

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Meeting of the Board of Directors

February 14, 1992

8:30-12:30

Draft Agenda

8:30 Museum operations update

9:15 Capital Campaign $\frac{1}{2}$ hr. results & plans for next 6 mos.
vote on education endowment fund

10:00 Waterfront Project

12:00 Long-range exhibit planning

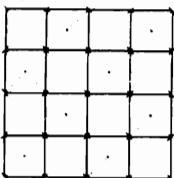
12:30 Ajourn

barge
wave
bridge
Comp Mus lobby
Child Mus lobby
3.5M

Lunch.

Nominations for Board
dig up old governance document

(Endowment) = (total cash in) - (mortgage principal pmt. since 6/30/91) - (Cap Expend exp to date)



THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	11/30/90 ACTUAL	FOR THE FIVE MONTHS ENDED				FY92 BUDGET	FY92 FORECAST
		BUDGET	11/30/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	811	1,092	902	(190)	(17%)	2,243	1,968
Capital Fund	176	910	487	(423)	(46%)	1,770	1,378
Total Revenues	987	2,002	1,389	(613)	(30%)	4,013	3,346
EXPENSES:							
Operating Fund	769	1,006	838	168	17%	2,205	2,084
Capital Fund	340	328	293	35	11%	1,162	1,192
Total Expenses	1,109	1,334	1,131	203	21%	3,367	3,276
NET REVENUES (EXPENSES)	(\$122)	\$668	\$258	(\$410)	(161%)	\$646	\$70

SUMMARY:

For the five months ended November 30, 1991, the Museum operated at a surplus of 258K compared to a budgeted surplus of 668K. As of November 30, 1991, total cash and cash equivalents amounted to 319K.

OPERATING: Operating revenues were 17% under budget due to lower than budgeted earned revenue in the Admissions, Store, and Function areas along with lower Unrestricted revenue. Expenses were 17% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 46% under budget due to lower than anticipated Capital Campaign contributions. Expenses were 11% under budget despite payment of 22K of unbudgeted expense related to FY91 opening of People and Computers.

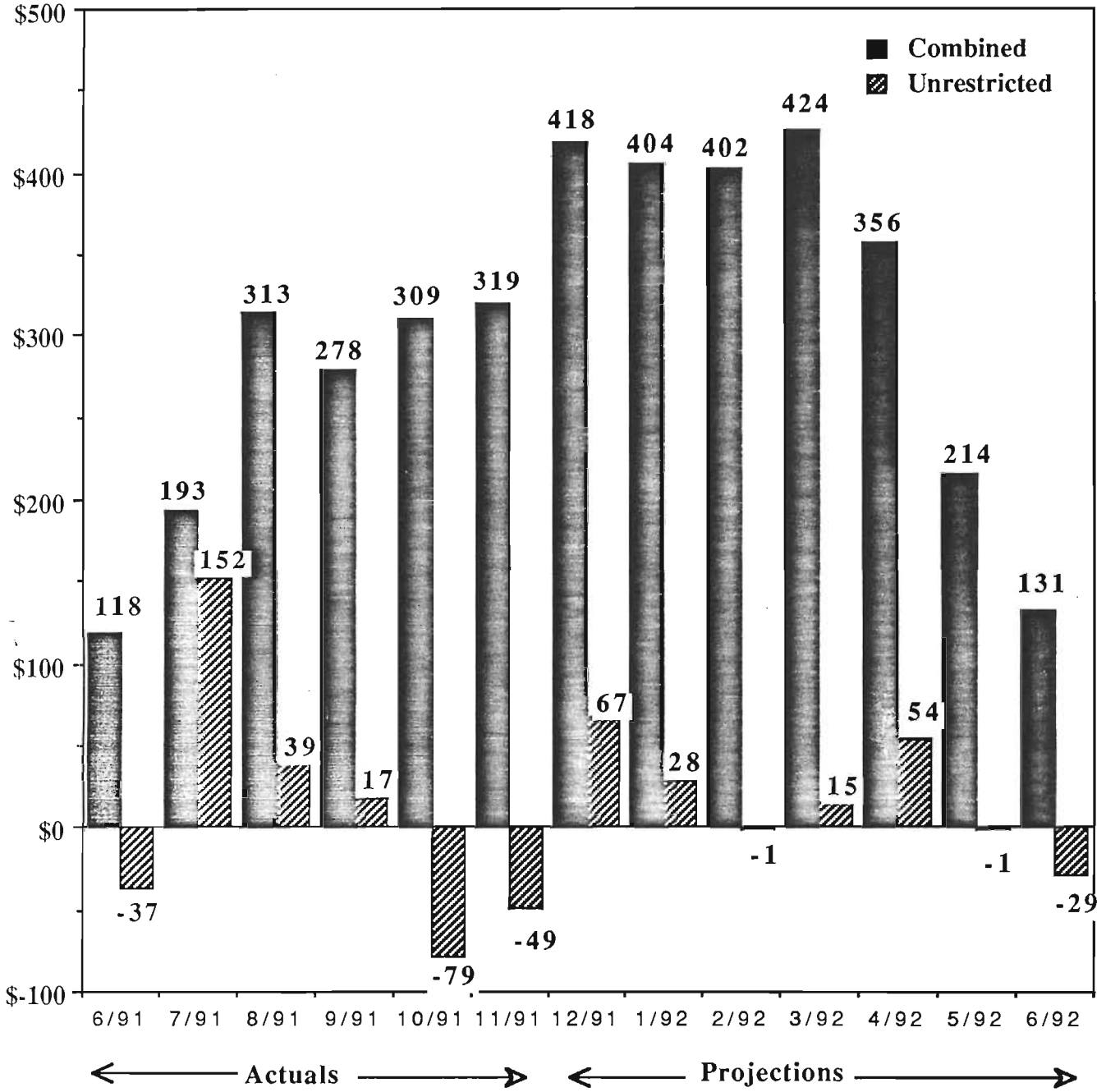
THE COMPUTER MUSEUM
BALANCE SHEET
11/30/91

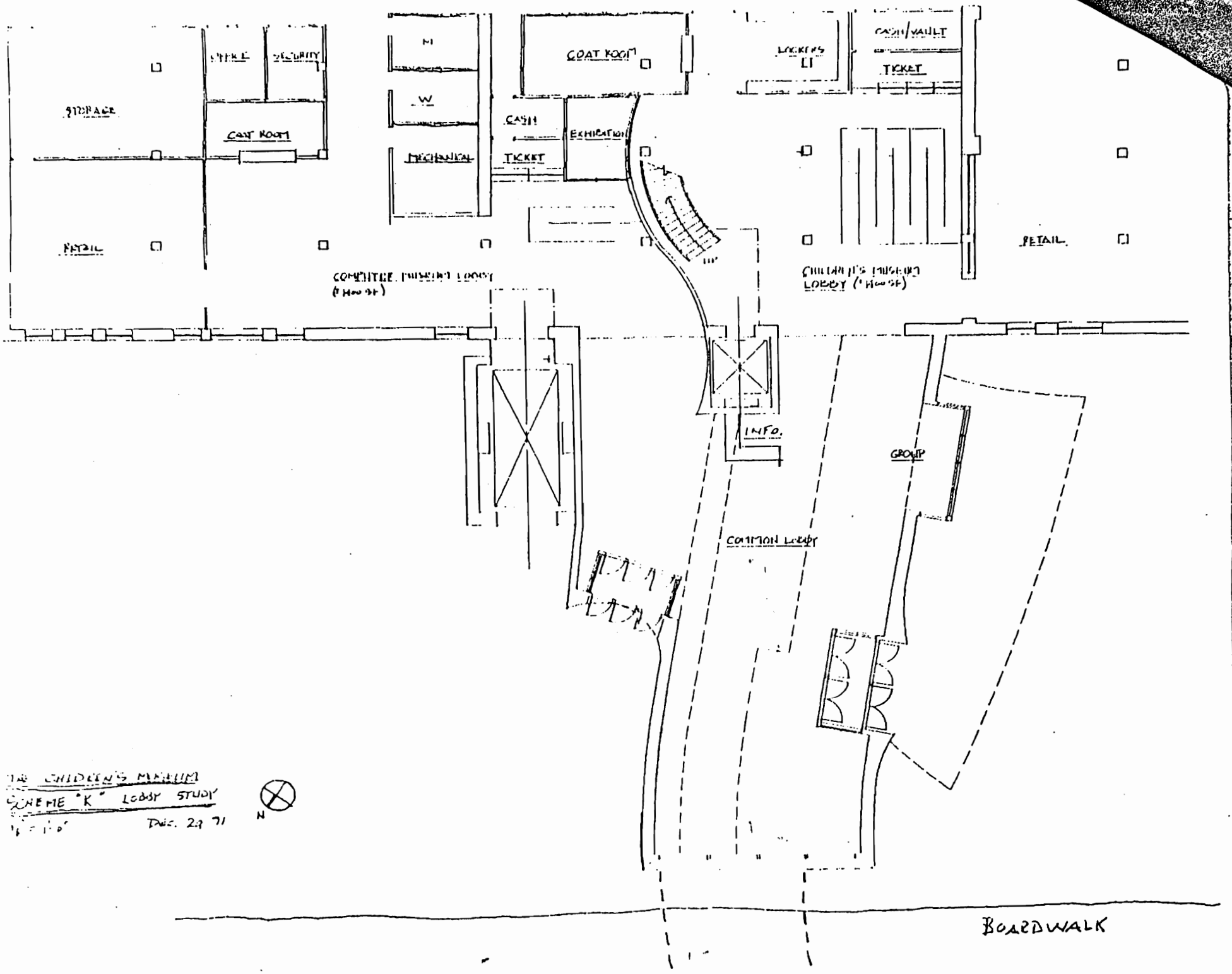
	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 11/30/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$278,412			\$278,412	\$77,891
Cash Equivalents	41,066			41,066	42,677
Investments		\$64,878		64,878	0
Receivables	50,601			50,601	98,538
Inventory	94,601			94,601	72,763
Prepaid expenses	6,399	0		6,399	15,591
Interfund receivable		246,973		246,973	207,798
	-----	-----	-----	-----	-----
TOTAL	471,079	311,851	0	782,930	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$471,079	\$323,179	\$2,277,159	\$3,071,417	\$2,803,745
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$140,170	\$30,477		\$170,647	\$209,840
Deferred income	17,895	-		17,895	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	246,973	-		246,973	207,798
	-----	-----	-----	-----	-----
Total	405,038	30,477	0	435,515	426,803
Fund Balances:					
Operating	66,041			66,041	(190,561)
Capital		292,702		292,702	290,344
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	66,041	292,702	2,277,159	2,635,902	2,376,942
TOTAL LIABILITIES AND FUND BALANCES	\$471,079	\$323,179	\$2,277,159	\$3,071,417	\$2,803,745
	-----	-----	-----	-----	-----

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
11/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 9/30/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$63,604	\$195,355	\$0	\$258,959	(\$115,374)
Depreciation			0	0	423,106
Cash from operations	63,604	195,355	0	258,959	307,732
Cash provided by/(used for) working capital:					
Receivables	47,937			47,937	21,764
Inventory	(21,838)			(21,838)	(9,551)
Investments		(64,878)		(64,878)	53,363
Accounts payable & other current liabs	52,111	(91,302)		(39,191)	51,496
Deferred income	8,730			8,730	(7,773)
Prepaid expenses	9,192	0		9,192	(349)
Cash from working capital	96,132	(156,180)	0	(60,048)	108,950
Cash provided by/(used for) Fixed assets					
Fixed assets		0	\$0	0	(586,601)
Net increase/(decrease) in cash before financing	159,736	39,175	0	198,911	(169,919)
Financing:					
Interfund pay. & rec.	39,175	(39,175)		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
Cash from financing	39,175	(39,175)	0	0	0
Net increase/(decrease) in cash & investments	198,911	0	0	198,911	(169,919)
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$319,479	\$0	\$0	\$319,479	\$120,568

The Computer Museum Inc
 Cash Flow Projections
 12/27/91





THE CHILDREN'S MUSEUM
 SCHEME "K" LOBBY STUDY
 1/8" = 1'-0" DATE: 2/9 71



BOARDWALK

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

I N T E R O F F I C E M E M O R A N D U M

DATE: May 5, 1992

TO: Executive Committee

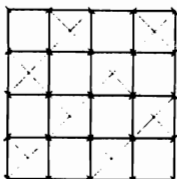
FROM: Oliver Strimpel

SUBJ: EXECUTIVE COMMITTEE MEETING - MONDAY, MAY 11, 1992

Attached is the agenda for the upcoming Executive Committee meeting on May 11 at 8am. At the end of the regular meeting, we will continue with an extended session to discuss Museum governance.

Our new business manager, Nancy Wright, started work yesterday. Her first priority is to assemble a draft FY93 budget. We shall fax the drafts to you at the end of this week.

Enclosed are nine-month financials for the period ended March 31, 1992. Projections show an anticipated year-end operating fund net deficit of \$95K. We continue to strive for a break-even budget, and during the month of April, through a combination of further expense savings and revenue improvements, have cut this deficit in half. We are watching the situation closely. I hope to have end of April financials ready for distribution on Monday.



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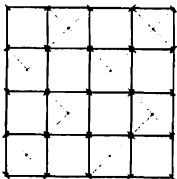
(617) 426-2800

AGENDA

EXECUTIVE COMMITTEE

MONDAY, MAY 11, 1992

- Operations update
- Museum Clerk nomination
- FY 93 Budget
- Education Activities (Natalie Rusk)
- Special Session: MUSEUM GOVERNANCE



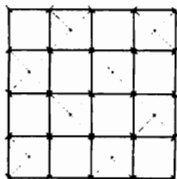
The Computer Museum

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J. THOMAS FRANKLIN

Before beginning an of counsel relationship with the firm of Lucash, Gesmer, & Updegove, J. Thomas Franklin was a Partner with Gaston & Snow. He has served as General Counsel to International Data Corporation, Computerworld, Inc. and Encore Computer Corporation. From 1986 to 1990, he acted as Chairman or Co-Chairman of the High Technology Law Committee of the Massachusetts Bar Association's Section of Business Law. In 1989 and 1990, he chaired and moderated the License Terms Seminar Series, sponsored by the Massachusetts Computer Software Council. He has published and spoken extensively on topics relating to computer and intellectual property law. Over the last 20 years, Mr. Franklin has represented a wide variety of computer and high technology clients. Mr. Franklin is a graduate of Dartmouth College and Harvard Law School.



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EXECUTIVE COMMITTEE MINUTES

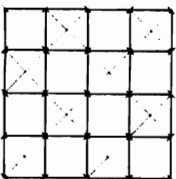
MARCH 17, 1992

Present at the meeting were Gwen Bell, Lynda Bodman, Larry Brewster, Jim McKenney, Tony Pell, Nick Pettinella, Ed Schwartz, Jim Davis, Clerk, and Oliver Strimpel, Executive Director. Geri Rogers attended to take the Minutes. Dick Case and Gardner Hendrie were unable to attend.

I. Oliver Strimpel opened the meeting by acknowledging Jim Davis's significant contribution as Clerk to the Museum, a position he has held since its inception in 1981. Since Jim is retiring as Clerk, Oliver presented Jim with a gift as a memento of his affiliation.

II. Update

- A. Oliver updated the committee about upcoming spring/summer events at the Museum: Robot Weekend, WGBH Event, Virtual Reality Weekend, and The Computer Bowl. Greg Welch is working with Digital to produce a temporary exhibit about the computer-aided design of the America's Cup boat for America³. Sue Dahling is collaborating with Sail Boston.
- B. Oliver announced the pending departure of Director of Development, Janice DelSesto who is leaving to seek new challenges elsewhere. Oliver asked for help in searching for candidates.
- C. The search for a business manager is underway. The Museum has hired a part-time accounting assistant to perform the clerical tasks, allowing the business manager to be a part-time position.
- D. Cash Flow Projection. The Museum has cut another \$30-50,000 of expense which improves the cash flow projections. Exhibit fund-raising efforts continue, but the success rate is lower than in previous years. The Museum is under budget on expenses and cannot reduce further without very painful cuts.
- E. The Tools & Toys exhibit development is making brisk progress. Oliver invited the group to take a look before leaving.



I. Update (continued)

- F. Ed Schwartz advised that Children's Museum Board has approved the waterfront proposal, allowing them to proceed.
- G. Oliver discussed the major new proposal for Digital support developed with Ed's help (\$450K each cash and equipment).

II. Chairman Status

Oliver reported that he and Gardner Hendrie talked with Charles Zraket. He is enthusiastic, but is overcommitted this year, and asked if he could wait, join as Chairman-Elect, be a member of Executive Committee, and take office in June '93. This would require Gardner to serve one more year.

VOTED: Oliver Strimpel and Dick Case to talk with Gardner Hendrie and, if Gardner agrees to remain Chairman for a year, then accept Charles Zraket's proposal.

III. Capital Campaign

Larry Brewster presented updated cash and pledge charts from the February Board meeting.

The Campaign is on target in pledges but behind in cash. More prospects capable of giving at the higher levels are needed. Donors are slow in completing one-third payments; some giving less; some deferring first payment until second year. Gwen noted that deferral of a few large gifts has had more impact than the smaller ones.

Larry and Janet Walsh gave a rundown on the status of pending asks and pledges. One difficulty is that a core of only twelve volunteers drive the process. Janet and Larry are talking about how to support them better to bring things to closure.

Ed asked if we are on target, just a little slow, or is the target not, in fact, attainable? Larry responded that in the next 45 days we'll have a better picture of whether changes to the target are warranted.

IV. Nominating Activity

Lynda Bodman met with Gardner Hendrie, and Charles Zraket regarding governance and the nominating process. Lynda is now soliciting nominations from the Board, and made the following points:

IV. Nominating Activity (continued)

- A. Objectives - Need local executive presence on the Board; technical and non-technical; industry and non-industry.
- B. The committee needs to be thinking about succession and tenure of the Board; to be adding people who will be workers and have long-term interest (beyond four years).
- C. The educational program will become a hot spot for the Museum to involve the corporate community.
- D. The target is three to five new members. Need to identify six or seven individuals as potential nominees.

Ed felt the Board is missing one or more senior local politicians, or community leaders, and said he would consider possible candidates in this category.

V. Next Meetings

- A. Monday, May 11, 8AM to Noon. Main topic: Governance.
- B. Friday, May 29, 8-9:30 AM. Regular meeting prior to BOD.

VI. Meeting adjourned at 9:45 AM.

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 4/8/92

	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Proj	May Proj	June Proj	Totals Proj	FY92 Budget	Proj Variance
<i>Kits</i> Kits Project	0	14	0	0	5	0	0	9	3	3	3	4	41	30	11
<i>tools & toys</i> Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	0	440	770	-330
<i>network soc.</i> Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
<i>Loebner</i> Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
<i>monetary & campaign</i> Capital Development Cash	2	4	2	5	79	96	16	7	38	88	4	359	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	8	132	215	-83
Annual Fund	5	1	0	4	9	31	10	1	8	15	13	12	109	125	-16
<i>bowl</i> Computer Bowl	0	9	90	32	25	33	11	20	23	48	5	0	296	305	-9
Corporate Memberships	6	22	6	10	6	25	22	27	15	32	21	21	213	231	-18
Individual Memberships	3	4	3	6	2	7	5	2	7	7	7	7	60	69	-9
Admissions	68	74	27	31	32	22	19	30	28	35	30	38	434	510	-76
<i>store</i> Store/Catalog	34	37	17	20	67	49	14	16	15	28	32	29	358	522	-164
<i>functions</i> Functions	3	9	5	20	19	13	7	6	5	8	11	11	117	150	-33
Misc.	1	0	1	23	1	3	6	4	3	3	3	6	54	36	18
Totals	172	457	159	351	250	316	110	146	145	337	129	495	3067	4013	-946

\$90k/yr

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	3/31/91 ACTUAL	FOR THE NINE MONTHS ENDED			FY92 BUDGET	FY92 FORECAST
		BUDGET	3/31/92 ACTUAL	FAV(UNFAV)		
REVENUES:						
Operating Fund	1,337	1,732	1,457	(275) (15%)	2,243	1,900
Capital Fund	354	1,505	649	(856) (57%)	1,770	1,167
Total Revenues	1,691	3,237	2,106	(1,131) (35%)	4,013	3,067
EXPENSES:						
Operating Fund	1,291	1,657	1,485	172 10%	2,205	1,995
Capital Fund	607	616	585	31 5%	1,162	1,013
Total Expenses	1,898	2,273	2,070	203 9%	3,367	3,008
NET REVENUES (EXPENSES)	(\$207)	\$964	\$36	(\$928) (96%)	\$646	\$59

SUMMARY:

For the nine months ended March 31, 1992, the Museum operated at a surplus of 36K compared to a budgeted surplus of 964K. As of March 31, 1992, total cash and cash equivalents amounted to 153K.

OPERATING: Operating revenues were 15% under budget due to optimistic budget expectations. Expenses were 10% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 57% under budget due to optimistic budget expectations. Expenses were 5% under despite payment of 25K of unbudgeted expense related to the FY91 opening of People & Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
3/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$111,138			\$111,138	\$77,891
Cash Equivalents	41,458			41,458	42,677
Investments				0	0
Receivables	10,376			10,376	98,538
Inventory	78,966			78,966	72,763
Prepaid expenses				0	15,591
Interfund receivable		184,722		184,722	207,798
	-----	-----	-----	-----	-----
TOTAL	241,938	184,722	0	426,660	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$241,938	\$196,050	\$2,277,159	\$2,715,147	\$2,803,745
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$74,050	\$34,357		\$108,407	\$209,840
Deferred income	8,240	-		8,240	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	184,722	-		184,722	207,798
	-----	-----	-----	-----	-----
Total	267,012	34,357	0	301,369	426,803
Fund Balances:					
Operating	(25,074)			(25,074)	2,437
Capital		161,693		161,693	99,347
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	(25,074)	161,693	2,277,159	2,413,778	2,378,943
TOTAL LIABILITIES AND FUND BALANCES	\$241,938	\$196,050	\$2,277,159	\$2,715,147	\$2,805,746
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
3/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$27,511)	\$64,346	\$0	\$36,835	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	(27,511)	64,346	0	36,835	307,732
Cash provided by/(used for) working capital:					
Receivables	88,162			88,162	21,764
Inventory	(6,203)			(6,203)	(9,551)
Investments				0	53,363
Accounts payable & other current liabs	(13,863)	(87,570)		(101,433)	51,496
Deferred income	(925)			(925)	(7,773)
Prepaid expenses	15,443	148		15,591	(349)
	-----	-----	-----	-----	-----
Cash from working capital	82,614	(87,422)	0	(4,808)	108,950
Cash provided by/(used for) Fixed assets					
	-----	-----	-----	-----	-----
Fixed assets		0	\$0	0	(586,601)
Net increase/(decrease) in cash before financing	55,103	(23,076)	0	32,027	(169,919)
Financing:					
Interfund pay. & rec.	(23,076)	23,076		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(23,076)	23,076	0	0	0
Net increase/(decrease) in cash & investments	32,027	0	0	32,027	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$152,595	\$0	\$0	\$152,595	\$120,568
	=====	=====	=====	=====	=====

Origin of FY92 Operating Budget Deficit

Nine Month Financials

Revenues projected to be off 15% or \$343K

Expenses projected to be lower by 10% or \$210K

Revenues

General Development: \$132K vs \$215 budgetted.

This refers to corporate and foundation grants budgetted for ticket subsidy and WIZ KIDS.

Annual fund is projected at \$109K vs budgetted \$125K

Bowl is on target

Corporate Memberships are projected at \$213K vs \$231K budgetted.

Admissions are projected at \$434K vs \$510K

Store net projected at (17K) vs budgetted \$57K

Functions net projected at \$55K vs budget \$67K.

Kit sales are on target

Summary of Expense Savings Made

As soon as lower than anticipated admissions were seen in July 1991, the Museum scaled back its summer visitor assistant hiring, saving approximately \$10K over the summer period.

In August, the replacement of auditorium carpet budgetted at \$17K was cancelled.

In January, the six-month figures projected an operating budget deficit of \$132K. All departments were asked to trim any inessential expenditures and \$62K of spending was identified as such and cut.

A wage freeze effective January 1 was instituted, and two staff were let go in February.

Development of Tools & Toys is proceeding well under budget with savings being made at every opportunity. April projections indicate the total exhibit development expense will be below \$420K compared to \$550K total revenues.

Revenue Side Action

The Museum is seeking support to help maintain its exhibits. The AAAI has recently granted \$30K to refurbish Smart Machines. This will take place

in FY93. A grant request has been submitted to Kensington (\$5.5K) and a proposal will shortly be going to Intel (\$20K pa).

Several new initiatives are being implemented to add new corporate members, in particular, asking officials of associations such as the Mass Computer software Council to solicit their membership.

Annual fund - several rounds of solicitation letters have been sent out.

Admissions - events such as Virtual Reality weekend, funded by Intel, have been publicized to the maximum extent possible, with good media coverage results, yielding some high attendance, including a day of record attendance. April revenue figures will be approximately \$10K ahead of revised budget.

Status

The nine-month (through March 31) financials projected an operating deficit of \$95K.

Changes in April include stronger than anticipated admissions owing, in part, to a well publicized virtual reality event (\$10K), additional allocations of staff to the Tools & Toys exhibit (\$15K), strong Bowl table sales (\$10K), slight improvements in functions (\$3K), additional Kit sale (\$5K), the sale of a long-held stock gift (KSR \$7K), and miscellaneous other items (\$5K).

These changes will reduce the deficit to \$40K.

OS
4/29/92

THE COMPUTER MUSEUM INC
 FY92 DEVELOPMENT REVENUE STREAMS
 UPDATED 4/2/92

	JULY ACTUAL	AUG ACTUAL	SEPT ACTUAL	OCT ACTUAL	NOV ACTUAL	DEC ACTUAL	JAN ACTUAL	FEB ACTUAL	MARCH BUDGET	APRIL BUDGET	MAY BUDGET	JUNE	TOTAL	REVISED PROJECTION	AMOUNT TO ADJUST
DEPT 610 CAPITAL DEVELOPMENT															
BUDGET	\$0	\$0	\$50,000	\$75,000	\$200,000	\$200,000	\$75,000	\$35,000	\$100,000	\$100,000	\$100,000	\$65,000	\$1,000,000		
YTD BUDGET	\$0	\$0	\$50,000	\$125,000	\$325,000	\$525,000	\$600,000	\$635,000	\$735,000	\$835,000	\$935,000	\$1,000,000			
ACTUAL/PROJECTED	\$2,000	\$3,950	\$2,000	\$5,013	\$83,888	\$96,171	\$16,017	\$5,000	\$38,115	\$10,985	\$4,000	\$444,233	\$706,115	\$700,000	\$6,115
GAIN/LOSS ON SECURITIES	\$12	\$0	\$0	-\$13	-\$4,693	\$0	\$0	\$2,437				-\$3,000			
YTD ACTUAL	\$2,012	\$5,962	\$7,962	\$12,962	\$92,157	\$188,328	\$204,345	\$211,782	\$249,897						
DEPT 710 GENERAL DEVELOPMENT															
BUDGET	\$10,000	\$50,000	\$15,000	\$10,000	\$15,000	\$15,000	\$20,000	\$2,500	\$5,000	\$16,000	\$15,000	\$40,500	\$215,000		
YTD BUDGET	\$10,000	\$60,000	\$75,000	\$85,000	\$100,000	\$116,000	\$136,000	\$138,500	\$143,500	\$159,500	\$174,500	\$215,000			
ACTUAL/PROJECTED	\$500	\$2,500	\$4,500	\$5,000	\$5,000	\$35,000	\$0	\$21,040	\$500	\$0	\$0	\$8,460	\$132,500	\$132,000	\$500
YTD ACTUAL	\$500	\$3,000	\$7,500	\$62,500	\$67,500	\$102,500	\$102,500	\$123,540	\$124,040						
DEPT 730 ANNUAL FUND															
BUDGET	\$3,500	\$4,500	\$6,500	\$5,000	\$14,500	\$32,000	\$8,500	\$11,000	\$11,000	\$10,555	\$9,000	\$8,945	\$125,000		
YTD BUDGET	\$3,500	\$8,000	\$14,500	\$19,500	\$34,000	\$66,000	\$74,500	\$85,500	\$96,500	\$107,055	\$116,055	\$125,000			
ACTUAL/PROJECTED	\$5,300	\$620	\$550	\$3,770	\$8,915	\$31,339	\$10,460	\$680	\$7,700	\$19,000	\$16,265	\$15,661	\$120,260	\$125,000	-\$4,740
YTD ACTUAL	\$5,300	\$5,920	\$6,470	\$10,240	\$19,155	\$50,494	\$60,954	\$61,634	\$69,334						
DEPT 750 COMPUTER BOWL															
BUDGET	\$0	\$0	\$18,000	\$77,000	\$70,000	\$50,000	\$10,000	\$12,500	\$17,000	\$50,500	\$500	\$0	\$305,500		
YTD BUDGET	\$0	\$0	\$18,000	\$95,000	\$165,000	\$215,000	\$225,000	\$237,500	\$254,500	\$305,000	\$305,500	\$305,500			
ACTUAL/PROJECTED	\$0	\$9,000	\$90,000	\$31,750	\$25,000	\$32,500	\$11,000	\$19,700	\$23,550	\$45,500	\$1,550	\$0	\$289,550	\$295,000	-\$6,450
YTD ACTUAL	\$0	\$9,000	\$99,000	\$130,750	\$155,750	\$188,250	\$199,250	\$218,950	\$242,500						
DEPT 810 CORPORATE MEMBERSHIP															
BUDGET	\$7,000	\$6,000	\$8,000	\$24,000	\$26,000	\$26,000	\$20,000	\$21,000	\$21,000	\$26,000	\$21,000	\$15,000	\$231,000		
YTD BUDGET	\$7,000	\$13,000	\$21,000	\$45,000	\$71,000	\$97,000	\$117,000	\$138,000	\$159,000	\$195,000	\$216,000	\$231,000			
ACTUAL/PROJECTED	\$6,000	\$22,000	\$6,000	\$9,500	\$6,000	\$24,500	\$22,000	\$27,000	\$15,000	\$32,000	\$21,000	\$21,500	\$212,500	\$213,000	-\$500
YTD ACTUAL	\$6,000	\$28,000	\$34,000	\$43,500	\$49,500	\$74,000	\$96,000	\$123,000	\$138,000						
DEPT 830 INDIVIDUAL MEMBERSHIP															
BUDGET	\$4,500	\$2,000	\$7,875	\$3,500	\$9,700	\$7,375	\$2,100	\$2,500	\$8,375	\$6,800	\$7,100	\$7,175	\$69,000		
YTD BUDGET	\$4,500	\$6,500	\$14,375	\$17,875	\$27,575	\$34,850	\$36,950	\$39,450	\$47,825	\$54,725	\$61,825	\$69,000			
ACTUAL/PROJECTED	\$3,197	\$4,009	\$3,219	\$5,956	\$1,965	\$7,304	\$5,256	\$2,285	\$6,395	\$6,900	\$7,100	\$6,469	\$60,000		LEAVE AS PROJECTED
YTD ACTUAL	\$3,197	\$7,206	\$10,425	\$16,381	\$18,346	\$25,650	\$20,906	\$23,191	\$29,586						

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

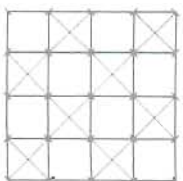
EXECUTIVE COMMITTEE

THURSDAY, JULY 23, 1992

8:00 - 9:30 A.M.

AGENDA

- Operations Update
- Capital Campaign Update *Brochure
Going public*
- Education Programs: Strategy Development
- BOD Nominations follow-up



- 1) What types of education programs/initiatives are appropriate for museum
- 2) Within this set, statement of relative importance or emphasis
- 3) How are these programs to be funded
(working hypothesis is self-funded)
- 4) suggestions about the management
- 5) What is evaluation of payoff

Charlie Zuckert
Rick Barnes
Dorothy Terrell
Hal Shear
Barry Horowitz
Linda Bodman

The Capital Campaign for The Computer Museum

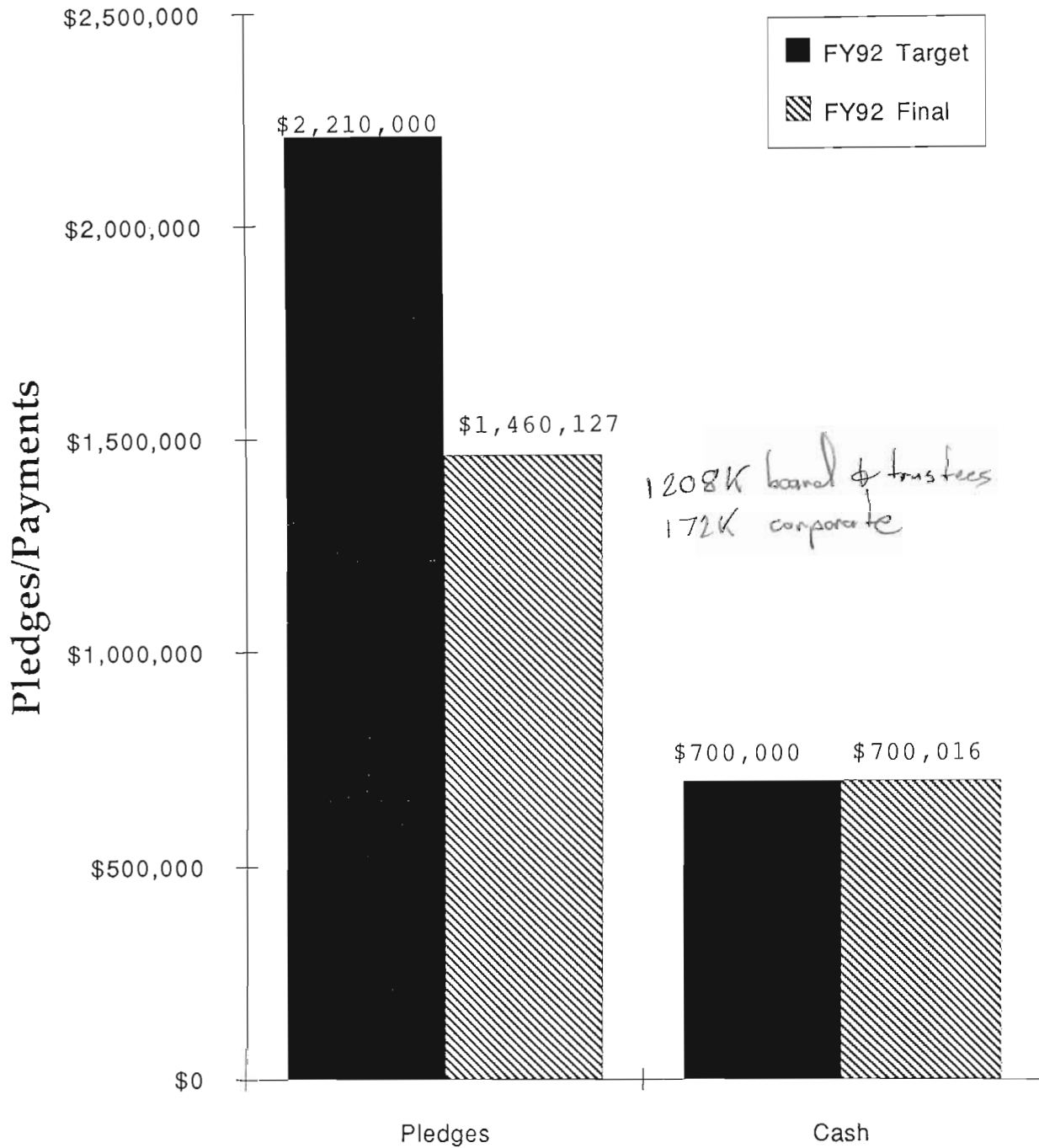
Report to the Executive Committee

July 23, 1992

Agenda

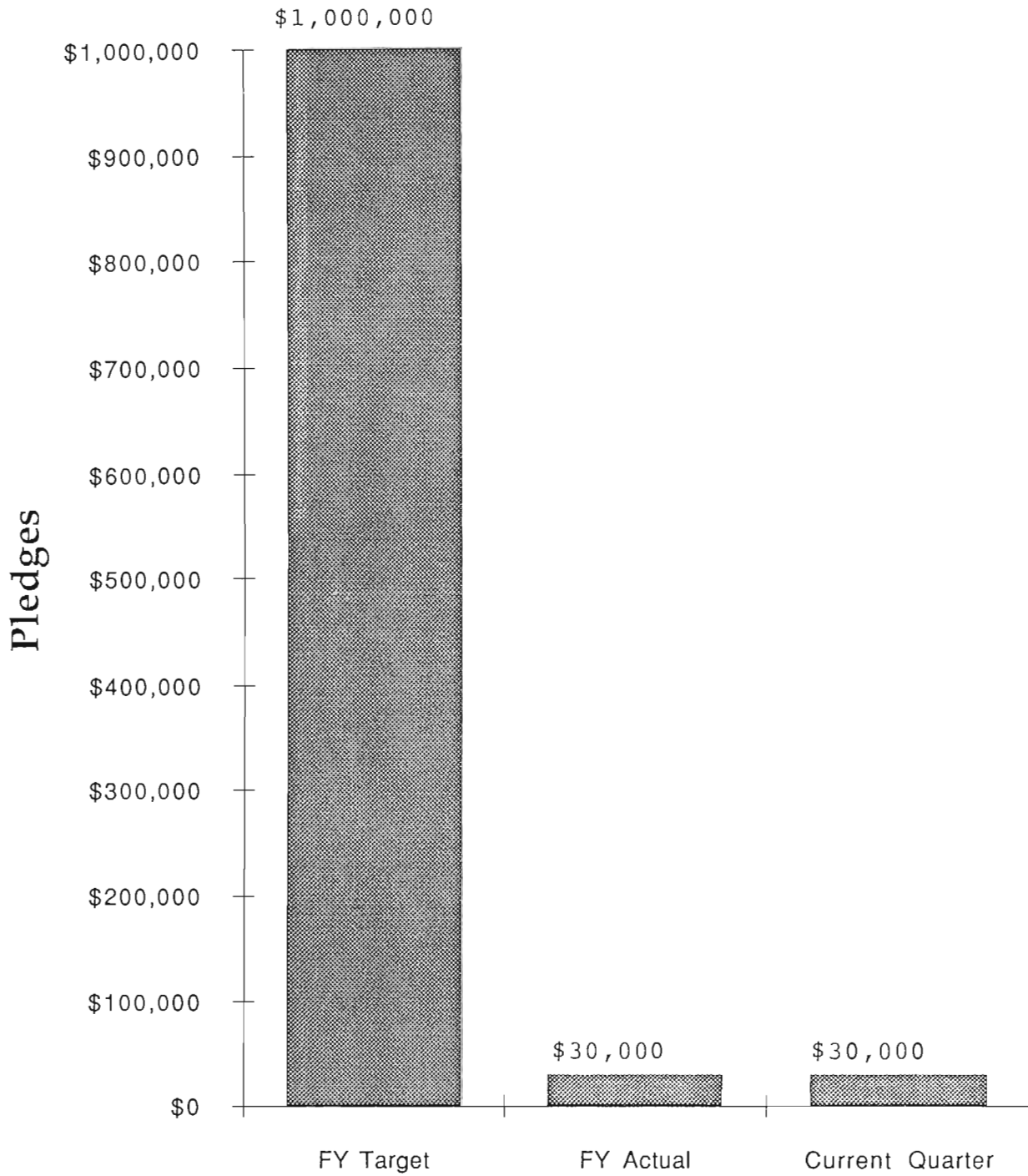
1. FY92 Results - Pledges/Cash
2. FY93 Performance to Date
3. Discussion and Questions

FY92 Final Report



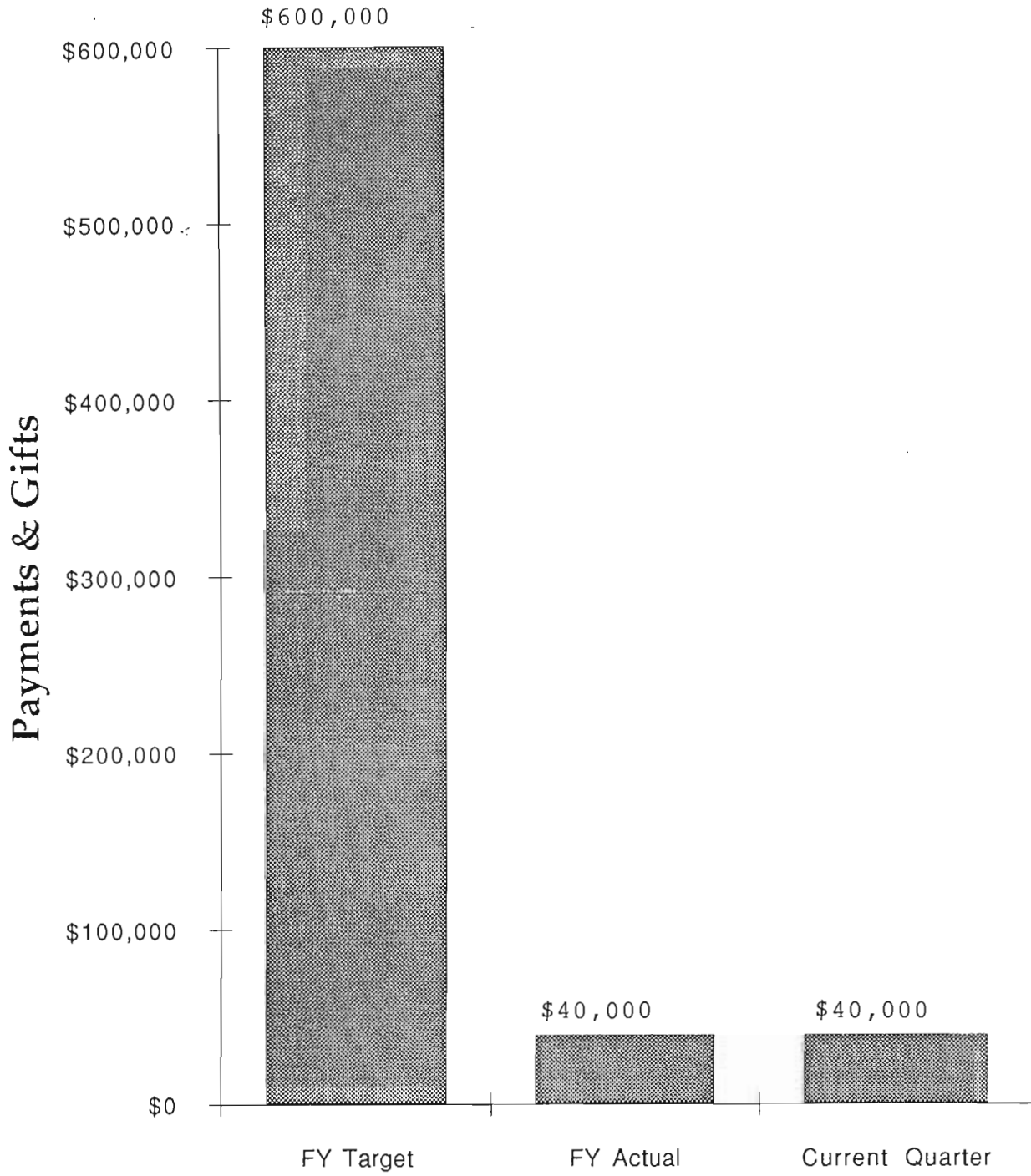
Pledge and Cash Performance

FY93 Pledge Performance



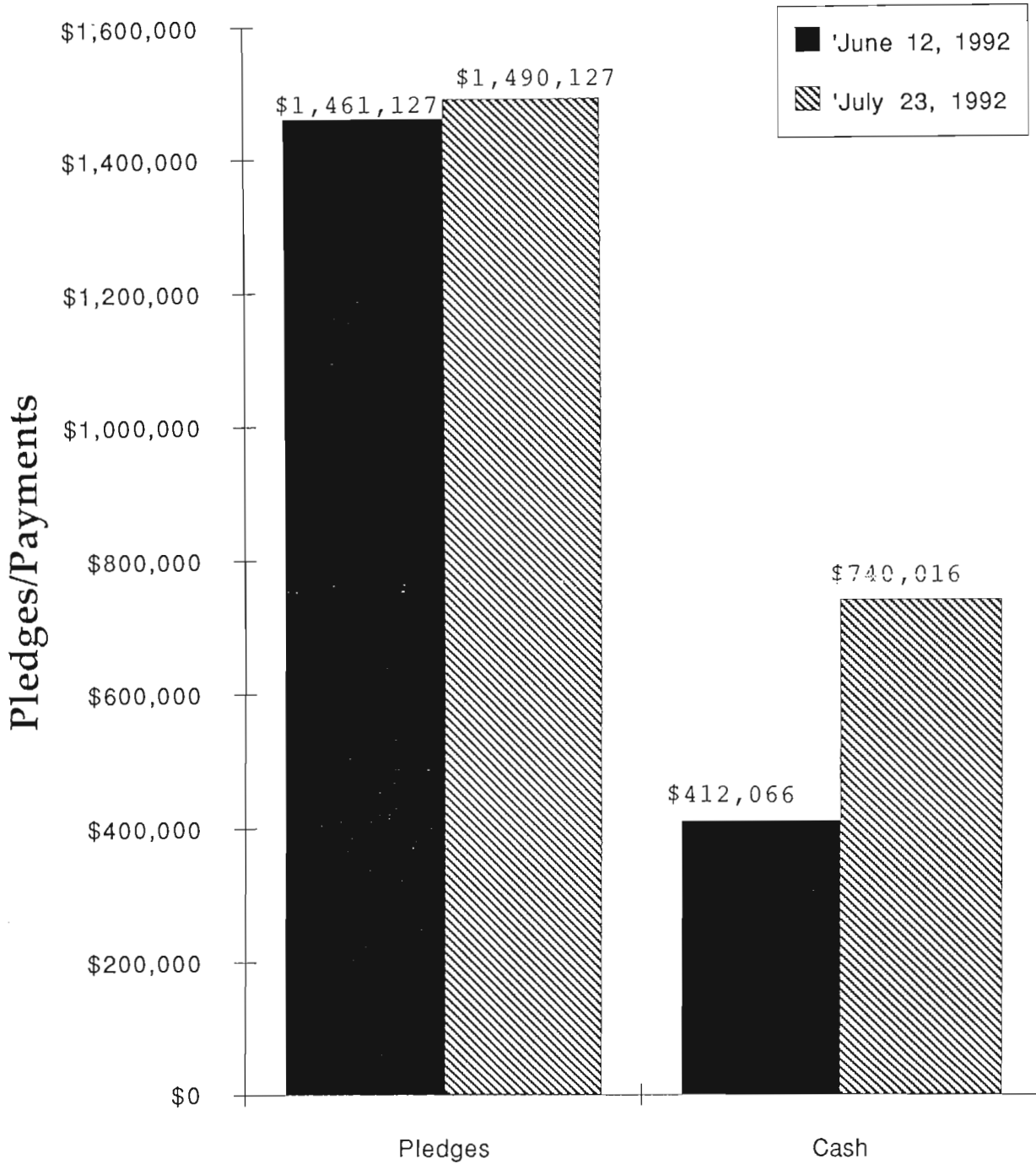
Target vs. Actual

FY93 Cash Performance



Target vs. Actual

Progress Since Last Meeting



Pledge and Cash Performance

LEARNING

THE BOSTON GLOBE
July 19, 1992
Circ: 516,981

THE BOSTON SUNDAY GLOBE • JULY 19, 1992

Collaborating on computers

Computer Museum consults Martin Luther King Middle School students in developing new exhibit

By Teresa A. Martin
SPECIAL TO THE GLOBE

Students from Boston's Martin Luther King Middle School talk over ideas for the museum's new "Tools & Toys" exhibit.



When the Computer Museum designed its new 3,600-square-foot, \$1 million personal computer exhibit, it looked for inspiration in many places, including an eighth grade class at the Martin Luther King Jr. Middle School in Dorchester.

The collaboration was so successful that the museum is making such arrangements part of the development of all future exhibits.

"One of the things you often see is lip service to consulting with schools," said Greg Welch, director of exhibits at the museum. "But for us this was a concerted effort to find out their needs."

The exhibit in question, which opened last month and will be permanent, is called "Tools & Toys: The Amazing Personal Computer."

The museum wanted to make personal computers understandable, accessible and fun, while providing lots of activities for people to share. The idea of a student advisory team seemed natural.

"We wanted to make the exhibit for the people who would be using it," said Natalie Rusk, director of education at the museum, "and we thought middle school students would give us honest advice."

Honest and very useful advice is exactly what the museum got as the students, who were members of one of the school's computer classes, tested software and gave feedback on the planned physical layout of the exhibit.

"We helped make things better," said Shahi L. Smart, 16, a member of the student team. "There were games that were too hard and we tried to make easier directions for the younger kids, and there were games that were too easy and we tried to make the idea of the game harder for older kids."

Irischa Valentin, 14, said, "I told them that they should make the computers a little bit more fun. They had a lot of games, but we gave them some tips on how to make them more exciting. Everyone pitched in an idea."

Rusk acknowledged that at first, the museum staff was a little leery of the project.

"Some of the people here haven't been around kids this age since they themselves were in junior high," she said, "so some of the staff wasn't sure of what we were getting ourselves into."

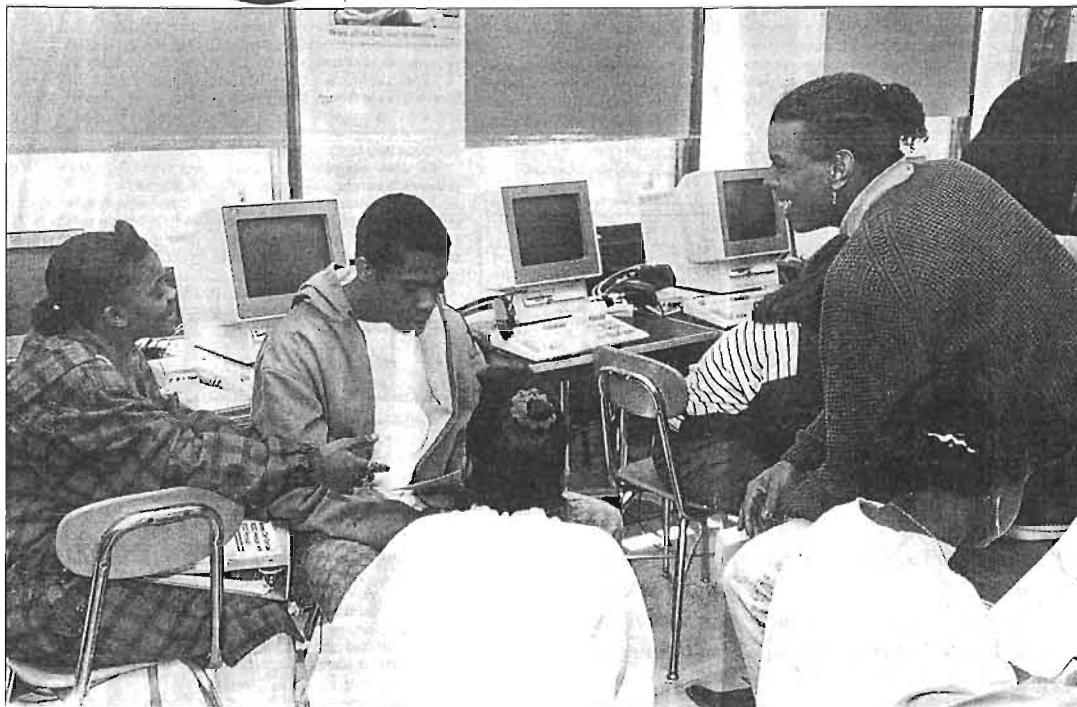
"At the beginning of that first meeting, there was a little unease on both sides, but then we introduced ourselves and started talking and the students started to see we were talking them seriously... and they had fantastic ideas for us."

Listening to the students and treating them with respect was critical. No one ordered the students to do this project. Rather, in December the class received a letter from Rusk outlining the museum's needs, with a request for help and a proposed schedule for the project. For compensation, the museum offered each student a year's family membership.

The class discussed the offer and agreed to sign on.

"I think the kids were wary in the beginning," said Ellen Vogel, another computer teacher involved in the process. "But when they arrived at the museum and saw what was going on, they really became involved in the project. The computer museum accepted their comments. I think the kids

MUSEUM, Page 37



GLOBE PHOTO/REAL MAMMERS

Students collaborate on exhibit

■ MUSEUM

Continued from Page 35.

really enjoyed watching the project grow and they now have a vested interest in it.

The exhibit incorporates 35 different work areas of IBM and Digital PCs, Apple Macintoshes, an Apple II, Amiga PCs, a GRID system, notebook computers and a host of peripheral devices.

"The idea is to inspire people, to let them experience all the different things they can do with a computer," said David Greschler, exhibit developer. "We want them to get onto the machine and actually use it as a tool and get some results from it. You can draw and print out pictures. You can make up a song and listen to it play back. It's not just interactive, but creative.

"We want people to be able to say, 'I did it.'"

**'This has proven to
be one of the most
spectacularly
successful
collaborations
we've ever done.'**

GREG WELCH
*Director of Exhibits,
Computer Museum*

As part of their involvement, the students tested software. They didn't mince words, either. If something was dull, they said so. And if they liked a program, the staff heard the praise as well.

The students also saw blueprints of the site of the future exhibit and walked through it. The designers then altered the physical design to make it easier to see what other people are doing and to facilitate communication between groups in different areas.

In another meeting, students edited the draft text for the exhibition signage and described their versions of the computer of the future.

"It's been a terrific experience for us," said Welch. "So many times a museum will create an exhibit without consulting the people for whom it's designed. Then when it opens and it doesn't work, it's difficult to know what to do. But here, we're getting feedback while we are still able to make changes. This has proven to be one of the most spectacularly successful collaborations we've ever done."

THE COMPUTER MUSEUM

Minutes of Annual Meetings of Members, Directors and Trustees

June 12, 1992

Present were Sam Albert, Gordon Bell, Gwen Bell, Edward Belove, Lynda Bodman, Lawrence Brewster, Richard Case, David Chapman (Trustee), David Donaldson, Dr. Jon Eklund, Edward Fredkin, Charles House, James Lawrence, James McKenney, John Miller, Laura Morse, Dr. Suhas Patil, Nicholas Pettinella, William Poduska, Jonathan Rotenberg, Jean Sammet, Grant Saviers, Edward Schwartz, Naomi Seligman, Hal Shear, Michael Simmons, Irwin Sitkin, Charles Zraket, Gardner Hendrie, Chairman, Oliver Strimpel, Executive Director and Tom Franklin, Clerk pro tem.

I. The Chairman called the annual meeting of the Members of the museum to order at 8:45 am. Mr. Schwartz on behalf of the nominating committee proposed the election of Richard Burnes, Jr., Roger Heinen, Barry Horowitz and Dorothy Terrell as new Directors of the Museum and the re-election of current directors whose terms are expiring Dr. Jon Eklund, Richard Greene, Theodore Johnson and William Poduska. Mr. Schwartz nominated as new trustees of the Museum Mitchell Kapor and Edward Fredkin.

Election of the nominees was moved, seconded and approved unanimously. Following the election Ms. Sammet requested that the Executive Committee and Board consider attendance at prior meetings when making nominations for new positions.

II. The Chairman next opened nominations for Chairman. Mr. Case nominated Mr. Hendrie for re-election, which was seconded and unanimously approved. Mr. Hendrie explained that Charles A. Zraket has agreed to serve as Chairman after the current year and proposed his election as Vice-Chairman, which office is not currently authorized but will be created by the Board of Directors immediately following this meeting. The proposal was seconded and approved unanimously.

There being no further business the meeting was adjourned at 9:00 am.

III. The Chairman called to order the annual meeting of the Directors and Trustees of the museum at 9:00 am. He proposed the election of the following officers of the museum: Oliver Strimpel, Executive Director, Nicholas Pettinella, Treasurer and J. Thomas Franklin, Clerk. The nominations were seconded and unanimously approved.

The Clerk then read a proposed vote creating the office of Vice-Chairman, to be filled by Charles Zraket in accordance with the vote at the preceding meeting. After discussion and amendment of the proposed vote it was voted:

Pursuant to Article V, Section 3(d) of the bylaws to establish the office of Vice-Chairman of the Board of Directors who shall be elected from time to time by the Members for a term not to exceed one year.

IV. Gardner Hendrie referred to a memo distributed to those in attendance listing the nominees for the executive committee for the ensuing year, which slate was nominated, seconded and approved unanimously. Elected were Richard Case, Chairman, Oliver Strimpel, Gwen Bell, Lynda Bodman, Lawrence Brewster, Gardner Hendrie, James McKenney, Anthony Pell, Nicholas Pettinella, Edward Schwartz and Charles Zraket.

V. Lynda Bodman presented a report on a museum governance study which has been initiated by the Executive Committee. All Trustees and Directors were invited to contribute to the study and a subcommittee was appointed consisting of Ms. Bodman, David Donaldson, Gardner Hendrie, William Poduska, Edward Schwartz and Charles Zraket. The subcommittee will review the bylaws and the roles of the Members, Trustees, Directors and committees and will present a progress report in October for discussion at the February board meeting and proposed approval at the 1993 annual meetings.

VI. Oliver Strimpel briefly reviewed the museum's educational program and introduced Natalie Rusk, Education Director, who presented a more detailed review. Ms. Rusk presented the educational program of the museum as one by which to leverage the museum's unique assets, principally through the Computer Clubhouse project aimed at 10 to 15 year old children and utilizing highly interactive projects.

Oliver Strimpel next reviewed fiscal 1992 results and fiscal 1993 plans, characterizing 1992 as very successful from a program point of view and somewhat difficult financially. Hal Shear presented a brief report on the 1992 annual fund campaign noting that many trustees' and board members' annual gifts were not yet received. Laura Morse reported on corporate membership and Gwen Bell reported the very successful results of the Computer Bowl. The fiscal 1993 budget as proposed was unanimously approved.

VII. Lawrence Brewster presented a report on the capital campaign which is expected to achieve its revised goal of \$700,000 by the end of the 1992 fiscal year. There was

page three

discussion of the contributions expected from board members and trustees. Greg Welch, Director of Exhibits, outlined plans for the next major exhibit, The Networked Society, tentatively planned to open in February 1994 at a cost of approximately \$2 million. He encouraged suggestions and ideas from trustees and directors.

There being no further business to come before the meeting the meeting was adjourned.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

60K budget
89K Jan

INCLUDING TRANSFERS TO PLANT FUND
FOR THE FISCAL YEAR ENDED

	6/30/91	-----6/30/92-----			
	ACTUAL	BUDGET	ACTUAL	FAV (UNFAV)	
REVENUES:					
Operating Fund	1,875	2,243	1,950	(293)	(13%)
Capital Fund	819	1,770	1,196	(574)	(32%)
Total Revenues	----- 2,694	----- 4,013	----- 3,146	(867)	(22%)
EXPENSES:					
Operating Fund	1,852	2,205	2,015	190	9%
Capital Fund	1,127	1,162	483	679	59%
Total Expenses	----- 2,979	----- 3,367	----- 2,498	869	26%
NET REVENUES (EXPENSES)	(\$285)	\$646	\$648	\$2	1%
	=====	=====	=====	=====	=====

SUMMARY:

For the fiscal year ended June 30, 1992, the Museum operated at a surplus of 176K compared to a budgeted surplus of 646K. As of June 30, 1992, total cash and cash equivalents amounted to 447K.

OPERATING: Operating revenues were 13% under budget due to optimistic budget expectations. Expenses were 9% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 32% under budget due to optimistic budget expectations. Expenses were 59% under budget due to transfer of exhibit related costs to the plant fund balance.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	FOR THE FISCAL YEAR ENDED				
	6/30/91		-----6/30/92-----		
	ACTUAL	BUDGET	ACTUAL	FAV	(UNFAV)
REVENUES:					
Unrestricted contributions:	214	\$207	\$176	(31)	(15%)
Restricted contributions	129	\$188	\$185	(3)	(2%)
Computer Bowl	282	\$305	\$317	12	4%
Corporate memberships	201	\$231	\$194	(37)	(16%)
Individual memberships	56	\$69	\$50	(19)	(28%)
Admissions	524	\$510	\$470	(40)	(8%)
Store	314	\$522	\$343	(179)	(52%)
Functions	136	\$150	\$139	(11)	(8%)
Interest Income	1	\$24	\$3	(21)	(88%)
Other	18	\$37	\$73	36	97%
Gain/Loss on Securities	0	\$0	\$0	0	0%
	-----	-----	-----	-----	-----
Total Revenues	1,875	2,243	1,950	(293)	(13%)
EXPENSES:					
Exhibits Development	79	82	128	(46)	(56%)
Exhibits Maintenance	58	68	62	6	9%
Collections	69	67	65	2	3%
Education	247	303	237	66	22%
Marketing & Memberships	321	435	379	56	13%
General Management	251	232	232	0	0%
Computer Bowl	96	109	117	(8)	(7%)
Fundraising	97	82	65	17	21%
Store	277	465	379	86	18%
Functions	71	83	72	11	13%
Museum Wharf expenses	286	279	279	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,852	2,205	2,015	190	9%
	-----	-----	-----	-----	-----
NET REVENUES (EXPENSES)	\$23	\$38	(\$65)	(\$103)	(274%)
	=====	=====	=====	=====	=====

-7K

200K

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
(\$ - Thousands)

	6/30/91 ACTUAL	BUDGET	FOR THE FISCAL YEAR ENDED		
			-----6/30/92----- ACTUAL	FAV	(UNFAV)
REVENUES:					
Unrestricted Contributions	\$88	\$625	\$452	(\$173)	(28%)
Restricted Contributions	715	1,145	744	(\$401)	(35%)
Interest Income	12	0	2	\$2	100%
Gain/Loss on Securities	4	0	(2)	(\$2)	(100%)
	-----	-----	-----	-----	-----
Total Revenues	819	1,770	1,196	(574)	(32%)
EXPENSES:					
Exhibits Development	727	670	31	639	95%
General Management	67	91	119	(28)	(31%)
Fundraising	186	265	196	69	26%
Wharf mortgage	147	136	136	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,127	1,162	482	680	59%
NET REVENUES (EXPENSES)	(\$308)	\$608	\$714	\$106	1%
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
BALANCE SHEET
6/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$155,114			\$155,114	\$77,891
Cash Equivalents	291,911			291,911	42,677
Investments				0	0
Receivables	39,762			39,762	98,538
Inventory	78,358			78,358	72,764
Prepaid expenses	2,102			2,102	15,591
Interfund receivable		419,376		419,376	207,798
	-----	-----	-----	-----	-----
TOTAL	567,247	419,376	0	986,623	515,259
Property & Equipment (net):					
Equipment & furniture	-		\$269,480	269,480	350,158
Capital improvements	-		553,469	553,469	601,305
Exhibits	-		1,361,335	1,361,335	1,307,697
Construction in Process	-	3,346		3,346	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	3,346	2,202,284	2,205,630	2,288,488
 TOTAL ASSETS	 \$567,247	 \$422,722	 \$2,202,284	 \$3,192,253	 \$2,803,747
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$146,051	\$91,657		\$237,708	\$209,840
Deferred income	64,426	-		64,426	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	419,376	-		419,376	207,798
	-----	-----	-----	-----	-----
Total	629,853	91,657	0	721,510	426,803
Fund Balances:					
Operating	(62,606)			(62,606)	2,437
Capital		331,065		331,065	97,347
Plant			\$2,202,284	2,202,284	2,277,160
	-----	-----	-----	-----	-----
Total	(62,606)	331,065	2,202,284	2,470,743	2,376,944
 TOTAL LIABILITIES AND FUND BALANCES	 \$567,247	 \$422,722	 \$2,202,284	 \$3,192,253	 \$2,803,747
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
6/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$65,043)	\$712,654	(\$553,812)	\$93,799	(\$115,374)
Depreciation			553,812	553,812	423,106
	-----	-----	-----	-----	-----
Cash from operations	(65,043)	712,654	0	647,611	307,732
Cash provided by/(used for) working capital:					
Receivables	58,776			58,776	21,764
Inventory	(5,595)			(5,595)	(9,551)
Investments				0	53,363
Accounts payable & other current liabs	58,139	(30,269)		27,870	51,496
Deferred income	55,261			55,261	(7,773)
Prepaid expenses	13,341	148		13,489	(349)
	-----	-----	-----	-----	-----
Cash from working capital	179,922	(30,121)	0	149,801	108,950
Cash provided by/(used for) Fixed assets					
	-----	-----	-----	-----	-----
Fixed assets		7,981	(\$478,936)	(470,955)	(586,601)
Net increase/(decrease) in cash before financing	114,879	690,514	(478,936)	326,457	(169,919)
Financing:					
Interfund pay. & rec.	211,578	(211,578)		0	0
Transfer to Plant	0	(478,936)	478,936	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	211,578	(690,514)	478,936	0	0
Net increase/(decrease) in cash & investments	326,457	0	0	326,457	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$447,025	\$0	\$0	\$447,025	\$120,568
	=====	=====	=====	=====	=====

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 7/16/92

	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Act	May Act	June Act	Totals Proj	FY92 Budget	Proj Variance
Kits Project	0	14	0	0	5	0	0	9	3	11	0	11	53	30	23
Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	25	465	770	-305
Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
Capital Development	2	4	2	5	79	96	16	7	38	88	11	352	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	25	149	215	-66
Annual Fund	5	1	0	4	9	31	10	1	8	16	4	17	106	125	-19
Computer Bowl	0	9	90	32	25	33	11	20	23	51	23	0	317	305	12
Corporate Memberships	6	22	6	10	6	25	22	27	15	22	17	16	194	231	-37
Individual Memberships	3	4	3	6	2	7	5	2	7	5	2	4	50	69	-19
Admissions	68	74	27	31	32	22	19	30	28	47	42	50	470	510	-40
Store/Catalog	34	37	17	20	67	49	15	16	16	25	22	25	343	522	-179
Functions	3	9	5	20	19	13	7	6	5	15	17	20	139	150	-11
Misc.	1	0	1	23	1	3	5	4	2	5	3	-1	47	36	11
Totals	172	457	159	351	250	316	110	146	145	355	141	544	3146	4013	-867

July 22, 1992

To: Oliver Strimpel

From: Sue Dahling

RE: FY '92 Attendance Overview

1. Compared to FY '90 and FY '91

	Attendance	Revenue	\$/Visitor	plan
FY '90	91,848	\$320,318	\$3.49	
FY '91	130,319	\$518,000	\$3.97	
FY '92	118,567	\$469,772	\$3.96	
FY '93 Projected	114,900	\$458,570	\$3.99	140 - 150

2. FY '92 Compared to Budget and Revised Budget

	Budget	Revised Budget	Actual
Attendance	129,308	118,769	118,657
Revenue	\$510,055	\$472,438	\$469,772

% Change from Actuals

Attendance	(8.31)	(.17)	-
Revenue	(7.90)	(.56)	-

3. School Group Attendance

FY '91	17,748	
FY '92	21,978	19.25% increase

c

isco

Next Step:

Action Taken:

John Mongridge

MCI

Next Step:

Action Taken:

NYNEX

Next Step: - *send proposals*

Action Taken:

EDS

Next Step:

Action Taken:

CONVEX

Next Step:

Action Taken:

~~OS~~

~~Intel~~

~~Dave House~~

~~Next Step: OS follow up~~

~~Action Taken: OS gave proposal 7/13/92~~

GB NEC

Kobayashi

Next Step: *GB drafting ltr to Kobayashi*

Action Taken: OS has written Unohara per suggestion of Eric Bloch

GB Novell

Bills

Next Step: *GB to send proposal*

Action Taken: met here at Museum functions

GB Xerox

Seeley-Brown,

Next Step: *send proposal?*

Action Taken: - GB met w/ Weiser - he will discuss w/ Brown

GB Cabletron

Next Step: *-GB to call Glenda for info.*

Action Taken:

GB NetFrame

Enzo Torresi

Next Step: - *Gwen to meet or send proposal for \$?*

Action Taken: - Gwen saw at Shaeffer's conference-will give Netframe server

GW 3Com

David Abramson

Next Step: *get local people over to see game -- get Benhamou over*

Action Taken: -sent prop.v1.1 7/8/92

- OS visited Abramson in CA 7/13/92

GW Sprint

Next Step: GW to follow up w/ fellow from brainstorming
Action Taken:

GW American Airlines Max Hopper

Next Step: GW to write to revive
Action Taken:

GW Chipcom *Collection / Synopses* David Fowler

Next Step: GW to call and send prop.
Action Taken:

GW QED George Fosque 617/225-251

Next Step: - Greg call and send proposal
Action Taken: - OS met at opening

GW Cadre Technologies, Inc. Louis J. 401/351-595

Next Step: - GW follow up
Action Taken: - OS met w/ WHEN?

GW Unisys David Curry

Next Step: GW write -- "don't want to miss this opportunity"
Action Taken: - GB saw Curry?

JO AT&T Susana Thompson,

Next Step: JO to call Zeaman
Action Taken:

JO Banyan *Novell* Dave Mahoney

Next Step: - JO to set up talk in Oct.
Action Taken:

JO Bellcore George Hielmeiher

Next Step: - JO to call to speak at seminar
Action Taken:

JO 3M Telecom Systems Cary Williamson @ 214/233-095

Next Step: -JO invite rep. to visit -- submit prop.
Action Taken: -JO sent brief summary to Williamson 6/3/92

JO Sequent Casey Powell

Next Step: - send generic network proposal -- fr Gwen?
Action Taken: - Gwen saw at Shaeffer's conference

OS DEC Nancy Dubbie 508/123-456

Next Step: shmooze Debbie--invite to open house
Action Taken: pitched as part of 3-year plan,
send prop. v1.1 7/8/92

OS Wellfleet Communications Paul Severino 2617\123-36 50,000
Next Step: *send prop.?*
Action Taken: hosted w/ 5/17 brainstorming session

OS IBM Parkel, Howard
Next Step: - *follow up*
Action Taken: OS sent prop v1.1 to Pollard 7/87/92

OS Stratus *Handwritten signature* Foster, Bill
Next Step: *follow up -- Hendrie?*
Action Taken: OS sent Foster prop 1.1 DATE?, copy to Hendrie

OS Proteon Patrick Cortin
Next Step: *Geri to get Selwan in for visit*
Action Taken:

OS Amdahl Gene White
Next Step: *send prop?*
Action Taken: - OS toured on 7/21

OS Hewlett-Packard Jim Bell
Next Step: *get in touch w/ Bell and ask for local advisor, Gary Eichorn*
Action Taken: - OS met w/ Bell 7/9/92, invited to be advisor-declined- offer some one else

OS DARPA
Next Step: *OS follow up*
Action Taken: - sent prop. v 1.27/23/92

SWIFT

Down Jones / Compuserve / [Handwritten signature]

The Computer Museum
Dinner at the Browns' residence, Saratoga, California
September 1992
Proposed Guest List

Gardner

Carol Bartz and William Marr
Andy Bechtolsheim
Gwen and Gordon Bell
Eric Benhamou
Joel Birnbaum
Arthur Collmeyer
Finis Conner
Reid Dennis
Gordon Eubanks
Pier Carlo Falotti
Jean-Louis and Brigitte Gassee
Charles Geschke
Prabhu Goel
John Grillos
Trip Hawkins
Roger and Marny Heinen
Andy Heller
Peter Hirshberg
Chuck and Jenny House
Dave House
Philippe Kahn
Vinod Khosla
Steve Kirsh
Bernie and Ronnie LaCroute
Dan Lynch
Pat McGovern and Lore Harpe
Tom McWilliams
Carver Mead
Steve Merrill
Suhas Patil
Ruthann Quindlen and David Liddle
Wayne Rosing
Harry Saal
John Shoch
Mike Spindler
Oliver Strimpel
Ivan Sutherland
Jim Sutter
Enzo Torresi
Jim Treybig
Les Vadasz
John Warnock
Pierluigi Zappacosta

*Executive
Comm.*

*Campaign
Comm.*

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum

M E M O R A N D U M

July 21, 1992

To: Gardner Hendrie
Chairman of the Board

From: Janet Walsh (x333)
Capital Campaign Manager

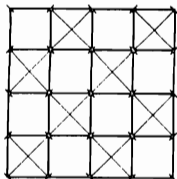
Subj.: Campaign brochure



Enclosed is a draft version of the copy for our Capital Campaign brochure. The words will be supplemented with photos of the exhibits, collections, and programs/events. Ted Groves will add his magic touch in terms of design. The finished brochure will be a business envelope-sized booklet with color and black-and-white illustrations.

We would love your comments on the copy. Please let me know what you think before you head off for vacation. We're eligible for a 30% discount at the printer if we get it done in August.

THANKS!



REVISED DRAFT
The Capital Campaign for The Computer Museum
brochure copy

Page 1 (front cover)

**The Capital Campaign
for The Computer Museum**

Page 2 (inside front cover)

**The Computer Museum
Mission Statement**

- To 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.
- To preserve and celebrate the history and promote the understanding of computers worldwide.
- To be an international resource for research into the history of computing.

**The Capital Campaign for The Computer Museum
Goal**

- to raise seven and one half million dollars to help secure the Museum's long-term operations at its current home and to create an endowment for educational programming, exhibit development, and collection expansion.

Greetings from the Executive Director

A CRITICAL EDUCATIONAL ROLE

The nation's education leaders have called for creative reform in science and technology education. The Computer Museum is answering that call. Through its innovative exhibitions and programs, the Museum is applying its unique expertise in computer technology and informal, museum-style education to this national problem.

A UNIQUE INSTITUTION

Truly one-of-a-kind, The Computer Museum:

- inspires a diverse public through its dynamic, hands-on *exhibitions*;
- makes state-of-the-art *technology* accessible;
- creates innovative and effective *education programs and materials* on computing technology, history, and applications;
- holds the world's most comprehensive *collection* of historic computer artifacts and related materials.

The Computer Museum's grounding in the world of museum education distinguishes it from almost all other providers of computer education, including schools, computer learning centers, and afterschool clubs. By providing access to cutting edge computing technology and everyday applications of computing technology, the Museum encourages learning through exploration, social interaction, play, and multi-sensory experiences. This hands-on experience stimulates curiosity and fosters confidence among young and old alike.

THE CAPITAL CAMPAIGN

To achieve the programmatic goals set forth in the Museum's mission, the Museum has launched a \$7.5 million Capital Campaign. Campaign gifts will enable the Museum to secure its facility and establish an endowment. Income from the endowment will provide resources for the Museum's education programs, public service, collections management, and international outreach.

Completion of the Campaign is critical to the Museum's long-term stability and continued growth. To succeed, the Museum will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations the history of a technology that has reshaped the world.

I extend sincere gratitude to you for your interest and encourage you to invest in
The Computer Museum.

OS signature
Dr. Oliver Strimpel

The Computer Museum

Computers have changed the world. Today, they affect people from all walks of life, at work, at home, and at play. Though the impact of computers has already been enormous, still greater changes lie ahead. The Computer Museum helps the public understand and appreciate these changes.

While computers have become almost ubiquitous, the public's understanding of them has not kept pace with this proliferation. If today's youth -- tomorrow's workforce -- are to pursue careers in technology or simply to prepare themselves to join the increasingly technological workplace, they must have access to technology and be encouraged to explore it.

The Computer Museum is the only institution in the world solely dedicated to educating and inspiring the public about computer technology and to preserving the history of that technology. Visitors learn by direct interaction with computers. For students, this informal educational experience complements classroom instruction or, in many cases, provides their only access to computers.

The Computer Museum

Founded in 1982 as an independent, public non-profit 501(c)3 institution, The Computer Museum has grown rapidly in the last decade.

The Museum has assembled the world's most significant collection of computers and related materials and artifacts. The Museum's programs and projects attract international attention. The number of interactive exhibits within the Museum's walls has more than quadrupled since 1984. Annual visitation at the Museum's Boston waterfront site has doubled, to 150,000, in just seven years, while off-site impact -- through traveling exhibits and internationally distributed educational materials -- has spread to millions more people around the world. The operating budget has more than tripled since the 1984 Boston opening, with a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors, including The National Science Foundation, the National Endowment for the Humanities, and the Institute of Museum Services.

The Strategic Plan

The year 1992 marked The Computer Museum's tenth anniversary as an independent public non-profit institution. Today, the Museum is poised to move to new levels of international prominence. The Board of Directors has set forth a five-year strategic plan to increase the Museum's on-site visitation, financial stability, and outreach to other institutions, educators, underserved communities, and the remote public.

- The Museum's greatest impact stems from the on-site educational experience it offers. The strategic plan calls for dramatic new exhibitions and programs to maximize that impact.
- The Museum is an internationally-recognized developer of educational software and materials. Building on that expertise, the strategic plan calls for reaching an international audience through the Exhibit Kits Program, traveling exhibits, dissemination of Educational Activities Packets and educational videos, and expansion of The Computer Clubhouse as a model education center.
- The Museum's collection is unique in the world. The strategic plan calls for enriching the permanent collections of computers, photographs, films, video, and documentation.
- The Museum is here to stay. The strategic plan calls for creating a stronger Museum by acquiring its building and starting an endowment, through the Capital Campaign.

<<Several photos with 2-3 sentence quotes interspersed>>

"The Computer Museum..."

- Bill Gates, Chairman, Microsoft Corporation

"The Computer Museum..."

- Pat McGovern, Chairman, International Data Group

"The Computer Museum..."

- Gordon Moore, Chairman, Intel Corporation

"The Computer Museum (collections) ..."

- Jim Adams, The Smithsonian Institution

"The Computer Museum (education)..."

- Howard Gardner, Harvard University, School of Education

<<Centerfold>>

<<NOTE: Graphical depiction - multi-layered timeline>>

**A Decade of Achievement:
The Computer Museum's Educational Programming and Plans**

Major Exhibits

- **The Computer and The Image, and 6 other displays on computing history**
(major exhibitions, 1984)
- **Smart Machines**
(world's first permanent exhibition on AI and robotics, 1987)
- **The Walk-Through Computer™**
(major exhibition, 1990, capturing international attention and boosting attendance by 40% that year)
- **People and Computers: Milestones of a Revolution**
(major exhibition, 1991)
- **Tools & Toys: The Amazing Personal Computer**
(major exhibition, 1992)
- **New Smart Machines**
(updated exhibition, 1993)
- **The Networked Society: Living in a Wired World**
(major exhibition, 1994)

Special, Temporary Exhibits

- **Computers in Your Pocket: The History of Hand-Held Calculators**
(first traveling exhibit, 1987)
- **Terra Firma in Focus: The Art and Science of Digital Satellite Imagery**
(traveling exhibit, 1989)
- **ACM SIGGRAPH Art Show Traveling Exhibitions (1989, 1990, 1991)**
(the only continuous venue for American computer artists since 1981)
- **Science in Depth**
(special computer art exhibition, winter 1991)
- **Silicon Sailing**
(special exhibition, summer 1992)

- **Programming Languages**
(special exhibition, 1993)

Activities and Events

- **Breakfast Seminar and Symposia Series**
(presentations by industry leaders, visionaries, scientists)
- **The Computer Bowl**
(annual industry trivia contest first held 1988)
- **The First Loebner Prize**
(world's first limited Turing Test competition, 1991)
- **Sailing, Satellites, and Software**
(demonstrations, 1991-1992)
- **Virtual Reality Weekend**
(special exhibit/demonstration, spring 1992)
- **Robot Workshops and Weekends**
- **School Vacation Special Events and Workshops**
- **Computer Kids Fairs**
- **Computer Animation Festivals**
- **Sunday Lecture Series**
(presentations by computer industry innovators and pioneers)

Outreach

- **Robot Demonstrations**
(demonstrations in public school classrooms)
- **How Computers Work: A Journey through The Walk-Through Computer™**
(educational video)
- **Exhibit Kits Program**
(dissemination of affordable interactive software to science and technology centers worldwide)
- **Educational Activities Packet**
(English- and Spanish-language educational materials including suggested curricula and activities for classroom use)
- **Ticket Subsidy Program**
(subsidized admission for groups from underserved communities)

- **Summer Internship Program**
(summer employment for youth from underserved communities)
- **Student Advisory Teams**
(innovative program in education and exhibit development)
- **The Computer Clubhouse**
(model learning center for underserved youth)

Highlights

- **Joint collecting agreement with Smithsonian - 1987**
- **1,000,000th visitor - 1993**

<<NOTE: Show in 3 pictures with captions.>>

Highlights of The Collections

In 1987, The Computer Museum signed an unprecedented joint collecting agreement with the Smithsonian Institution. The Museum's growing collections of artifacts, ephemera, video and film, books and technical documentation, include:

and much, much more!

Message from the Honorary Campaign Chairman

I have been fortunate to play a part in the computer revolution -- a revolution which continues to change our world in profound ways. My children's generation cannot remember (or imagine!) a world without computers. To develop and apply advances in computing technology wisely, we must understand their history and impact on us and on our society.

The Computer Museum is the only institution in the world that preserves the historical record of the computer revolution for future generations. While the world is changing quickly with computing technology, the technology itself is evolving even more rapidly. Through careful and timely collecting of artifacts and associated materials, The Computer Museum documents the profound impact of computers on our society.

As a Trustee and major donor to the Museum, I have been gratified to see this young institution grow. Today, the Museum fulfills its mission to educate, inspire, preserve, and celebrate through its collections, world-class interactive exhibitions, historical displays, and educational programs and materials.

The Capital Campaign for The Computer Museum will enable the Museum to continue to grow and succeed as a one-of-a-kind community-oriented educational institution. As Honorary Chairman of the Campaign, I encourage you to collaborate in the Museum's work by contributing to this important Campaign.

MK signature
Mitchell Kapor

Message from the National Campaign Chairman

<<NOTE: Larry to provide 3-4 short paragraphs>>

the importance of education/competitiveness, why he chose to be Campaign Chairman, why he believes in the Campaign, volunteer time and energy

LB signature
Lawrence S. Brewster

The Endowment for The Computer Museum

Every dollar of the Museum's operating budget must be earned through admission revenues, merchandise sales, and other fees or raised through contributions and grants. By creating an endowment, the Museum is creating a permanent base of operating funds and seed monies to protect itself from economic fluctuations, enhance its ability to plan, and position itself to take advantage of unexpected opportunities.

To create quality new programming that will become self-supporting or sponsorable, the Museum must build a solid base of seed money for project development. Each new program or exhibit requires seed money for the advisory input and initial planning which occur before funding for project implementation can be sought.

The Computer Museum endowment will accomplish this.

To preserve effectively the historical record of computing, the Museum must have scholars on staff for judicious collection and knowledgeable restoration, and for the proper preservation of one-of-a-kind artifacts when the opportunities to acquire such arise.

The Computer Museum endowment will accomplish this.

The long-range plan calls for significant growth in earned revenues, continued expansion of the base of contributed income, and the creation of an endowment. This restricted fund will provide income to support educational programming, public service, collections management, and international outreach.

The endowment will provide the permanent base of support on which the Museum can continue to grow.

Annual Giving

The Museum's annual fund raising will continue during the Campaign. Annual contributions support on-going operational needs and are absolutely essential. We urge donors to continue their annual support while making a special Capital gift.

The Capital Campaign for The Computer Museum

Endowments are crucial to the fiscal security and growth of non-profit institutions. The graph below illustrates the endowment foundation of older institutions geographically and/or programmatically comparable to The Computer Museum. Just ten years old, The Computer Museum is ready to begin building such a foundation.

<<NOTE: In the form of a bar chart>>

Endowment Comparison

			<u>Founded</u>
The Franklin Institute, Philadelphia	\$?		1824/1934
Museum of Science, Boston	\$18,000,000	in 1989	1864/1951
Children's Museum, Boston	\$ 3,509,000	at 6/30/91	1913/1914
New England Aquarium, Boston	\$ 5,300,000	at 12/31/91	1969
The Exploratorium, San Francisco	\$ 3,477,600	at 5/31/90	1969
The Computer Museum	\$ 0		1982
The Tech, San Jose	\$?		1983

How You Can Help

Outright gifts

The Museum accepts gifts of cash or appreciated property such as securities or real estate. Donors may make multi-year pledges to suit their financial planning and to maximize their tax benefits. The Computer Museum is a certified not-for-profit organization in compliance with the Internal Revenue Service standards, and gifts to it are tax-deductible to the extent allowed by law.

Deferred gifts

Gifts in the form of bequests, charitable remainder trusts or charitable gift annuities also help the Museum. Donors are encouraged to consult with their financial advisors to plan the most advantageous ways of giving.

Named Gift Opportunities

The Capital Campaign offers a range of opportunities to recognize major gifts in tribute to the donor, or a relative, friend, or colleague. In keeping with the Museum's independent status, naming opportunities are offered in honor of individuals and families rather than corporate donors. Naming opportunities include the permanent collections, designated areas of the Museum building, and program and staff endowments.

The Campaign staff is available to meet with donors to structure a gift or pledge payment schedule, discuss specialized ways of giving or explore naming opportunities.

For more information, contact:
The Office of The Capital Campaign
The Computer Museum
300 Congress Street
Boston, Massachusetts 02210
(617) 426-2800 x333

Page 15 (inside back cover)

**The Computer Museum
Board of Directors 1992-1993**

Gardner C. Hendrie
*Chairman, The Computer Museum
Sigma Partners*

Charles A. Zraket
*Vice Chairman, The Computer Museum
The MITRE Corporation*

Dr. Oliver Strimpel
Executive Director, The Computer Museum

Sam Albert
Sam Albert Associates

C. Gordon Bell

Dr. Gwen Bell
Founding President, The Computer Museum

Edward Belove
Ziff Desktop Information

Lynda Schubert Bodman
Schubert Associates

Lawrence S. Brewster
Aspen Technology, Inc.

Richard Burnes
Charles River Ventures

Richard P. Case
IBM Corporation

James E. Clark
NCR Corporation

Howard Cox
Greylock Management Corporation

David M. Donaldson, Esquire
Ropes & Gray

Dr. Jon Eklund
*Smithsonian Institution
National Museum of American History*

Dr. Richard Greene
Data Switch Corporation

Roger Heinen
Apple Computer, Inc.

Dr. Barry M. Horowitz
The MITRE Corporation

Charles House
Informix, Inc.

Theodore G. Johnson
Consultant

David Kaplan
Price Waterhouse

James A. Lawrence
LEK Consulting, Inc.

Dr. Robert Lucky
AT&T Bell Laboratories

Dr. James L. McKenney
Harvard Business School

John A. Miller, Jr.
Miller Communications

Laura Barker Morse
Heidrick & Struggles

Dr. David Nelson
Fluent, Inc.

Dr. Seymour Papert
Massachusetts Institute of Technology

Dr. Suhas S. Patil
Cirrus Logic, Inc.

Anthony D. Pell
Pell, Rudman and Co., Inc.

Nicholas Pettinella
Intermetrics, Inc.

Dr. John William Poduska, Sr.
Advanced Visual Systems Inc.

Jonathan Rotenberg
The Monitor Company

Jean E. Sammet
Programming Language Consultant

F. Grant Saviers
Consultant

Edward A. Schwartz, Esquire
New England Legal Foundation

Naomi O. Seligman

The Research Board

Paul Severino
Wellfleet Communications, Inc.

Hal B. Shear
Research Investment Advisors, Ltd.

Michael Simmons
Bank of Boston

Irwin J. Sitkin, *retired*
Aetna Life and Casualty

Casimir S. Skrzypczak
NYNEX Corporation

James Sutter
Rockwell International Corporation

Dorothy A. Terrell
SunExpress

Trustees

Charles Bachman
Erich Bloch
David L. Chapman
Harvey Cragon
Robert Everett
William Foster
Edward Fredkin
Max Hopper
A.L.C. Humphreys, CBE
Mitchell Kapor
August Klein
Andrew C. Knowles III
Koji Kobayashi
John Lacey
Patrick J. McGovern
Carver Mead
Robert Metcalfe
George Michael
Pat Collins Nelson
Russell Noftsker
Brian Randell
Kitty Selfridge
William Spencer
Ronald G. Smart
Michael Spock
Erwin Tomash
Paul Tsongas

Page 16 (back cover)

**The Capital Campaign for The Computer Museum
Leadership**

Mitchell Kapor
Honorary Campaign Chairman

Lawrence S. Brewster
National Campaign Chairman

Gardner Hendrie
Chairman of the Board

Charles A. Zraket
Vice Chairman of the Board
Co-chair, Corporate Campaign Gifts

Gwen Bell
West Coast Coordinator

Lynda Schubert Bodman
Co-chair, Corporate Campaign Gifts

David M. Donaldson
Co-chair, Individual Campaign Gifts

Theodore G. Johnson
Co-chair, Corporate Campaign Gifts

John A. Miller, Jr.
Co-chair, Individual Campaign Gifts

Anthony D. Pell
Chair, Board Campaign Gifts

Oliver Strimpel
Executive Director

Janet Walsh
Capital Campaign Staff

Susan Pekock
Capital Campaign Staff

The Computer Museum
300 Congress Street
Boston
Massachusetts 02210
617.426.2800

CM Exec Comm Mtg

5/29/92

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		
3	REVENUE				
4	Restricted Contribs.	188	189	70	special exhibits, ticket subsidy, educ. workshops & exhibit refurb; no Loebner
5	Computer Bowl	305	316	345	assumes additional ticket sales to Apple developers
6	Corp, Govt, Fnd Support	313	263	257	assumes \$25K from DEC (down \$25K), \$25K from IBM (up \$10K)
7	Membership fund	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
8	Admissions	510	446	458	assumes 8% growth for summer, increased groups, central artery disruption
9	Store	263	210	255	new store manager, new product mix, increased margins, focus on store
10	Mail Order	259	146	0	discontinue gift & educational catalogs
11	Functions	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
12	Clubhouse	0	0	350	new education project; targets minorities, kids, technology education
13	Exhibit sales	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
14	Other	31	35	20	video, photo, space rental, interest
15	TOTAL	2243	1940	2145	
16					
17	EXPENSE				
18	Exhibits Development	50	68	30	Silicon Sailing, HOPL exhibit, Temp exhibit in June
19	Exhibit Sales	32	67	25	salaries & supplies
20	Exhibits Maintenance	68	58	54	salaries & supplies
21	Collections	67	67	70	salaries & minor shipping expenses
22	Education & admission	355	273	286	salaries for visitor services staff, special events, educational workshops
23	Clubhouse	0	0	276	expenditure contingent on achieving revenues
24	Marketing & PR	303	282	317	promotions including advertising, PR salaries, newsletter & annual
25	Membership Fund	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
26	General Management	232	220	229	salaries for executive & business office, audit fees
27	Computer Bowl	109	100	115	additional expenses associated with larger audience and California location
28	Fundraising	103	74	77	salaries to support restricted contribs. & corporate revenue streams
29	Store	236	205	241	cost of goods, salaries
30	Mail Order	230	175	0	discontinue catalogs
31	Functions	83	57	65	salaries, advertising, direct mail piece
32	Museum Wharf	279	279	284	Computer Museum pays 40% of Wharf expense; security, cleaning, utilities etc
33	TOTAL	2205	1983	2136	
34					
35	NET REVENUES	38	-43	9	
36					
37	* FY92 restated to match FY93 categories				

5/28/92

	A	B	C	D	E
38					
39	EXHIBIT FUND	FY92	FY92 P*	FY93	COMMENTS
40		budget *	proj. *		
41					
42	Revenues				
43	Tools & Toys	770	440	0	
44	Networked Society	0	25	100	
45	Exhibit Enhancement	0	3	60	\$30K AAI; \$30K additional enhancement grant
46	TOTAL	770	468	160	
47					
48	Expenses				
49	People & Computers	46	85	0	
50	Tools & Toys	616	435	53	
51	Networked Society	8	8	57	
52	Exhibit Planning	45	59	42	FY92 projected includes \$18K to Waterfront project
53	Exhibit Enhancement	46	61	46	refurbish and update Smart Machines gallery
54	TOTAL	761	648	198	
55					
56	NET REVENUES	9	-180	-38	
57					
58					
59	CAPITAL FUND				
60					
61	Revenues				
62	Capital Campaign	1000	700	600	<i>\$260 old pledges - \$340 new pledges assumes \$1M in new pledges</i>
63					
64	Expenses				
65	Capital Development	265	208	208	<i>18% expenses</i>
66	Mortgage	136	136	134	
67	TOTAL	401	344	342	
68					
69	NET REVENUES	599	356	258	

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		
3					
4	Computer Bowl				
5	Revenue	305	316	345	assumes additional ticket sales to Apple developers
6	Expense	109	100	115	additional expenses associated with larger audience and California location
7	Net	196	216	230	
8					
9	Membership fund				
10	Revenue	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
11	Expense	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
12	Net	136	109	123	
13					
14	Store				
15	Revenue	263	210	255	new store manager, new product mix, increased margins, focus on store
16	Expense	236	205	241	cost of goods, salaries
17	Net	27	5	14	
18					
19	Mail Order				
20	Revenue	259	146	0	discontinue gift & educational catalogs
21	Expense	230	175	0	discontinue catalogs
22	Net	29	-29	0	
23					
24	Functions				
25	Revenue	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
26	Expense	83	57	65	salaries, advertising, direct mail piece
27	Net	67	66	65	
28					
29	Clubhouse				
30	Revenue	0	0	350	new education project; targets minorities, kids, technology education
31	Expense	0	0	276	expenditure contingent on achieving revenues
32	Net	0	0	74	
33					
34	Exhibit sales				
35	Revenue	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
36	Expense	32	67	25	salaries & supplies
37	Net	-2	-22	45	

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Draft Agenda for meeting on June 12, 1992 8:30am-12:00

- 8:30 Call to Order of Annual Meeting of Members of the Corporation
Nominations of New Members to the Board of Directors
~~Amendment of Bylaws~~
- 9:00 Call to Order of Board of Directors Meeting
Election of Board Committees
- 9:10 Museum Governance
Plan to be presented at February meeting
- 9:20 FY92 Review and Goals for FY93
Budget Discussion
- 10:00 Capital Campaign: Status and Discussion of Next Steps
- 10:20 Break
- 10:40 Education Programs: Existing Programs and Discussion of Plans
- 11:30 Exhibit Planning
The Networked Society
- 12:00 Meeting Adjourns
- Lunch

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

MAY 11, 1992

Present were Gwen Bell, Lynda Bodman, Larry Brewster, Dick Case, Gardner Hendrie, Jim McKenney, Tony Pell, Nick Pettinella, Ed Schwartz, Tom Franklin, Clerk pro tem and Oliver Strimpel, Executive Director.

I. Oliver Strimpel reported on recent events:

a) Virtual Reality weekend, which established a new attendance record at the Museum,

b) the upcoming Faneuil Hall exhibit "Be Your Own Band" to be displayed during the Memorial Day weekend, and

c) Gwen Bell reported on the Computer Bowl which produced approximate gross receipts of \$313,000 and net proceeds of \$212,000. Gwen particularly credited and thanked a California volunteer staff of ten "power women" and discussed ideas for future bowls including an auction of items contributed by former bowl participants and possible prime time TV coverage. She also stated her intention to run the bowl for only two more years after which she suggested the event be re-evaluated. After brief discussion of possible new formats for the bowl Mr. Case on behalf of the Committee generously thanked Gwen for her enthusiasm and dedication to the bowl program.

II. Oliver Strimpel reported on the current financial status of the Museum and presented a cash flow projection indicating short-term results and assumptions necessary to maintain compliance with the commitment to DEC to maintain a minimum of \$100,000 of restricted and unrestricted funds. He reported also that mail order sales from the Museum Store were disappointing and would be reviewed.

III. Several current developments were discussed:

a) the Tools and Toys exhibit is opening on schedule on June 11,

b) the Silicon Sailing (use of computing in sailboat design) exhibit will open July 1 for two months, possibly with an actual boat hull from America 3 on loan for display at the Museum entrance, and

c) the "wave" entrance announcement was given good publicity and will inaugurate significant fund-raising possibilities.

IV. Larry Brewster presented a Capital Campaign report indicating that capital receipts for the year should attain the revised projection of \$700,000 and total pledges should attain \$1.5 to 1.6 million, against a target of \$2.1 million. He also reviewed plans for the remainder of the 3 year/\$5 million capital campaign, such as a hierarchy of prospective donors and the amalgamation of the Lead Gifts and Major Gifts committees into a single large gift prospect list. The Committee discussed how to communicate and market the Museum's emphasis upon corporate giving. Mr. Hendrie observed that the easy portion of the capital campaign was virtually concluded and that raising the remainder of the target would be more difficult.

V. Oliver Strimpel discussed the plans for fiscal 1993, in particular an emphasis upon educational activities rather than major exhibits. He also announced the appointment of Nancy Wright as new business manager and introduced Tom Franklin, nominee for election as clerk at the next Board meeting.

VI. Natalie Rusk, Acting Education Director, presented an overview of the Museum's educational programs, relating them to national educational priorities for science and mathematics. Mr. McKenney recommended that the report be made to the next Board meeting; Ms. Bodman acknowledged the high level of interest by corporate donors in educational programs.

VII. New members of the Board were discussed and it was agreed to nominate 3 to 5 new members from a current list of 12 via a nominating committee of Ms. Bell, Ms. Bodman, Mr. Hendrie and Mr. Sitkin, to be acted upon at the next board meeting. Creating ex officio board status also was discussed.

VIII. Ms. Bodman conducted a review and discussion of Museum governance from 12 focus questions derived from past concerns and her experience. Her recommendations were presented in preliminary form, principally a four tier governance adding a Board of Overseers and Emeriti/Emeritaea to the current Board and Executive Committee structure. Following her presentation and discussion she was asked to convene a formal governance subcommittee to further evaluate the subject and make recommendations by the calendar year-end for implementation shortly thereafter, the committee to consist of the chairman of the board, the chairman of the development committee and others appointed by the chairman, all subject to approval at the next board meeting. Ms. Bodman accepted the position

subject to specification of the objectives and intended end-result, which the committee expressed as the objectives stated in her preliminary report to be implemented in the context of a 5 to 7 year time perspective, first conceptually and then as expressed in specific by-laws, handbooks and other appropriate documents.

The process for establishing succession to the chairman of the board was discussed and it was agreed to amend the by-laws of the Museum to establish the position of Vice-Chairman, to be filled in the discretion of the board by vote of the board, explicitly designating the officer as intended successor to the chairman but with no authority or responsibility as such until formally elected by the board. Mr. Franklin was asked to prepare such an amendment for consideration at the next board meeting.

IX. Next Meetings

a) Friday, May 29, 8:00 - 10:00 AM. Executive Committee meeting prior to BOD.

b) Friday, June 12, 8:00 - 12:30 AM. Board meeting.

X. The meeting adjourned at 11:55 AM.

THE COMPUTER MUSEUM

To establish the office of Vice-Chairman by vote of the board of directors.

Board of Directors Vote

VOTED: Pursuant to Article V, Section 3(d) of the bylaws to establish the office of Vice-Chairman of the Board of Directors who shall be elected from time to time by the Members for a term not to exceed one year and who shall serve as the Chairman-elect of the Board of Directors, to assume the position and responsibilities of the office of Chairman when duly elected thereto.

FY93 Operating Budget

Objectives

1. Achieve break even or better.
2. Eliminate "general development" fund-raising approach. Apply fund-raising effort towards specific education and exhibit projects.
3. Initiate new educational program "The Computer Clubhouse." Target education-oriented corporate and foundation proposals towards this project.
4. Develop The Networked Society exhibit to open in FY94. No major permanent exhibit opening in FY93.
5. Maintain visibility through special events and exhibits: proposed schedule attached.

Revenue Assumptions

1. Restricted Contributions
Major reduction here owing to reassignment of prospects to Computer Clubhouse project. Revenue shown is for a small temporary History of Programming Languages exhibit, a temporary exhibit for June '93, Mass Cultural Council reduced admissions grant, & miscellaneous other grants.
2. Computer Bowl
Growth assumes two \$25K underwriters (as in FY92) and increased ticket sales made possible by timing coincident with Apple Developers conference at San Jose Convention Center.
3. Corporate, Government & Foundation Support
Increase in corporate membership offset by reduction in support from DEC. Corporate membership increase is from planned active solicitation of former exhibit sponsors for annual support & solicitation of industry associations. Corporate membership committee will be expanded.
4. Membership fund
Combine annual fund and individual membership into one and streamline contact with members & donors & reduce expenses.
Total revenues budgetted to increase slightly owing to:
-expanded membership committee
-membership sales desk in lobby at busy times

-direct mail campaign to past catalog buyers & store purchasers

5. Admissions

Attendance assumed slightly ahead of FY92 actuals. Exposure and draw from new exhibit and publicised activities during the year will be offset by traffic and parking disruption caused by Third Harbor Tunnel and Central Artery construction.

6. Store

Alter product mix to increase sales per visitor and improve margin. Discontinue catalog and focus staff attention on store.

7. Mail Order

FY92 catalogs are projected to make a significant loss. With untested new store manager and tight cash position, a catalog in FY93 should not be risked.

8. Functions

5% revenue increase owing, in part, to new functions marketing brochure. No DECWorld in FY93.

9. Clubhouse

Major new education initiative. All foundation and educationally-oriented corporate foundations will be approached for this project. Replaces WIZ KIDS and Ticket Subsidy projects of FY1992.

10. Exhibit Sales

Increase owing to longer term impact of sales packet, reassignment of sales to exhibit department, marketing at ASTC conferences, and a new product. Assumes 13 kit sales (at average \$3.8K price) based on current marketing efforts plus a virtual reality "chair."

11. Other

Discontinued space rental income from ground floor space owing to Clubhouse taking over space.

Expense Assumptions

Staffing levels held constant except for Computer Clubhouse.

Wage freeze lifted January 1 1993, and 3% salary increase awarded on staff hire anniversary dates thereafter.

1. Exhibit Development

Includes:

- \$10K for a temporary exhibit to open June 93

- \$5K for Silicon Sailing, co-developed with Digital

- \$15K for History of Programming Languages exhibit coinciding with HOPL-II conference in early 1993

2. Clubhouse

Project will be conducted as for exhibits:

- no incremental expenditure made until project funds have been raised

- permanent staff salaries allocated to project

OS

5/28/92

EXECUTIVE COMMITTEE

Meeting of May 29, 1992 8-10AM

AGENDA

- 1. FY 93 Budget**
- 2. Agenda for Board of Directors meeting June 12**
- 3. Nominations to Board of Directors**

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

May 14, 1992

To: Lynda Bodman

cc: Dick Case, Gardner Hendrie, Oliver Strimpel

re: Board restructuring

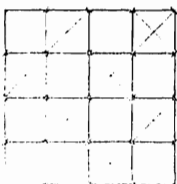
from Green Bell

A suggestion for your file!

This morning I had a discussion with Brad Towle, formerly of IBM and acting executive director of Boston's Science Museum. He told me (in the context of what his non-scientist wife does) that she is active on the "Volunteer Board" of the Science Museum.

I also sat in on part of a Chamber of Commerce Committee meeting held at the Museum of people concerned with Science and Adult Literacy. Representatives from Lotus, Fleet Bank, etc. all were there to funnel projects to employee volunteer efforts.

The Computer Museum badly needs a way to channel volunteers and this might come up as one of your potential active Board Committees in a new structure. If we had such a group it would be able to relate to these corporate efforts and bring in volunteers without draining the staff.



THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	FOR THE TEN MONTHS ENDED						
	4/30/91 ACTUAL	-----4/30/92----- BUDGET	ACTUAL	FAV(UNFAV)	FY92 BUDGET	FY92 FORECAST	
REVENUES:							
Operating Fund	1,488	1,938	1,655	(283)	(15%)	2,243	1,940
Capital Fund	472	1,605	807	(798)	(50%)	1,770	1,167
Total Revenues	----- 1,960	----- 3,543	----- 2,462	----- (1,081)	----- (31%)	----- 4,013	----- 3,107
EXPENSES:							
Operating Fund	1,500	1,818	1,632	186	10%	2,205	1,940
Capital Fund	707	820	689	131	16%	1,162	992
Total Expenses	----- 2,207	----- 2,638	----- 2,321	----- 317	----- 12%	----- 3,367	----- 2,932
NET REVENUES (EXPENSES)	----- (\$247)	----- \$905	----- \$141	----- (\$764)	----- (784%)	----- \$646	----- \$175

SUMMARY:

For the ten months ended April 30, 1992, the Museum operated at a surplus of 141K compared to a budgeted surplus of 905K. As of April 30, 1992, total cash and cash equivalents amounted to 202K.

OPERATING: Operating revenues were 15% under budget due to optimistic budget expectations. Expenses were 10% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 50% under budget due to optimistic budget expectations. Expenses were 16% under despite payment of 40K of unbudgeted expense related to the FY91 opening of People & Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
4/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$160,441			\$160,441	\$77,891
Cash Equivalents	41,576			41,576	42,677
Investments		13,380		13,380	0
Receivables	22,113			22,113	98,538
Inventory	73,993			73,993	72,763
Prepaid expenses				0	15,591
Interfund receivable		216,640		216,640	207,798
	-----	-----	-----	-----	-----
TOTAL	298,123	230,020	0	528,143	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$298,123	\$241,348	\$2,277,159	\$2,816,630	\$2,803,745
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$46,241	\$25,893		\$72,134	\$209,840
Deferred income	9,765	-		9,765	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	216,640	-		216,640	207,798
	-----	-----	-----	-----	-----
Total	272,646	25,893	0	298,539	426,803
Fund Balances:					
Operating	25,477			25,477	2,437
Capital		215,455		215,455	99,347
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	25,477	215,455	2,277,159	2,518,091	2,378,943
TOTAL LIABILITIES AND					
FUND BALANCES	\$298,123	\$241,348	\$2,277,159	\$2,816,630	\$2,805,746
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
4/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$23,040	\$118,108	\$0	\$141,148	(\$115,374)
Depreciation			0	0	423,106
Cash from operations	----- 23,040	----- 118,108	----- 0	----- 141,148	----- 307,732
Cash provided by/(used for) working capital:					
Receivables	76,425			76,425	21,764
Inventory	(1,230)			(1,230)	(9,551)
Investments		(13,380)		(13,380)	53,363
Accounts payable & other current liabs	(41,671)	(96,034)		(137,705)	51,496
Deferred income	600			600	(7,773)
Prepaid expenses	15,443	148		15,591	(349)
Cash from working capital	----- 49,567	----- (109,266)	----- 0	----- (59,699)	----- 108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)

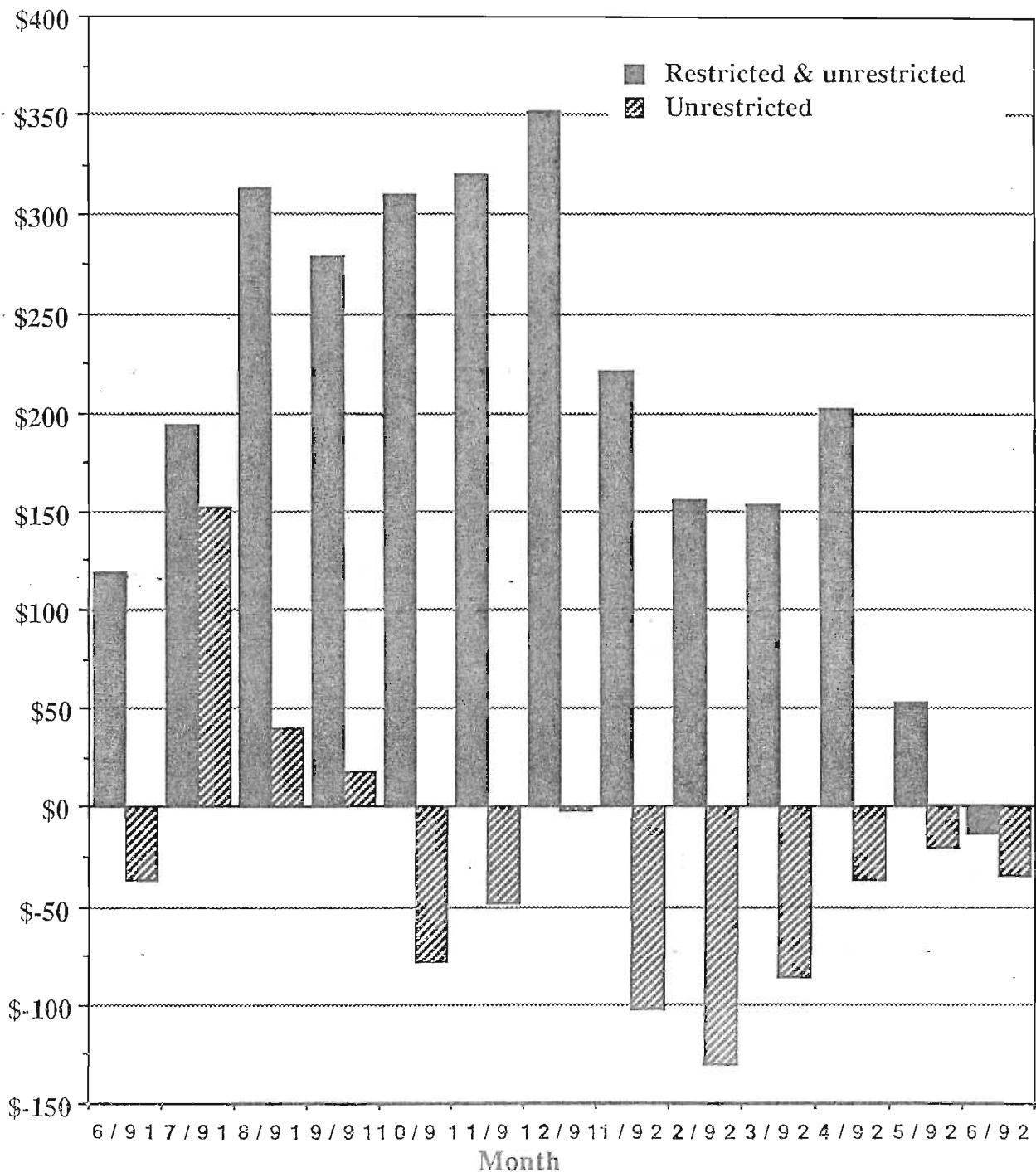
Net increase/(decrease) in cash before financing	72,607	8,842	0	81,449	(169,919)
Financing:					
Interfund pay. & rec.	8,842	(8,842)		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
Cash from financing	----- 8,842	----- (8,842)	----- 0	----- 0	----- 0
Net increase/(decrease) in cash & investments	81,449	0	0	81,449	(169,919)

Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$202,017	\$0	\$0	\$202,017	\$120,568

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 5/7/92

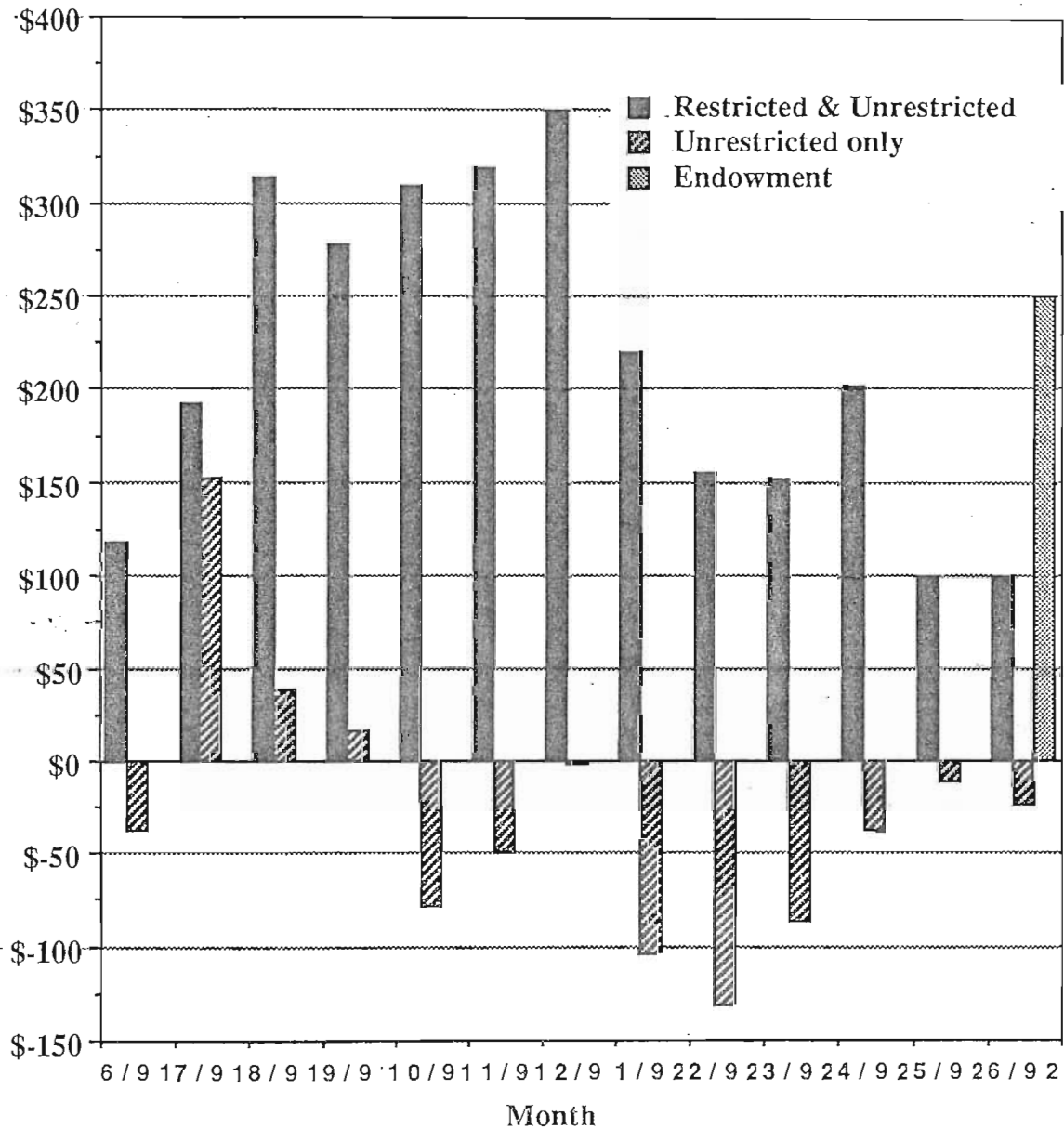
	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Act	May Proj	June Proj	Totals Proj	FY92 Budget	Proj Variance
Kits Project	0	14	0	0	5	0	0	9	3	11	4	0	46	30	16
Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	0	440	770	-330
Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
Capital Development	2	4	2	5	79	96	16	7	38	88	5	358	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	8	132	215	-83
Annual Fund	5	1	0	4	9	31	10	1	8	16	13	11	109	125	-16
Computer Bowl	0	9	90	32	25	33	11	20	23	51	18	2	314	305	9
Corporate Memberships	6	22	6	10	6	25	22	27	15	22	21	31	213	231	-18
Individual Memberships	3	4	3	6	2	7	5	2	7	5	7	7	58	69	-11
Admissions	68	74	27	31	32	22	19	30	28	47	30	38	446	510	-64
Store/Catalog	34	37	17	20	67	49	15	16	16	25	32	29	357	522	-165
Functions	3	9	5	20	19	13	7	6	5	15	11	10	123	150	-27
Misc.	1	0	1	23	1	3	5	4	2	5	5	6	56	36	20
Totals	172	457	159	351	250	316	110	146	145	355	146	500	3107	4013	-906

The Computer Museum Cash Flow Projection 5/8/92



Assumes \$112,000 of capital cash before July 1;
 outstanding probable gifts stand at \$145,000.

The Computer Museum Cash Flow Projection 5/8/92 Assumptions to keep above \$100,000

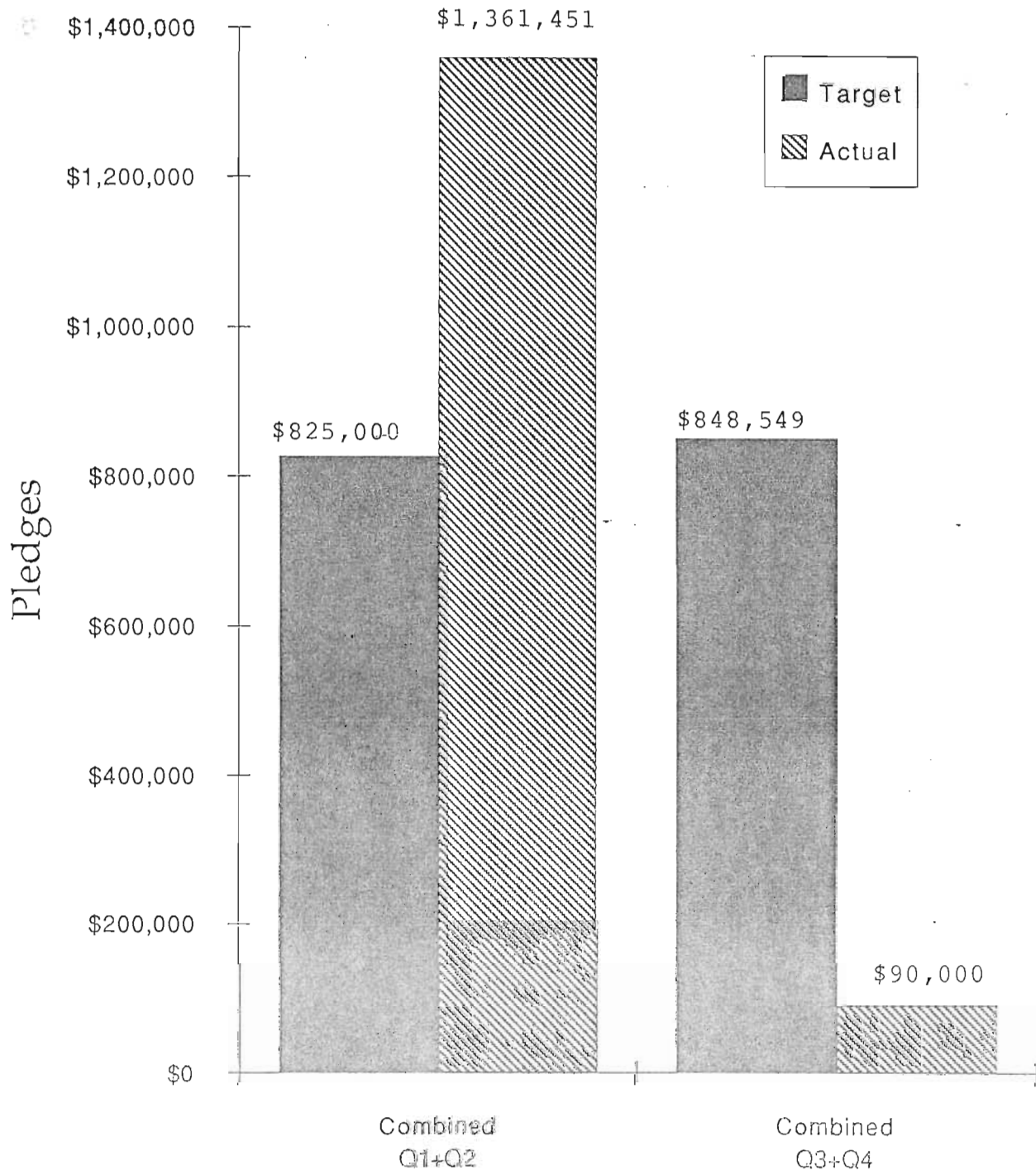


End of May: early payments; \$10,000 of unrestricted.
 Year end: \$30,000 - AAAI;
 \$20,000 exhibit saving;
 \$15,000 (AMD, Intel, or Logitech);
 \$10,000 additional capital;
 \$39,000 delayed payments of bills.

The Capital Campaign for The Computer Museum

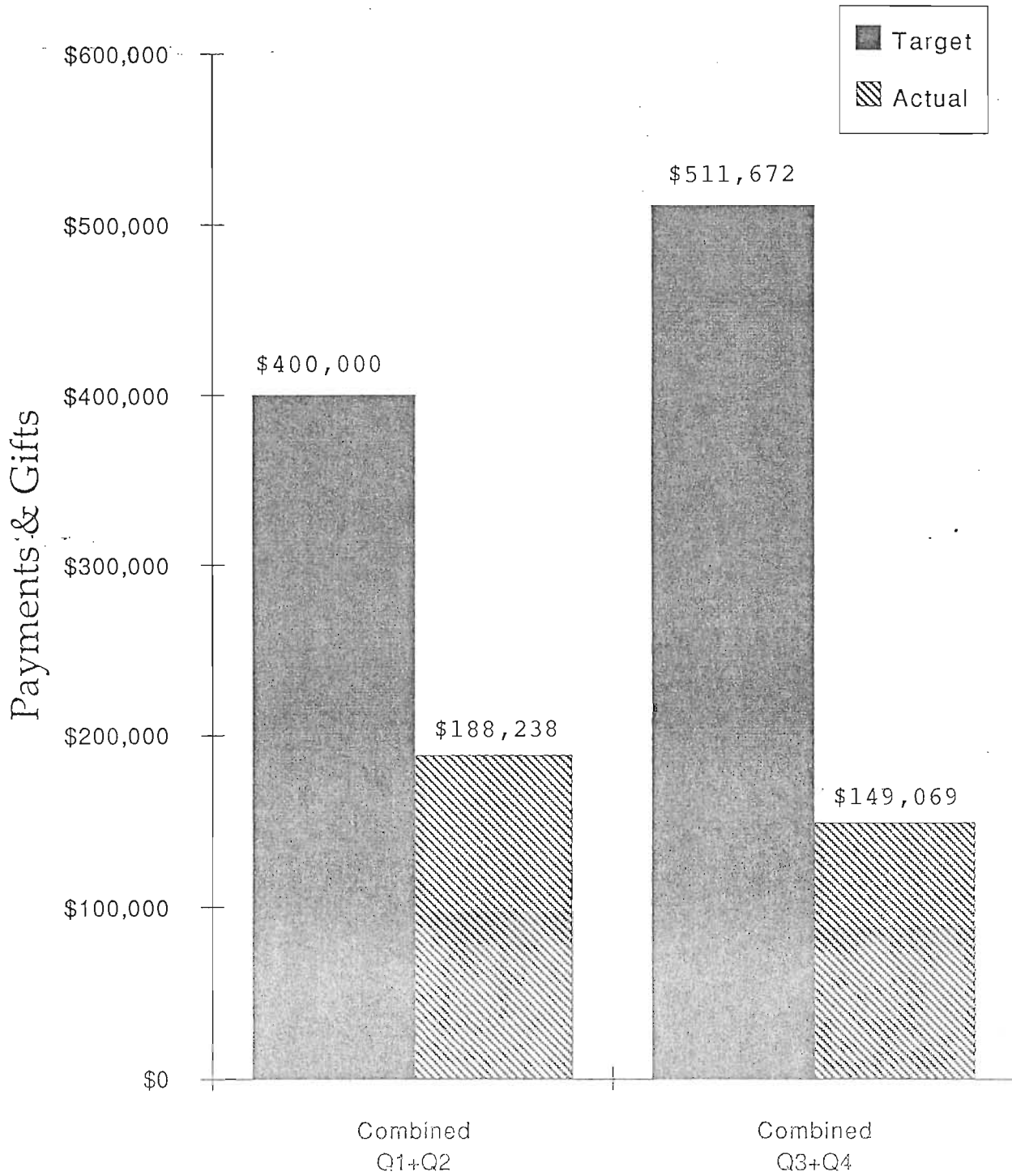
**Report to Executive Committee
May 11, 1992**

FY92 Pledge Performance



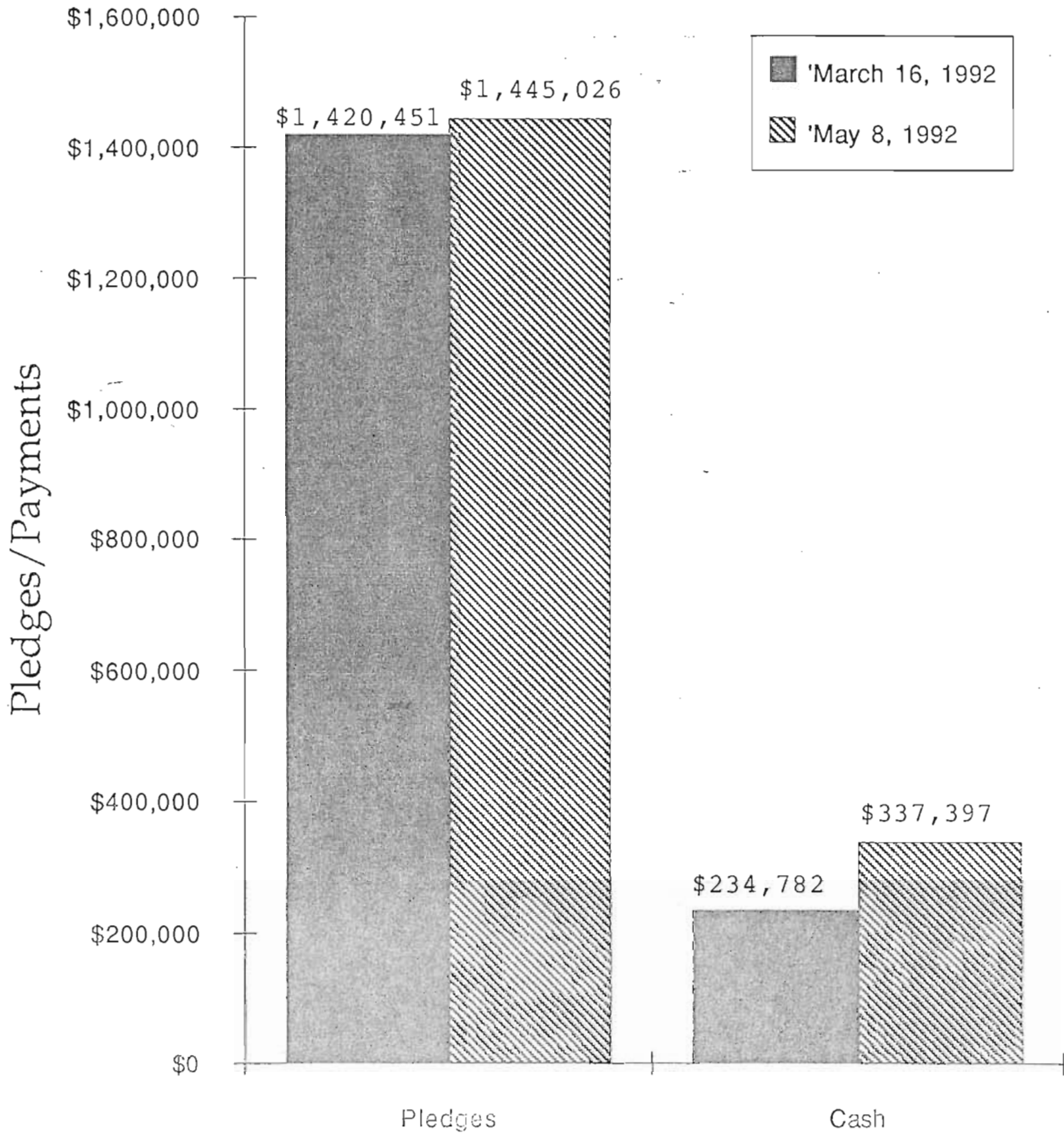
Target vs. Actual Pledge Performance

FY92 Cash Performance



Target vs. Actual Cash Performance

Progress since March Executive Committee meeting



Pledge and Cash Performance

FY93 Operating Budget

Objectives

1. Achieve break even or better.
2. Eliminate "general development" fund-raising approach. Apply fund-raising effort towards specific education and exhibit projects.
3. Initiate new educational program "The Computer Clubhouse." Target education-oriented corporate and foundation proposals towards this project.
4. Develop The Networked Society exhibit to open in FY94. No major permanent exhibit opening in FY93.
5. Maintain visibility through special events and exhibits: proposed schedule attached.

Revenue Assumptions

1. Admissions
Attendance will be level with FY92 actuals. Exposure and draw from new exhibit and publicised activities during the year will be offset by traffic and parking disruption caused by Third Harbor Tunnel and Central Artery construction.
2. Retail
Planning not completed yet.
No catalog unless projected to be profitable.
3. Functions
10% revenue increase owing, in part, to new functions marketing brochure
No DECWorld in FY93.
4. Corporate Support
Decrease from FY92 projected \$255K to \$227K. Breakout as follows:

(\$K)	FY92	FY93
Corp Membership	190	202
DEC	50	0
IBM	15	25
<u>TOTAL</u>	<u>255</u>	<u>227</u>

Corporate membership increase is from planned active solicitation of former exhibit sponsors for annual support. Corporate membership committee will be expanded.

5. Restricted Contributions

Assume \$50K will be raised for a special exhibit opening June 1993;
\$26K from Mass. Cultural Council reduced admissions grant

6. Computer Bowl

Assume level with FY92 actual or \$313K; a new underwriter (@\$25K) will need to be signed up in order to reach the goal.

7. Individual Membership & Annual Fund

Combine these two lines into one and streamline contact with members & donors & reduce expenses.

Total revenues budgetted to increase slightly owing to:

- expanded membership committee
- membership sales desk in lobby at busy times
- marketing brochure for membership

8. Computer Clubhouse

Major new education initiative — \$312K FY93 revenue

All foundation and educationally-oriented corporate foundations will be approached for this project.

9. Exhibit Kits

- how many \$?

Assumes 10 kit sales based on current marketing efforts.

Expense Assumptions

Staffing levels held constant except for Computer Clubhouse.

Wage freeze lifted January 1 1993, and 3% salary increase awarded on staff hire anniversary dates thereafter.

1. Exhibit Development

No exhibit gets developed unless funded.

Includes:

- \$50K for a temporary exhibit to open June 93

- \$10K for AAAI/SIGGRAPH Art show

2. Education

Note: \$50K of expense for the front desk and cash room operation transferred from "marketing & memberships" line to "education."

Assumes minimum summer visitor assistant staffing levels.

3. Clubhouse

Project will be conducted as for exhibits: no incremental expenditure made until project funds have been raised. \$286K expense budget includes \$55K in allocated time of permanent staff.

OS

5/8/92

Proposed Programs and Events for FY93

- July Lego/Logo workshop
- July-Aug Special exhibit: **Silicon Sailing** *Bill Koch*
featuring computers and the design of the America's Cup yacht
to coincide with Tall Ships event
- September Special exhibit: **The Computer Connection**
featuring the first Connection Machine
- October Fair: **Educational Software**
Demonstrations of selected educational software: **Computer
Learning Month**
- Event: **Hi-Tech Halloween and the Robot Parade**
- November Event: **The Loebner Prize**
Round two of the restricted Turing Test
- December School vacation program: **Adventures in ComputerLand**
- January Overnight: **Silicon Slumber Party**
- Opening: **The Computer Clubhouse**
- February School vacation program: **Computers & Candy**
- Opening: **Smart Machines renovation**
- Special exhibit: **Smart Art**
Joint exhibition of AAI and SIGGRAPH Art shows
- March Event: **Robot Weekend**
- April School vacation program/Science and Technology Week:
Where in the World are Computers?
Computer learning around the globe.
- The Computer Bowl**
- June Special exhibit opening: to be determined

THE COMPUTER BOWL

EAST COAST PAST TEAM MEMBERS

AT&T: James Clark
Author: Pamela McCorduck
Bachman Information Systems: Charles Bachman
Capitol Technologies: Ed Fredkin
DEC: Sam Fuller
Fluent Machines: David Nelson
Edventures: Esther Dyson
IBM: John Armstrong
IDG: Pat McGovern
Lotus Development: Bob Frankston (at the time)
New York Times: John Markoff
ON Technologies: Mitch Kapor
Prime Computer: Russell Planitzer
Stellar Computer: Bill Poduska
Venrock: David Hathaway
Stratus: Bill Foster
Technologic: Dick Shaffer
Technology Research: Andy Rappoport
Wellfleet Communication: Paul Severino
Ziff-Davis, Bill Machrone

WEST COAST PAST MEMBERS

Adobe: John Warnock
Alex Brown: Ruthann Quindlen
Apple Computer: Larry Tesler
Ardent Computer: Allen Michels (at the time)
Asset Management: John Shoch
Borland: Phillippe Kahn
Hewlett-Packard: Chuck House (at the time)
Intel: David House
Kleiner Perkins: John Doerr
Masspar: Jeff Kalb
Metaphor: David Liddle (at the time)
Microsoft: Bill Gates
ParcPlace: Adele Goldberg
PC Letter: Stewart Alsop
PC World: David Bunnell (at the time)
Sequent: Casey Powell
Slate: Vern Raburn
SUN Microsystems: Bill Joy
Tandy: Ed Juge
T/Maker: Heidi Roizen

THE COMPUTER MUSEUM--GOVERNANCE

OBJECTIVES

- Expand understanding and support of governance structure
- Direct, empower and energize leadership and membership
- Provide for continuity of leadership and involvement
- Make explicit oversight of TCM management and staff
- Involve and direct TCM management and staff
- Make explicit relationship and responsibilities of Directors vis a vis Trustees, "Overseers," Volunteers, and Advisers
- Broaden and sustain development base
- Facilitate and guide nominating process

QUESTIONS TO BE ADDRESSED/RESOLVED

1. What should the Governance structure be and why? Should it be tiered? How?

Recommendations for Tiering: Four Levels plus EO Members

Executive Committee of the Board of Directors

Board of Directors

Board of Overseers

Trustees Emeriti and Emeritae--Comprised of former members of either the Board of Directors or the Board of Overseers

Ex Officio Membership to the Executive Committee:

- President/Chair of Business and Professional Leadership Association
- Chairperson of Friends/Volunteers Advisory Group

2. What are the responsibilities and rights of each tier and associated member?

3. Should governors be expected to make monetary contribution to the museum? Assuming a tiering of the governance structure (see above), should minimum and explicit contribution levels be established for each tier (and likely specified in terms of gift class and total give/get objectives per annum)?

4. What policy, if any, should be established regarding non-performing governors?

5. Should the tenure and progress of governors within and between Governance classes be made explicit? How/content?

6. What should be the committee structure of the TCM governors? Which should be designated Standing Committees (via by-law), and which should be activity review committees? How should the committee membership be composed--what combination and number of Directors, Overseers, Trustees, Volunteers, Advisers, TCM Executive Management, and TCM staff?

Suggested Committees:

Executive Committee of Board of Directors
Executive Committee of Board of Overseers
Budget
Investment and Audit
Marketing
Buildings and Grounds
Exhibitions and Collections
Education
Directors Nominating Committee
Overseers Nominating Committee
Personnel Relations
Cultural Diversity
Government Relations
Development
--Capital Gifts
--Annual Funds
--Business Fund
--Business and Professional Leadership--Special Programs

7. What Officers should be named to constitute the Officers of the Board of Directors? Should there be one or more Vice Chairmen of the Board of Directors? Should the Chairman of the Board of Trustees also be the Chairman of the Executive Committee of the Board of Directors?

8. Which officers/Committee Chairs/etc. would be members of the Executive Committee of the Board of Directors

9. What should be the explicit duties and rights of the Executive Committee of the Board of Directors? Of the Board of Directors? What should be the explicit duties of each standing and advisory committee?

10. Should the membership of the Board of Directors include, in addition to individuals holding positions in their own names, Corporation and/or Institutional and/or Association entities who may designate representatives to serve at their discretion on approval of (the Executive Committee of) the Board of Directors? If so, what should be the approximate membership percentage/number of each type of Director?

11. Alternatively, should there be a separate "Corporate Board" or perhaps a Standing Corporate Committee, the Chair of which is a member of the Executive Committee of the Board of Directors?

12. How do we make a transition from the current structure to a new one?

The Computer Museum

300 Congress Street
Boston, MA 02215

(617) 426-2800

call: Chuck House for where he is
Mitch Kappor for mtg.
Linda Bealman on nominees

DATE: March 20, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel *Olin*
RE: March 26, 1991 Agenda

The following is the agenda for our March 26th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update *Mantha Ballard*
Debra Case suggests Corporate
night for IBM built ground
Walk through
Dan Griscom is moving on to develop kids
2. Chairman of the Board search update
Scientific Atlanta guy
3. 1991 Board of Directors nominations: report and discussion
talk to Mitch about
Jim Lawrence - LEK - Yale '75 roommate of Mitch
asks
Tom Phillips
Eric Bloch

I look forward to seeing you next Tuesday.

Enclosures: Financial Statements for the Eight Months ended February 28, 1991

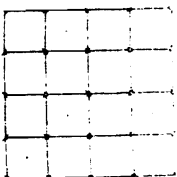
Audit of Board, Trustee and Corporate support

Revised draft of Strategic Plan

Jim McKenny
wealthy
workers
names
connection to Co.'s

P.S. For your interest, I also enclose yesterday's Wall Street Journal article on the Loebner Prize which we are hosting November 8, 1991.

Companies - wk. in software - GI
Education - more educators with connection to Foundations
Wealthy Individuals -
Merchandisers
Disney & Spielberg Studios



THE COMPUTER MUSEUM
 STATEMENT OF REVENUES AND EXPENSES
 COMBINED OPERATING AND CAPITAL FUNDS
 (\$ - Thousands)

	2/28/90 ACTUAL	FOR THE EIGHT MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	2/28/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	954	1,185	1,261	76	6%	2,019	1,967
Capital Fund	909	611	284	(327)	(54%)	1,011	900
Total Revenues	<u>1,863</u>	<u>1,796</u>	<u>1,545</u>	<u>(251)</u>	<u>(16%)</u>	<u>3,030</u>	<u>2,867</u>
EXPENSES:							
Operating Fund	930	1,305	1,181	124	10%	1,992	1,845
Capital Fund	622	580	528	52	9%	1,138	1,275
Total Expenses	<u>1,552</u>	<u>1,885</u>	<u>1,709</u>	<u>176</u>	<u>7%</u>	<u>3,130</u>	<u>3,120</u>
NET REVENUES (EXPENSES)	<u>\$311</u>	<u>(\$89)</u>	<u>(\$164)</u>	<u>(\$75)</u>	<u>(84%)</u>	<u>(\$100)</u>	<u>(\$253)</u>

SUMMARY:

For the eight months ended February 28, 1991, The Museum operated at a deficit of (164K) compared to a budgeted deficit of (89K). As of February 28, 1991 total cash and cash equivalents amounted to 209K.

OPERATING: Operating revenues were 6% over budget due to strong earned revenue streams. Expenses were 10% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 54% under budget due to optimistic contribution expectations. Expenses were 9% over budget due to unbudgeted expense in Exhibits Development (Walk-Through Computer Video funding which was received in FY90).

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	2/28/90 ACTUAL	BUDGET	FOR THE EIGHT MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
			-----2/28/91----- ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	196	\$286	334	48	17%	600	594
Restricted contributions	178	172	41	(131)	(76%)	315	82
Corporate memberships	92	135	114	(21)	(16%)	200	200
Individual memberships	27	34	35	1	3%	52	63
Admissions	198	232	382	150	65%	370	521
Store	137	186	232	46	25%	268	315
Functions	100	113	106	(7)	(6%)	153	148
Interest Income	8	2	1	(1)	(50%)	4	6
Other	18	25	16	(9)	(36%)	57	38
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	954	1,185	1,261	76	6%	2,019	1,967
EXPENSES:							
Exhibits Development	0	122	44	78	64%	204	133
Exhibits & Collection	69	84	85	(1)	(1%)	123	123
Education	168	173	176	(3)	(2%)	261	257
Marketing & Memberships	165	268	192	76	28%	391	291
General Management	142	163	162	1	0%	239	235
Fundraising	42	94	85	9	10%	182	173
Store	130	159	196	(37)	(23%)	232	272
Functions	42	51	50	1	2%	74	75
Museum Wharf expenses	172	191	191	0	0%	286	286
Total Expenses	930	1,305	1,181	124	10%	1,992	1,845
NET REVENUES(EXPENSES)	\$24	(\$120)	\$80	\$200	266%	\$27	\$122

THE COMPUTER MUSEUM
BALANCE SHEET
2/28/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 2/28/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$66,167			\$66,167	\$8,298
Cash Equivalents	142,366			142,366	282,190
Investments		\$291		291	53,363
Receivables	30,699			30,699	120,302
Inventory	64,817			64,817	63,212
Prepaid expenses	1,544	101		1,645	15,238
Interfund receivable		368,261		368,261	617,702
TOTAL	305,593	368,653	0	674,246	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
Total	0	71,084	1,737,647	1,808,731	1,808,731
TOTAL ASSETS	\$305,593	\$439,737	\$1,737,647	\$2,482,977	\$2,969,036
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$62,912	\$32,573		\$95,485	\$158,341
Deferred income	8,118	-		8,118	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	368,261	-		368,261	617,702
Total	439,291	32,573	0	471,864	792,981
Fund Balances:					
Operating	(133,698)			(133,698)	(213,272)
Capital		407,164		407,164	651,680
Plant			\$1,737,647	1,737,647	1,737,647
Total	(133,698)	407,164	1,737,647	2,011,113	2,176,055
TOTAL LIABILITIES AND FUND BALANCES	\$305,593	\$439,737	\$1,737,647	\$2,482,977	\$2,969,036

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
2/28/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 2/28/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$79,574	(\$244,516)	\$0	(\$164,942)	\$748,966
Depreciation			0	0	310,606
Cash from operations	79,574	(244,516)	0	(164,942)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	89,603			89,603	(83,875)
Inventory	(1,605)			(1,605)	(19,504)
Investments		53,072		53,072	(15,863)
Accounts payable & other current liabs	(3,953)	(58,906)		(62,859)	81,895
Deferred income	(8,820)			(8,820)	(5,292)
Prepaid expenses	12,684	909		13,593	(8,011)
Cash from working capital	87,909	(4,925)	0	82,984	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	167,483	(249,441)	0	(81,958)	12,594
Financing:					
Interfund pay. & rec.	(249,441)	249,441		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(249,441)	249,441	0	0	7,564
Net increase/(decrease) in cash & investments	(81,958)	0	0	(81,958)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$208,529	\$0	\$0	\$208,529	\$290,487

OS FR log

Date	Prospect	Action	Next Step	Result
2/12/91	Wolfram Research	solicited corp or indiv. support	solicit Wolfram for CC after v	\$1K corp membership
2/21/91	Gordon Eubanks	Symantec Corp membership	\$3000 member solicit	
		Eubanks primed re CC		
2/28/91	Arthur Greenberg, SPI	visited, invited for tour	letter, call; annual fund	
2/28/91	Jean Sammet	requested pledge of \$15Kpa x 3	letter	
3/2/91	Varian, Robert Fulford	invite to B'fast/lunch	corp membership	
3/6/91	Xerox	Norm Beyer solicited		\$10K corp renewal

THE COMPUTER MUSEUM REVENUE STREAMS

3-12-91

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	90A	3	0	0	4	0	0	4	0	1	19	0	0	31
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	6	1	18	6	0	0	4	0	0	0	0	0	0
INDV UNREST	610	90A	1	1	0	2	0	34	0	0	6	3	0	143	190
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	0	0	0	0	0	6	0	0	0	0	0	0	6
TOTAL-CAPITAL	610	90A	4	1	0	6	0	34	4	0	7	22	0	143	221
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	6	1	18	6	0	6	4	0	0	0	0	0	41
OPERATING:															
CORP MEMBER	810	90A	6	0	20	5	5	5	29	22	9	36	19	7	163
		91B	10	10	15	20	15	10	30	20	20	20	10	10	190
		91A	6	5	5	15	25	25	17	16	0	0	0	0	114
INDV MEMBER	820	90A	4	5	3	4	4	4	2	1	7	6	4	11	55
		91B	4	4	4	4	4	4	4	4	4	4	4	4	48
		91A	3	2	7	2	10	6	2	0	0	0	0	0	35
ANNUAL FUND	730	90A	4	0	1	4	11	26	4	1	9	8	2	12	82
		91B	4	1	5	4	15	38	9	2	16	10	10	10	120
		91A	2	2	3	2	12	28	6	7	0	0	0	0	62
CORP UNREST	710	90A	0	0	0	0	0	0	0	0	0	1	0	0	1
		91B	0	0	25	50	10	0	0	10	0	25	0	0	120
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
GOVT UNREST	710	90A	19	0	0	19	0	0	19	0	0	18	9	0	75
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
FOUNDATION UNRES	710	90A	0	0	0	0	0	0	0	0	0	0	0	0	0
		91B	0	0	20	0	0	20	20	0	0	0	0	0	60
		91A	0	0	0	0	0	0	0	5	0	0	0	0	5
INDV UNREST	710	90A	28	50	0	0	0	0	3	0	0	0	0	0	81
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	710	90A	47	50	0	19	0	0	22	0	0	19	0	0	157
		91B	0	0	45	50	10	20	20	10	0	25	0	0	160
		91A	0	50	0	0	0	0	0	5	0	0	0	0	55
BOWL CORP	750	90A	25	0	0	0	0	20	43	36	11	50	8	3	196
		91B	0	0	0	0	10	48	0	0	60	94	27	36	275
		91A	0	0	45	0	15	78	42	27	0	0	0	0	208
BOWL INDV	750	90A	0	23	0	0	0	0	0	0	0	26	2	5	60
		91B	0	0	0	0	0	0	0	0	10	15	0	0	25
		91A	0	0	0	0	0	0	0	6	0	0	0	0	6
SUBTOTAL	750	90A	25	23	0	0	0	24	43	36	11	76	10	8	256
		91B	0	0	0	0	10	48	0	0	70	109	27	36	300
		91A	0	0	46	0	15	78	42	33	0	0	0	0	214
TOTAL-OPERATING		90A	26	78	24	32	20	59	104	60	36	145	35	38	713
		91B	18	15	69	78	54	120	59	36	110	168	51	60	838
		91A	11	59	61	19	62	137	67	64	0	0	0	0	480
GRAND TOTAL		90A	90	79	24	38	20	93	104	60	43	167	35	181	934
		91B	18	15	74	88	94	190	129	76	115	179	51	65	1088
		91A	17	60	79	25	62	143	71	64	0	0	0	0	521

Circ: 1,935,866

Does That Computer Have Something on Its Mind?

By DAVID STIPP

Boston

"Can machines think?" That question no longer has the ring of science fiction, as computers knock off chess masters, diagnose illnesses and guide investments. The quest for artificial intelligence (AI) now has progressed so far that computers are being readied for the ultimate test. The Turing test.

Turing refers to Alan Turing, the British genius who helped usher in the computer age. A legendary polymath, Turing laid down theoretical cornerstones of computing, cracked German codes in World War II and even explained how leopards got their spots. He committed suicide in 1954 after being convicted of the crime of homosexuality under British law. Today, his influence still pervades the AI quest because of an ingenious experiment he proposed to determine whether a machine can think. The experiment is at last to be conducted this fall in the form of an international sporting event: here, pitting humans against computer. It promises to be a momentous competition—the thinking man's and woman's (and perhaps machine's) version of John Henry vs. the steam hammer.

The Turing test couldn't be simpler. Sit a human "interrogator" before a Teletype that is linked in another room either to a person with a Teletype or to a computer. Ask the interrogator, via a typed conversation, to tell which of the two is on the other end. If he or she wrongly concludes it's human, then the computer can properly be called a thinking machine. Q.E.D.

Well, not necessarily. Philosopher John Searle contends a computer able to pass the test would still be just a tarted-up word processor that manipulates symbols without understanding. Others argue that the purported thinking machine should be outfitted in robot garb and put to a harder test than Turing's—say, getting a taxi in rush hour on a rainy day in Manhattan. Such

disputes have long raged between AI skeptics and the eminent hackers they wryly call the artificial intelligentsia. And no wonder—as Turing noted, many intellectuals deeply dislike the prospect of thinking machines, "since they value the power of thinking" so highly.

Perhaps the closest thing to a Turing test passer so far is a system called Parry. Created in the 1970s by AI researcher Kenneth Colby, it mimics a paranoid human, sidestepping questions it's too dumb to answer with wild-eyed responses, such as, "Maybe you have to watch out for the Mafia." Several psychiatrists conversing with it by Teletype concluded it really was a twisted person—a result thought to say more about psychiatrists than computers.

Anyway, the game Parry plays is more parlor trick than cognition. AI stalwarts will get their first shot at a bona fide Turing test on Nov. 8, thanks to a New York businessman and computer buff, Hugh Loebner. President of restaurant supplier Crown Industries Inc., he has offered a \$100,000 prize for the first machine to pass a Turing test. He doesn't expect a computer to fool humans in a 10-holds-barred Q&A for some time. Until one does, nominal prizes, starting at \$1,500, will be awarded for the best entry in a series of annual contests.

The first round is scheduled to take place at Boston's Computer Museum. Planning is being coordinated by psychologist Robert Epstein, founder of the Cambridge (Mass.) Center for Behavioral Studies and a friend of Mr. Loebner's. The format will likely resemble a public chess match, with typed interplay between human interrogators and about 10 hidden entities—both humans and machines—shown to an audience on big screens. An expert commentator will analyze the proceedings for the crowd. But the interrogators won't be computer experts—presumably a person who doesn't know the computer pioneer Charles Babbage from cabbage could unmask even a slick electronic poseur by hitting it with enough perplexers from right field. How is Elvis Presley like Madonna? What makes a good boss? What's 3,455,698 times 7,899? (If it answers instantly, it's a computer.)

Meanwhile, the real brains of AI experts are overloading with ideas about how the contest should be run, and they're bombarding Mr. Epstein with suggestions. One even hurled a version of "kill the umpire" at the committee he assembled to serve as referees—since you're all Western white males, this kibitzer wrote the committee, you may unconsciously bias the test to favor computers showing only those mental qualities prized by people of your ilk.

The committee duly added that one to its list of quandaries. The issues raised by the test range from the administrative, such as how to foil hackers who use clandestine electronic links to pinch-hit for their machines on tough questions, to the farfetched, such as whether it would be ethical to switch off a computer once it passes the test and has human-like credentials. And, as AI writer Douglas Hofstadter has asked, should a winning machine get the prize money itself? The committee has received more than 100 requests for information on entering the contest, and one of its hardest jobs may be selecting 10 finalists for the November joust. Still, if any group has the smarts to set up a proper test, this one does.

One member from Harvard, a precise, courtly man named W.V. Quine, is commonly said to hold the world's true heavyweight title, "greatest living philosopher." Working with him is Joseph Weizenbaum, Massachusetts Institute of Technology emeritus professor of computer science, who is known both for advancing AI research and for issuing eloquent jeremiads about its tendency toward hubris. The committee chairman is Daniel Dennett, a Tufts University philosopher who has written some of the most pungent pieces on what the AI game is really all about.

This brain trust's main act of ratiocination so far has been to tilt the playing field

in favor of computers to ensure that early rounds of the test are interesting. AI systems excel in some specific subjects like chess, but their general mental muscle barely exceeds that of a moderately gifted cockroach. Thus, the plan is to confine the interrogators' questioning to narrow areas of knowledge that computer entries have been specially programmed to handle. The committee recommends that contestants submit computer "expert systems" on down-to-earth subjects like getting a haircut.

While going along with this tilt, Mr. Dennett, for one, says he fears it will make computer systems look smarter than they are. Humans tend to get sentimental about conversing computers, he notes, and willingly suspend disbelief in the machines' ability to understand things even when it's plainly absent.

MIT's Mr. Weizenbaum himself unintentionally provoked vivid instances of this tendency in the 1960s when he created Eliza. It's an AI system that crudely mimics a psychologist simply by reformulating what a person said to it, as a question. He was shocked to see how quickly people anthropomorphized and got emotionally involved with it. Even his secretary, who was well aware Eliza was just a witless program, fell under its spell. "After only a few interchanges with it, she asked me to leave the room," he recalled in a book.

It's this tendency to accept computers as people that Mr. Dennett thinks might be catered to unduly by restricted questioning during the test. And that could increase the public's already exaggerated respect for the authority of computers. Would a doctor be willing to operate on a patient against the advice of a medical-expert system, knowing that if things went wrong the computer might provide damning evidence in a liability suit?

For all the significance of such issues, the \$100,000 question about the full Turing test remains when, if ever, it will be passed. Turing predicted that by the year 2000, a machine might fool some people some of the time. (The batting average a computer needs to win Mr. Loebner's prize hasn't been specified yet.) To some AI experts, that seems about right. Others contend that hugely complex "neural network" computers, decades away, will be required to put a truly substantial ghost in the machine. But after the first running of the Loebner classic this fall, the AI game will never be the same. Think about it.



Alan Turing

FAX TRANSMISSION RECORD

Date: 12/14/90To: Gardner Hendric307-0478From: GILLIAN LY

The Computer Museum

Fax (617) 426-2943

Voice (617) 426-2800

Number of pages (including cover sheet) 2

Gardner -

This came in the mail today +
I thought you should see it. ^{let}
me know if you want me to send
out a solicitation to the person/company
following:

Gillian

Sigma Partners

300 Commercial Street, #705

Boston, MA 02109

Telephone 617 227-0303

Telephone 508 393-7396

Fax 617 367-0478

November 30, 1990

Mr. John P. Morgridge
cisco Systems, Inc.
1360 Willow Road
Menlo Park, CA 94025

Dear John:


It is an exciting time for the Computer Museum. With the opening of the giant Walk-Through Computer in June, attendance has increased 64 percent over the previous summer. The Museum has become one of the "hottest" museums in the country! The new educational video based on The Walk-Through Computer, the Exhibit Kits Program, and a major new history exhibit scheduled to open next year, are some of the many exciting national programs and projects.

The Museum is growing at an impressive rate; however, as the fuel that keeps the Museum running, it is important that Annual Fund support grows along with it. The Museum's programs and exhibits must continue to meet the educational needs of its public. New and old friends showed their support by making last years' Annual Fund the largest in the Museum's history with a 97 percent increase over the previous year.


We have set an ambitious goal this year. After reviewing the enclosed brochure, I hope you will consider becoming a "Friend" of the Computer Museum and make a \$100 donation to the 1990-91 Annual Fund now.

Your gift really makes a difference!

Sincerely,


Gardner C. Hendrie
Chairman of the Board

Business is good
You sure picked a winner with Cisco. I hope you will support us at the Museum.

Get Foster & Freiburghouse to sign up & I will send you \$100. 

THE COMPUTER MUSEUM REVENUE STREAMS
6-12-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	89A	1	10	15	1	9	0	9	23	1	0	7	0	75
		90B	0	0	0	0	0	20	20	35	35	30	30	30	200
		90A	3	0	0	4	0	0	4	0	1	19	0	0	31
INDV UNREST	610	89A	2	4	2	0	0	32	9	253	0	0	10	1	313
		90B	0	0	0	20	20	25	25	35	35	30	5	5	200
		90A	1	1	0	2	0	34	0	0	6	3	0	0	47
TOTAL-CAPITAL	610	89A	3	14	17	1	9	32	17	276	1	0	17	1	389
		90B	0	0	0	20	20	45	45	70	70	60	35	35	400
		90A	4	1	0	6	0	34	4	0	7	22	0	0	78
OPERATING:															
CORP MEMBER	810	89A	4	2	24	14	13	9	3	13	9	24	11	7	133
		90B	16	16	16	16	16	16	16	16	15	15	15	15	188
		90A	6	0	20	5	5	5	29	22	9	36	19	0	156
INDV MEMBER	820	89A	3	6	6	3	5	5	6	4	5	7	4	5	63
		90B	7	7	7	7	7	7	7	7	7	7	6	6	82
		90A	4	3	3	4	4	4	2	1	7	6	4	4	44
ANNUAL FUND	730	89A	0	0	2	0	1	13	10	3	7	7	0	2	45
		90B	1	2	1	3	27	22	5	3	1	1	15	15	100
		90A	4	0	1	4	11	26	4	1	0	0	0	0	70
CORP UNREST	710	89A	0	0	0	0	0	0	0	0	0	1	0	10	11
		90B	0	3	3	5	5	5	7	10	10	0	0	2	50
		90A	0	0	0	0	0	0	0	0	0	0	0	1	1
GOVT UNREST	710	89A	0	0	0	0	0	0	0	0	0	0	0	0	0
		90B	19	0	0	19	0	0	19	0	0	18	0	0	75
		90A	19	0	0	19	0	0	19	0	0	18	0	0	75
FOUNDATION UNRES	710	89A	0	0	0	0	0	0	0	0	0	0	0	1	1
		90B	0	3	3	5	5	5	7	10	10	0	0	2	50
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	89A	0	0	0	0	0	0	0	17	0	0	10	20	117
		90B	0	0	0	0	0	9	0	0	0	0	0	0	9
		90A	28	50	0	0	0	0	3	0	0	0	0	0	81
SUBTOTAL	710	89A	0	0	0	0	0	0	0	17	0	1	50	61	125
		90B	19	6	6	29	10	10	33	20	20	18	0	4	175
		90A	47	50	0	19	0	0	22	0	0	18	1	0	157
BOWL CORP	750	89A	17	21	25	32	3	15	9	0	0	0	1	0	135
		90B	14	23	20	20	0	0	118	32	0	0	0	0	237
		90A	25	0	0	0	0	20	43	36	11	30	8	0	193
BOWL INDV	750	89A	2	1	5	8	2	1	0	1	0	0	23	0	43
		90B	0	0	0	0	0	0	0	23	55	17	0	0	95
		90A	0	23	0	0	0	4	0	0	0	26	2	0	55
SUBTOTAL	750	89A	19	22	30	40	7	16	9	1	0	0	24	0	168
		90B	14	23	20	20	0	0	118	53	55	17	0	0	322
		90A	35	23	0	0	0	24	43	36	11	76	10	0	248
TOTAL-OPERATING		89A	26	30	62	57	30	43	28	38	21	39	89	75	538
		90B	57	54	50	75	60	55	179	101	98	62	36	40	867
		90A	86	78	24	32	20	59	100	60	36	144	36	0	675
GRAND TOTAL		89A	29	44	79	58	39	75	45	314	22	39	106	76	926
		90B	57	54	50	95	60	100	224	171	168	122	71	75	1267
		90A	90	79	24	38	20	93	104	60	43	166	36	0	753

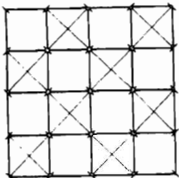
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Executive Committee Meeting
January 9, 1991
10:00 a.m.

1. Operations Report
2. Capital Campaign - status, timing
3. Board nominations; openings in 1991; nominating policy
4. Report on Exhibits Committee meeting; strategy for fund-raising for Computer Discovery Center and Reality on Wheels



\$EX

On December 3, 1990, the Exhibit's Committee for the Computer Museum met for the first time in two years. Present were: Oliver Strimpel, Jim McKenney, Ed Belove, Dick Case, Dave Nelson, Gregg Welch, (who is a candidate for the position of the Exhibit's Director) and an unidentified female from the Computer Museum staff. (I believe it was the education coordinator, but I'm not certain.)

The three items on the agenda were:

1. a review of the overall space allocation in the master plan.
2. review of the specific exhibit development plan for the next couple of years.
- 3.. discussion of the Reality on Wheels project.

On the first item, after lengthy discussion, it was concluded that some provision should be made for showing more of the collection in an exhibit primarily aimed at the first of our three audiences, computer professionals. The argument for doing this was that though they represent a small proportion of the total potential audience for the museum, they are very important audience because of their willingness and ability to contribute money to the museum, and work on the various volunteer boards of the museum. The space allocation for such an exhibit was suggested at being relatively modest like 5 percent or less of the total available exhibit space. A number of ideas were suggested for how to do this.

1. The visual storage concept - where the actual storage space is organized where people can walk through on a special request basis.
2. It was suggested that some wall space, which would not have to be very deep be lined with historical artifacts and exhibits, for instance the walls of the auditorium, and it might only require four feet of space out from the walls to show a relatively densely compacted exhibit of some of the artifacts with only signage and no interaction. Everybody I think agreed that no interactive characteristics were necessary to appeal to the professional audience who wanted to look at old stuff.
3. Another idea was to take an area in the back of the museum and have a rotating exhibit, possibly changing every year, some of the artifacts with potentially each display having some theme behind it.

Oliver committed to taking these ideas under advisement and to propose a specific way of executing this need.

The second suggestion, which was made by Ed Belove, was for a space devoted to topical or current computing events. This would respond to what was actually in the news at a specific time, such as computer privacy when that was an issue or maybe an exhibit on viruses, or anything else that was currently in the news. This would clearly add a new dimension to the Museum experience.

Oliver responded favorably to this idea, and hopefully he will incorporate this into the overall plan.

Relative to the second item on the agenda, it was agreed that the plan for the Discovery Center, with a potential opening in February of 1992, followed by the Networked Society, approximately a year later was a good plan for the next two exhibits and the Museum should continue to pursue the objective of opening both of those exhibits when planned.

The discussion then continued around the subject of what other exhibits might potentially be ~~added~~ ^{added} to the calendar and also what sort of refurbishment of current exhibits might be appropriate.

The third item on the agenda Virtual Reality, was not really covered to any significant extent.

For the next meeting, we plan to do the following things:

1. Present an outline for the Museum's exhibit's plan that would form the basis for the exhibit's portion of the Museum's overall long-range plan.

Oliver and I will both take a crack at that independently.

2. Oliver will present alternatives for adding additional exhibits. a) The first sub category will be adding additional floor space to the Museum as a whole, including the problems of adding another floor to the building on the roof, the issues of moving the collections out of the building or moving some of the offices.

- b) The second sub category is, if we don't add to the overall square footage of the museum's available space, where do we put a new exhibit? Possibilities might be to eliminate the auditorium, tear down smart machines (or any other move that is exhibit replacement), etc.

The next meeting will be held January 9, after the Executive Committee meeting, from noon to 2 p.m.

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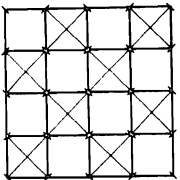
DATE: November 27, 1990
TO: The Computer Museum Exhibits Committee
FROM: Oliver Strimpel
RE: December 3, 1990 Meeting

I have enclosed, at the suggestion of Gardner Hendrie, a copy of the Exhibit Development Policy for your information.

Look forward to seeing you at the meeting next week.

/sj

Enclosure



COMPUTER MUSEUM EXHIBIT DEVELOPMENT POLICY

The Purpose of the Exhibits

The Computer Museum's mission is, in part, *to educate and inspire all ages and levels of the public through dynamic exhibitions and programs on the technology, applications and impact of computers.*

Exhibits provide an environment for "landmark learning," the grasping of key ideas in a new subject. The aim is to raise curiosity and awareness, not to teach a course. Exhibition galleries filled with an engaging array of interactive displays, original artifacts, and video have a unique power to inspire visitors to make mental leaps into new fields. The selection of content and media serve the educational goals of the Museum.

The Museum's Audience

The audiences served may be divided into three groups. Group 1 consists of technically literate individuals, the majority of whom are professionally involved with computers. Group 2 consists of the remainder of the adult visitors, with little or no knowledge of computers; this group may have some interest in computing, perhaps through a family member, or through the use of personal computers. Group 3 are school-age visitors, who come to the Museum in group field trips, or with their families during weekends and vacations.

The degree to which an exhibit appeals to one of the groups depends both on the its subject matter as well as on the manner in which it is presented. The Museum will try to ensure that at least two of the three groups are well served by any individual exhibit. In addition, the Museum will produce supporting materials, such as worksheets, catalogs, and gallery guides, that will supplement each exhibit's educational impact. The overall mix of exhibits at the Museum will offer a rewarding experience for members from all audience groups.

Two exhibit genres offer great potential rewards for all groups. The first are 'larger-than-life' displays, epitomized by the walk-through human heart in the Chicago Museum of Science and Industry, or the "Soup Machine" animated computer of NMST, Ottawa. Such exhibits instill a powerful take-home impression which is a salient

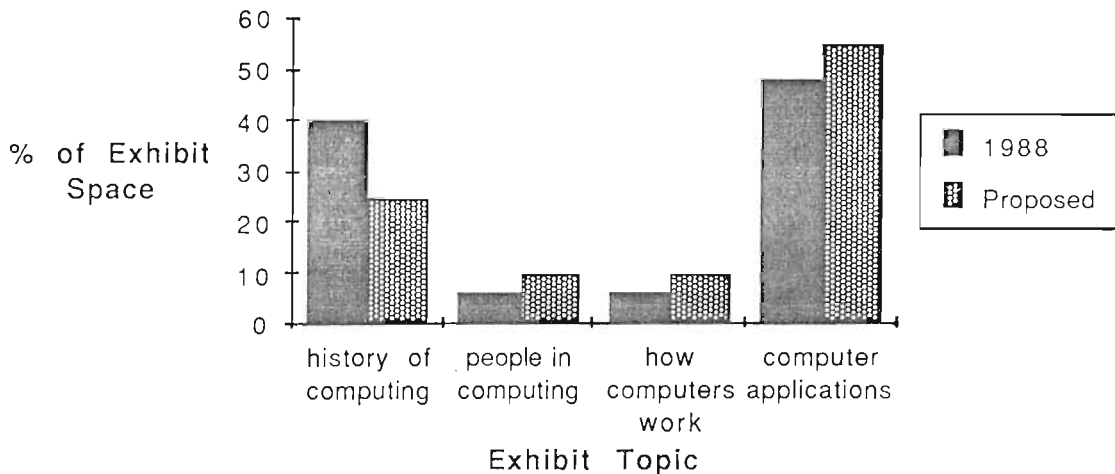
characteristic of many successful museums. The second is the hands-on interactive exhibit where visitors learn through actively doing something themselves. This stimulates a depth of understanding not attainable by passive watching or listening. Where possible, both of these types of exhibits should be a feature of new Museum galleries.

Allocation of Exhibit Space by Content

There are four fundamental areas that will be addressed within the Museum's exhibits. Taken as a whole, these areas span the content areas delineated by the Museum's mission statement. Taken separately, they each offer the opportunity of engaging at least two of the Museum's audience groups.

A percentage of Museum exhibit space to be devoted to each subject area is given. This figure refers to exhibits in which that particular subject area is the dominant theme. However, it is highly desirable for most exhibits to interweave elements of all the areas listed below. This will add a diversity that will widen the appeal of each exhibit.

Allocation of Exhibit Space by Topic



1. History of Computing (20-30% of space)

An exhibit on the evolution of computer hardware, software and applications is an essential component of a well-rounded museum visit; indeed, most people expect to see some history in a Museum, but it must be presented in a lively manner to sustain interest and reward visitors. The Museum therefore plans to develop two historical exhibits. In the first, vignettes from key episodes in the history of computing will be presented with emphasis on the social context that brought the technology about. A typical vignette will include an original artifact in a period recreation, a video program presenting its application and impact, and an interactive computer offering visitors a means of sampling the type of problem to which the computer was applied. Text will fill in background context and related events. The second exhibit will consist of a dramatic, walk-through recreation of a large computer installation of the vacuum tube era. The sheer size of vacuum tube computers will make a lasting impression on visitors. Every effort will be made to target these introductory exhibits towards all three audience groups.

In addition to these two permanent exhibits in which the historical theme is uppermost, many other aspects of computer history will be covered as introductory or background sections within other thematic exhibits, both permanent and temporary. The history of personal computers, for example, may be presented within a thematic gallery on personal computing.

A result of this policy is that only a small percentage of the Museum's collection of historical artifacts will be on display in the public galleries. Visitors with a desire to see more of the collection (anticipated to consist mainly of audience group 1) will be accommodated by the Museum's Visible Storage area. This consists of a well organized artifact storage area in which most of the significant artifacts in the collection are laid out, well lit, and labelled with technical descriptions.

2. How Computers Work (10% of space)

To address the mission's requirement for exhibits on computer technology, an introduction to the basic principles of computer hardware and software will be presented, either as a separate exhibit, or as a facet of several thematic exhibits. Fundamental aspects to convey include the function of the processor, main memory, secondary memory, display and interfaces, and how

information flows between them. Other themes include miniaturization, the difference between hardware and software, and the nature of a program.

Special devices will be required to ensure that technical ideas are effectively communicated to members of audience groups 2 and 3. A major exhibit on the personal computer could provide a good opportunity for explaining basic elements of computer architecture and information flow within the computer. For example, a giant computer could be fabricated in the form of a landscape through which visitors roam to discover the anatomy of the computer, and learn what happens at each part through computer animation and hands-on interactive stations.

3. People in Computing (10% of space)

The achievements of individual computer engineers and entrepreneurs provide a good vehicle for focussing on specific technologies and their applications and social impact. Temporary exhibits may be mounted to feature specific groups of individuals, perhaps on the occasion of important anniversaries. Audiovisual programs featuring computer innovators will be used wherever appropriate to add a human dimension to the exhibits.

4. Computer Applications (50-60% of space)

This topic appeals to the largest proportion of visitors because people want to see what computers can do. In addition, the Museum is a natural place in which to demonstrate computer applications; visitors can engage directly with the applications, offering an experience that cannot be matched by text or audiovisual media alone.

Two of the existing major galleries in the Museum, constituting 25% of the total available exhibit space (37% of exhibit space open in 1988), have themes that demonstrate computer applications: "Smart Machines" shows achievements in artificial intelligence and robotics; "The Computer and the Image" shows image processing and computer graphic applications.

The Museum should greatly expand the scope and range of computer applications presented. Future exhibits being proposed in this area include a major exhibit on personal computers, in which the largest section will demonstrate about six generic application areas for personal computers, each with half a dozen computers for visitors to use.

"The Networked Society" is a proposed exhibit that will feature large-scale computer applications that control information essential to the running of modern society. Examples will include airline reservations, telephone networks, on-line banking, international financial transactions, and supermarket systems.

In another proposed exhibit, "The Ubiquitous Computer," computer applications would be approached from a different perspective. This exhibit would reveal and explain the use of computers inside machines we use every day. Examples include the car, telephone, microwave oven, camera, and many other devices drawn from all walks of life.

Some other application-oriented themes for future exhibits include the use of computers in medicine, helping the disabled, defence, space, and publishing.

Layout of Exhibit Space

The excitement of a Museum visit should start as soon as the building is approached. Displays outside the building and in the lobby should serve to arouse interest and provide a taste of the Museum galleries. Kinetic or interactive sculptures and large-screen video might be appropriate here.

It is especially important that the first gallery seen by visitors place all audience groups in a good frame of mind. Visitors who desire to see computer history exhibits should have this opportunity early on in the visit.

Exporting Exhibits

Although the first priority is to develop The Computer Museum's galleries, the Museum should also clone or travel exhibits for audiences across the world. This can help the Museum reach audiences well beyond its reach in Boston. Increasing the Museum's visibility outside Boston can play a very beneficial role in the development of Museum support from new geographical regions.

One approach is to build exhibits that tour science and technology centers under the auspices of organizations such as the Smithsonian Institution Travelling Exhibition Service (SITES) or the Association of Science and Technology Centers. "Computers in Your Pocket" is the first such Computer Museum exhibit, currently being toured by SITES. Special funding is usually required to rebuild exhibits in a form suitable for touring.

Another approach is to build exhibit kits based on Computer Museum exhibits. These would include software, hardware specifications, installation and maintenance instructions, and explanations of the subject matter. Once developed, such kits could be sold at reasonable prices to science and technology centers that lack their own exhibit development teams. Unsolicited requests for exhibits from about 10 institutions, and the absence of other providers of such items give preliminary indication that a market for exhibit kits exists.

Schedule of Exhibit Development

It is the Museum's objective to open one major new exhibit and a pair of temporary exhibits each year. This rate is required in order to keep the Museum exhibits current and relevant, as well as to maintain high visibility for the Museum. The opening of new exhibits has a significant impact on visitor attendance levels.

Exhibit quality rather than quantity is usually the deciding factor in determining repeat visits. The Museum is already large enough to occupy most visitors for the typical two hour visit. Priority should therefore be given to the replacement of the least successful exhibits with new ones rather than expansion into unused space. An increase in the overall gallery square footage should be tied to visitor attendance levels.

If possible, galleries near the entrance should be improved first.

Exhibit Funding Strategy

The Museum exhibits will be self funding. In other words, all development costs will be met with funds raised specifically for the development of exhibits. Funds can be tied to specific exhibits, or,

more desirably for the Museum, applied to an exhibit development phase considered as a whole.

The main sources of funding are the computer and computer-user industries. These include both the corporations and the founders and other individuals within the corporations. Secondary sources of funding include state and federal government grants and independent foundations.

Funders will be acknowledged within the exhibits. The Museum will be sensitive to the promotional interests of the funder, but will be the final authority on the content of the exhibit and the use of the company name, logo and products.

END

October 28, 1988

 *
 * TO: O. Strimpel, Executive Director DATE: January 7, 1991
 * J. McKenney, Chairman Finance FROM: Nick Pettinella
 * Committee REF: 91-2
 *
 * cc: E. Schwartz
 * Chairman Executive Committee
 * B. McLaughlin, Business Manager
 *
 * SUBJECT: THE COMPUTER MUSEUM CASH POSITION
 *



I will be on travel the week of January 7th. As a result, I will be unable to attend the Executive Committee meeting on Wednesday, January 9, 1990. Because of the importance of the cash discussion we had at the Finance Committee meeting on January 3, I thought it would be appropriate to communicate my considerations on this issue as well as communicate the consensus of the Finance Committee.

After review of the current and projected cash flow for the Museum, it appears the Museum is entering another period of lower cash balances. Based on the cash flow projections presented, it was the consensus of the Finance Committee that the Museum is entering a period of concern about its cash, especially the next 2-3 months (January - March 1991) and that the Museum should accelerate its efforts to increase its inflow of cash.

The Museum staff presented two Cash Flow projections which I have marked as A and B and attached to this memo. Chart A reflects the "expected" cash balances based on actual results to-date together with a re-forecast of the original budget. Chart B reflects the same information as Chart A but assumes the remaining \$214K of budgeted Unrestricted Contributions under the Capital Fund will not be received.

The Finance Committee members at the meeting agreed that the solution to the cash situation probably requires several simultaneous efforts which address both the short-term and long-term cash needs of the Museum. A major fundraising effort, proposed by the consultants, is designed primarily to address the longer-term cash needs of the Museum. However, the Museum budgeted and the Board approved \$250K of Unrestricted Contributions for FY91 as part of the Capital Fundraising activities. To-date, only \$36K of this \$250K has been received. The short-term cash needs of the Museum are dependent on receiving this entire amount. Increased effort should be placed on attempting to raise this cash.

In the short-term, it was suggested the Museum staff focus additional effort on attempting to get more out of existing and reasonably successful activities such as Admissions, Corporate Memberships, Grants, Store and Functions. For example, the performance of the Store has improved significantly over the past year. However, perhaps the Store can do better. Admission revenues for the first five months of FY91 were up over 100% while Store revenues were up 67%. The margin earned by the Store was approximately \$26K or 16% on total Store revenues of \$180K. However, on revenues of \$80K received for "Functions", this activity earned \$45K or a margin of 56% on revenues. This analysis suggests that these two activities are successful and the Museum should try to leverage them even more. A concerted effort should be made to raise the margin on Store activity. Additionally, it is suggested that more effort be focused on Functions, ostensibility one of the highest margin producing activities at the Museum. The Function activities seems to be under recognized and have demonstrated excellent potential.

Given the growing concern about the Museum's cash position, I suggest the Finance committee meet again in early February, rather than waiting until the next quarterly meeting.

Attachments:

- Cash Flow Projections - A
- Cash Flow Projections - B

Board of Directors Terms of Office

	✓91	Bodman	87-91	+++ ^{rating}
X	91	Chapman	87-91	---
	✓91	Donaldson	83-87;91	++++
X	91	Gerrity	87-91	---
	91	Hopper	87-91	+
	✓91	McKenney	83-87;91	+++
	✓91	Morse	87-91	+++
	✓91	Nelson	87-91	+
	✓91	Sammet	83-87;91	+
	✓91	Schwartz	83-87;91	+++++
	91	Seligman	87-91	++
X	91	Severino	87-91	-
	✓91	Shear	87-91	+++
X	91	Smart	87-91	-

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	11/30/89 ACTUAL	FOR THE FIVE MONTHS ENDED -----11/30/90-----			FY91 BUDGET	FY91 FORECAST	
		BUDGET	ACTUAL	FAV(UNEAV)			
Operating Fund	595	715	811	96	13%	2,019	2,183
Capital Fund	761	198	176	(22)	(11%)	1,011	987
Total Revenues	1,356	913	987	74	8%	3,030	3,170
EXPENSES:							
Operating Fund	563	881	769	52	6%	1,992	1,955
Capital Fund	317	293	340	(47)	(16%)	1,138	1,301
Total Expenses	900	1,114	1,109	5	1%	3,130	3,256
NET REVENUES (EXPENSES)	\$456	(\$201)	(\$122)	\$79	39%	(\$100)	(\$86)

SUMMARY:

For the five months ended November 30, 1990, The Museum operated at a deficit of (122K) compared to a budgeted deficit of (201K). As of November 30, 1990 total cash and cash equivalents amounted to 264K.

OPERATING: Operating revenues were 13% over budget due to strong earned revenue streams. Expenses were 6% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 11% under budget due to timing of Unrestricted contributions. Capital expenses were 16% over budget due to unbudgeted expense in Exhibits Development (Walk-Through Computer Video funding which was received in FY90).

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	11/30/89 ACTUAL	BUDGET	FOR THE FIVE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
			-----11/30/90-----				
			ACTUAL	FAV	(UNEAV)		
REVENUES:							
Unrestricted contributions:	142	\$144	134	(10)	(7%)	600	585
Restricted contributions	58	88	31	(57)	(65%)	315	311
Corporate memberships	36	70	57	(13)	(19%)	200	200
Individual memberships	19	22	24	2	9%	52	72
Admissions <i>budgeted +15% Δ</i>	152	171	211	140	82%	370	510
Store	27	133	164	31	23%	368	301
Functions	74	77	80	3	4%	153	158
Interest Income	5	3	2	(1)	0%	4	5
Other	12	7	8	1	0%	57	38
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	595	715	811	96	13%	2,019	2,183
EXPENSES:							
Exhibits Development	0	67	22	45	67%	204	159
Exhibits & Collection	48	55	54	1	2%	123	119
Education	85	103	115	(12)	(12%)	261	272
Marketing & Memberships	101	176	128	48	27%	391	353
General Management	103	100	103	(3)	(5%)	239	239
Fundraising	31	53	55	(2)	(4%)	182	187
Store	81	113	138	(25)	(22%)	232	264
Functions	27	35	35	0	0%	74	76
Museum Wharf expenses	107	119	119	0	0%	286	286
Total Expenses	583	821	769	52	6%	1,992	1,955
NET REVENUES (EXPENSES)	\$12	(\$106)	\$42	\$148	140%	\$27	\$228

26

THE COMPUTER MUSEUM
BALANCE SHEET
11/30/90

	OPERATING FUND	CAPITAL FUND	PLANT — FUND	TOTAL 11/30/90	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$58,161			\$58,161	\$8,298
Cash Equivalents	205,449			205,449	282,190
Investments		\$0		0	53,363
Receivables	29,338			29,338	120,302
Inventory	65,507			65,507	63,212
Prepaid expenses	7,644	745		8,389	15,238
Interfund receivable		447,312		447,312	617,702
	-----	-----	-----	-----	-----
TOTAL	366,099	448,057	0	814,156	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
 TOTAL ASSETS	 \$366,099	 \$519,141	 \$1,737,647	 \$2,622,887	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$80,208	\$30,860		\$111,068	\$158,341
Deferred income	9,591	-		9,591	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	447,312	-		447,312	617,702
	-----	-----	-----	-----	-----
Total	537,111	30,860	0	567,971	792,981
Fund Balances:					
Operating	(171,012)			(171,012)	(213,272)
Capital		488,281		488,281	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(171,012)	488,281	1,737,647	2,054,916	2,176,055
 TOTAL LIABILITIES AND					
FUND BALANCES	\$366,099	\$519,141	\$1,737,647	\$2,622,887	\$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
11/30/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 11/30/90	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$42,260	(\$163,399)	\$0	(\$121,139)	\$748,966
Depreciation			0	0	310,606
Cash from operations	42,260	(163,399)	0	(121,139)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	90,964			90,964	(83,875)
Inventory	(2,295)			(2,295)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	13,343	(60,616)		(47,273)	81,895
Deferred income	(7,347)			(7,347)	(5,292)
Prepaid expenses	6,588	262		6,850	(8,011)
Cash from working capital	101,253	(6,991)	0	94,262	(50,650)
Cash provided by/(used for) Fixed assets					
		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	143,513	(170,390)	0	(26,877)	12,594
Financing:					
Interfund pay. & rec.	(170,390)	170,390		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(170,390)	170,390	0	0	7,564
Net increase/(decrease) in cash & investments	(26,877)	0	0	(26,877)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$263,610	\$0	\$0	\$263,610	\$290,487

The Computer Museum

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

Dinner Party at Chuck and Jenny House residence
1140 Hamilton Avenue, Palo Alto, California
January 29, 6:30 p.m.

Fax
583-7707

ACCEPTANCES

Gwen and Gordon Bell (2)
Owen Brown
Ed Feigenbaum and Penny Nii (2)
Gardner Hendrie and Karen Johansen (2)
Peter Hirshberg
Ted Johnson
Bob and Robyn Metcalfe (2)
Suhas Patil
Dave Patterson

TOTAL 13 + Houses = 15

PENDING

Pat and Nancy Forster
Hal Shear

REGRETS/NO RESPONSES

Ed Belove
Joel Birnbaum
Lynda Bodman
Larry Brewster
Dick Case
Jim Clark
Howard Cox
John and Ann Doerr
Dave Donaldson
Andy Grove
Max Hopper
Bill Joy
Mitch Kapor
Pat McGovern
Jim McKenney
Carver Mead
Steve Merrill
Andy Miller
David Nagel
Tony Pell
Nick Pettinella
Dave Rodgers
Heidi Roizen
Dick Ruopp
Grant Saviers
Ed Schwartz
Oliver Strimpel
Larry Tesler and Colleen Barton
John White



1/23/91

DATE: January 25, 1991

TO: Karen Johansen

FROM: Sue Johnson

Karen, the directions for the dinner party on Tuesday, January 29th, are as follows:

Chuck and Jenny House
1140 Hamilton Avenue
Palo Alto, CA
(415) ~~322-0520~~ 323-0520

From San Jose, take Route 101 north to the University exit. Cross back over Route 101 heading south. Take a left on Lincoln. The first street on the right is Hamilton. Their home is on the left hand side of the street.

Everyone attending was sent a copy of the attached Mission Statement and Questions for Discussion. In addition, Gwen is planning on reviewing draft goals numbers 1-5, and the objectives for goals 2, 3 and 5 (goals 2, 3 and 5 seemed most appropriate for this group). I have included these for Gardner's convenience.

Gwen has Museum materials on hand to distribute.

Please let me know if I can be of any additional assistance.

The Computer Museum

300 Congress Street
Boston MA 02210

(617) 428-2800

The Computer Museum

MISSION STATEMENT

- * To educate and inspire all ages and levels of the public through dynamic exhibitions and programs on the technology, applications and impact of computers.
- * To preserve and celebrate the history and promote the understanding of computers worldwide.
- * To be an international resource for research into the history of computing.

QUESTIONS FOR DISCUSSION

1. Does the Museum's mission statement need to be changed at this time? Has the mission changed or has our way of expressing it become obsolete?
2. What primary messages does the Museum want to project and to what audiences? What means are available to achieve this?
3. How does the issue of site/locale/physical plant affect the Museum's effectiveness? How can this be addressed?
4. Are there more opportunities for collaborative or cooperative programming?
5. What are the Museum's means for measuring success?
6. What opportunities can the Museum pursue for increasing earned revenue, while enhancing its mission?
7. How can the Museum use volunteers more effectively? What local, national, and international roles exist for volunteers/advocates?



THE COMPUTER MUSEUM
Strategic Plan 1991-95

Draft Goals

1. To create a broad range of exciting, inspiring, and educational exhibits and programs on the subject matter of computing.
2. To establish the Museum as a leader in the development of interactive computer-based exhibits.
3. To sustain and expand the Museum's role in preserving the history of computing.
4. To develop research and publication projects that enhance the Museum's role as an international resource for the history of computing.
5. To increase the Museum's audiences on local, national, and international levels.
6. To purchase appropriate space for the Museum.
7. To increase overall financial stability.
8. To expand and deepen volunteer involvement at all levels.
9. To enhance the strength of the staff.

1/16/91

Goal 2

To establish the Museum as a leader in the development of
interactive computer-based educational exhibits

1. amplify the Exhibit Kit program

include replicable interactive components in all new exhibits

upgrade existing exhibitions with new interactive exhibits that
can be exported

2. create and host international symposia on the principles and
techniques of interactive exhibit design and development, and
participate in national conferences on this topic

Goal 3

To sustain and expand the Museum's role in preserving the history of computing

1. enhance the collection through proactive collecting, particularly of integrated circuits, photographs, film, video, and documentation
2. become a resource for corporations setting up their own collections and museums by loaning artifacts, and providing photographs, video, and advice relating to exhibits and collections.
3. maintain a high-quality collections storage facility for artifacts and paper archives

Goal 5

To increase the Museum's audiences on local, national, and international levels.

Onsite Audience

1. create programming plan to increase overall local audience as well specific segments including the underserved, people of color, youth, senior citizens
2. create amenities and attractions to address negative impact of Boston's Central Artery construction

Offsite Audience

1. travel one exhibition every other year
2. market exhibit kits, targetting science and technology centers
3. create and market original educational materials, including videos, software, slide sets, books, teaching aids, and printed materials
4. participate in nationally-broadcast television or radio programs
5. become a focal point for computer industry celebrations with at least one internationally focussed event each year
6. continue to televise The Computer Bowl through 1994, and, if it is not continued, replace it with another activity of a national scale.
7. explore other possibilities for national or international special events, such as contests and fairs

SUSAN L. DAHLING
820 South Street
Roslindale, MA 02131
(617) 325-5313

Experience

- 1990 - **Opus Marketing** Roslindale, MA
Principal and Founder. Manage marketing consulting practice to small and large businesses and non-profit organizations. Projects include conference and special event planning, marketing plans, and marketing analyses for clients including Radcliffe College, Hemenway Design, Henschel, and Work Family Directions.
- 1989 **Eldred Wheeler** Hingham, MA
Sales and Marketing Manager. Developed and executed sales and marketing programs and strategies for \$3 million company of high-end antique reproduction furniture. Reported directly to Chief Operating Officer. Managed two direct retail stores and a distribution network of 40 dealers. Implemented first new product program introduction, developed new distribution strategy, and initiated new pricing policy. Created first image campaign through advertising and promotional programs.
- Summer, 1988 **Apple Computer, Inc.** Cupertino, CA
Intern in Healthcare Marketing. Participated in national new vertical market introduction acting as project manager for major industry tradeshow and opening of a permanent exhibit. Shared supervisory responsibility for video production (Healthcare: Year 2008), special events, and exhibit design. Coordinated with field sales force, vendors, third party developers, and corporate headquarters.
- 1986-1987 **Heller Breene** Boston, MA
Account Supervisor-Weebok by Reebok, Reed & Barton Silversmiths, S.D. Warren Paper Company, Cartier Collection. Developed strategies and implemented advertising campaigns and design projects for major clients. Participated in successful new product introduction of Weebok Infant Shoes and the Cartier Collection. Conceived and developed account management training program. Assisted in transition of design department at HBM/Creamer Inc. to an international subsidiary during billings growth of 350% as company became top creative shop in New England.
- 1984-1986 **HBM/Creamer Inc.** Boston, MA
Account Manager. Promoted from assistant within six months in design department. Managed design projects for clients including American Tourister, Stanley Tools, Prime Computer, and Acushnet/Footjoy. Responsible for financial systems management including hiring, developing systems, and budget forecasts.
- 1983-1984 **USS Constitution Museum** Boston, MA
Director of Community Relations. Planned and implemented complete marketing program for most visited single tourist attraction in New England, coordinating federal government agencies, City of Boston, and State of Massachusetts.

1980-1983

Harvard University

Cambridge, MA

Reunion Coordinator, Major Reunions. Planned and executed most extensive major reunion program in nation comprised of ongoing special events culminating in a week-long program each year for over 3,000 people. Supervised student staff of 150. Assisted in administration of \$1M budget.

Other:

Worked for U.S. Customs, Housing and Urban Development, Admissions Offices for Mount Holyoke and Williams Colleges, and *Mademoiselle Magazine*.

Education

1987-1989

**The Amos Tuck School of
Business Administration**

Dartmouth College
Hanover, NH

Master of Business Administration degree, June 1989. Selected to be one of five graduate admissions assistants for Admissions Office, 1988-89.

1976-1980

Mount Holyoke College

South Hadley, MA

Bachelor of Arts degree in American Studies. Class of 1980 Alumnae Scholar. State of Connecticut Scholar. Class Officer. Literary Editor of Yearbook.

1978-1979

Williams College

Williamstown, MA

Junior Year Exchange. Dean's List. Selected as first exchange student to serve on Junior Advisor Selection Committee. Big Brother/Big Sister Program participant.

Other:

Additional credit work done at Radcliffe Graduate Management Program, University of Massachusetts, and Harvard Extension Program.

Personal

President of Mount Holyoke Young Alumnae Club, 1981-1983. Board member, Boston Alumni Clubs, 1981-1983. Class Agent, 1986-1990. Cited in Outstanding Young Women in America, 1984. Served on City and State Tourism Boards. Enjoy travel, writing, squash, and cross country skiing.

Opus Marketing

I. Client List

- Radcliffe College
- Work/Family Directions
- Henschel Corporation
- Hemenway Design
- Boston Latin School Foundation

II. Teaching

- Women in Development, Marketing Panelist for Annual Meeting
- Instructor, Management Training 2000 Program, Boston Center for Adult Education, "Print Communications"

III. Other

- Featured in December Issue of Entrepreneurial Woman

COMPUTER MUSEUM STRATEGIC PLAN

List of Topics for Discussion at March 1 Board Meeting

1. Does the revised mission statement articulate the purpose of the Museum?
2. How important is it to increase visitation to capacity for the site?
3. How much should the visitation growth goal affect the exhibit planning priorities?

Example: A "block-buster" is needed in FY93. Can The Networked Society exhibit achieve 20% growth in visitation? If not, should it be postponed? But then computer uses in large-scale business is not treated.

4. What proportion of the Museum's resources should be devoted to serving people onsite as opposed to offsite, nationally, and internationally?
5. Who is the Museum primarily trying to reach - students, adults, what backgrounds? Is the exhibit plan well-fitted to the current and future constituencies of the Museum?
6. To what use should the Capital Campaign funds be put? Building down payment, endowment (of all, parts of Museum), mortgage payment?
7. Are the timing and goals of the capital campaign, as laid out in the plan, achievable?

draft 2/14/91

Foundation support status

	A	B	C	D	E
1	Based on JDS/OS conversation 2/12/91				
2	Note: All sources listed would be received in FY91				
3					
4	Proposals sent out	Request	Expectation	Outcome	Potential for
5	as of 2/13/91				repeat support
6					
7	Shraft	\$10,000	\$5,000	\$5,000	
8	Dewing	\$5,000	\$2,500		
9	Houghton Mifflin	\$10,000	\$2,500		
10	John Hancock	\$5,000	\$2,000		
11	Liberty Mutual	\$10,000	\$5,000		
12	Boston Globe	\$25,000	\$10,000		
13	Millipore	\$25,000	\$5,000		
14	NET	\$25,000	\$12,500		
15	Polaroid	\$10,000	\$2,000		
16	Fidelity	\$10,000	\$2,500		
17	Fuller	\$25,000	\$5,000		
18					
19	Subtotal	\$160,000	\$54,000	\$5,000	
20					
21	Props going out in February				
22					
23	Bank of Boston	\$10,000	\$2,500		
24	Toyota	\$25,000	\$15,000		
25	Boston Edison	\$10,000	\$2,500		
26	State Street	\$10,000	\$2,500		
27					
28	Subtotal	\$55,000	\$22,500	\$0	
29					
30	Proposals going out in March				
31					
32	Cox Charitable Trust	\$100,000	\$50,000		
33	Richard Smith	\$100,000	\$50,000		
34	Haydn (for Learning Center)	\$100,000	\$50,000		
35	Babson	\$10,000	\$5,000		
36	Loomis Sayle & Co	\$10,000	\$5,000		
37	Paine Assoc.	\$3,000	\$1,500		
38					
39	Subtotal	\$323,000	\$161,500	\$0	
40					
41	TOTAL	\$538,000	\$238,000	\$5,000	

2/13/91

MEMORANDUM

TO: Self
FROM: Ed
RE: Oliver's review
DATE: January 9, 1991

The following comments were made during the Executive Committee meeting's discussion about Oliver's performance during 1990:

Positive Comments:

- Seemed to handle his transition from Exhibits Director to present position as good or better than expected.
- Many +'s, no -'s.
- Relatively responsive to requests and suggestions of Executive Committee.
- Controlled costs to a good degree; did fine with regard to the numbers.
- Good representative of the museum.
- Took the job very seriously.
- Has been very willing to learn in areas where he needs help.
- Evidences a high energy level for the position.

Negative Comments:

- Needs to be a stronger and more forceful leader; may be too deferential to more senior people than is necessary or desirable.
- Needs to work more on his role as a visionary for the museum.
- Needs to be sure that the right preparation is in place for meetings with Board before the meetings are held.

- Has not yet demonstrated a clear ability to develop and retain a competent staff.

- Has not yet demonstrated the strong broad-based development ability needed for this position.

Comments Which Need To Be Made:

- We still believe that his pay is in the upper portion of the salary scale for this position.

- This salary increase of 7% reflects how we judged his performance in 1990 against expectation.

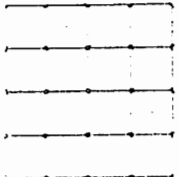
- He needs to become a superstar in the years ahead for his salary to grow as we think he would desire.

- If Jan becomes (or stays) a superstar, don't worry about her salary as we should be able to afford those costs.

J:\wp\eam\compmus.jan

Executive Committee Meeting
January 9, 1991
10:00 a.m.

1. Operations Report
2. Capital Campaign - status, timing
3. Board nominations; openings in 1991; nominating policy
4. Report on Exhibits Committee meeting; strategy for fund-raising for Computer Discovery Center and Reality on Wheels



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

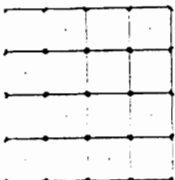
DATE: January 3, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: January 9, 1991 Agenda

The agenda for our January 9th meeting (10:00 a.m., 5th floor conference room) is enclosed.

I look forward to seeing you next Wednesday.

/sj

Enclosure



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: January 2, 1991
TO: The Computer Museum Board of Directors
FROM: Oliver Strimpel
RE: Director of Exhibits

I am delighted to be able to announce that, following a national search, I have appointed the Museum's own Greg Welch as Director of Exhibits.

Greg has worked on and off at the Museum since 1983, and was responsible for a number of exhibits including the highly successful travelling exhibit, "Computers in Your Pocket". For the last two years Greg has been exhibit developer for our next major new exhibit, "Milestones of a Revolution: People and Computers". He has shown great talent in formulating exhibit concepts, getting them funded, and following through with their development. I am confident that the Museum's exhibit development program will thrive with Greg as Director of Exhibits.

I am also very excited to be able to tell you that we have raised over 80% of the funds needed to develop the "Milestones" exhibit. Almost half the funds raised have been awarded by the National Endowment for the Humanities on the strength of two excellent proposals written by Greg. We have now fixed the opening date for the evening of Thursday, June 27, 1991, with the summer Board meeting the following morning at 8:30 a.m. Please mark your calendars!

As you will recall, I had originally hoped to hire a Director of Public Programs to oversee both the exhibits and the education activities. Unfortunately, I found that this placed so many constraints on the candidates' background that the pool of potential candidates became small. I have therefore decided to revert to the original structure, with separate directors and departments for exhibits and education. We are therefore still searching for a Director of Education. As always, I would be glad to hear of any potential candidates you might suggest.

In addition, I have enclosed the audited financial statements for the fiscal year ending June 30, 1990.



Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

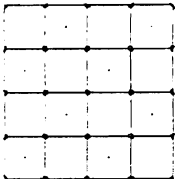
DATE: December 14, 1990
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: Minutes of December 3, 1990 Executive Committee Meeting

Enclosed please find the minutes from our meeting of December 3, 1990.

In addition, please note that our next Executive Committee Meeting will take place on January 9, 1991 at 10:00 a.m. This meeting will be held in the fifth floor conference room here at The Computer Museum. Our February meeting is scheduled for February 6, 1991 at 7:30 a.m.

/sj

Enclosure



THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

December 3, 1990

In attendance were Richard Case, Gardner Hendrie, James McKenney, Nicholas Pettinella, Edward Schwartz, and Oliver Strimpel.

Oliver reported that the financial patterns of earlier months were continuing, with strong revenues in attendance, functions and the store. The \$180K budgeted for general development, however, may well fall short owing, in part, to the delay in hiring a grant writer. A new person has been hired, starting December 3rd. The Computer Bowl is performing on target, with \$145K (of a total \$300K) committed to date. Over 120,000 people have visited the Museum in the calendar year to date. School groups, though up from last year, would be stronger if schools could afford busses.

Unfortunately, the Museum's Director of Marketing has not performed as strongly as hoped for and will be leaving the Museum. A search is underway for a new person. The committee felt this was an important position and encouraged Oliver to find the best possible candidate. Oliver reported interviewing candidates for the Director of Exhibits and Education position, and has also been looking at splitting the position again into two jobs owing to the difficulty of finding someone with the appropriate background.

Oliver reported that The Children's Museum is moving forward rapidly on the proposed Waterpark Development; the group felt that connections with The Children's Museum and The Computer Museum should be made at the Board level, and a 3-4 person committee of the Board formed to pursue The Computer Museum's role in the development, maintaining the Museum's position as equal partners for as long as possible. A staff person at the Museum should be appointed to act as the main liason.

Milestones

Oliver announced a \$275,000 grant from the National Endowment for the Humanities which brings the total funds committed to \$753,295. It was agreed that a certain percentage, to be determined, should be set aside to support the operation and maintenance of the exhibit after its opening. It was decided that sufficient funds are in place to be confident that the exhibit development can proceed to completion. June 27, the day before the Annual Meeting of the Board and Trustees, was set as the opening date. Fundraising for Milestones will continue, while new fundraising efforts will be started for the next major exhibit, The Computer Discovery Center.

Capital Campaign

The schedule proposed by Charles Webb & Associates, delayed by approximately one month, was adopted. The committee also agreed to the other recommendations of the capital working group to retain Charles Webb as consultant at \$4K per month during the planning phase, to bring a staff person to work exclusively on the Capital Campaign, and to develop a five-year plan based on input from all the Museum's committees of the Board and ad hoc long-range planning committee. It was hoped that as much "new blood" as possible could be added to enrich the planning process and help draw in future supporters.

The next meetings of the Executive Committee will be January 9, 1991 at 10:00 a.m., and February 6, 1991 at 7:30 a.m.

THE COMPUTER MUSEUM REVENUE STREAMS
11-7-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL	
CAPITAL:																
CORP UNREST	610	90A	0	0	0	4	0	0	4	0	1	19	0	0	31	
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0	
		91A	6	1	18	6	0	0	0	0	0	0	0	0	0	31
INDV UNREST	610	90A	1	1	0	2	0	34	0	0	6	3	0	143	190	
		91B	0	0	5	10	40	70	70	40	5	5	0	0	0	250
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-CAPITAL	610	90A	4	1	0	6	0	34	4	0	7	22	0	143	321	
		91B	0	0	5	10	40	70	70	40	5	5	0	5	0	250
		91A	6	1	18	6	0	0	0	0	0	0	0	0	0	31
OPERATING:																
CORP MEMBER	810	90A	6	0	20	5	5	5	29	22	9	36	19	7	163	
		91B	10	10	15	20	15	10	30	20	20	20	10	10	190	
		91A	6	5	5	15	0	0	0	0	0	0	0	0	0	31
INDV MEMBER	820	90A	4	5	3	4	4	4	2	1	7	6	4	11	53	
		91B	4	4	4	4	4	4	4	4	4	4	4	4	48	
		91A	3	2	7	2	0	0	0	0	0	0	0	0	0	14
ANNUAL FUND	730	90A	4	0	1	4	11	26	4	1	9	8	2	12	82	
		91B	4	1	5	4	15	38	5	2	16	10	10	10	129	
		91A	2	2	3	2	0	0	0	0	0	0	0	0	0	9
CORP UNREST	710	90A	0	0	0	0	0	0	0	0	0	1	0	0	1	
		91B	0	0	25	50	10	0	10	0	25	0	0	0	120	
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50	
GOVT UNREST	710	90A	19	0	0	19	0	0	19	0	0	18	0	6	75	
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0	
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0	
FOUNDATION UNRES	710	90A	0	0	0	0	0	0	0	0	0	0	0	0	0	
		91B	0	0	20	0	0	20	0	0	0	0	0	0	0	60
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	90A	28	50	0	0	0	0	3	0	0	0	0	0	81	
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0	
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUBTOTAL	710	90A	47	50	0	19	0	0	22	0	0	19	0	0	157	
		91B	0	0	45	50	10	20	20	10	0	25	0	0	180	
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50	
BOWL CORP	750	90A	25	0	0	0	0	20	43	36	11	50	8	3	196	
		91B	0	0	0	0	10	48	0	0	60	94	27	36	275	
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46	
BOWL INDV	750	90A	0	23	0	0	0	4	0	0	0	26	2	5	60	
		91B	0	0	0	0	0	0	0	0	10	15	0	0	25	
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUBTOTAL	750	90A	25	23	0	0	0	24	43	36	11	76	10	8	256	
		91B	0	0	0	0	10	48	0	0	70	109	27	36	300	
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46	
TOTAL-OPERATING	90A	90A	86	78	24	32	20	59	109	60	36	145	35	38	713	
		91B	18	15	69	78	54	120	59	36	110	168	51	60	838	
		91A	11	59	61	19	0	0	0	0	0	0	0	0	150	
GRAND TOTAL	90A	90A	90	79	24	38	20	92	104	60	43	167	35	181	934	
		91B	18	15	74	89	94	190	129	76	115	173	51	65	1088	
		90A	17	60	75	25	0	0	0	0	0	0	0	0	181	

31 of 0
 0 of 15
 31 of 55
 14 of 16
 9 of 14
 50 of 75
 0 of 20
 46 of 0
 0 of 0
 150 of 180

FY 90 Bowl
 income B 322
 A 256
 expense A 88

FY 91
 income B 300K
 expense B 290K

November , 1990

Dear ,

I am writing to thank you for your participation in the recent Capital Campaign Planning Study for The Computer Museum. The time taken and thoughtful responses given by those interviewed are reflected in the ~~document~~ enclosed ~~document~~

To summarize the findings, the study concluded that there are very positive feelings about the Museum's exhibits, programs, and services, its staff, its board, and its current ability to attract public, private, and government support. ~~Many individuals see this campaign as a pivotal effort in the Museum's development.~~

~~However~~ ^{However} Although there is some confusion about the Museum's identity, mission, and plans, the campaign represents an opportunity to take a clear story to its constituency. ~~This will build donor confidence, involve new volunteers, and methodically build support from new sources.~~

~~Based on the recommendations made by the Charles Webb Company which completed the study,~~ ^{conducted} the Board of Directors has voted to mount a multi-year campaign. ~~The exact time span and financial goal of the campaign are still being considered.~~ ^{concluded that the Museum was at a point in its development that it could launch a successful campaign. As a result,} ^{however the} ^{evaluated.}

A Steering Committee is being formed to address these issues as well as that of recruiting national leadership for this important effort. (We are delighted that you have expressed interest in assisting with the campaign. Within the next few months we'll be calling you to discuss ~~to discuss~~ the organizational structure and your possible role in it.) or (Should you find yourself able and willing to participate in this important campaign, please call me or Dr. Strimpel, the Museum's executive director.

We appreciate your interest in The Computer Museum and thank you again for your time and consideration.

Sincerely,

Gardner C. Hendrie, Chairman
Board of Directors

in its development that it could launch

Sigma Partners

FACSIMILE COVER

Number of pages (including cover sheet): 2

Date: 11/12/90

Company: Computer Museum

Attn: Jan DelSesto

FAX #: 426-2943

CC: _____

From: Gardner

MESSAGE: A little more straightforward & direct.
Most of the interviewees were "good friends"
of the Museum. If you feel more
comfortable using your more salesy letter to
corporations, foundations & "distant relatives"
please feel free. Call if you have any questions.
I will call into my machine from Las Vegas

Gardner
P.S. - I assume the board & trustees &
good friends got at least a summary & hopefully
the whole report.

Sigma uses the NEC Nefax 14. The FAX number is 617-367-0478.

If you did not receive all your pages, or if your copies are not legible, please call Sigma Partners at 617-227-0303.

Put in Stratus file w/ your cover letter which should be copied cc: to Gardner Hendrie along w/ a copy of this.

I N T E R O F F I C E M E M O R A N D U M

**Boston Childrens Museum
and
The Computer Museum**

Date: 09-Aug-1990 02:14pm EST
From: Julie Oates
OATES
Dept:
Tel No:

TO: Jan DelSesto

(DELSESTO)

Subject: Stratus COmputer

jan --

I spoke with Ellie Harris today from Stratus. She is the one who called in late July and wanted to know if they could get more passes instead of using designees. You and I discussed it and agreed that she could get 50 more passes instead of having designees and that if she wanted more tickets, she could move to a higher level of membership or she could buy tickets at a reduced price. She said that she couldn't do either because she didn't have any budget.

Today she called to see where the tickets were (they were sent out last Monday). I told her that I had sent 50. She became upset that they were only getting fifty tickets, and said that they must have never received 300 tickets for membership because all of the tickets were gone already. She said that we must have only given her 100 tickets. She thinks that we should give her "a couple of hundred additional tickets because they have given so much to the Museum (the Bowl for two years, membership dues)." I explained that the Bowl was a separate issue and that the companies received a great deal of benefits from the Bowl in terms of free advertising and exposure. I told her that our records indicated that they recieved 300 passes and that I would have to investigate the number of tickets that were sent out and get back to her.

She then said that she would speak to Gardner Hendrie about getting tickets, and then hung up! I later called her back and left a message that if she didn't receive the additional 50 tickets by tomorrow, she could call me and I'd leave tickets at the front desk for employees who wanted to visit this weekend. Let's decide how to handle when you recover from vacation!

-- julie

The
Computer
Museum

300 Congress Street
Boston, MA 02210
(617) 426-2600

August 14, 1990

Ms. Ellie Harris
Stratus Computer
55 Fairbanks Blvd.
Marlboro, MA 01752

Dear Ms. Harris:

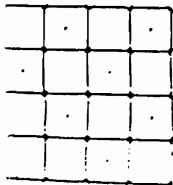
I have discussed your request for additional passes with Jan Del Sesto, the Museum's Director of Development. Enclosed please find 250 admission passes to The Computer Museum.

While our records indicate that we did send 300 admission passes to Stratus on April 18, 1990, there may have been an error in the number of tickets that were actually placed in your package. You mentioned that perhaps Stratus received only 100 passes, therefore 200 of the enclosed passes should be used to bring the number up to the originally intended 300. The additional 50 passes are in appreciation of Bill Foster's personal support of the Museum. He has been, and continues to be, a faithful supporter of the Museum.

As always, we appreciate Stratus' support and we are pleased that the passes to the Museum are so popular.

Regards,

Julie Oates
Julie Oates
Membership Coordinator



INTEROFFICE MEMORANDUM

Boston Childrens Museum
and
The Computer Museum

Date: 08-Sep-1990 11:33am EST
From: Jan DelSesto
DELSESTO
Dept: Computer Museum
Tel No: Ext. 378

TO: COCHRAN (PAPER MAIL)
TO: ALLCOCK (PAPER MAIL)
CC: Gwen Bell (BELL)
CC: Oliver Strimpel (STRIMPEL)
CC: Gardner Hendrie (PAPER MAIL)

Subject: cc planning study

DATE: 9/8/90
TO: Janet Cochran, Thom Allcock
Charles Webb Co.
RE: Summary and response for 9/5 mtg w/ JDS

Janet and Thom,

As we discussed, Gwen will complete her annotations on the supplementary list and get them to you. You will assess the potential success rate with remaining numbers and call me on Monday 9/10 if you think we need to add new names to get us to a minimum survey number of 75. I have also talked with Gwen Bell and Gardner Hendrie about those individuals with whom you're having trouble getting appts. Here is the outcome:

<u>NAME</u>	<u>ACTION</u>
Bechtelsheim	JDS to send fax from GB
Boucher	don't push
Brown	TA should call. He should be back in CA and responsive to the call.
Clark	forget him.
Cullinane	Fell does not know. Try but don't push
Dennis	Don't push. Is friendly and will probably continue to give as he said.
Drane	JDS and GB will see at cult dinner

on 9/12. Will ask him to schedule
asap.

Feigenbaum

Correct numbers are:
office - 415 721 4874
home - 415 493-3618 (during
weekdays not weekends)

Fredki

Don't push. He has pledged money
he has not yet payed and right
now that is the priority.

Reiser

GM will call and push

Hopper

GM will call. American Airlines
Reservation system had a crisis
last week that's Mac's area, so
we might want to give him another
week to resolve this before bugg-
ing him.

Should be replaced by local head
JDS will get letters out and cc
C. Reiser for wk of 9/12

Forget hi

GM will call to arrange

JDS will read file from GM asking
that it not be deleted to Coil
since word from Merrill's CA pol
- of view

Nelson

GM will call and push

Schaffo

Forget hi

Treybig

Forget hi

Young

Forget hi

I N T E R O F F I C E M E M O R A N D U M

Boston Childrens Museum
and
The Computer Museum

Date: 08-Sep-1990 12:47pm EST
From: Jan DeSesto
DESESTJ
Dept: Computer Museum
Tel No: Ext. 378

TO: Owen Bell
TO: Oliver Steadman
TO: *Co Hendrix*

1 WELL
1 SYSTEMS

Subject: additions and corrections to XFILES

Please note the following additions and cor

JD to call and push
GR to call and push

GR to call and push

We have added a few names who can be called by the end of next week. We will cc you and send annotation with letters. The two individuals are:

Andy Miller 617-536-0470
Miller Communications

David Rodgers 503-626-5700
Sequent Computer

Please note that I am sending you (by mail) a copy of information I've been collecting on salaries and wealth of those in the industry. Obviously, there are a significant number of additional names that should ultimately be included on our cc cultivation/propsect. I thought the information might help give you some more perspective on the donor pool. As you will see, it is quite large, but we would expect to encounter that same problems with access, and time as we do with our insiders.

I am especially pleased that Bill Gates has agreed to the interview. We had been told that he really couldn't do anything for us until he had done something major locally. He has since done so and now has a favorable and friendly relationship with the Museum. There will be yet more contact when he again becomes a major component in the Computer Bowl next April

Gardner has suggested that we add some local non computer industry money philanthropists to our survey to get a feel for that third group - those capable and known to be generous but with no connection to computers. I am working on some names for you at present.

THE COMPUTER MUSEUM REVENUE STREAMS
5-7-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	89A	1	10	15	1	4	0	6	23	1	0	7	0	75
		90B	0	0	0	0	0	20	20	35	35	20	30	30	200
		90A	2	0	0	4	0	0	4	0	1	19			31
INDV UNREST	610	89A	2	4	2	0	0	22	9	253	0	0	10	1	213
		90B	0	0	0	20	20	25	25	35	25	30	5	0	200
		90A	1	1	0	2	0	24	0	0	6	3			47
TOTAL-CAPITAL	610	89A	3	14	17	1	4	22	17	276	1	0	17	1	388
		90B	0	0	0	20	20	45	45	70	70	60	35	35	600
		90A	4	1	0	6	0	24	4	0	7	22	0	0	79
OPERATING:															
CORP MEMBS	810	89A	4	2	24	14	13	4	3	14	9	24	11	7	132
		90B	16	16	16	16	16	16	16	16	16	16	16	16	188
		90A	6	0	20	5	5	5	20	23	8	26			137
INDV MEMBS	820	89A	2	6	6	3	9	5	6	4	8	7	4	5	62
		90B	7	7	7	7	7	7	7	7	7	7	6	6	81
		90A	4	5	3	4	4	4	4	4	2	6			40
ANNUAL FUND	730	89A	0	0	2	0	1	13	16	3	7	7	0	1	45
		90B	1	2	1	3	27	22	5	2	1	6	15	15	100
		90A	4	0	1	4	11	24	4	1	9	0			68
CORP UNREST	710	89A	0	0	0	0			0	0	10	0			50
		90B	0	3	9	5	5		7			0			6
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0
GOVT UNREST	710	89A	0	0	0	0	0	0	0	0	0	0	0	0	0
		90B	19	0	0	19	0	0	19	0	0	18			75
		90A	19	0	0	19	0	0	19	0	0	18			75
FOUNDATION UNRES	710	89A	0	0	0	0	0	0	0	0	0	0	0	0	0
		90B	0	3	3	3	3	3	7	10	12	0			6
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	89A	0	0	0	0	0	0	0	17	0	0	0	0	117
		90B	0	0	0	0	0	0	0	0	0	0	0	0	0
		90A	28	50	0	0	0	0	3	0	0	0	0	0	81
SUBTOTAL	710	89A	0	0	0	0	0	0	0	17	0	0	0	0	129
		90B	19	6	6	29	10	10	35	20	20	18			175
		90A	47	50	0	19	0	0	22	0	0	18			156
BOUL CORP	750	89A	17	21	25	32	5	15	3	0	0	0	0	0	125
		90B	14	23	20	20	0	0	116	32	0				227
		90A	25	0	0	0	0	20	43	26	11	30			185
BOUL INDV	750	89A	2	1	5	6	2	1	0	1	0	0	0	0	43
		90B	0	0	0	0	0	0	0	23	25	17			65
		90A	0	23	0	0	0	4	0	0	0	24			51
SUBTOTAL	750	89A	19	22	30	42	7	16	5	1	0	0	0	0	168
		90B	14	23	20	20	0	0	116	32	0	17			323
		90A	25	23	0	0	0	24	43	26	11	24			238
TOTAL-OPERATING		89A	24	30	02	07	00	43	28	30	21	29			395
		90B	37	54	50	75	50	51	179	101	90	60			867
		90A	06	78	24			24	100	60	24	144			639
GRAND TOTAL		89A	24	44			06	95	45		22	29			926
		90B	37	54	0		50	57	214		60	122			1267
		90A	06	78	24		24	73	104		24	164			717

LIST OF PERSONS WHO INDICATED INTEREST IN WORKING ON THE CAMPAIGN

Gene Arndahl
James Baar
Edward Belove
Gwen Bell
Larry Brewster
Richard Carpenter
Richard Case
David Chapman
Jon Eklund
Bob Everett
Richard Greene
Gardner Hendrie
Peter Hirschberg
Max Hopper
Ted Johnson
David Kaplan
Mitch Kapor
Fritz Landmann
Andy Miller
Hugh Miller
Christopher Morgan
Laura Morse
Suhas Patil
Nicholas Pettinella
Bill Poduska
Jonathan Rotenberg
Grant Saviers
Paul Severino
Robert Shafto
Hal Shear
Michael Simmons
Irwin Sitkin
Gordon Smith

The Computer Museum

30 Glenross Street
Boston, MA 02117
(617) 438 2800

Memorandum

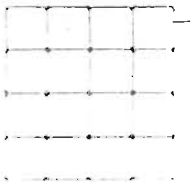
to: Lynda Bodman, David Donaldson, Gardner Hendrie, Ed
Schwartz
from: Oliver Strimpel
re: nomination of chairmen
date: 11/7/90

Please find enclosed a summary of the characteristics we would ideally seek in our chairmen as discussed in our meeting on October 31. I have added the role of honorary chairman of the capital campaign as a possible way of structuring that role that came out of discussions on the 31st and 1st.

This is a very helpful start, and I look forward to a second meeting later this month when we might look at specific candidates. Sue Johnson will be calling next week to set this meeting up.

Thank you very much for your input. As you know, these are the most important volunteer positions for the Museum!

Oliver



Requirements for Chairmen Roles

Chairman of the Board

requires time, perhaps up to one day a week (can't have a fulltime demanding job)
outgoing personality, likes fund raising
likes the leadership role, involving cultivation
high level position and reputation
financial means
strongly believe in the Museum's mission
ideally Computer Museum Board member, but not essential

Chairman of the Executive Committee

requires time, must be available, sometimes at short notice
management skills
trust in and be trusted by the staff
Computer Museum Board member, preferably Exec. Cttee member

Working Chairman of Capital Campaign

organizational and motivation skills
have a reputation and position
goal oriented
staying power (over a 3-year campaign)
have a strong ego and will to succeed
strong belief in the Museum's mission
need not be Computer Museum Board member

Honorary Chairman of Capital Campaign

major reputation and status
large personal means
small time requirement
need not be a Computer Museum Board member

The Computer Museum

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

capital campaign budget for FY 91
 cash in 1,000K
 use of funds { expenses 265K
 { bldg mortgage 136K
 { endowment 600K
 { 70% Jan D 60K
 { 100% Jan W 50K
 { 4K/mos. Webb 50K
 { ? 105K ← Oliver - what is this

Memorandum

to: The Computer Museum Executive Committee
 from: Oliver Strimpel
 re: Agenda for September 4 meeting
 date: August 1, 1991

The agenda for the next meeting will be as follows:

- Operations update
- Capital Campaign report
- Waterfront Project—update and discussion (see enclosures)
- Museum governance

I enclose:

- FY91 year-end financials (prior to audit)
- financials for July 1991
- summary of Waterfront Project received from The Children's Museum
- Waterfront Project desiderata prepared by Computer Museum staff and presented to Childrens Museum

The meeting will take place 8-10am in the fifth floor conference room. I look forward to seeing you then.

Oliver
 Lobner Prize - \$80K committed

tools & toys 800K budget
 95 cash \$95K BCS
 420 pledges 250K Gates + 95K BCS + 75K DEC
 prospects 50K 300K 100K 125K
 50% 30% 10% 25%
 Apple NSF Intel IBM
 25K 100K 10K 30K

DEC
 tools & toys 75
 planning & sec. 25
 operating 50



945K

THE CHILDREN'S MUSEUM

WATERFRONT PROJECT

EXECUTIVE SUMMARY

1. Project Concept

We believe that children have a great need for positive experiences with their cities. The goal of the waterfront project is education about the urban environment, through enjoyable direct experiences in the built and natural Fort Point Channel neighborhood. The Waterfront Project programs and capital improvements will create an accessible setting for lively and relevant learning. To accomplish this goal and meet the needs of our growing child and adult audience, The Children's Museum will build a new waterfront park, a floating exhibition center, and expand the capacity and quality of lobby/visitor service spaces.

Waterfront Park

Through the construction of an expanded urban waterfront park the Museum will bring its diverse exhibitions, programs, and activities outdoors—into the park and out onto the water to create Boston's most visible family gathering place. The waterfront park will be the only public open space on Fort Point Channel, enhancing downtown pedestrian waterfront access and setting the pattern for future land development. The new park will provide a setting for public art, water play, outdoor festivals and performances.

Floating Exhibition Center

The Children's Museum was founded on the principle that children learn best through direct experience with real objects and people. By locating a new exhibition space on the Channel which puts kids and adults out on the water, close to bridges and downtown buildings, with exposure to wind and weather, we will create a place for interactive learning unique in the City.

The multi-disciplinary programs will focus on science, art and culture and the city environment. During summer and vacation weeks when visitation is high, the floating exhibition center will delight children and families. We will also be able to offer school groups the opportunity for in-depth learning through lab and workshop investigations during our off-peak times. The center will be staffed by young people from local high schools, employed and trained by the Museum.

Lobby and Visitor Services Expansion

The Children's Museum planned improvement to its visitor services facilities will make visits more comfortable for our 500,000 person audience of families, school groups, senior citizens and people with disabilities. The improvements will allow us to grow and to comfortably increase our peak capacity. This component will contain better entry for families and group visitors, clearly marked elevators, coat storage space, a new admissions system and back pack rental.

DRAFT BUILDING AND SITE PROGRAM SUMMARY

A. The "core" building program for the visitor services spaces - including new space and existing building renovation includes:

- Entry, group entry, orientation and eating area, lobby, admissions, orientation/ respite spaces, security station, bathrooms, personal belonging storage, new vertical and horizontal circulation (if possible visible from outside) and physically challenging kid circulation (next generation of climbing sculpture).

Desirable program elements are:

- expansion of retail (recycle, shop, kits) and food service spaces, indoor public eating area.
- theatre/performance space (usable for meetings and functions) with capacity of 250-300
- interior loading dock and service entry, secure short term traveling exhibition storage
- indoor trash collection & compaction
- additional floor (7th)

B. Basic building program for the floating exhibition space (aka barge) includes:

- Central exhibition space, capacity 400 people +, exhibit maintenance, janitor closet, mechanical electrical room, bathrooms, entry space, security station.
- Variety of outdoor decks, balconies and observation spaces. Public viewing area and walkway, access to wharf.

Desirable building program elements are:

- Workshop for messy activities, classroom/resource area (possibly join both rooms for multi-purpose use, collections storage wall, staff support.

C. The park program is:

- Lots of landscaping, water features, physically challenging play opportunities, contemporary art, seating, information, gathering spaces for 50--200 people, temporary shelter and other support infrastructure for seasonal exhibition, functions and festivals, off hour delivery dropoff and emergency vehicle access.
- Water taxi mooring.
- Relocate electrical equipment and dumpster.

Waterfront Project: Computer Museum desiderata

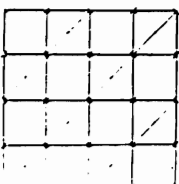
7/18/91

General

1. View Lines View lines to the Computer Museum entrance and signs at present levels must be maintained, or additional signs added. Overall visibility must be maintained or improved.
2. Expansion The Project should preserve opportunities for further expansion of the site.
3. Identity The building as a whole should become more visible and attractive, during daylight and dark hours.

Apron

1. Retail Museums should have equal access to retail space and share revenues and expenses equally.
2. Functions Easy-to-use function space needed. (for example, provision for tent-poles) Site should not be so developed as to preclude functions.
3. Electric Power should be available outside for outside activities at the performance spaces.
4. Entrances There should be no "front" and "back" entrance. Both ends of the park should be equally exciting.
5. Public space Ample public seating, gathering space should be provided. Space should not all be carved up into program areas.
6. Plants Living plants, greenery should play a part in the park plans.



- | | |
|-----------------------------|---|
| 7. Boat dock | Any boat dock added should be for Museum Wharf as a whole. |
| 8. Ticketing | An outside kiosk for Museum ticketing is desirable. |
| 9. Groups | Space for groups of up to 100 people to gather in front of the Museum would be desirable. |
| 10. Lobby and Program Space | Ample space is provided for lobby and program space to be expanded. |

Site Utilities

- | | |
|------------------|---|
| 1. Trash | In 1991 approximately 650,000 people visit the 2 museums each year. Plans call for an increase to 900,000 by 1996. The handling of the existing trash and additional trash needs to be dealt with preferably by an indoor, covered dumpster area. It is unacceptable to The Computer Museum to leave the open dumpster where it is now. |
| 2. Loading Dock | Full access by a full-size truck to the large elevator for deliveries is needed. |
| 3. Parking | A minimum of 6 unallocated parking spaces (i.e 3 for each museum) is needed for contractors, VIPs, etc. |
| 4. Special needs | Vehicles carrying wheelchairs must be able to pull up near the Museum entrance and ramp access to the lobby must be maintained. |
| 5. School Bus | Congress Street drop-off (or better) must be maintained |
| 6. Electric | Existing outdoor transformer should be moved and capacity should be adequate for anticipated loads |
| 7. HVAC | Additional indoor space will need its own additional HVAC as existing system is at the limit. |
| 8. Lighting | Good night lighting of the site is needed. |

Major Education Program Initiatives

I. Innovative Educational Materials

- Based on Museum exhibits and exhibit themes
- Video, print materials, software, and computer-related objects in kits
- For school and home use

II. Computer Learning Center

- Innovative classroom space with variety of computers to promote learning through inquiry and design
- Free afterschool programs for underserved youth ages 8-14
- Site for school group programs, family classes, and teacher education workshops

III. Teacher Education and Internships

- Internships for pre-service and in-service teachers
- Hold workshops for teachers and school administrators (starting with MITS)
- Become site in national initiative for teacher education through ASTC

IV. Mentor/Internship Program for Students (MIPS)

- High school students work as computer education interns at Museum
- Help teach LEGO/Logo workshops for upper elementary school students
- Learn about careers with computers from role models working in the field

V. Museum Visit Enhancement

- Develop hands-on collaborative activities related to each exhibit
- Activity-based exhibit guides and classroom idea sheets to better prepare and involve school, camp, and other visiting groups
- Museum theater and more technology demonstrations

Long-Range Goals for Museum Education

Model On-Site Programs

- Computer Learning Center and Mentor program as model programs for serving underrepresented groups
- Excellent educational activities and presentations for general public and school groups
- Quality professional development for in-service and pre-service teachers

National Impact

- Museum known as key source of innovative educational materials on computing (for home, schools, and other informal education centers)
- Unique high-profile annual education event
- Museum's strengths and findings communicated to larger museum and education communities through presentations and publications

Broader Audience

- Close ties with teachers, school districts, other educators
- Exhibits accessible and inspiring to wide range of people
- Special events accessible and inspiring to wide range of people

Educational Mission throughout Museum

- Exhibits accessible, educational, and engaging to broad audience
- Educational programs high quality and high visibility
- All staff familiar with exhibits, educational programs, and basic principles of informal education

RICHARD R. RUOPP

11 YORK ROAD, BELMONT, MA, 02178 • 617-489-5254, FAX 617-489-5255

Sunday, June 9, 1991

Dear Gardner,

I have given careful thought to what I am about to say. As I lose strength, travel is increasingly difficult for me, and early morning meetings impossible. I believe the board of the Computer Museum needs, and should expect, every member to participate fully and enthusiastically. I can do the latter, but not the former. Therefore, I think it best I resign now, so you can use the election coming up to fill my seat.

Of course, I wish it were otherwise. I have cherished my short, but intense and personally meaningful involvement. But circumstances warrant this decision, and I know you and our board colleagues will support it.

As my last contribution as a board member, I would like to nominate Franklin E. Smith as a board member. Frank graduated from Harvard in the late 60s and within ten years was a senior Vice President at Abt Associates in Cambridge. For the last decade he has been an educational software developer. Most notably, he was co-developer of the Bank Street Writer, the single most successful piece of school software to date. I think the board could use more members with Frank's kind of expertise. He lives in Belmont at 46 Hammond Road (02178), 484-7213.

My best to you and my colleagues on the board. The Computer Museum is an important organization and deserves the committed board work it is getting.

Sincere regards,



Richard R. Ruopp

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

cc: Ed Schwartz
Oliver Strimpel

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	7/31/90 ACTUAL	FOR THE MONTH ENDED			FAV(UNEAV)	FY92 BUDGET
		BUDGET	-----7/31/91----- ACTUAL			
REVENUES:						
Operating Fund	170	224	166	(58)	(25%)	2,243
Capital Fund	16	0	1	1	100%	1,770
	-----	-----	-----	-----	-----	-----
Total Revenues	186	224	167	(57)	(26%)	4,013
EXPENSES:						
Operating Fund	150	222	172	50	23%	2,205
Capital Fund	62	70	80	(10)	(14%)	1,162
	-----	-----	-----	-----	-----	-----
Total Expenses	212	292	252	40	14%	3,367
NET REVENUES (EXPENSES)	(\$26)	(\$68)	(\$85)	(\$17)	(25%)	\$646
	=====	=====	=====	=====	=====	=====

SUMMARY:

For the month ended July 31, 1991, the Museum operated at a deficit of (85K) compared to a budgeted deficit of (68K). As of July 31, 1991, total cash and cash equivalents amounted to 209K.

OPERATING: Operating revenues were 25% under budget due to lower than budgeted earned revenue in Admissions and Store revenue. Expenses were 23% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 100% over budget due to timing. Expenses were 14% over budget due to timing of expenses related to FY91 opening of People and Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
7/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 7/31/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$44,604			\$44,604	\$77,891
Cash Equivalents	164,218			164,218	42,677
Investments		\$0		0	0
Receivables	21,923			21,923	98,538
Inventory	73,370			73,370	72,763
Prepaid expenses	11,031	148		11,179	15,591
Interfund receivable		343,159		343,159	400,798
	-----	-----	-----	-----	-----
TOTAL	315,146	343,307	0	658,453	708,258
Property & Equipment (net):					
Equipment & furniture	-		\$33,896	33,896	33,896
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	1,960,897	1,972,225	1,972,225
TOTAL ASSETS	\$315,146	\$354,635	\$1,960,897	\$2,630,678	\$2,680,483
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$157,230	\$142,860		\$300,090	\$209,840
Deferred income	10,581	-		10,581	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	343,159	-		343,159	400,798
	-----	-----	-----	-----	-----
Total	510,970	142,860	0	653,830	619,803
Fund Balances:					
Operating	(195,824)			(195,824)	(190,561)
Capital		211,775		211,775	290,344
Plant			\$1,960,897	1,960,897	1,960,897
	-----	-----	-----	-----	-----
Total	(195,824)	211,775	1,960,897	1,976,848	2,060,680
TOTAL LIABILITIES AND FUND BALANCES	\$315,146	\$354,635	\$1,960,897	\$2,630,678	\$2,680,483
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
7/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 7/31/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$5,263)	(\$78,569)	\$0	(\$83,832)	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	(5,263)	(78,569)	0	(83,832)	307,732
Cash provided by/(used for) working capital:					
Receivables	76,615			76,615	21,764
Inventory	(607)			(607)	(9,551)
Investments		0		0	53,363
Accounts payable & other current liabs	69,320	20,930		90,250	51,496
Deferred income	1,416			1,416	(7,773)
Prepaid expenses	4,412	0		4,412	(349)
	-----	-----	-----	-----	-----
Cash from working capital	151,156	20,930	0	172,086	108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	145,893	(57,639)	0	88,254	(169,919)
Financing:					
Interfund pay. & rec.	(57,639)	57,639		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(57,639)	57,639	0	0	0
Net increase/(decrease) in cash & investments	88,254	0	0	88,254	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$208,822	\$0	\$0	\$208,822	\$120,568
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	6/30/90 ACTUAL	EXCLUDING TRANSFERS TO PLANT FUND FOR THE FISCAL YEAR ENDED			
		BUDGET	6/30/91 ACTUAL	FAV(UNFAV)	
REVENUES:					
Operating Fund	1,550	2,019	1,875	(144)	(7%)
Capital Fund	1,452	1,011	819	(192)	(18%)
Total Revenues	3,002	3,030	2,694	(336)	(11%)
EXPENSES:					
Operating Fund	1,528	1,992	1,852	140	7%
Capital Fund	1,399	1,138	1,127	11	1%
Total Expenses	2,927	3,130	2,979	151	4%
NET REVENUES (EXPENSES)	\$75	(\$100)	(\$285)	(\$185)	(185%)

SUMMARY:

For the year ended June 30, 1991, the Museum operated at a deficit of (285K) compared to a budgeted deficit of (100K). As of June 30, 1991, total cash and cash equivalents amounted to 120K.

OPERATING: Operating revenues were 7% under budget due to optimistic budgeted foundation support. Expenses were 7% under budget due to lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 18% under budget due to optimistic budgeted unrestricted contributions. Expenses were 1% under budget despite higher fundraising costs which were offset by lower exhibit costs.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	FOR THE FISCAL YEAR ENDED				
	6/30/90	-----6/30/91-----			
REVENUES:	ACTUAL	BUDGET	ACTUAL	FAV	(UNEAV)
Unrestricted contributions:	253	\$300	214	(86)	(28%)
Restricted contributions	121	315	129	(186)	(59%)
Computer Bowl	256	300	282	(18)	(6%)
Corporate memberships	163	200	201	1	0%
Individual memberships	55	52	56	4	7%
Admissions	320	370	524	154	41%
Store	211	268	314	46	17%
Functions	139	153	136	(17)	(11%)
Interest Income	11	4	1	(3)	(75%)
Other	21	57	18	(39)	(68%)
Gain/Loss on Securities	0	0	0	0	0%
	-----	-----	-----	-----	-----
Total Revenues	1,550	2,019	1,875	(144)	(7%)
EXPENSES:					
Exhibits Development	7	204	79	125	61%
Exhibits & Collection	132	123	127	(4)	(3%)
Education	268	261	247	14	5%
Marketing & Memberships	255	391	321	70	17%
General Management	209	239	251	(12)	(5%)
Computer Bowl	88	88	96	(8)	(9%)
Fundraising	42	94	97	(3)	(3%)
Store	203	232	277	(45)	(19%)
Functions	65	74	71	3	4%
Museum Wharf expenses	259	286	286	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,528	1,992	1,852	140	7%
NET REVENUES(EXPENSES)	\$22	\$27	\$23	(\$4)	(14%)
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
(\$ - Thousands)

	6/30/90 ACTUAL	FOR THE FISCAL YEAR ENDED -----6/30/91-----			
		BUDGET	ACTUAL	FAV (UNEAV)	
REVENUES:					
Unrestricted Contributions	\$221	\$250	\$88	(\$162)	(64%)
Restricted Contributions	1,177	761	715	(\$46)	(6%)
Interest Income	19	0	12	\$12	100%
Gain/Loss on Securities	35	0	4	\$4	(100%)
	-----	-----	-----	-----	-----
Total Revenues	1,452	1,011	819	(192)	(18%)
EXPENSES:					
Exhibits Development	1,010	746	727	19	2%
General Management	155	90	67	23	25%
Fundraising	80	155	186	(31)	(20%)
Wharf mortgage	154	147	147	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,399	1,138	1,127	11	1%
 NET REVENUES (EXPENSES)	 \$53	 (\$127)	 (\$308)	 (\$181)	 (142%)
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
BALANCE SHEET
6/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$77,891			\$77,891	\$8,298
Cash Equivalents	42,677			42,677	282,190
Investments				0	53,363
Receivables	98,538			98,538	120,302
Inventory	72,763			72,763	63,212
Prepaid expenses	15,443	148		15,591	15,238
Interfund receivable		400,798		400,798	617,702
	-----	-----	-----	-----	-----
TOTAL	307,312	400,946	0	708,258	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		18,000	18,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,731,647	1,802,731	1,808,731
 TOTAL ASSETS	 \$307,312	 \$472,030	 \$1,731,647	 \$2,510,989	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$87,863	\$121,930		\$209,793	\$158,341
Deferred income	9,165	-		9,165	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	400,798	-		400,798	617,702
	-----	-----	-----	-----	-----
Total	497,826	121,930	0	619,756	792,981
Fund Balances:					
Operating	(190,514)			(190,514)	(213,272)
Capital		350,100		350,100	651,680
Plant			\$1,731,647	1,731,647	1,737,647
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Total	(190,514)	350,100	1,731,647	1,891,233	2,176,055
 TOTAL LIABILITIES AND					
FUND BALANCES	 \$307,312	 \$472,030	 \$1,731,647	 \$2,510,989	 \$2,969,036
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THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
6/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$22,758	(\$301,580)	\$0	(\$278,822)	\$748,966
Depreciation			(6,000)	(6,000)	310,606
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Cash from operations	22,758	(301,580)	(6,000)	(284,822)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	21,764			21,764	(83,875)
Inventory	(9,551)			(9,551)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	20,998	30,451		51,449	81,895
Deferred income	(7,773)			(7,773)	(5,292)
Prepaid expenses	(1,211)	862		(349)	(8,011)
	-----	-----	-----	-----	-----
Cash from working capital	24,227	84,676	0	108,903	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
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Net increase/(decrease) in cash before financing	46,985	(216,904)	(6,000)	(175,919)	12,594
Financing:					
Interfund pay. & rec.	(216,904)	216,904		0	0
Transfer to Plant	0	0	6,000	6,000	7,564
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(216,904)	216,904	6,000	6,000	7,564
Net increase/(decrease) in cash & investments	(169,919)	0	0	(169,919)	20,158
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Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$120,568	\$0	\$0	\$120,568	\$290,487
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