	15,850	23,173							15,850	23,173	-7,323	359,175
TOTAL EXPENSE	157,450	191,831	10,405	10,729	10,183	74,884			171,658	277,444	-105,786	3,859,566
NET REVENUE	-9,936	-20,145	-8,405	-10,729	-1,393	1,199		415	-19,734	-29,260	9,526	21,439

09/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	06/30/94	FOR THE MONTH ENDED 07/31/94				
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	FY95 BUDGET
REVENUES:						
Clubhouse	250,710	$14,700	23,296	-8,596	-37%	280,000
Exhibit Related	116,726	778	6,888	-6,110	-89%	283,100
Govt & Foundation	41,708					
Corporate Membership	206,136	$14,500	14,500			250,000
Computer Bowl	438,931					365,000
Internet Auction						40,000
Membership Fund	187,903	$5,010	3,000	2,010	67%	210,000
Admissions	504,369	$70,628	84,930	-14,302	-17%	581,900
Store	263,879	$28,334	35,250	-6,916	-20%	298,000
Historical Video		6,380				
Functions	179,642	$3,491	3,372	119	4%	190,850
Exhibit Sales	38,897					53,300
Publications						110,000
Interest Income	3,266	$193	450	-257	-57%	5,500
Other	425	3,500		3,500		23,500
Total Revenues	2,232,592	147,514	171,686	(30,552)	-18%	2,691,150
EXPENSES:						
Exhibits Development	65,571	1,277	6,494	-5,217	-409%	78,792
Exhibits Maintenance	54,413	5,213	4,842	371	7%	58,179
Exhibit Sales	38,846	1,708	2,932	-1,224	-72%	40,560
Collections	65,288	4,745	4,991	-246	-5%	59,850
Publications						94,945
Education & Admissions	287,145	23,324	28,099	-4,775	-20%	333,339
Clubhouse	192,304	11,308	17,874	-6,566	-58%	215,360
Marketing	255,301	12,839	26,621	-13,782	-107%	257,060
Public Relations	92,510	4,675	3,735	940	20%	84,594
Store	225,501	21,209	19,893	1,316	6%	238,826
Historical Video		6,380				
Functions	85,223	3,969	5,639	-1,670	-42%	102,320
Computer Bowl	135,552	6,495	6,562	-67	-1%	115,616
Internet Auction						29,344
Fundraising	66,070	10,059	11,209	-1,150	-11%	150,066
Membership Fund	48,180	4,399	4,767	-368	-8%	75,835
Musuem Wharf	310,382	24,000	25,000	-1,000	-4%	300,000
General Management	268,547	15,850	23,173	-7,323	-46%	359,175
Total Expenses	2,190,833	157,450	191,831	-40,761	-26%	2,593,861
NET REVENUES(EXPENSES)	$41,759	-9,936	-20,145	10,209	-1	97,289

09/12/94

THE COMPUTER MUSEUM
BALANCE SHEET
07/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/94	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$235,277	-	-	-	$235,277	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	166,672	-	-	-	$166,672	2,074
Receivables	309,842	-	-	-	$309,842	48,868
Inventory	51,407	-	-	-	$51,407	49,137
Prepaid Expenses	14,161	-	-	-	$14,161	9,143
Interfund Receivable		746,607	-	-	$746,607	123,310
Total Current Assets	$777,359	$746,607		$250,000	$1,773,966	$742,122
Property & Equipment:						
Investment in Wharf	-	-	1,013,888	-	$1,013,888	
Equipment & Furniture	-	-	$344,471	-	$344,471	$260,327
Capital Improvements	-	-	960,401	-	960,401	938,338
Exhibits	-	-	4,079,701	-	4,079,701	4,079,698
Construction in Process	-	352,279		-	352,279	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(3,690,244)	-	(3,690,244)	(2,962,311)
Net Property & Equipment		$352,279	$2,726,217		$3,078,496	$2,386,960
TOTAL ASSETS	$777,359	$1,098,886	$2,726,217	$250,000	$4,852,462	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$76,249	$14,318	-	-	$90,567	$109,006
Accrued Expense	39,397	11,791	-	-	51,188	63,557
Deferred Income	151,002	598,143	-	-	749,145	194,919
Interfund Payable	746,607		-	-	746,607	123,310
Total Current Liabilities	$1,013,255	$624,252			1,637,507	$490,792
Fund Balances:						
Operating	($235,896)	-	-	-	(235,896)	($225,960)
Capital	-	474,634	-	-	474,634	484,432
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,726,217	-	2,726,217	2,726,217
Total Fund Balances	($235,896)	$474,634	$2,726,217	$250,000	$3,214,955	$3,234,689
TOTAL LIABILITIES AND FUND BALANCES	$777,359	$1,098,886	$2,726,217	$250,000	$4,852,462	$3,725,481

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF JULY 1994

MONTHLY 1994	MONTHLY 1993	MONTHLY VARIANCE	INSTITUTION	YEAR TO DATE 1994	YEAR TO DATE 1993	YEAR TO DATE VARIANCE
267922	291216	-8.00%	BOSTON NATIONAL HISTORIC PARK (Parkwide totals)	913512	998534	-8.51%
56125	54535	2.92%	(Downtown Visitors Center)	190414	192527	-1.10%
9104	11079	-17.83%	BOSTONIAN SOCIETY	32902	43020	-23.52%
48830	54713	-10.75%	CHILDREN'S MUSEUM	226254	252162	-10.27%
43856	43510	0.80%	COMMONWEALTH ZOOLOGICAL CORPORATION	348272	358288	-2.80%
16579	17489	-5.20%	COMPUTER MUSEUM	81859	72436	13.01%
2725	2655	2.64%	CONCORD MUSEUM	15017	14947	0.47%
53134	54682	-2.83%	CRANBERRY WORLD	110850	118504	-6.46%
5359	7149	-25.04%	DECORDOVA MUSEUM & SCULPTURE PARK	31826	32412	-1.81%
11818	13668	-13.54%	DISCOVERY MUSEUMS	80625	87898	-8.27%
1963	2572	-23.68%	FULLER MUSEUM OF ART	12745	12911	-1.29%
0	0	ERR	HARVARD MUSEUMS OF CULTURAL & NATURAL HIST.	0	0	ERR
18476	18069	2.25%	HERITAGE PLANTATION	61927	64392	-3.83%
19289	23677	-18.53%	HOUSE OF SEVEN GABLES	61988	72119	-14.05%
14322	14933	-4.09%	ISABELLA STEWART GARDNER MUSEUM	86914	92361	-5.90%
64194	75039	-14.45%	MUSEUM OF FINE ARTS	123001	144429	-14.84%
5330	4221	26.27%	MUSEUM OF OUR NATIONAL HERITAGE	36147	32240	12.12%
158237	185776	-14.82%	MUSEUM OF SCIENCE	937960	959655	-2.26%
3447	2481	38.94%	MUSEUM OF TRANSPORTATION	9467	11272	-16.01%
85101	79526	7.01%	MYSTIC SEAPORT	230160	218131	5.51%
169515	172227	-1.57%	NEW ENGLAND AQUARIUM	801231	780000	2.72%
12870	15378	-16.31%	N.E. SCIENCE CENTER	87461	94438	-7.39%
2718	2702	0.59%	N.E. WILDFLOWER SOCIETY	27495	21149	30.01%
8885	13557	-34.46%	PEABODY ESSEX MUSEUM	52306	98410	-46.85%
58173	55989	3.90%	OLD STURBRIDGE VILLAGE	222780	223323	-0.24%
28155	27034	4.15%	PAUL REVERE HOUSE	89143	94279	-5.45%
81870	63877	28.17%	PLIMOUTH PLANTATION	179328	167640	6.97%
10531	14247	-26.08%	USS CONSTITUTION MUSEUM	26657	31931	-16.52%

The Computer Museum
Admissions Report
02-SEP-1994

Weekly Comparison 1994 vs. 1993	1994 Aug 1-Aug 31	1993 Aug 1-Aug 31	Change	Change
Adults	9980	10298	-318	-3.1%
Children	8026	7720	306	4.0%
Infants	419	620	-201	-32.4%
Seniors	379	401	-22	-5.5%
TOTAL PEOPLE	18804	19039	-235	-1.2%
TOTAL REVENUE	$82,291	$88,781	-$6,490	-7.3%

Monthly Comparison 1994 vs. 1993	1994 Aug 1-31	1993 Aug 1-31	Change	Change
Adults	9980	10298	-318	-3.1%
Children	8026	7720	306	4.0%
Infants	419	620	-201	-32.4%
Seniors	379	401	-22	-5.5%
TOTAL PEOPLE	18804	19039	-235	-1.2%
TOTAL REVENUE	$82,291	$88,781	-$6,490	-7.3%

Month Actual vs Budget	Actual	Budget	Change	Change
TOTAL PEOPLE	18804	20491	-1687	-8.2%
TOTAL REVENUE	$82,291	$87,087	-$4,796	-5.5%

FYTD Thru Aug 31	FY 95 Actual	FY 95 Budget	FY 94 Actual
TOTAL PEOPLE	35383	39500	36528
TOTAL REVENUES	$153,002	$167,875	$165,038

The
Computer
Museum

300 Congress Street
Boston, MA 02210

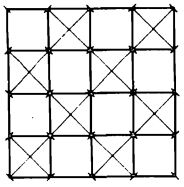
(617) 426-2800

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
Friday, October 14, 1994
8:00 a.m. - 10:00 a.m.

West Coast Bowl 11/3
party

1. Operations Update
2. Waterfront Project
3. Discussion Areas Relating to the Three-Year Plan
    - Special Projects Fund
    - Collections Projects
    - Sim-Ride Funding & Development
4. Agenda for November Board Meeting



The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: October 5, 1994

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: October 14 Meeting

Enclosed please find the agenda for our next meeting on Friday, October 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

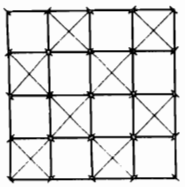
I enclose the latest draft of the Museum's Three-Year Plan for your review. This incorporates the changes discussed at our September meeting, which include:

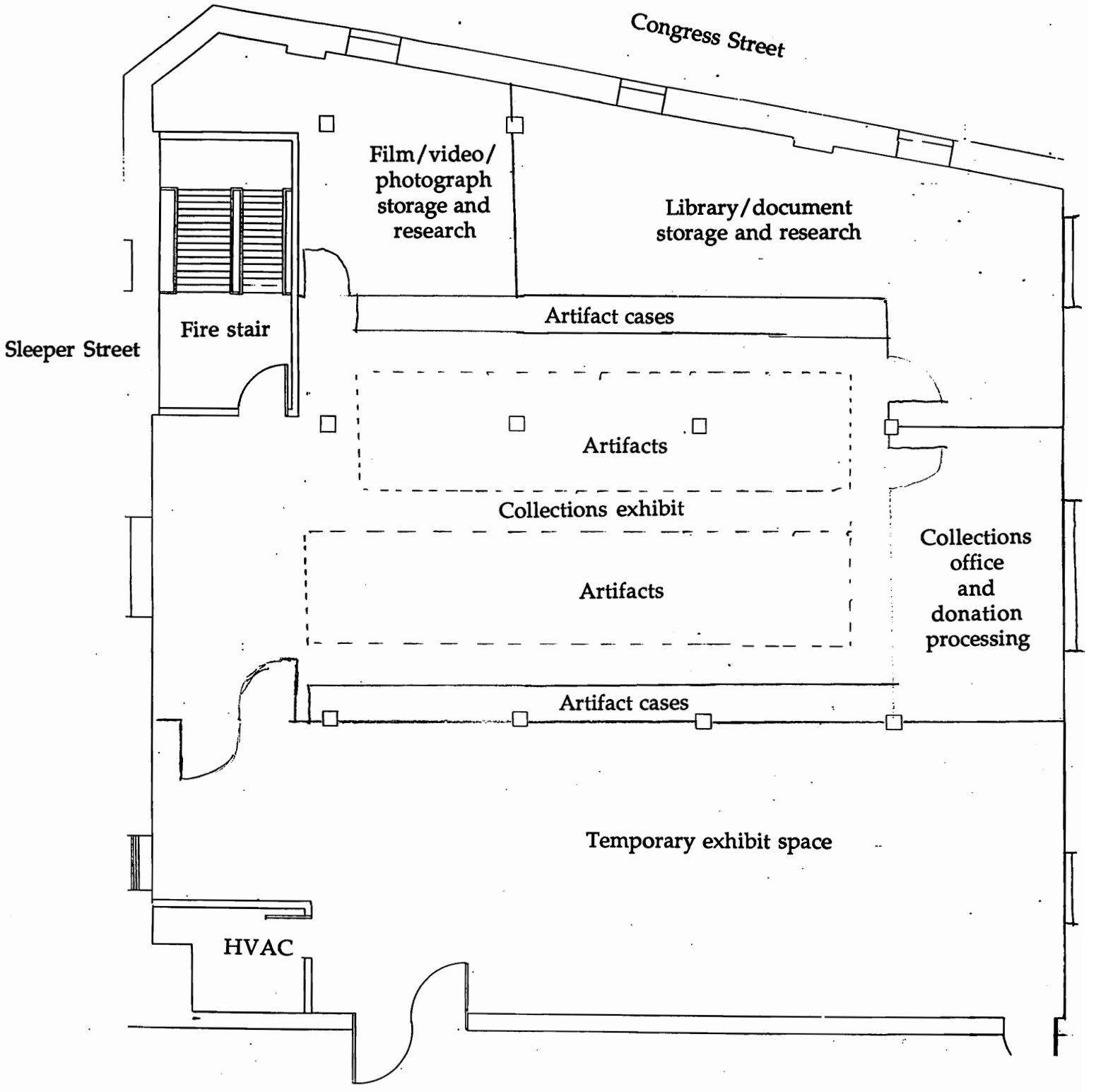
- a short introduction entitled "Main Features and Goals" (page 5);
- summaries of the current status of the Clubhouse and Collections (pages 12 and 13 respectively);
- a new section entitled "Partnerships," which describes the Museum's competition and potential affiliations (page 29).

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on the 14th.

Enclosures:
- Agenda
- August Financials
- Minutes of September 14 meeting
- Draft of Three-Year Plan





People and Computers

Bay 1 Floor 6 Collections/Exhibit Plan

10/03/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
2 Months Ending 08/31/94

	OPERATING FY95		OPERATING FY94	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY95
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	41,758	46,592	42,706					41,758	46,592	-4,834	280,000
Exhibit Related	22,278	31,989		118,755	206,705			141,033	238,694	-97,661	1,431,955
Govt & Foundation			1,358								
Endowment											
Unrestricted Support:											
Capital Campaign				52,000				52,000		52,000	41,000
Corporate Membership	34,000	29,500	23,575					34,000	29,500	4,500	250,000
Foundation											
Computer Bowl			36,000								365,000
Internet Auction	2,125							2,125			40,000
Membership Fund	8,338	5,000	7,330					8,338	5,000	3,338	210,000
Admission	153,722	174,330	165,154					153,722	174,330	-20,608	581,900
Store	64,315	70,500	75,703					64,315	70,500	-6,185	298,000
Historical Video	7,330							7,330			
Functions	15,974	14,609	29,322					15,974	14,609	1,365	190,850
Exhibit Sales											53,300
Other:											
Interest Income	522	900	742				830	522	1,730	-1,208	5,500
Publications											110,000
Program Income	3,750	4,500						3,750	4,500	-750	23,500
TOTAL SUPPORT/REVENUE	354,112	377,920	381,890	170,755	206,705		830	524,867	585,455	-70,043	3,881,005
EXPENSES											
Exhibit Development	4,074	12,988	338	120,148	202,709			124,222	215,697	-91,475	1,218,997
Exhibit Maint/Enhancement	10,352	9,686	15,556					10,352	9,686	666	58,179
Exhibit Sales/Kits	4,013	5,860	886					4,013	5,860	-1,847	40,560
Collections	9,747	9,982	10,099					9,747	9,982	-235	59,850
Publications											94,945
Education & Admission	59,579	59,698	46,858					59,579	59,698	-119	333,339
Clubhouse	32,154	35,748	32,851					32,154	35,748	-3,594	215,360
Marketing	39,341	50,312	36,618					39,341	50,312	-10,971	257,060
Public Relations	10,644	10,345	14,462					10,644	10,345	299	84,594
Store	48,873	39,786	55,101					48,873	39,786	9,087	238,826
Historical Video	7,330							7,330			
Functions	8,702	13,257	10,036					8,702	13,257	-4,555	102,320
Computer Bowl	11,759	10,062	5,681					11,759	10,062	1,697	115,616
Internet Auction		3,062							3,062		29,344
Fundraising	17,130	22,518	3,288	3,515	910			20,645	23,428	-2,783	155,366
Membership Fund	16,665	10,634	5,551					16,665	10,634	6,031	75,835
Museum Wharf											
Op Exp	48,000	50,000	48,955					48,000	50,000	-2,000	300,000
Mortgage				20,502	20,501			20,502	20,501	1	120,200
General Management	55,853	51,245	45,768					55,853	51,245	4,608	359,175
TOTAL EXPENSE	384,216	395,183	332,048	144,165	224,120			528,381	619,303	-90,922	3,859,566
NET REVENUE	-30,104	-17,263	49,842	26,590	-17,415		830	-3,514	-33,848	30,334	21,439

10/03/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	06/30/94	FOR THE 2 MONTHS ENDED 08/31/94				FY95
	ACTUAL	ACTUAL	BUDGET	VARIANCE	PERCENT	BUDGET
REVENUES:						
Clubhouse	250,710	$41,758	46,592	-4,834	-10%	280,000
Exhibit Related	116,726	22,278	31,989	-9,711	-30%	283,100
Govt & Foundation	41,708					
Corporate Membership	206,136	$34,000	29,500	4,500	15%	250,000
Computer Bowl	438,931					365,000
Internet Auction		2,125				40,000
Membership Fund	187,903	$8,338	5,000	3,338	67%	210,000
Admissions	504,369	$153,722	174,330	-20,608	-12%	581,900
Store	263,879	$64,315	70,500	-6,185	-9%	298,000
Historical Video		7,330				
Functions	179,642	$15,974	14,609	1,365	9%	190,850
Exhibit Sales	38,897					53,300
Publications						110,000
Interest Income	3,266	$522	900	-378	-42%	5,500
Other	425	3,750	4,500	-750		23,500
Total Revenues	2,232,592	354,112	377,920	(33,263)	-9%	2,691,150
EXPENSES:						
Exhibits Development	65,571	4,074	12,988	-8,914	-219%	78,792
Exhibits Maintenance	54,413	10,352	9,686	666	6%	58,179
Exhibit Sales	38,846	4,013	5,860	-1,847	-46%	40,560
Collections	65,288	9,747	9,982	-235	-2%	59,850
Publications						94,945
Education & Admissions	287,145	59,579	59,698	-119	0%	333,339
Clubhouse	192,304	32,154	35,748	-3,594	-11%	215,360
Marketing	255,301	39,341	50,312	-10,971	-28%	257,060
Public Relations	92,510	10,644	10,345	299	3%	84,594
Store	225,501	48,873	39,786	9,087	19%	238,826
Historical Video		7,330				
Functions	85,223	8,702	13,257	-4,555	-52%	102,320
Computer Bowl	135,552	11,759	10,062	1,697	14%	115,616
Internet Auction			3,062			29,344
Fundraising	66,070	17,130	22,518	-5,388	-31%	150,066
Membership Fund	48,180	16,665	10,634	6,031	36%	75,835
Musuem Wharf	310,382	48,000	50,000	-2,000	-4%	300,000
General Management	268,547	55,853	51,245	4,608	8%	359,175
Total Expenses	2,190,833	384,216	395,183	-15,235	-4%	2,593,861
NET REVENUES(EXPENSES)	$41,759	-30,104	-17,263	-18,028	1	97,289

10/03/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 08/31/94

	OPERATING FY95		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY95
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	41,758	46,592							41,758	46,592	-4,834	280,000
Exhibit Related	22,278	31,989			118,755	206,705			141,033	238,694	-97,661	1,431,955
Govt & Foundation												
Endowment												
Unrestricted Support:												
Capital Campaign			52,000						52,000		52,000	41,000
Corporate Membership	34,000	29,500							34,000	29,500	4,500	250,000
Foundation												
Computer Bowl												365,000
Internet Auction	2,125								2,125			40000
Membership Fund	8,338	5,000							8,338	5,000	3,338	210,000
Admission	153,722	174,330							153,722	174,330	-20,608	581,900
Store	64,315	70,500							64,315	70,500	-6,185	298,000
Historical Video	7330								7,330			190850
Functions	15,974	14,609							15,974	14,609	1,365	53,300
Exhibit Sales												
Other:												
Interest Income	522	900						830	522	1,730	-1,208	5,500
Publications												110,000
Program Income	3,750	4,500							3,750	4,500	-750	23,500
TOTAL SUPPORT/REVENUE	354,112	377,920	52,000		118,755	206,705		830	524,867	585,455	-70,043	3,881,005
EXPENSES												
Exhibit Development	4,074	12,988			120,148	202,709			124,222	215,697	-91,475	1,218,997
Exhibit Maint/Enhancement	10,352	9,686							10,352	9,686	666	58,179
Exhibit Sales/Kits	4,013	5,860							4,013	5,860	-1,847	40,560
Collections	9,747	9,982							9,747	9,982	-235	59,850
Publications												94945
Education & Admission	59,579	59,698							59,579	59,698	-119	333,339
Clubhouse	32,154	35,748							32,154	35,748	-3,594	215,360
Marketing	39,341	50,312							39,341	50,312	-10,971	257,060
Public Relations	10,644	10,345							10,644	10,345	299	84,594
Store	48,873	39,786							48,873	39,786	9,087	238,826
Historical Video	7,330								7,330		7,330	
Functions	8,702	13,257							8,702	13,257	-4,555	102,320
Computer Bowl	11,759	10,062							11,759	10,062	1,697	115,616
Internet Auction		3,062								3,062	-3,062	29344
Fundraising	17,130	22,518	3,515	910					20,645	23,428	-2,783	155,366
Membership Fund	16,665	10,634							16,665	10,634	6,031	75,835
Museum Wharf												
Op Exp	48,000	50,000							48,000	50,000	-2,000	300,000
Mortgage			20,502	20,501					20,502	20,501	1	120,200
General Management	55,853	51,245							55,853	51,245	4,608	359,175
TOTAL EXPENSE	384,216	395,183	24,017	21,411	120,148	202,709			528,381	619,303	-90,922	3,859,566
NET REVENUE	-30,104	-17,263	27,983	-21,411	-1,393	3,996		830	-3,514	-33,848	30,334	21,439

10/03/94

THE COMPUTER MUSEUM
BALANCE SHEET
08/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/94	COMBINED TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$212,959	-	-	-	$212,959	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	-	-	-	-		167
Investments	166,672	-	-	-	$166,672	2,074
Receivables	291,404	-	-	-	$291,404	48,868
Inventory	44,525	-	-	-	$44,525	49,137
Prepaid Expenses	14,161	-	-	-	$14,161	9,143
Interfund Receivable		747,623	-	-	$747,623	123,310
Total Current Assets	$729,721	$747,623		$250,000	$1,727,344	$742,122
Property & Equipment:						
Investment in Wharf	-	-	1,013,888	-	$1,013,888	
Equipment & Furniture	-	-	$344,471	-	$344,471	$260,327
Capital Improvements	-	-	960,401	-	960,401	938,338
Exhibits	-	-	4,079,701	-	4,079,701	4,079,698
Construction in Process	-	352,279		-	352,279	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(3,690,244)	-	(3,690,244)	(2,962,311)
Net Property & Equipment		$352,279	$2,726,217		$3,078,496	$2,386,960
TOTAL ASSETS	$729,721	$1,099,902	$2,726,217	$250,000	$4,805,840	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$91,194	$14,990	-	-	$106,184	$109,006
Accrued Expense	62,508	11,791	-	-	74,299	63,557
Deferred Income	84,460	562,099	-	-	646,559	194,919
Interfund Payable	747,623		-	-	747,623	123,310
Total Current Liabilities	$985,785	$588,880			1,574,665	$490,792
Fund Balances:						
Operating	($256,064)	-	-	-	(225,960)	($108,566)
Capital	-	511,022	-	-	484,432	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,726,217	-	2,726,217	2,334,052
Total Fund Balances	($256,064)	$511,022	$2,726,217	$250,000	$3,231,175	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$729,721	$1,099,902	$2,726,217	$250,000	$4,805,840	$3,129,082

Simulation Theater Collaboration
between
The Computer Museum (TCM)
and
The Bradley Real Estate Trust (BRET)

Statement of Purpose

TCM will develop a simulator theater program that will be the first to provide guests with a valuable, exciting, and memorable educational experience in the context of simulator theater technology. The simulator theater will increase visibility and generate additional visits and revenue for both partners, and BRET will have the public relations benefit of offering an educational experience in conjunction with the world's only dedicated Computer Museum.

The Guest Experience

Guests experience an exhilarating motion ride that follows the path of a bit of information as it travels into a computer and then onto the international computer networks, or "information highway." The journey is gripping entertainment that demystifies the workings of computers and the "information highway."

The ride begins as guests travel along a person's arm to the fingertip which is typing on a keyboard. The key is pressed and the journey into the computer begins as the viewer flies along the keyboard cable into the computer. The motion speeds up dramatically once the message reaches the computer's motherboard, and enters the processor. The guest experiences a simulated ride through the circuits of the microprocessor, to the RAM, disk drive, and out to the modem. Then viewers speed along a phone line, reaching a central switch, and become converted into pulses of light that fly along a fiber optic across the continent. In a breathtaking Transatlantic hop, the visitor flies up to a satellite and back. The satellite dish in Europe captures the signal, and viewers ride with the data as it splits off from the fiber to cable, to ever smaller information pathways, until it reaches its destination in an office in Paris. Along the way, viewers see what other information is sharing the "highway" with them.

The journey will be enhanced with a plot and engaging characters that provide emotional involvement in the ride. The Museum will work with an experienced production team to make sure that the content and its delivery are of top quality.

Program Development

TCM will manage the development and production of a compelling simulator theater experience that will combine the thrill of the simulator experience with valuable edu-tainment content. TCM has a unique educational position and a proven record of developing successful, progressive exhibitions and educational programs including *The Walk-Through Computer, The Networked Planet* , and *Tools & Toys.*

Partnership Formats

TCM will develop a simulator experience that will be employed at an 18-seat simulator at TCM and in a 36-seat simulator theater at a mall location. Funding for the project will follow one of these scenarios:

1. Total Funding: BRET will fund the development of a simulator film plus simulators at TCM and in one or more mall locations.

2. Partial Funding: BRET will fund the development of the film experience and a simulator theater in one or more mall locations. TCM will seek naming-opportunity funding from another source for the hardware of the theater.

3. Partial Funding and Loan: Same as #2, but BRET will provide TCM with a below-market loan for a portion of the hardware costs.

Sample expense information for the project is attached.

Goals and Results for TCM

TCM seeks to add a simulator theater experience to the exhibit program to achieve two goals:
1) expansion of the TCM's appeal to the guest population and, therefore, an increase in the number of people whom the Museum can contact, inspire, and educate on issues of computing.
2) increase of the TCM's earned revenue base. TCM anticipates a 50% increases in visitorship from 150,000 guests per year to 225,000 guests per year in the first year of operation of the simulator theater.

Based on a sample master plan developed for Iwerks Entertainment, a simulator theater operating in a venue that attracts one million guests annually could capture 400,000 visits at an average ticket price of approximately $3.00, yielding $1.2 million in annual gross revenue. Net revenues would be affected by programming decisions after the first year if the Mall theater chooses to schedule additional features.

Although not as easy to quantify, simulator theaters currently in existence have generated significant sales for mall tenants. Customers enjoy an exhilarating experience and will stay at the mall longer for shopping and food. An important advantage to BRET are the roll-out possibilities to other BRET malls if the pilot project is successful. TCM would serve as an advisor and quality control resource for BRET. TCM would also be responsible for developing future programs for the theaters on a mutually acceptable financial terms.

Architectural Requirements

The simulator theater area for TCM is expected to require approximately 3,000 ft.^{2} for an 18-seat theater. A simulator theater for a mall location would require approximately 7,000 ft.^{2} for a 36-seat theater. In both cases, the space would accommodate public areas for ticketing and arrival, queuing area, a pre-show, the theater itself, and post-show programming area. Space for the control booth, equipment rooms, and staff areas can also be accommodated in this allowance.

Architectural Costs

Architectural costs estimates vary significantly based on several assumptions: new space versus renovated space; availability of required services, such as electricity and HVAC; and structural requirements. Iwerks sample plan estimates capital costs ranging from $450,000 to $750,000 for a theater in a renovated space.

Theater Operations: Through-Put "Capacity"

The capacity of the theater is identified as the maximum through put for the theater on the busiest day of the year for the site. For the theater in TCM, the maximum through-put on the busiest of days will be approximately 1,200 guests per day (225,000 per year). For the theater in a mall, the maximum through-put will be approximately 2,100 guests per day (400,000 per year). Calculations from the Iwerks sample plan are attached.

The simulator theater in a mall setting will require staff in the following areas; staffing levels are based on the Iwerks sample plan: Theater manager (1 FTE), maintenance staff (1 FTE), visitor assistants / hosts (6), systems technician (1 FTE), ticketing (1 FTE). Additional staff in the marketing / special services area is recommended. Both the mall theater and the TCM theater would require the same staff positions, although several of them could be shared with other job descriptions.

Simulator Theater Annual Revenues and Operating Expenses

Operating Revenue			
Venue Attendance	135,000	400,000	60% of TCM guests; 40% of mall visitors
Venue ATP	$2.99	$2.99	
Gross ticket revenue	$403,650	$1,196,000	
Operating Expenses	TCM Theater	Mall Theater	
Fixed Staff Costs (as per Iwerks sample plan)	$36,255	$84,730	*includes FT staff positions
Fixed Expenses	$61,500	$133,500	*insurance, maintenance contract, etc.
Variable Expenses	$153,148	$269,556	*includes PT staff positions
Sub-Total	$250,903	$487,786	
Overhead @ 15%	$37,635	$73,168	
	$288,538	$560,954	
Net Annual Profit	$115,112	$635,046	
Profit as % of Gross Revenue	29%	53%	

Start-Up Expenses

	TCM Theater	Mall Theater	
Architectural Costs to fabricate theater environment	$475,000	$750,000	estimated from Iwerks sample plan
Film and Software Production		$700,000	film production budget
Capital Costs:			
Architectural, Engineering, Acoustics Consultants	$100,000	$300,000	
Support, equipment, ticketing, phones, signage, etc.	$50,000	$150,000	
Theater Systems	$675,000	$1,000,000	
Shipping, Installation	$100,000	$150,000	
Sub-Total	$1,400,000	$3,050,000	
Contingency @ 10%	$140,000	$305,000	
Total Start-up Expenses	$1,540,000	$3,355,000	
After-tax cost to company @ 40% tax	$924,000	$2,013,000	

Capacity and Through-Put Calculations

	TCM Theater	Mall Theater	
Annual visitation	225,000	400,000	
Peak month % of annual attendance	13%	13%	August currently is TCM's busiest month.
Peak day of week % of weekly attendance	18%	18%	Assume Sat. or Sun. is busiest day of week.
Theater cycles per hour	10	10	10 shows/hour cycled through the theater
Peak % of guests in busiest 4 hours	15%	15%	Peak demand from10:30-2:30 on peak days.
Average number of guests on busiest day	1,216	2,162	

Michele Turre's "Me, My Girl, and My Mom at Three" uses scanned photos to manipulate time.

Transforming high tech into high art

By Robert Taylor
SPECIAL TO THE GLOBE

Art Review

In moviehouses, "Forrest Gump" and "The Mask" indicate how swiftly computers are shaping mainstream American culture. Consider, too, the innovative collaboration "The Computer in the Studio," which Nicholas Capasso, George Fifield and Brian Wallace have organized this fall at Lincoln's DeCordova Museum and the Computer Museum of Boston. Uneven, though never less than stimulating, it's an eye-opener for those who know computer art only through video games.

"Very shortly, the oft-stated concern that computers will suck the humanity out of art will seem as culturally anachronistic as fears that a photograph will steal your soul or that a graven image will bring down the wrath of a jealous god," comments Capasso in the show's catalog. O brave new world! One can only

© RICHARD ROSENBLUM

Richard Rosenblum's "Sarajevo" captures the chaos of street fighting.

tory books into montages. She then applies water-based colors and ma-

THE COMPUTER IN THE STUDIO
At: *The DeCordova Museum and Sculpture Park, Lincoln, and the Computer Museum, Boston, through Nov. 27*

ful preparation for smoldering stained-glass contrasts between medieval pilgrimage and today's tourism. The serial imagery of Ron Rizzi deals with the ordeal of contemporary Tibet, where the Chinese have destroyed more than 6,000 monasteries, and mingles disparate processes of software, scanner, printer and photocopier.

If Rizzi occasionally interferes with the photocopying process, the violence of his interventions conforms to the violence of his content. Deanne Sokolin, though, allows the restraint of a detached viewpoint to endow her "Covering Series" with mute tragedy. The Jewish mourning ritual of sitting *shiva* is the subject; floating white forms against a solid black ground take on a silent mystical rhythm that straightforward

speculate about the future; but the burgeoning relationship of artist and computer suggests early modernist enthusiasm for the machine. Much of the rhetoric (repeatedly, the computer is a "tool," and "digital collage" and "digital montage" translate old concepts into new idioms) echoes the terminology of the industrial past. And no wonder. Computer media, some 25 years old, comprise, on any time line, the Generation X of art.

The two museums present 100 objects by 36 New England computer artists, 11 installed in Boston. They encompass a variety of approaches. Upon its first appearance, computer art was emphatically high tech, so enamored of the possibilities of the genre that it reveled in its own experiments. Although this has largely vanished from the scene, computer artists still seem divided between those who make keyboard, mouse and laser printer an enhancement of personal expression, a means to an end, and those for whom complex technologies assume a leading role.

Sometimes the result, after considerable labor and scientific legerdemain, could have been produced by conventional art materials. Despite the intricacies, for Stephen Golding (at the DeCordova) the computer serves as a vehicle for the scorching power of his vision. His subject is racism, his style expressionist, and his distorted figurative sepia images of slavery and discrimination are the equivalent of racist pathology itself.

More than a third of the artists use a combination of scanning technology and image-processing software. Olivia Parker, for instance, presents deceptively lucid images of toys and games that seem to have taken on decision-making characteristics of their own. Richard Rosenblum reworks scanned National Geographic photographs into an epic magnitude: "Sarajevo" captures the chaos of street fighting, but "Black Ryder," a winged figure astride a horse galloping through foam, reveals the computer's capacity for myth and fantasy. Time's paradoxes are Michele Turre's subject. "Me, My Girl, and My Mom at Three" employs scanned photographs of the artist, her daughter and her mother – all at the age of 3. Software enabled her to equalize the scale of the figures and set them in the same space. How objective is a photograph? Can time, that takes survey of all the world, have a stop?

Like Turre's family group, "The Computer In the Studio" raises many challenging issues. Emily Cheng converts photos from art history and manipulates images ("the Bodhisattva Series") that imply a delicate fusion of Renaissance fresco and Chinese scroll and blur the distinction between original and copy. David Brody, using software, draws bizarre psychodramas directly on the computer screen.

Gregory Garvey disavows an anticlerical aim in his "Automatic Confession Machine," a computer-equipped kiosk that acts as an electronic confessional at the Computer Museum. The user kneels at a computer and enters the frequency and severity of his or her sins into a computer program. After evaluating the user's sins, the computer prints an absolution onto a paper receipt. Garvey says he hopes his work is seen as a warning about the soulless packaging of religious aspirations. Still, kneeling before a computer while an artificial confessor ticks off quantifiable sins may strike one as a penitential episode from a black comedy Evelyn Waugh never wrote.

Traditional religious overtones, however, inform the work of Douglas Kornfeld, who integrates large shimmering mosaics with computerized body types. Tom Krepcio finds in practical desktop publishing, with its color separations and paste-ups, use-

photography might capture only through happy accident.

Perhaps Dorothy Simpson Krause and Frank Ladd best exemplify the tensions between the computer age and the past. The starting point for both is the book, that old-fashioned but durable bundle of words. Her mixed-media collages contemplate the historical and cultural representation of women, and print frontispieces directly on canvas where she has a support for surface additions of metallic powder. A self-described "painter at heart," her work takes a nostalgic backward glance from the vantage of the present. Ladd's books, the source of the title of each piece, come from the confident post-World War II period. His montages are printed onto large rolls of paper and look as much like billboards as art. Ladd observes: "Like 20th century philosophy itself, my work is more a *commentary-on*, rather than an *explanation-of*. From start to finish, the art is untouched by human hands, but touched throughout by the varied intentions of human thinking." For those who prefer the impress of the human hand in art, thought may seem cold comfort; but, more likely, the future (as in the past) will be able to accommodate both.

OUT ON VIDEO

A weekly update of video releases

Dates in parentheses indicate a previous review of the film in the Monitor.

■ JURASSIC PARK – *(PG-13, MCA).* Steven Spielberg has a holiday with special effects in this movie that's set on an island with a scientifically created colony of dinosaurs. They wreak havoc when the island's security system runs amok, and two visiting scientists (Sam Neill and Laura Dern) and two children (Joseph Mazello and Ariana Richards) are left to reach safety. "Vivid and violent enough to stretch the PG-13 rating to its limit, it will delight Spielberg fans," David Sterritt wrote at the time of its original release. The film's violence could be extremely frightening for young children. *(June 11, 1993)*

– Judy Nichols

■ THE NIGHTMARE BEFORE CHRISTMAS – *(PG, Touchstone Home Video).* Based on characters and a story created by Tim Burton ("Beetlejuice," "Edward Scissorhands"), this skillfully animated tale stars a skeleton named Jack as the Pumpkin King in the town of Halloween. After he inadvertently discovers Christmas Town, Jack brings examples of its charms back to his ghoulish townmates and decides that they should produce Christmas – much to Santa's surprise. Although the movie is full of catchy songs, its subtleties will be appreciated

ARTS

Artists' Toolbox Turns High-Tech

A joint exhibit illustrates growing use of computers in prints and paintings

By Kirsten A. Conover
Staff writer of The Christian Science Monitor

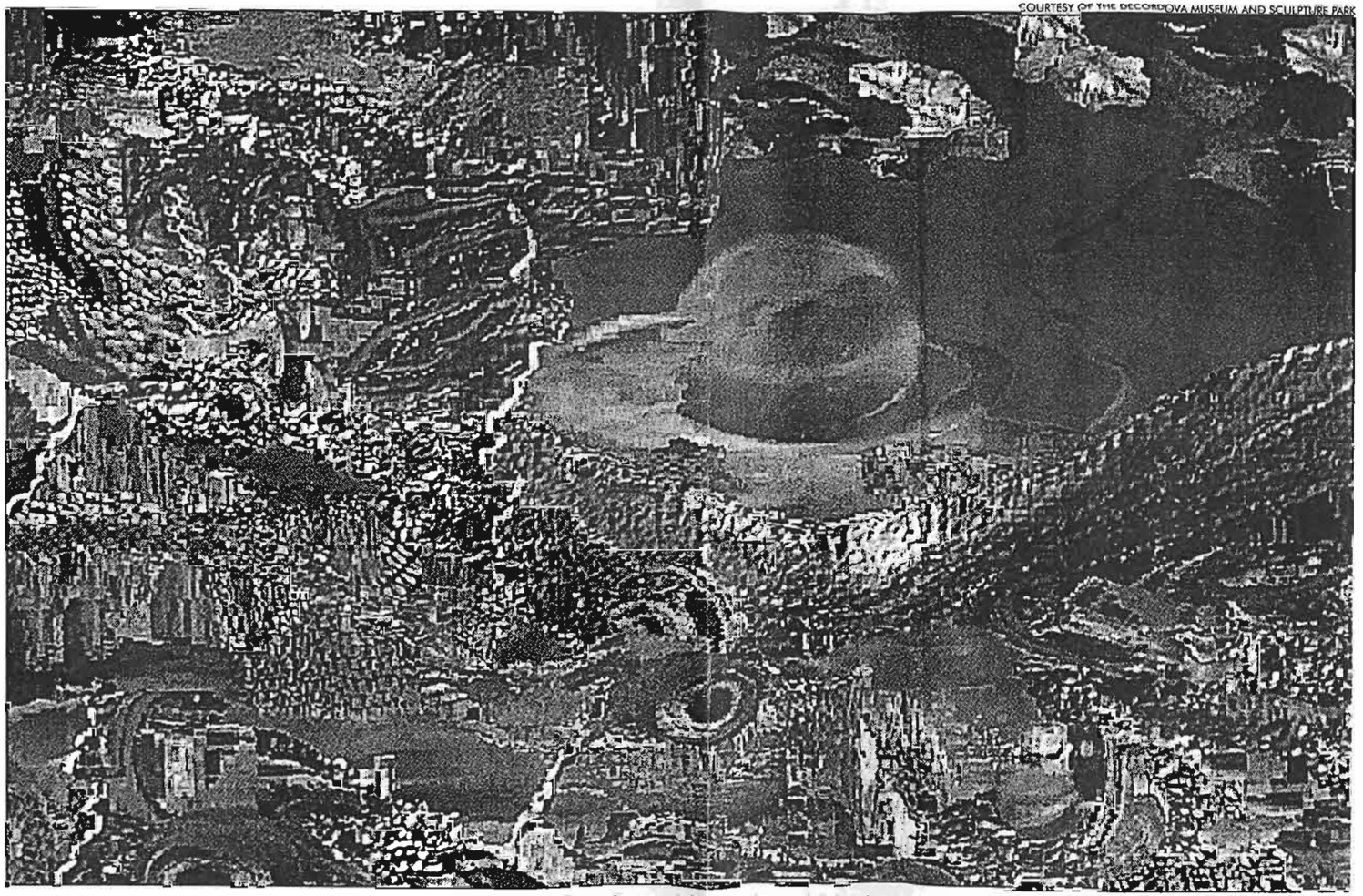
BOSTON AND LINCOLN, MASS.

COMPUTER art. Whenever those words are paired, people envision different things: pretty screens, unusual printouts, special effects in video.

Now change the description to "computer-assisted art" or "art using the computer as a creative tool," and the possibilities open up even more. Increasingly, the computer is considered more tool than technological wonder in society, and the art world is no exception. More artists are viewing the computer as an integral part of the creative process, whether it be in the planning, execution, or installation stage of their work.

One excellent study of computer-assisted art is "Computer in the Studio," a collaborative exhibit at the DeCordova Museum and Sculpture Park in Lincoln, Mass., and the Computer Museum in Boston (through Nov. 27).

COURTESY OF THE DECORDOVA MUSEUM AND SCULPTURE PARK



INK JET ON CANVAS: *Renee LeWinter's 'Pages from the Primordial Soup: Segments' suggests a sci-fi landscape; she scans objects such as marbles and fish eyes.*

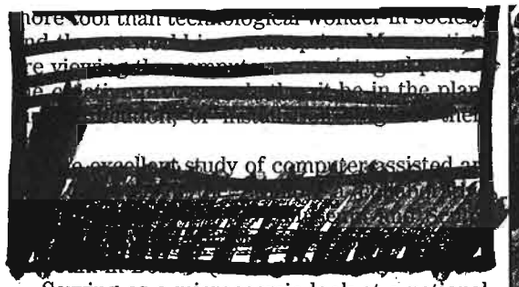
– Judy Nichols

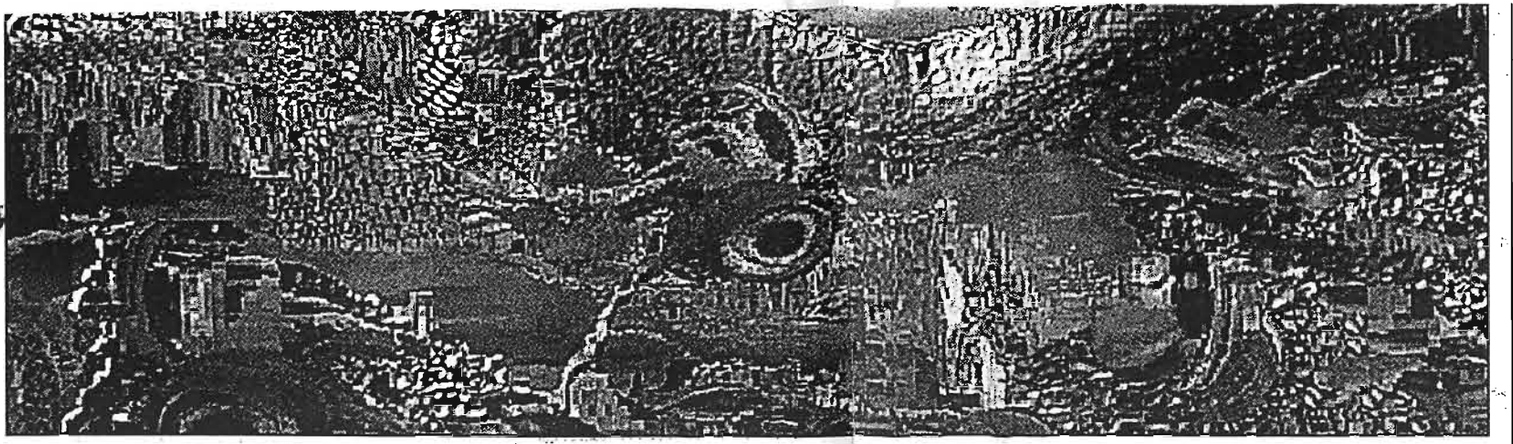
■ THE NIGHTMARE BEFORE CHRISTMAS – *(PG, Touchstone Home Video).* Based on characters and a story created by Tim Burton ("Beetlejuice," "Edward Scissorhands"), this skillfully animated tale stars a skeleton named Jack as the Pumpkin King in the town of Halloween. After he inadvertently discovers Christmas Town, Jack brings examples of its charms back to his ghoulish townmates and decides that they should produce Christmas – much to Santa's surprise. Although the movie is full of catchy songs, its subtleties will be appreciated more by adults and older children than by younger viewers, who may not be ready for some of its situations and Halloween imagery.
(Oct. 15, 1993)

– Kim Campbell

■ THE WEDDING BANQUET – *(R, Fox Video).* A gay Taiwanese-American (Winston Chao) hopes his marriage of convenience to a green-card-seeking friend will silence his matchmaking parents (Sihung Lung and Ah-Leh Gua). But when his parents arrive in New York City from Taiwan, the simple ceremony turns into a full-blown wedding – further burying the truth under the elaborate nuptials. The clash of cultures and generations smolders under the loving efforts of the whole group – parents, son, his male companion, and fiancée. With humor and dignity, director Ang Lee crafts a film whose characters ultimately acquiese to modern circumstances.
(Aug. 6, 1993)

– Angela Wang





INK JET ON CANVAS: *Renee LeWinter's 'Pages from the Primordial Soup: Segments' suggests a sci-fi landscape; she scans objects such as marbles and fish eyes.*

Serving as a microcosmic look at a national trend, "Computer in the Studio" features 36 New England artists who use computers to create works ranging from "watercolor" ink-jet prints, interactive video, and kinetic sculpture to mosaics, stained glass, and woodcut prints.

The time is ripe for this exhibit, says Nicholas Capasso, associate curator at the DeCordova Museum. The computer as an artist's tool is still relatively new. Five years ago, the technology and the affordability – specifically for personal computers – were not there, he notes.

On the flip side, holding such an exhibit five years from now wouldn't work; computers will be so commonplace that it would be akin to hosting an exhibit today titled "art made with paintbrushes," Capasso says jokingly.

These days artists have an array of computers, software, scanners, printers, and video equipment to choose from, and as prices come down and technology keeps growing, the number of artists who use the computer as a creative tool will grow.

FROM 'COVERING SERIES': *Deanne Sokolin focuses on the Jewish mourning ritual of sitting Shiva.*

Brian Wallace, media arts exhibit developer at the Computer Museum, considers the joint exhibit "essentially a contemporary-art survey show." The art world in general is still very resistant to computer-generated art, "because they've seen a lot of bad computer art," Mr. Wallace says. For this exhibit, the high-tech aspect is downplayed a little. "We wanted the work to speak for itself. We didn't want to make the computer the focal point," Wallace says.

The computer frees artists from such limitations as scale, size, light, color, transition, time, and space. Call it image management or image manipulation.

"The concept that is most important to understand is scanning," Capasso says, whereby digital images of objects are input to computer memory, then manipulated, such as into a collage. "It's a complete revolution in collage," Capasso says.

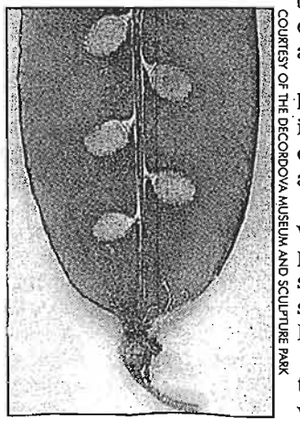
Artist Michele Turre, for example, controls time in "Me, My Girl, and My Mom at Three," which shows three generations of women at age 3 in one image.

Richard Rosenblum takes National Geographic photographs, scans them into his computer, then manipulates them to represent a sort of surreal, epic-looking, historical landscape "painting," such as his piece "Sarajevo."

Olivia Parker scans her own photographs and various objects into her computer and manipulates them in unexpected ways. Her "Toys and Games" series evokes the feeling of games gone awry.

Computer-assisted art comes in many forms as "Computer in the Studio" demonstrates: art drawn on the computer, collages, computer-enhanced photography, sculpture made with computer hardware, interactive installation, traditional media reinvigorated by computer, and more.

Angela Perkins's "Interiors" series shows the inner dimensions of common fruits and vegetables. By directly scanning the fruits and vegetables as well as manipulating the various images within and imbuing them with light, she suggests that there is something sacred within these products of nature.



'PEA POD': *Angela Perkins's electronic image on paper illumines the insides of the common vegetable.*

Some of the pieces in "Computer in the Studio" hardly hint at computer involvement, such as Ron Rizzi's "The Buddha's Tooth," part of his Tibet Series about China's oppression of the Tibetan people. Mr. Rizzi takes video stills, scans and manipulates them, then incorporates them into an oil on panel.

Works at both museums feature computers either as part of an installation or as interactive art. In "Making Progress" and "The Liar Paradox (Oliver North Mobius)," Janet Zweig uses a computer's continuous printout as a kinetic sculpture, allowing the computer to execute a kind of performance art.

Daniel Spikol and Hazen Reed have created "Dream Wheel," an installation whereby viewers access videos of people describing a dream.

Viewers can record their own video, which is then stored in the program. "If the user finds himself in the piece, there's a stronger emotional impact," Mr. Reed says.

In Douglas Kornfeld's interactive installation "Who are You?," viewers are asked to choose body-type symbols that best represent them. Then they can record their body-image perceptions. Kornfeld also incorporates the symbols into a larger context in "101": a huge mosaic of internationally recognized male and female symbols (such as those you might see on ladies' or men's rooms) in various shapes.

These are only a handful of ground-breaking artists featured in the exhibit, a survey well worth investigating given the juncture art and computer technology have reached.

THE COMPUTER MUSEUM, INC.

FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

INDEPENDENT AUDITORS' REPORT

To the Board of Directors and
Members of
The Computer Museum, Inc.
Boston, Massachusetts 02210

We have audited the accompanying balance sheet of The Computer Museum, Inc. (a not-for-profit organization) as of June 30, 1994, and the related statement of activity and changes in fund balances, and statement of cash flows for the year then ended. The financial statements of The Computer Museum, Inc. as of June 30, 1993, which are included in condensed form for comparative purposes, were audited by other auditors whose report dated September 2, 1993 expressed an unqualified opinion on those statements. These financial statements are the responsibility of the Museum's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 1994 financial statements referred to above present fairly, in all material respects, the financial position of The Computer Museum, Inc. as of June 30, 1994, and the results of its operations and changes in its cash flows for the year then ended, in conformity with generally accepted accounting principles.

Boston, Massachusetts
September 30, 1994

THE COMPUTER MUSEUM, INC.

BALANCE SHEETS

JUNE 30, 1994 AND 1993

ASSETS

	Notes	Operating Fund	Capital Fund
CURRENT ASSETS:			
Cash and cash equivalents	1e	$ 351,494	$ -
Receivables and other assets	2	236,536	-
Store inventory	1f, 3	52,403	-
Interfund receivable	1g	-	417,222
TOTAL CURRENT ASSETS		640,433	417,222
OTHER ASSETS:			
Restricted cash equivalents		-	-
PROPERTY AND EQUIPMENT :	1h		
Equipment and furniture		-	
Capital improvements		-	
Land and building	4	-	
Exhibits	1b	-	352,279
		-	352,279
Less - accumulated depreciation		-	-
NET PROPERTY AND EQUIPMENT		-	352,279
HISTORICAL COLLECTION	1c		
TOTAL ASSETS		640,433	769,501

LIABILITIES AND FUND BALANCES

CURRENT LIABILITIES:			
Accounts payable and other current liabilities		146,281	68,870
Deferred revenue	5	126,654	388,206
Interfund payable	1g	417,222	-
TOTAL CURRENT LIABILITIES		690,157	457,076
BOND PAYABLE	6	-	-
FUND BALANCES:			
Unrestricted		(49,724)	-
Restricted		-	312,425
Net investment in plant		-	-
TOTAL FUND BALANCES		(49,724)	312,425
TOTAL LIABILITIES AND FUND BALANCES		$ 640,433	$ 769,501

The accompanying notes are an integral part of these financial statements.

Endowment Fund	Plant Fund	Total 1994	Total 1993
$ -	$ -	$ 351,494	$ 259,590
-	18,000	254,536	78,085
-	-	52,403	49,137
-	-	417,222	123,310
-	18,000	1,075,655	510,122
250,000	-	250,000	250,000
-	344,471	344,471	260,327
-	960,401	960,401	938,338
-	1,603,221	1,603,221	-
-	4,078,754	4,431,033	4,132,606
-	6,986,847	7,339,126	5,331,271
-	(3,735,002)	(3,735,002)	(2,962,311)
-	3,251,845	3,604,124	2,368,960
250,000	3,269,845	4,929,779	3,129,082
-	-	215,151	173,938
-	-	514,860	193,544
-	-	417,222	123,310
-	-	1,147,233	490,792
-	509,333	509,333	-
-	-	(49,724)	(108,566)
250,000	-	562,425	412,804
-	2,760,512	2,760,512	2,334,052
250,000	2,760,512	3,273,213	2,638,290
$ 250,000	$3,269,845	$4,929,779	$3,129,082

THE COMPUTER MUSEUM, INC.

STATEMENTS OF ACTIVITY AND CHANGES IN FUND BALANCES

FOR THE YEARS ENDED JUNE 30, 1994 AND 1993

	Notes	Operating Fund	Capital Fund
SUPPORT AND REVENUE:			
Unrestricted gifts	4	$ 714,876	$ -
Restricted gifts	1a, 5	341,903	534,545
Memberships		187,903	-
Admissions		504,541	-
Auxiliary activities	3	482,418	-
Miscellaneous		7,752	-
TOTAL		2,239,393	534,545
EXPENSES:			
Exhibits and programs		512,366	18,761
Marketing and membership		390,867	-
Depreciation			-
Supporting services:			
Management and general		267,405	-
Fund raising		201,901	133,883
Occupancy	4	307,101	46,977
Auxiliary activities	3	507,233	-
TOTAL		2,186,933	199,621
EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES		52,460	334,924
FUND BALANCES, BEGINNING OF YEAR		(108,566)	162,804
ADD (DEDUCT) TRANSFERS			
Equipment purchase		-	(105,303)
Bond repayments		-	(80,000)
Investment income		6,382	-
FUND BALANCES, END OF YEAR		$(49,724)	$ 312,425

The accompanying notes are an integral part of these financial statements.

Endowment Fund	Plant Fund	Total 1994	Total 1993
$ -	$1,013,888	$1,728,764	$ 736,066
-	-	876,448	345,506
-	-	187,903	287,771
-	-	504,541	486,728
-	-	482,418	463,560
6,382	-	14,134	41,489
6,382	1,013,888	3,794,208	2,361,120
-	-	531,127	486,612
-	-	390,867	287,123
-	772,731	772,731	699,099
-	-	267,465	284,006
-	-	335,784	259,097
-	-	354,078	428,475
-	-	507,233	334,173
-	772,731	3,159,285	2,778,585
6,382	241,157	634,923	(417,465)
250,000	2,334,052	2,638,290	3,055,755
-	105,303	-	-
-	80,000	-	-
(6,382)	-	-	-
$ 250,000	$2,760,512	$3,273,213	$2,638,290

THE COMPUTER MUSEUM, INC.

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JUNE 30, 1994 AND 1993

	Operating Fund	Capital Fund
CASH FLOWS FROM OPERATING ACTIVITIES:		
Excess (deficiency) of support and revenue over expenses	$ 52,460	$ 334,924
Adjustments to reconcile excess (deficiency) to net cash provided by operating activities:		
Depreciation	-	-
Donated property and equipment, less debt assumed	-	-
Changes in operating assets and liabilities:		
(Increase) decrease in receivables and other assets	(176,451)	-
(Increase) decrease in store inventory	(3,266)	-
(Decrease) increase in accounts payable and other current liabilities	(14,243)	55,456
Increase in deferred revenue	(66,890)	388,206
Cash provided by operating activities	(208,390)	778,586
CASH FLOWS FROM INVESTING ACTIVITIES:		
Additions to property and equipment	-	(299,371)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Interfund receivables and payables	293,912	(293,912)
Transfer of funds for equipment purchase	-	(105,303)
Transfer of funds for bond repayments	-	(80,000)
Bond repayment	-	-
Transfer of investment income	6,382	-
Cash provided by (used in) financing activities	300,294	(479,215)
NET INCREASE	91,904	-
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	259,590	-
CASH AND CASH EQUIVALENTS, END OF YEAR	$ 351,494	$ -

The accompanying notes are an integral part of these financial statements.

Endowment Fund	Plant Fund	Total 1994	Total 1993
$ 6,382	$ 241,157	$ 634,923	$ (417,465)
-	772,731	772,731	699,099
-	(1,098,032)	(1,098,032)	(305,740)
-	-	(176,451)	(18,221)
-	-	(3,266)	20,237
-	-	41,213	74,332
-	-	321,316	-
6,382	(84,144)	492,434	252,242
-	(21,159)	(320,530)	(189,677)
-	-	-	-
-	105,303	-	-
-	80,000	-	-
-	(80,000)	(80,000)	-
(6,382)	-	-	-
(6,382)	105,303	(80,000)	-
-	-	91,904	62,565
250,000	-	509,590	447,025
$ 250,000	$ -	$ 601,494	$ 509,590

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 1. Summary of Significant Accounting Policies

The Computer Museum, Inc. (the "Museum") is a charitable not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Museum's principal objectives are:

- To educate and inspire all ages and backgrounds of the public from around the world through dynamic exhibitions and programs on the technology, applications and impact of computers;
- To preserve and celebrate the history and promote the understanding of computing worldwide; and
- To be an international resource for research into the history of computing.

Basis of Presentation

To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

The assets, liabilities, and fund balances of the Museum are reported in four self-balancing funds as follows:

- Operating Fund, which includes unrestricted and restricted resources, reflects the activity necessary to support the overall operations of the Museum.
- Capital Fund, which includes restricted resources, reflects the activity of managing major fund-raising efforts to establish the Museum in its location on Museum Wharf in Boston, Massachusetts, and to ensure the orderly growth of the Museum's exhibits and collection.
- Plant Fund reflects amounts invested in real estate, equipment, and exhibit-related assets.
- Endowment Fund reflects restricted resources which are to be held in perpetuity. Income derived from endowment principal may be utilized by the Museum in accordance with the donor's restrictions.

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 1. Continued

a. Revenue Recognition

Restricted gifts are recorded as revenue upon the award or receipt of cash or other services subject to compliance with specified terms. Such amounts received but not yet earned are reported as deferred revenue. Memberships are reported as revenue in the fiscal year in which they are received. Pledge revenue is recorded when received. Revenue from functions is recorded as of the date of the function.

Gifts of Nonmonetary Items

b. Exhibit Related

The Museum received numerous gifts of computer hardware and software for use in its exhibits and a substantial number of unpaid volunteers have made significant contributions of their time to develop the Museum's programs.

The value of computer hardware and software acquired by donation for use in exhibits is reported as restricted gifts in the statement of activity and as property and equipment on the balance sheet and recorded at their estimated fair value at the time of the gift. The estimated fair values of these gifts were $84,144 and $105,740 for the years ended June 30, 1994 and 1993, respectively.

The value of contributed time, computer hardware, software and other nonmonetary items that are not readily susceptible to objective measurement or valuation have not been reflected in these statements.

c. Historical Collection

In conformity with the practice followed by many museums, property donated for the Museum historical collection is not reflected on the balance sheet. The estimated value of objects acquired by donation is not reasonably determinable and as such, is not included in the statement of activities.

d. Real Estate and Securities

The Museum received a gift in October 1993 of the land and building which it occupies and previously leased. This gift is further discussed in Note 4. The value of this gift has been determined by professional appraisal.

Revenue from donated securities is recorded at fair market value upon formal transfer of ownership. Donations of securities for which there are no active markets or for which trading is restricted are recorded as revenue upon determination of fair value through reasonable, independent appraisal or upon sale.

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 1. Continued

e. Cash Equivalents

Cash equivalents, which consist of money market funds, certificates of deposit and treasury bills, are stated at cost plus accrued interest, which approximate market. For purposes of the statement of cash flows, the Museum considers all highly liquid debt instruments with an original maturity of three months or less to be cash equivalents.

f. Inventories

Inventories of retail goods for the Museum store are stated at the lower of cost or market on a weighted average basis.

g. Interfund Receivable and Payable

The Museum manages its cash and cash equivalents on a combined basis. Cash receipts and disbursements for all funds are recorded in the Operating Fund with a corresponding receivable/payable to the appropriate fund. At June 30, 1994, the Operating Fund interfund payable represents the cumulative amount due to the Capital Fund as a result of these transactions.

h. Plant Assets and Depreciation

Expenditures made for plant acquisitions are accounted at cost and transferred to the Plant Fund upon completion and full payment of these assets. Therefore, other Funds may hold assets representing construction-in-process or assets in the process of being acquired. Direct costs associated with the development and construction of permanent exhibits are capitalized and included in funds invested in plant when completed.

The Museum provides for depreciation in amounts estimated to allocate the cost of these assets over the estimated useful life of the respective assets on a straight-line basis. The estimated useful life of equipment and exhibits is five years, twenty years for capital improvements, and thirty years for the building. Depreciation is a noncash charge which is recorded in the Plant Fund. No depreciation is recorded in the Operating or Capital Funds.

i. Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activity. Accordingly, certain costs have been allocated between program and support services, as well as between the Operating and Capital Funds.

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 1. Continued

j. Reclassification

Certain amounts in the prior year have been reclassified to conform to the current year presentation.

NOTE 2. Pledges

The Museum generally records gifts when received. At June 30, 1994, the aggregate restricted amount pledged was $62,500. Receipt of cash on these remaining pledges is expected to be collected as follows:

Fiscal Year Ended	Plant
1995	$ 41,000
1996	20,000
1997	1,500
Total	$ 62,500

The Museum has also been named the beneficiary of an irrevocable, charitable remainder unitrust. As of August 18, 1994, management estimated the trust had a market value of approximately $1,235,364 (unaudited). The trust agreement calls for payment equal to 10% of the net fair market value of the trust assets each year to the donor. Upon the donor's death, the trustee shall pay over the remaining trust property, if any, to the Museum.

NOTE 3. Auxiliary Activities

The Museum operates a store during regular Museum hours, principally for the sale of items directly related to the purpose of the Museum. The Museum also operates the "Computer Clubhouse", providing computers and instructors for school children not having convenient access to such facilities. Additionally, the Museum holds the exhibit areas open for private events. Amounts derived from these activities are used for general support of the Museum and, as such, are recorded as unrestricted revenues.

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 4. Land and Building

The Museum leased the premises it occupies from Digital Equipment Corporation (Digital) until October 1993. At that time, Digital donated its 50% leasehold interest in the property to the Museum.

A summarization of the components of the gift, representing the Museum's 50% leasehold interest are:

Land	$ 229,500
Building	1,346,687
Total real estate (as appraised)	1,576,187
Miscellaneous other assets	27,034
	1,603,221
Bond payable	589,333
Total gift	$1,013,888

The amount of this gift has been recorded as an unrestricted gift in the Plant Fund on the statement of activity, and recorded with the appropriate assets and liabilities on the balance sheet.

In appreciation of this gift, the Museum's board of directors voted to designate Digital as the Museum's founding patron.

The Museum occupies the wharf property together with another museum and other restaurant tenants. The Computer Museum and the other museum bear occupancy costs on a 40% - 60% basis, respectively, after rental revenues from the restaurants are considered. The percentages are based upon the relative amount of space occupied by each museum. Principal and interest payments due on the bond (Note 6) are shared on a 50% - 50% basis.

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 5. Deferred Revenue

The Museum received individual and corporate gifts and government funding during the year that are restricted to specific projects. This year's activity for restricted gifts at June 30, 1994 are as follows:

	Operating Fund		Capital Fund		
	Computer Clubhouse	Other	Network Planet	Walkthru Computer	Total
Deferred revenue at June 30, 1993	$ 176,579	$ 16,965	$ -	$	$ 193,544
Gifts to these projects	159,175	48,000	497,518	225,000	929,693
Expenditures made during the year	(255,845)	(18,220)	(334,312)		(608,377)
Deferred revenue at June 30, 1994	$ 79,909	$ 46,745	$ 163,206	$225,000	$ 514,860

In addition to the amounts presented above, other restricted gifts totalling $268,071 were received and entirely expended.

NOTE 6. Bond Payable

The Wharf's land and building are encumbered by a mortgage note payable financed by tax-exempt bonds issued by the Boston Industrial Development Financing Authority. The Museum is required to make monthly payments of $6,667 for principal plus interest at 8.5% per year through August 2000.

Future annual principal payments on the note are:

Year Ended June 30,	Amount
1995	$ 80,000
1996	80,000
1997	80,000
1998	80,000
1999	80,000
Thereafter	109,333

80K principal
43K interest on 500K

6667
12
13334
6667
80004

509,000
.085
2545000
4072000
43265.000

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

September 13, 1994

Present were Gwen Bell, Linda Bodman, Richard Case, Gardner Hendrie, David Kaplan, Tom Franklin, Clerk, Jim McKenney, David Nelson, Tony Pell, Nick Pettinella, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 9:15 a.m. by Mr. Zraket.

I. Dr. Strimpel presented an operations report. Press coverage of the checkers match was excellent; attendance is flat compared to the previous year but should be boosted by the opening of the Networked Planet exhibit in a few weeks. A $42,000 grant for operating funds has been received from the Massachusetts Cultural Council.

Financial statements for July were distributed and discussed.

A joint exhibit with the DeCordova Museum, The Computer in the Studio, will open September 23 and The Networked Planet is on schedule to open November 10. Funding of $805,000 has been raised and there is a good possibility that Unisys and the NSF will make further grants by the end of the month. The T1 line donated by Sprint together with a donated Stratus cpu and donated Notes will enable the Museum to offer graphic on-line visits over the Internet. Ed Belove was suggested to chair an advisory committee on on-line access to the Museum.

Funding for revision of The Walk-through Computer is going well, with an almost assured $675,000 of an $850,000 budget raised.

The Children's Museum is awaiting imminent notification whether they were awarded $5 million federal funding for the barge and entrance project.

II. Gwen Bell reported on the Bowl. Pre-bowl parties will be held in October and November on the East and West coasts, an Internet auction will be conducted this Fall and the Bowl will be either April 20 or 27, 1995. The teams will participate from their respective coasts and will be electronically connected. The Bowl will be telecast but for a fee paid to the Museum rather than a fee paid by the Museum as in the past.

III. Linda Bodman presented a report from the Nominating Committee. From the current Board of 22 Trustees 7 terms expire this year and the by-laws disqualify 5 of those from re-election for one year. During discussion Dr. Zraket observed that when the by-laws were adopted in 1993 the "stand down" requirement was

waived for those trustees whose term expired the following year; he suggested that the same waiver be extended to all trustees holding office when the by-laws were adopted and his suggestion was adopted by unanimous vote. Mr. Franklin was asked to examine whether more formal action was needed to implement such waiver.

Ms. Bodman next addressed the issue of a successor chairman. Dr. Zraket initially agreed to serve for only one three-year term and Mr. Case initially declined to stand for election as chairman; both reconfirmed that such remained their wish. Accordingly, the Nominating Committee will plan to nominate at the June 1995 meeting a candidate for Vice-Chairman who will be intended for election as Chairman the following year, and will welcome suggestions.

Gary Eichorn, a Vice-President of Hewlett Packard and a vigorous supporter of the Museum, will be nominated for election as a Trustee at the November meeting. Nominations to the Board of Overseers previously approved for action at the November meeting are Eric Benhamon, Jim Champy, Bob Davoli, Bob Elmore and John Landry. Ms. Bodman additionally recommended Mort Myerson, Mark Porat and Roel Pieper, who were approved for nomination. To be cultivated for future nomination are Cheryl Vedoe, Ray Lane, Lacy Edwards, George Conrades and Menachim Abraham, all of whom were approved.

IV. The current draft of the three-year strategic plan was discussed, Dr. Zraket commending it as sound and accurate needing only editorial tuning. He encouraged others to supply their comments to Dr. Strimpel prior to the November Board meeting at which the Plan is to be voted. Discussion included the suggestion that the draft should contain financial goals, albeit conservatively presented, and that the plan include as an objective of the Museum the securing of permanent capital.

Funding strategies, the 850 Plan and funding for a simulated ride, will be discussed at the next meeting which was scheduled for October 14 at 8 a.m. The meeting after the November Board meeting was scheduled for 9 a.m. on December 5 following the Charles Wang breakfast seminar.

The meeting was adjourned at 11:20 a.m.

Respectfully submitted,

J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM THREE-YEAR PLAN FY95-97

I. Introduction
A. Museum Mission
B. Strategic Analysis
C. Strategy
D. Ten-Year Objectives
E. Main Features and Goals of the Three-Year Plan

II. Onsite Programs
A. Exhibits: permanent, temporary; includes new exhibit development and renovation of existing exhibits
B. Overall visitor experience: apron, lobby, signage, parking, visitor services, exhibit maintenance
C. Education programs: The Computer Clubhouse, teacher development, overnights, computer camps, special events
D. Collections: new acquisitions, collections management, collections access and documentation.
E. Research

III. National & International Programs
A. Exhibit licensing
B. Traveling exhibit—Electronic Classroom
C. Computer Museum materials: Book Series, videos, CD-ROMs, television programming, teacher materials
D. The Computer Bowl
E. The Museum on the Net

IV. Facilities Plan
A. Lobby
B. Store
C. Overall deployment of space

V. Institutional Advancement
Three-year plan for building the Museum's base of support from individuals, corporations, & foundations for both operating, project, and capital purposes. Includes national events such as The Computer Bowl and a computer achievement recognition program.

VI. Marketing & Sales Plan
Marketing plan supports the institutional positioning, financial, and audience impact goals. Includes a discussion of Museum's earned revenue plans from existing streams and new streams.

VII. Diversity
Plan to increase diversity in the Museum's audience, staff, & Boards.

VIII. Finance

Three-year financial plan that reflects all planned activities; includes projections for all of Museum's operating and capital revenues and expenses.

IX. Administration

Three-year plan that addresses administrative needs to support the plan, including office and personnel requirements.

X. Appendices

Appendix 1: Exhibit Development Plan

Appendix 2: New Lobby Plan

Appendix 3: Overall Plans for Fifth- and Sixth-Floor Utilization

Appendix 4: The Museum on the Net

Appendix 5: FY95-97 Expense and Revenue Projections

I. INTRODUCTION

A. Museum Mission

The Computer Museum's mission is to:

1. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers.

2. preserve and celebrate the history and promote the understanding of computers worldwide.

3. be an international resource for research into the history of computing.

B. Strategic Analysis

Milieu

- The usage of computers is skyrocketing as the cost/performance ratio continues to drop.
- Computer applications and usage continue to expand into more domains.
- The telecommunications, information and entertainment industries are fusing.
- Society and industry often focus on the new, next generation of products and services. The essence of the changes and the long view can get lost in the din of fast-paced incremental change.
- As information technology becomes recognized as the key technology of our era, interest in the origins of the information revolution will increase.
- Adoption of new technologies is very uneven across society, with many being excluded and feeling "left behind."
- Computers enable more people to work at home, increasing work flexibility and communications, but also increasing people's physical isolation.
- Life-long informal education is becoming more important as a way of staying abreast of changes.

As computers become more mainstream, new opportunities to learn about and interact with computers exist. Products and services that overlap and partially compete with the Museum include:

- easy-to use, multimedia computer-based applications offered at libraries, schools, other museums and over networks
- school usage of computers as tools to support education in all fields.
- sophisticated home-based educational, game, and productivity software, increasingly exploiting multimedia and network connections
- theme parks that make increasing use of computers with special emphasis on immersive, virtual reality-style experiences

The Need for the Museum's Mission: I: To Educate and Inspire

Science and technology museums have a well-established image as accessible places where visitors can explore in a relaxed fashion. They are also trusted as objective, non-commercial presenters of material. Most important, they provide a mixture between education and entertainment, a place for fun *and* learning. They are places that welcome groups and promote intergenerational group interaction.

These characteristics give the Museum an educational opportunity that formal educational institutions cannot pursue and that entertainment-oriented venues are not interested in. The Museum's image enables it to reach populations that have no other recourse as a first step.

These populations include those who come into contact with computing at work, often thrust into the role of users of specific applications. Though experienced in one computer application, they may have no knowledge or confidence in another. Indeed, everyone is an unwitting user of networks of computers in performing routine activities, such as shopping, or communicating.

Many feel excluded as they learn of technological marvels they cannot fully grasp or afford. The problem is particularly acute in underserved communities.

The Computer Museum can attract these populations by creating an exciting and accessible environment containing exhibits and programs on computer technology and its applications.

The Need for the Museum's Mission: II and III: To Preserve, Celebrate, and Conduct Research

Computing is the defining technology of our age, and its history is a key part of the world's heritage. The Museum is one of a very small handful of institutions that are seriously preserving the evolution of computing. These institutions are not competitive, but collaborate to ensure that their collective resources preserve as much of the significant record of computing as possible.

The loss of the computer pioneers themselves will reinforce the importance of the collections. With the constant flux of change in the industry, the Museum provides a secure record of technology developed by corporations that no longer exist. Researchers will increasingly seek access to the original materials held by the Museum.

As key computing anniversaries and other milestones occur, the public seeks information about the event, and the media look for a focus to "locate" their coverage. The computer industry also needs a non-competitive forum in which to come together and celebrate the achievements of the field and gain perspective.

C. Strategy

The Museum's strategy is to develop authoritative and spectacular exhibits and programs that will achieve high international visibility and public awareness.

High visibility of a limited number of flagship elements will assist the development and dissemination of all Museum programs. The flagship could be the Museum's main site, or a highly successful program or publication. Different flagship elements will serve to reach different segments of the public and the computer industry. The Museum will build upon

its spirited approach to informal education, as exemplified in its exhibits and education programs.

The Museum will seek to leverage every activity to extract maximum value and achieve the greatest possible impact. Exhibits will be leveraged with books, CD-ROMs, exhibit licensing, traveling components, and a presence on electronic networks; education programs will be designed as national models, and The Computer Bowl will be adapted to become more effective television programming.

The Museum is currently committed to two projects each on the scale of a million dollars—*The Networked Planet* and *The Walk-Through Computer 2.0*. These large projects will provide the basis for books, software, special events and programs. Through FY95 and much of FY96, they will be the Museum's flagships, providing the basis for positioning and visibility.

The Museum will position itself to build cachet within the industry so that corporations will view the Museum as a desirable location from which to launch products and host events.

D. Ten-Year Program Objectives

1. Become a world-class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.

2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.

3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support education reform.

4. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing

5. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

E. Main Features and Goals of the Three-Year Plan

Over the next three years, the Museum will fund and develop a new generation of immersive exhibits that will greatly enhance the excitement and educational impact of the Museum. The first of these will be a completely new version of the very popular Walk-Through Computer that will offer an unforgettable larger-than-life experience both outside and within a giant desktop computer. Second, the Museum will focus on developing a simulation ride through a computer and onto the wide area computer networks dubbed the "information highway." Simulation rides have immense drawing power and can provide a very strong feeling of "being there." The Museum's opportunity is to develop one of the first educational programs for this new medium. Third, the Museum will develop a large-scale simulation of an aquarium in which visitors will design their own "fish" which will interact with the simulated ocean environment. The fourth proposal is for a major exhibit

entitled "Computers and Entertainment," presenting the application of computing to music, film and video, games, and virtual reality.

These exhibit projects have been chosen for their ability to present important educational material about computers and their applications in a way that will appeal to the largest number of people.

A high priority for the next three years is to increase visitation so as to maximize the Museum's educational impact. The exhibit programs referred to in the previous paragraph will be coupled with vigorous marketing and public relations programs to draw visitors to the Museum. Attendance goals are presented in the following table:

	FY94 (actual)	FY95	FY96	FY97 with "Ride"	FY97 no "Ride"
increase over previous year	0	10%	7%	25%	4%
attendance (people)	120,000	132,000	140,000	174,000	145,000

The Museum's most important financial goal over the FY95-97 period is to raise dedicated funds to meet the mortgage liability of $550,000 on Museum Wharf. This is the final step towards the Museum's complete ownership of its facility.

II. ONSITE PROGRAMS

A. Exhibit Program

Content
The Museum's 1989-94 Exhibit Plan addressed the three questions:

How do Computers Work?
How did Computers Evolve?
What do Computers Do?

With updating and reinterpretation for the mid-1990s, these questions remain a good basis for exhibit planning.

The *Walk-Through Computer* and its updated successor *Walk-Through Computer 2.0* will continue to address the first question effectively through FY97. *People and Computers* addresses the second question adequately, but will need refurbishing and updating, especially in the second half (from the PDP-8 to the 1980s) by FY97. *Tools & Toys, Robots & Other Smart Machines* and *The Networked Planet* (opening November 94) address the third question.

The applications of computing affect all members of society. New applications are continually in the news. Last year virtual reality was the hot topic. This year it is the information superhighway. The next exhibit plan will therefore shift increasing focus onto computer applications, and broaden its scope to deal more fully with the social impact of computing.

A significant application area of tremendous public interest is the application of computing to the arts and entertainment. These subjects have the ability to reach out to diverse audiences, and help the Museum shed its image as a place just for technology buffs. Exhibits that relate to the computers in the arts and the performing arts will, therefore, be a component of the next plan.

The Museum will plan for flexibility in its exhibit programs to address topics of public interest. "Rapid response" exhibits will require a new approach to exhibit development and funding in which exhibit development, fabrication, & installation can take place with staff and funding resources already in place.

Exhibits on topical issues will not shy away from controversy. The Museum can help visitors face dilemmas without taking an institutional stand. For example, the issue of users' right to privacy on the networks will be raised in *The Networked Planet* exhibit, with different "network guides" taking opposing sides in the debate.

Visitor research points out two areas the public would like addressed:
1. The future: visitors seek access to cutting-edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed with resource materials and pointers to reliable sources of information, and through a program of public workshops.

Exhibit Approach

To achieve greater impact and visibility, the Museum needs to mount spectacular exhibits. Examples include larger-than-life exhibits (*Walk-Through Computer*), environmental exhibits, or group virtual reality experiences. The plan calls for a major renovation of *The Walk-Through Computer* that, as well as updating it, will increase its visual impact from the exterior and its immersive, environmental quality in the interior.

Increased provision for contact between visitors and Museum staff can provide a means of increasing visitor engagement, especially for groups. Scope for presentations and performances should be planned into exhibit spaces.

Space

After *The Networked Planet* opens, one remaining 4,000 sf bay will be available for development at Museum Wharf. (Bay 1 on 6, formerly collections storage). Further exhibit development will replace existing exhibits. Appendix 2 shows the proposed deployment of space.

Major Exhibit Program After *Walk-Through Computer 2.0 (WTC2.0)* (opening June 1995)

Three primary criteria need to be applied in selecting major exhibits:

1. How does the exhibit further the Museum's mission?
2. Will the exhibit support the Museum's audience building, marketing & positioning goals?
3. Is it fundable and are there opportunities for financial leverage?

The following three projects have been provisionally ranked highest according to these criteria and will be investigated further to determine their potential.

Fly-Through a Computer and the Information Highway Simulation Ride

Cost:	$1,500,000
Opening:	June 1996
Description:	A six-minute movie with synchronized seat motion in a 15-20 person theater. Visitors view and feel a dramatic ride through the Walk-Through Computer. The ride follows the flow of information from a keypress, along the cable to the interface chip, along the bus, into the microprocessor, to the RAM, hard disk drive, back to the processor, to the video card and along cables to the monitor. The movie will incorporate animated sequences showing the inner workings of the components along the way. The visitor then follows the flow of information out via the network card onto a local area network and then through a router onto a wide area network. Visitors learn where computer networks go, what they connect, and gain a sense of their speed and capacity.
Mission:	The Ride serves as an introduction to both the *Walk-Through Computer* and *The Networked Planet* exhibits, introducing visitors to the basic elements of computer hardware, system software, and networks. It greatly increases the effectiveness of the Walk-Through Computer as an exhibit that explains how computers work.
Audience:	Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.
Positioning:	No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading-edge institution, and accelerate the

repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage, which has been the Museum's best promotion vehicle to date.

Fundability: Two funding models exist:
- Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
- Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.

Leverage: The Ride could be replicated for the cost of duplicate hardware only. If installed in other sites, the Museum would receive good exposure.

Computers in Entertainment

Cost: c. $500,000
Opening: Fall 96-Spring 97
Description: A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.

Mission: Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.

Audience: This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.

Positioning: *Computers in Entertainment* furthers the "fun" and "cutting-edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.

Fundability: Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA. Exclusivity arrangements by entertainment companies may hamper funding.

Leverage: Good exhibit licensing and sales potential to other science and technology museums, other educational institutions, and entertainment equipment retail environments, such as malls and stores. Traveling version is possible.

Group Simulation Installation—Artificial Aquarium

Cost: c. $750,000
Opening: June 97

Description: A 1,500 sf space in which up to 30 visitors interact with a simulated environment. One example of a simulated environment would be an aquarium projected onto the walls of the space. A number of stations offer visitors the opportunity to create their own fish, selecting appearance, behavior, breeding, and fitness functions. They then launch their fish into the environment and can watch its growth, interaction with other visitors' fish, and breeding patterns.

Mission: Visitors create their own simulated entities. The ability to select or script simple behavior offers an engaging and accessible introduction to programming. Computer simulation of complex systems is an increasingly important application. Visitors can experience a simulation that contains an element of their own creation.

Audience: The group simulation would be a one-of-a-kind experience that would be visually exciting and conceptually intriguing. As such it has the capability to draw well. The group nature of the interaction is highly desirable in a Museum, and would work very well with school visits.

Positioning: First permanent public installation involving a virtual environment and group interactions positions the Museum as a unique experience involving cutting edge and educational uses of computers.

Fundability: Federal grant support from NSF; support from corporations and individuals.

Leverage: The installation can be replicated for other spaces such as museums, corporate settings, or public spaces.

Temporary Exhibits

The Museum will mount at least one temporary exhibit per year that has the potential to drive attendance and attract repeat visitors. In FY95 the Museum plans *Aaron in Color: The Robot Painter*. Computer animation in FY96 and the Electronic Classroom in FY97 have the potential to drive attendance. Appendix 1 lists other special exhibits plans.

Conclusions: Framework for Exhibit Plan

1. Develop one medium-large (2-3,000sf) exhibit per year that has the potential to attract a large audience.
2. Open at least one popular special exhibit per year.
3. Renovate or replace all existing exhibits by the end of FY97.
4. Exhibits should contain elements that are spectacular and cutting-edge.
5. Exhibits provide for presentations and performances.

Appendix 1 contains the exhibit development schedule; maps showing use of the facility are in Appendix 3.

B. Overall Onsite Visitor Experience

The Museum's three-year plan seeks to raise the quality of a visitor's overall experience. Improving the overall experience will move the institution along the path set out in the first ten-year objective—to become a world-class attraction.

Visitors' experience of the Museum is significantly affected by the surroundings, parking facilities, signage, and lobby. In the Museum, visitors' satisfaction depends on contact with Museum staff and the quality of exhibit maintenance.

Over the next decade, major improvements will take place in the vicinity of the Museum—a Federal Courthouse will be built, a new MBTA line will be built with a stop within a block of the Museum, and a park area will extend continuously along the waterfront past the Courthouse. Additional development may occur on the old Northern Avenue bridge with a possible boat dock to service a newly created National Park on the Boston harbor islands. These changes will greatly improve the Museum's surroundings and could have a positive affect on Museum attendance. Over time, the primary approach route to the Museum building will swing from the Congress Street side to the northern side.

Open Space in Front of the Museum
A new park in front of the Museum is planned as part of the Waterfront Project being developed jointly with The Children's Museum. The overall cost of the new apron park is $1 million. The primary initiative is being taken by The Children's Museum.

Parking
The Central Artery/Tunnel project and the new Federal Courthouse have reduced nearby parking space. Although some new parking garages have been constructed (e.g., Farnsworth Street), visitors are finding it harder to park. Efforts will be made to make parking arrangements with existing and new sites.

Signage & Visitor Orientation
External signs on the site and lobby will be an integral part of the Waterfront project. A new integrated internal sign system is needed to enable visitors to find their way round the galleries. New orientation signs will be placed at the fifth and sixth floor entrances. This will be implemented in FY95 at a cost of $10,000.

Lobby
Plans for the "Wave," which will serve as a new entry lobby for The Computer Museum and The Children's Museum, are well developed. In order to exploit the Wave, the Museum will need to adapt its own existing lobby and store at an approximate cost of $200,000, including an exhibit to attract visitors into the Museum from the Wave.

Visitor Services
Visitor research indicates that contact with members of Museum staff (either paid or volunteer) greatly affect the perception of the Museum. A gradual overhaul of Museum visitor services programs is planned to create specific gallery roles—visitor greeters and demonstrators. Increased use of volunteers is also planned, rising to 30% volunteer staffing by FY96.

Exhibit Maintenance
Since hands-on interactive exhibits are the primary experience, the quality of the visitor experience degrades rapidly if exhibits are out of order. The goal is to increase the present average from 90% to 97% or better of the exhibits in working order at any time by increased staff resources, more training for all floor staff, and daily status reviews. Exhibit

planning will continue to allow flexibility so that malfunctioning exhibits can be seamlessly removed from the floor.

C. Onsite Education Programs

Onsite education programs include The Computer Clubhouse, the establishment of a pilot teacher development program, overnight program, and the visitor services program in the Museum exhibit galleries.

The Computer Clubhouse

The Computer Clubhouse is an innovative learning environment in which 10-15 year-old youth engage in open-ended computer-based projects under the supervision of mentors. The program has reached approximately 500 children, over 90% from minority communities from the inner city. The projects encompass computer-controlled robotic devices, simulations, image-processing, music synthesis, and publishing.

Over the next three years, the Clubhouse will make a transition from a pilot and experiment to an ongoing service. In the "steady state" mode, the Clubhouse will be utilized to the maximum possible extent, serving an average of 50 children per day (9am-5pm), with each participant making 20 visits during a 5-10 week course. Open-ended projects will involve image processing, simulations, music, games, robotics, and publishing. Clubhouse programs will continue to be refined. New projects will be adopted and matched with the abilities of new mentors. New technologies will be integrated as they become available. For example, the use of high-speed networks is being planned.

Dissemination of the results of the pilot program will be priority. The Museum will test the feasibility of building a copy of the Clubhouse equipment for traveling to local community centers such as Freedom House, YMCAs and Boys and Girls Clubs. Projects will be packaged for distribution to other museum computer labs and after-school settings. The Traveling Electronic Classroom project (see section II.B) will take many Clubhouse projects to eight museum sites.

The Museum will develop fee-paying evening courses for adults (6:30-9pm) in such areas as desktop publishing and multimedia.

The majority of Clubhouse funding will continue to come from private and corporate foundations with missions to provide new horizons to youth, especially those in underserved communities. Major, multi-year grants will be sought. Additional revenue will come from the following sources:

1. Internet Auction: two auctions per year will provide approximately $20,000 net.
2. Clubhouse corporate memberships: annual sponsorships from corporations will be sought to fund visits to the Clubhouse. These may be tied to specific communities or schools.
3. Fee-paying programs in the Clubhouse. A pilot Computer Camp program is under way to test this approach.

Teacher Development Program

The establishment of a teacher development program furthers the Museum's objective to support education reform.

The introduction of computers in schools is increasing faster than the ability of teachers to integrate them into their curricula. Teachers' need to learn is amplified by recent legislation

requiring teachers to take courses to be recertified at regular intervals. The Museum is uniquely positioned to offer relevant training for educators.

In FY95, the Museum will test a pilot teacher education program within the Computer Clubhouse. Teachers will develop their own projects, learning how to initiate similar activities in their own classroom. Collaborations on the development and implementation of this program will be pursued with Lesley College, Technical Education Research Centers (TERC), and other organizations serving pre-service and in-service teachers.

The Museum will develop, test, and then offer courses to teachers that emphasize informal, group, project-based uses of computers in the classroom, based on experience gained in the Computer Clubhouse.

Overnight Program
Groups of 40-120 people, with a primary focus on children aged 6-17, participate in educational activities that involve them in the Museum's exhibit galleries. The program provides a valuable opportunity for a group to have a prolonged exposure to the Museum in a supportive and entertaining framework. The number of overnights will grow from 18 in FY95 to 25 in FY97.

Computer Camps
Up to 15 children aged 8-15 explore the Museum galleries and build projects in the Clubhouse on one-week camps. The campers utilize the Clubhouse and exhibits, providing familiarity with selected graphics, animation, robotics, music, simulation, and publishing tools. In FY95, seven camps are programmed, four in the summer, three during public school vacation weeks. In FY96, camp sessions will increase to 10, with 7 summer sessions.

Special Events
The Museum has hosted special events such as the Loebner Prize Competition (Turing Test), the Harvard Cup (Computer Chess Championship), the checkers championship, and MIT student robot contests. Such events have proven successful in raising visibility for the Museum.

The Museum will continue to host events that are of public interest and that illustrate exciting and intriguing uses of computers. The contests will be conducted in partnership with other organizations to achieve greater leverage. Funding requirements range from a minimum of $5,000 for a small event organized mainly by an outside body (such as the Harvard Cup), to $50,000 for a complex event with major Museum involvement (such as the Loebner Prize).

Additional events scheduled on weekends and during public school vacation weeks will include computer animation festivals, teacher open houses, and demonstrations and educational activities in the galleries. The calendar of events will be designed to appeal to local audiences to encourage repeat visits.

D. Collections

The historical collections at the Museum are one of a small handful of significant collections of the history of computing. It comprises nearly 1,200 artifacts, 570 film & video titles, and 4,000 photographic images. Highlights of the collection include the Whirlwind, Univac I, IBM System 360, DEC PDP-1, Cray 1, Xerox Alto, and Altair 8800. The

document collection is accessible electronically, and a catalog that integrates the artifact, film, and document collections is in progress.

The first priority will be to continue to capture artifacts, photographs, films, documents, and software just-in-time, prior to literally being scrapped, by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the SAGE Computer, *SuperPaint*, the first paint program developed at CMU and Xerox PARC, and the first 'virtual reality' helmet. The Computer Museum does this with quick reaction time and a unique focus and expertise that selects the significant technology for preservation

From the start of collecting efforts, the characteristics of the collection have stayed the same. Highest priority is given to collecting the important technological innovations with carefully selected documentation. The next priority is given to insuring that the classic or standard implementations of a technology are represented. In addition, the collections include examples of technologies that failed, of clones, and intermediary stages of evolution.

The collection is devoted to computing, including intelligent machines, particularly robots. It includes all levels of integration of both hardware and software. While the historic roots are in the domain of hardware including semi-conductors, the future emphasis will increasingly be software.

Each hardware artifact or piece of software needs to have a full complement of material in order to be understood. For example, the original *SpaceWar Game* (the first interactive computer game) software is represented by its paper-tape program, program listings, videos of *SpaceWar* being played, oral history with its authors, photographs, and the PDP-1, the computer hardware on which it was designed.

Proactive Collecting

The greatest gains have been made in the collections when there have been special projects, such as the personal computer contest and the *Milestones of a Revolution* exhibition. In the next three years two significant activities will lead to improved and new collections:

- Pinnacles of computing technology (see section II.C.—television programming) The technologies and their teams will lead to in-depth collecting in that area: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- The Guide to Kids' Software is gathering all the software for children and saving it for the collection.

Access to the Collections

To provide greater access to the collections, a 2,000 square foot exhibit and research center will be opened in FY97. It will display approximately 50 significant artifacts from the collections, as well as cases housing numerous smaller items and new acquisitions. The center will accommodate the library, document and photo collections. Stations will provide access to the Museum's collections database, and the Internet. The space will be open to the public every afternoon, with regular tours and special educational programs based on the collections. This project has a capital cost of $75,000 with an annual $10,000 staffing cost.

The collections database of artifacts, documents, film and video will be placed on the Museum's World Wide Web server. The photograph collection will be scanned electronically and added to the database for remote reference and selection.

Space and environmental preservation needs
As shown in Appendix 3, (pages 4,6,& 8) space for collections at Museum Wharf will be reduced to make room for an exhibit staging area. The Museum will therefore move hardware artifacts to approximately 4,000 square feet of off-site storage in FY97.

The documents are indexed in special acid-free boxes and, after scanning, the photographs are stored in special sleeves. Uniform temperature conditions are most important for the film and video collections. Further, since video is a relatively new media there are still questions and concerns about any long-term utility for archival purpose; video that the Museum acquired in 1980 is already deteriorating. The video content is being evaluated and the most information-rich transferred onto more long-lived media.

E. Research

Historical Research
The Museum will provide the materials sought by researchers in the area of the history of computing. Materials include artifacts, archives, documents, books, film, and video. Students, scholars, prior-art researchers, and journalists are the primary users.

Informal Education
The Museum will establish an exhibit lab that will be used for three kinds of research:
1. Evaluation of Computer Museum exhibits in progress.
2. Development and testing of Museum-developed applications of technology to informal education. The NSF-funded virtual reality research currently under way is an example.
3. Public testing and evaluation of educational software and other educational research projects being conducted at academic research institutions.

III. NATIONAL AND INTERNATIONAL PROGRAMS

This section presents the plan to serve audiences primarily beyond the Museum's walls. The programs are designed to leverage Museum exhibits and collections.

A. Exhibit Licensing

The Museum currently offers fifteen of its exhibits for licensing, at an average price of $2500. Most of these products are identical to exhibits running on the Museum floor. In some cases the Museum adapts its software to customize it for the client site. For example, the height sensor can be programmed with a custom script for aquariums and stores.

The Museum's exhibit developers will design new interactive exhibit software suitable for use in other locations. An example is *Letter to the President*, a prototype for *The Networked Planet* exhibition.

Despite aggressive marketing to the community of science and technology centers over the period 1991-4, exhibit sales have not provided significant net income to the Museum. In light of this experience, a new marketing and sales plan will be developed with greater emphasis on malls and retail stores. The Museum will seek an "OEM" arrangement with an outfitter of retail environments to act as our distributor to this market.

B. Traveling Exhibit: The Electronic Classroom

If funded by the National Science Foundation, The Computer Museum will collaborate with the New York Hall of Science and the Oregon Museum of Science and Industry to develop the Electronic Classroom, a traveling exhibit designed to show parents, teachers, administrators, students and other members of the general public how computers can support science, math, and technology educational reform. The Computer Museum will take the lead on the content and will develop all the interactive elements of the exhibition. The exhibit has a particular focus on reaching parents, teachers, and young people from underserved communities. Much of the material in the Electronic Classroom is expected to be derived from the Computer Clubhouse.

The development schedule is determined by NSF funding. The proposal will be submitted in February 1995, with a decision in late 1995. The overall funding requirement is approximately $1.6 million, with about $500,000 requested as The Computer Museum's budget.

C. Computer Museum Products and Educational Materials

Books and Software
The Museum is committed to developing three books for publication in 1995:

- How Computers Work: Journey Through The Walk-Through Computer
- The Computer Quiz Book of Trivia
- Computer Museum Guide to the Best of Kids' Software

The first two titles will be published by the Crown Division of Random House.

The TCM Guide to the Best of Kids' Software will be published annually. The project is contracted to Catherine Miranker and Allison Elliot.

Further books being planned include "Pinnacles of Computing," an illustrated history of computing featuring the pioneering inventors; a Computer Clubhouse book on informal education about computing; and a "Wonder Book of Computing."

In conjunction with the development of the Walk-Through Computer upgrade, the Museum will seek funding to develop a CD-ROM-based software product, entitled "How Computers Work: Journey Through The Walk-Through Computer." The CD-ROM will make use of graphics, animation, and software developed for The Walk-Through Computer. The software will offer users an interactive exploration through the many levels of hardware and software in a working computer.

To stimulate the creation of new sites based on The Computer Clubhouse, the Museum will create a Clubhouse project sampler presented in the form of an interactive "point and click" tour of the Clubhouse. It will include information on projects in the Clubhouse and explain how other educators can start similar projects in their own after-school, community, or school site. The project sampler will be distributed directly by the Museum to interested parties.

The publications program is projected to provide a net income of approximately $15,000 a year.

Materials for Educators

The Museum will produce an updated teacher packet to cover new Museum exhibits, and provide pre-visit and post-visit resources to make the visit as enriching as possible. The packet will be distributed to teachers bringing groups, and, on demand, to educators nationwide.

To disseminate the experience gained in The Computer Clubhouse, the Museum will develop Clubhouse Project Guides. These will contain detailed descriptions of specific Clubhouse projects, which will provide a basis for other sites to replicate the projects that have been proven successes at the Museum.

Television Programming

The Museum will seek to fund and develop a television series for PBS on the people behind the major inventions of computing. The series, provisionally entitled *Pinnacles of Computing*, will largely feature recipients of the National Medal of Technology and winners of comparable awards from outside the United States. The programs will focus on the human dimension of the invention of computing, with a view to providing inspiring role models for today's youth. The research to be conducted for the series is expected to lead to the gathering of significant materials for the Museum's artifact and film and video collections.

Video Program

The Museum's film archives contain unique footage of pioneering computers and their designers. With a $20,000 grant, the Museum is converting the film to a high-quality video series knitting together footage of the pioneers and their machines to cover the period between 1939 and 1952. The videos will then be marketed commercially.

The Museum will seek funding for a Walk-Through Computer 2.0 video, updating the successful first "How Computers Work" video.

D. The Computer Bowl

The Computer Bowl serves as a highly effective fund-raiser for the Museum, while at the same time providing a forum for the computer industry to indulge in some humor.

The Museum will develop and hold a second series of annual Computer Bowls to feature the next generation of industry leaders, modifying the format to allow for the production of a higher impact television show.

E. The Museum on the Net

With over 15 million people already connected to the Internet and a further 3 million connected to commercial on-line services, a "network presence" will offer the prospect of serving as a direct delivery tool to help execute the Museum's educational mission as well as significantly increase the Museum's international visibility.

As part of *The Networked Planet* exhibit development, the Museum has established a Gopher server that will contain general Museum information, selected exhibit text, graphics, video clips, interactive software samples, and a collections catalog. Details are presented in Appendix 4. Once the Gopher server is established, the Museum will set up a World Wide Web server so that graphics and video can also be disseminated.

Following the successful experience with a prototype in 1994, the Museum will offer two auctions annually over the Internet. The auction will include goods and services donated to the Museum for this purpose, as well as historical items that are acquired by the Museum but are not of interest for the collections.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse using the popular multi-media Mosaic browser for the World Wide Web.

The Museum will offer membership services and sales from the Museum's store via the networks. The Museum collections catalogs will be placed on-line, including electronic images of the photograph collection.

The Museum will explore other ways in which the essence of the Museum experience can be captured for remote use, going beyond information delivery.

IV. FACILITIES PLAN

As part of the Waterfront Project, planned to be completed by 1996, both the Children's Museum and The Computer Museum will have a new entryway. This major addition to the building will have a dramatic impact on The Computer Museum's visitor flow in the lobby, and on the store.

This plan calls for growth in the Museum's exhibits, programs, and visitation. The Museum is reaching the point where its 44,000 square feet at Museum Wharf will be used to full capacity. Section C below indicates the overall allocation of space for the Museum through the end of FY97.

A. Lobby

Plans for the new lobby are based on the requirements to:

1. Attract visitors into The Computer Museum from the shared entry with The Children's Museum by providing a flavor of the Museum's galleries.
2. Allow for smooth, easy access to the admissions desk and into the elevator.
3. Maximize exposure of visitors to the Museum store.
4. Provide enough capacity to handle at least two groups of 30 visitors simultaneously.

A provisional plan for the lobby that achieves these goals is shown in Appendix 2.

The lobby renovation will cost approximately $200,000 and needs to take place during FY96 to open with the new joint "Wave" entrance.

B. Store

A detailed plan for a new store facility, to be built in as part of the lobby renovation will be developed to offer:
1. Greater square footage to offer more items
2. Better flow-through, with all visitors exiting through store
3. Higher visibility from the Wharf: more window space

C. Overall Deployment of Space

After *the Networked Planet* opens, all the Museum's space will be developed with the exception of one 4,000 square foot bay (Bay 1 on the 6th floor). This Bay will provide temporary exhibit space, and an exhibit featuring highlights of the collections together with an archive and video library. Complete gallery maps are presented in Appendix 3.

V. INSTITUTIONAL ADVANCEMENT

Since establishing itself on Museum Wharf 10 years ago, the Museum has broadened its support to include over 200 corporate supporters and over 850 individual supporters. Over 50 sources supported the Museum above the $10,000 level in FY94. Digital Equipment Corporation's past and continuing support, as well as the gift of the building, have assisted the Museum immeasurably. Today the Museum no longer relies on major support from any single source.

The Museum's exhibits, programs, collections, and vision for new and exciting developments make it the leader in hands-on educational exhibitry and preservation of computers. The Museum must establish itself as *the* museum of the computer industry, and the individuals who lead the industry. It must also build its reputation as an educational institution within the science & technology center community, and academics and practitioners of informal education about computing.

A. Corporate Support

FY95-97 Goals for Corporate Development

1. Establish six new in-depth corporate relationships that provide approximately $50,000 in cash and/or equipment annually.

2. Double the number of corporate members, reaching 250 corporate members by the end of FY97, achieving the following revenues:

FY94 (actual)	FY95 (Budget)	FY96	FY97
$206,136	$250,000	$300,000	$325,000

Analysis of Corporate Support Growth Opportunities

Since FY90, more than 200 different corporations have supported the Museum. The Museum has had greatest success with the computer industry, with nearly $150,000 (75%) of corporate membership coming from this sector. As the Museum has not come close to "saturating" this sector, the Museum should continue to put its resources into expanding its base of support in this sector for the FY95-97 period. Secondary sources of support are the telecommunications industry, and the industries that make intensive and strategic use of computers, including the banking, insurance, publishing, film & TV, and wholesale and retail trade.

The national trend towards the reduction in philanthropy and an increase in the support of non-profit organizations through corporate marketing programs is likely to continue. The Museum can respond to this trend by devising approaches that serve both the Museum's mission and corporate marketing needs. Programs in this category include the exhibits, the Bowl, and the Pinnacles of Technology TV series.

The Museum can grow significantly in all dimensions of corporate support by:

1. Targeting the computer hardware, software, telecommunications and media industries. The Museum's penetration is especially small in the latter two categories.

2. Developing a long-term, multi-faceted partnership with corporations that involve several internal advocates in each corporation, and multiple opportunities for participation in the Museum.

3. Increasing opportunities for corporations to sponsor group visits through an increased level of support.

4. Presenting its case to a greater number of prospects, both through individual contact by Board, staff, and Museum friends, and through some targeted marketing approaches to raise awareness of the Museum as an institution to which a corporation must belong. Examples include pro bono advertisements in the industry press and a presence at industry conferences.

5. Diligently following up on opportunities with corporations that result from personal contacts or other connections.

6. Enlisting leaders from major corporations to join the Museum's Boards.

Benefits of Corporate Membership

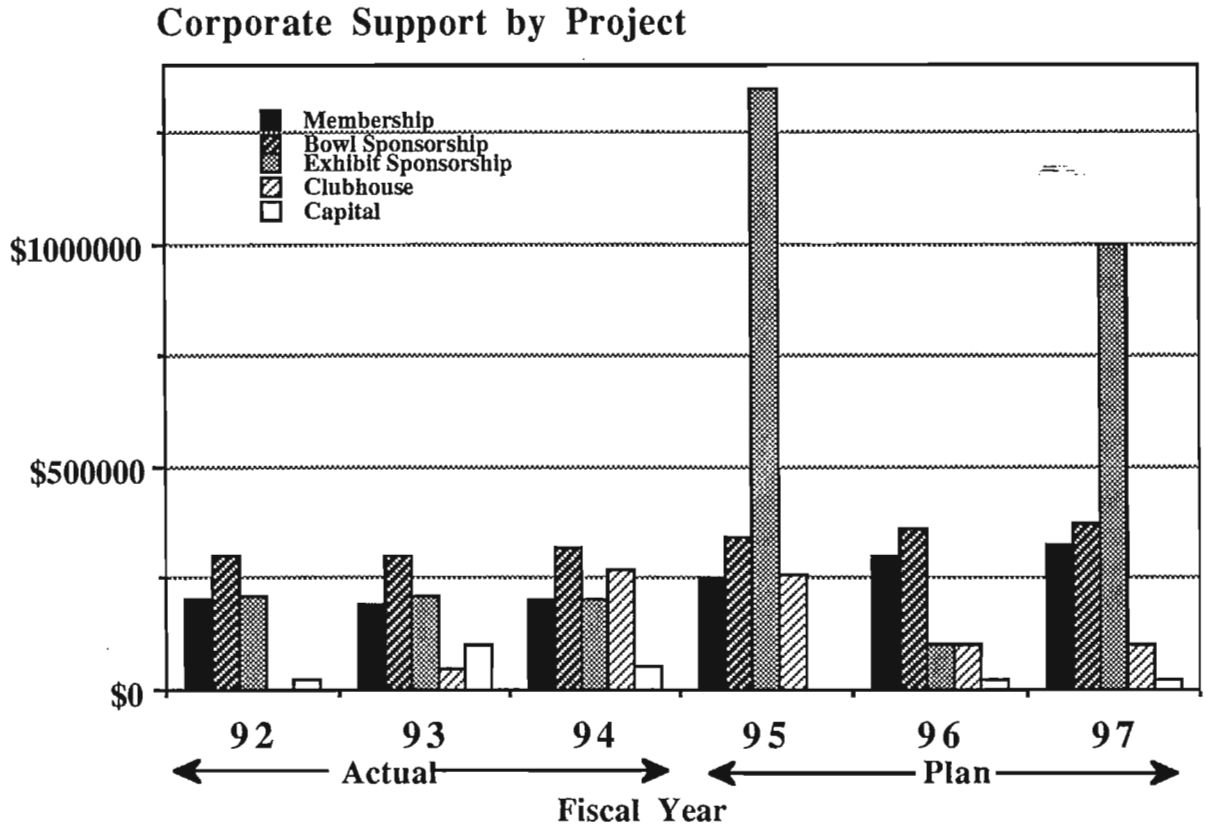
1. Supporting the world's only computer museum. The Museum's education and collecting mission enhances the public's appreciation of the computer industry.

2. Corporate breakfast seminars, started in 1985, attract an average attendance of 70 people. For FY95-7, the program will continue with CEO/Chairman/President level speakers, with a projected increase in the average number of attendees from 60 to 100. Breakfast seminars will continue to be important opportunities to cultivate new prospects.

3. Free admission tickets are fully utilized by Massachusetts based corporations, either for employees or guests. Non-local members donate the majority of their tickets to the Museum for the ticket subsidy program to provide free visits of underserved groups. Children's thank you letters to corporations provide effective positive feedback, and encourage members to renew.

Overall Corporate Support

The following chart shows the full spectrum of corporate support. Exhibit sponsorship attracts the greatest support, but revenues fluctuate based on the scheduling of major exhibit projects. The Museum will prime the exhibit development pipeline with a rolling three-year program to allow sufficient lead time and planning to develop a steadier flow of new exhibit funding and developmnent.



B. Individual Support

Individual Membership
To attract new members and increase the retention rate, the Museum will expand member benefits and become more aggressive in its recruitment.

New member benefits will include members-only exhibit previews and openings, invitations to special events, a members' desk in the lobby, and Internet access to Museum information. Joint promotions with other museums, non-profits, or for-profit corporations will offer special benefits for members.

FY95-97 Goals for Membership Development
The goal is to increase the number of members by 10% each year. This will be achieved by increasing the renewal rate from 50% to 65%, and by attracting a greater number of new members.

Annual Giving
All of the Museum's constituency will be invited to contribute each year to the Annual Fund. Approximately 50% of annual giving will come from the Museum's major donor group, the Friends of the Museum. The Museum will seek to grow the number of Friends

by 10% each year, both to enhance the annual giving, and to add to the pool of committed major donors able to make leadership gifts to support future capital and endowment projects.

FY95-97 Annual Giving Goals
FY95: $210,000, a 16% increase
FY96: $231,000, a 10% increase
FY97: $254,000, a 10% increase

To achieve these goals, the staff and Board will work to enlist more donors at increasingly higher levels of giving, converting visitors to members, members to supporters, supporters to significant donors, and donors to Friends. The pipeline will need to be primed by introducing individuals who are new to the Museum. The Boards of Trustees and Overseers must play a leadership role, both in terms of their own personal giving, and in their active recruitment of new donors. To achieve the goals, each Board member will be asked to introduce three new potential supporters to the Museum each year during the FY95-7 period.

The opportunities to cultivate the Museum's supporters and prospective supporters are the monthly breakfast seminars, exhibit openings (four scheduled for 1994-5), the Computer Bowl events (the "kick-off" parties and the live event, one of each on each coast), and private tours with senior Museum staff at any time.

C. Foundation Support

Major, multi-year grants from major national foundations will be sought for educational programs. The Clubhouse is a good candidate for support especially with its dissemination plan and its potential for impact on K-12 education. Teacher development programs on the integration of computing within the schools with national applications will also be appropriate for major foundation support.

D. 850 Fund

To complete the acquisition of the building, the Museum needs to raise $550K to retire its mortgage, and $200K to develop a new lobby and store area to accommodate the opening of the new entry "Wave" with the Children's Museum. An additional requirement of $50K to cover fund-raising expenses brings the total to be raised to $850K over three years.

With guidance from the Development Committee, Trustees, and Overseers, leadership gifts will initially be sought from individuals, corporations, and foundations that did not contribute to the last Capital Campaign. As the fund progresses, donors who have already made capital gifts to earlier campaigns will be asked to contribute again to this special fund.

The following gift table will be the guideline for a successful 850 Fund:

one gift at $250K
two gifts at $100K
four gifts at $50K
six gifts at $25K
5-10 gifts at $5-10K.

The pace-setter gift of $250K will be required to launch the fund effectively. Cultivation and solicitation of the leadership gifts will begin in Fall 1994.

E. Federal Support

The Museum's exhibit and education programs are eligible for federal support from the National Science Foundation and the National Endowment for the Humanities. Both agencies take approximately 12 months from the time of submission of the preliminary proposal to the start of the grant period (if funding is granted). Panel reviewers also like to see a project development cycle extending over 12-24 months as this is the norm among the museum community. The Museum must therefore work on 2-3 year lead times in order to optimize its access to federal funds.

Major NSF support is usually predicated on a program impact of over 500,000 people per year. The Museum must work in partnership with other organizations or seek funding for dissemination of existing programs in order to deliver the required level of impact.

Within NSF, Informal Science Education is the most likely funder, provided there is natural science content in the programs. At CISE (Computer and Information Science), also within NSF, computing is the focus, but the challenge here is to fall within its primarily research-oriented umbrella. IMS (Institute for Museum Services) General Operating Support ($120K over two years) will be sought.

The Museum will seek support from the National Endowment for the Humanities (NEH) for programs that have humanities themes. Exhibits that deal with the social impact of computing falls within the NEH's subject guidelines. Lead times of 2-3 years are essential if the Museum is to take advantage of both planning grants and the much larger implementation grants that can follow receipt of planning grants.

Other potential federal sources include the Department of Commerce through its initiatives to demonstrate the impact and potential of computer networks, and the National Endowment for the Arts for exhibits on computer art exhibitions.

Federal support requires a major investment in proposal development, but the sums granted can be significant (up to $1m for a major project) and success with a peer-reviewed federal grant can stimulate private sources to contribute.

VI. MARKETING & SALES PLAN

A. Marketing Plan Outline

Positioning of the Museum as an Institution

The Museum's mission includes two quite distinct components. The first part speaks to the Museum's role as a source of inspiration about computing. The second delineates the Museum's role as a preserver, celebrator, and center for research into computing's past. The Museum offers unique experiences in both areas. A marketing opportunity for the Museum is to make both themes work together to support the positioning of the institution as a special, multi-faceted place.

The following table lists aspects of the Museum that appeal to various constituencies. The data is based on informal feedback from the constituents.

Museum Characteristic	Tourists	Teachers & School Groups	Local Families	Computer Professionals
unique institution: past, present, future	high	medium	low	high
cutting-edge, novel applications	medium	low	high	low
fun, engaging exhibits	medium	medium	high	low
introduction to history	low	medium	low	low
legendary icons of computing	low	none	none	high
supports curriculum	none	medium	none	low

The following table lists the vehicles that will be used to reach each of the Museum's four target segments effectively:

Segment	Vehicles
Tourists	Brochures in hotels, visitor centers, airport Listings in guide books, tourist magazines National and international media coverage
Teachers & school groups	Direct mail to teachers, teacher open houses Articles in educational magazines Telemarketing for repeat visits Presence in educator conferences and teacher workshops

Local families	Editorial in local & national newspapers & magazines about Museum activities Advertising: print, radio, billboards, posters TV & radio PSAs & news or magazine show coverage Partnerships and joint promotions
Computer professionals	Trade, business & professional press editorial and advertisements Promotion at conferences & trade shows

B. Earned Revenues

All museums' revenues are a mix between earned and contributed revenues, ranging from a low of below 28% earned (Lawrence Hall of Science) to a high of 87% earned (Pacific Science Center). The Museum has increased the percentage of earned revenue from 30% in FY85 to 50% in FY94 while increasing the operating budget from $1m to $2.2 million. Earned revenues are taken to include admissions, store (gross), functions, and exhibit sales.

Innovative museum programs are generally supported from contributed revenue. Together, the Clubhouse and research on virtual reality accounted for $300,000 of operating revenue in FY94. An ongoing stream of innovative programs for underserved groups will keep the percentage of earned revenue from rising above the 60% level.

C. Admissions

Visitors are attracted by new exhibits and special events. The marketing and PR plan is designed to grow attendance. Word of mouth is the largest single contributing factor to cause people to visit, whether they come from Boston, other regions of the US, or from abroad.

According to "The Image Study," over 70% of the Museum's visitors are first-time visitors. This study also showed a high satisfaction rating by the visitor. Major new exhibits that are promoted should increase the proportion of repeat visitors.

For FY95 and FY96, attendance goals are determined by *The Networked Planet* and *The Walk-Through Computer 2.0* , for which funding is in place. FY97 goals will be determined by whatever exhibit is opened in June 96, with its attendant marketing and PR efforts. Two scenarios are presented for FY97:

Admissions Goals

Year	Total Visits	Increase of Total	Major Factors Affecting Attendance positively (+) or negatively (-)
FY94 (actual)	118,206	0%	-severe winter, no major exhibit opening
FY95 (bud)	130,179	10%	+Networked Planet; opens during lower attendance winter months, with 25% impact for last 6 months of year +Harold Cohen robot artist; 15% impact in April & May

FY96	140,000	7%	+Walk-Through 2.0: opening in peak months coupled with $50K marketing budget; +Networked Planet continues to draw in its first summer -Central Artery construction -Wave construction
Scenario 1 FY97 Sim-Ride	174,000	25%	++Sim-Ride -Central Artery construction
Scenario 2 FY97 No Sim-Ride	145,000	4%	+Computers & Entertainment -Central Artery construction
Scenario 3 FY97 No major new exhibit	140,000	0%	+Temporary special exhibits -Central Artery construction

Admissions projections have proven hard to project accurately in the past. Weather, road-works, economic cycles and news that competes with Museum stories for press coverage can cause swings of +/- 5%.

The admission prices, currently $7 for adults and $5 for students and seniors, will be reconsidered in FY96 for a possible increase in FY97. The budget projections assume no change in rates.

Marketing Tactics to Increase Admissions

Advertising
Since 1984, the Museum has not purchased significant advertising. Over FY95-7, the Museum will increase its exhibit-funded marketing program to 8% of the exhibit budget, approximately doubling past allocations. Advertising will be enhanced through cooperation with media suppliers who will provide value-added packages that will appeal to current and prospective visitors and supporters. Wherever possible, advertising will be tied to promotional programs.

Partnerships
The Museum will work with exhibit sponsors to enhance the business value of the donation through marketing programs that capitalize on the relationship between the donor organization and the Museum. The Museum will also pursue marketing partnerships with consumer-oriented organizations, such as hotel, automobile, and beverage industries, with the goal of increasing awareness, attendance, and marketing presence.

Radio and Television Programming
The Museum will establish itself as a supplier of information on computing subjects of topical interest, with emphasis on computers in recreational and educational applications. For example, the Museum will appear regularly on the nationally syndicated radio show "On Computers."

Promotions
The Museum will pursue multi-faceted relationships with major retailers, membership organizations, and corporations. An example currently being pursued is to bring together a

media outlet (Boston Glove), retailer (Lechmere), computer hardware (Apple), software (Maxis) suppliers, and a hotel (Swissotel) and an airline sponsor to offer an appealing prize package for a promotion featuring the Museum.

Group Visits
The Museum will use direct mail to target additional school, community, and tour groups. The Museum currently mails to 15,000 educators and representatives once a year. By increasing both the frequency and saturation of mailings, the Museum will increase awareness of the Museum's exhibits and programs.

D. Functions

Margins of 50% or better make functions a very attractive revenue stream for the Museum. The Museum will continue to present itself as an optimal site for high-tech introductions, small conferences, educational workshops, and corporate hospitality functions. General functions revenue (excluding Overnights) will increase from $153K (FY95) to $160K (FY96) to $168 (FY97). Revenue increases are expected from incremental gains on Bar Mitzvahs, corporate business associated with trade shows and conventions, and other corporate business. The plan is to emphasize corporate functions, as these support the development of the Museum's corporate relationships.

A sponsored special function for selected travel agents, tour operators, event planners and meeting planners featuring the new exhibits will showcase the Museum to new prospects.

E. Fee-Based Programs

The Museum will expand fee-based programming such as Overnights and Computer Camps. Adult-oriented evening courses in the Clubhouse will be developed.

F. Store

Plan for the store, including costs and impact of new facility associated with a new lobby resulting from the Waterfront Project.

Impact of Internet access to the store.
The Museum will increase the distribution of its unique products by forming relationships with strong retail organizations.

The store will explore relationships with strong mail-order retailers that could offer in-store customers competitive prices in the educational atmosphere of the Museum. For example, Mac/PC Connection could sell Museum videos, giftware, and publications via their catalogs, and sell software in the Museum store via on-line or telephone ordering services.

G. Exhibit Licensing and Sales

The Museum will market its appealing exhibits to public space markets such as malls, universities, and libraries, and to entertainment venues including amusement parks.

The Museum has established an OEM relationship with a supplier to retail stores in order to get increased access to the growing market for interactive fun activities in stores.

H. Partnerships

Museums
The Museum has benefitted from partnerships listed below:

Project	Cost	Partner
Building and site	$2.5 million $250K/year	Digital Equipment Corporation Children's Museum
Bowl	$400K annually	ACM Computer Chronicles Ad agencies and PR firms
PC Contest	$50K	IDG and Computerland
Annual Computer Art Exhibits	$25-50K annually	SIGGRAPH DeCordova Museum
Annual contests: Chess, Checkers, Turing	$10K each	Organizing entity

The Museum should actively seek out partnerships that offer the Museum one or more of the following:

- Awareness and interest from a larger audience and specific communities of geographic areas
- Higher profile in the computing community
- Visibility and positioning as a leader in the field
- Access to needed resources, either human or physical; examples include media production, exhibit fabrication, provision of equipment, communications facilities
- Credibility in education, community work, project management
- Access to new funding sources

Competition
In the Boston area, the Museum competes for visitors with other museums and with special attractions. The following table lists the major competitors and their annual visitations:

Competitive Institution	Annual Attendance (Calendar 93)
Museum of Science	1.7 million
NE Aquarium	1.3 million
Children's Museum	450,000
World Trade Center special event	100,000 approx per 3-month show

The Museum of Science has revitalized its program of special exhibits and has some future bookings that will compete directly with Computer Museum programs. An example is *Liquid Vision*, an exhibit developed by the Columbus Science Center which will be visit Boston in the Fall of 1996. The World Trade Center has held a major public exhibition on Virtual Reality in 1993.

Nationally, the Museum competes with the Smithsonian for attention among the computer community, both academic, and corporate. During Smithsonian fund-raising drives, the

Museum has more difficulty in gaining the attention of corporate supporters. The Museum cooperates with the Smithsonian in collections activities.

Regionally, the Museum competes with local science and technology centers. An example is the Tech Museum of Innovation in Silicon Valley.

On an international level, limited competition exists, primarily for artifacts, with the national science museums of Britain, France, and Germany.

VII. DIVERSITY

A. Overview

The Museum's mission statement embraces diversity in its charge "to educate and inspire people of all ages and backgrounds."

Diversity, or multiculturalism, is an important topic today, in both profit and nonprofit, corporate and educational sectors. In essence, it means to include people from all cultures and backgrounds in the makeup of an institution's Board, staff and audience. The Museum's goal is to achieve 20% minority representation in each of the three areas by FY97.

As of summer 1994, the Museum's visitor services department (which includes the visitor assistants who are most visible to the public) is 50% minority. The rest of the 30 staff have only two minority members. Gender diversity is good accross the entire staff. The Musuem's 25-person Board of Trustees has two minority and four female members, the remainder being white and male. The 38-person Board of Overseers has five minority and four female members. The cultural makeup of Museum visitors is not recorded currently.

B. Board

- Seek out Board members from diverse communities by establishing relationships with various organizations such as The Partnership, based in Boston.
- Seek nominations from existing members with ties to minorities.
- Proactively seek more women candidates.

C. Marketing to a Diverse Audience

The Museum offers ongoing initiatives to reach out to diverse populations. Some of these involve opening up the Museum to economically disadvantaged audiences, where the cost of admission might be a barrier. Currently offered are:

- Reduced prices on Sunday afternoons
- Reduced prices to teachers/school groups
- Ticket subsidy program for corporate members

Special needs/elderly visitors will also be solicited; individual attention by visitor assistants will ensure a successful visit.

The Museum's location is readily acccessible by public transportation to diverse populations in Boston. Access will be promoted by advertising on Boston's subway.

D. Education

The Museum reaches out to Boston's diverse neighborhoods through the Computer Clubhouse, which serves 1000 children a year, 90% coming from economically disadvantaged communities. Plans are in process to dissiminate Clubhouse programs to reach into diverse communities and into other cities nationwide. A Spanish language version of the audiotape exhibit tour, for which funding is currently being sought, will help make the Museum accessible to Hispanic communities.

E. Exhibit Design

• The Network Guides for *The Networked Planet* exhibit will have both Spanish and English captioning, appealing to the large Boston-area Hispanic population as well to as the hearing-impaired.
• The Network Guides also personify diversity — mix of ages, gender, race.

Exhibits staff are trying more and more to involve a diversity of approaches when creating exhibits, incorporating not just a technical bent, but a humanistic one as well. Developers also try to appeal to different types, not just techies or intellectuals, but to a broader audience.

Other exhibit-related goals:
• Incorporate as much diversity as possible into exhibit design and general signage — use of models, speakers with varying accents and range of vocabulary.

F. Administration

Steps to help ensure a pool of diverse candidates for job vacancies:
• Advertise job openings in community-based newspapers, organizations; post on community bulletin boards. Make a definite effort to use these venues in addition to more stereotypical places like other museums, museum associations, etc.
• Place larger ads in the *Boston Globe*, which has city-wide readership.
• Create and maintain an open, comfortable work environment where all staff feel at ease and valued.
• Hold training/awareness session for all staff about the importance of diversity — to promote staff cohesiveness and understanding of issues involved.

G. Building/Structural Issues

• Ensure Museum is welcoming to special needs visitors
• Develop a directional signage system that is language-neutral.
• Develop signage for non-English-speaking visitors.

VIII. FINANCE

A. Operating Fund

The Operating Fund supports all of the Museum's regular operations, including building costs, administrative staff, visitor services, education programs, temporary exhibits, collections, exhibit maintenance, general marketing, public relations, and development. The Museum plans to maintain a small net surplus each year in the Operating Fund, amounting to about 2% of revenues.

Operating Fund revenues are composed of earned revenues (approximately 55%) and contributed funds (approximately 45%).

While major exhibits are separately funded through the Exhibit Fund, temporary exhibits and education programs costing less than $10,000 may be executed without special funding if they are expected to have a significant positive impact on the Museum.

The three scenarios are tied to the exhibit to be opened in June of 1996. In the most aggressive scenario, (#1), the Operating Fund revenues increase from $2.7 million in FY95 to $3.2 million in FY97, buoyed largely by a 25% increase in admission numbers and additional fees associated with the Simulation Ride and opening June 96. In Scenario 2, with *Computers and Entertainment* opening in June 96, Operating Fund revenue increases from $2.7 million in FY95 to $2.9 million in FY97, based on a 4% attendance increase. Scenario 3 with flat attendance, projects an increase to $2.8 million in Operating Fund revenues for FY97.

B. Exhibit Fund

Permanent exhibits are developed with funds raised specifically for each exhibit. A 7% overhead is taken on all funds raised for permanent exhibits to meet costs of future, as yet unfunded exhibit planning. An additional 18% overhead is taken into the Operating Fund to meet administrative, building, and other indirect costs.

The first page of Appendix 5 shows exhibit funding associated with each scenario. Exhibit funding varies dramatically depending on what exhibits are funded. The Simulation Ride is budgetted at $1.5 million in revenues, *Computers & Entertainment* is budgetted at $500K, and the *Artificial Aquarium* at budgetted at $500K.

C. Endowment Fund

The Museum's Capital Campaign of 1991-4 established an Endowment Fund. The fund is managed by the Endowment Committee. This plan assumes that all interest from the endowment will be applied to the Operating Fund.

D. Capital Fund

The Capital Fund holds funds raised through the Museum's capital campaigns. Capital Fund expenses include the building mortgage (principal and interest), building capital improvement costs, and fund-raising expenses.

The projections show revenues resulting from the completion of the Capital Campaign in FY95. Revenes from the new initiative to raise capital for the mortgage and the lobby renovation are projected at $250,000 in FY96 and $275,000 in FY97. In addition, $75K of revenue is projected in FY97 for the new collections-based exhibit and research center described on page 15.

Appendix 5 shows overall expense and revenue projections for FY95-97.

IX. ADMINISTRATION

A. Overview

An expanding museum needs the necessary infrastructure—including the requisite number of staff, with adequate workspace and state-of-the-art equipment. In addition to a positive work environment, staff development and competetive salaries and benefits are crucial to keeping a stable staff with no vacancies.

B. Physical Space Requirements (see Appendix 3)

Adequate workspace and facilities are needed for new staff, as well as volunteers. This includes actual workspace, staff meeting rooms, design and construction areas, and exhibit development space.

- Additional staff will be accommodated by making more efficient use of the office spaces and by assigning unused spaces off the galleries as permanent office spaces.
- Bay 6 on the fifth floor will provide some space for exhibit development and staging, accommodating the fluctuating numbers of temporary exhibit development staff.
- Collections not included in the collections highlights exhibit will be moved offsite. The current collections space in Bay 6 on the fifth floor will be reconfigured to house additional staff, the carpentry workshop, and an exhibit staging area.

C. Office Computer Network

In FY95-6, the Museum will convert from the central host system to a client/server system.

An exhaustive survey of current staff computing needs, along with a detailed plan for upgrading, was prepared in FY94. It includes the acquisition and implementation of an interdepartmental client/server system to link all administrative and functional parts of the Museum. The backbone of the plan, including a server, has been installed. Next steps are to move staff onto the network and establish the necessary software systems (accounting, development database, etc.). The changeover will require an ongoing aggressive plan to seek necessary donations of both hardware and software.

With the recently acquired T1 line and fault tolerant host, the Museum is well positioned to conduct many facets of the Museum's development, marketing, PR, and dissemination via the Internet. Connections into *The Networked Planet* will be in place by November 1994, with the other Museum functions to follow in 1995.

Once the network is fully installed, one FTE will be needed for its upkeep — handling installations for new staff, training, upgrades, maintenance, etc.

D. Staff Development and Support Programs

Where appropriate, staff will be encouraged to attend conferences and courses to keep up with their professional peers and develop skills. Staff will be encouraged to attend the Museum's seminar series and public events. In addition, a series of lunchtime programs will be developed to help provide broadening learning opportunities for staff. Programs will include speakers, both staff and external, as well as video programs relating to computers. As funding permits, educational reimbursement will be implemented.

A periodic review of the staff benefits package will be conducted to ensure the Museum is getting the best possible value from its medical and insurance providers, and to review the opportunities and need for enhancing the benefits.

E. Building & Museum Wharf

When the new "Wave" lobby is complete, the Museum's maintenance costs will increase. The proportion of the building running costs paid for by the Museum, currently set at 40%, will be renegotiated at the time of the time of the Wave's opening.

Museum Wharf has long-term parking and expansion problems, which are limiting to growth. The Musem will seek to partner with the Children's Museum in acquiring access to nearby parking.

Appendix I: Exhibit Development Plan

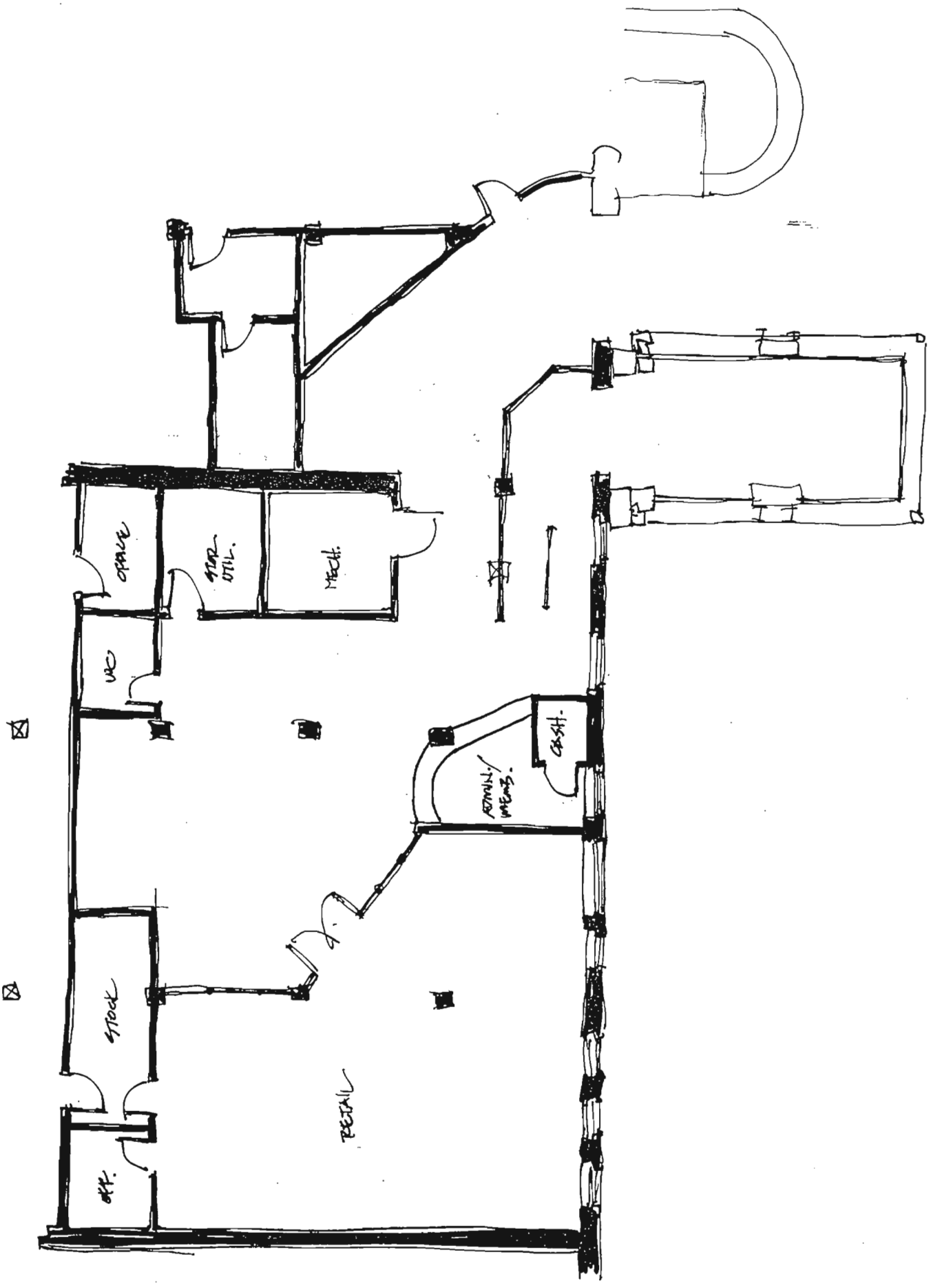
Permanent Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
Nov 94	The Networked Planet	Large scale computing, networks, impact of computer age	4,000 sq ft	$815,000 Corporate NSF NEH	General—capitalize on public interest in networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery; Bay 1 on 5th floor
June 95	The Walk-Through Computer 2.0	How computers work	5,000 sq ft	$850,000 Corporate; hardware & software industry	General	3-Dimensional Environment Learning Stations & Video	Revision of Original Walk-Through Computer
June 96	Simulation ride	Motion ride through computers and networks	1,000 sq ft	$1.5 million Corporate; For-profit partner	General, youth in particular	15-20 person theater with large screen and moving seats	Adjacent to Walk-Through Computer; Bay 3 or 4 on 5th floor
June 97	Computers in Entertainment	Applications in movies and popular music	3,000 sq ft	$500,000 Corporate; NEA, NEH	Youth Adults, Culturally diverse	Interactive (15) Video Demonstrations Process oriented	Replace Milestones second bay
June 97	Artificial Aquarium	Shared simulation of complex system	2,000 sq ft	$750,000 Corporate; NEA, NEH	General	Installation	Bay 3 on 5th floor

Temporary Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY95							
Sept 23-Nov 27	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with DeCordova Museum	Skyline Room
April 1-May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush-handling art program	1,200 sq ft	Individual	General Art	One-of-a kind installation with retrospective	Bay 1 on 6th floor
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	1,200 sq ft	Corporate NEA	Adults Children	2- Dimensional with 2-3 interactive stations	Bay 1 on 6th floor; then integrated into *Computers in Entertainment* permanent exhibit in June 96
Feb 96	Feats of Computing	Selected tour-de-forces of computing technology & applications on computing's 50th birthday	1,500 sq ft	NSF Corporate	Cutting edge technology; mainly interactive with some static display	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	The Computer in the Olympics	Computers in the Olympics — in conjunction with Atlanta Olympics First topical issue gallery	1,000 sq ft	Corporate; Olympic sponsors	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Bay 1 on 6th floor Temporary exhibit space

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process oriented	Bay 1 on 6 temp. exhibit space
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	2,500 sq ft	NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines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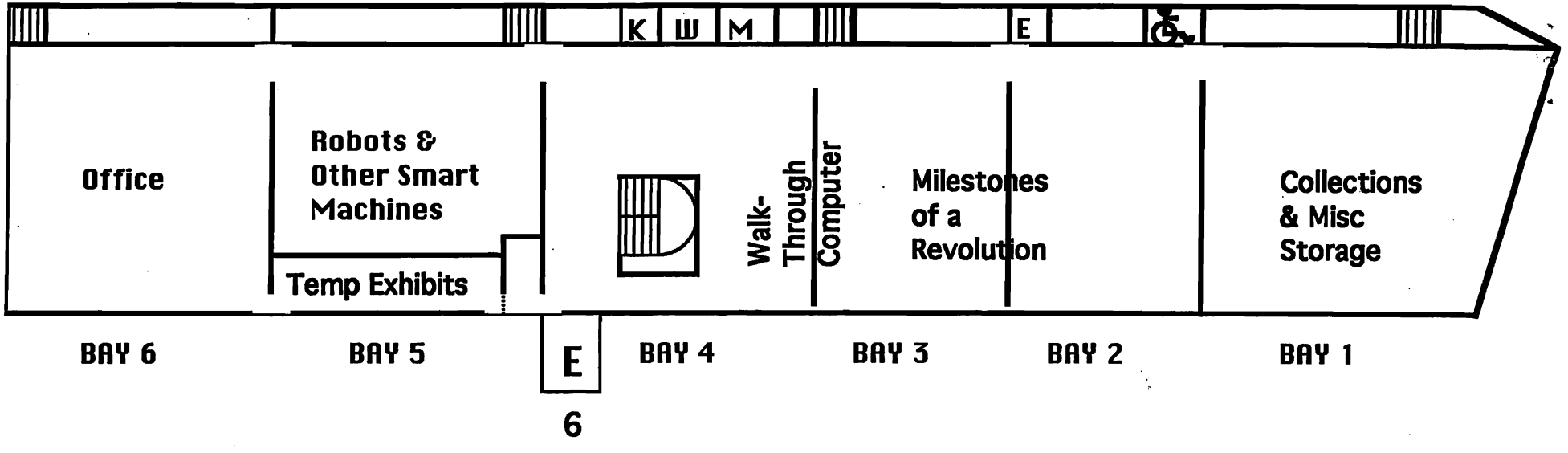

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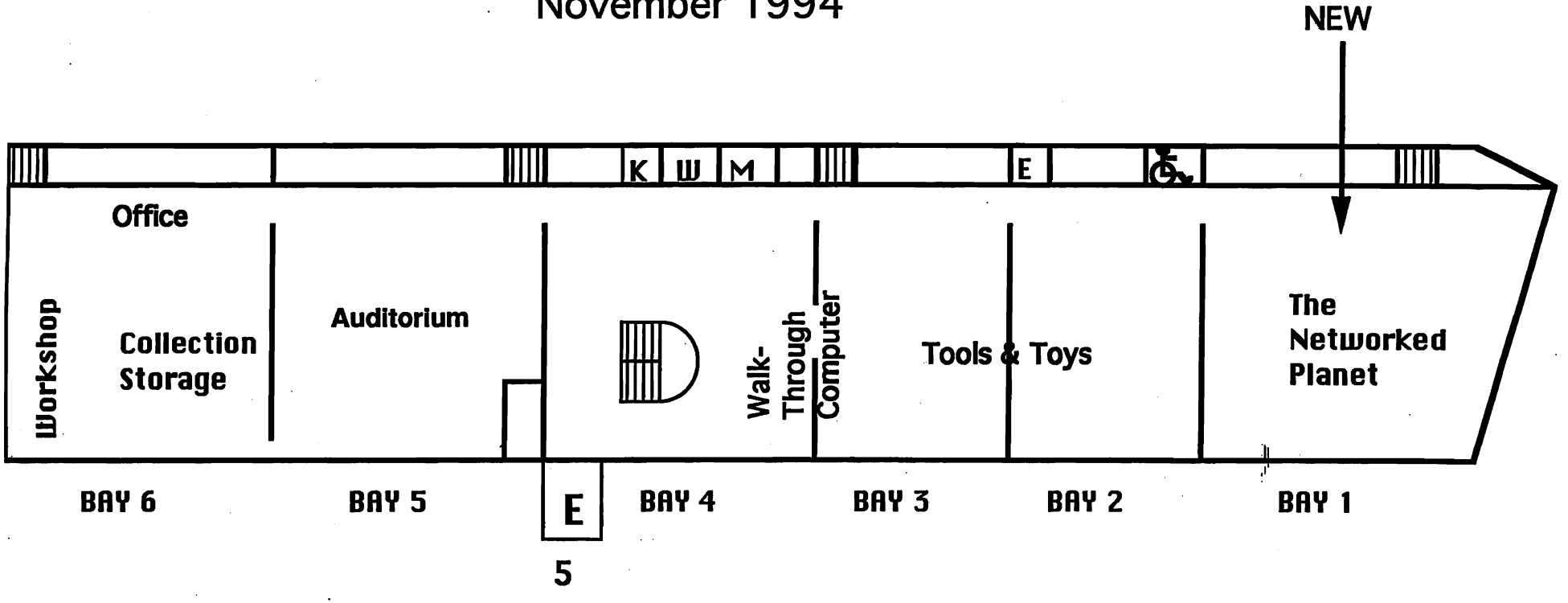

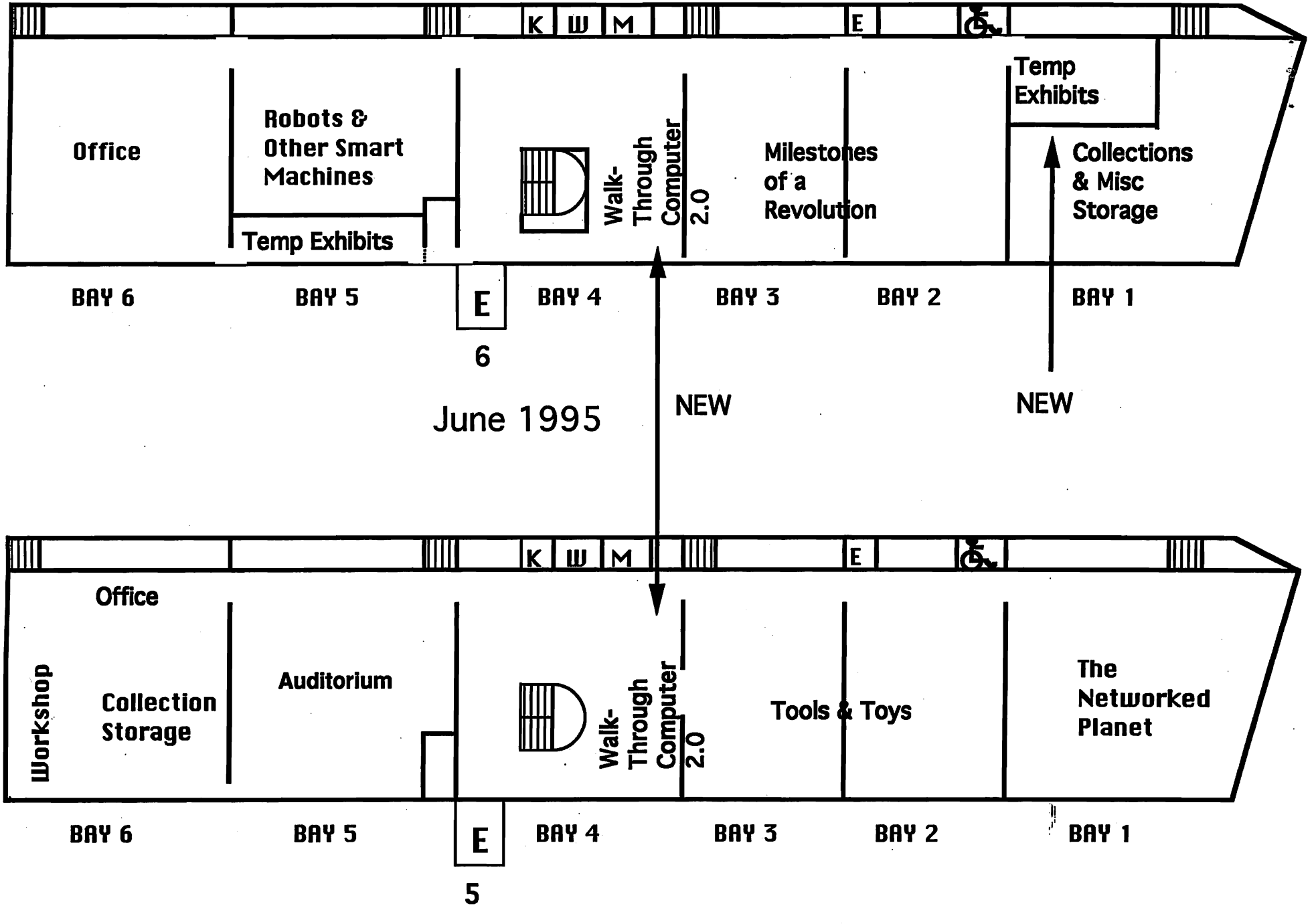
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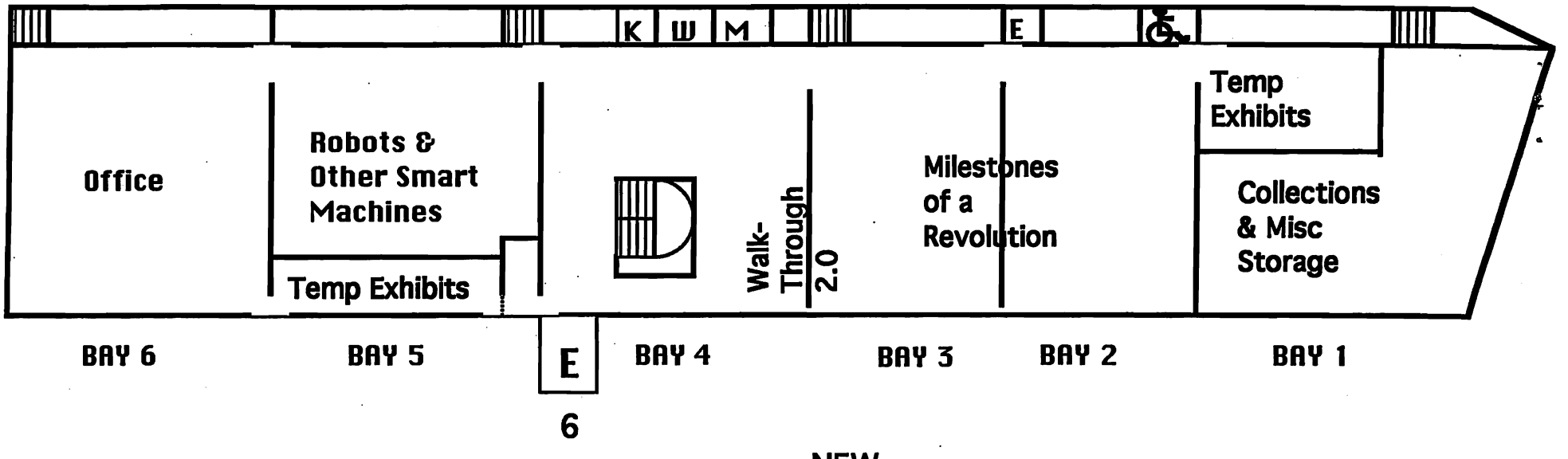

June 1996
scenario 1

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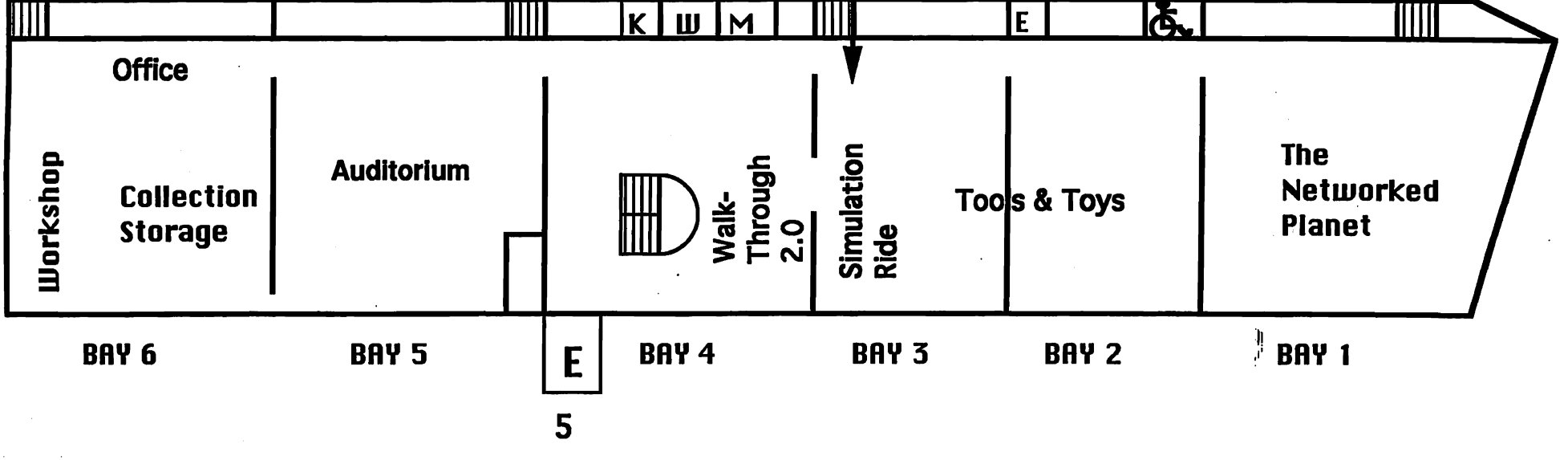

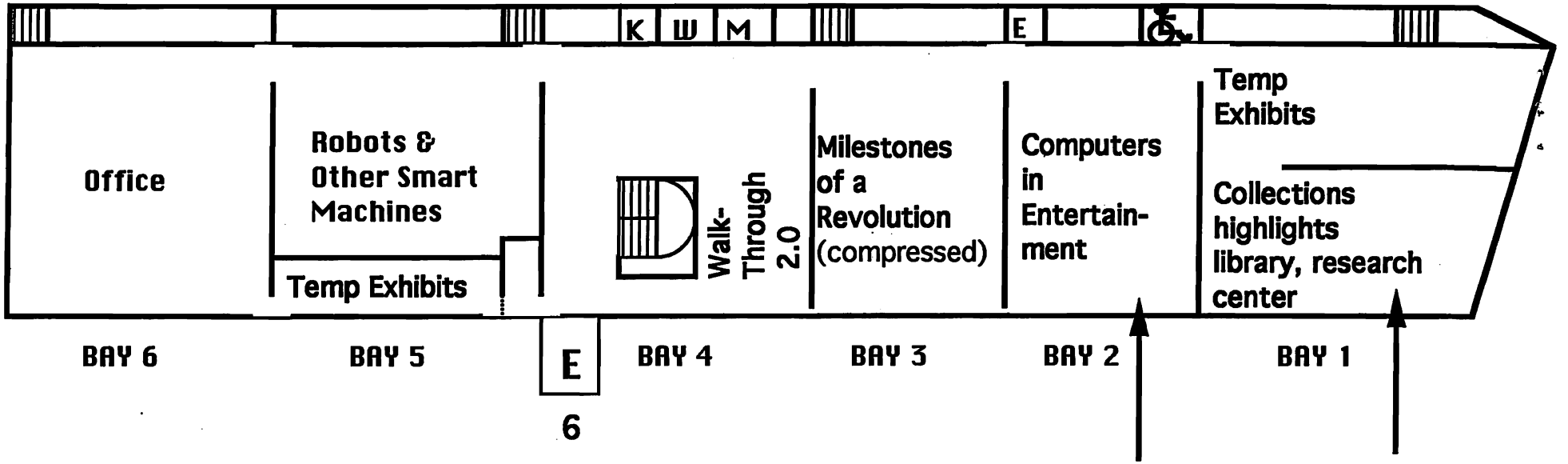

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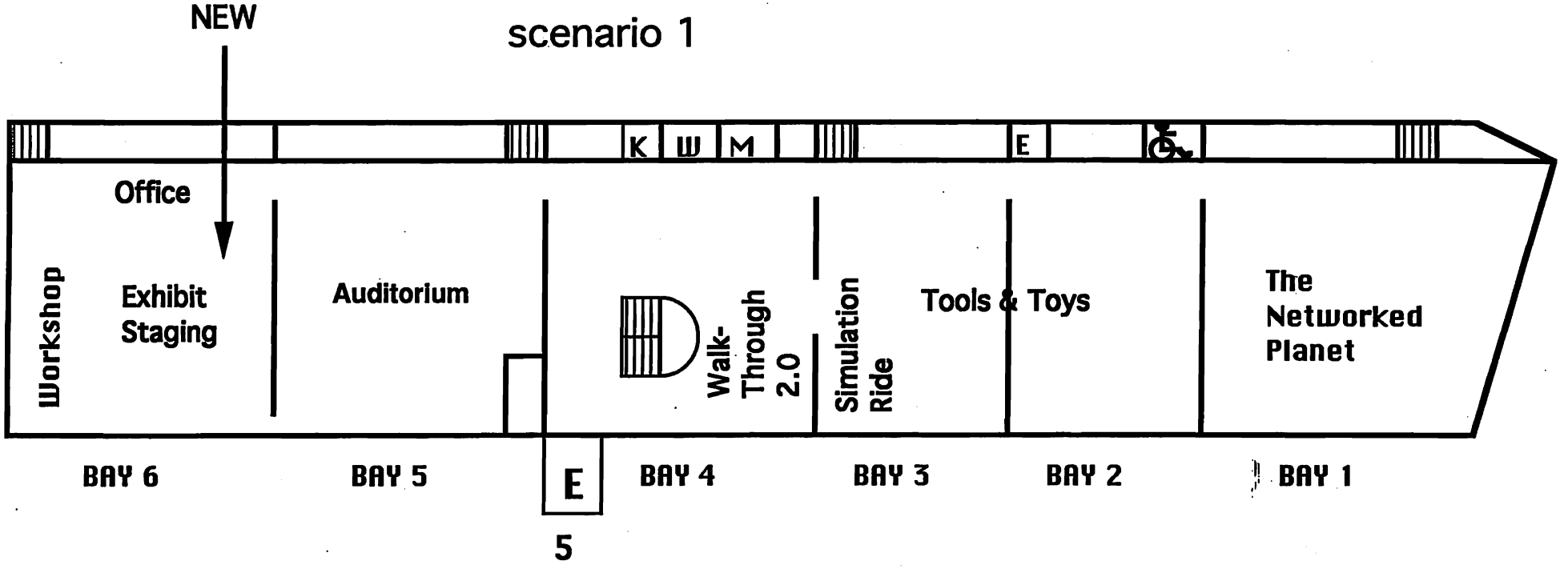

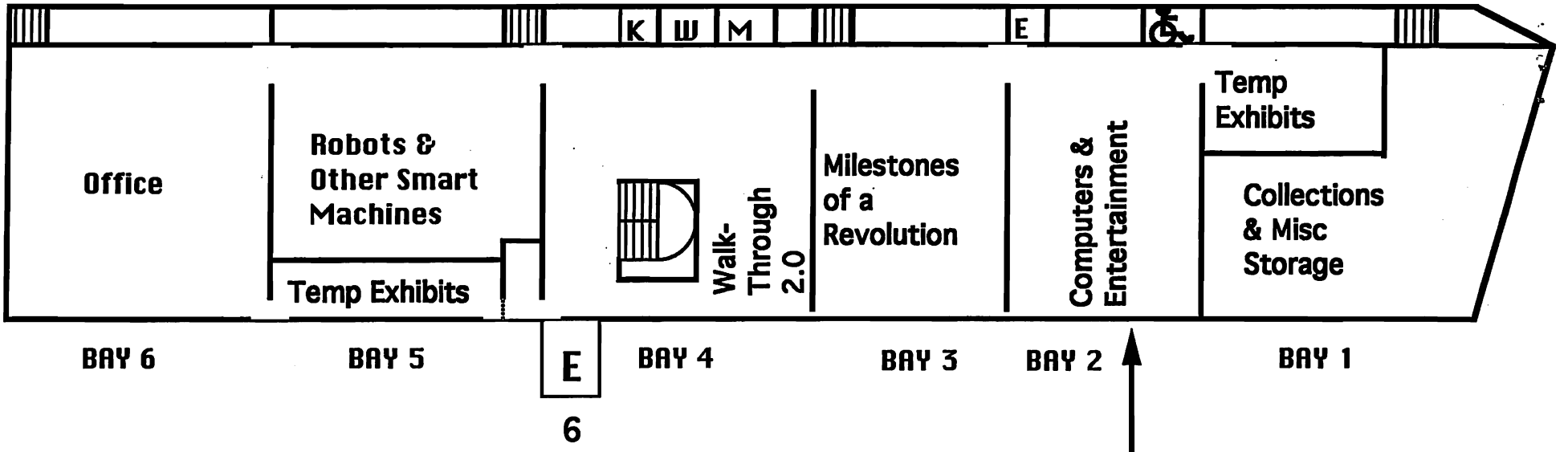

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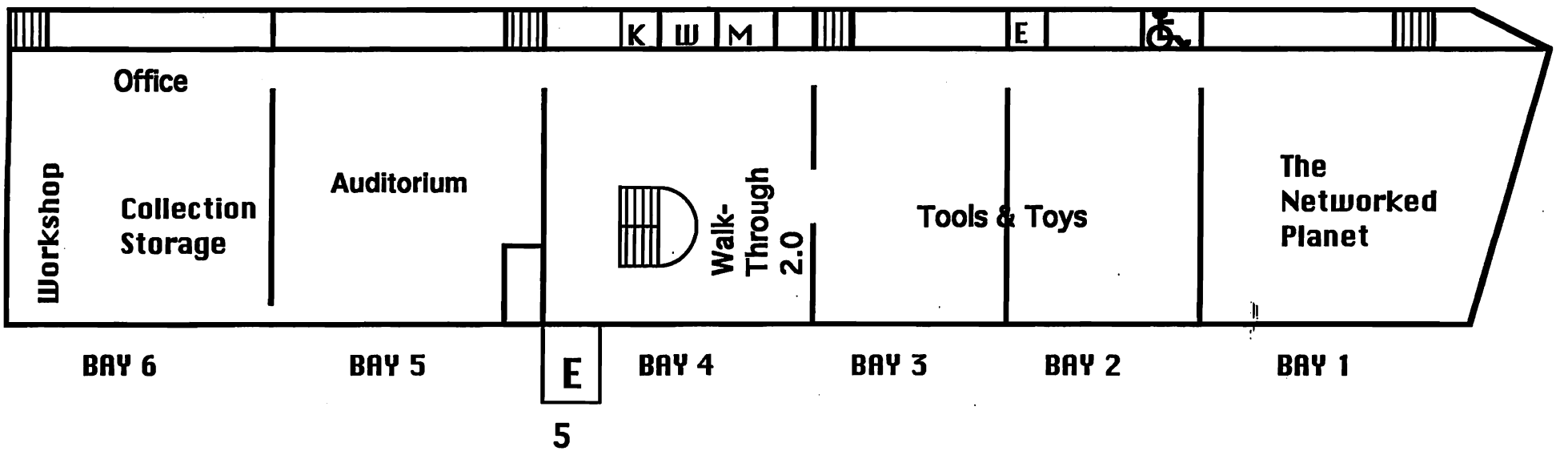

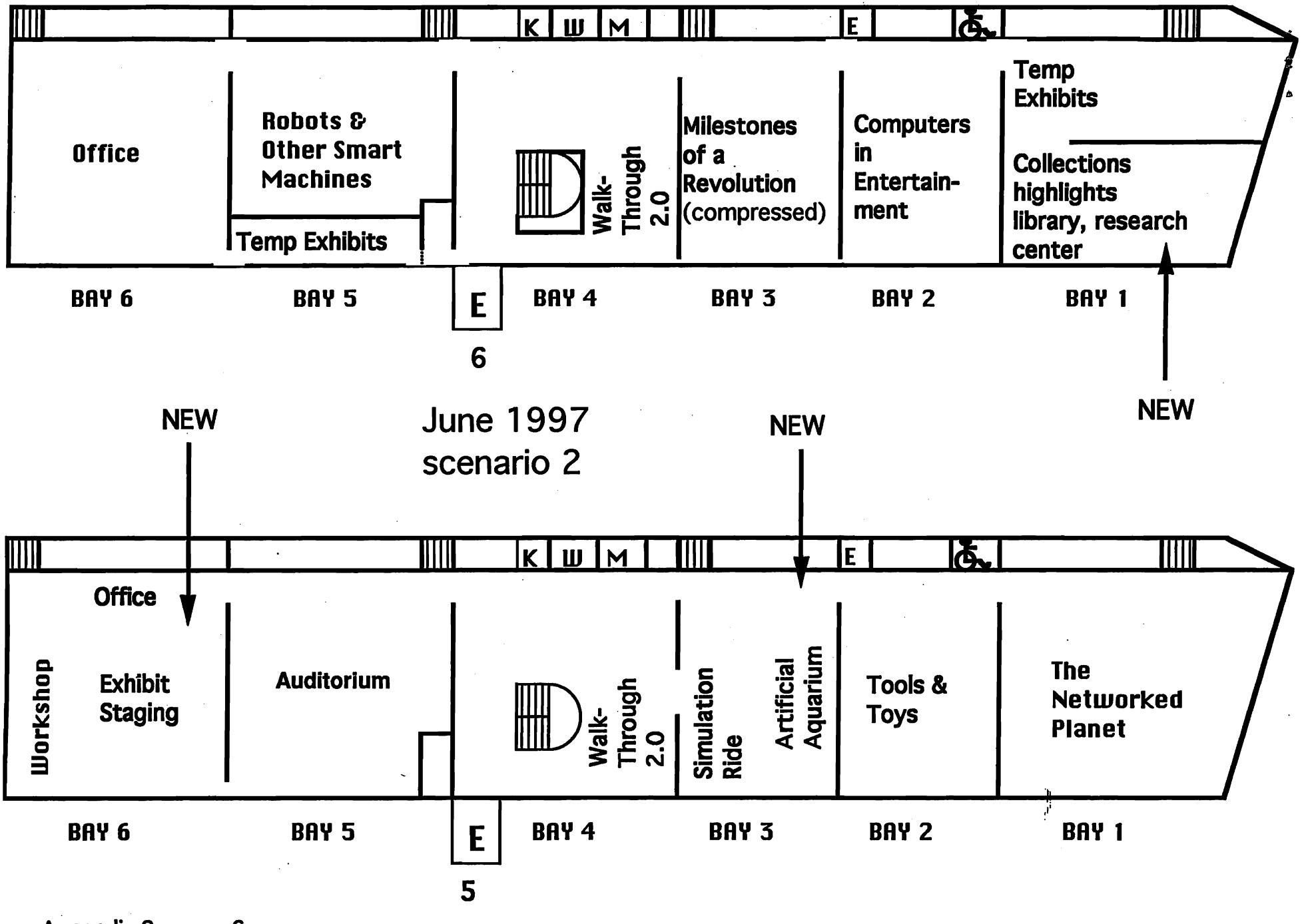
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June 1997
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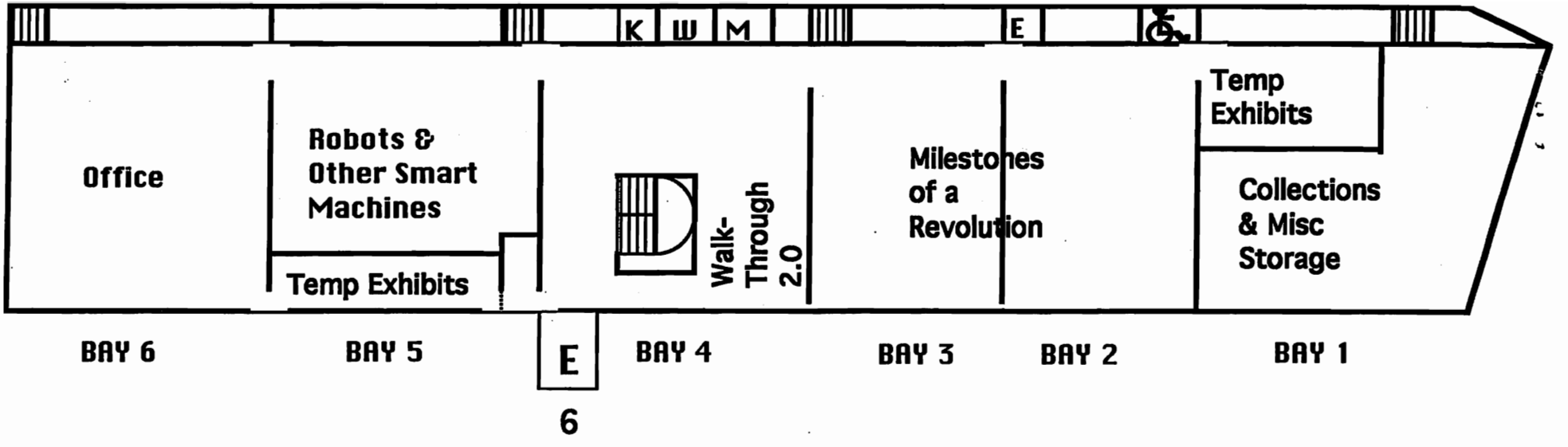

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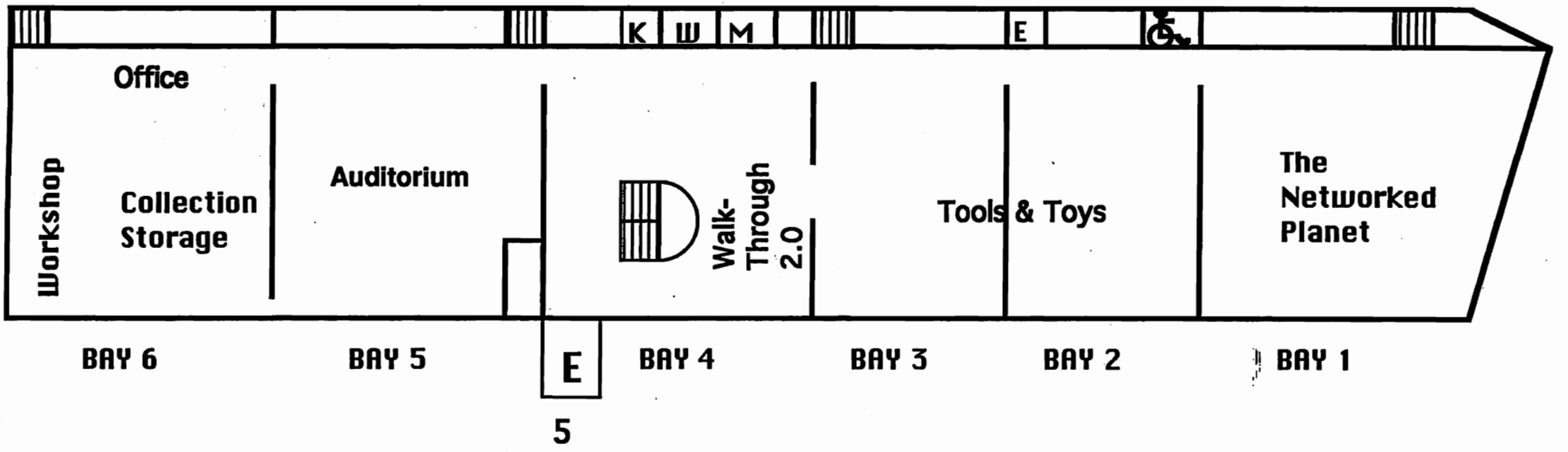

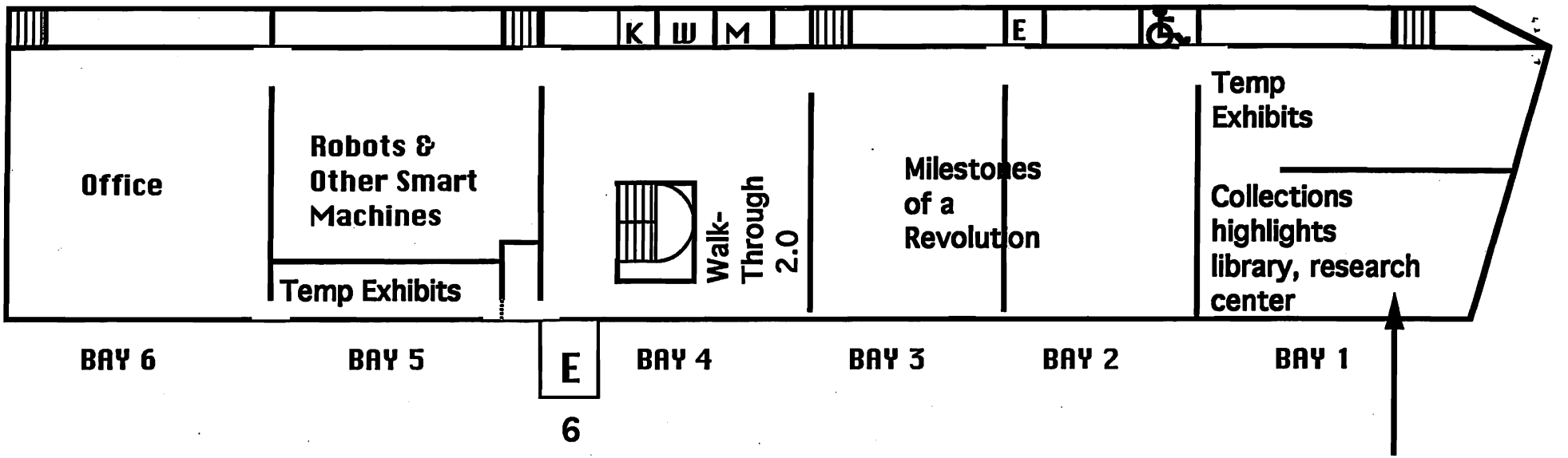

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June 1997
scenario 3

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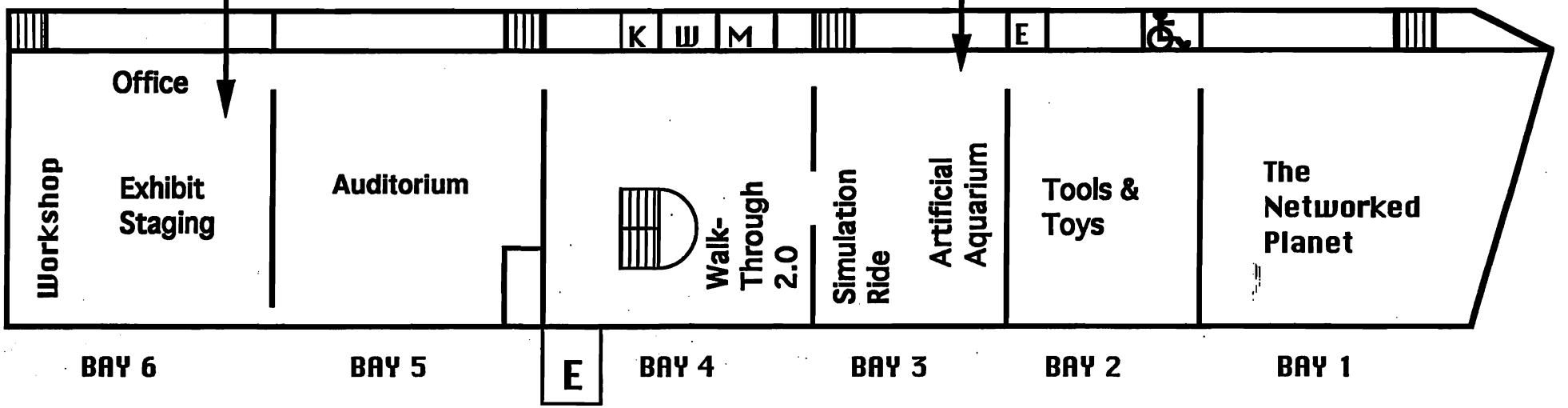

APPENDIX 4: THE MUSEUM ON THE NET

The Museum will establish a presence on the Internet. The first phase will be the establishment of a Gopher server to be up and running by November 1994, to coincide with the opening of *The Networked Planet* Exhibit. The second phase will be the development of materials for dissemination via the Mosaic browser on the World Wide Web. The Museum will develop a Mosaic home page by early 1995.

I. The Computer Museum Gopher

Gopher is a powerful, widely used text-based Internet tool. The information currently on the Museum's e-mail server will be imported to the Gopher server. In order to facilitate access to the Museum Gopher server, the Museum will offer, for a nominal fee, a simple public-domain terminal program, available for PC or Mac, configured to dial the Museum's local-access Gopher number automatically.

Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

1. Welcome to The Computer Museum Gopher/
2. Exhibits/ (David Greschler)
3. Educational Services/ (Marilyn Gardner)
4. The Historical Collection/ (Gwen Bell, Brian Wallace)
5. Museum Visits/ (John Marchiony)
6. Special Events at the Museum/ (Gail Jennes)
7. Museum Membership/ (Betsy Riggs)
8. The Computer Museum Store/ (Margaret Dasha)
9. Facility Rental for Functions (Martha Ballard)
10. Exhibit Kits (Kevin Kelly)
11. Museum Newsletter/ (Gail Jennes)
12. Museum Administration/ (Mary McCann)
13. Other Museum Gophers/

1. Welcome to The Computer Museum Gopher

    1. About The Computer Museum (mission profile)
    2. About this Gopher
       (purpose of Gopher site, access, features, instructions)
    3. How to Access Gopher if You Don't Have Internet Access
       (explains Gopher access via Gopher Mail and modem)

2. Exhibits/

3. Educational Services/

    1. The Computer Clubhouse/
        1. Mission Statement
        2. Project Areas
        3. Membership
        4. Mentoring
    2. Museum Publications/
        1. Educational Activities Packet
        2. People and Computers Catalog

3. How Computers Work Video
4. Group Tour Information

4. Historical Collection/

1. History
2. Holdings
3. Usage
4. Donations
5. Images/

5. Museum Visits/

1. Hours and Prices
2. Travel Directions
3. Group Tour Information

6. Special Events at the Museum/
(press releases--menu items change with updates)

1. E-mail the President
2. Virtual Reality Adventure
3. The Internet Auction
4. The Computer Bowl
3. Breakfast Seminars

7. Museum Membership/

1. Individual and Family Membership
2. Corporate Membership
3. Library Membership

8. The Computer Museum Store/

1. Store Description
2. Books (includes Museum publications)
3. Videos (includes How Computers Work)
4. Posters
5. Educational Software
6. Other Computer-related Products
7. Ordering by Phone or Mail

9. Facility Rental for Functions

10. Exhibit Kits

11. Museum Newsletters/

1. Spring 1994
2. Winter 1994
3. etc.

12. Administration/
1. Overseers

2. Trustees
3. Honorary Trustees
4. Staff Directory
5. Volunteer Opportunities

13. Other Museum Gophers
    1. San Francisco Exploratorium
    2. UC Berkeley Museum of Paleontology
    3. etc.

Broadcasting The Museum's Presence

To generate interest in the On-line Museum, the Museum will broadcast via the following Usenet newsgroups alt.internet.services, comp.infosystems.gopher, and comp.infosystems.www

Information about the Museum can also be located by Internet users who use Archie (searches for file names with a given search string) and WAIS (tool for searching text).

II. The Computer Museum on the World Wide Web

The World Wide Web is a means of organizing access to information on the Internet using hypertext documents. In hypertext documents, users can follow pre-established links to quickly jump to material of interest to them. The Web can deal seamlessly with all media, including text, graphics, video and sound. Users access Web documents using a browser such as Mosaic, available from the National Center for Supercomputing Applications.

The Museum will seek funding to support the development of documents for dissemination on the Web.

Materials Suitable for the Web

Same material as provided by the Gopher server and additionally:

Collections:
- Photo Collections: selected images
- Video Collections: selected movie fragments

Exhibits:
- Museum floor plan
- Images of Museum site, galleries and interactive exhibit screen shots

	FY96				FY97		
	Total Funding	Exhibit Fund	Operating Fund		Total Funding	Exhibit Fund	Operating Fund
All Scenarios							
Electronic Classroom yr 1	$150,000	$123,000	$27,000	Electronic Classroom yr 2	$250,000	$205,000	$45,000
Temporary Exhibit	$50,000		$50,000		$50,000		$50,000
Scenario 1							
June 96, Sim-Ride Opens	$1,500,000	$1,230,000	$270,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 1	$1,700,000	$1,353,000	$347,000		$800,000	$615,000	$185,000
Scenario 2							
June 96, Computers & Entertainment	$500,000	$410,000	$90,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 2	$700,000	$533,000			$800,000	$615,000	
Scenario 3							
June 96: no major exhibit	$100,000	$82,000	$18,000	June 97, Artificial Aquarium	$500,000	$410,000	$90,000
Total Scenario 3	$300,000	$205,000	$95,000		$800,000	$615,000	$185,000
Note: Non-temporary exhibit projects subject to 18% indirect expense allocated to the Operating Fund							
8% of Exhibit Fund revenue allocated to marketing the funded project, 7% allocated to future exhibit planning							

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$347,000	$185,000					$265,940	$1,344,785	$1,353,000	$615,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$196,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,138	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$365,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$949,505								
Store	$263,782	$298,000	$327,000	$422,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,650	$2,900,000	$3,248,255	$196,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$1,353,000	$615,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,309,785	$1,244,760	$565,800
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$100,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$420,000								
Clubhouse	$192,304	$215,360	$198,000	$206,000								
Marketing	$250,705	$251,560	$265,000	$278,000						$35,000	$108,240	$49,200
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$338,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,180	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,376	$106,577				
General Management	$267,340	$359,175	$380,000	$400,000								
Total Expense	$2,182,245	$2,588,361	$2,612,673	$2,871,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$1,353,000	$615,000
Net Revenue	$41,872	$97,289	$287,328	$374,738	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs

Scenario 2 (C's & Entertainm't)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$117,000	$185,000					$265,940	$1,344,785	$533,000	$562,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$196,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,136	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$365,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$647,935								
Store	$263,782	$298,000	$327,000	$360,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,650	$2,670,000	$2,882,685	$196,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$533,000	$562,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,344,785	$533,000	$562,000
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$75,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$367,000								
Clubhouse	$192,304	$215,360	$198,000	$206,000								
Marketing	$250,705	$251,560	$265,000	$278,000								
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$273,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,160	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,378	$106,577				
General Management	$267,340	$359,175	$380,000	$400,000								
Total Expense	$2,182,245	$2,588,361	$2,612,673	$2,728,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$533,000	$562,000
Net Revenue	$41,872	$97,289	$57,328	$154,168	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs

Scenario 3 (No Jun 96 exhibit)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	$250,710	$272,500	$260,000	$270,000								
Exhibit Related (detail attached)	$109,719	$283,100	$95,000	$185,000					$265,940	$1,344,785	$205,000	$615,000
Special Projects	$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					$196,100	$41,000	$250,000	$350,000				
Corporate Membership	$206,136	$250,000	$300,000	$325,000								
Foundation	$29,180		$25,000	$25,000								
Computer Bowl	$438,931	$365,000	$375,000	$380,000								
Special Development proj*		$40,000	$45,000	$50,000								
Membership Fund	$187,953	$210,000	$231,000	$254,000								
Admission	$504,386	$581,900	$623,000	$623,000								
Store	$263,782	$298,000	$327,000	$349,000								
Functions	$179,828	$190,850	$204,000	$224,000								
Exhibit Sales	$38,897	$53,300	$75,000	$93,000								
Other:												
Interest	$3,266	$13,000	$13,000	$13,000								
Publications		$110,000	$57,000	$37,750								
Computer Camps	$425	$18,000	$18,000	$18,000								
Total Support/Revenue	$2,224,117	$2,685,650	$2,648,000	$2,848,750	$196,100	$41,000	$250,000	$350,000	$265,940	$1,344,785	$205,000	$615,000
Expenses												
Exhibit Development	$63,570	$78,792	$40,000	$40,000					$342,140	$1,344,785	$188,600	$585,800
Exhibit Maint/Enhancment	$54,399	$58,179	$67,000	$75,000					$4,299			
Exhibit Sales/Kits	$38,846	$40,560	$46,700	$54,000								
Collections	$65,288	$59,850	$62,843	$65,985				$75,000				
Education & Admission	$287,037	$333,339	$350,000	$367,000								
Clubhouse	$192,304	$215,360	$198,000	$208,000								
Marketing	$250,705	$251,560	$265,000	$278,000							$16,400	$49,200
Publications		$94,945	$43,130	$19,532								
Public Relations	$92,207	$84,594	$89,000	$93,000								
Store	$225,280	$238,826	$255,500	$275,000								
Functions	$85,190	$102,320	$109,500	$117,000								
Computer Bowl	$135,447	$115,616	$120,000	$125,000								
Special Development Proj.*		$29,344	$32,000	$35,000								
Fundraising	$66,070	$150,066	$158,000	$165,000	$130,849	$5,300	$15,000	$15,000				
Membership Fund	$48,180	$75,835	$81,000	$85,000								
Lobby & Store Renovation							$200,000					
Museum Wharf:												
Operating Expense**	$310,382	$300,000	$315,000	$330,000								
Mortgage					$126,977	$120,200	$113,376	$106,577				
General Management	$267,340	$359,175	$374,000	$390,000								
Total Expense	$2,182,245	$2,588,361	$2,606,673	$2,720,517	$257,826	$125,500	$328,376	$196,577	$346,439	$1,344,785	$205,000	$615,000
Net Revenue	$41,872	$97,289	$41,328	$128,233	($61,726)	($84,500)	($78,376)	$153,423	($80,499)	$0	$0	$0

*In FY95, this will be the Internet Auctions
**Assumes no Wave op. costs