The Computer Museum

60-80

300 Congress Street
Boston, MA 02210

(617) 426-2800

[handwritten: Betsey Riggs - consultant / Susan Dowds - reports to VP External Affairs / Victoria Rogers - VP Ext. Affairs - SCITEK in all.]

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
June 29, 1993
8:00 a.m. - 10:00 a.m.

1. Operations Update

2. Museum Employee Benefits

3. Determination of Duties Delegated to Executive Committee
    by the Board of Trustees

4. Determination of the Role of Overseers and Honorary Trustees

5. Developing a Collective Plan/Goal for the Board of Trustees

6. Nominations for Trustees, Overseers, and Chairman of Overseers   *[handwritten: Howard Salween]*

7. Capital Campaign: Plans for Revitalization
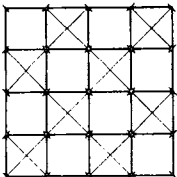
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                          The Computer Museum
                          Admissions Report
                          28-JUN-1993
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Weekly Comparison 1993 vs. 1992	1993 Jun 21-Jun 27	1992 Jun 22-Jun 28	Change	Change
Adults	1362	1785	-423	-23.7%
Children	1089	1053	36	3.4%
Infants	48	73	-25	-34.2%
Seniors	50	113	-63	-55.8%
TOTAL PEOPLE	2549	3024	-475	-15.7%
TOTAL REVENUE	$11,787	$13,592	-$1,805	-13.3%

Monthly Comparison 1993 vs. 1992	1993 Jun 1-27	1992 Jun 1-27	Change	Change
Adults	4750	5591	-841	-15.0%
Children	4593	4630	-37	-0.8%
Infants	221	195	26	13.3%
Seniors	194	309	-115	-37.2%
TOTAL PEOPLE	9758	10725	-967	-9.0%
TOTAL REVENUE	$41,940	$42,576	-$636	-1.5%

FYTD Thru Jun 27	FY 93 Actual	FY 93 Budget	FY 92 Actual
TOTAL PEOPLE	117547	112809	117405
TOTAL REVENUES	$475,557	$451,433	$464,170

[handwritten annotations:]

budget frost

membership 190K 150K   actual 120K

New Overseers

Cat.	Name	Title	Company	Current Relations	Named By
w	Bartz, Carol	CEO	Autodesk		Bell
	Beach, Gary	Publisher	Computerworld	Corporate Support	Bell
	Bechtolsheim, A	Vice Pres.	SUN		Bell
	Branscomb, L.				Morse
	Braun, Jeff	CEO	Maxis	ExhF	Strimpel
	Brown, Mike	Vice Pres.	The New England		Zraket
	Burton, John	CEO	Legent	Bowl	Morse
d	Cash, James	Professor	Harvard Bus.School		Walsh
	Clark, Jim	Chairman	Silicon Graphics	Breakfast Speaker	Bell
	Eichorn, Gary	Manager	Hewlett Packard	Speaker	Zraket
d	Epps, Harold		DEC		Terrell
	Gates, William	Chairman	Microsoft	Bowl, ExhF	Strimpel
	Gibbons, John	Advisor	President US		Walsh
w	Hamilton, Judy	President	Dataquest	Bowl	Morse
	Hanover, Alain	CEO	Viewlogic	Bowl, AF	Bell
	Kertzman, Mitchel	Chairman	PowerSoft	Bowl, CorpM	Strimpel
w	Kurtzig, Sandra	Chairman	ASK		Strimpel/Falotti
w	Liskoff, Barbara	Professor	MIT		Zraket
	Manzi, Jim	CEO	Lotus		Morse
w / d	Mumford-Markey,Y	Pres/CEO	REC		Zraket
w	Marshall,Margaret	Lawyer	Harvard		Zraket
	Moller, Cleve	Chairman	Mathworks	CorpM	Bell
d	Morales, Ramon		Playing To Win		Rusk
w / d	Nii, Penny	Professor	Stanford	ExhF	Bell
	Palmer, R	Chman/CEO	DEC	Corporate Support	Zraket/Strimpel
	Platt, Lew	CEO	HP		House
	Saal, Harry	CEO	Network General	Bowl, AF	Strimpel
	Salwen, H	Chairman	Proteon	Exhibits, AF	Strimpel
	Schrank, Leonard	CEO	SWIFT		Morse
w	Seybold, Patty	CEO	Seybold	Bowl	Zraket
	Shoch, John	Vice Chmn	Asset Managemen	Bowl, AF	Bell
w	Sproull, Lee	Professor	Boston Univ.	Exhibits Advisor	Bell
	Tesler, Larry	Vice Pres.	Apple	Bowl, AF	Bell
w / d	Wade, Juanita		Freedom House		Terrell
w	Wallington, Pat	Vice Pres.	Xerox	Speaker	Strimpel
	Warnock, John	Chairman	Adobe	Bowl	Bell
d	York, Bryant	Professor	Northeastern	NSF Proposal	Bell
d = diverse, w = woman					

Buffent, Alan

6/28/93

	A	B	C	D	E	F	G	H	I
1	**Funding Source**	**St.**	**Member**	**Yrs.**	**I-K**	**Other Support**	**Pending Requests**	**Requests Anticipated**	**CC Contact**
2	•Addison-Wesley	MA	$3,000	3A				TNS/CC/Clubhouse prospect	
3	•Amdahl Corp.	CA	$3,000	6A				TNS/CC prospect	**Sitkin**
4	**American Airlines**	TX				in kind, Bowl	REFUSED Bowl, 1992	CC prospect	**Hopper**
5	**American Airl. (cont)**	TX					REFUSED, TNS		
6	Analog Devices	MA	$1,000	7A	X			CC prospect	
7	•Andersen Consulting	MA	$1,000	4		$9000, Bowl, 1990, 1991		TNS/CC prospect	**Bodman**
8	ΔApple .	CA	$1,000	1	X	$25,000, Bowl, 1991-93	REFUSED TNT, GOS suppor	CC prospect .	
9	ΔApple (cont.)	CA			X	$50,000, PAC, 1991	Clubhouse proposal		
10	ΔApple (cont.)	CA			X	$50,000, TWTC, 1990			
11	ΔApple (cont.)	CA			X	$3,500, HOPL, 1993			
12	•AT&T	MA	$5,000	2A		$10000, Bowl, 1991	REFUSED Bowl 1992	CC prospect	
13	•AT&T (cont.)	MA				$10,000, TWTC, 1990		TNS proposal	
14	•AT&T (cont.)	MA				$5000, Bowl, 1989			
15	•AT&T (cont.)	MA				$50,000, CC, 1985-1986			
16	•AT&T (cont.)	MA				$1,500, Brkfst., 1989-90			
17	BankAmerica	CA				$50,000, CC, 1985-1988		CC prospect	**G. Bell**
18	ΔBoston Globe FDN	MA	$1,000	5		$2640, Intern, 1991, 1992	REFUSED, $25k, WK, 1991	CC, Clubhouse prospect	
19	ΔBoston Globe FDN	MA				$25,000, CC, 1985-86			
20	Cabot Corporation	MA	$1,000	3A				CC prospect	**Zraket**
21	Cahners	MA					Corp. membership	CC prospect	
22	Compaq	TX	$5,000	2A				CC, corp. memb. prospe	**Miller**
23	Computer Sciences Corp.	CA							**Johnson**
24	Deloitte & Touche	MA	$1,000	7A		$1000, Bowl, 1990		CC prospect	
25	Dow Chemical	MI	$1,000	4A		$3,000, CC, 1989		CC prospect	**Brewster**
26	DuPont	DE	$1,000	1				CC prospect	**Brewster**
27	Ernst & Young	MA	$1,000	3		$1,000, CC, 1988		CC prospect	
28	Fleet Bank	MA	$1,000	2A		$10,000, Clubhouse 1993		CC prospect	
29	ΔGeneral Cinema	MA						Clubhouse/CC prospect	**Pell**
30	Gillette	MA	$3,000	6A				CC/WF prospect	**Zraket**
31	Houghton Mifflin Co.	MA	$3,000	2A		$3,072, CC, 1985-88		CC/SM/WF prospect	
32	Houghton Mifflin (cont.)	MA				$2,000, ROSM, 1993			
33	•HP (Apollo Computer)	CA	$1,000	2		$75,000, CC, 1985-9	REFUSED $100k, TNT	CC prospect	**G. Bell**
34	•HP (Apollo) (cont.)	CA				$60,000, Exh, 86-88		TNS proposal	
35	•HP (cont.)	CA				$25,000, Clubhouse			
36	•IBM	NY	$15k	6A	X	$2,500, Bowl, 1991-93	$100,000, TNT, REFUSED	CC prospect	**Case**
37	•IBM (cont.)	NY			X	$100,000, PAC, 1991	$25K member	TNS proposal	
38	• IBM (cont.)	NY				$25,000, Clubhouse 1993			
39	Index Technology	MA	$1,000	2		$7,500, CC, 1985-87		CC prospect	

	A	B	C	D	E	F	G	H	I
1	Funding Source	St.	Member	Yrs.	I-K	Other Support	Pending Requests	Requests Anticipated	CC Contact
40	John Hancock	MA	$1,000	1			$10000, TSP, 1991	CC prospect	
41	KPMG Peat Marwick	MA	$1,000	5				CC prospect	
42	•ΔLotus Development	MA	$3,000	6A		$50,000, TNT, 1992	re-apply Clubhouse 1994	TNS/CC prospect	Strimpel
43	•ΔLotus Development (con	MA				$50,000, PAC, 1991			
44	•ΔLotus Development (con	MA				$25000, TWTC, 1990			
45	•ΔLotus Development (con	MA				$10000, Bowl, 1990			
46	•ΔLotus Development (con	MA				$50,000, Clubhouse 1993			
47	Merck & Co.	NJ							Johnson
48	•Microsoft	WA	$5,000	6A	X	$5,000, Bowl,1990-93	REFUSED Clubhouse	TNS/CC prospect	Heinen
49	•Microsoft (cont.)	WA			X	$4,096,CC,1985-87			
50	Mitsubishi Research	MA	$1,000	2A		$3,000, HOPL, 1993		CC prospect	Zraket
51	•NYNEX	NY	$3,000	3A		$35,000, EAP, 1991		CC prospect	Skrzypczak
52	•NYNEX (cont.)	NY						TNS prospect	
53	•Rockwell	CA				$5,000, GOS, 1992, 1993		TNS/CC prospect, GOS	Sutter
54	Shawmut Bank	MA	$1,000	5				CC prospect	
55	ΔSilicon Valley Bank	MA	$1,000	4A				CC prospect	G. Bell
56	Sony	NY							Johnson
57	•Stratus	MA	$5,000	8A		$10,000, Bowl, 1990-93		TNS/CC prospect	Hendrie
58	•Stratus (cont.)	MA				$4,000,CC,1986			
59	TASC	MA	$3,000	6A				CC prospect	
60	•Xerox	CT	$1,000	7A		$900, Bowl, 1988	REFUSED Bowl 1992	CC prospect	
61	•Xerox (cont.)	CT				$10,000,SM,1988	went from $10K to $1K	TNS proposal	
62	•Xerox (cont.)	CT				$100,000,CC,1988		Clubhouse prospect	
63	•Ziff Davis Publishing	NY	$3,000	6A		$2500, Bowl, 1992		TNS/CC prospect	Belove
64	•Ziff Davis (cont.)	NY				$5000, Bowl, 1988		Clubhouse?	
65									
66	KEY:								
67	Bold = Board related								
68	Δ = Clubhouse priority								
69	• = Networked priority								
70									

Capital Campaign Individual Gift Prospects

Prospect Name	Ask amount	Solicitors/Comments
Adams, John IV		
Akers, John		
Alberding, Richard (H-P)		CH
Alexanderson, John		TJ
Allen, Paul (Asymetrix/Interval)		EB
Almon, William (Conner Peripherals)		
Alsop, Joe (Progress Software)		
Anderson, Harlan		CGB
Armstrong, John (IBM)		
Arndt, Roland		
Ashton, Alan (WordPerfect)		
Auerbach, Isaac		
Avery, Bill		TJ
Bachman, Charles (Bachman Info.)	$150,000	JMcK
Bailey, Mike		
Baker, Clark		
Ballmer, Steve (Microsoft)		
Banning, John		Top member
Barger, J.P. (Dynatech)		
Baskett, Forrest		
Bastian, Bruce (WordPerfect)		
Bechtolsheim, Andy (Sun)	$250,000	GB
Bedell, Eric (Parable)		
Beitzel, Spike (BVB Associates)		
Belden, G.C. Jr.		TJ
Berkowitz, Robert (CimTelligence)		
Bertocchi, Al		TJ
Birnbaum, Joel (H-P)		GB
Blank, Steve		GB/OS, 8/93?
Blohm, David (MathSoft)		
Borkin, Sheldon (Bachman)		
Bosack, Len (Cisco Systems)		
Boucher, David (Applied Technology)		
Bowers, Ann		
Braun, Jeff (MAXIS)		
Bricklin, Dan (Slate)		GB/OS
Brooks, Fred		CGB
Brown, Owen	$25,000	GB
Bruggere, Tom (Mentor Graphics)		
Bunnell, Dave		
Burkhardt, Henry (KSR)	$100,000	GB
Burley, James		Top member
Burnes, Rick (Charles River)		GH
Bushnell, Nolan		
Canion, Rod		AM
Carlson, Walter		JMcK, Top member
Carpenter, Richard		GB
Carr, Art (Bytex)		OS

Capital Campaign Individual Gift Prospects

Cash, Jim (HBS)		JMcK
Cerf, Vinton		
Cheheyl, Steve (Wellfleet)		AM
Clark, Jim (Silicon Graphics)		
Cocke, John		
Cohn, Robert S. (Octel)		
Coit, Steve (MPAE)		JMcK
Colvin, Neil (Phoenix Tech.)		GH
Conner, Finis (Conner Peripherals)		AM
Cook, Scott (Intuit)		
Cullinane, John		
d'Arbeloff, Alex (Teradyne)	$25,000	GH
Davidow, Bill (Mohr Davidow)		GB
Davison, Ian (Octocom)		
de Castro, Edson	$50,000	CGB, solicited 8/91
de Vitry, Arnaud (DEC)		GB
Dell, Michael (Dell Computer)		IS
Demmer, Bill (DEC)		
Dennis, Reid		GH
DeWolf, Nick and Margaret		Top members
Diebold, John		
Dodge, Frank (The Dodge Group)		
Doerr, John	$100,000	CGB/GB
Dow, Jim (Microcom)		
Dox, Joseph (Novellus)		
Drane, Doug		
Egan, Richard (EMC Corp.)		
Eger, F. Terry (Cisco Systems)		
Eisenstat, Albert (Apple)		
Ellison, Larry (Oracle)		
Eubanks, Gordon (Symantec)	$100,000	OS
Exley, Chuck (formerly NCR)		IS
Falotti, Pier Carlo (ASK)		OS
Feigenbaum, Ed/Penny Nii	$10,000	CGB
Ferri, Paul (Matrix Partners)		
Fine, Ken	$25,000	CGB
Fisher, George (Motorola)		
Fishman, Jerald (Analog Devices)		
Folsom, Barry James		GB
Forrester, Jay	$10,000	GB/RE, solicited 12/92
Forster, Pat and Nancy		GH/HS
Frankston, Bob		
Fredkin, Ed (Capital Tech.)	$50,000	CGB, solicited 7/92
Frisbie, Rick (Battery Ventures)	$10,000	AM
Fuller, Sam (DEC)		
Gaal, Steve (TA Associates)		
Gabriel, Richard (Lucid)		
Galvin, Bob (Motorola)		
Gartner, Gideon		IS

Gassee, Jean-Louis (Be Labs)		GB
Gates, Bill (Microsoft)	$500,000	GB
Gaubatz, Don (DEC)		
Gaudette, Francis J. (Microsoft)		
Geisberg, Sam (Parametric)		
Geschke, Charles (Adobe)	$100,000	CGB
Ghosh, Shikhar (EDS-PCC)		
Giordano, Rose Ann (DEC)		IS
Gould, Irving (Commodore)		
Gourd, Roger		Top member
Grady, John (XRE Corp.)		
Grillos, John	$25,000	GB
Grove, Andy (Intel)		
Hambrecht, Bill (H&Q)		
Hanover, Alain (Viewlogic)		
Hathaway, David (Venrock)		JMcK
Hawkins, Trip (Electronic Arts)		
Hawkinson, Lowell (Gensym)		
Hearst, Will (San Fran. Examiner)		
Heffner, Bill (DEC)		
Heinen, Roger (Microsoft)	*$50,000*	*GB/CGB/OS, solicited 11/92*
Held, Rob (Chipcom)		
Heller, Andy (HaL)		IS
Hennesey, John (Stanford/MIPS)		
Henson, Joe (Legent)		CZ
Hewlett, Bill (H-P)		
Hoar, Fred	*$25,000*	*GB, solicited 10/91*
Hoffstein, Gordon (PCs Compleat)		
Hoover, William (Computer Sciences)		TJ
Horowitz, Barry (MITRE)		TP
House, Dave (Intel)		GH
Jamieson, Burgess (Sigma)		GH
Jeffries, Brad (Sigma)		GH
Jobs, Steve (NeXt)		
Johnson, Bill (DEC)	$15,000	GB
Joy, Bill (Sun)	$250,000	GB
Kahn, Philippe (Borland)		GB
Kay, Alan		
Keane, John (Keane, Inc.)		
Kertzman, Mitchell (Powersoft)		
Khosla, Vinod (Kleiner Perkins)		
Koch, Bill (Oxbow)		
Kolowich, Michael (Ziff-Davis)		
Koven, Jay and Juliet Sutherland		Top members
Kuehler, Jack (IBM)		
Kurtzig, Sandra (ASK)		
Kvamme, Floyd (Kleiner Perkins)		JMcK
Lampson, Butler (DEC)		
LeBlois, Axel (Bull HN)		

Capital Campaign Individual Gift Prospects

Lerner, Sandy (Cisco)		
Levin, Jerry (HyperDesk)		*AM, solicited, 3/92*
Levy, Steve (BBN)		AM
Lewis, John (Amdahl)		IS
Liddle, David (Interval)	*$100,000*	EB
Liebhaber, Dick (MCI)		IS
Linde, Yoseph (Chipcom)		
Linsalata, Ralph (Envoy Systems		
Lloyd, Bob		
Lussier, Richard (Pyramid)		
Lynch, Dan (InterOp)	$100,000	GB
Machrone, Bill (Ziff-Davis)		GB
Mahoney, Dave (Banyan)		GH
Manzi, Jim (Lotus)	$250,000	AM
Maples, Michael (Microsoft)		
Margolis, Paul (Marcam)		
Marquardt, Dave (Technology VI)		
Masi, Carl		
McClure, Bruce (Synernetics)		
McCracken, Dan		
McCracken, Ed (Silicon Graphics)		
McFarlan, Wayne (HBS)		JMcK
McGovern, Pat (IDG)	$500,000	GB
McNealy, Scott (Sun)	$250,000	GB
McWilliams, Tom (Amdahl)		CGB
Mead, Carver (Cal Tech)		CGB
Merrill, Steve (Merrill Pickard)		
Metcalfe, Bob (Infoworld)		
Miller, Avram (Intel)		
Miller, Bob		GH
Mitchell, David (Seagate)		
Moller, Cleve (Mathworks)		
Moody, Mike (Moody Stecker)	$10,000	CGB/GB/TP
Moore, Gordon	*$500,000*	*CGB, solicited 11/92*
Moores, John Jay (BMC Software)		
Morgan, Chris		
Morgridge, John		
Morrill, Robert		
Morton, Dean (H-P)		
Myrhvold, Nathan (Microsoft)		
Nagel, David (Apple)		
Nassi, Ike (Apple)		
Neal, Lee		Top member
Nesbeda, Peter (Xyplex)		
Noftsker, Russell (Macsyma)		OS
Nolan, Dick (HBS)		JMcK
Noorda, Ray (Novell)		
Norton, Peter (Symantec)		
O'Rourke, J. Tracy (Varian)		

Oliver, Chris (Cabletron)		
Olsen, Ken (Stratford Fdn.)	$500,000	CZ
Packard, David (H-P)		
Palladino, Al (ATV)		
Palmer, Bob (DEC)		
Parkinson, Joseph (Micron Tech.)		
Perot, Ross (Perot Systems)		
Pfeiffer, Eckhard (Compaq)		AM
Planitzer, Russell (Computervision)		GH
Platt, Lew (H-P)		
Poduska, Bill (AVS)	$250,000	GH
Powell, Casey (Sequent)		
Pratap, Sesha (CenterLine Soft.)		
Prothro, Vin (Dallas Semiconductor)		AM
Putnam, R. Daniel (Adobe)		
Qureshey, Safi (AST Research)		
Raburn, Vern (Slate)		GB
Raduchel, William (Sun)		
Raikes, Jeffrey (Microsoft)		
Ring, David (Cisco Systems)		
Ritchie, Dennis		Top member
Roach, John (Tandy)		
Robelen, Ben		PS
Rock, Arthur (Arthur Rock & Co.)		
Rodgers, Dave (Sequent)		CGB
Rodgers, T.J. (Cypress)		
Roizen, Heidi (T/Maker)		
Rosen, Ben (Sevin Rosen)		AM
Rosenthal, Mort (Corporate Software)		JR
Rosing, Wayne (Sun)		GB
Ross, Doug		GB
Rubinstein, Richard		Top member
Ruderman, Mort		CGB
Salwen, Howard (Proteon)		GH
Sanders, W. J. (AMD)		
Savage, Mick (Molecular Sim.)		GB
Sculley, John (Apple)		
Seely-Brown, John (Xerox PARC)		
Selfridge, Kitty	$10,000	JMcK
Sevin, L.J. (Sevin Rosen)		AM
Shillman, Bob (Cognex)		
Shirley, Jon (retired Microsoft)		
Silver, Bill (Cognex)		
Sole, James (Bitstream)		
Spindler, Michael (Apple)		
Sproull, Bob and Lee		GB/OS
Squire, Geoffrey (Oracle)		
Starkey, Jim/Ann Harrison	$15,000	OS/GB
Stata, Ray (Analog)		

Stettner, Armando/Jane Bouffard		Top members
Steul, Bill (DEC)		
Stone, Jim (Plymouth Rock Assur.)		
Strecker, Bill (DEC)		
Sugg, Joel		Top members
Taylor, Richard (BC-BS)		
Terrell, Dorothy (SunExpress)		TP
Tesler, Larry (Apple)	$25,000	CGB
Testa, Dick (Testa Hurwitz)		
Tibbetts, Joe (Price Waterhouse)		
Treybig, James (Tandem)		MS
Ungermann, Ralph(Ungermann-Bass)		IS
van de Ven, Evert (Novellus)		
Vicidomino, Joseph		
Waitt, Ted (Gateway)		
Walske, Steve (Parametric)		
Wang, Charles (Computer Assoc.)		
Wang, Fred (and family)		CZ
Warnock, John (Adobe)	$100,000	GB
Watson, Max (BMC Software)		
Weiss, Fred (Pell Rudman)	$10,000	CS
White, Gene (Amdahl)		IS
Wolf, Hans (Syntex)		
Wozniak, Steve (Unuson)		
Yocam, Del		
Young, John (H-P, retiring)		
Yu, Albert (Intel)		
Zapf, Hermann		Top member
Ziff, Bill (Ziff Davis)		

The Capital Campaign for The Computer Museum
Solicitation Activity Log

Ask Date	Prospect name	Ask Amount	Askers	Result	Result Date
01/29/91	Johnson	$ 100,000	CGB	$ 20,000	02/26/91
02/06/91	McKenney	n/a	GH/OS	$ 25,000	10/28/91
02/28/91	Sammet	$ 45,000	OS	$ 25,000	07/29/91
04/27/91	Patil	$ 100,000	CGB	$ 100,000	07/10/91
05/01/91	NEH	$1,000,000	OS/JW	$ 0	12/01/91
05/07/91	Pell	$ 75,000	GB/OS	$ 25,000	06/06/91
06/06/91	Miller	$ 25,000	TP/OS	$ 15,000	12/30/91
06/13/91	Donaldson	$ 50,000	TP/OS	$ 50,000	06/13/91
06/14/91	Saviers	$ 50,000	TP/OS	$ 13,875	10/20/91
06/30/91	Morse	unsolicited		$ 1,000	06/30/91
07/01/91	Shear	unsolicited		$ 5,000	07/01/91
07/03/91	Simmons	$ 50,000	TP/OS	$ 15,000	01/27/92
07/11/91	Metcalfe	n/a	OS	$ 0	07/11/91
07/17/91	Shafto	n/a	OS	$ 0	07/17/91
07/22/91	Sitkin	$ 25,000	TP/OS	$ 3,000	11/07/91
07/29/91	Belove	$ 100,000	GH/TP	$ 54,500	10/17/91
07/29/91	Hendrie	$1,000,000	TP/OS	$ 250,000	07/29/91
07/31/91	Brewster	$ 5,000	TP/OS	$ 5,000	07/31/91
08/01/91	Rotenberg	$ 5,000	OS	$ 5,000	08/01/91
08/16/91	Sutherland	$ 100,000	CGB	$ 0	no response
08/16/91	The New England	$ 75,000	OS/JW	$ 0	11/19/91
08/20/91	Everett	$ 13,000	GB/CZ	$ 13,000	08/20/91
08/21/91	de Castro	$ 500,000	CGB/HB	$ 0	no response
09/03/91	Klein	$ 25,000	OS	$ 0	no response
09/03/91	Papert	$ 7,500	OS	$ 0	no response
09/03/91	Hogan	n/a	GB	$ 0	10/19/91
09/03/91	Spock	$ 1,000	GB	$ 100	10/17/91
09/03/91	Tomash	n/a	GB	$ 0	no response
09/04/91	Case	$ 45,000	LB/OS	$ 16,000	09/04/91
09/11/91	Kaplan	$ 7,000	AM/TP	$ 4,500	10/01/91
09/16/91	Schwartz	$ 13,000	TP/OS	$ 12,000	09/16/91
09/17/91	Michael	$ 3,000	OS	$ 0	no response
09/25/91	Chapman	$ 10,000	OS	$ 10,000	09/25/91
10/03/91	Bells	$ 139,527	DD/TP	$ 139,527	10/03/91
10/03/91	Pettinella	$ 10,000	TP/OS	$ 5,000	10/31/91
10/04/91	Nelsons	$ 100,000	CGB/OS	$ 50,000	11/03/91
10/08/91	Cox	n/a	LB/TP	$ 3,000	10/08/91
10/11/91	Zraket	$ 25,000	TP/OS	$ 10,000	10/11/91
10/12/91	Hirshberg	$ 100,000	CGB/GB	$ 5,000	03/26/92
10/16/91	Goel	$ 100,000	CGB/SP/OS	$ 50,000	10/16/91
10/16/91	House	$ 25,000	GB/OS	$ 72,000	10/16/91
10/16/91	Evans	$ 15,000	CGB/GB/OS	$ 0	
10/17/91	Severino	n/a	GH	$ 52,687.50	12/30/91
10/19/91	Hoar	$ 25,000	GB/OS	$ 0	
10/22/91	Foster	$ 106,000	GH/OS	$ 45,000	12/10/91
10/22/91	Smart	$ 10,000	OS	$ 2,000	11/15/91
10/30/91	Albert	$ 18,000	DC/OS	$ 7,000	10/30/91
10/30/91	Skrzypczak	$ 18,000	DC/OS	$ 0	01/03/92

Date	Name	Ask	Solicitor	Amount	Date
10/31/91	Bodman	n/a	TP	$ 10,000	10/31/91
11/05/91	Starkey/Harrison	unsolicited		$ 5,000	11/05/91
11/14/91	Intermetrics	$ 20,000	NP/OS/JW	$ 12,000	05/28/92
11/25/91	Raytheon	$ 100,000	CZ	$ 60,000	12/03/91
11/25/91	MITRE	$ 60,000	CZ/RE	$ 60,000	11/25/91
11/26/91	Coulter	n/a	OS/AM	$ 0	11/26/91
12/05/91	Knowles	$ 25,000	GB/OS	0	no response
12/06/91	Wallack	$ 25,000	OS	$ 0	12/06/91
12/09/91	Gaut	$ 25,000	GB/OS	$ 0	no response
12/10/91	Kapor	$1,000,000	TP/OS	$ 173,637	12/16/91
12/18/91	Eklund	n/a	OS	$ 0	
12/30/91	Moore	$ 500,000	CGB	pending - see 11/92	
12/91	Bank of Boston	n/a	MS/CZ	$ 30,000	01/27/92
01/13/92	Crouse	n/a	OS	$ 0	01/13/92
01/13/92	d'Arbeloff	n/a	CGB/OS	$ 0	01/13/92
01/14/92	Lucky	$ 7,000	GH/OS	$ 0	no response
01/22/92	Boston Edison	$ 30,000	CZ	CLUBHOUSE - $5,000	
02/92	Seligman	n/a	MS	$ 8,000	02/19/92
03/02/92	Strimpel	unsolicited		$ 5,000	03/02/92
03/09/92	Spencer	$ 10,000	OS	$ 0	03/09/92
03/10/92	Randell	$ 100	OS	$ 100	05/29/92
03/11/92	Clark	$ 9,000	TP	$ 0	no response
03/13/92	Fidelity	$ 50,000	OS/JW	$ 30,000	07/17/92
03/13/92	Eaton Corporation	$ 30,000	OS/JW	$ 0	10/92
03/17/92	Glorioso	$ 20,000	OS/GB	$ 0	no response
03/92	Levin	n/a	AM	$ 0	no response
03/92	Wagner	n/a	AM	$ 0	03/92
03/25/92	Faggin	$ 50,000	GB/OS	$ 10,000	03/25/92
03/30/92	Bloch	$ 15,000	GB/OS	$ 4,500	12/17/92
04/03/92	Draper Labs	n/a	CZ/OS/GB	$ 10,000	04/03/92
05/08/92	Hindle	n/a	RE	$ 8,000	05/08/92
06/01/92	Stratford Fdn.	$1,000,000	OS/JW	$ 0	06/26/92
06/92	Fredkin	$ 50,000	CGB	$ 0	no response
06/24/92	McGraw-Hill	$ 30,000	OS/JW	$ 0	09/21/92
07/08/92	Coopers & Lybrand	$ 30,000	OS/JW	$ 6,000	01/20/93
07/09/92	Marill	$ 25,000	OS/GB	$ 5,000	12/92
07/12/92	Cutler	$ 50,000	CGB/GB	$ 45,000	09/27/92
07/22/92	Stadler	$ 15,000	LB/OS	$ 0	07/23/92
08/05/92	Aspen Tech	$ 5,000	LB	$ 5,000	08/05/92
09/18/92	Greene	n/a	IS	$ 1,757.85	09/18/92
09/18/92	Snoyer	$1,500,000	OS/JW/NR	$ 0	12/17/92
11/02/92	Shoch	$ 10,000	OS/GB	$ 2,385	02/19/93
11/03/92	Heinens	$ 50,000	CGB/GB/OS	pending	
11/04/92	Liddle	$ 75,000	CGB/OS	pending	
11/04/92	Moore	$ 500,000	CGB/OS	pending	
11/04/92	Vadasz	$ 50,000	CGB/OS	$ 1,000	12/31/92
11/20/92	Moody	$ 10,000	GB/TP	pending	

12/92	Zraket	n/a	OS	$ 5,000	12/08/92
12/04/92	Schubert Assoc.	$ 1,000	LSB	$ 1,000	12/04/92
12/92	Lawrence	n/a	JMcK	$ 5,000	12/28/92
12/17/92	Forrester	$ 10,000	GB/RE	pending	
12/92	Hopper	n/a	MS	$ 5,000	02/05/93
12/92	Sutter	n/a	MS	$ 0	02/04/93
1/93	Price Waterhouse	n/a	DK	$ 10,000	02/12/93
02/15/93	Zraket	unsolicited		$ 10,000	02/15/93
3/11/93	Kaplan	unsolicited		$ 500	03/11/93

1,638K

To: The Executive Committee

From: Gwen and Gordon Bell, June 28, 1993

The Overseers of The Computer Museum

The Overseers can be modeled on Technical Advisory Boards of computing companies. Such Boards review all and any research and development projects at a reasonable depth, and look at long-term direction At Microsoft, for example, TAB members are sometimes involved in or consult on specific projects. Similarly, Overseers should be represented on the substantive committees of the Museum, namely Education, Exhibits, and Collections committees. The Overseers can play an oversight and coordination role.

Since many of the Trustees will have a substantive interest in these areas, the Overseers could meet in the afternoon after the Trustees meeting. This would provide the opportunity for maximum participation.

The meetings would take up two to three topics; each topic would have a presentation and materials of about half an hour, followed by discussion for an hour and a half. Such discussions could lead to the creation of special substantive committees for further involvement.

Topics for Overseers meetings would include both oversight of projects underway and new long, term efforts. For example, topics might be:

• What kind of research can be done at the Museum, and what is an appropriate research strategy for the future. The NSF research project on the value of virtual reality could be used as a test case.

• A review of forthcoming exhibition plans.

• The overview of the collection, where are the holes, what is the strategy for the future.

• A competitive analysis of the Museum versus other Museums in Boston (and the world) and other edutainment venues.

• National and International activities: exhibit kits, travelling exhibits, cd-roms, books, videos, teacher training , etc.

• TCM 2001, the long-range plan.

<u>Memorandum</u>

to: Charles A. Zraket
from: Oliver Strimpel
re: The Board of Overseers
date: June 2, 1993

This is in response to your request for thoughts on this topic that might serve as a basis for a discussion at the June 11 Board meeting.

The Computer Museum needs to use its new governance structure to attract, involve, and gain the support of individuals of high achievement, including "captains of industry," influential academics, and community leaders. The Museum needs this in order to:

- extend and reinforce the Museum as a *national* and *international* institution, with model education programs, innovative interactive exhibits and definitive collections of the history of computing

- revitalize and achieve success in the Capital Campaign

- create high visibility national fund-raising events that can reach levels of success attained by The Computer Bowl, and provide ongoing support to the Museum's operations

In determining the role of Overseers, how can we ensure that we are successful in attracting high caliber individuals, while at the same time ensuring that Overseer participation is meaningful?

Suggestions:

- Suggest "big-picture" involvement that uses the vision and perspective that such individuals have by virtue of their roles. Examples might include the Museum's long-term strategy or geographical and/or social reach.

- Encourage Overseers to take ownership of certain new initiatives that fit with the Museum's direction and tap into Overseers' interest. The combination of planning and fund-raising by the same group can work effectively, and could include exhibit, education, and collections projects.

- Offer flexibility in the shape of Overseers' involvement. The fewer explicit commitments required, in the form of time, attendance at meetings, or other requirements, the more we are likely to attract the people we need.

Memorandum

DATE: June 29, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: Proposed Changes in Leave Benefits
                 for Computer Museum Employees

Current Benefits

The Museum currently offers exempt full-time employees the following benefits.
- Vacation - 10 days vacation for the first two years of employment, 15 days after two years. Vacation is accrued monthly. (Currently, people with less that two years of service can accumulate up to 20 days; people with more than two years can accumulate 30 days.)
- ~~Sick leave - 10 days per year~~
- Holidays - 11 days per year
- Personal Leave - 2 days ("credited at the end of each service year")
- Health insurance - fully paid by the Museum
- Dental insurance - fully paid by the Museum
- Life insurance ($10,000)
- Long-term disability insurance (begins after six months of disability)

Proposed Changes:

Vacation: (Add a week after the first year; add another week after the third year; make carry-over more restrictive): 10 days for the first year; 15 days the second and third years; 20 days after three years. Employees could carry over a maximum of 10 days of vacation to the next calendar year (not cumulative from year to year). Compensation would not be paid in lieu of vacation leave, except at termination. All vacation days would become available for use at the beginning of each calendar year, as would personal and sick leave. (Note: When a person resigns, he/she would receive compensation for unused vacation days, which, for this purpose, would be deemed to have been granted on a prorated basis over the calendar year. Should a negative balance exist at this time, the equivalent amount would be deducted from one's final pay.)

Sick Leave: (No change): 10 days per year, not to be carried over or applied as extra vacation/personal leave. Compensation would not be paid in lieu of sick leave.

Holidays: (Increased by one): 12 days, to include the day after Thanksgiving.

Personal Leave: (Increased by one): Three days per year, not to be carried over or applied as extra vacation/sick leave. Compensation would not be paid in lieu of personal leave. Personal leave is defined as time to be used for *personal business that must be conducted during regular business hours* (e.g., medical or other professional appointments, house/apartment/car emergencies, etc.)

6/22/93

Comparisons

As far as overall benefits, the package after the proposed changes would be less generous than the Science Museum, MFA, and BCS; about equal to Children's; and more generous than the Discovery Museum.

Here's how we compare specifically with the others:

1. *The Science Museum.* (Note: These benefits were in effect last year but are currently undergoing revision.)
A. Museum pays full cost for the following:
  - Vacation - 15 to 23 days per year (prorated during the first year) based on one's employment status. After three years, non-exempt employees receive an additional day each year to a maximum of 23.
  - Holidays - 12 per year
  - Sick leave - 5 days the first year; after first year, no limit - plan covers illnesses of 1 to 5 consecutive days; absences longer than 5 days are covered by short-term disability.
  - Health insurance
  - Short-term disability insurance
  - Long-term disability insurance
  - Travel accident insurance
  - Life insurance (amount equal to one's salary)
  - "Retirement" portion of Retirement and Savings Plan (3 - 6 percent of total compensation)
  - Education assistance
  - Free parking

B. The Science Museum also offers "flexcredits" (determined by a formula based on age, salary, years of service), which employees can use to partake of the following:
  - Optional medical plan
  - Dental insurance
  - Optional additional short-term and long-term disability insurance
  - Additional life insurance, personal accident insurance
  - "Savings" portion of Retirement/Savings Plan

2. *The Museum of Fine Arts*
  - Vacation - 4 weeks per year. After 20 years, 5 weeks a year.
  - Sick leave - 12 days per year. Unused sick leave can be carried over and accrued to a maximum of 130 days.
  - Holidays - 12 days per year
  - Personal leave - 2 days per year
  - Health insurance - 90% paid
  - Dental insurance - 90% paid
  - Short-term disability insurance
  - Long-term disability insurance
  - Pension plan
  - Travel accident insurance
  - Life insurance (amount equal to one's salary)
  - Education assistance
  - Subsidized parking whenever available
  - MBTA pass program - pays 15% of monthly pass

6/22/93

3. *The Boston Computer Society*
- Vacation - 10 days the first year, 15 days the second, and 20 days after five years. (It is generous in how it allots "prorated" vacation to new employees during their first year — e.g., if one is hired in September, one receives 5.0 vacation days for the remainder of the year.)
- Sick leave - 12 days per year
- Holidays - 12 days per year
- Personal leave - 4 days per year
- Health insurance - fully paid
- Dental insurance - fully paid
- Life insurance - fully paid ($50,000)
- Long-term disability - fully paid (begins after 3 months)
- Retirement/pension plan
- Reimbursement for tuition, on a case-by-case basis
- Paid maternity leave at employer's discretion

4. *The Children's Museum*
- Vacation - 10 days the first year, 15 days the second, and an extra day a year from the sixth to the tenth year, resulting in 20 days by year 10.
- Sick/Emergency leave - 12 days per year
- Holidays - 12 days, plus a "personal activity day," taken Thanksgiving - Jan. 1
- Health insurance - fully paid
- Dental insurance - Museum offers coverage, but employee pays
- Long-term disability insurance
- Retirement/pension plan
- Reimbursement for tuition, on a case-by-case basis
- Paid parenting leave

5. *The Discovery Museum*
- Vacation - 10 days first year; 15 days second year; 20 days after three years of service.
- Sick leave - 7 days a year
- Health insurance - Museum pays 50 percent of cost
- Long-term disability - Museum pays 50 percent of cost
- Life insurance - Museum pays 50 percent ($50,000 benefit)

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

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Memorandum

DATE: June 22, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: June 29 Meeting

Enclosed please find the agenda for our next meeting on Tuesday, June 29. The meeting will be held in the Skyline Room on the sixth floor (to the left as you exit the elevator). Among other things, we will be following up on some issues that resulted from the changes in governance voted in at the June 11 Board meeting.

I look forward to seeing you on Tuesday!

Enclosures:

• Agenda
• Benefits Proposal

F A X
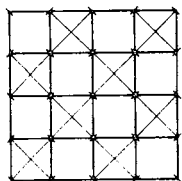
T R A N S M I S S I O N
R E C O R D

The Computer Museum

TEL 617.426.2800
FAX 617.426.2943

Date: _____ 4/14/93 _____

To: _____ Gardner Hendrie _____

From: _____ Oliver Strimpel _____ Ext. _____

Number of pages (including cover sheet): ___ (7) ___

300 Congress Street
Boston, MA 02210

Notes: For tomorrow's meeting.

TO: Executive Committee, Nominating Committee

FROM: Lynda S. Bodman

DATE: 13 April 1993

RE: Amendment of TCM By-Laws

Below are the Governance adjustments which we have previously agreed will be added to TCM's By-laws.

1.   Eliminate current Trustee category and dissolve group of individuals holding Trustee title.

2.   Change the name "Board of Directors" to "Board of Trustees."

3.   Provide for election of Honorary Trustees.

4.   Specify that the Executive Director of TCM is explicitly elected to the Board of Trustees.

5.   In addition to the Executive Committee, specify in the By-laws the existence of Audit and Nominating Committees as Standing Committees.

6.   Add Rotation and Succession Provision for Chairman.
       --   Limited to two consecutive terms of three years each
       --   Provide for Vice Chairman as officer

7.   Provide for Board of Overseers and Election of Overseer Chairman to be approved by the Board of Trustees.

Also, attached is a memo from Tom Franklin which provides the textual amendments required.   Tom has advised me that work to date is by no means definitive in that his drafting raises some issues we will need to consider. However, the words may readily be changed tomorrow.

Additionally, please find attached work sheets for the Executive Committee and Nominating Committee. These are meant to facilitate our discussions of Trustees and Directors.

LSB/sc

Attachments

M E M O

TO: Executive Committee

FROM: Tom Franklin

RE: By-Law Amendments

DATE: April 13, 1993

The following changes to the current by-laws are proposed in order to implement the governance changes listed below. In the interest of expediting facsimile distribution of this material as well as your review unaffected by-law provisions are not included herewith but will be distributed at the Wednesday meeting.

In reviewing the proposed changes it is important to recognize that the function of by-laws is to unambiguously authorize or prohibit corporate conduct, not to describe (or prescribe) details of such conduct, which might under other circumstances become unintentionally restrictive.

* * * *

1. Eliminate the current office of "Trustees" and create a new office of "Honorary Trustees"

2. Provide for the election of Honorary Trustees

3. Eliminate the current provision for non-voting Members (because redundant with new non-voting Overseers and Honorary Trustees)

4. Create a "Board of Overseers", specify the powers, election and term thereof; specify the duties, election and term of the Chairman of the Board of Overseers

Action: Rewrite Article VIII as follows:

ARTICLE VIII

BOARD OF OVERSEERS AND HONORARY TRUSTEES

Section 1. BOARD OF OVERSEERS. The Trustees shall elect at each annual meeting Overseers in such number as the Trustees shall determine who shall serve for a term of three years and may not serve more than two consecutive terms. Overseers need not be Members. The Overseers shall meet as a Board at the annual meeting and at such other time or times as may be determined by the Board of Trustees and shall make recommendations to the Board of Trustees concerning the conduct of the affairs of the Museum

or such other matters as shall be referred to the Overseers by the Board of Trustees.

Section 2. CHAIRMAN OF BOARD OF OVERSEERS. At every third annual meeting the Board of Overseers shall nominate from its membership a Chairman who shall preside over all meetings of the Board of Overseers and who shall serve for a term of three years but not more than two consecutive terms. The Chairman shall be elected by the Board of Trustees at such third annual meeting. Service as Chairman shall be excluded in determining the expiration of the term of the Chairman as an Overseer.

Section 3. HONORARY TRUSTEES. The Trustees shall elect at each annual meeting Honorary Trustees in such number as the Trustees shall determine who shall serve for a term of three years and may be re-elected without limitation. Honorary Trustees may be elected only from current or former Trustees. They may attend the annual meeting of Members and may make recommendations to the Trustees concerning the conduct of the affairs of the Museum and such other matters as shall be referred to the Honorary Trustees by the Board of Trustees from time to time.

5. Change the name of the current Board of Directors to "Board of Trustees"

Action: Change "Director(s)" to "Trustee(s)" throughout

6. Specify that the Executive Director shall serve as a member of the Board of Trustees and limit the term of trustees to two consecutive three year terms with no aggregate limitation

Action: Rewrite Article III, 2. as follows:

Section 2 ELECTION AND TERM OF OFFICE. The Trustees shall elect at each annual meeting successor and additional Trustees in such number as the Trustees shall determine, to serve for a term of three years and not more than two consecutive terms, but without aggregate limitation. The Executive Director of the Museum shall serve as a Trustee during his tenure as Executive Director without limitation and need not be elected.

7. Specify that the Chairman of the Board of Trustees shall be elected for no more than two consecutive three year terms

Action: Rewrite Article III, 6. as follows:

Section 6 CHAIRMAN. At every third annual meeting, commencing with the annual meeting for 199X, the Members shall elect from the Trustees a Chairman who shall preside over all meetings of the Members and of the Board of Trustees, and who shall have such other powers and duties as shall be specified by law or by these

by-laws. The Chairman shall serve for a term of three years and
not more than two consecutive terms. Service as Chairman shall be
excluded in determining the expiration of the term of the
Chairman as a Trustee.

8. Create the office of Vice-Chairman to presumptively (but
not automatically) succeed as chairman

Action: Add a new section 7. to Article III as follows:

Section 7 VICE-CHAIRMAN. At every annual meeting at which a
Chairman is elected the Members shall elect from the Trustees a
Vice-Chairman who in the absence of the Chairman shall preside
over all meetings of the Members and of the Board of Trustees,
and who shall have such other powers and duties as shall be
specified by law or by these by-laws. The Vice-Chairman shall
serve for a term of three years and not more than two consecutive
terms. Service as Vice-Chairman shall be excluded in determining
the expiration of the term of the Vice-Chairman as a Trustee.

9. Create new standing committees for Audit and Nominating

Action: Add new sections 2 and 3 to Article VII as follow
and renumber existing sections accordingly

Section 2 AUDIT COMMITTEE. The Audit Committee shall consist of
three or more persons elected by the Board of Trustees at the
annual meeting. The Audit Committee shall examine and review the
financial records and procedures of the Museum as requested by,
and shall report its findings and recommendations to, the Board
of Trustees.

Section 3 NOMINATING COMMITTEE. The Nominating Committee shall
consist of three or more persons elected by the Board of Trustees
at the annual meeting. The Committee shall report to the annual
meeting of the Members nominations for the Trustees and to the
annual meeting of the Trustees nominations for Overseers,
Honorary Trustees and committees. The Committee shall report to
every third annual meeting of the Members, commencing with the
annual meeting for 199X, nominations for Chairman and Vice-
Chairman. At any meeting of the Board of Trustees it may report
nominations of Members and nominations to fill vacancies on the
Board of Trustees. At the meeting of the Board of Trustees prior
to the annual meeting the Nominating Committee shall present its
recommended slate of nominations.

Computer Museum Governance

Bd. Cla	No. Terms	Name
95	1	Albert, S
95	3	Bell, Gwen
93	1+	Bell,CG
94	1	Belove,E
	2	Bodman, L
	1	Brewster, L
96	1	Burnes, R
93		Case, R
95	1	Clark, J.
94	1	Cox, H
95		Donaldson, D
96		Eklund, J
96	2	Greene, R
96	1	Heinen, R
94	2	Hendrie, G
96	1	Horowitz, B
96	1	House, D
96	3	Johnson, T
94	1	Kaplan, D
95	1	Lawrence, J
93	2	Lucky, R
95	3	McKenney, J
94	1	Miller, J
95	2	Morse, L
95	2	Nelson, D
93	1	Papert, S
95	1	Patil, S
93	1	Pell, A
94	2	Pettinella, N
96	3	Poduska, W
93	2	Rotenberg, J
95	3	Sammet, J
94	1	Saviers, G
95	3	Schwartz, E
95	2	Seligman, N
95	2	Severino, P
95	2	Shear, H
94	1	Simmons, M
94	2	Sitkin, I
93	1	Skrzypczak, C
94	1	Sutter, J
96	1	Taylor, R
96	1	Terrell, D
95	1	Zracket, C

4/12/93

Computer Museum Governance Strawman as of 2/22/93

Bd.	No. Terms	Name	new cat	new cat.	new cat.
95	1	Albert, S	~~Trustee~~	overseer	
95	3	Bell, Gwen	Trustee		
93	1+1	Bell, CG		Overseer	
94	1	Belove, E	Trustee		
95	2	Bodman, L	Trustee		
93	1	Brewster, L	~~Trustee~~	overseer	
96	1	Burnes, R	Trustee		
93	1	Case, R	Trustee		
95	1	Clark, J.	trustee?	overseer?	
94	1	Cox, H		overseer	
95	3	Donaldson, D		~~overseer~~	Honorary
96	2	Eklund, J			Honorary
96	2	Greene, R			
96	1	Heinen, R	Trustee		
94	2	Hendrie, G	Trustee	~~Overseer~~	
96	1	Horowltz, B	Trustee		
96	1	House, D	trustee	~~Overseer~~	
96	3	Johnson, T			Honorary
94	1	Kaplan, D	Trustee		
95	1	Lawrence, J		Overseer	
93	2	Lucky, R		Overseer	
95	3	McKenney, J	Trustee	~~Overseer~~	
94	1	Miller, J			
95	2	Morse, L	Trustee		
95	2	Nelson, D		oversears	Honorary
93	1	Papert, S		overseer	
95	1	Patil, S		Overseer	
93	1	Pell, A	Trustee		
94	2	Pettinella, N	Trustee	576 3266	
96	3	Poduska, W		Overseer	Honorary
93	2	Rotenberg, J		overseer	Honorary
95	3	Sammet, J			Honorary
94	1	Saviers, G	~~Trustee~~	overseer	
95	3	Schwartz, E	Trustee		
95	2	Seligman, N		overseer	
95	2	Severino, P	~~trustee~~	Overseer	
95	2	Shear, H	trustee		
94	1	Simmons, M			
94	2	Sitkin, I			Honorary
93	1	Skrzypczak, C		Overseer	
94	1	Sutter, J		Overseer	
96	1	Taylor, R	trustee		
96	1	Terrell, D	Trustee		
95	1	Zracket, C	Trustee		
		House, C	trustee		
		Foster		overseer	

Handwritten annotations (right margin, red ink):

✗ OK 4/29

G. talk to LM OK 5/30
✗ OK 4/30

Gwen talk to
Linda talk
Ed S
Gwen

✗ Gwen Oliver

5/28
Ed G LM OK
Ed Linda
Linda
Gwen
Tom G talk to LM OK
Tony
G
G talk to OK will to trustee or overseer
Oliver
G Oliver

G talk   OK
Linda
Oliver
Gwen
Ed Swartz
G talk   OK
Linda
G OK will do trustee or overseer
G OK only if do something about Oliver
Linda

Oliver
Olger
Linda
G.   Oliver died

Gwen
G   OK

4/12/93

Current "Directors"

Bd. Class	No. Terms	Name	new cat	CALLER	Committee	Status
95	1	Albert, S	Overseer	Bodman		
95	3	Bell, Gwen	Trustee		Exec, Nom	OK
93	1+1	Bell,CG	Overseer	Bell		OK
94	1	Belove,E	Trustee	Hendrie	Audit	OK
95	2	Bodman, L	Trustee		Exec, Nom	OK
93	1	Brewster, L	Trustee	resigned		
96	1	Burnes, R	Trustee	Hendrie	Education	OK
93	1	Case, R	Trustee		Exec, Audit	OK
95	1	Clark, J.		Bell		
94	1	Cox, H	Overseer	Bodman		
95	3	Donaldson, D	Honorary	Schwartz		
96	2	Eklund, J	Honorary	Bell		
96	2	Greene, R		Sitkin		
96	1	Heinen, R	Trustee	Strimpel		OK
94	2	Hendrie, G	Trustee		Exec	OK
96	1	Horowitz, B	Trustee	Zraket		OK
	1	House, C	Trustee	Bell	Nom	OK
96	1	House, D	Overseer	Hendrie	Nom	
96	3	Johnson, T	Honorary	Hendrie		OK
94	1	Kaplan, D	Trustee	Strimpel	Exec, Audit ch	OK
95	1	Lawrence, J	Overseer	Bodman		
93	2	Lucky, R	Overseer	Bell		
95	3	McKenney, J	Trustee		Exec, Endowm	OK
94	1	Miller, J		Pell		
95	2	Morse, L	Trustee	Hendrie		
95	2	Nelson, D	Honorary	Hendrie	overseer or trustee	
93	1	Papert, S	Overseer	Strimpel		OK
95	1	Patil, S	Overseer	Strimpel		OK
93	1	Pell, A	Trustee	Hendrie	Exec, Endowm	
94	2	Pettinella, N	Trustee	Strimpel	Exec, Treasurer	OK
96	3	Poduska, W	Overseer	Bodman		
93	2	Rotenberg, J	Honorary	Strimpel		OK
95	3	Sammet, J	Honorary	Bell		
94	1	Saviers, G	Trustee	Bell	overseer	
95	3	Schwartz, E	Trustee	Hendrie	Exec	OK
95	2	Sellgman, N		Sitkin		
95	2	Severino, P	Overseer	Hendrie	overseer or trustee	
95	2	Shear, H	trustee	Hendrie		OK
94	1	Simmons, M		Bodman	Nom	
94	2	Sitkin, I		Bell		
93	1	Skrypczak, C	Overseer	Strimpel		OK
		Strimpel	Trustee			OK
94	1	Sutter, J	Overseer	Strimpel		OK
96	1	Taylor, R	Trustee	Bodman		OK
96	1	Terrell, D	Trustee	Bodman	Nom	OK
95	1	Zraket, C	Trustee		Exec	OK

how many trustees

Current "Trustees"

NAME	NEW CAT.	CALLER	STATUS
Bachman, C.	Honorary	Bell	
Bloch, E.	Overseer	Bell	
Chapman, D.			
Everett, R	Overseer	Zraket	OK
Foster, W.	Overseer	Hendrie	OK
Fredkin, E.			
Hogan, C. L.			
Hopper, M.	Overseer	Hendrie	
Humphreys, A.L.C.			
Kapor, M.	Overseer	Strimpel	
Klein, A.			
Knowles, A.			
Kobayashi, K.			
Lacey, J.			
McGovern, P.	Overseer	Bell	
Mead, C.	Overseer	Bell	
Metcalfe, R.			
Michael, G.			
Millard, W.			
Nelson, P.			
Noftsker, R.	Honorary	Strimpel	
Randell, B.	Honorary	Letter/Strimpel	
Selfridge, K.			
Smart, R.			
Spencer, W.J.	Overseer	Strimpel	
Spock, M.	Honorary	Bell	
Tomash, E.			
Tsongas, P.			

Current "Directors"

Bd. Class	No. Terms	Name	new cat	CALLER	Committee	Status
95	1	Albert, S	Overseer	Bodman		
95	3	Bell, Gwen	Trustee		Exec, Nom	OK
93	1+1	Bell, CG	Overseer	Bell		OK
94	1	Belove, E	Trustee	Hendrie	Audit	OK
95	2	Bodman, L	Trustee		Exec, Nom	OK
93	1	Brewster, L	Trustee	resigned		
96	1	Burnes, R	Trustee	Hendrie	Education	OK
93	1	Case, R	Trustee		Exec, Audit	OK
95	1	Clark, J.		Bell		
94	1	Cox, H	Overseer	Bodman		
95	3	Donaldson, D	Honorary	Schwartz		
96	2	Eklund, J	Honorary	Bell		
96	2	Greene, R		Sitkin		
96	1	Heinen, R	Trustee	Strimpel		OK
94	2	Hendrie, G	Trustee		Exec	OK
96	1	Horowitz, B	Trustee	Zraket		OK
	1	House, C	Trustee	Bell	Nom	OK
96	1	House, D	Overseer	Hendrie	Nom	
96	3	Johnson, T	Honorary	Hendrie		OK
94	1	Kaplan, D	Trustee	Strimpel	Exec, Audit ch	OK
95	1	Lawrence, J	Overseer	Bodman		
93	2	Lucky, R	Overseer	Bell		
95	3	McKenney, J	Trustee		Exec, Endowm	OK
94	1	Miller, J		Pell		
95	2	Morse, L	Trustee	Hendrie		
95	2	Nelson, D	Honorary	Hendrie		
93	1	Papert, S	Overseer	Strimpel		OK
95	1	Patil, S	Overseer	Strimpel		OK
93	1	Pell, A	Trustee	Hendrie	Exec, Endowm	
94	2	Pettinella, N	Trustee	Strimpel	Exec, Treasurer	OK
96	3	Poduska, W	Overseer	Bodman		
93	2	Rotenberg, J	Honorary	Strimpel		OK
95	3	Sammet, J	Honorary	Bell		
94	1	Saviers, G	Trustee	Bell		
95	3	Schwartz, E	Trustee	Hendrie	Exec	OK
95	2	Seligman, N		Sitkin		
95	2	Severino, P	Overseer	Hendrie		
95	2	Shear, H		Hendrie		OK
94	1	Simmons, M		Bodman	Nom	
94	2	Sitkin, I		Bell		
93	1	Skrypczak, C	Overseer	Strimpel		OK
		Strimpel	Trustee			OK
94	1	Sutter, J	Overseer	Strimpel		OK
96	1	Taylor, R	Trustee	Bodman		OK
96	1	Terrell, D	Trustee	Bodman	Nom	OK
95	1	Zraket, C	Trustee		Exec	OK

Current "Trustees"

NAME	NEW CAT.	CALLER	STATUS
Bachman, C.	Honorary	Bell	
Bloch, E.	Overseer	Bell	
Chapman, D.			
Everett, R	Overseer	Zraket	OK
Foster, W.	Overseer	Hendrie	OK
Fredkin, E.			
Hogan, C. L.			
Hopper, M.	Overseer	Hendrie	
Humphreys, A.L.C.			
Kapor, M.	Overseer	Strimpel	
Klein, A.			
Knowles, A.			
Kobayashi, K.			
Lacey, J.			
McGovern, P.	Overseer	Bell	
Mead, C.	Overseer	Bell	
Metcalfe, R.			
Michael, G.			
Millard, W.			
Nelson, P.			
Noftsker, R.	Honorary	Strimpel	
Randell, B.	Honorary	Letter/Strimpel	
Selfridge, K.			
Smart, R.			
Spencer, W.J.	Overseer	Strimpel	
Spock, M.	Honorary	Bell	
Tomash, E.			
Tsongas, P.			

Current "Directors"

Class	Term	Name	new cat	CALLER	Committee	Status
95	1	Albert, S	Overseer	Bodman		
95	3	Bell, Gwen	Trustee		Exec, Nom	OK
93	1+1	Bell,CG	Overseer	Bell		OK
94	1	Belove,E	Trustee	Hendrie		OK
95	2	Bodman, L	Trustee		Exec, Nom	OK
93	1	Brewster, L	Overseer	Hendrie		OK
96	1	Burnes, R	Trustee	Hendrie		OK
93	1	Case, R	Trustee		Vice Chairman, Exec, Audi	OK
95	1	Clark, J.		Bell		
94	1	Cox, H	Overseer	Bodman		
95	3	Donaldson, D	Honorary	Schwartz		OK
96	2	Eklund, J	Honorary	Bell		
96	2	Greene, R		Sitkin		
96	1	Heinen, R	Trustee	Strimpel		OK
94	2	Hendrie, G	Trustee		Exec	OK
96	1	Horowitz, B	Trustee	Zraket		OK
94	1	House, C	Trustee	Bell	Nom	OK
96	1	House, D	Trustee	Hendrie	Nom	OK
96	3	Johnson, T	Honorary	Hendrie		OK
94	1	Kaplan, D	Trustee	Strimpel	Exec, Audit ch	OK
95	1	Lawrence, J	Overseer	Bodman		
93	2	Lucky, R	Overseer	Bell		
95	3	McKenney, J	Trustee		Exec, Endowm	OK
94	1	Miller, J		Pell		
95	2	Morse, L	Trustee	Hendrie		
95	2	Nelson, D	Overseer	Hendrie		OK
93	1	Papert, S	Overseer	Strimpel		OK
95	1	Patil, S	Overseer	Strimpel		OK
93	1	Pell, A	Trustee	Hendrie	Exec, Endowment	OK
94	2	Pettinella, N	Trustee	Strimpel	Exec, Treasurer	OK
96	3	Poduska, W	Overseer	Bodman		
93	2	Rotenberg, J	Honorary	Strimpel		OK
95	3	Sammet, J	Honorary	Bell		.
94	1	Saviers, G	Trustee	Bell		
95	3	Schwartz, E	Trustee	Hendrie	Exec	OK
95	2	Seligman, N	Overseer	Sitkin		
95	2	Severino, P	Overseer	Hendrie		OK
95	2	Shear, H	Trustee	Hendrie		OK
94	1	Simmons, M	Trustee	Bodman	Nom	OK
94	2	Sitkin, I	Honorary	Bell		
93	1	Skrypczak, C	Overseer	Strimpel		OK
		Strimpel	Trustee			OK
94	1	Sutter, J	Overseer	Strimpel		OK
96	1	Taylor, R	Trustee	Bodman		OK
96	1	Terrell, D	Trustee	Bodman	Nom	OK
95	1	Zraket, C	Trustee		Chairman, Exec	OK
		Franklin, T	Clerk		Audit	

6/2/93

Current "Trustees"

NAME	NEW CAT.	CALLER	STATUS
Bachman, C.	Honorary	Bell	
Bloch, E.	Overseer	Bell	
Chapman, D.	Honorary		
Everett, R	Overseer	Zraket	OK
Foster, W.	Overseer	Hendrie	OK
Fredkin, E.			
Hogan, C. L.			
Hopper, M.	Overseer	Hendrie	
Humphreys, A.L.C.			
Kapor, M.	Overseer	Strimpel	
Klein, A.			
Knowles, A.			
Kobayashi, K.	Overseer		
Lacey, J.			
McGovern, P.	Overseer	Bell	
Mead, C.	Overseer	Bell	
Metcalfe, R.			
Michael, G.			
Millard, W.			
Nelson, P.	Honorary		
Noftsker, R.	Honorary	Strimpel	OK
Randell, B.	Honorary	Strimpel	
Selfridge, K.			
Smart, R.			
Spencer, W.J.	Overseer	Strimpel	OK
Spock, M.	Honorary	Bell	
Tomash, E.			
Tsongas, P.			

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Memorandum

DATE: June 17, 1993

TO: Education Committee

SUBJECT: June 21 Meeting

___

Enclosed is an agenda for the next meeting of the Education Committee, which will be
Monday, June 21, from 8:00 a.m. to 10:00 a.m., in the sixth floor conference room.
Also enclosed are minutes from the last meeting and a draft outline for the educational
prospectus.
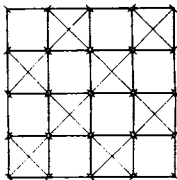
I. Update on status of the Education department's activities

II. 1993 annual report and the educational prospectus

III. Priorities for the future

IV. Membership of the Education Committee

Present: Hal Shear, Dorothy Terrell, Charles Zracket, Oliver
Strimpel, Natalie Rusk
Absent: Lynda Bodman, Richard Burnes, Gardner Hendrie, Barry
Horowitz

I. Computer Clubhouse Update

Natalie updated the group on funding from DEC ($25K), IBM ($25K),
Fleet Bank of Massachusetts ($10K over 2 years), and Ellis L.
Phillips Foundation ($7.5K for transportation for participants).
Community centers and afterschool programs planning to bring
young people to the Computer Clubhouse include the Roxbury YMCA,
Castle Square housing project, as well as two after-school
programs at The Children's Museum. Other museums have already
expressed interest in the Computer Clubhouse as a model,
including the Holyoke Children's Museum.

The search is still on for someone to fill the Clubhouse Manager
position. Committe members suggested various contacts for
spreading the word about the position. Christina Cooke, Ed.M. has
been hired to serve as Clubhouse Software Developer.

The official opening of the Computer Clubhouse will take place in
mid-October (October 14).

II. Suggestions for the Clubhouse

Committee members emphasized the importance of keeping in mind
"exportability" as the Clubhouse is designed. We want to make
sure that others can make use of the model.

A move was made to broaden the Clubhouse advisory committee to
get more community leaders interested and involved.

III. Priorities for Museum Education

The committee reviewed a list of potential criteria for
determining which education programs are highest priority for the
Museum. All present agreed that the top three criteria should be:

    * educational merit
    * feasibility/funding
    * positioning

Other important criteria include: reaching the target audience, using the Museum's unique strengths, and considering the cost/benefit ratio for the program.

The committee also looked at a "menu" of current and planned educational programs and a list of potential audiences.

IV. Educational Prospectus

Charlie suggested that we create a brochure that describes current and planned educational programs. This booklet would be helpful in fund-raising, providing potential funders a menu from which to choose.

It was suggested that the booklet be about 10 pages in length and begin with the educational mission statement. It should contain descriptions of exemplary programs, the criteria for selecting programs, and a menu of current and planned programs.

It is hoped that the booklet could be done to share with other Board members at the October meeting.

The meeting was adjourned at 10am.

Draft Outline for the Educational Prospectus

I. Introductory paragraph
(on the Museum as a dynamic and truly unique educational
institution)

II. Educational mission statement

III. Main Body: Current and Planned Programs (with examples)

A. Reaching Underserved Youth (with statistics on importance)
1. The Computer Clubhouse
2. Ticket Subsidy Program

B. Exhibit Outreach
1. Exhibit Kits
2. Student Advisory Teams

C. Innovative Educational Materials
1. WTC Video (int'l/nat'l reach, #s in classrooms, homes, Intel
sponsored)
2. Ed. Activities Packet (NYNEX sponsored) bilingual
3. Other misc. mentioned (slides, Time Capsule)
4. Planned
        a. WTC book
        b. Software Starter Packages (based on Clubhouse
projects)
        c. Ed. Kits

D. Work Experience for Teens
1. Youth Mentors in the Clubhouse
2. High school interns (volunteer and paid)
3. Planned: Special Events Team

E. Teacher Workshops
1. Cambridge College
2. Planned: Clubhouse teacher workshops (interdisciplinary,
computers integrated into the classroom)

F. Special Events for Families
Examples: MIT Robot Contest, High-Tech Halloween, Computer
Animation Festival, etc.

IV. Conclusion impt.
 -planned programs (menu w/ bullets)

Nancy Robb   ← Bob Ano reference   3/93

1st) energy
2) very good with customers
3) good with applying the technology
4) OK @ normal mgmt thing
5) understanding customer needs
6) — a little too abrasive

still good @ using

Tom Streck — back to Fla. — Billerica — Customer Support 294-6000
Bruce Hamilton X2117   435-1000 EMC   Shirley Sampson Associates   7267
                                           Conference Mgmt Systems
                                           813-925-432?
good mgr & motivator of people   back on Monday
Nancy was mgr. of guest service
promoted 2 or 3 times
work was done by their organization   Charlotte
ran user Groups   813-737-9196
very opinionated & determined to get things done
definitely results oriented   ⌐ Lena Smith — Mgr

4.0M   Accell & Matrix

NAME/CURRENT TITLE	FORMER POSITION/RELATIONSHIP
1. Bob Ano Sr. Vice President Sales and Marketing 171 South Street EMC Corporation Hopkinton, MA 01748 508-435-1000	. Former Sr VP of Marketing at Wang . Overseer to Corporate Briefing Ctr for 3+ years (1984-88)
2. Jim Lewis Vice President HCHP Copley Health Ctr. Boston, MA 02215 617-859-5242	. Former Vice President of ISD . Hiring Manager in January, 1992 . Supervisor for 1 year prior to taking a new assignment
3. Walter Holmes Vice President Administration and Finance Brown University Providence, RI 02912 401-863-9020	. Former Deputy General Manager at MBTA . Supervisor for 2 years (1989-1991) . Colleague for 2+ years (1980-1982)

AGREEMENT

WHEREAS, the Computer Museum (Museum) will vote amendments to its present By-Laws (By-Laws) to change the governance of the Museum effective June, 1993 and to install new Trustees to function under these new By-Laws; and

WHEREAS, Edward A. Schwartz (Schwartz) is now a Director of Museum, and is desirous of being less involved with Museum and thus intends not to be a candidate for the office of Trustee under the By-Laws: and

WHEREAS, Gardner Hendrie (Hendrie) has assumed the responsibility on behalf of the Executive Committee of Museum to convince Schwartz to become a candidate for the office of Trustee in June, 1993; and

WHEREAS, Schwartz is now willing to be a candidate for the office of Trustee on certain conditions.

NOW THEREFORE, in consideration of mutual promises herein contained, it is agreed as follows:

1. Schwartz will be a candidate for the office of Trustee of Museum in June, 1993 for a term of no more than three years from that date and Hendrie can, upon the execution of this Agreement, so notify the Nominations Committee of Museum.

2. Hendrie he will also be a candidate for the office of Trustee of Museum in June, 1993 for a term of no more than three years from that date.

3. If Schwartz is elected to the office of Trustee, regardless of any action taken or not taken at the June, 1993 meeting, then at any time during the term of his office as Trustee, Schwartz <u>for any reason</u> chooses to resign as Trustee, he will notify both Museum and Hendrie in writing (Notification).
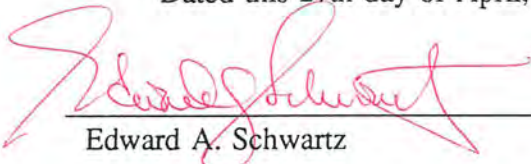
4. Upon receipt of Notification, Hendrie will assume total and full responsibility for himself and Schwartz to explain to the Museum Schwartz's desire to so resign and will act expeditiously and in ways which will reflect only positively on Schwartz so as to preserve Schwartz's valued and good reputation.

6. If Schwartz reasonably believes, which he may do in his sole and absolute discretion, that Hendrie did not successful comply with the provisions of Paragraph 4 above, Schwartz will so notify Hendire in writing (Notification 2), Hendrie will be liable to Schwartz for damages, said damages to be determined at the sole discretion of the Arbitrator and be payable in full within 60 days of Notification 2.
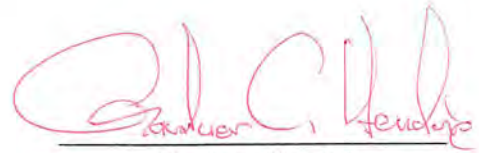
7. The Arbitrator mentioned above shall be Hendries's wife, Karen, who will have 10 days from her acceptance thereof to state the damages due Schwartz hereunder. If Karen, within 3 days of written request by either Schwartz or Hendrie, to serve as Arbitrator hereunder declines to so serve, then Hendrie will pay Schwartz within 10 days from such refusal to serve, the sum of $100,000.00.

7 8. Hendrie will not resign as Trustee for any reason if elected as mentioned above without the prior consent of Schwartz, unless Schwartz is not then a Trustee of Museum.

Dated this 27th day of April, 1993.

_____
Edward A. Schwartz

_____
Gardner Hendrie

	ANNUAL OPERATING FY93	FY93 ACTUAL 3/31/93	FY93 PROJECTED	FY94	VARIANCE	CAPITAL FY93	FY94	VARIANCE	EXHIBIT FY93	FY94	VARIANCE	ENDOWMENT FY93	FY94	VARIANCE	COMPARISON FY93 BUDGET	FY94 BUDGET	$ VARIANCE
SUPPORT/REVENUE																	
Restricted Support:															$340,000	$287,900	-$52,100
Clubhouse	$340,000	107,900	126,000	$287,900	161,900										$195,000	$732,000	$537,000
Exhibit Related	$35,000	24,581	29,600	$100,000	70,400				160,000	$632,000	472,000				$43,500		-$43,500
Govt & Foundation	$43,500	41,391	54,000		-54,000												
Endowment																	
Unrestricted Support:															$600,000	$726,200	$126,200
Capital Campaign						600,000	$726,200	126,200							$247,000	$205,000	-$42,000
Corporate Membership	$247,000	132,750	190,300	$205,000	14,700												
Foundation		1,000	1,000		-1,000										$345,000	$388,000	$43,000
Computer Bowl	$345,000	254,450	320,000	$388,000	68,000										$190,000	$178,000	-$12,000
Membership Fund	$190,000	98,955	155,000	$178,000	23,000										$458,600	$536,841	$78,241
Admission	$458,600	343,643	471,900	$536,841	64,941										$258,000	$332,395	$74,395
Store	$258,000	164,527	226,500	$332,395	105,895										$130,000	$140,352	$10,352
Functions	$130,000	108,935	135,800	$140,352	4,552										$70,000	$90,000	$20,000
Exhibit Sales	$70,000	44,240	64,900	$90,000	25,100												
Other:													$7,000	7,000	$10,000	$12,000	$2,000
Interest Income	$10,000	2,348	7,000	$5,000	-2,000										$6,000	$6,000	
Rental Income	$6,000	5,950	6,000	$6,000											$12,400	$2,500	-$9,900
Program Income	$12,400	6,092	6,000	$2,500	-3,500										$4,000	$4,000	
Collections	$4,000	3,732	4,400	$4,000	-400												
TOTAL SUPPORT/REVENUE	$2,149,500	$1,340,494	$1,798,400	$2,275,988	477,588	600,000	726,200	126,200	$160,000	$632,000	472,000		7,000	7,000	$2,909,500	$3,641,188	$731,688
EXPENSES									145,416	$477,755	332,339				$174,984	$571,933	$396,949
Exhibit Development	$29,568	11,134	26,000	$94,178	68,178				49,348	$26,328	-23,020				$103,786	$78,141	-$25,645
Exhibit Maint/Enhancement	$54,438	52,424	66,300	$51,813	-14,487										$25,979	$52,611	$26,632
Exhibit Sales/Kits	$25,979	47,615	50,615	$52,611	1,996										$69,569	$62,400	-$7,169
Collections	$69,569	45,948	59,600	$62,400	2,800										$284,603	$292,568	$7,965
Education & Admission	$284,603	195,468	231,912	$292,568	60,656										$276,819	$235,989	-$40,830
Clubhouse	$276,819	23,289	90,000	$235,989	145,989										$221,924	$229,191	$7,267
Marketing	$221,924	126,964	180,635	$229,191	48,556										$103,169	$93,334	-$9,835
Public Relations	$103,169	59,861	85,661	$93,334	7,673										$234,772	$268,932	$34,160
Store	$234,772	154,108	211,295	$268,932	57,637										$64,526	$69,402	$4,876
Functions	$64,526	49,111	64,500	$69,402	4,902										$120,886	$135,324	$14,438
Computer Bowl	$120,886	22,543	120,800	$135,324	14,524										$286,858	$286,585	-$273
Fundraising	$77,585	40,486	44,223	$64,854	20,631	209,273	$221,731	12,458							$66,638	$83,611	$16,973
Membership Fund	$66,638	23,557	33,319	$83,611	50,292												
Museum Wharf															$288,000	$302,000	$14,000
Op Exp	$288,000	222,698	288,000	$302,000	14,000										$133,777	$126,977	-$6,800
Mortgage						133,777	$126,977	-6,800							$227,012	$213,271	-$13,741
General Management	$227,012	170,566	227,000	$213,271	-13,729												
TOTAL EXPENSE	$2,145,488	$1,245,772	$1,779,860	$2,249,478	469,618	$343,050	$348,708	5,658	$194,764	$504,083	309,319				$2,683,302	$3,102,269	$418,967
NET REVENUE	$4,012	$94,722	$18,540	$26,510	7,970	$256,950	$377,492	120,542	-$34,764	$127,917	162,681		$7,000	$7,000	$226,198	$538,919	$312,721

FY94 BUDGET

SUMMARY

Combined Operational Results

The budget for the fiscal year ending June 30, 1994, reflects a net surplus of $539K for the Museum overall. The surplus represents the combined results of four funds: a surplus of $26K in the Operating Fund, $377K in the Capital Fund, $128K in the Exhibit Fund, and $7K in the Endowment Fund.

Objectives

• Develop new momentum in Capital Campaign, raising $1.2m in new pledges in FY94.

• Raise $600K and initiate development of *Networked Society* exhibit, with Fall 1995 exhibit opening.

• Maintain visibility in FY94 through special events and the opening of a $50K temporary exhibit on virtual reality.

• Increase earned revenues in admissions, store, functions, and exhibit sales through agressive marketing and sales. Two FTEs added: one for general marketing assistance (functions, group visits, general marketing), one for exhibit sales.

• Continue raising funds to maintain and develop the Computer Clubhouse.

• Complete first series of Computer Bowls with "All-Star" Bowl, which includes additional revenue from an auction.

5/3/93

FY94 BUDGET NOTES

Operating Fund

In FY94, the Museum will maximise the impact of its existing exhibits and educational offerings, and launch the Computer Clubhouse. FY94 will be "the year of the audience." The operating budget reflects a greater emphasis on marketing than in FY93. No major new exhibit will open in FY94.

1. Clubhouse

Major project, with $287K revenue (of which $132K is deferred revenue from FY93) and $235K of expense. The Museum is applying a 20% overhead rate to this project to cover space and administrative costs. Project expense reflects operation of the Clubhouse for a year, as well as start-up costs associated with concept and software development, as well as construction costs.

2. Exhibit-Related

$50K revenue for a special exhibit January-March on virtual reality
$50K NSF grant for research into VR in education

3. Government & Foundation

The Massachusetts Cultural Council has altered its reduced admissions policy by making available the funds for visits directly to the schools rather than to museums. Schools select which institution they want to visit. Thus in FY94, all MCC revenue will show up in the admissions revenue line.

4. Corporate Membership

Assumes: IBM: $15K (unchanged); Digital: 0
Modest increase from projected FY93 figure of $190K to $205K reflects results of existing corporate membership committee; there could be considerable upside here if new CEO-level corporate membership committee becomes active.

5. Computer Bowl

Increase of $68K resulting from proceeds of a special auction (from each of the players) and increased sponsorships resulting from the "All-Star" nature of the FY94 Bowl.

5/3/93

6. Membership Fund

Small increase budgeted. Upside potential if expanded individual membership committee can be created.

7. Admission

$87K increase assumes overall 6% increase in numbers of visitors, which includes a 20% increase in the number of children visiting in school groups. Admissions will be affected Spring 1994 by major artery construction work around South Station. Adult admission rate increase (implemented in February 1993) from $6 to $7 increases average per capita admission from $3.99 to $4.50. This line now effectively includes the MCC revenues for reduced admissions that amounted to $54K in FY93.

Admission expenses include provision for an additional visitor assistant during busy school group visitation months to cope with planned 20% increase in group numbers.

8. Store

Assumes a low budget catalog/membership collateral mailed to the Museum's own lists. Conservative assumption made is that catalog will break even financially, but will help build membership. New, experienced store manager now in place will explore new, offsite retail possibilities and wholesale opportunities.

($K)	FY93 proj.	FY94 bud.
Revenue:		
Store	226	287
Catalog	0	45
Expense:		
Store	211	224
Catalog	0	45
Net:	15	63

9. Functions

$4.5K revenue increase budgeted, includes new business to make up for $20K of business from DECworld (not taking place FY94) and Macworld (reduced bookings compared to blanket Apple booking in FY93).
Expenses increased to cover new carpet in functions space.

10. Exhibit Sales

Expenses were under-budgeted in FY93 owing to omission of significant labor costs. Full-time sales engineer with support from marketing department budgeted for FY94 to achieve $90K revenues with $53K

5/3/93

total expense. Sales engineer will take burden over from existing permanent exhibits staff, who will instead build momentum for new project development. $90K revenue estimate based on level of interest shown in museum community, and the projected achievement of $70K sales in FY93 without a concerted sales effort.

11. Exhibit Maintenance

Assumes additional one day per week assistance to provide back-up to exhibits engineer, and for exhibits engineer to get engaged in exhibit and education development projects.

12. Marketing

Marketing expense includes additional full-time entry-level staff person to assist in general marketing, groups visit sales, functions, and exhibit sales. This addition reflects overall FY94 priority as "year of the audience," a year in which we promote the exhibits and programs we have and concentrate on earned revenue streams.

13. Fund-Raising

"Fund-raising" expense line covers corporate membership program expenses only.
Note: development director salary split between capital campaign (60%), membership fund (20%), and corporate membership (20%).

Capital Fund

Revenue of $726K comprised of $326K in receipts from existing pledges and $400K from new pledges. $400K is derived as one third of a $1.2m goal in new pledges. Expenses of $348K include $127K for mortgage payments (interest and principal).
Campaign expenses of $222K include $120K for salaries & benefits:

60%	of development director
100%	campaign manager
100%	campaign coordinator
40%	development assistant

Exhibit Fund

Includes $600K of *Networked Society* revenue with $467K of expense for exhibit development. Planned exhibit opening date is Fall 1994.

5/3/93

audit committee: David Kaplan
Ed Belove — G talk to & get back to Linda
Dick Case
~~Barry Horowitz~~
Tom Franklin
Russell Noftsker

nominating comm: Gwen Bell
Dorothy Terrell
Chuck House/David House G talk to
Mike Simmons
Linda Bodman

executive comm: Nick P.
Gwen B
Linda B
Tony P.
Dick C.
Charlie Z.
Jim McK
Tom F.
Gardner H.

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

April 14, 1993

Present were Gwen Bell, Lynda Bodman, Dick Case, Tony Pell, Ed Schwartz, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director. Gardner Hendrie attended by conference telephone. The meeting was called to order at 10:05 a.m.

I.   Ms. Bodman led a discussion of draft by-law amendments prepared to implement governance changes approved at the previous meeting. Numerous changes to the draft were considered and several were approved. Mr. Franklin will re-circulate a revised draft for consideration at the next meeting of the Executive Committee with a view to submitting final revisions for approval at the June annual meeting.

II.   The current directors and trustees were reviewed for reclassification as Trustees, Overseers and Honorary Trustees, and for determination of new terms in the case of Trustees having a three year term. It was agreed to assign new terms roughly comparable to currently unexpired terms so that those current directors having more than one year of their current term remaining would receive new terms of more than one year, while those directors having only one year of their current term remaining would receive a new term of only one year. All new Trustees will be eligible for a second term regardless of the length of their prior tenure.

III.   Dr. Strimpel proposed a revision of employee benefits and circulated a memorandum comparing current and proposed Museum benefits to those offered by other museums in the area. After brief discussion the subject was deferred to the next meeting with a request that more specific indirect cost data be provided the committee.

IV.   The committee briefly discussed new roles for trustees from companies which have long supported the Museum and agreed to seek suggestions of new nominees from those organizations which are currently represented by inactive trustees, but without implying that such organizations are entitled to a representative on the Museum's governing board.

The meeting was adjourned at 2:10 p.m.

TO: Executive Committee, Nominating Committee

FROM: Lynda S. Bodman

DATE: 13 April 1993

RE: Amendment of TCM By-Laws

Below are the Governance adjustments which we have previously agreed will be added to TCM's By-laws.

1.   Eliminate current Trustee category and dissolve group of individuals holding Trustee title.

2.   Change the name "Board of Directors" to "Board of Trustees."

3.   Provide for election of Honorary Trustees.

4.   Specify that the Executive Director of TCM is explicitly elected to the Board of Trustees.

5.   In addition to the Executive Committee, specify in the By-laws the existence of Audit and Nominating Committees as Standing Committees.

6.   Add Rotation and Succession Provision for Chairman.
      --   Limited to two consecutive terms of three years each
      --   Provide for Vice Chairman as officer

7.   Provide for Board of Overseers and Election of Overseer Chairman to be approved by the Board of Trustees.

Also, attached is a memo from Tom Franklin which provides the textual amendments required. Tom has advised me that work to date is by no means definitive in that his drafting raises some issues we will need to consider. However, the words may readily be changed tomorrow.

Additionally, please find attached work sheets for the Executive Committee and Nominating Committee. These are meant to facilitate our discussions of Trustees and Directors.

LSB/sc

Attachments

MEMO

TO: Executive Committee

FROM: Tom Franklin

RE: By-Law Amendments

DATE: April 13, 1993

The following changes to the current by-laws are proposed in order to implement the governance changes listed below. In the interest of expediting facsimile distribution of this material as well as your review unaffected by-law provisions are not included herewith but will be distributed at the Wednesday meeting.

In reviewing the proposed changes it is important to recognize that the function of by-laws is to unambiguously authorize or prohibit corporate conduct, not to describe (or prescribe) details of such conduct, which might under other circumstances become unintentionally restrictive.

* * * *

1. Eliminate the current office of "Trustees" and create a new office of "Honorary Trustees"

2. Provide for the election of Honorary Trustees

3. Eliminate the current provision for non-voting Members (because redundant with new non-voting Overseers and Honorary Trustees)

4. Create a "Board of Overseers", specify the powers, election and term thereof; specify the duties, election and term of the Chairman of the Board of Overseers

Action: Rewrite Article VIII as follows:

ARTICLE VIII

BOARD OF OVERSEERS AND HONORARY TRUSTEES

Section 1. BOARD OF OVERSEERS. The Trustees shall elect at each annual meeting Overseers in such number as the Trustees shall determine who shall serve for a term of three years and may not serve more than two consecutive terms. Overseers need not be Members. The Overseers shall meet as a Board at the annual meeting and at such other time or times as may be determined by the Board of Trustees and shall make recommendations to the Board of Trustees concerning the conduct of the affairs of the Museum

or such other matters as shall be referred to the Overseers by the Board of Trustees.

Section 2. CHAIRMAN OF BOARD OF OVERSEERS. At every third annual meeting the Board of Overseers shall nominate from its membership a Chairman who shall preside over all meetings of the Board of Overseers and who shall serve for a term of three years but not more than two consecutive terms. The Chairman shall be elected by the Board of Trustees at such third annual meeting. Service as Chairman shall be excluded in determining the expiration of the term of the Chairman as an Overseer.

Section 3. HONORARY TRUSTEES. The Trustees shall elect at each annual meeting Honorary Trustees in such number as the Trustees shall determine who shall serve for a term of three years and may be re-elected without limitation. Honorary Trustees may be elected only from current or former Trustees. They may attend the annual meeting of Members and may make recommendations to the Trustees concerning the conduct of the affairs of the Museum and such other matters as shall be referred to the Honorary Trustees by the Board of Trustees from time to time.

5. Change the name of the current Board of Directors to "Board of Trustees"

Action: Change "Director(s)" to "Trustee(s)" throughout

6. Specify that the Executive Director shall serve as a member of the Board of Trustees and limit the term of trustees to two consecutive three year terms with no aggregate limitation

Action: Rewrite Article III, 2. as follows:

Section 2 ELECTION AND TERM OF OFFICE. The Trustees shall elect at each annual meeting successor and additional Trustees in such number as the Trustees shall determine, to serve for a term of three years and not more than two consecutive terms, but without aggregate limitation. The Executive Director of the Museum shall serve as a Trustee during his tenure as Executive Director without limitation and need not be elected.

7. Specify that the Chairman of the Board of Trustees shall be elected for no more than two consecutive three year terms

Action: Rewrite Article III, 6. as follows:

Section 6 CHAIRMAN. At every third annual meeting, commencing with the annual meeting for 199X, the Members shall elect from the Trustees a Chairman who shall preside over all meetings of the Members and of the Board of Trustees, and who shall have such other powers and duties as shall be specified by law or by these

by-laws. The Chairman shall serve for a term of three years and not more than two consecutive terms. Service as Chairman shall be excluded in determining the expiration of the term of the Chairman as a Trustee.

8. Create the office of Vice-Chairman to presumptively (but not automatically) succeed as chairman

Action: Add a new section 7. to Article III as follows:

Section 7 VICE-CHAIRMAN. At every annual meeting at which a Chairman is elected the Members shall elect from the Trustees a Vice-Chairman who in the absence of the Chairman shall preside over all meetings of the Members and of the Board of Trustees, and who shall have such other powers and duties as shall be specified by law or by these by-laws. The Vice-Chairman shall serve for a term of three years and not more than two consecutive terms. Service as Vice-Chairman shall be excluded in determining the expiration of the term of the Vice-Chairman as a Trustee.

9. Create new standing committees for Audit and Nominating

Action: Add new sections 2 and 3 to Article VII as follow and renumber existing sections accordingly

Section 2 AUDIT COMMITTEE. The Audit Committee shall consist of three or more persons elected by the Board of Trustees at the annual meeting. The Audit Committee shall examine and review the financial records and procedures of the Museum as requested by, and shall report its findings and recommendations to, the Board of Trustees.

Section 3 NOMINATING COMMITTEE. The Nominating Committee shall consist of three or more persons elected by the Board of Trustees at the annual meeting. The Committee shall report to the annual meeting of the Members nominations for the Trustees and to the annual meeting of the Trustees nominations for Overseers, Honorary Trustees and committees. The Committee shall report to every third annual meeting of the Members, commencing with the annual meeting for 199X, nominations for Chairman and Vice-Chairman. At any meeting of the Board of Trustees it may report nominations of Members and nominations to fill vacancies on the Board of Trustees. At the meeting of the Board of Trustees prior to the annual meeting the Nominating Committee shall present its recommended slate of nominations.

Computer Museum Governance

Bd. Cla	No. Terms	Name	
95	1	Albert, S	
95	3	Bell, Gwen	
93	1+1	Bell,CG	
94	1	Belove,E	
95	2	Bodman, L	
93	1	Brewster, L	
96	1	Burnes, R	
93	1	Case, R	
95	1	Clark, J.	
94	1	Cox, H	
95	3	Donaldson, D	
96	2	Eklund, J	
96	2	Greene, R	
96	1	Heinen, R	
94	2	Hendrie, G	
96	1	Horowitz, B	
96	1	House, D	
96	3	Johnson, T	
94	1	Kaplan, D	
95	1	Lawrence, J	
93	2	Lucky, R	
95	3	McKenney, J	
94	1	Miller, J	
95	2	Morse, L	
95	2	Nelson, D	
93	1	Papert, S	
95	1	Patil, S	
93	1	Pell, A	
94	2	Pettinella, N	
96	3	Poduska, W	
93	2	Rotenberg, J	
95	3	Sammet, J	
94	1	Saviers, G	
95	3	Schwartz, E	
95	2	Seligman, N	
95	2	Severino, P	
95	2	Shear, H	
94	1	Simmons, M	
94	2	Sitkin, I	
93	1	Skrzypczak, C	
94	1	Sutter, J	
96	1	Taylor, R	
96	1	Terrell, D	
95	1	Zracket, C	

4/12/93

Bd. Cla	No. Terms	Name	new cat	new cat.	new cat.
95	1	Albert, S	Trustee		
95	3	Bell, Gwen	Trustee		
93	1+1	Bell,CG		Overseer	
94	1	Belove,E	Trustee		
95	2	Bodman, L	Trustee		
93	1	Brewster, L	Trustee		
96	1	Burnes, R	Trustee		
93	1	Case, R	Trustee		
95	1	Clark, J.			
94	1	Cox, H			
95	3	Donaldson, D			Honorary
96	2	Eklund, J			Honorary
96	2	Greene, R			
96	1	Heinen, R	Trustee		
94	2	Hendrie, G	Trustee	Overseer	
96	1	Horowitz, B	Trustee		
96	1	House, D		Overseer	
96	3	Johnson, T			Honorary
94	1	Kaplan, D	Trustee		
95	1	Lawrence, J		Overseer	
93	2	Lucky, R		Overseer	
95	3	McKenney, J	Trustee	Overseer	
94	1	Miller, J			
95	2	Morse, L	Trustee		
95	2	Nelson, D			Honorary
93	1	Papert, S			
95	1	Patil, S		Overseer	
93	1	Pell, A	Trustee		
94	2	Pettinella, N	Trustee		
96	3	Poduska, W		Overseer	
93	2	Rotenberg, J			Honorary
95	3	Sammet, J			Honorary
94	1	Saviers, G	Trustee		
95	3	Schwartz, E	Trustee		
95	2	Seligman, N			
95	2	Severino, P		Overseer	
95	2	Shear, H			
94	1	Simmons, M			
94	2	Sitkin, I			Honorary
93	1	Skrzypczak, C		Overseer	
94	1	Sutter, J		Overseer	
96	1	Taylor, R			
96	1	Terrell, D	Trustee		
95	1	Zracket, C	Trustee		

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
May 4, 1993
8:00 a.m. - 10:00 a.m.

1. Operations Update

    - Financials
    - Development Director Search
    - Staffing
    - Project Update

2. Governance
    - Review of Proposed Bylaw Changes
    - Slate for Standing Committees and Nominee for Vice Chairman

3. FY94 Budget

4. Agenda for June 11 Board of Directors Meeting
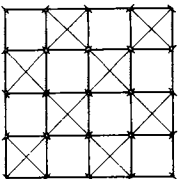
Janet Walsh

Gardner -

Campaign Individual
and Corporate Prospect
Lists - FYI

Capital Campaign Individual Gift Prospects

Prospect Name	Ask amount	Solicitors/Comments
Abelow, Allan (McKinsey)	$10,000	GB
Adams, John IV		
Akers, John		
Alberding, Richard (H-P)		CH
Alexanderson, John		TJ
Allen, Paul (Asymetrix)		EB
Almon, William (Conner Peripherals)		
Alsop, Joe (Progress Software)		
Anderson, Harlan		CGB
Armstrong, John (IBM)		
Arndt, Roland		
Ashton, Alan (WordPerfect)		
Auerbach, Isaac		
Avery, Bill (Sun)		TJ
Bachman, Charles (Bachman Info.)	$150,000	JMcK
Bailey, Mike		
Baker, Clark		
Ballmer, Steve (Microsoft)		
Banning, John		
Barger, J.P. (Dynatech)		
Baskett, Forrest		
Bastian, Bruce (WordPerfect)		
Bechtolsheim, Andy (Sun)	$250,000	GB
Bedell, Eric (Parable)		
Beitzel, Spike (BVB Associates)		
Belden, G.C. Jr.		TJ
Berkowitz, Robert (CimTelligence)		
Bertocchi, Al		TJ
Birnbaum, Joel (H-P)		GB
Blank, Steve		
Blohm, David (MathSoft)		
Borkin, Sheldon (Bachman)		
Bosack, Len (Cisco Systems)		
Boston, Joseph (Aspen Tech)		LB
Boucher, David (Applied Technology)		
Bowers, Ann		
Braun, Jeff (MAXIS)		
Bricklin, Dan (Slate)		GB/OS
Brooks, Fred		CGB
Brown, Owen	$25,000	GB
Bruggere, Tom (Mentor Graphics)		
Bunnell, Dave		
Burkhardt, Henry (KSR)	$100,000	GB
Burley, James		
Burnes, Rick (Charles River)		GH
Bushnell, Nolan		
Canion, Rod		AM
Carlson, Walter		JMcK

Carpenter, Richard		GB
Carr, Art (Bytex)		CS
Cash, Jim (HBS)		JMcK
Cerf, Vinton		
Chamberlain, George		
Cheheyl, Steve (Wellfleet)		AM
Clark, Jim (Silicon Graphics)		
Clark, Jim (Silicon Graphics)		
Cocke, John		
Cohn, Robert S. (Octel)		
Coit, Steve (MPAE)		JMcK
Colvin, Neil (Phoenix Tech.)		GH
Conner, Finis (Conner Peripherals)		AM
Cook, Scott (Intuit)		
Crouse, Henry (DEC)	$25,000	
Cullinane, John		
d'Arbeloff, Alex (Teradyne)	$25,000	GH
Davidow, Bill (Mohr Davidow)		GB
Davison, Ian (Octocom)		
de Castro, Edson	$50,000	CGB, solicited 8/91
de Vitry, Arnaud (DEC)		GB
Decker, Hans (Siemens)		
Dell, Michael (Dell Computer)		IS
Demmer, Bill		
Dennis, Reid		GH
DeWolf, Nick and Margaret		Top members
Diebold, John		
Dodge, Frank (The Dodge Group)		
Doerr, John	$100,000	CGB/GB
Dow, Jim (Microcom)		
Dox, Joseph (Novellus)		
Drane, Doug		
Dyson, Esther		
Egan, Richard (EMC Corp.)		
Eger, F. Terry (Cisco Systems)		
Eisenstat, Albert (Apple)		
Ellison, Larry (Oracle)		
Eubanks, Gordon (Symantec)	$100,000	CS
Evans, Larry (Aspen Tech)		LB
Exley, Chuck (formerly NCR)		IS
Falotti, Pier Carlo (ASK)		CS
Feigenbaum, Ed/Penny Nii	$10,000	CGB
Ferri, Paul (Matrix Partners)		
Fine, Ken	$25,000	CGB
Fisher, George (Motorola)		
Fishman, Jerald (Analog Devices)		
Folsom, Barry James (Radius)		GB
Forrester, Jay	$10,000	GB/RE, solicited 12/92
Forster, Pat and Nancy		GH/HS

Frankston, Bob		
Fredkin, Ed (Capital Tech.)	*$50,000*	*CGB, solicited 7/92*
Frisbie, Rick (Battery Ventures)	$10,000	AM
Fuller, Sam (DEC)		
Gaal, Steve (TA Associates)		
Gabriel, Richard (Lucid)		
Galvin, Bob (Motorola)		
Gartner, Gideon		IS
Gassee, Jean-Louis (Be Labs)		GB
Gates, Bill (Microsoft)	$500,000	GB
Gaubatz, Don (DEC)		
Gaudette, Francis J. (Microsoft)		
Geisberg, Sam (Parametric)		
Geschke, Charles (Adobe)	$100,000	CGB
Ghosh, Shikhar (EDS-PCC)		
Giordano, Rose Ann (DEC)		IS
Gould, Irving (Commodore)		
Gourd, Roger		Top member
Grady, John (XRE Corp.)		
Grillos, John	$25,000	GB
Grove, Andy (Intel)		
Gupta, Gautam (IDEAssociates)	$10,000	LB
Hackworth, Michael (Cirrus)		
Hambrecht, Bill (H&Q)		
Hanover, Alain (Viewlogic)		
Hathaway, David (Venrock)		JMcK
Hawkins, Trip (Electronic Arts)		
Hawkinson, Lowell (Gensym)		
Hearst, Will (San Fran. Examiner)		
Heffner, Bill		
Heinen, Roger (Microsoft)	*$50,000*	*GB/CGB/OS, solicited 11/92*
Held, Rob (Chipcom)		
Heller, Andy (HaL)		IS
Hennesey, John (Stanford/MIPS)		
Henson, Joe (Legent)		CZ
Hewlett, Bill (H-P)		
Hoar, Fred	*$25,000*	*GB, solicited 10/91*
Hoffstein, Gordon (PCs Compleat)		
Hoover, William (Computer Sciences)		TJ
Horowitz, Barry (MITRE)		TP
House, Dave (Intel)		GH
Jamieson, Burgess (Sigma)		GH
Jeffries, Brad (Sigma)		GH
Jobs, Steve (NeXt)		
Johnson, Bill (DEC)	$15,000	GB
Joy, Bill (Sun)	$250,000	GB
Kahn, Philippe (Borland)		GB
Kane, Louis (Au Bon Pain)		LB
Kay, Alan		

Keane, John (Keane, Inc.)		
Kertzman, Mitchell (Powersoft)		
Khosla, Vinod (Kleiner Perkins)		
Koch, Bill (Oxbow)		
Kolowich, Michael (Ziff-Davis)		
Koven, Jay and Juliet Sutherland		Top members
Kuehler, Jack (IBM)		
Kurtzig, Sandra (ASK)		
Kvamme, Floyd (Kleiner Perkins)		JMcK
Lacey, John		
Lampson, Butler (DEC)		
LeBlois, Axel (Bull HN)		
Lerner, Sandy (Cisco)		
Levin, Jerry (HyperDesk)		AM, solicited, 3/92
Levy, Steve (BBN)		AM
Lewis, John (Amdahl)		IS
Liddle, David (Interval)	$100,000	BB
Liebhaber, Dick (MCI)		IS
Linde, Yoseph (Chipcom)		
Linsalata, Ralph (Envoy Systems		
Lloyd, Bob		
Lussier, Richard (Pyramid)		
Lynch, Dan (InterOp)	$100,000	GB
Machrone, Bill (Ziff-Davis)		GB
MacNamara, John (CGBell co-author)		
Mahoney, Dave (Banyan)		GH
Manzi, Jim (Lotus)	$250,000	AM
Maples, Michael (Microsoft)		
Margolis, Paul (Marcam)		
Markkula, Mike (Apple)		
Markkula, Mike (Apple)	$100,000	
Marquardt, Dave (Technology VI)		
Masi, Carl (Picturetel)		
McClure, Bruce (Synernetics)		
McCracken, Dan		
McCracken, Ed (Silicon Graphics)		
McFarlan, Wayne (HBS)		JMcK
McGovern, Pat (IDG)	$500,000	GB
McNealy, Scott (Sun)	$250,000	GB
McWilliams, Tom (Amdahl)		CGB
Mead, Carver (Cal Tech)		CGB
Merrill, Steve (Merrill Pickard)		
Metcalfe, Bob (Infoworld)		
Miller, Avram (Intel)		
Miller, Bob (MIPS)		GH
Miller, Rich (Wang Laboratories)		
Mitchell, David (Seagate)		
Moler, Cleve (Mathworks)		
Moody, Mike (Moody Stecker)	$10,000	CGB/GB/TP

Capital Campaign Individual Gift Prospects

Moore, Gordon	*$500,000*	*CGB, solicited 11/92*
Moores, John Jay (BMC Software)		
Morgan, Chris		
Morgridge, John		
Morrill, Robert		
Morton, Dean (H-P)		
Myrhvold, Nathan (Microsoft)		
Nagel, David (Apple)		
Nassi, Ike (Apple)		
Neal, Lee		Top member
Nesbeda, Peter (Xyplex)		
Noftsker, Russell		
Nolan, Dick (HBS)		JMcK
Noorda, Ray (Novell)		
Norton, Peter (Symantec)		
O'Rourke, J. Tracy (Varian)		
Oliver, Chris (Cabletron)		
Olsen, Ken (Stratford Fdn.)	$500,000	CZ
Packard, David (H-P)		
Palladino, Al (ATV)		
Palmer, Bob (DEC)		
Parkinson, Joseph (Micron Tech.)		
Perot, Ross (Perot Systems)		
Pfeiffer, Eckhard (Compaq)		AM
Planitzer, Russell (Prime)		GH
Platt, Lew (H-P)		
Poduska, Bill (AVS)	$250,000	GH
Powell, Casey (Sequent)		
Pratap, Sesha (CenterLine Soft.)		
Price, Robert M. (CDC)		
Prothro, Vin (Dallas Semiconductor)		AM
Putnam, R. Daniel (Adobe)		
Qureshey, Safi (AST Research)		
Raburn, Vern (Slate)		GB
Raduchel, William (Sun)		
Raikes, Jeffrey (Microsoft)		
Richman, Herb (Southgate Cons.)		
Ring, David (Cisco Systems)		
Ritchie, Dennis		Top member
Roach, John (Tandy)		
Robelen, Ben		PS
Rock, Arthur (Arthur Rock & Co.)		
Rodgers, Dave (Sequent)		CGB
Rodgers, T.J. (Cypress)		
Roizen, Heidi (T/Maker)		
Rosen, Ben (Sevin Rosen)		AM
Rosenthal, Mort (Corporate Soft.)		JR
Rosing, Wayne (Sun)		GB
Ross, Doug (Softech)		GB

Rubinstein, Richard		Top member
Ruderman, Mort		CGB
Salwen, Howard (Proteon)		GH
Sanders, W. J. (AMD)		
Savage, Mick (Molecular Sim.)		GB
Sculley, John (Apple)		
Seely-Brown, John (Xerox PARC)		
Selfridge, Kitty	$10,000	JMcK
Sevin, L.J. (Sevin Rosen)		AM
Shields, Jack (Prime)		CGB/GB/OS
Shillman, Bob (Cognex)		
Shirley, Jon (retired Microsoft)		
Shoch, John (Asset Mgmt.)	*$10,000*	*GB/OS, solicited 11/92*
Shugart, Al (Seagate)	$25,000	CGB
Silver, Bill (Cognex)		
Smith, Jack		
Sole, James (Bitstream)		
Spindler, Michael (Apple)		
Sproull, Bob and Lee		GB/OS
Squire, Geoffrey (Oracle)		
Starkey, Jim/Ann Harrison	$15,000	OS
Stata, Ray (Analog)		
Stettner, Armando/Jane Bouffard		Top members
Steul, Bill (DEC)		
Stone, Jim (Plymouth Rock Assur.)		LB
Strecker, Bill (DEC)		
Sugg, Joel		Top members
Taylor, Richard (BC-BS)		
Terrell, Dorothy (SunExpress)		TP
Tesler, Larry (Apple)	$25,000	CGB
Testa, Dick (Testa Hurwitz)		
Tibbetts, Joe (Price Waterhouse)		
Treybig, James (Tandem)		MS
Ungermann, Ralph(Ungermann-Bass)		IS
Vadasz, Les (Intel)		
van de Ven, Evert (Novellus)		
Vicidomino, Joseph		
Villers, Phillipe		
Waitt, Ted (Gateway)		
Walske, Steve (Parametric)		
Wang, Charles (Computer Assoc.)		
Wang, Fred (and family)		CZ
Warnock, John (Adobe)	$100,000	GB
Watson, Max (BMC Software)		
Watson, Steve		
Weiss, Fred (Pell Rudman)	$10,000	OS
White, Gene (Amdahl)		IS
Wolf, Hans (Syntex)		
Wozniak, Steve (Unuson)		

Yocam, Del		
Young, John (H-P, retiring)		
Yu, Albert (Intel)		
Zapf, Hermann		Top member
Ziff, Bill (Ziff Davis)		

	A	B	C	D	E	F	G	H	I
1	Funding Source	St.	Member	Yrs.	I-K	Other Support	Pending Requests	Requests Anticipated	CC Contact
2	Addison-Wesley	MA	$3,000	2A				CC, Clubhouse prospect	
3	•Amdahl Corp.	CA	$3,000	5A				TNS/CC prospect	Sitkin
4	•American Airlines	TX				in kind,Bowl	REFUSED Bowl,1992	TNS/CC prospect	Hopper
5	Analog Devices	MA	$1,000	6	X			CC prospect	
6	Andersen Consulting	MA	$1,000	2		$9000, Bowl, 1991		CC prospect	Bodman
7	∆Apple	CA			X	$25,000, Bowl, 1991-92	REFUSED TNT, GOS suppor	CC prospect	
8	∆Apple (cont.)	CA			X	$50,000, PAC, 1991	Clubhouse proposal		
9	∆Apple (cont.)	CA			X	$50,000, TWTC, 1990			
10	•AT&T	MA	$5,000	2A		$10000, Bowl, 1991	REFUSED Bowl 1992	CC prospect	
11	•AT&T (cont.)	MA				$10,000, TWTC, 1990		TNS proposal	
12	•AT&T (cont.)	MA				$5000, Bowl, 1989			
13	•AT&T (cont.)	MA				$50,000, CC, 1985-1986			
14	BankAmerica	CA				$50,000,CC,1985-1988		CC prospect	G. Bell
15	∆Boston Globe FDN	MA	$1,000	5		$2640, Intern, 1991, 1992	REFUSED,$25k, WK,1991	CC, Clubhouse prospect	
16	∆Boston Globe FDN	MA				$25,000,CC,1985-86			
17	Cabot Corporation	MA	$1,000	2A				CC prospect	Zraket
18	Cahners	MA					Corp. membership	CC prospect	
19	Compaq	TX	$5,000	1				CC, corp. memb. prospe	Miller
20	Computer Sciences Corp.	CA							Johnson
21	Deloitte & Touche	MA	$1,000	5A		$1000, Bowl, 1990		CC prospect	
22	Dow Chemical	MI	$1,000	3A		$3,000,CC,1989		CC prospect	Brewster
23	DuPont	DE						CC prospect	Brewster
24	Ernst & Young	MA	$1,000	4				CC prospect	
25	∆Fleet Bank	MA	$1,000	2A				CC prospect	
26	∆General Cinema	MA						Clubhouse/CC prospect	Pell
27	Gillette	MA	$3,000	4A				CC/WF prospect	Zraket
28	Houghton Mifflin Co.	MA	$3,000	1A		$3,072,CC,1985-88		CC/SM/WF prospect	
29	Houghton Mifflin (cont.)	MA				$2,000,ROSM,1993			
30	∆HP (Apollo Computer)	CA	$1,000	2		$75,000, CC, 1985-9	REFUSED $100k,TNT	CC, Clubhouse prospect	G. Bell
31	∆ HP (Apollo) (cont.)	CA				$60,000,Exh, 86-88		TNS proposal	
32	∆IBM	NY	$15k	6A	X	$2,500, Bowl, 1991-92	$100,000,TNT, REFUSED	CC prospect	Case
33	∆IBM (cont.)	NY			X	$100,000, PAC, 1991	$25K member, Clubhouse	TNS proposal	
34	Index Technology	MA	$1,000	2		$7,500, CC, 1985-87		CC prospect	
35	John Hancock	MA	$1,000	1			$10000, TSP, 1991	CC prospect	
36	KPMG Peat Marwick	MA	$1,000	5				CC prospect	
37	∆Lotus Development	MA	$3,000	5A		$50,000, TNT, 1992	$125k, Clubhouse, 1992	CC prospect	Strimpel
38	∆Lotus Development (cont.	MA				$50,000, PAC, 1991			
39	∆Lotus Development (cont.	MA				$25000, TWTC, 1990			

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	A	B	C	D	E	F	G	H	I
1	Funding Source	St.	Member	Yrs.	I-K	Other Support	Pending Requests	Requests Anticipated	CC Contact
40	ΔLotus Development (cont.	MA				$10000, Bowl, 1990			
41	Merck & Co.	NJ							Johnson
42	ΔMicrosoft	WA	$5,000	5A	X	$5,000, Bowl, 1990,91,92		CC prospect	Heinen
43	ΔMicrosoft (cont.)	WA			X	$4,096,CC,1985-87			
44	Mitsubishi Research	MA	$1,000	1A		Program. Languages, 1993		CC prospect	Zraket
45	•NYNEX	NY	$3,000	3A		$35,000, EAP, 1991		CC prospect	Skrzypczak
46	•NYNEX (cont.)	NY						TNS/Clubhouse proposal	
47	Rockwell	CA				$5,000, GOS, 1992		CC prospect, GOS, SM	Sutter
48	Shawmut Bank	MA	$1,000	5				CC prospect	
49	ΔSilicon Valley Bank	MA	$1,000	3A				CC prospect	G. Bell
50	Sony	NY							Johnson
51	•Stratus	MA	$5,000	8A		$9000, Bowl, 1990-92		TNS/CC prospect	Hendrie
52	•Stratus (cont.)	MA				$4,000,CC,1986			
53	TASC	MA	$3,000	6A				CC prospect	
54	•Xerox	CT	$1,000	7A		$900, Bowl, 1988	REFUSED Bowl 1992	CC prospect	
55	•Xerox (cont.)	CT				$10,000,SM,1988	went from $10K to $1K	TNS proposal	
56	•Xerox (cont.)	CT				$100,000,CC,1988		Clubhouse prospect	
57	•Ziff Davis Publishing	NY	$3,000	5A		$2500, Bowl, 1992		CC prospect	Belove
58	•Ziff Davis (cont.)	NY				$5000, Bowl, 1988		Clubhouse?	
59									
60	KEY:								
61	Bold = Board related								
62	Δ = Clubhouse priority								
63	• = Networked priority								
64									

3/4/93

Memorandum

DATE: April 9, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: Proposed Changes in Leave Benefits
             for Computer Museum Employees

Background

The Museum is fortunate in that it attracts employees who are extremely dedicated, diligent, and hard-working. These are not just novices starting out in the workforce; many are seasoned professionals with many years of experence.

The Museum, being young, moves faster than other museums and places sizeable demands on employees. Because of budget constraints, we tend to grow our work first and hire staff only when we get to the stage where other staff simply can't keep up any more. Thus, a small staff shares a large amount of work, and is consistently subjected to the tensions and internal strains caused by project completion deadlines.

Employees of museums tend to work long hours for little pay when compared to employees of other nonprofit organizations. And salaries at The Computer Museum have increased little in the past few years — we had a wage freeze last year for everyone; this year the freeze was kept for department heads, while other staff will be receiving increases of just three percent. These factors understandably affect the overall well-being of staff.

Another problem is that staff often tend *not* to take the vacation time accrued them, because they feel they have too many deadlines to meet and can't afford the time off. In a way, they are being exploited by their dedication, and this is unhealthy. We think that people work better if they take periodic pauses to renew themselves — this is more beneficial in the long run for both staff and the Museum. We would like to foster this attitude more than we do currently.

Objectives

This proposal was crafted with a few specific objectives in mind:

• To implement a morale booster for staff, many of whom are feeling stretched.
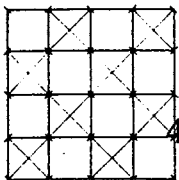
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• To enhance the Museum's benefits package without incurring the outright cash costs of other benefits such as retirement plans, tuition reimbursement, etc.

• To restructure the guidelines under which leave can be taken and carried over, thus actively encouraging staff, who often are so committed to the tasks at hand that they don't take vacation and allow their leave to accumulate, to take time off each year in order to regain perspective. Restructuring also eliminates the current problem of people accruing sizable amounts of vacation time (which is currently reimbursable when one leaves).

• To be more generous in granting leave benefits yet still stay within the comparative guidelines of other similar institutions.

* * *

Current Benefits
The Museum currently offers exempt full-time employees the following benefits.
- Vacation - 10 days vacation for the first two years of employment,
  15 days after two years. Vacation is accrued monthly. (Currently, people with less that two years of service can accumulate up to 20 days; people with more than two years can accumulate 30 days.)
- Sick leave - 10 days per year
- Holidays - 11 days per year
- Personal Leave - 2 days ("credited at the end of each service year")
- Health insurance - fully paid by the Museum
- Dental insurance - fully paid by the Museum
- Life insurance ($10,000)
- Long-term disability insurance (begins after six months of disability)

Proposed Changes:
Vacation: (Add a week after the first year; add another week after the third year; make carry-over more restrictive): 10 days for the first year; 15 days the second and third years; 20 days after three years. Employees could carry over a maximum of 10 days of vacation to the next calendar year (not cumulative from year to year). Compensation would not be paid in lieu of vacation leave, except at termination. All vacation days would become available for use at the beginning of each calendar year, as would personal and sick leave. (Note: When a person resigns, he/she would receive compensation for unused vacation days, which, for this purpose, would be deemed to have been granted on a prorated basis over the calendar year. Should a negative balance exist at this time, the equivalent amount would be deducted from one's final pay.)

Sick Leave: (No change): 10 days per year, not to be carried over or applied as extra vacation/personal leave. Compensation would not be paid in lieu of sick leave. *yes*

Holidays: (Increased by one): 12 days, to include the day after Thanksgiving *OK*

Personal Leave: (Increased by one): Three days per year, not to be carried over or applied as extra vacation/sick leave. Compensation would not be paid in lieu of personal leave. Personal leave is defined as time to be used for *personal business* *yes* *(be flexible)*

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that must be   conducted during regular business hours (e.g., medical or other professional appointments, house/apartment/car emergencies, etc.)

<u>Sabbatical Leave:</u> (New): Defined as paid leave of up to five weeks after an employee has completed five years of service, at the discretion/approval of the Executive Director/Chairman.

* * *

Comparisons

As far as overall benefits, the package after the proposed changes would be less generous than the Science Museum, MFA, and BCS; about equal to Children's; and more generous than the Discovery Museum.

Here's how we compare specifically with the others:

1. *The Science Museum.* (Note: These benefits were in effect last year but are currently undergoing revision.)
A. Museum pays full cost for the following:
- Vacation - 15 to 23 days per year (prorated during the first year) based on one's employment status. After three years, non-exempt employees receive an additional day each year to a maximum of 23.
- Holidays - 12 per year
- Sick leave - 5 days the first year; after first year, no limit - plan covers illnesses of 1 to 5 consecutive days; absences longer than 5 days are covered by short-term disability.
- Health insurance
- Short-term disability insurance
- Long-term disability insurance
- Travel accident insurance
- Life insurance (amount equal to one's salary)
- "Retirement" portion of Retirement and Savings Plan (3 - 6 percent of total compensation)
- Education assistance
- Free parking

B. The Science Museum also offers "flexcredits" (determined by a formula based on age, salary, years of service), which employees can use to partake of the following:
- Optional medical plan
- Dental insurance
- Optional additional short-term and long-term disability insurance
- Additional life insurance, personal accident insurance
- "Savings" portion of Retirement/Savings Plan

2. *The Museum of Fine Arts*
- Vacation - 4 weeks per year. After 20 years, 5 weeks a year.
- Sick leave - 12 days per year. Unused sick leave can be carried over and accrued to a maximum of 130 days.
- Holidays - 12 days per year
- Personal leave - 2 days per year
- Health insurance - 90% paid
- Dental insurance - 90% paid
- Short-term disability insurance

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- Long-term disability insurance
- Pension plan
- Travel accident insurance
- Life insurance (amount equal to one's salary)
- Education assistance
- Subsidized parking whenever available
- MBTA pass program - pays 15% of monthly pass

3. *The Boston Computer Society*
   - Vacation - 10 days the first year, 15 days the second, and 20 days after five years. (It is generous in how it allots "prorated" vacation to new employees during their first year — e.g., if one is hired in September, one receives 5.0 vacation days for the remainder of the year.)
   - Sick leave - 12 days per year
   - Holidays - 12 days per year
   - Personal leave - 4 days per year
   - Health insurance - fully paid
   - Dental insurance - fully paid
   - Life insurance - fully paid ($50,000)
   - Long-term disability - fully paid (begins after 3 months)
   - Retirement/pension plan
   - Reimbursement for tuition, on a case-by-case basis
   - Paid maternity leave at employer's discretion

4. *The Children's Museum*
   - Vacation - 10 days the first year, 15 days the second, and an extra day a year from the sixth to the tenth year, resulting in 20 days by year 10.
   - Sick/Emergency leave - 12 days per year
   - Holidays - 12 days, plus a "personal activity day," taken Thanksgiving - Jan. 1
   - Health insurance - fully paid
   - Dental insurance - Museum offers coverage, but employee pays
   - Long-term disability insurance
   - Retirement/pension plan
   - Reimbursement for tuition, on a case-by-case basis
   - Paid parenting leave

5. *The Discovery Museum*
   - Vacation - 10 days first year; 15 days second year; 20 days after three years of service.
   - Sick leave - 7 days a year
   - Health insurance - Museum pays 50 percent of cost
   - Long-term disability - Museum pays 50 percent of cost
   - Life insurance - Museum pays 50 percent ($50,000 benefit)

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For the files:
    I had a long chat with Bill P.

1:   99% he will host the East Coast Bowl.   Kate get a note out to
him.

2.   He is getting more involved with MIT.   They have asked him to
head (as faculty) a Networking Center that has been funded by "my
class mate" Pat McGovern.   He will probably not head it (he is too
involved and having too much fun.)

3.   AVS of which he is chairman had a gorss of $4million last year
with profitablity and a positive cash flow ... but it will never be
$40 million.

4.   He is on the board , a major participant in Cambridge
Technologies which just had an IPO last week that went out at $5 and
ended at $10.50.   He mentioned another name ... some other buy out by
a company so I don't know if that is the public company.   But this
has made him feel more solvent.

5.   He said it was bad timing when he was chairman and it burnt him
out.   I think we have a lot of cultivating to do.   Perhaps a lunch
with Oliver/Gardner/Paul about networked society ... and bring him
into this exhibit as a technical advisor.   We just can't have a
meeting and talk to him about governance or other non-technical
stuff.   He said, I am technically involved with things again and I
love it.

6.   He just completed advanced helicopter training and bought a 5
passenger Hughes which he has in "commercial service."   But says,
"You'll see me buzzing around."

April 20, 1993

High Technology, Low Philanthropy

Fast-growing computer industry
has been reluctant to share
big profits with charities,
but some say that is changing

By ELIZABETH GREENE
and VINCE STEHLE

PEOPLE FROM 800 CHARITIES crowded into the San Jose, Cal., convention center in February, eager for the chance to persuade Silicon Valley's flourishing computer companies to support good works. But few of the industry's leaders were there to hear them.

Of 500 high-technology businesses invited, only 67 sent representatives.

"It was all non-profits, staring at one another," says Darwin Patnode, director of development at Foothill College, a two-year institution in the heart of Silicon Valley.

The day-long event, called Charitech, was sponsored by eight companies and business groups, but "when you looked out at the audience, you saw very few corporate people," says Mr. Patnode. "And those corporate people were primarily people waiting for the next panel, on which they were speaking."

The scene captured the challenge that non-profit groups often face in seeking contributions from the new breed of high-technology companies: With a few

Giving policies at high-tech companies: Page 14

FRED MERTZ, FOR THE CHRONICLE

le, who attended an exposition at which California charities expected to win
Valley computer companies: "It was all non-profits, staring at one another."

Philanthropy's Los Angeles Role

Atlantic Richfield made a grant to support a Junior Achievement program in Los Angeles schools (*right*), but some grant makers have been criticized for doing too little in the city. Story on Page 8.

Fast-Growing High-Tech Companies Criticized for Giving Too Little to Charity

exceptions, they have shown little interest in reaching out to charities. Most companies have not built philanthropic programs commensurate with their size. The grants they do make usually go to groups that provide education or social services for the poor, making it difficult for other types of organizations to get contributions.

"A lot of them have grown quickly, and they are very technology-focused," says Tom Hayes, manager of global corporate relations for Applied Materials in Santa Clara, Cal. "They are so mission-oriented that they haven't looked around and seen the need in their community."

That has not been the case for older computer companies, such as International Business Machines and Hewlett-Packard, which have long ranked high among American companies that give to charities.

Even with its recent financial troubles, IBM is still the biggest corporate donor in the country. Officials say contributions will decline this year, but they won't say by how much. In 1992, IBM gave $118-million in cash and equipment.

That is a steep decline from its giving in the 1980's, which peaked in 1985 with contributions of $189-million.

Hewlett-Packard's contributions have also fallen in recent years, though not so precipitously. In 1992, the company gave away $68-million in cash and equipment, an 11-per-cent drop from 1990.

Fund raisers and computer-company officials offer several explanations for the relatively parsimonious budgets of the high-tech companies started in the 1980's.

The youth of the industry is an important reason, say charity officials. The rapid-fire pace of change in the personal-computer market has forced companies to devote almost all of their attention to business development, leaving little time or money to devote to community affairs.

"Many of these companies don't even pay dividends," says Richard Adler, vice-president for development at SeniorNet, a computer network for elderly people. "They invest heavily in their own growth, rather than paying out profits in the good years."

Many fund raisers say they hope that once the companies become more firmly established, they will devote more resources to charity.

Young Chief Executives

In addition, many of the companies' chief executives are young and have not yet established their own philanthropic goals.

"The Mellons and the great steel barons and railroad barons and the Leland Stanfords of the world aren't around, and I think this new generation, the new mandarins, have to learn that they play a critical role in society," says Harry J. Saal, president of Network General Corporation, a software company in Menlo Park, Cal. "It's a responsibility, an awesome one perhaps, that they have not taken up."

Another factor may be the transient nature of the high-tech work force. Many workers, including senior executives, have left their hometowns to take lucrative jobs in the computer industry. That means many are not familiar with the needs of charities in the regions where their companies are based.

"I think that many philanthropic activities require a sense of community," says Rich Bader, a former general manager at Intel Corporation, a Santa Clara, Cal., computer-equipment company, who is now a computer consultant. "And this is a relatively rootless group of people."

Some Companies' Plans

Even so, some computer companies are beginning to think more seriously about being good corporate citizens:

► Microsoft Corporation, in Redmond, Wash., plans to give $5-million this year. When the company's contributions program began in 1987, it gave only $250,000. A large part of its giving budget is devoted to matching employee contributions, up to $12,000 per worker per year for gifts to any type of charity. In addition, the company provides a wide range of software products free to any charity that asks. (See story on Page 6.)

► Sun Microsystems, in Mountain View, Cal., established a foundation in 1990, eight years after the company was founded. Last year Sun gave away $1.5-million, just under 1 per cent of its pretax profits, to support programs to keep poor children in school, provide job training for the poor, and help non-profits encourage members of minority groups to start their own businesses.

► Silicon Graphics, also in Mountain View, which produces equipment and software for computer illustration, gave about $750,000 last year. Of that amount, $250,000 went to match employees' contributions to United Ways around the country. Company executives are now discussing plans to expand the grant-making program to reflect a growth in prof-

...ccused of Giving Too Little Away

Philanthropy has been "sort of [a sophistica]te issue," says Jan Houghton, [wh]o supervises Silicon Graphics' [gra]nt-making program. "As the [com]pany grows and gets bigger, it [bec]omes a serious function. And [tha]t's the mode that we are in [no]w."

A few computer-related companies [built] substantial contributions [pro]grams soon after they were created. Lotus Development Corporation, a Cambridge, Mass., software [ma]ker, has distributed more than 1 [per]cent of its pretax profits since [198]4, two years after the company [wa]s founded. Total cash contributions to date have reached $7.9-[mil]lion, and the value of software [do]nated by Lotus amounts to $15-[mil]lion. (See story on Page 7.)

The Lotus Philanthropy Program was begun by Janet Axelrod, [wh]o was hired by Lotus's founder, [Mi]tch Kapor, to be the company's [firs]t employee, serving initially as [off]ice manager. A former executive manager, Ms. Axelrod, who d[irecte]d the Haymarket [Pe]ople's Fund, a Boston grant [ma]ker focused on eradicating poverty and racism, Ms. Axelrod proposed the giving program. "In [th]ose days everything was new, [an]d a new idea was a good idea," [sa]ys Ms. Axelrod, who rose to [vi]ce-president for human resources before she left the company in 1986 to become a management consultant.

[He]lp for the Poor

High-technology companies' [phi]lanthropy has emphasized efforts to prepare young people, especially poor children, to become productive workers. Many grants [gi]ve new workers skills they can [us]e in the computer industry. But [th]e money also often finances extracurricular activities intended to [ke]ep kids off the streets and motivate them to do well in school. In [ad]dition, the companies donate [co]mputer equipment and software — [to] schools and colleges that are trying to prepare students for jobs in [th]e 21st century.

Typical of the industry's grants:

▶ Sun Microsystems gave $12,-[00]0 to teach poor teen-agers in East [Pa]lo Alto, Cal., how to build and [m]arket canoes.

▶ Four computer companies [ga]ve $37,000 to the Girl Scouts of [San]ta Clara County, Cal., to offer [ha]nds-on science courses in 21 lo[cal] elementary schools.

▶ Lotus, through its Puerto Rico-based subsidiary, Lotus Development Caribe, contributed staff members and office space to help Eloisa Pascual High School in Caguas hold an annual summer camp to encourage students to become proficient in operating computers.

The companies also support a wide variety of social-service projects, mainly to help poor people in the communities where the businesses operate. They tend to shun arts and cultural organizations because they feel that money is needed more urgently by groups that are providing basic human services.

"We don't negate the importance of the arts in the quality of life; we just think there is a greater priority in fixing the economic systems in which we operate," says Mark Vermilion, director of corporate affairs at Sun Microsystems.

Fund raisers complain that computer companies underestimate how much the arts and cultural groups do to make communities attractive to businesses and potential employees. "It's much more beneficial to them, being located in this area, to be able to associate with a city that has a highly visible and successful arts center," says Shirley Lewis, president of the San Jose Symphony.

Some loyal supporters of the arts have tried to jump-start the industry's participation in cultural philanthropy. David Packard, chairman of Hewlett-Packard, has led a fund drive to encourage his younger colleagues to become more involved with arts groups in the San Jose area. Since last October, the Silicon Valley Arts Fund, headed by Mr. Packard, has raised $6.5-million toward a goal of $20-million. But only about $400,000 has come from high-technology companies.

Even for non-profit organizations that would seem to be likely beneficiaries of Silicon Valley largesse, many fund raisers say it is difficult to get high-tech companies to give. At Foothill College, Mr. Patnode says that even though his institution serves low-income people, the industry has been unwilling to provide substantial support.

Serving Business Interests

While contributions programs help many charities, they frequently serve business interests as well. Young computer companies rely on giving programs to help create a positive public image and to make employees feel they are working for a business that cares about the community. In addition, product donations to schools can help build brand loyalty among students, who may become computer consumers.

Other charity officials say that computer companies' product donations can often be very helpful, because most other donors would rather give money for charitable programs than for expensive computers, printers, and software — even though such items can help to make groups more effective.

Among the young high-technology companies, Apple Computer has become a leading distributor of donated goods, giving away about $40-million worth of computer equipment over the last five years. With computer donations from Apple, the Aris Project, an aids group in Campbell, Cal., has become more sophisticated at writing grant proposals and managing information about the organization. With the new computers, the group is setting up two data bases, one to track its 300 volunteers and one to help it assess the needs of clients. "I can't imagine how we lived without them in the old days," says Robert A. Sorenson, Aris's executive director.

High-tech companies. However, he cautions, "the value of the equipment varies dramatically, from companies that want to give us obsolete things, broken things, mere components of things, to companies that are genuinely giving us things that would be used in a classroom."

Going After Entrepreneurs

Since giving programs are often small — or non-existent — at computer companies, many fund raisers are concentrating on getting contributions from the entrepreneurs who have made millions from high technology. Some are just beginning to make their mark as philanthropists. Many follow traditional giving patterns, writing big checks to universities and the United Way, while others have sought out new approaches to charity.

The most prominent figure in the computer industry and by some accounts the richest man in America, William H. Gates, III, has made his largest gifts to universities and sits on only one non-profit board, that of the United Way of America. In 1991, Mr. Gates, founder and chairman of Microsoft, gave $12-million to the University of Washington to establish a program in molecular biology and to create the William Gates III Endowed Chair in Biomedical Sciences. Last year, Mr. Gates gave $6-million to Stanford University to complete the Gates Information Sciences Building.

College officials say it's only na-

Fund raisers say that many of the companies are eager to receive credit for making contributions, particularly in support of high-profile projects.

Ms. Lewis, the San Jose Symphony president, says she has been most successful in getting corporate money in Silicon Valley to sponsor flashy programs rather than to defray the mundane expenses associated with running an arts organization. The group's c.e.o. Night, which has become one of the city's most prestigious fund-raising events, last year drew 1,300 guests, each of whom paid about $175. After expenses, the symphony took in $150,000 to help meet its $4.3-million budget.

"It is a very successful event," says Ms. Lewis. "But it is an event, It doesn't translate into permanent attachment to the symphony."

... such deductions. ...they have exceeded the ceiling for ...to take a full deduction, even if ...and physical sciences are allowed

Computer Companies Accused of Giving Too Little Away

ural for computer executives to support higher education. "A lot of the high technology that is forging the future for their commercial ventures either was born in the higher-education setting or perhaps is tested here," says Elizabeth Sloan, a Stanford spokeswoman.

More Personal Involvement

Other industry leaders have taken a more personal interest in the day-to-day operations of the groups they support, helping to develop business plans for non-profit groups and getting deeply involved in fund-raising activities.

Since retiring as a senior vice-president for marketing and sales at Microsoft last year, Scott Oki has gone from selling software to soft wear. With his wife, Laurie, Mr. Oki established Nanny and Webster, a venture that manufactures baby blankets.

Operating as a project of the couple's family foundation, all of the profits will be distributed to children's charities. Last month, Seattle-based Nordstrom, which operates a nationwide chain of tony de-

partment stores, agreed to sell the blankets.

Mr. Oki predicts that the blankets will become popular with young parents who care about their children's future. "It's a sell that's hard to beat," says the 44-year-old Mr. Oki, who was a key figure in Microsoft's rise to prominence and who made at least $24.6-million in the sale of Microsoft stock, according to Securities and Exchange Commission records. "When you know that 100 per cent of the profits are going back into the community, it's a hard thing to resist."

In addition to being "chief-volunteer" at Nanny and Webster, Mr. Oki also serves as a trustee of several other non-profit organizations. This year he formed the Japanese-American Chamber of Commerce, to foster better business ties between Japan and Washington State.

Like Mr. Oki, Mr. Bader, the former Intel executive, retired young—at the age of 38 in 1990—to spend more time with his family and explore other personal interests, including philanthropy. "For me, getting out of the rat race is

what really gave me the freedom to pursue other things," he says.

He says he has made numerous donations to charity—though he declined to quantify them. But he says that his most valuable contribution has been his time, which he gives freely to several non-profit groups. Mr. Bader helped oversee the strategic planning at the Pacific Northwest College of Art in Portland, Ore., which is in the process of developing greater autonomy from its parent institution, the Portland Art Museum.

"I do make some financial contributions, but what I can do most is give my time and expertise," says Mr. Bader.

Others take a different view. The greatest contribution the new high-tech millionaires and their companies could make is not through charity but in reforming the industry, says David Bunnell, who runs HyperMedia Communications and Io Publishing, which produce publications about computers.

"The industry has a real problem in that it's not sufficiently diverse," says Mr. Bunnell, who describes computer companies as largely populated by white, Ivy League-educated men. "If we just opened our doors to the minority community, we would do more good for society than all of these programs combined."

BOSTON.
LYRIC·OPERA

Janice Mancini DelSesto
Managing Director

Stephen Lord
Music Director

Horace H. Irvine II
Chairman, Board of Directors

FAX COVER SHEET

DATE: 1/22/93

5 Pages
(including cover)

T: Gardner Hendrie
Karen Johnston

FAX NUMBER: (   ) 367-0478

PHONE NUMBER: (   )

FROM: Janice Mancini Del Sesto, Managing Director

Gardner & Karen
    Thought you might be
interested in the attached article.
It's a shame the Computer Museum
was not highlighted or even
mentioned in the article.
Hope you're both well.
        Jan

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: April 2, 1993

TO: Board of Directors

FROM: Oliver Strimpel

SUBJECT: Job Openings at the Museum

The Museum currently has two positions available, for a Computer Clubhouse
Manager and a Corporate, Foundation & Government Relations Manager. Each
position is unique and would be a great opportunity for a person with the appropriate
interests and skills.

I enclose descriptions of both positions in case you might know of any potential
candidates.

The
Computer
Museum
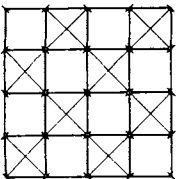
300 Congress Street
Boston, MA 02210

(617) 426-2800

JOB ANNOUNCEMENT
Clubhouse Manager
at The Computer Museum, Boston

The Computer Museum seeks an individual to serve as manager of an innovative new project called The Computer Clubhouse. The Computer Clubhouse is an informal learning environment where young people (ages 10-16) are provided the support and resources they need to create their own computer-based projects.

The main responsibilities of the Clubhouse Manager are to serve as a liaison between the Museum and the community (including leaders from community organizations, teachers, parents, funders) and to manage the Clubhouse staff.

The Manager's responsibilities include:

- serve as the key outreach person for the Computer Clubhouse, working with community leaders, educators, parents, and young people to increase community involvement in the project
- manage Computer Clubhouse staff, ensuring that staff members are working together as an effective and creative team
- guide the program to achieve its goals and to grow consistent with its educational philosophy
- assist in fundraising and publicity for the Computer Clubhouse
- participate directly in the Computer Clubhouse by working on a computer-based project

Job qualifications:

—Minimum five years experience working with inner-city youth
—Experience with community outreach
—Dedicated to helping young people make use of their talents and pursue their interests
—Excellent management and team-building skills
—Excellent communication skills
—Enthusiastic about community involvement in education
—Respect for young people
—Interest in informal learning environments and alternatives to traditional schooling
—Interest in use of computer as a creative and empowering tool

Salary commensurate with experience. An Equal Opportunity Employer.

If you are interested in applying for the position of Clubhouse Manager, please send a cover letter and résumé (no phone calls) to:

Clubhouse Manager Search, The Computer Museum,
300 Congress Street, Boston, MA 02210
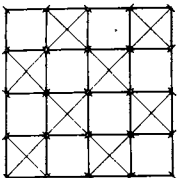
The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum
Corporate, Foundation & Government Relations Manager

Responsible for all aspects of Corporate and Foundation relations,
including identification, research and solicitation. Manages annual
Corporate Membership Program including solicitation of new and renewing
members, staffing of Corporate Membership Committees, creating and managing
annual budget. Coordinate monthly Breakfast Seminars. Work with Directors
of Exhibits and Education on project fund raising from foundations,
corporations and government agencies. Write grant proposals for project
and general operating support. Oversee submission and tracking of all
proposals. Coordinate and staff special events.

Requirements: A Bachelor's degree and fund raising experience are
required. Candidates should have superb writing and organizational skills,
experience working with volunteers, the ability to take initiative and
handle many responsibilities simultaneously, and be computer literate.

To apply: Send resume and cover letter to Corporate Search, The Computer
Museum, 300 Congress Street, Boston, Massachusetts 02210. No phone calls,
please. Equal Opportunity Employer.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800
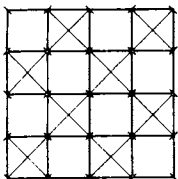
Memorandum

DATE: March 18, 1993

TO: Executive Committee

FROM: Oliver

SUBJECT: March 24 Meeting

Agenda

Enclosed please find the agenda for our next meeting on Wednesday, March 24.

Financials

Also enclosed are the financials for the eight months ended February 28. Note that the Operating Fund has been buoyed by support for the Clubhouse and Bowl, both of which have expense liabilities that will build during the rest of the fical year.

I also enclosed an updated revenue tracking sheet.

Our cash stands at $101,093.

Educational Vision for the Museum

The Education Committee has worked to come up with a statement that articulates the educational mission of the Museum. I enclose a draft for your comments.

Special Development Meeting at 10:00 a.m.

Please note that immediately following the Executive Committee meeting, from 10:00 until noon, representatives from Technical Development Corporation (the search firm that is helping with our Director of Development recruitment) will be here to meet with Executive Committee members to get their views on this critical position. I hope that you can stay and contribute your valuable insights to this process.

I look forward to seeing you on the 24th!

Enclosures:
- February financials
- Education vision statement
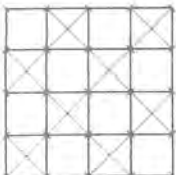
The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
March 24, 1993
8:00 a.m. - 10:00 a.m.

1   Museum Update

    • Financials
    • Development Director Search
    • Computer Clubhouse
    • Networked Society

2.   Capital Campaign—Interim leadership and FY94 goals

3.   Governance Update

4.   Waterfront Project Update

5.   Endowment Committee   .

6.   Review Dates/Times of Next Board Meetings
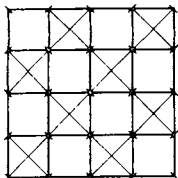
THE EDUCATIONAL VISION OF THE COMPUTER MUSEUM

The Museum's mission is to educate and inspire people of all ages and backgrounds on the evolution, technology, applications, and impact of computing through dynamic interactive exhibitions and programs.

Inequities in access to computer technology are widening the opportunity gap between young people from underserved communities and youth of privilege. The Computer Museum is particularly committed to addressing this issue by providing young people from underserved backgrounds the resources they need to help them develop their talents, contribute to their communities, and to pursue fulfilling careers that benefit society.

To reach the widest audience and achieve the greatest impact, the Museum will:

• develop model educational programs involving the use of computers;
• create innovative educational materials about computing;
• build inspiring and engaging interactive computer exhibits.

These approaches leverage the Museum's expertise in informal, museum-style education, emphasizing the importance of play and exploration in learning, and the potential of the computer as an empowering, creative, and productive tool.

The Computer Museum's educational mission works in concert with the national education reform movement. This includes teacher education as well as collaboration with schools, afterschool centers, and other local and national organizations to improve the lives of young people into the 21st century.

3/8/93

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
8 Months Ending 02/28/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$100,400	$196,134										
Exhibit Related	$15,519	$30,000			$90,550	$110,000			$100,400	$196,134	-$95,734	$340,000
Govt & Foundation	$46,825	$30,000							$106,069	$140,000	-$33,931	$195,000
Endowment									$46,825	$30,000	$16,825	$43,500
Unrestricted Support:												
Capital Campaign			$302,994	$278,050								
Corporate Membership	$102,250	$139,000							$302,994	$278,050	$24,944	$600,000
Foundation	$1,000	$0							$102,250	$139,000	-$36,750	$247,000
Computer Bowl	$220,500	$235,000							$1,000	$0	$1,000	$0
Membership Fund	$95,070	$101,350							$220,500	$235,000	-$14,500	$345,000
Admission	$317,200	$325,590							$95,070	$101,350	-$6,280	$190,000
Store	$149,833	$174,497							$317,200	$325,590	-$8,390	$458,600
Functions	$100,148	$97,640							$149,833	$174,497	-$24,664	$258,000
Exhibit Sales	$46,940	$46,666							$100,148	$97,640	$2,508	$130,000
									$46,940	$46,666	$274	$70,000
Other:												
Interest Income	$2,028	$6,600					$4,504	$0	$6,532	$6,600	-$68	$10,000
Rental Income	$5,950	$6,000							$5,950	$6,000	-$50	$6,000
Program Income	$658	$7,500							$658	$7,500	-$6,842	$12,400
Collections	$2,900	$2,666							$2,900	$2,666	$234	$4,000
TOTAL SUPPORT/REVENUE	$1,207,221	$1,398,643	$302,994	$278,050	$90,550	$110,000	$4,504	$0	$1,605,269	$1,786,693	-$181,424	$2,909,500
EXPENSES												
Exhibit Development	$6,627	$12,444			$97,421	$113,177						
Exhibit Maint/Enhancement	$34,857	$35,822			$51,838	$49,348			$104,048	$125,621	-$21,573	$140,000
Exhibit Sales/Kits	$46,452	$19,270							$86,695	$85,170	$1,525	$54,000
Collections	$41,243	$46,087							$46,452	$19,270	$27,182	$25,000
Education & Admission	$179,375	$197,126							$41,243	$46,087	-$4,844	$70,000
Clubhouse	$14,239	$163,057							$179,375	$197,126	-$17,751	$286,000
Marketing	$108,113	$135,967							$14,239	$163,057	-$148,818	$277,000
Public Relations	$52,033	$66,676							$108,113	$135,967	-$27,854	$221,900
Store	$139,041	$157,192							$52,033	$66,676	-$14,643	$103,170
Functions	$45,910	$46,476							$139,041	$157,192	-$18,151	$235,000
Computer Bowl	$19,994	$25,694							$45,910	$46,476	-$566	$65,000
Fundraising	$33,914	$49,241	$75,190	$136,461					$19,994	$25,694	-$5,700	$121,000
Membership Fund	$20,864	$45,127							$109,104	$185,702	-$76,598	$285,000
Museum Wharf									$20,864	$45,127	-$24,263	$67,000
Op Exp	$198,698	$192,000										
Mortgage			$89,940	$89,940					$198,698	$192,000	$6,698	$285,000
General Management	$143,406	$148,323							$89,940	$89,940	$0	$133,777
									$143,406	$148,323	-$4,917	$317,000
TOTAL EXPENSE	$1,084,766	$1,340,502	$165,130	$226,401	$149,259	$162,525	$0	$0	$1,399,155	$1,729,428	-$330,273	$2,685,847
NET REVENUE	$122,455	$58,141	$137,864	$51,649	-$58,709	-$52,525	$4,504	$0	$206,114	$57,265	$148,849	$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
02/28/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 02/28/93	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$220,639	-	-	$4,504	$225,143	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	27,802	-	-	-	$27,802	41,911
Investments	2,074	-	-	-	$2,074	-
Receivables	19,816	-	-	-	$19,816	39,762
Inventory	42,304	-	-	-	$42,304	69,374
Prepaid Expenses	101	-	-	-	$101	2,102
Interfund Receivable	4,504	181,964	-	-	$186,468	169,376
Total Current Assets	$317,240	$181,964	$0	$254,504	$753,708	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$317,240	$185,310	$2,787,290	$254,504	$3,544,344	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$38,754	$12,087	-	-	$50,841	$157,186
Accrued Expense	21,697	12,438	-	-	34,135	71,538
Deferred Income	11,515	-	-	-	11,515	64,426
Interfund Payable	181,964	-	-	4,504		169,376
Total Current Liabilities	$253,930	$24,525	$0	$4,504	$96,491	$462,526
Fund Balances:						
Operating	$63,310	-	-	-	63,310	($62,606)
Capital	-	160,785	-	-	160,785	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	$63,310	$160,785	$2,787,290	$250,000	$3,261,385	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$317,240	$185,310	$2,787,290	$254,504	$3,544,344	$3,518,281

Memorandum

DATE:	March 30, 1993
TO:	Board of Directors
FROM:	Oliver Strimpel
SUBJECT:	Change in October Board Meeting Date

At its last meeting, the Executive Committee decided to change the date of the October Board of Directors meeting from October 8, 1993, to Friday, October 15, 1993. This was done to avoid conflict with the three-day holiday weekend, which makes attendance difficult or impossible for some Board members. The time remains the same: 8:30 a.m. to noon, with a light lunch to follow.

To recap, the dates for future Board meetings are as follows:

- Friday, June 11, 1993

- Friday, October 15, 1993

- Friday, February 11, 1994

Please mark your calendars accordingly.
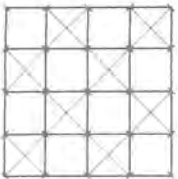
THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

March 24, 1993

Present were Gwen Bell, Larry Brewster, Lynda Bodman, Dick Case, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:15 a.m.

I.   Oliver Strimpel reported on operations. Recent publicity reprints and current financials were distributed with a comparison of Museum attendance compared to other museums in the Boston area. The recent decrease in attendance was less than at the Children's Museum. Parking scarcity is affecting both institutions. Several solutions, including a shared shuttle bus, were discussed.

Dr. Strimpel reported on the search for a Development Director. Nancy Robb, whose resume has been circulated, is a strong candidate with substantial managerial and industry experience. Mr. Zraket considered her a very well-qualified candidate.

II.   Lynda Bodman reported on the recommendations of the Governance Committee. After discussion, the Committee agreed to convene a joint meeting of the Nominating Committee and the Executive Committee on April 14, 1993, from 10:00 a.m. to 2:00 p.m., to review specific by-law changes needed to implement the recommendations and to prepare nominations for the Board of Trustees, Overseers, Honorary Trustees and standing committees. Mr. Franklin volunteered a member of his law firm to prepare such amendments under the guidance of Ms. Bodman, to be circulated to Executive Commiteee members a week in advance of the meeting.

III.   Dr. Strimpel continued his operations report: David Greschler is serving as Exhibits Director. The Computer Clubhouse is on schedule and should be ready for operation by the June 11 Board meeting, and the first groups should be graduated by the October meeting. The Programming Languages exhibit will open on schedule April 21 and continue to September.

IV.   The Waterfront Project has reached a design stage at which the Children's Museum would like a funding commitment of half of approximately $150,000 for the design of a common park area. Although recognizing the desirability of a coordinated design effort, the committee felt that funding could not be provided at this time and recommended that Dr. Strimpel try to protect the Museum's interests as the Children's Museum design goes forward.

Future meetings of the Executive Committee will be April 14 from 10:00 a.m. to 2:00 p.m. and May 4 at 8:00 a.m. The meeting adjourned at 10:10 a.m., and members thereafter met with Lisa Breit of TDC to discuss the Development Director position.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Meeting Agenda

The Computer Museum
EXECUTIVE & NOMINATING COMMITTEES
April 14, 1993
10:00 a.m. - 2:00 p.m.

1. Museum Governance

    - Discussion and approval of Bylaw changes
    - Assignment for directors, trustees
    - Selecting potential overseers

2. Museum Update

    - Financials
    - Development Director Search
    - Project Update

3. Proposal — Changes to Leave Benefits for Museum Staff
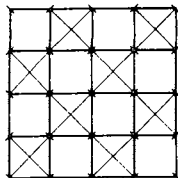
Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
July 27, 1993
8:00 a.m. - 10:00 a.m.

1.   Operations Update

- Financial
- Development Director Search
- Licensing Opportunity

2.   Nominating Committee Report (Criteria for Overseers)

3.   Revisiting the Museum's Strategic Plan (copy enclosed)

Memorandum

DATE: July 20, 1993

TO: Executive and Nominating Committees

FROM: Oliver Strimpel

SUBJECT: Guidelines for Board of Overseers

The following, for your review and comment, is a draft of Guidelines for the
Museum's newly created Board of Overseers. The document combines the most
important points of memoranda by Gordon and Gwen Bell, Tony Pell, and myself.

Board of Overseers

The Board of Overseers provides an important means for the Museum to attract,
involve, and gain the support of individuals of high achievement, including "captains
of industry," influential academics, and community leaders. Such involvement will
extend and reinforce the Museum as a *national* and *international* institution, with
model education programs, innovative interactive exhibits, and definitive collections
of the history of computing.

In order to attract high-caliber individuals, the Museum needs to offer the Overseers
"big-picture" involvement, encouraging members to take ownership of initiatives that
tap into their interests. The Museum should be flexible, with a minimum of fixed
requirements for Overseers, enabling individuals based in other areas (such as
California or abroad) or very busy business executives to participate.

Some potential roles for Overseers include:

• a "technical advisory board" that reviews the Museum's exhibits, education, and
collections activities. Overseers would have technical and/or professional
competence, and would provide oversight and coordination, as well as consulting on
specific projects. Meetings (perhaps arranged once or twice a year to follow Trustee
meetings so that Overseers could gain the most from a day at the Museum) could
concentrate on a couple of topics in depth.
   Examples of topics:
            - long-range exhibit plans
            - the Museum's research program
            - collections strategy

- competitive analysis of the Museum with other museums locally and around the World, and other "edutainment" venues
- national and international programs: exhibit sales, travelling exhibits, educational materials (CD-ROMs, books, videos)
- a long-range Museum plan

• a nurturing ground for high-level volunteers in which individuals can identify themselves as candidates for the Board of Trustees and executive functions at the Museum. Overseers should be encouraged to join committees and play an active role in the activities of the Museum.

Expectations of Overseers' financial contributions should be made explicit and discussed wih candidates during the nominating process. A relatively modest $1000 per year is proposed as a minimum, though some Overseers, such as those in the busy executive category, might contribute at a much higher level.

A motivator/manager within the Overseer group should be identified to ensure the participation of Overseers, while the Museum itself nurtures their enthusiasm.

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
11 Months Ending 5/31/93

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$252,900	$268,333							$252,900	$268,333	-$15,433	$340,000
Exhibit Related	$24,581	$30,000			$106,550	$135,000			$131,131	$165,000	-$33,869	$195,000
Govt & Foundation	$41,391	$30,000							$41,391	$30,000	$11,391	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$292,285	$371,550					$292,285	$371,550	-$79,265	$600,000
Corporate Membership	$164,250	$228,000							$164,250	$228,000	-$63,750	$247,000
Foundation	$1,000								$1,000	$0	$1,000	$0
Computer Bowl	$319,210	$343,500							$319,210	$343,500	-$24,290	$345,000
Membership Fund	$118,971	$185,650							$118,971	$185,650	-$66,679	$190,000
Admission	$439,362	$417,300							$439,362	$417,300	$22,062	$458,600
Store	$209,519	$234,295							$209,519	$234,295	-$24,776	$258,000
Functions	$132,621	$119,870							$132,621	$119,870	$12,751	$130,000
Exhibit Sales	$49,240	$64,166							$49,240	$64,166	-$14,926	$70,000
Other:												
Interest Income	$3,081	$9,150					$6,029		$9,110	$9,150	-$40	$10,000
Rental Income	$5,950	$6,000							$5,950	$6,000	-$50	$6,000
Program Income	$6,092	$7,500							$6,092	$7,500	-$1,408	$12,400
Collections	$5,577	$3,666							$5,577	$3,666	$1,911	$4,000
TOTAL SUPPORT/REVENUE	$1,773,745	$1,947,430	$292,285	$371,550	$106,550	$135,000	$6,029	$0	$2,178,609	$2,453,980	-$275,371	$2,909,500
EXPENSES												
Exhibit Development	$38,927	$28,536			$128,934	$137,535			$167,861	$166,071	$1,790	$140,000
Exhibit Maint/Enhancement	$57,599	$49,771			$57,308	$49,348			$114,907	$99,119	$15,788	$54,000
Exhibit Sales/Kits	$50,424	$24,321							$50,424	$24,321	$26,103	$25,000
Collections	$56,040	$63,142							$56,040	$63,142	-$7,102	$70,000
Education & Admission	$231,789	$261,568							$231,789	$261,568	-$29,779	$286,000
Clubhouse	$41,688	$240,036							$41,688	$240,036	-$198,348	$277,000
Marketing	$152,826	$203,915							$152,826	$203,915	-$51,089	$221,900
Public Relations	$75,460	$93,917							$75,460	$93,917	-$18,457	$103,170
Store	$193,675	$214,448							$193,675	$214,448	-$20,773	$235,000
Functions	$57,434	$59,790							$57,434	$59,790	-$2,356	$65,000
Computer Bowl	$102,339	$82,809							$102,339	$82,809	$19,530	$121,000
Fundraising	$45,839	$70,356	$95,318	$186,530					$141,157	$256,886	-$115,729	$285,000
Membership Fund	$31,891	$61,435							$31,891	$61,435	-$29,544	$67,000
Museum Wharf												
Op Exp	$270,698	$264,000							$270,698	$264,000	$6,698	$285,000
Mortgage			$122,889	$122,889					$122,889	$122,889	$0	$133,777
General Management	$205,230	$193,868							$205,230	$193,868	$11,362	$317,000
TOTAL EXPENSE	$1,611,859	$1,911,912	$218,207	$309,419	$186,242	$186,883	$0	$0	$2,016,308	$2,408,214	-$391,906	$2,685,847
NET REVENUE	$161,886	$35,518	$74,078	$62,131	-$79,692	-$51,883	$6,029	$0	$162,301	$45,766	$116,535	$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
05/31/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/93	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$239,983	-	-	$6,024	$246,007	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	811	-	-	-	$811	41,911
Investments	2,074	-	-	-	$2,074	-
Receivables	55,234	-	-	-	$55,234	39,762
Inventory	47,502	-	-	-	$47,502	69,374
Prepaid Expenses	2,082	-	-	-	$2,082	2,102
Interfund Receivable	6,024	96,374	-	-	$102,398	169,376
Total Current Assets	$353,710	$96,374	$0	$256,024	$706,108	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$353,710	$99,720	$2,787,290	$256,024	$3,496,744	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$112,648	$11,667	-	-	$124,315	$157,186
Accrued Expense	20,912	12,037	-	-	32,949	71,538
Deferred Income	19,515	-	-	-	19,515	64,426
Interfund Payable	96,374		-	6,024		169,376
Total Current Liabilities	$249,449	$23,704	$0	$6,024	$176,779	$462,526
Fund Balances:						
Operating	$104,261	-	-	-	104,261	($62,606)
Capital	-	76,016	-	-	76,016	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	$104,261	$76,016	$2,787,290	$250,000	$3,217,567	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$353,710	$99,720	$2,787,290	$256,024	$3,496,744	$3,518,281

<div align="center">Curriculum Vitae</div>

Rachel Davis Gray
40 Wedgemere Avenue
Winchester, Massachusetts 01890
617-729-8959

14 Newlin Road
Princeton, New Jersey 08540
609-924-8566 (Home)
609-734-8201 (Office)

Education

1962
B.S. Iowa State University
Honors Program - Foods and Nutrition and English Education
Phi Kappa Phi, Mortar Board, Phi Upsilon Omicron,
Omicron Nu, Sigma Alpha Iota

1963
Harvard-Radcliffe Program in Business Administration

Employment

1992 to present
Institute for Advanced Study, Olden Lane, Princeton, New Jersey
Associate Director for Development and Public Relations
and Secretary of the Corporation

1990-92
Development and Public Relations Officer

1986-90
The Princeton Ballet, Princeton, New Jersey
Director of Development

1984-86
Princeton University, Princeton, New Jersey
Part-time Assistant, Office of Dean of the Graduate School

1965-67
Opinion Research Corporation, Princeton, New Jersey
Assistant Survey Director

1963-65
H.P. Hood & Sons, Boston Massachusetts
Associate Manager of Consumer Research

Representative Activities:

President, Board of Trustees, The Princeton Ballet;
Trustee, McCarter Theatre; Elder and Deacon, Nassau
Presbyterian Church; President, PTO, Riverside School;
Coordinating Committee, Princeton Friends of Liberty
Science Center; Trustee, Crisis Support Fund

Personal Data

Married to Charles A. Gray; Children: Elizabeth, Douglas, and James

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: July 20, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: July 27 Meeting

Enclosed please find the agenda for our next meeting on Tuesday, July 27. The meeting, which starts at 8:00 a.m., will be held in the Skyline Room on the sixth floor.

Also enclosed are draft Guidelines for the Board of Overseers and a copy of the Museum's Strategic Plan, written in 1991. We will discuss both of these items at the meeting.

I look forward to seeing you on Tuesday!

Enclosures:

- Agenda
- Draft Guidelines for Overseers
- Computer Museum Strategic Plan, 1992-1996
- Minutes, June 29 Executive Committee meeting
- May Financials
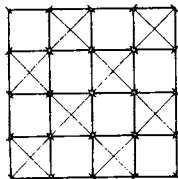
	FY 1993	FY 1992
REVENUES	$481,171	$469,779
VISITORS	118,857	118,567
PER CAPITA	$ 4.04	$ 3.96

VISITOR DEMOGRAPHICS

	FY 1993	FY 1992
STUDENTS	41.5%	41.5%
ADULTS	54.0%	53.4%
INFANTS & SENIORS	4.5%	4.9%

GEOGRAPHIC LOCATION OF VISITORS

	FY 1993	FY 1992
MASS.	38.0%	38.9%
EASTERN SEABOARD	70.9%	70.5%
USA TOTALS	82.5%	82.7%
FOREIGN TOTALS	17.5%	17.3%

The Computer Museum
7/27/93

TELEFAX

UCHIDA YOKO CO., LTD.
Educational System Division
4-7, 2-chome, Shinkawa,
Chuo-ku, Tokyo, Japan
Phone: 03-3555-4675
Fax : 03-3555-5965

To: The Computer Museum

Attn: Mr. Oliver Strimpel
      Executive Director

Date : July 5, 1993

Dear Mr. Strimpel,

With reference to the visit to your museum in Boston made by our Mr. Koseki and two other gentlemen of our company at the end of May, 1993. we would like you to let us have your comments on the following inquiry or plan in our mind.

First of all, they were impressed very much with the very rich exhibits of your museum, and would urge you to enlighten as many people as possible in the world, basing upon love of mankind as well as particular mind of worldwide education.

1. Your 30 minutes video:
    We would like to translate it into Japanese language and sell it to all of the schools and other possible markets. Translation and merchandising can be done by ourselves here in Japan. At this moment. we think that we like to make 200 pcs. of the same video in Japanese version as first trial.
    Please let us know of your conditions to enable us to effect our idea and plan.

2. The Walk-Through-Computer:
    If possible, we would like to purchase the whole system of the Walk-Through-Computer. You will understand that it is possible for us to make some parts of the system over here. and therefore, we are prepared to discuss with you on the licence agreement, which covers the production of the whole exhibits, distribution of the whole system in Japan, the dispatch of your engineers to Japan for installation. adjustment, etc.
    Please let us know of your thoughts and business conditions on our idea. As you know, there are many hundreds of museums whom, we are very confident, the similar system could be installed. We believe that it will be a great business in this country. For your information. we are one of the leading companies of planning and making exhibits for various kind of museums in this country.
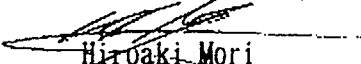
3. Softwares:
    You have a great variety of softwares which fill the computer museum perfect -ly. We want to have all of them. Localization can be done by ourselves.
    Please let us know of your business conditions about it.

There is an economic dispute between U.S.A. and Japan at present time, but we do hope that the above project will become one of the favourable solutions by our aggressive business activities. However. you should note that good business can be established only on a very faithful and friendly relationship by mutual part- nership.

We look forward to hearing your most favourable answer on our new idea.

Best regards,

UCHIDA YOKO CO., LTD.

Hiroaki Mori
Secretarial Division Manager
Offic of the President

The Computer Museum
EXECUTIVE COMMITTEE MINUTES
June 29, 1993

Present were Gwen Bell (by phone), Richard Case, Gardner Hendrie, David Kaplan, Tony Pell, Charles Zraket, Oliver Strimpel, executive director, and Mary McCann, acting clerk. The meeting was called to order at 8:15 a.m.

I.   Dr. Strimpel presented a report on Museum operations. He distributed an admissions report that showed an overall gain from last year in both visitor numbers and revenues. It was noted that last year *Tools & Toys* opened and attracted large numbers of visitors, so we may eventually see a comparative decline in numbers this year.

The audit is underway. Once generated, May financials will be mailed to committee members. Latest figures are on track with revised budget projections, with the exception of Membership/Annual Fund, which had a revised projection of $150,000, and which is currently at about $120,000. The impact of the Capital Campaign, especially on Board member contributions to the Membership/Annual Fund, is being felt. Revitalizing the Membership Fund Committee is a major goal of committee chair Hal Shear.

The Corporate Development Committee, under chair Mitchell Kertzmann, had its first meeting recently. General discussion followed about various committees, their responsibilities, and the need for more help across the board.

With regard to the Development Director search, Dr. Strimpel has interviewed seven candidates in person and one by phone, and has two more interviews scheduled. Salary range is $60,000-$80,000, with moving costs negotiable. A short list of final candidates will interview with Gwen, Gardner, and Tony, and then Charlie.

The *Computer Clubhouse* has completed construction, has received the bulk of its donated equipment, and is operating pilot programs this summer. Additional funding is still being solicited. The position of clubhouse project manager remains open.

The *Networked Society* exhibit is currently pursuing initial funding, with the goal of securing one network provider sponsor at $200,000, and several application sponsors at $100,000 each. The TNS Committee will soon schedule its first meeting. Digital has expressed interest in being featured in the exhibit, but not at the $200,000 level. The NSF proposal should go out sometime in July.

It was noted that Dorothy Terrell has agreed to chair the Education Committee.

The Children's Museum is at the halfway mark in its fundraising for the Waterfront Project; once this is completed, design implementation will begin. The project's director is leaving the Children's Museum to pursue other opportunities.

II.   An employee benefits proposal was presented. It is essentially the same as that presented at a previous meeting, but without the sabbatical benefit. It is designed to encourage staff to take vacation to rejuvenate themselves and to discourage the accumulation of leave time. Discussion followed about the Museum's current sick leave policy, about whether to institute some sort of co-payment for health insurance, about the possibility of increasing the life insurance benefit, and about the potential disadvantages of the current disability policy. It was then moved, seconded,

and carried unanimously to accept the benefits proposal as stated and to direct the Finance Committee to review the Museum's health, life, and sick leave policies, as well as to investigate retirement/pension plans. It was also agreed that the Museum should institute a 401(k) plan as soon as possible (with implementation of matching contributions to come later).

III. There was discussion about the duties of the Executive Committee as delegated by the Board of Trustees and defined in the Bylaws. It was agreed that the Executive Committee should act in lieu of the Board with the exception of (1) hiring and firing of officers; (2) voting in or dismissing Overseers; and (3) increasing the budget by more than 10 percent unless such increase is offset by incoming revenues. Dr. Strimpel will draft a proposed amendment to the Bylaws for review at the next Executive Committee meeting and for vote at the next Board of Trustees meeting.

IV. Memoranda from both Dr. Strimpel and Gordon and Gwen Bell regarding the role of Overseers were distributed. Discussion followed as to the need for Overseers to feel a sense of commitment and involvement equal to that of the Trustees. The only difference between the two is that Overseers don't have the statutatory and financial responsibilitiess of Trustees. Dr. Strimpel will prepare a draft integrating the salient points of the memoranda for the next meeting.

V. There was discussion about developing goals for the Board of Trustees and revisiting the Museum's Strategic Plan, written in 1991. Toward that end, the plan will be sent to Executive Committee members (and to Education Committee chair Dorothy Terrell) for comment and will be placed on the agenda for discussion at the next Executive Committee meeting.

VI. A list of proposed nominations for Overseers was distributed. There was consensus that this was a representative list and should be sent to the Nominating Committee for comment. That committee was directed to devise a set of priorities by which to rank potential candidates, to use that ranking to arrive at a list of final candidates, and to propose a chair for the Board of Overseers. Committee members will then interview final candidates and prepare a slate for vote at the October Board of Trustees meeting. It was agreed that the highest-level person within specific corporations should be targeted.

VII. Capital campaign manager Janet Walsh joined the discussion of how to revitalize the Capital Campaign. She distributed three handouts: a Corporate Target Matrix; a Solicitation Activity Log, and a list of Individual Gift Prospects. Pledges currently total $1,638,069. Discussion ensued, during which it was agreed that we need to hire a Development Director and to identify a volunteer to take charge of the campaign. Without these two people in place, the campaign will continue to lack focus. The Board committee set up to solicit Trustees also needs to be revitalized. A meeting of the Ad Hoc Campaign Committee (Gwen Bell, Lynda Bodman, Dick Case, Gardner Hendrie, Jim McKenney, Tony Pell, and Charlie Zraket) was set for September 14 at 5:30 p.m., for the purpose of identifying potential contributors, as well as those who will solicit them. Ed Schwartz's idea was noted — i.e., that it might be in the Museum's best interest to stop trying to raise money for the building and instead to approach Digital about uncoupling the building cost from the campaign. Discussion followed, with the view expressed that efforts to establish a significant endowment should not be abandoned.

The next Computer Bowl will be held April 29, 1994; coast to be decided. On Wednesday, November 10, Harry Saal will host the pre-Bowl party at his California home.

Dates were set for the next Executive Committee meetings: Tuesday, July 27, and Thursday, September 9, from 8:00-10:00 a.m.

The meeting was adjourned at 10:20 a.m.

THE COMPUTER MUSEUM STRATEGIC PLAN   1992-1996

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6/17/91

THE COMPUTER MUSEUM STRATEGIC PLAN 1992-1996

Summary

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

1. Onsite Visitation

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

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

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

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

3. Financial Stability

A successful $7.5 million capital campaign is a top priority to enable the Museum to acquire its building and start an endowment. For the operating budget, the goal is to double revenues over five years to $4 million and increase the earned revenues to 60% of the total.

GOALS FOR 1992-1996

1. Achieve an annual visitation of 220,000 by 1996.

2. Serve a national audience of 5-10 million a year by 1996 through offsite interactive exhibits and educational materials based on Museum exhibits and collections.

3. Create new exhibitions and programs to serve as the backbone of the Museum's educational mission.

4. Strengthen the permanent computer collection, particularly in the area of integrated circuits, and enrich the collections of photographs, film, video, and documentation.

5. Purchase the Museum's facility and achieve financial stability through the completion of a $7.5 million capital campaign and the increase of earned revenue to 60 percent of the annual operating budget.

Introduction

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

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

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

Goal 1:
Achieve an Onsite Annual Visitation of 220,000 by FY 1996

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

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

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

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

Visitation Goals 1991-1996

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

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

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

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

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

Table of Projected Visitation

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

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

To increase the diversity of its visitors, the Museum will:
1. Seek funding to subsidize admissions of visitors from underserved
communities.
2. Perform targeted marketing to these communities.
3. Provide foreign language translations of gallery text and teaching
materials.

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

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

Goal 2:
Serve a national public of 5-10 million people annually through offsite interactive exhibits and educational materials based on Museum exhibits and collections.

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

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

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

Exhibit Kit Sales Projection

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

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

Kit Marketing & Development Timeline

FY91	• prepare and distribute brochure • complete first set of Exhibit Kits • promote at ASTC conference
FY92	• complete second set of Exhibit Kits based on Computer Discovery Center • distribute brochure for Kit sets 1 and 2
FY93/4	• prepare third set of Kits and promote
FY95/6	• prepare fourth set of Kits and promote

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

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

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

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

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

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

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

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

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

Objective 3: Establish a Program of Offsite Activities

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

Objective 3a: Launch a travelling exhibit every other year

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

The Museum has already travelled two of its exhibitions nationally, and plans to launch "Reality on Wheels" in 1992. In addition to the

audience directly served, it is expected that awareness of the Museum will be raised by press coverage in communities served by its travelling exhibits.

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

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

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

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

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

New contests which are designed to stimulate creative programming and computer-based problem-solving, both individually and in groups, should be designed. Contests will be aimed at various levels within schools and colleges to stimulate educators to look afresh at their curriculum. In the first year of a contest, 1000 students might be expected to submit entries; if successful in the first year, the

number of entrants could double each year, reaching a plateau of 10-20,000. The cost of running a contest is $50,000-$100,000 per year.

Summary Comparison of Methods of Reaching Offsite Markets

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

Goal 3:
Create New Exhibitions to Serve as the Backbone of the Museum's Educational Mission

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

Serving the educational mission of the museum

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

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

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

Audience Appeal

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

Fundability

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

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

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

Permanent Exhibit Development 1991-1996

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

Further permanent exhibits will be drawn from the following:

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

Objective 2: Open Two Temporary Exhibits Each Year

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

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

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

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

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

Temporary Exhibit Ideas

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

Objective 3: Develop Onsite Educational Programs

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

Objective 3a: Establish an onsite Learning Center

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

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

Objective 3b: Establish a teacher development program

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

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

Objective 3c: Establish an Internship program

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

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

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

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

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

Goal 4:
Strengthen the Permanent Computer Collection, Particularly in the Area of Integrated Circuits, and Enrich the Collections of Photographs, Film, Video, and Documentation

Artifacts

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

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

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

Film and Video

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

Storage

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

Goal 5:
Purchase the Museum's Facility and Achieve Financial Stability Through the Completion of a $7.5 Million Capital Campaign and the Increase of Earned Revenue to 60% of the Annual Operating Budget

Objective 1: Execute $7.5 million capital campaign (1991-94)

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

FY 1992: Launch "quiet" phase of $7.5 million capital campaign.

Goal: $4.5 million in Board and lead pledges; $0.67 million in cash.
Actions:
1. Recruit national campaign chairman.
2. Prepare campaign materials, including donor incentives such as naming opportunities.
3. Solicit Board gifts and pledges.
4. Cultivate and solicit gifts of $250,000 and above from industry leaders.
5. Conduct intensive prospect research.

FY 1993: Enter "public" phase of campaign.

Goal: $1.5 million in pledges; $1.17 million in cash received.
Actions:
1. Hold public events in several sites to announce campaign and progress to date.
2. Organize regional committees to cultivate and solicit prospects.
3. Complete solicitation of local corporate and foundation prospects.
4. Continue prospect research.

FY 1994: Complete Campaign.

Goal: $1.5 million in pledges; $4.17 million in cash received.
Actions:
1. Complete all solicitation calls.
2. Review all prospect lists and continue prospect research.
3. Hold events to honor campaign volunteers.
4. Prepare final report for all donors.

During FY 1995 and FY 1996, $1 million and $0.5 million in outstanding campaign pledges are received.

Conclusion

In 1993 the Museum will assume ownership of its facility with a $2.5 million payment, and will have an endowment of $4.1 million.

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

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

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

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

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

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

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

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

<u>Objective 2d: Increase functions revenue at 5-10% per annum reaching $245,000 in FY96</u>

The Museum will increase business from sectors that are currently functions customers, such as computer, computer support companies, professional societies, and universities. New markets including industries that support the computer industry, including law, accounting and public relations agencies, and financial services firms will be targeted by direct mail and telemarketing.

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

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

<u>Table of Numbers of Projected Functions Events</u>

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

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

In 1991 the Museum will develop a new individual membership marketing plan with new offerings for members to attract national membership. Expanded exhibits will also be an additional incentive for local membership increase. Membership sales efforts will be made at the Museum and through the store catalog. Based on results to date, a minimum of 0.1% of onsite visitors and 0.5% of store catalog recipients are projected to become members, amounting to 200 new members in FY92. A new brochure and direct mail solicitation will form a part of the membership marketing plan. Projected membership growth is shown in the table of individual contributors on the next page.

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

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

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

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

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

Table of Projected Unrestricted Corporate Support by Type of Corporation

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

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

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

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

Table of Numbers of Individual Contributors at Each Level

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

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

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

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

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

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

Funding for the following projects will be sought:

Year	Project	Cost
FY91	People and Computers video	$135,000
	Reality on Wheels	$50,000
FY92	Reality on Wheels	$600,000
	Educator Kits	$30,000
	Teacher development	$40,000
	Learning Center	$100,000
	Contest 1	$50,000
FY93	Exhibit Kits (CDC)	$100,000
	Internship program	$30,000
	Chip video	$135,000
	Teacher development	$20,000
	Learning Center	$50,000
	Contest 2	$100,000

FY94	Traveling exhibit	$500,000
	Internship program	$50,000
	Video title 4	$140,000
	Teacher development	$20,000
	Contest 3	$50,000
FY95	Exhibit Kits (3rd set)	$100,000
	Video title 5	$140,000
	Education program	$50,000
	Teacher development	$20,000
	Contest 4	$50,000

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

Objective 3e: Hold a major benefit each year

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

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

Competition

Onsite Visitation

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

Museums with Significant Exhibits on Computers

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

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

Boston Area Science Museums

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

Serving People Offsite

1. Exhibit Kits (Goal 2, Objective 1, page 6)
   In 1991, two science museums offer several programs for sale on computer-related topics. None of the topics overlap with those in the Museum's first set of kits.

2. Videos (Goal 2, Objective 2a, page 8)
   The public television program series "The Machine that Changed the World" has been developed for a general public television audience. Tapes of the series may compete at the high school and college level. The Museum's videos are more tutorial in nature, offer a 25-minute program for a class, and are accessible to a younger age group or families viewing at home.

3. Travelling exhibits (Goal 2, Objective 3, page 8)
   The Association of Science-Technology Centers and the Smithsonian Institution's Travelling Exhibition Service manage and promote travelling exhibits. Few institutions develop exhibits on computer-related topics for their catalogs, and the demand for such exhibits greatly exceeds supply.

Funding of New Exhibits

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

Collection

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

General Fund-raising

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

Earned Revenue

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

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

Vision of The Computer Museum in 1996

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

Exhibits

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

Relationships with Other Institutions

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

Educational Materials

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

Schools

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

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

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

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

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

Finance
The Museum has an annual operating budget of $4 million of which over 60% is earned revenue—from admissions, membership, function rental, exhibit sales, and the Museum store and catalog. Catalog sales has been the largest growth area, now a $1 million a year business. A $7.5 million capital campaign has been completed and the Museum now has an endowment of $4 million. The Museum owns its building and has cooperated with The Children's Museum in making major improvements to waterfront site and visitor amenities.

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

	A	B	C	D	E	F	G	H
1	Operating Fund	FY90	FY91	FY92	FY93	FY94	FY95	FY96
2	Page 30 and 31 Conform to Audited Statement Format							
3								
4	Support and Revenue:							
5								
6	Unrestricted Gifts	560	618	640	715	942	492	728
7								
8	Restricted Gifts	107	246	820	435	760	360	500
9								
10	Memberships	235	268	289	321	356	391	429
11								
12	Admissions	320	515	510	612	612	920	1107
13								
14	Auxiliary Activities	352	465	642	894	1122	1397	1628
15								
16	Miscellaneous	13	3	111	186	262	261	264
17								
18	Total Revenue	1587	2115	3011	3163	4054	3821	4656
19								
20	Expenses:							
21								
22	Exhibits and Programs	322	539	1293	967	1306	1016	1189
23								
24	Marketing and Memberships	251	284	304	350	375	401	429
25								
26	Management and General	293	239	243	313	335	359	384
27								
28	Fundraising	130	183	196	210	224	240	257
29								
30	Museum Wharf	259	286	306	327	350	375	401
31								
32	Auxiliary Activities	267	344	527	733	887	1057	1259
33								
34	Total Expense	1522	1875	2868	2901	3477	3447	3918
35								
36	Net Profit/Loss	65	240	143	262	576	374	737

	A	B	C	D	E	F	G	H
		FY90	FY91	FY92	FY93	FY94	FY95	FY96
37	Capital Fund							
38								
39	Support and Revenue:							
40				2000	1500	4000	350	400
41	Unrestricted Gifts	256	193					
42				1000	800	1000	800	1000
43	Restricted Gifts	1177	625					
44				0	0	0	0	0
45	Miscellaneous	19	13					
46				3000	2300	5000	1150	1400
47	Total Revenue	1452	831					
48								
49	Expenses:							
50				900	740	936	776	972
51	Exhibits and Programs	1010	864					
52				78	84	89	96	102
53	Management and General	155	73					
54				200	200	200	150	150
55	Fundraising	80	190					
56				141	134	2627	120	113
57	Mortgage Payable	154	147					
58				1319	1158	3852	1142	1337
59	Total Expenses	1399	1274					
60				1681	1142	1148	8	63
61	Net Profit/Loss	53	-443					

	A	B	C	D	E	F	G	H
62	**Operating Revenues**	FY90	FY91	FY92	FY93	FY94	FY95	FY96
63	**Supporting Documentation**							
64	**Earned Revenues ($K)**							
65								
66								
67								
68	Functions	140	149	154	186	205	241	254
69								
70	Store & Catalog	212	316	488	708	917	1156	1374
71								
72	*Number of visitors*	*91700*	*131500*	*130000*	*156000*	*156000*	*187000*	*225000*
73	*Admissions $/head*	*$3.49*	*$3.92*	*$3.92*	*$3.92*	*$3.92*	*$4.92*	*$4.92*
74	Admissions $	320	515	510	612	612	920	1107
75								
76	Exhibit Kit sales	0	10	27	15	37	22	30
77								
78	**Total Earned Revenue**	672	990	1179	1521	1771	2339	2765
79								
80	**Unearned Revenue**							
81								
82	Unrestricted Grants	203	180	198	218	240	264	290
83								
84	Restricted Grants (pg 24)	107	246	820	435	760	360	500
85								
86	Annual Fund	82	100	115	132	165	207	258
87								
88	Bowl/Benefit	256	300	300	350	500	0	150
89								
90	Corporate Membership	180	200	220	242	266	293	322
91								
92	Individual Membership	55	68	69	79	90	98	107
93								
94	Miscellaneous	19	28					
95								
96	Interest Income	13	3	111	186	262	261	264
97								
98	**TOTAL OP REVENUE**	1587	2115	3011	3163	4054	3821	4656
99	Earned % of total	42	47	39	48	44	61	59

	A	B	C	D	E	F	G	H
100	Supporting Documentation	FY90	FY91	FY92	FY93	FY94	FY95	FY96
101	Operating Expense							
102								
103								
104	Exhibits Development	7	147	550	215	575	240	320
105								
106								
107	Exhibits & Collections	102	125	234	265	259	277	296
108								
109	Education	213	267	509	487	472	499	573
110								
111	Marketing & Memberships	251	284	304	350	375	401	429
112								
113	Gen Management	293	239	243	313	335	359	384
114								
115	Fundraising	130	183	196	210	224	240	257
116								
117	Store	201	269	411	590	739	911	1093
118								
119	Functions (includes $60K	66	75	116	143	148	146	166
120	of capital improvements)							
121								
122	Museum Wharf	259	286	306	327	350	375	401
123								
124	Total Operating Expense	1522	1875	2868	2901	3477	3447	3918
125								
126	NET OP. REVENUES	65	240	143	262	576	374	737

	A	B	C	D	E	F	G	H
127	Supporting Documentation	FY90	FY91	FY92	FY93	FY94	FY95	FY96
128	Capital Revenues							
129								
130	Exhibits	1177	625	1000	800	1000	800	1000
131	Non-exhibit	256	193	2000	1500	4000	350	400
132	Interest Income	19	13					
133								
134	Total Capital Revenues	1452	831	3000	2300	5000	1150	1400
135								
136	Capital Expenses							
137								
138	Exhibits	1010	864	900	740	936	776	972
139	General Management	155	73	78	84	89	96	102
140	Fundraising expense	80	190	200	200	200	150	150
141	Buildg (mortgage + purch)	154	147	141	134	2627	120	113
142								
143	Total Capital Expenses	1399	1274	1319	1158	3852	1142	1337
144								
145	Net Capital Revenue	53	-443	1681	1142	1148	8	63
146	Net Capital Cumulative			1581	2663	3747	3731	3766
147	Interest 7%			111	186	262	261	264

	A	B	C	D	E	F	G	H
148	Supporting Documentation	FY90	FY91	FY92	FY93	FY94	FY95	FY96
149	Store & Catalog							
150	Revenue							
151								
152	Store	190	246	269	323	323	387	387
153	Catalog	22	70	179	370	569	742	956
154	Product Dev			10	15	25	27	31
155	Misc			30				
156								
157	Store Total Revenue	212	316	488	708	917	1156	1374
158								
159	Expense							
160								
161	Store Expense	179	213	236	256	263	302	310
162	Mail Order Expense	22	56	165	324	461	594	765
163	Product Dev			10	10	15	15	18
164								
165	Store Total Expense	201	269	411	590	739	911	1093
166								
167	Store Net Revenue	11	47	77	118	178	245	281
168								
169	Functions							
170								
171	Revenue	140	149	154	186	205	241	254
172	Expense (inc. $60K	66	75	116	143	148	146	166
173	of capital improvements)							
174								
175	Functions Net Revenue	74	74	38	43	57	95	88

Cell: D104
Note: $550K Reality on Wheels expense

Cell: E104
Note: Includes:
    $90K Exhibit Kits (CDC)
    $125K Chip Video

Cell: F104
Note: Includes:
    $450K for traveling exhibit
    $125K for video title 4

Cell: G104
Note: Includes:
    $100K for Exhibit Kits 3rd set
    $140K for Video title 5

Cell: D107
Note: Add $30K for additional permanent exhibits engineer to support expanded exhibits
    Add $20K for temporary (1 yr) collections assistant to document collections prior to offsite move
    Includes $50K for new carpet, paint

Cell: E107
Note: Includes:
    $20K for shipping collections offsite
    $20K for warehouse rental
    $50K for new carpet, paint

Cell: F107
Note: Includes $50K for new carpet, paint, general facelift

Cell: D109
Note: Add:
    permanent teacher services coordinator at $25K
    interpreter at $20K to help staff expanded exhibits
    $25K for Educator Kits
    $15K for teacher training
    $90K for Learning Center
    $45K for Contest 1

Cell: E109
Note: Includes:
$25K for internship program
$15K for teacher training
$90K for Contest 2

Cell: F109
Note: Includes:
$45K for internship program
$45K for Contest 3

Cell: G109
Note: Includes:
$45K for Contest 4
$45K for new education program

Cell: H109
Note: Includes $135K for an education program

Cell: E111
Note: Add Marketing Assistant position of 25K.

Cell: D113
Note: Decrease Salary by 13K for reallocating Cash Room Manager to Functions

Cell: E113
Note: Add Director of Finance & Administration position at $50K.

Cell: D119
Note: Includes: $15K to soundproof auditorium. Add $13K Functions Assistant reallocation

Cell: E119
Note: Includes auditorium improvements:
$15K carpet
$ 5K lighting
$ 9K AV equipment

Cell: F119
Note: Includes $20K for improvements to caterers kitchen

Cell: G131

Note: Capital giving continues at a higher level after completion of the campaign

Cell: F141
Note: Includes $2.5 million building payment to DEC

Cell: D172
Note: Includes $15K to soundproof auditorium

Cell: E172
Note: Includes auditorium improvements:
    $15K carpet
    $ 5K lighting
    $ 9K AV equipment

Cell: F172
Note: Includes $20K for improvements to caterers kitchen

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Months Ending 6/30/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$252,951	$352,400							$252,951	$352,400	-$99,449	$340,000
Exhibit Related	$34,581	$35,000			$106,550	$160,000			$141,131	$195,000	-$53,869	$195,000
Govt & Foundation	$50,323	$36,300							$50,323	$36,300	$14,023	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$372,011	$600,000					$372,011	$600,000	-$227,989	$600,000
Corporate Membership	$194,750	$247,000							$194,750	$247,000	-$52,250	$247,000
Foundation	$1,000								$1,000	$0	$1,000	$0
Computer Bowl	$321,210	$345,000							$321,210	$345,000	-$23,790	$345,000
Membership Fund	$131,170	$190,000							$131,170	$190,000	-$58,830	$190,000
Admission	$487,623	$458,570							$487,623	$458,570	$29,053	$458,600
Store	$234,884	$257,750							$234,884	$257,750	-$22,866	$258,000
Functions	$156,154	$130,000							$156,154	$130,000	$26,154	$130,000
Exhibit Sales	$54,340	$70,000							$54,340	$70,000	-$15,660	$70,000
Other:												
Interest Income	$3,480	$10,000					$6,483		$9,963	$10,000	-$37	$10,000
Rental Income	$5,955	$6,000							$5,955	$6,000	-$45	$6,000
Program Income	$6,092	$7,500							$6,092	$7,500	-$1,408	$12,400
Collections	$6,099	$4,000							$6,099	$4,000	$2,099	$4,000
TOTAL SUPPORT/REVENUE	$1,940,612	$2,149,520	$372,011	$600,000	$106,550	$160,000	$6,483	$0	$2,425,656	$2,909,520	-$483,864	$2,909,500
EXPENSES												
Exhibit Development	$32,392	$29,568			$136,590	$145,416			$168,982	$174,984	-$6,002	$140,000
Exhibit Maint/Enhancement	$61,955	$54,438			$57,455	$49,348			$119,410	$103,786	$15,624	$54,000
Exhibit Sales/Kits	$51,579	$25,979							$51,579	$25,979	$25,600	$25,000
Collections	$60,687	$69,569							$60,687	$69,569	-$8,882	$70,000
Education & Admission	$253,816	$284,603							$253,816	$284,603	-$30,787	$286,000
Clubhouse	$65,206	$276,819							$65,206	$276,819	-$211,613	$277,000
Marketing	$168,458	$221,924							$168,458	$221,924	-$53,466	$221,900
Public Relations	$81,069	$103,169							$81,069	$103,169	-$22,100	$103,170
Store	$213,905	$234,772							$213,905	$234,772	-$20,867	$235,000
Functions	$63,326	$64,526							$63,326	$64,526	-$1,200	$65,000
Computer Bowl	$105,884	$120,886							$105,884	$120,886	-$15,002	$121,000
Fundraising	$48,260	$77,585	$103,242	$209,273					$151,502	$286,858	-$135,356	$285,000
Membership Fund	$34,616	$66,638							$34,616	$66,638	-$32,022	$67,000
Museum Wharf												
Op Exp	$294,698	$288,000							$294,698	$288,000	$6,698	$285,000
Mortgage			$133,777	$133,777					$133,777	$133,777	$0	$133,777
General Management	$233,296	$227,012							$233,296	$227,012	$6,284	$317,000
TOTAL EXPENSE	$1,769,147	$2,145,488	$237,019	$343,050	$194,045	$194,764	$0	$0	$2,200,211	$2,683,302	-$483,091	$2,685,847
NET REVENUE	$171,465	$4,032	$134,992	$256,950	-$87,495	-$34,764	$6,483	$0	$225,445	$226,218	-$773	$223,653

	OPERATING		DESIGNATED FUND		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$	ANNUAL BUDGET
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY93
SUPPORT/REVENUE														
Restricted Support:														
Clubhouse	$84,768	$352,400	$168,183								$252,951	$352,400	-$99,449	$340,000
Exhibit Related	$34,581	$35,000					$106,550	$160,000			$141,131	$195,000	-$53,869	$195,000
Govt & Foundation	$50,323	$36,300									$50,323	$36,300	$14,023	$43,500
Endowment														
Unrestricted Support:														
Capital Campaign					$372,011	$600,000					$372,011	$600,000	-$227,989	$600,000
Corporate Membership	$194,750	$247,000									$194,750	$247,000	-$52,250	$247,000
Foundation	$1,000	$0									$1,000	$0	$1,000	$0
Computer Bowl	$321,210	$345,000									$321,210	$345,000	-$23,790	$345,000
Membership Fund	$131,170	$190,000									$131,170	$190,000	-$58,830	$190,000
Admission	$487,623	$458,570									$487,623	$458,570	$29,053	$458,600
Store	$234,884	$257,750									$234,884	$257,750	-$22,866	$258,000
Functions	$156,154	$130,000									$156,154	$130,000	$26,154	$130,000
Exhibit Sales	$54,340	$70,000									$54,340	$70,000	-$15,660	$70,000
Other:														
Interest Income	$3,480	$10,000							$6,483	$0	$9,963	$10,000	-$37	$10,000
Rental Income	$5,955	$6,000									$5,955	$6,000	-$45	$6,000
Program Income	$6,092	$7,500									$6,092	$7,500	-$1,408	$12,400
Collections	$6,099	$4,000									$6,099	$4,000	$2,099	$4,000
TOTAL SUPPORT/REVENUE	$1,772,429	$2,149,520	$168,183	$0	$372,011	$600,000	$106,550	$160,000	$6,483	$0	$2,425,656	$2,909,520	-$483,864	$2,909,500
EXPENSES														
Exhibit Development	$32,392	$29,568					$136,590	$145,416			$168,982	$174,984	-$6,002	$140,000
Exhibit Maint/Enhancement	$61,955	$54,438					$57,455	$49,348			$119,410	$103,786	$15,624	$54,000
Exhibit Sales/Kits	$51,579	$25,979									$51,579	$25,979	$25,600	$25,000
Collections	$60,687	$69,569									$60,687	$69,569	-$8,882	$70,000
Education & Admission	$253,816	$284,603									$253,816	$284,603	-$30,787	$286,000
Clubhouse	$65,206	$276,819									$65,206	$276,819	-$211,613	$277,000
Marketing	$168,458	$221,924									$168,458	$221,924	-$53,466	$221,900
Public Relations	$81,069	$103,169									$81,069	$103,169	-$22,100	$103,170
Store	+10K $213,905	$234,772									$213,905	$234,772	-$20,867	$235,000
Functions	+93K $63,326	$64,526									$63,326	$64,526	-$1,200	$65,000
Computer Bowl	+215K $105,884	$120,886									$105,884	$120,886	-$15,002	$121,000
Fundraising	$48,260	$77,585			$103,242	$209,273					$151,502	$286,858	-$135,356	$285,000
Membership Fund	$34,616	$66,638									$34,616	$66,638	-$32,022	$67,000
Museum Wharf														
Op Exp	$294,698	$288,000									$294,698	$288,000	$6,698	$285,000
Mortgage					$133,777	$133,777					$133,777	$133,777	$0	$133,777
General Management	$233,296	$227,012									$233,296	$227,012	$6,284	$317,000
TOTAL EXPENSE	$1,769,147	$2,145,488	$0	$0	$237,019	$343,050	$194,045	$194,764	$0	$0	$2,200,211	$2,683,302	-$483,091	$2,685,847
NET REVENUE	$3,282	$4,032	$168,183	$0	$134,992	$256,950	-$87,495	-$34,764	$6,483	$0	$225,445	$226,218	-$773	$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
06/30/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/93	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	‥$269,453	-	-	$6,473	$275,926	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	811	-	-	-	$811	41,911
Investments	2,074	-	-	-	$2,074	-
Receivables	43,607	-	-	-	$43,607	39,762
Inventory	47,846	-	-	-	$47,846	69,374
Prepaid Expenses	8,594	-	-	-	$8,594	2,102
Interfund Receivable	6,473	149,011	-	-	$155,484	169,376
Total Current Assets	$378,858	$149,011	$0	$256,473	$784,342	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$378,858	$152,357	$2,787,290	$256,473	$3,574,978	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$82,378	$11,193	-	-	$93,571	$157,186
Accrued Expense	11,912	12,037	-	-	23,949	71,538
Deferred Income	21,260	-	-	-	21,260	64,426
Interfund Payable	149,011	-	-	6,473		169,376
Total Current Liabilities	$264,561	$23,230	$0	$6,473	$138,780	$462,526
Fund Balances:						
Operating	$114,297	-	-	-	114,297	($62,606)
Capital	-	129,127	-	-	129,127	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	$114,297	$129,127	$2,787,290	$250,000	$3,280,714	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$378,858	$152,357	$2,787,290	$256,473	$3,574,978	$3,518,281

The Computer Museum
Nominating Committee Report
27 July 1993

o   Executive Committee Discussion of Guidelines for Overseers and Trustees

--   Recommended attributes

--   Roles and responsibilities

---   Committee assignments and leadership

---   Attendance at meetings

--   Financial Commitment

--   Overseers Board Chairman

---   Role and Position on Board of Trustees and Executive Committee

---   Nominees

---   Profile

--   Selection procedure and role of Nominating Committee

o   Executive Committee Discussion of Responsibilities of Nominating Committee

o   Nominating Committee Activities in Process

--   Develop Overseer and Trustee Guidelines for Executive Committee review and subsequent distribution to Trustees

--   Solicit Overseer and Trustee Nominees

--   Review and recommend candidates for election

---   As Chairman of Board of Overseers

---   To Boards of Trustees and Overseers

OVERSEER CONSIDERATION LIST

CAT.	NOMINEE	TITLE	COMPANY	CURRENT RELATIONS	CURRENT GIVING	NAMED BY
	Armstrong, J.	Former VP	IBM	Bowl, AF	$100 personal	Bell
w	Bartz, Carol	CEO	Autodesk			Bell
	Beach, Gary	Publisher	Computerworld	Corporate Support	$35,000 corp	Bell
	Bechtolsheim, A	Vice President	SUN			Bell
	Branscomb, L.					Morse
	Braun, Jeff	CEO	Maxis	ExhF	$10,000 corp	Strimpel
	Brown, Mike	Vice President	The New England			Zraket
	Burton, John	CEO	Legent	Bowl	$10,000 corp/Bowl	Morse
d	Cash, James	Professor	Harvard Business School			Walsh
	Clark, Jim	Chairman	Silicon Graphics	Breakfast Speaker		Bell
	Eichorn, Gary	Manager	Hewlett-Packard	Speaker	$25,000 corp	Zraket
d	Epps, Harold		DEC			Terrell
	Gates, William	Chairman	Microsoft	Bowl, ExhF	($250,000 personal-91)	Strimpel
	Gibbons, John	Advisor	President US			Walsh
w	Hamilton, Judy	President	Dataquest	Bowl	$5,000 corp/Bowl	Morse
	Hanover, Alain	CEO	Viewlogic	Bowl, AF	$10,000 corp/$250 personal	Bell
	Kertzman, Mitchell	Chairman	Powersoft	Bowl, CorpM	$10,000 Bowl/$3000 corp	Strimpel
w	Kurtzig, Sandra	Chairman	ASK			Strimpel/Falotti
w	Liskoff, Barbara	Professor	MIT			Zraket
	Manzi, Jim	CEO	Lotus			Morse
w/d	Mumford-Markey, Y.	President/CEO	REC			Zraket
w	Marshall, Margaret	Lawyer	Harvard			Zraket
	Moller, Cleve	Chairman	Mathworks	CorpM	$3,000 corp	Bell
d	Morales, Ramon		Playing to Win			Rusk
w/d	Nii, Penny	Professor	Stanford	ExhF	$1,000 personal	Bell
	Palmer, R.	Chairman/CEO	DEC	Corporate Support	Corporate giving history	Zraket/Strimpel
	Platt, Lew	CEO	Hewlett-Packard		$25,000 clubhouse	House
	Saal, Harry	CEO	Network General	Bowl, AF	$10,000 corp	Strimpel
	Salwen, H	Chairman	Proteon	Exhibits, AF	$1,000 personal	Strimpel
	Schrank, Leonard	CEO	Swift			Morse
w	Seybold, Patty	CEO	Seybold Group	Bowl	$2,500 Bowl	Zraket
	Shoch, John	Vice Chairman	Asset Management	Bowl, AF	$2,000 personal/$2,500 corp	Bell
w	Sproull, Lee	Professor	Boston University	Exhibits Advisor	$100 annual fund	Bell
	Tesler, Larry	Vice President	Apple	Bowl, AF	$500 personal/$25,000 Bowl	Bell
w/d	Wade, Juanita		Freedom House			Terrell
w	Wallington, Pat	Vice President	Xerox	Speaker		Strimpel
	Warnock, John	Chairman	Adobe	Bowl	$5,000 corp/$2,500 Bowl	Bell
d	York, Bryant	Professor	Northeastern	NSF Proposal	NSF proposal	Bell
d=diverse, w=women.					7/21/93	

Memorandum

DATE: July 20, 1993

TO: Executive and Nominating Committees

FROM: Oliver Strimpel

SUBJECT: Guidelines for Board of Overseers

The following, for your review and comment, is a draft of Guidelines for the
Museum's newly created Board of Overseers. The document combines the most
important points of memoranda by Gordon and Gwen Bell, Tony Pell, and myself.

Board of Overseers

The Board of Overseers provides an important means for the Museum to attract,
involve, and gain the support of individuals of high achievement, including "captains
of industry," influential academics, and community leaders. Such involvement will
extend and reinforce the Museum as a *national* and *international* institution, with
model education programs, innovative interactive exhibits, and definitive collections
of the history of computing.

In order to attract high-caliber individuals, the Museum needs to offer the Overseers
"big-picture" involvement, encouraging members to take ownership of initiatives that
tap into their interests. The Museum should be flexible, with a minimum of fixed
requirements for Overseers, enabling individuals based in other areas (such as
California or abroad) or very busy business executives to participate.

Some potential roles for Overseers include:

• a "technical advisory board" that reviews the Museum's exhibits, education, and
collections activities. Overseers would have technical and/or professional
competence, and would provide oversight and coordination, as well as consulting on
specific projects. Meetings (perhaps arranged once or twice a year to follow Trustee
meetings so that Overseers could gain the most from a day at the Museum) could
concentrate on a couple of topics in depth.
   Examples of topics:
         - long-range exhibit plans
         - the Museum's research program
         - collections strategy

- competitive analysis of the Museum with other museums locally and
  around the World, and other "edutainment" venues
- national and international programs: exhibit sales, travelling
  exhibits, educational materials (CD-ROMs, books, videos)
- a long-range Museum plan

• a nurturing ground for high-level volunteers in which individuals can identify themselves as candidates for the Board of Trustees and executive functions at the Museum. Overseers should be encouraged to join committees and play an active role in the activities of the Museum.

Expectations of Overseers' financial contributions should be made explicit and discussed wih candidates during the nominating process. A relatively modest $1000 per year is proposed as a minimum, though some Overseers, such as those in the busy executive category, might contribute at a much higher level.

A motivator/manager within the Overseer group should be identified to ensure the participation of Overseers, while the Museum itself nurtures their enthusiasm.

MEMORANDUM

TO: Board of Directors, The Computer Museum
FROM: Governance Committee
DATE: 26 May 1993
RE: Governance Recommendations

In 1992, the Board of Directors of The Computer Museum appointed a Governance Committee to review the existing governance objectives and structure of The Museum. The result of the Committee's efforts are the recommended amendments of the Museum's By-laws and governance structure as laid forth in the attached revised text. The Executive Committee has approved these amendments, and will introduce them for adoption at our Annual Meeting scheduled for Friday, June 11, 1993. We encourage you to review the proposed changes and look forward to discussion of any questions both in advance or at the meeting. By way of a brief introduction here, we wish to draw your attention to the three driving amendments we will propose for adoption, and broadly to describe out understanding of respective and differentiating duties of the positions/ Boards so created. The three driving amendments are: (a) simultaneous dismissal of the "Board of Directors," and the creation in its place of a Board of Trustees; (b) the creation of a Board of Overseers; and (c) creation of the position of Honorary Trustee.

Assuming adoption of the By-laws so amended, we believe the following general descriptions may be useful in differentiating the discrete roles of Trustees, Overseers and Honorary Trustees:

<u>Trustees:</u> Trustees will have the legal responsibilities for setting the broad policies of The Computer Museum, assuring compliance with Federal, State, and local laws and regulations, choosing the Executive Director, approving key management and staff appointments, setting budgets, reviewing audits, handling and maintaining tangible and intangible assets, and dealing with certain types of personnel matters. In addition, the Trustees will establish and assist in implementing fund raising mechanisms and assume leadership in endowment, capital, and annual fund drives.

<u>Overseers/Board of Overseers:</u> The purpose of the Board of Overseers is to attract people of high achievement and knowledge to support the strategic objectives and administrative programs of The Museum. Individual Overseers will become familiar with the principal objectives, policies, and activities of The Museum. The Board of Overseers, through either the operation of the Board as a whole and/or the individual Overseer's participation in the Committee Structure of The Museum, may present concepts and recommendations to the Trustees; advise and lend expertise to the management of The Museum; assist in reaching constituencies which The Museum seeks to serve and assist in communicating The Museum's goals, programs and operations; support The Museum's fund raising objectives; and engage in fund raising activities.

<u>Honorary Trustee:</u> This position will honor individuals who have made outstanding contributions to The Computer Museum over a period of time in capacities deemed worthy of such recognition. Honorary Trustees will be elected by majority affirmative vote of the Trustees upon recommendation of the Nominating Committee. At the request and approval of the Trustees, Honorary Trustees may be appointed to serve on the standing and operating committees of The Museum.

K Intigrate - to single sheet - 2 pages.

To: The Executive Committee

From: Gwen and Gordon Bell, June 28, 1993

The Overseers of The Computer Museum

The Overseers can be modeled on Technical Advisory Boards of computing companies. Such Boards review all and any research and development projects at a reasonable depth, and look at long-term direction At Microsoft, for example, TAB members are sometimes involved in or consult on specific projects. Similarly, Overseers should be represented on the substantive committees of the Museum, namely Education, Exhibits, and Collections committees. The Overseers can play an oversight and coordination role.

Since many of the Trustees will have a substantive interest in these areas, the Overseers could meet in the afternoon after the Trustees meeting. This would provide the opportunity for maximum participation.

Cultivate their interest

The meetings would take up two to three topics; each topic would have a presentation and materials of about half an hour, followed by discussion for an hour and a half. Such discussions could lead to the creation of special substantive committees for further involvement.

Topics for Overseers meetings would include both oversight of projects underway and new long, term efforts. For example, topics might be:

• What kind of research can be done at the Museum, and what is an appropriate research strategy for the future. The NSF research project on the value of virtual reality could be used as a test case.

• A review of forthcoming exhibition plans. *Active participation an committees & education programs*

• The overview of the collection, where are the holes, what is the strategy for the future.

• A competitive analysis of the Museum versus other Museums in Boston (and the world) and other edutainment venues.

• National and International activities: exhibit kits, travelling exhibits, cd-roms, books, videos, teacher training, etc.

• TCM 2001, the long-range plan. *Participate with the Trustees*

Mix overseers + Trustees an substantive committees;

Memorandum

to: Charles A. Zraket
from: Oliver Strimpel
re: The Board of Overseers
date: June 2, 1993

This is in response to your request for thoughts on this topic that might serve as a basis for a discussion at the June 11 Board meeting.

The Computer Museum needs to use its new governance structure to attract, involve, and gain the support of individuals of high achievement, including "captains of industry," influential academics, and community leaders. The Museum needs this in order to:

- extend and reinforce the Museum as a *national* and *international* institution, with model education programs, innovative interactive exhibits and definitive collections of the history of computing

- revitalize and achieve success in the Capital Campaign

- create high visibility national fund-raising events that can reach levels of success attained by The Computer Bowl, and provide ongoing support to the Museum's operations

In determining the role of Overseers, how can we ensure that we are successful in attracting high caliber individuals, while at the same time ensuring that Overseer participation is meaningful?

Suggestions:

- Suggest "big-picture" involvement that uses the vision and perspective that such individuals have by virtue of their roles. Examples might include the Museum's long-term strategy or geographical and/or social reach.

- Encourage Overseers to take ownership of certain new initiatives that fit with the Museum's direction and tap into Overseers' interest. The combination of planning and fund-raising by the same group can work effectively, and could include exhibit, education, and collections projects.

- Offer flexibility in the shape of Overseers' involvement. The fewer explicit commitments required, in the form of time, attendance at meetings, or other requirements, the more we are likely to attract the people we need.

Memo

To: *Oliver Strimpel*
From: *Anthony D. Pell*
Date: *June 30, 1993*
Re: *The Computer Museum*

I thought it might be helpful to incorporate my ideas about what the Board of Overseers ought to consist of to add to the excellent memoranda from Oliver and from Gwen and Gordon Bell.

1. The key function of The Board of Overseers is to serve as a nurturing ground for people to identify themselves as candidates for the Board of Trustees and for Executive functions at the Museum. Overseers should be encouraged to join committees and activities of the Museum. Those who are going to be "players" in the future of the Museum will soon identify themselves through their activities.

2. A second important role of the Board of Overseers, in my opinion, given our goal to become a national museum, is to serve as a position for people who are simply too far away to attend regular meetings to still feel a sense of commitment to the Museum. This would involve 1) our very large constituency on the West Coast, 2) people from the International Community who have shown interest in the Museum, 3) new business executives who would like to interested in the Museum but are too busy to be regular participants.

3. There is a third group of people who the Museum wants to have access to who might fall into the category of Honorary Trustees or alternatively be part of a separate group called a Board of Advisors. These are academic and industry people who have technical and professional competence to offer to the Museum but who would not be able or prepared to make meaningful financial contributions to the Museum or participate in its governance. This type of person could also be incorporated into the Board of Overseers.

4. The Board of Overseers should be expected to make a financial contribution to the Museum and this should be made clear to them when they accept the position. This should be relatively modest, say $1,000 a year, but there may be individuals such as those in the busy executive category whose primary function at The Board of Overseer level would be financial support.

Functions of the Board of Overseers would be to participate as meaningfully as possible in the Committee activities of the Museum; they should at least be prepared to come to one or possibly two meetings a year at which the activities and goals of the Museum are laid out for them.

Within the Overseer group a motivator/manager should be identified to ensure the participation of the Overseers. It will be up to the Museum to nurture their enthusiasm..

CC: Executive Committee   ADP

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

M E M O R A N D U M

TO: BOARD OF DIRECTORS

FROM: Oliver Strimpel, Executive Director

RE: UPDATES

DATE: December 4, 1992

Marketing Director Position

I'm delighted to announce that we have hired Carol Welsh as our new
Director of Marketing. She brings a great deal of marketing talent
to the Museum - her resume is enclosed. Carol will focus on institu-
tional marketing communications, with direct responsibility for
admissions and functions.

Financial Situation

The first quarter financials are enclosed. Our cash position con-
tinues to be tight. We hope that those of you who have not yet
responded to the October appeal from Gardner Hendrie and Hal Shear,
will be able to help the situation by making your annual contribution
as soon as possible.

Exhibit Reopening, February 11, 6pm

We shall reopen the newly renovated Smart Machines gallery at an
evening reception for Board members, trustees, and special guests.
The gallery will include a number of newly developed hands-on sta-
tions on topics including expert systems and artificial life, and
will incorporate the 1992 American Association for Artificial
Intelligence art show, the first of its kind. Please save the date!

Note: The next Board meeting takes place the following morning from
8:30 till noon followed by lunch.

Miscellaneous

Please find enclosed also the following materials:

-    Materials distributed at the meeting
     (for those who were unable to attend)
-    First Quarter Financials
-    FY93 Board and Trustee Lists
-    Schedule of 1993 Board Meetings
-    Minutes of the October 9, 1992 Meeting
-    Minutes of the November 12, 1992 Education Committee Meeting

Carol A. Welsh
124 Beacon Street
Marblehead, Massachusetts 01974
617-631-3156

EXPERIENCE

1990-1992

Cunningham Communication, Inc.
Santa Clara, California and Cambridge, Massachusetts

Associate
December, 1990 to July, 1992
Handled high-tech accounts for top-billing PR/marketing agency in Silicon Valley
- Generated $25,000 in monthly fee billings
- Responsible for relations with 300 top-tier journalists for 1992 IBM OS/2 review program
- Member of IBM OS/2 account team that received 1991 Delahye Group Award
  for "Most Improved Coverage"
- Handled Network General account and jointly managed launch of Expert Sniffer
  Technology, the most widely covered product introduction in the company's history
- Designed and implemented marketing and media relations projects for agency

1986-1990

U.S.News & World Report and The Atlantic
New York, New York

Public Relations Manager
October, 1988 to December, 1990
Managed PR for editorial and business divisions of U.S.News
Consulted on PR for editorial and business divisions of The Atlantic
- Responsible for staff of three and $300,000 annual budget
- Directed staff in implementing "To Give & Learn," a $1.5 million national
  program, co-sponsored with IBM and endorsed by President Bush
- Led staff in launch of 1990 U.S.News Annual Guides, one of the largest
  combined advertising and newsstand successes in the magazine's history
- Designed and implemented series of three-day newstours for advertisers in
  Washington, D.C., which contributed to the closing of ad sales
- Doubled total consumer and trade press pick-ups in one year
- Consulted on PR program for The Atlantic, which had significant increases in
  advertising as well as consumer and trade press pick-ups from 1988 to 1990
- Asked by U.S.News CEO to develop PR for sister firm, Applied Graphics Technologies

Publicity Coordinator
November, 1987 to September, 1988
Served as a liaison between editorial and sales staffs, as well as press, advertisers,
and public
- Handled press releases, editorial speakers' bureau and company-wide memos
- Generated record number of press pick-ups, particularly in trades
- Responsible for editorial luncheons, newstours and special events which involved
  more than a 1,000 clients a year

Promotion Writer
August, 1986 to October, 1987
- Created and produced sales presentations including R.J. Reynolds, IBM, Kmart

1984-1986   Columbia University
New York, New York
(Worked full-time while obtaining master's degree)

Assistant to the Director of Community Affairs
September, 1984 to July, 1986
Expanded and upgraded the quality of relations within the University community
and surrounding neighborhood
- Coordinated and publicized one of the most successful University-wide fund-
raising drives, which ultimately generated over $1 million
- Facilitated community use of university properties

Columbia University
Head Resident
September, 1985 to August, 1986
Responsible for off-campus dormitory and welfare of 250 sophomore students
- Managed and trained staff of three residence counselors and controlled budget
- Established emergency telephone connection from dorm to New York City police
and fire departments
- Assisted in drafting University alcohol and residence policy as member of
Dean's committee

1982-1984   Rutgers University
New Brunswick, New Jersey

Producer, "Symposium"
September, 1983 to September, 1984
Produced monthly public affairs program for PBS station WNET/Channel 13
- Managed staff of three and controlled $150,000 annual budget
- Attracted over a quarter million viewers per program

Producer, "New Jersey Bowl"
May, 1983 to December, 1983
Produced "New Jersey Bowl," a weekly academic quiz show on New Jersey Network
- Responsible for production staff of 15 during tapings and two full-time assistants
- Received second highest rating after the "New Jersey Nightly News"

Associate Producer/Field Reporter, "Rutgers Business Weekly"
December, 1982 to December, 1983
Coordinated weekly program line-up for Cable Television Network news series
covering New Jersey business and industry
- Reported, wrote and edited stories for air; wrote weekly news segment
- Only intern hired upon graduation

EDUCATION

M.A., Public Policy and Administration
Columbia University, 1986

B.A. with Departmental Distinction, Journalism
Rutgers University, 1983

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 9/30/92

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$25,300	$52,000							$25,300	$52,000	-$26,700	$340,000
Exhibit Related	$15,000	$20,000			$30,000	$55,000			$45,000	$75,000	-$30,000	$195,000
Foundation	$10,748	$3,000							$10,748	$3,000	$7,748	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$62,006	$9,000					$62,006	$9,000	$53,006	$600,000
Corporate Membership	$39,750	$34,000							$39,750	$34,000	$5,750	$247,000
Computer Bowl	$75,000	$55,000							$75,000	$55,000	$20,000	$345,000
Membership Fund	$10,245	$50,500							$10,245	$50,500	-$40,255	$190,000
Admission	$181,126	$201,770							$181,126	$201,770	-$20,644	$458,600
Store	$76,057	$98,976							$76,057	$98,976	-$22,919	$258,000
Functions	$47,597	$28,790							$47,597	$28,790	$18,807	$130,000
Exhibit Sales	$14,950	$17,500							$14,950	$17,500	-$2,550	$70,000
Other:												
Interest Income	$914	$2,050					$1,785	$0	$2,699	$2,050	$649	$10,000
Rental Income	$2,550	$3,000							$2,550	$3,000	-$450	$6,000
Program Income	$658	$0							$658	$0	$658	$12,400
Collections	$875	$1,000							$875	$1,000	-$125	$4,000
TOTAL SUPPORT/REVENUE	$500,770	$567,586	$62,006	$9,000	$30,000	$55,000	$1,785	$0	$594,561	$631,586	-$37,025	$2,909,500
EXPENSES												
Exhibit Development	$5,420	$7,442			$58,098	$73,303			$63,518	$80,745	-$17,227	$140,000
Exhibit Maintenance	$11,671	$13,323			$8,084	$0			$19,755	$13,323	$6,432	$54,000
Exhibit Sales/Kits	$20,577	$10,926							$20,577	$10,926	$9,651	$25,000
Collections	$16,812	$19,199							$16,812	$19,199	-$2,387	$70,000
Education & Admission	$79,532	$92,431							$79,532	$92,431	-$12,899	$286,000
Clubhouse	$4,738	$17,148							$4,738	$17,148	-$12,410	$277,000
Marketing	$49,915	$56,304							$49,915	$56,304	-$6,389	$221,900
Public Relations	$19,987	$23,492							$19,987	$23,492	-$3,505	$103,170
Store	$65,514	$77,829							$65,514	$77,829	-$12,315	$235,000
Functions	$21,004	$18,754							$21,004	$18,754	$2,250	$65,000
Computer Bowl	$7,277	$8,792							$7,277	$8,792	-$1,515	$121,000
Fundraising	$12,151	$15,390	$28,225	$49,134					$40,376	$64,524	-$24,148	$285,000
Membership Fund	$8,868	$17,945							$8,868	$17,945	-$9,077	$67,000
Museum Wharf												
Op Exp	$72,707	$72,000							$72,707	$72,000	$707	$285,000
Mortgage			$34,082	$34,082					$34,082	$34,082	$0	$133,777
General Management	$54,539	$56,845							$54,539	$56,845	-$2,306	$317,000
TOTAL EXPENSE	$450,712	$507,820	$62,307	$83,216	$66,182	$73,303	$0	$0	$579,201	$664,339	-$85,138	$2,685,847
NET REVENUE	$50,058	$59,766	-$301	-$74,216	-$36,182	-$18,303	$1,785	$0	$15,360	-$32,753	$48,113	$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
9/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 9/30/92	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$58,440	$21,911	-	$1,786	$82,137	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	42,636	-	-	-	$42,636	41,911
Receivables	32,457	-	-	-	$32,457	39,762
Inventory	53,354	-	-	-	$53,354	69,374
Prepaid Expenses	3,389	-	-	-	$3,389	2,102
Interfund Receivable	1,786	47,491	-	-	$49,277	169,376
Total Current Assets	$192,062	$69,402	$0	$251,786	$513,250	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$192,062	$72,748	$2,787,290	$251,786	$3,303,886	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$76,536	$11,310	-	-	$87,846	$157,186
Accrued Expense	68,208	16,293	-	-	84,501	71,538
Deferred Income	11,635	-	-	-	11,635	64,426
Interfund Payable	47,491	-	-	1,786	49,277	169,376
Total Current Liabilities	$203,870	$27,603	$0	$1,786	$233,259	$462,526
Fund Balances:						
Operating	($11,808)	-	-	-	($11,808)	($62,606)
Capital	-	45,145	-	-	45,145	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	($11,808)	$45,145	$2,787,290	$250,000	$3,070,627	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$192,062	$72,748	$2,787,290	$251,786	$3,303,886	$3,518,281

The Computer Museum

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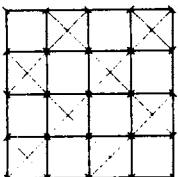
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Mr. Anthony D. Pell
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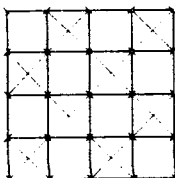
The Computer Museum

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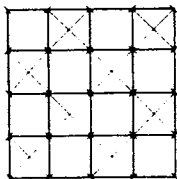
The
Computer
Museum

300 Congress Street
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**THE COMPUTER MUSEUM
FY 1993 BOARD OF TRUSTEES**

The
Computer
Museum
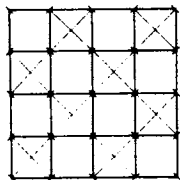
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BOARD OF DIRECTORS
1993 MEETING SCHEDULE
(2nd Friday of Month)

Friday, February 12

Friday, June 11

Friday, October 8
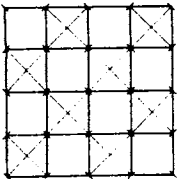
THE COMPUTER MUSEUM

Minutes of Regular Meeting of Board of Directors

October 9, 1992

Present were Richard Burnes, Jr., Richard Case, Roger Heinen, Gardner Hendrie, David Kaplan, James A. Lawrence, James L. McKenney, John A. Miller, Jr., Nicholas Pettinella, Jean E. Sammet, F. Grant Saviers, Paul Severino, Hal Shear, Michael Simmons, Irwin Sitkin, Charles Zraket, Dr. Oliver Strimpel, Executive Director, and J. Thomas Franklin, Clerk. Ms. Bodman, Messrs. Albert, Greene, House, Patil, Rotenberg, Schwartz and Sutter were represented by proxy.

I. The Chairman called the meeting to order at 8:45 a.m. In the absence of Ms. Bodman Mr. Zraket nominated as new members of the board of directors Richard L. Taylor, Secretary of Transportation of the Commonwealth of Massachusetts, and David L. House, Senior Vice President, Intel Corporation. The nominations were seconded and unanimously approved.

II. Dr. Strimpel presented a review of museum operations. A new brochure incorporating a time line showing the increasing depth and breadth of museum activities for use in the capital campaign will be available shortly. An independent professional evaluation of attendees of the Tools and Toys exhibit confirmed the exhibit is very well received across a broad range of attendee interests. The Smart Machines exhibit, now five years old, is in need of approximately $60,000 of renovations of which $30,000 has been raised to date. The planned Programming Languages exhibit has attracted $30,000 in pledges. The planned Networked Society exhibit remains under development and the planned Computer Clubhouse project will proceed on schedule if funding is forthcoming. $75,000 of a budgeted $350,000 in FY 93 development cost has been received and many proposals for such funding are under consideration by donors.

Although staffing generally is very strong the museum is seeking to hire new directors of marketing and of development. Museum attendance is higher than last year but not as much higher as budgeted. Membership fundraising under the indefatigable leadership of Hal Shear has achieved very good response rates for direct mail appeals but experience has demonstrated the value of suggestions from board members. Kick-off parties on both coasts for the Computer Bowl will be held shortly; Apple Computer will be a new West coast sponsor thanks to Mr. Heinen.

Museum finances were reviewed in some detail, particularly the causes of a current cash shortfall and of a potential failure to meet the $100,000 balance requirement of DEC at month-end. The museum currently is $50,000 to $100,000 below optimal funding; prompt board response to Mr. Shear's fund-raising appeal will be necessary to meet current obligations. Mr. McKenney conducted a review of fiscal 1992 audited financial statements and of internal statements for the first two months of the current year.

Mr. Zraket for Mr. Brewster reviewed the status of the capital campaign. Only $80,000 of a budgeted $1 million in new pledges for the current year has been received to date, and $77,000 of a budgeted $600,000 in cash receipts. It is important that board members help identify and cultivate new corporate and individual donors, for example by inviting prospective donors to a museum open house.

Dr. Strimpel for Mr. Schwartz reported that the waterfront development project is presently in the legislative and permit stage; fundraising by the Childrens Museum is proceeding slowly; construction is expected to begin late 1993 and be complete in 1995.

III. Following a short break the meeting reviewed three perspectives on the education function of the museum, presented as the basis for a strategic evaluation of long-term education policy and goals. Dr. Mitchel Resnick of MIT's Media Lab reviewed the fundamental correspondence between the interactive, self-directed, empirical pedagogy adopted by the museum and current educational theory and research. Natalie Rusk and David Greschler presented initiatives and roles for museums like ours in the effort to reform K through 12 education. Greg Welch summarized the museum's recent and successful efforts in marketing to other museums and forums exhibits initially created by the museum.

Irwin Sitkin moved, and it was seconded and unanimously voted, to acknowledge with gratitude and to recognize formally and publicly the long, loyal and indispensable support of the museum by Kenneth Olsen, founder, retired chairman and President, of Digital Equipment Corporation.

The meeting adjourned at 12:45 p.m.

J. Thomas Franklin

The Computer Museum

Board Education Committee Minutes

November 12, 1992

Present: Lynda Bodman, Richard Burnes, Gardner Hendrie, Hal Shear, Dorothy Terrell, Charles Zracket, and Oliver Strimpel, Executive Director, Natalie Rusk, Director of Education.

I. Natalie Rusk reviewed recent, current, and planned educational activities in the Museum.

A. *Daily programs and activities in the Museum*
The majority of the Education Department staff spend their time running the Museum's daily programs on the floor, including staffing the galleries and front desk, greeting school groups, leading tours and demonstrations, assisting visitors, and basic maintenance of exhibits. Museum activities currently include regularly scheduled tours and hands-on collaborative activities for individuals and groups.

The numbers for group visits for the past three years are as follows:
      FY'92 680 groups, 20,958 students
      FY'91 564 groups, 19,057 students
      FY'90 584 groups, 17,886 students

Planned activities include the development of theatrical presentations in the Museum, additional demonstrations, and special programs for school groups.

B. *Special events and programs*
The Museum regularly offers special events for families, such as "High-Tech Halloween," "Robot Weekend," and "Adventures in Time." The Education department has also run a small number of hands-on workshops for parents and children. Limiting factors include space and available computers.

C. *Educational materials*
Within the past three years, the Museum has developed the following materials:
      • bilingual Educational Activities Packet (as of 11/11/92)
      • "How Computers Work" Walk-Through Computer video (10,000 sold)
      • Time Capsule computer history activity box
      • Computer Museum slide sets
The Exhibit Kits program has brought the Museum's most popular exhibits to approximately 3 million people per year.
      Planned educational materials include a book and software based on The Walk-Through Computer.

D. *The Computer Clubhouse*

      The Computer Clubhouse is the Museum's current major educational initiative. The project will provide special programs for underserved youth, teachers, and families based on innovative applications of computers in education. The project will also include the development of software for use in school and afterschool sites.

II. Gardner Hendrie led a discussion of the goals to focus the agenda of future meetings and to guide the Museum towards a well-articulated education policy.

The first part of the Museum's mission statement was discussed:

> *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.*

      The committee noted that the Museum is fundamentally an educational institution, therefore all its activities are influenced by considerations of educational impact.

The following questions were developed as questions to be answered:

1) Who are we going to serve?
   Groups to be considered:

students	K-12	local	computer-initiated
teachers	college	national	computer-uninitiated
		international	underserved

2) How are we going to fund the programs?

3) What type of activities/programs should we focus on and what should we avoid?

4) Can we develop a compelling articulation of our educational mission?

      The committee recommended that any statement of education goals should position the Museum as a significant player in the national educational reform movement. A great deal of resources from government and national foundations are being directed to the education of young people, especially young people from underserved communities. Committee members see this as an important area for the Museum to focus its efforts as well.

      It was pointed out that the Museum's strengths to date lay in the area of informal education, in activities that complement the formal education system.

      Oliver and Natalie were charged with the drafting of an education vision statement for the next meeting. The group will meet again December 18, 8-10 am, to further discuss the direction of the Museum's educational efforts.

The Capital Campaign for The Computer Museum

Report to the Executive Committee
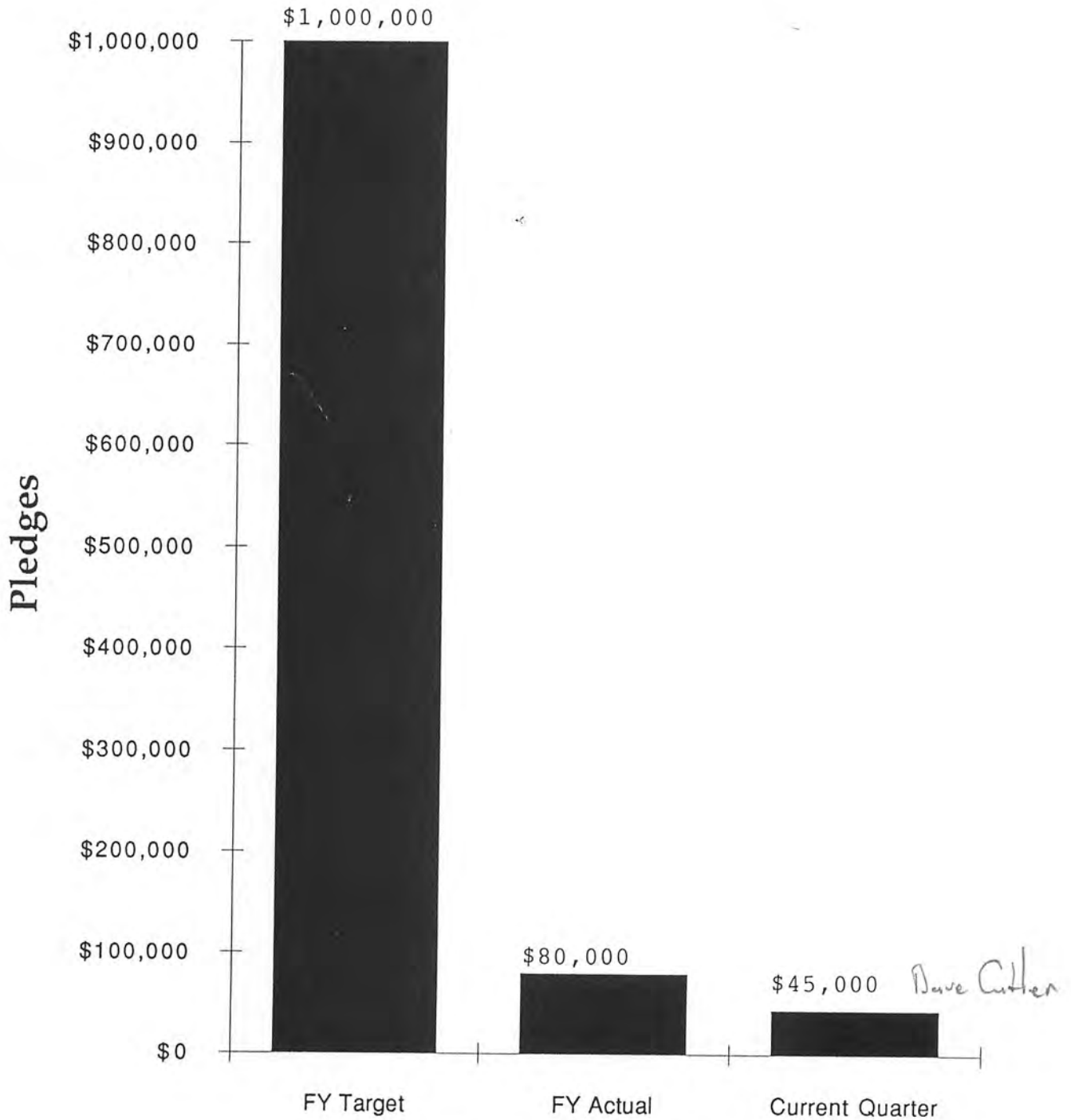
November 9, 1992

Agenda

1. FY93 Performance to Date and Progress Since October Board Meeting

2. Planned Activity for Remainder of Calendar Year 1992
   - Solicitations
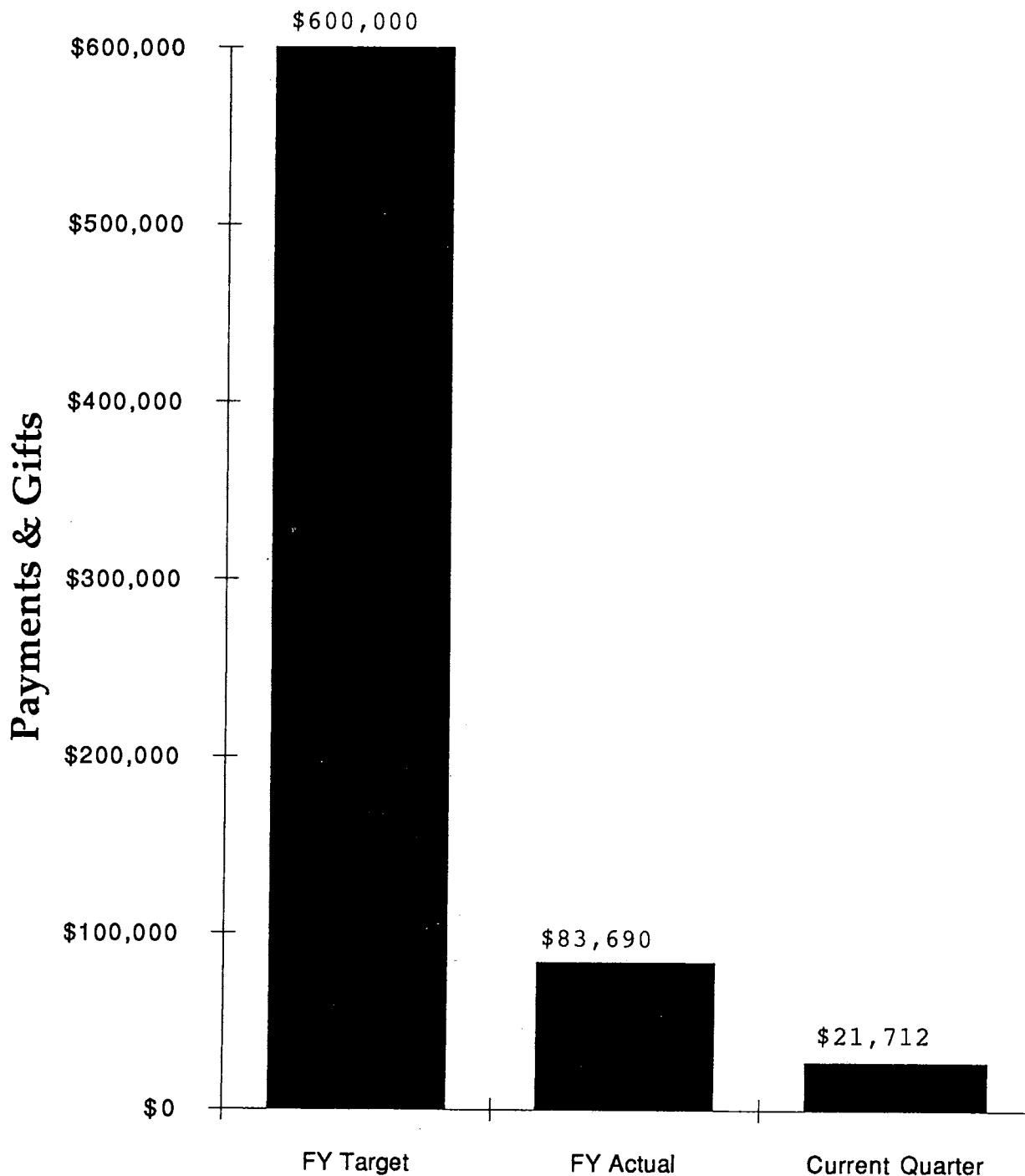   - Cultivation - Open House 11/19/92
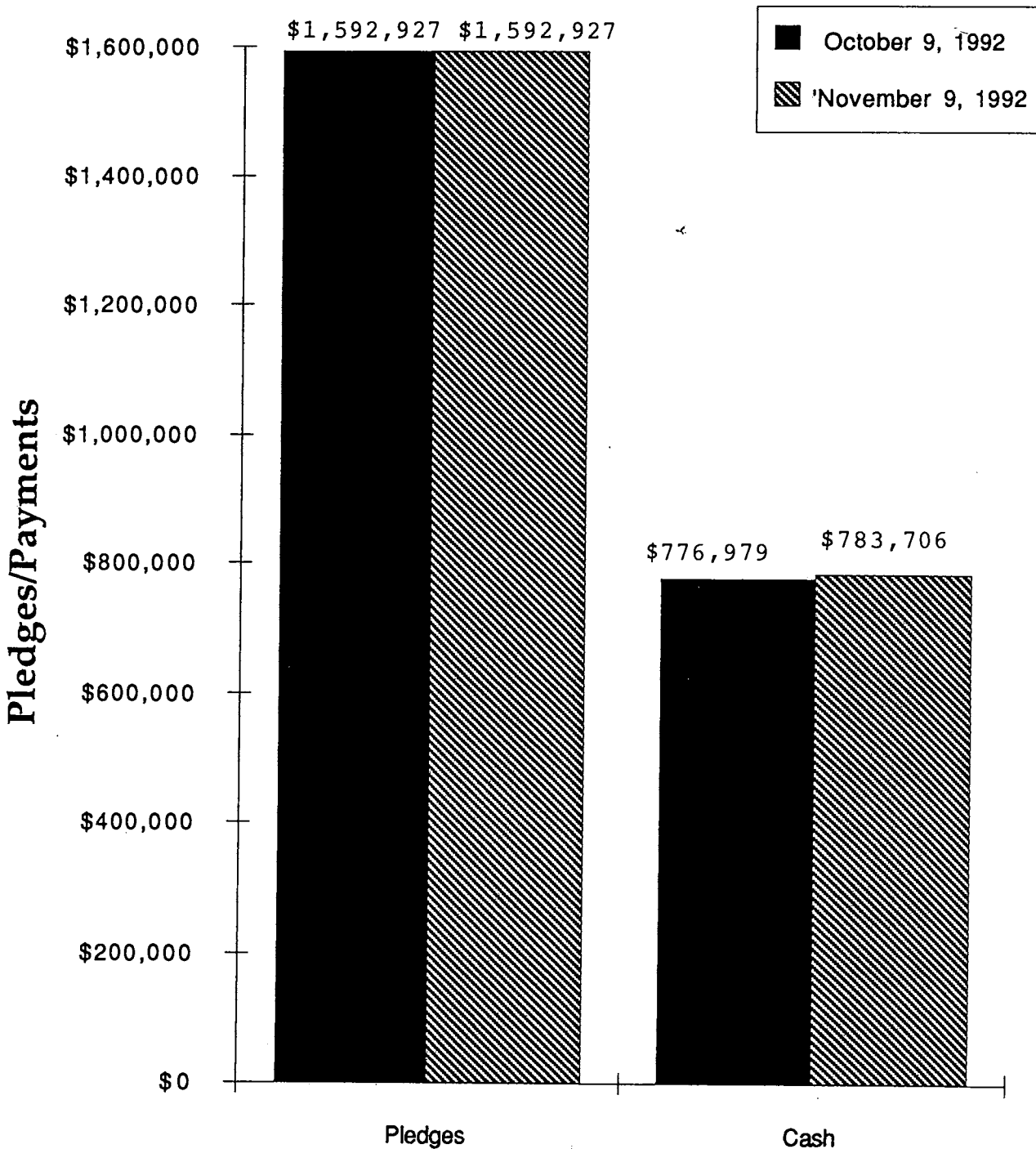
3. Critical Issues

FY93 Pledge Performance

Pledges

$1,000,000

$80,000

$45,000   Dave Cutler

FY Target   FY Actual   Current Quarter

Target vs. Actual

FY93 Cash Performance

Bar chart showing Payments & Gifts (y-axis, $0 to $600,000) vs. Target vs. Actual (x-axis). FY Target: $600,000; FY Actual: $83,690; Current Quarter: $21,712.

11/6/92

Progress Since Board Meeting

Legend:
- ■ October 9, 1992
- ▨ 'November 9, 1992

Pledges: $1,592,927 $1,592,927

Cash: $776,979 $783,706

Y-axis (Pledges/Payments): $0, $200,000, $400,000, $600,000, $800,000, $1,000,000, $1,200,000, $1,400,000, $1,600,000

X-axis categories: Pledges, Cash

Pledge and Cash Performance

11/6/92

ask   expect

7 solicitations — on West Coast — $700K   60K

9 solicitations —
    4Q'92

REVENUE/EXPENSE TRACKING SUMMARY   THE COMPUTER MUSEUM
AS OF 11/1/92

	JULY Act	AUG Act	SEPT Act	*OCT Proj	*NOV Proj	*DEC Proj	JAN Proj	FEB Proj	MARCH Proj	APRIL Proj	MAY Proj	JUNE Proj	Totals Proj	FY93 BUDGET	Proj Variance
OPERATING															
Exhibit (160/190/195)	$5.5	$9.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4.0	$0.0	$0.0	$10.0	$29.0	$35.0	-$6.0
Exhibit Sales (170/175)	0.0	0.0	15.0	2.0	0.0	16.0	7.0	7.0	5.9	5.8	5.8	5.8	70.1	70.0	0.1
Admissions (240)	69.4	82.7	29.0	33.0	22.9	18.3	23.0	22.9	27.5	32.1	32.1	41.3	434.2	458.6	-24.4
Functions (280)	5.8	27.0	14.7	11.4	12.4	12.2	6.7	6.7	5.5	7.8	8.9	10.1	129.2	130.0	-0.8
Workshops/Programs (360)	0.7	0.0	0.0	0.0	0.0	5.1	0.0	0.0	0.0	0.0	0.0	1.3	7.1	7.5	-0.4
Clubhouse (370)	20.3	0.0	5.0	25.0	0.0	100.0	24.1	24.1	24.1	24.1	24.1	84.0	354.8	352.4	2.4
Museum Store (410/420/430/440)	29.5	32.5	12.6	15.3	16.6	12.4	10.3	17.5	16.2	22.2	21.4	23.5	230.0	257.7	-27.7
Collections (510)	0.0	0.9	0.0	0.3	0.3	0.4	0.3	0.3	0.4	0.3	0.3	0.4	3.9	4.0	-0.1
Membership Fund (730)	3.4	3.2	3.5	29.0	15.0	12.0	2.5	1.9	46.0	27.4	10.9	4.3	159.1	190.0	-30.9
Corp. Membership (810)	7.3	25.5	7.0	5.0	15.0	30.0	25.0	30.0	25.0	34.0	20.0	19.0	242.8	247.0	-4.2
Govt/Found. Grants	9.6	1.2	0.0	0.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	6.3	52.1	36.3	15.8
Computer Bowl (750)	0.0	55.0	20.0	50.0	55.0	20.0	7.5	7.5	21.0	41.0	46.5	1.5	325.0	345.0	-20.0
Misc.	0.4	2.5	1.0	1.1	1.1	1.1	1.1	0.9	0.9	0.9	0.9	0.9	12.8	16.0	-3.2
CAPITAL															
Exhibit(620/630/650/660)	30.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	50.0	105.0	160.0	-55.0
Capital Campaign (610)	40.0	21.0	1.0	21.6	18.5	90.5	60.0	17.0	68.0	20.0	15.0	227.4	600.0	600.0	0.0
ENDOWMENT															
Interest Income	0.7	0.5	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	6.4	0.0	6.4
Revenue Projections	$222.6	$261.5	$109.4	$194.3	$187.3	$323.5	$168.0	$161.3	$245.0	$216.1	$186.4	$486.3	$2,761.5	$2,909.5	-$148.0
vs BUDGET	$222.6	$194.1	$221.9	$233.8	$242.1	$353.5	$196.1	$132.6	$264.4	$213.0	$179.9	$455.5	$2,909.5		
Revenue Variance:	$0.0	$67.4	-$112.5	-$39.5	-$54.8	-$30.0	-$28.1	$28.7	-$19.4	$3.1	$6.5	$30.8	-$148.0		
EXPENSE															
Expense Projections	$229.2	$177.7	$172.2	$179.1	$182.8	$198.9	$207.0	$199.0	$191.8	$205.2	$215.1	$246.8	$2,404.8		
vs BUDGET	$235.0	$227.1	$193.0	$199.0	$203.1	$221.0	$230.0	$221.1	$213.1	$228.0	$239.0	$274.2	$2,683.6		
Expense Variance:	-$5.8	-$49.4	-$20.8	-$19.9	-$20.3	-$22.1	-$23.0	-$22.1	-$21.3	-$22.8	-$23.9	-$27.4	-$278.9		

*In all cases, projections have been revised through the end of the 1992 calendar year. In some cases projections have been revised through the end of the 1993 fiscal year.

This document should be used in conjunction with the BUDGET SUMMARY sheet which states the original monthly budget for each revenue-producing area.

FY93 PROJECTED CASH FLOW
(COMBINED OPERATING & CAPITAL FUNDS)

$175

DOES NOT INCLUDE ENDOWMENT FUND

REVISED PROJECTIONS

	ACTUAL July	ACTUAL August	ACTUAL September	October	November	December	January	February	March	April	May	June	ANNUAL
Revenue	$222,621	$262,421	$109,529	$194,300	$187,300	$323,500	$168,000	$161,300	$245,000	$216,100	$186,400	$486,300	$2,762,771
Expense	$229,226	$177,749	$172,236	$179,100	$182,800	$198,900	$207,000	$199,000	$191,800	$205,200	$215,100	$246,800	$2,404,911
Excess(deficiency)	-$6,605	$84,672	-$62,707	$15,200	$4,500	$124,600	-$39,000	-$37,700	$53,200	$10,900	-$28,700	$239,500	$357,860
Net change in working ca	-$97,966	-$4,374	$16,874	-$30,000	-$15,000	-$60,000	-$2,500	-$2,500	-$10,000	-$10,000	-$5,000	-$50,000	
Cash beginning of period	$197,025	$92,454	$172,752	$126,919	$112,119	$101,619	$166,219	$124,719	$84,519	$127,719	$128,619	$94,919	
Cash end of period	$92,454	$172,752	$126,919	$112,119	$101,619	$166,219	$124,719	$84,519	$127,719	$128,619	$94,919	$284,419	

owed to capital campaign

THE COMPUTER MUSEUM
BALANCE SHEET
9/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 9/30/92	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$58,440	$21,911	-	$1,786	$82,137	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	42,636	-	-	-	$42,636	41,911
Receivables	32,457	-	-	-	$32,457	39,762
Inventory	53,354	-	-	-	$53,354	69,374
Prepaid Expenses	3,389	-	-	-	$3,389	2,102
Interfund Receivable	1,786	47,491	-	-	$49,277	169,376
Total Current Assets	$192,062	$69,402	$0	$251,786	$513,250	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$192,062	$72,748	$2,787,290	$251,786	$3,303,886	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$76,536	$11,310	-	-	$87,846	$157,186
Accrued Expense	68,208	16,293	-	-	84,501	71,538
Deferred Income	11,635	-	-	-	11,635	64,426
Interfund Payable	47,491	-	-	1,786	49,277	169,376
Total Current Liabilities	$203,870	$27,603	$0	$1,786	$233,259	$462,526
Fund Balances:						
Operating	($11,808)	-	-	-	($11,808)	($62,606)
Capital	-	45,145	-	-	45,145	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	($11,808)	$45,145	$2,787,290	$250,000	$3,070,627	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$192,062	$72,748	$2,787,290	$251,786	$3,303,886	$3,518,281

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 9/30/92

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$25,300	$52,000							$25,300	$52,000	-$26,700	$340,000
Exhibit Related	$15,000	$20,000			$30,000	$55,000			$45,000	$75,000	-$30,000	$195,000
Foundation	$10,748	$3,000							$10,748	$3,000	$7,748	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$62,006	$9,000					$62,006	$9,000	$53,006	$600,000
Corporate Membership	$39,750	$34,000							$39,750	$34,000	$5,750	$247,000
Computer Bowl	$75,000	$55,000							$75,000	$55,000	$20,000	$345,000
Membership Fund	$10,245	$50,500							$10,245	$50,500	-$40,255	$190,000
Admission	$181,126	$201,770							$181,126	$201,770	-$20,644	$458,600
Store	$76,057	$98,976							$76,057	$98,976	-$22,919	$258,000
Functions	$47,597	$28,790							$47,597	$28,790	$18,807	$130,000
Exhibit Sales	$14,950	$17,500							$14,950	$17,500	-$2,550	$70,000
Other:												
Interest Income	$914	$2,050					$1,785	$0	$2,699	$2,050	$649	$10,000
Rental Income	$2,550	$3,000							$2,550	$3,000	-$450	$6,000
Program Income	$658	$0							$658	$0	$658	$12,400
Collections	$875	$1,000							$875	$1,000	-$125	$4,000
TOTAL SUPPORT/REVENUE	$500,770	$567,586	$62,006	$9,000	$30,000	$55,000	$1,785	$0	$594,561	$631,586	-$37,025	$2,909,500
EXPENSES												
Exhibit Development	$5,420	$7,442			$58,098	$73,303			$63,518	$80,745	-$17,227	$140,000
Exhibit Maintenance	$11,671	$13,323			$8,084	$0			$19,755	$13,323	$6,432	$54,000
Exhibit Sales/Kits	$20,577	$10,926							$20,577	$10,926	$9,651	$25,000
Collections	$16,812	$19,199							$16,812	$19,199	-$2,387	$70,000
Education & Admission	$79,532	$92,431							$79,532	$92,431	-$12,899	$286,000
Clubhouse	$4,738	$17,148							$4,738	$17,148	-$12,410	$277,000
Marketing	$49,915	$56,304							$49,915	$56,304	-$6,389	$221,900
Public Relations	$19,987	$23,492							$19,987	$23,492	-$3,505	$103,170
Store	$65,514	$77,829							$65,514	$77,829	-$12,315	$235,000
Functions	$21,004	$18,754							$21,004	$18,754	$2,250	$65,000
Computer Bowl	$7,277	$8,792							$7,277	$8,792	-$1,515	$121,000
Fundraising	$12,151	$15,390	$28,225	$49,134					$40,376	$64,524	-$24,148	$285,000
Membership Fund	$8,868	$17,945							$8,868	$17,945	-$9,077	$67,000
Museum Wharf												
Op Exp	$72,707	$72,000							$72,707	$72,000	$707	$285,000
Mortgage			$34,082	$34,082					$34,082	$34,082	$0	$133,777
General Management	$54,539	$56,845							$54,539	$56,845	-$2,306	$317,000
TOTAL EXPENSE	$450,712	$507,820	$62,307	$83,216	$66,182	$73,303	$0	$0	$579,201	$664,339	-$85,138	$2,685,847
NET REVENUE	$50,058	$59,766	-$301	-$74,216	-$36,182	-$18,303	$1,785	$0	$15,360	-$32,753	$48,113	$223,653

FY93 REVENUE TRACKING SHEET
B U D G E T   S U M M A R Y

OPERATING	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	Totals
Exhibit													
160	$5.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5.0
195	$15.0	$0.0	$0.0	$0.0	$0.0	$10.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5.0	$30.0
Exhibit Sales/170	$5.8	$5.8	$5.8	$5.9	$5.8	$5.9	$5.8	$5.8	$5.9	$5.8	$5.8	$5.9	$70.0
Admissions/240	$82.5	$87.1	$32.1	$36.7	$23.0	$18.3	$23.0	$22.9	$27.5	$32.1	$32.1	$41.3	$458.6
Functions/280	$7.5	$12.1	$9.2	$22.3	$16.6	$16.6	$6.7	$6.7	$5.5	$7.8	$8.9	$10.1	$130.0
Workshops/Programs/360	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5
Clubhouse/370	$20.0	$10.0	$22.0	$32.0	$32.0	$32.0	$24.0	$24.1	$24.1	$24.1	$24.1	$84.0	$352.4
Museum Store (410/420/430/440)	$42.3	$42.0	$14.6	$16.8	$17.8	$13.1	$10.3	$17.5	$16.2	$22.2	$21.4	$23.5	$257.7
Collections/510	$0.3	$0.3	$0.3	$0.4	$0.3	$0.4	$0.3	$0.3	$0.4	$0.3	$0.3	$0.4	$4.0
Membership Fund/730	$3.9	$4.1	$42.5	$28.1	$11.7	$6.7	$2.5	$1.9	$46.0	$27.4	$10.9	$4.3	$190.0
Corp.Membership/810	$7.0	$20.0	$12.0	$10.0	$15.0	$30.0	$25.0	$30.0	$25.0	$34.0	$20.0	$19.0	$247.0
Govt/Found Grants/810	$0.5	$2.5	$2.0	$0.0	$5.0	$20.0	$0.0	$0.0	$0.0	$0.0	$0.0	$6.3	$36.3
Computer Bowl/750	$0.0	$0.0	$55.0	$65.0	$80.0	$20.0	$7.5	$7.5	$21.0	$41.0	$46.5	$1.5	$345.0
Misc./910 (Rent & Interest)	$1.7	$1.7	$1.7	$1.9	$1.9	$1.9	$0.9	$0.9	$0.9	$0.8	$0.9	$0.8	$16.0
CAPITAL													
Exhibit													
630	$30.0	$0.0	$0.0	$0.0	$0.0	$0.0	$30.0	$0.0	$0.0	$0.0	$0.0	$0.0	$60.0
660	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$100.0
Capital Campaign/610	$1.0	$8.5	$0.0	$14.5	$33.0	$146.0	$60.0	$15.0	$67.0	$17.5	$9.0	$228.5	$600.0
ENDOWMENT													
Interest Income	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Totals	$222.5	$194.1	$222.2	$233.6	$242.1	$353.4	$196.0	$132.6	$264.5	$213.0	$179.9	$455.6	$2,909.5

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
7/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 7/31/92	TOTAL 6/30/92
Cash provided by(used for) operations:						
Excess(deficiency) of support and revenue over expenses	($13,318)	$5,959	$0	$754	($6,605)	$678,811
Adjustments to reconcile net income to net cash provided by operating activities:						
Depreciation						$618,802
Donated fixed assets						(650,007)
CASH PROVIDED BY(USED FOR) OPERATIONS	($13,318)	$5,959	$0	$754	($6,605)	$647,606
Cash provided by (used for) working capital:						
Receivables & other assets	3,222				3,222	72,265
Store inventory	823				823	3,390
Accounts payable and other current liabilities	(58,110)	(43,901)			(102,011)	74,145
CASH PROVIDED BY(USED FOR)WORKING CAPITAL	($54,065)	($43,901)	$0	$0	($97,966)	$149,800
Cash provided by (used for) Investing Activities:						
Additions to property & equipment						(470,949)
NET CASH PROVIDED(USED) BEFORE FINANCING ACTIVITIES	($67,383)	($37,942)	$0	$754	($104,571)	$326,457
Financing Activities:						
Interfund Receivable/Payable	(37,188)	37,942		(754)	0	0
CASH PROVIDED BY (USED FOR) FINANCING	($37,188)	$37,942		($754)	$0	$0
NET INCREASE (DECREASE) IN CASH:	(104,571)	0	0	0	(104,571)	326,457
CASH & CASH EQUIVALENTS, BEGINNING OF PERIOD:	197,025	0	0	0	197,025	120,568
CASH & CASH EQUIVALENTS, END OF PERIOD	$92,454	$0	$0	$0	$92,454	$447,025

From the Chairman   *DRAFT*

As computing plays an ever more central role in our lives, the social and economic importance of a sound technology education grows. Yet many, including, surprisingly, many young people, feel alienated from the rapid developments and the ever widening possibilities opened up by computers and information technology. This year, more than ever before, The Computer Museum's exhibits and programs have been guided by the pressing need to reach out to those who've not yet experienced the potential of the computer.

On behalf of the Board of Directors, I extend our profound thanks to all the Museum's supporters, both individual, corporate, and foundation, for your generous support last year. And as the impact of our educational mission continues to grow, I exhort you all to continue to spur on the critical work of the Museum with your support.

Annual: From the Director

This was an exciting year for the Museum. History -- of a sort -- was made at the Museum in November when a computer fooled judges into thinking it was human in the first limited Turing Test. The year culminated in June with the opening of TOOLS & TOYS: The Amazing Personal Computer and a symposium presented by personal computer visionaries. These and other widely publicized Museum events generated almost 300 million media impressions worldwide.

For the third year running, the Museum funded, developed and opened a major exhibition. Joining forces with The Boston Computer Society, we built TOOLS & TOYS, an entertaining and thought-provoking introduction to the many uses of the personal computer. It was designed to appeal to people of all backgrounds, even those with absolutely no computer experience. Visitor surveys have shown an overwhelmingly positive public reaction to the exhibit -- especially to its cutting edge, hands-on experiences and lively design.

Complementing the dramatic changes inside the Museum, plans are now underway to transform its exterior. In February, the Museum's Board decided to join the Children's Museum in creating an external landmark. Together, we retained Frank Gehry Associates to carry out the design. The result is a spectacular plan for a 4-story-high "wave," a copper, steel and glass structure that arches towards the waterfront. The "wave" will serve as a dramatic new entry to both institutions, while increasing both museums' visitor throughput capacity.

Three special events generated extraordinary attention. In addition to the Loebner Prize Competition/Turing Test, the Museum held a Virtual Reality Weekend in April that broke all previous attendance records! And on May 1 first-rate contestants engaged in a keenly-fought Fourth Computer Bowl. Energetic volunteers made it and the West Coast satellite-linked party the most successful ever in terms of contributed support. NEWSWEEK recorded it all in a story that ran three days later. The Fifth Bowl -- a tie-breaker -- will take place in San Jose, California, May 14, 1993.

With the growing disparity in technological literacy between well-served and under-served communities, the Museum's accessible approach to education is in increasing demand. (Our group visits are up 20% this year.)

How can we leverage our unique resources to respond to this crisis?

In May, I appointed Natalie Rusk Director of Education. Her training (an EdM in Interactive Technology from Harvard Graduate School of Education), experience at MIT as consultant to the Media Lab, and enthusiastic commitment to our educational goals and to reaching under-served and minority audiences make her perfect for the job. Our first major initiative under her leadership is "The Computer Clubhouse," an informal education center for youth aged 10-15. Designed to meet the needs of local under-served audiences, it will also serve as a national model for educators.

In June 1991, the Museum launched a $7.5 million Capital Campaign to secure full ownership of our building and to create an endowment to buttress the Museum's educational programs. I am delighted to report that in its first, "internal" phase, members of our Boards of Directors and Trustees, and several other individual and corporate supporters, have pledged $1.5 million. Also, a major institutional donor has pledged $2.5 million as a challenge grant toward the building. The Campaign has been a major focus of the Board and staff this year, and promises to be an even greater one, as we move toward the public phase ahead.

Other projects for the future include the enhancement of the Smart Machines gallery (reopening February 13) and the culmination of our 1988 exhibit development plan, The Networked Society. Addressing the large-scale strategic uses of computers that knit society together, this exhibit is slated to open in 1994.

The Museum's continued success depends on its supporters -- corporate, foundation, and individual. On behalf of the millions of people who benefit from and enjoy the Museum and its outreach, sincere thanks to all our supporters from our entire staff.

F A X

T R A N S M I S S I O N
R E C O R D

The Computer Museum

TEL 617.426.2800
FAX 617.426.2943

Date: _____ 12/18/92 _____

To: _____ Gardner Hendrie _____

From: _____ Oliver Strimpel _____ Ext. _____

Number of pages (including cover sheet): ___4___

300 Congress Street
Boston, MA 02210

Notes:

Draft for the Annual Report.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

M E M O R A N D U M

DATE: December 15, 1992

TO: Executive Committee

FROM: Oliver Strimpel

SUBJ: MISCELLANEOUS

Cash

We are currently at $56,000 in the bank with more than $100,000 of payables. We are delaying payments to keep payroll going. We anticipate a major campaign gift ($53,000) within a week, as well as further Bowl sponsorship funds ($35,000), which should temporarily improve the cash picture.

We remain about $100,000 behind where we need to be in the operating fund, a situation we have been in for several months now, largely owing to lower than budgeted revenues last fiscal year.

I do not see this picture changing until major Clubhouse funding materializes (see below), or we pull in a significant grant for The Networked Society exhibit (see below). Although there are some good prospects for the Clubhouse, we cannot count on major cash support this fiscal year. Exhibit sales, which looked very promising in the Fall, is unlikely for a major order now as the Italian group is beset by fund-raising and other delays. It will still make budget, though.

Unless the Executive Committee commits to helping the Museum bring in an additional $100,000 by June 30, we'll need to further cut expense. Accordingly, I will prepare a plan for presentation at the January 5 meeting for cutting $75-100,000 of expenditure in the period January-June 1993.

Clubhouse

Good news! Intel has committed $50K/year for three years: This brings us to $125K committed for this FY out of $350K budgeted. Major gift decisions are imminent from Lotus ($125K) and General Cinema ($150K).
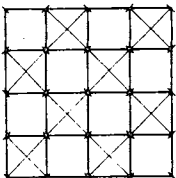
Networked Society

Gardner Hendrie, Charlie Zraket, and Paul Severino will be meeting
shortly with Greg Welch and me to move ahead in implementing our
funding strategy. Irv Sitkin and Mike Simmons are also giving us
suggestions.

Proposals with requests for major funding are currently with IBM and
Xerox, and conversations leading to requests for planning grants have
started with Stratus and American Airlines. Greg is making this
exhibit his top priority.

Development Director

Catherine Barnett remains the leading candidate. She has been
interviewed by Larry Brewster, Gardner Hendrie, Gwen Bell, Charlie
Zraket and me (again) today. Tony Pell will be meeting with her soon.
I interviewed two other candidates this week, and am still trying,
with help from some of you, to find some more strong candidates.

Powersoft

Mitchell E. Kertzman
Chairman and Chief Executive Officer

MITCHELL E. KERTZMAN

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

POWERSOFT CORPORATION, BURLINGTON, MA 01803

Mitchell E. Kertzman is the founder, Chairman and Chief Executive Officer of Powersoft Corporation, a privately held company that develops and markets PowerBuilder, a graphic, client/server development environment, designed to build large-scale commercial and government applications.

Mr. Kertzman served as 1990 Chairman of the Board of the American Electronics Association. He is a Director of Intermetrics, Inc., the Massachusetts Computer Software Council, and the Massachusetts Taxpayers Foundation. He serves on the New York State Commission on Industrial Competitiveness and chairs its task force on Industrial Policy. He is also a member of the Massachusetts Business Roundtable.

F A X

T R A N S M I S S I O N
R E C O R D

The Computer Museum

300 Congress Street
Boston, MA 02210

Date: 10/22/92

To: Gardner Hendrie

From: Sue Pekock   Ext. 376   **TEL 617. 426. 2800**
                                                FAX 617. 426. 2943

Number of pages (including cover sheet): 3 (+ 2 Lantica bowl party RSVP)

Notes:

Gardner,

Status of gifts follows. F.Y.I.: Dave Donaldson just sent $1,500 annual fund gift, Jim McKenni did $2,000 the week of the Board meeting. Lynda and Hal's aren't due until December.

Sue.

P.S- Remember the November 19 Open House.

The Capital Campaign for The Computer Museum
Board Pledge Status as of 10/7/92

DIRECTORS:

Board member	Pledge	Payment expected
Albert	$3,000	$1,000 in 1/93
	$6,000 (IBM match)	must be in CY 93 for matching?
Bells	$139,527	$68,013.94 in 6/93
Belove	$54,500 paid in full 11/91	$0
Bodman	$10,000	$3,000 in 1/93 — ~~4~~ in 12/31/91
Brewster	$5,000	$1,000 in 6/93?
Case	$6,000	$2,000 in 5/93
	$12,000 (IBM match)	must be in CY93 for matching?
Cox	$3,000	$1,000 in 11/92
Donaldson	$50,000	$10,000-$20,000 in 12/92 10 in 12/91
Greene	stock	?
Hendrie	$250,000 paid in full 6/92	$0
C. House	$72,000 (Informix stock)	$19,000 in 8/93
Johnson	$20,000	$2,500-$4,000 in 6/93
Kaplan	$4,500	$1,500 in 10/92
McKenney	$25,000	$5,000 $6,000 in 11/92 13K in 11/91
Miller	$15,000	$5,000 in 11/92
Morse*	$1,000 paid 5/91	$0
Nelsons	$50,000	$15,000-$17,500 in 3/93
Patil	$100,000	$30,000 in 12/92 35K in 12/91
Pell	$25,000	$6,000 in 6/93
Pettinella	$5,000	$1,000-$2,000 in 11/92
Rotenberg	$5,000	$1,500 in 8/93
Sammet	$10,000	$2,000 in 12/92
	$20,000 (IBM match)	
Saviers	$13,575 paid in full 4/92	$0
	$300 (DEC match)	
Schwartz	$10,000	$2,300 in 12/92
	$3,000 (DEC match)	
Seligman	$8,000	$2,500 in 6/93
Severino*	$52,687.50 paid in full 12/92	$0
Shear	$5,000	$1,000-$2,000 overdue 7/92 - reminder sent 7/92
Simmons	$15,000	$5,000 in 2/93
Sitkin	$3,000	$1,000 on the way 1K — 6/91
Strimpel	$5,000	$1,500 in 3/93
Zraket*	$10,000 paid in full 11/91	$0

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*potential for 2nd solicitation.

Directors pending:
Lucky
Papert

The Capital Campaign for The Computer Museum
Board Pledge Status as of 10/7/92
Page Two

Directors yet to be solicited:
Burnes
Clark
Franklin?
Heinen
Horowitz
D. House
Lawrence
Poduska
Sutter
Taylor
Terrell

TRUSTEES:

Board member	Pledge	Payment Expected
Everett	$10,000	$1,000 in 5/93
	$3,000 (DEC match)	
Foster	1000sh $45,000 (Stratus stock)	$11,000 in 12/92 250sh in 12/91
Kapor	$173,637	$50,000 in 6/93
Spock	$100 paid in full 10/91	$0

Trustees pending:
Bloch
Fredkin
Klein
Knowles

Trustees yet to be solicited:
Bachman
McGovern
Mead
Noftsker
Selfridge

Carol A. Welsh
124 Beacon Street
Marblehead, Massachusetts 01974
617-631-3156

EXPERIENCE

1990-1992   **Cunningham Communication, Inc.**
Santa Clara, California and Cambridge, Massachusetts

Associate
December, 1990 to July, 1992
Handled high-tech accounts for top-billing PR/marketing agency in Silicon Valley
- Generated $25,000 in monthly fee billings
- Responsible for relations with 300 top-tier journalists for 1992 IBM OS/2 review program
- Member of IBM OS/2 account team that received 1991 Delahye Group Award
  for "Most Improved Coverage"
- Handled Network General account and jointly managed launch of Expert Sniffer
  Technology, the most widely covered product introduction in the company's history
- Designed and implemented marketing and media relations projects for agency

1986-1990   **U.S.News & World Report and The Atlantic**
New York, New York

Public Relations Manager
October, 1988 to December, 1990
Managed PR for editorial and business divisions of *U.S.News*
Consulted on PR for editorial and business divisions of *The Atlantic*
- Responsible for staff of three and $300,000 annual budget
- Directed staff in implementing "To Give & Learn," a $1.5 million national
  program, co-sponsored with IBM and endorsed by President Bush
- Led staff in launch of 1990 *U.S.News* Annual Guides, one of the largest
  combined advertising and newsstand successes in the magazine's history
- Designed and implemented series of three-day newstours for advertisers in
  Washington, D.C., which contributed to the closing of ad sales
- Doubled total consumer and trade press pick-ups in one year
- Consulted on PR program for *The Atlantic*, which had significant increases in
  advertising as well as consumer and trade press pick-ups from 1988 to 1990
- Asked by *U.S.News* CEO to develop PR for sister firm, Applied Graphics Technologies

Publicity Coordinator
November, 1987 to September, 1988
Served as a liaison between editorial and sales staffs, as well as press, advertisers,
and public
- Handled press releases, editorial speakers' bureau and company-wide memos
- Generated record number of press pick-ups, particularly in trades
- Responsible for editorial luncheons, newstours and special events which involved
  more than a 1,000 clients a year

Promotion Writer
August, 1986 to October, 1987
- Created and produced sales presentations including R.J. Reynolds, IBM, Kmart

1984-1986   Columbia University
                    New York, New York
                    (Worked full-time while obtaining master's degree)

                    Assistant to the Director of Community Affairs
                    September, 1984 to July, 1986
                    Expanded and upgraded the quality of relations within the University community
                    and surrounding neighborhood
                    • Coordinated and publicized one of the most successful University-wide fund-
                      raising drives, which ultimately generated over $1 million
                    • Facilitated community use of university properties

                    Columbia University
                    Head Resident
                    September, 1985 to August, 1986
                    Responsible for off-campus dormitory and welfare of 250 sophomore students
                    • Managed and trained staff of three residence counselors and controlled budget
                    • Established emergency telephone connection from dorm to New York City police
                      and fire departments
                    • Assisted in drafting University alcohol and residence policy as member of
                      Dean's committee

1982-1984   Rutgers University
                    New Brunswick, New Jersey

                    Producer, "Symposium"
                    September, 1983 to September, 1984
                    Produced monthly public affairs program for PBS station WNET/Channel 13
                    • Managed staff of three and controlled $150,000 annual budget
                    • Attracted over a quarter million viewers per program

                    Producer, "New Jersey Bowl"
                    May, 1983 to December, 1983
                    Produced "New Jersey Bowl," a weekly academic quiz show on New Jersey Network
                    • Responsible for production staff of 15 during tapings and two full-time assistants
                    • Received second highest rating after the "New Jersey Nightly News"

                    Associate Producer/Field Reporter, "Rutgers Business Weekly"
                    December, 1982 to December, 1983
                    Coordinated weekly program line-up for Cable Television Network news series
                    covering New Jersey business and industry
                    • Reported, wrote and edited stories for air; wrote weekly news segment
                    • Only intern hired upon graduation

EDUCATION

                    M.A., Public Policy and Administration
                    Columbia University, 1986

                    B.A. with Departmental Distinction, Journalism
                    Rutgers University, 1983

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

M E M O R A N D U M

DATE: November 3, 1992

TO: Executive Committee

FROM: Oliver Strimpel

SUBJ: NOVEMBER 9 MEETING

Please find enclosed the agenda for the November 9 meeting
and related attachments.

Regarding the cash situation, the combined bank balance
as of October 31 is at $125,000 with $98,000 in outstanding
payables. Enclosed are the September financials as well as
a sheet that tracks the Museum's revenue streams showing
actual revenues through September and projected revenues for
the remainder of the fiscal year.

We have been successful in accelerating some capital pledges
and a $25K Clubhouse gift has arrived. We have received two
responses to the appeal letter mailed to the Board on
October 22, amounting to $1850 as well as additional member-
ship fund prospect names from one source.

I am enclosing the resume of a promising candidate for
Director of Marketing whom I have interviewed and who is
also being interviewed by Lynda Bodman and Gardner Hendrie.
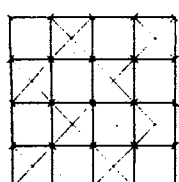
The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

EXECUTIVE COMMITTEE

MONDAY, NOVEMBER 9, 1992

8:00 - 11:00 A.M.

AGENDA

- MUSEUM UPDATE

  - Cash situation

  - Marketing Director position

  - Development Director position

  - Exhibit and Education project status

- CAPITAL CAMPAIGN

- WATERFRONT UPDATE

- MUSEUM GOVERNANCE

ENCLOSURES:

    September financials
    Revenue tracking sheet
    Marketing Director job description

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 9/30/92

	OPERATING Actual	Budget	CAPITAL Actual	Budget	EXHIBIT Actual	Budget	ENDOWMENT Actual	Budget	COMBINED Actual	Budget	$ VARIANCE	ANNUAL BUDGET FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$25,300	$52,000							$25,300	$52,000	-$26,700	$340,000
Exhibit Related	$15,000	$20,000			$30,000	$55,000			$45,000	$75,000	-$30,000	$195,000
Foundation	$10,748	$3,000							$10,748	$3,000	$7,748	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$62,006	$9,000					$62,006	$9,000	$53,006	$600,000
Corporate Membership	$39,750	$34,000							$39,750	$34,000	$5,750	$247,000
Computer Bowl	$75,000	$55,000							$75,000	$55,000	$20,000	$345,000
Membership Fund	$10,245	$50,500							$10,245	$50,500	-$40,255	$190,000
Admission	$181,126	$201,770							$181,126	$201,770	-$20,644	$458,600
Store	$76,057	$98,976							$76,057	$98,976	-$22,919	$258,000
Functions	$47,597	$28,790							$47,597	$28,790	$18,807	$130,000
Exhibit Sales	$14,950	$17,500							$14,950	$17,500	-$2,550	$70,000
Other:												
Interest Income	$914	$2,050					$1,785	$0	$2,699	$2,050	$649	$10,000
Rental Income	$2,550	$3,000							$2,550	$3,000	-$450	$6,000
Program Income	$658	$0							$658	$0	$658	$12,400
Collections	$875	$1,000							$875	$1,000	-$125	$4,000
TOTAL SUPPORT/REVENUE	$500,770	$567,586	$62,006	$9,000	$30,000	$55,000	$1,785	$0	$594,561	$631,586	-$37,025	$2,909,500
EXPENSES												
Exhibit Development	$5,420	$7,442			$58,031	$73,303			$63,451	$80,745	-$17,294	$140,000
Exhibit Maintenance	$11,671	$13,323			$8,084	$0			$19,755	$13,323	$6,432	$54,000
Exhibit Sales/Kits	$20,577	$10,926							$20,577	$10,926	$9,651	$25,000
Collections	$16,812	$19,199							$16,812	$19,199	-$2,387	$70,000
Education & Admission	$79,532	$92,431							$79,532	$92,431	-$12,899	$286,000
Clubhouse	$4,738	$17,148							$4,738	$17,148	-$12,410	$277,000
Marketing	$49,915	$56,304							$49,915	$56,304	-$6,389	$221,900
Public Relations	$19,987	$23,492							$19,987	$23,492	-$3,505	$103,170
Store	$65,514	$77,829							$65,514	$77,829	-$12,315	$235,000
Functions	$21,004	$18,754							$21,004	$18,754	$2,250	$65,000
Computer Bowl	$7,277	$8,792							$7,277	$8,792	-$1,515	$121,000
Fundraising	$12,151	$15,390	$28,225	$49,134					$40,376	$64,524	-$24,148	$285,000
Membership Fund	$6,599	$17,945							$6,599	$17,945	-$11,346	$67,000
Museum Wharf												
Op Exp	$72,707	$72,000							$72,707	$72,000	$707	$285,000
Mortgage			$34,082	$34,082					$34,082	$34,082	$0	$133,777
General Management	$56,876	$56,845							$56,876	$56,845	$31	$317,000
TOTAL EXPENSE	$450,780	$507,820	$62,307	$83,216	$66,115	$73,303	$0	$0	$579,202	$664,339	-$85,137	$2,685,847
NET REVENUE	$49,990	$59,766	-$301	-$74,216	-$36,115	-$18,303	$1,785	$0	$15,359	-$32,753	$48,112	$223,653

FY93 REVENUE TRACKING SHEET
B U D G E T   S U M M A R Y

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	Totals
OPERATING	----	----	----	----	----	----	----	----	----	----	----	----	-----
Exhibit													
160	$5.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5.0
195	$15.0	$0.0	$0.0	$0.0	$0.0	$10.0	$0.0	$0.0	$0.0	$0.0	$0.0	$5.0	$30.0
Exhibit Sales/170	$5.8	$5.8	$5.8	$5.9	$5.8	$5.9	$5.8	$5.8	$5.9	$5.8	$5.8	$5.9	$70.0
Admissions/240	$82.5	$87.1	$32.1	$36.7	$23.0	$18.3	$23.0	$22.9	$27.5	$32.1	$32.1	$41.3	$458.6
Functions/280	$7.5	$12.1	$9.2	$22.3	$16.6	$16.6	$6.7	$6.7	$5.5	$7.8	$8.9	$10.1	$130.0
Workshops/Programs/360	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5
Clubhouse/370	$20.0	$10.0	$22.0	$32.0	$32.0	$32.0	$24.0	$24.1	$24.1	$24.1	$24.1	$84.0	$352.4
Museum Store (410/420/430/440)	$42.3	$42.0	$14.6	$16.8	$17.8	$13.1	$10.3	$17.5	$16.2	$22.2	$21.4	$23.5	$257.7
Collections/510	$0.3	$0.3	$0.3	$0.4	$0.3	$0.4	$0.3	$0.3	$0.4	$0.3	$0.3	$0.4	$4.0
Membership Fund/730	$3.9	$4.1	$42.5	$28.1	$11.7	$6.7	$2.5	$1.9	$46.0	$27.4	$10.9	$4.3	$190.0
Corp.Membership/810	$7.0	$20.0	$12.0	$10.0	$15.0	$30.0	$25.0	$30.0	$25.0	$34.0	$20.0	$19.0	$247.0
Govt/Found Grants/810	$0.5	$2.5	$2.0	$0.0	$5.0	$20.0	$0.0	$0.0	$0.0	$0.0	$0.0	$6.3	$36.3
Computer Bowl/750	$0.0	$0.0	$55.0	$65.0	$80.0	$20.0	$7.5	$7.5	$21.0	$41.0	$46.5	$1.5	$345.0
Misc./910 (Rent & Interest)	$1.7	$1.7	$1.7	$1.9	$1.9	$1.9	$0.9	$0.9	$0.9	$0.8	$0.9	$0.8	$16.0
CAPITAL													
Exhibit													
630	$30.0	$0.0	$0.0	$0.0	$0.0	$0.0	$30.0	$0.0	$0.0	$0.0	$0.0	$0.0	$60.0
660	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$0.0	$0.0	$25.0	$100.0
Capital Campaign/610	$1.0	$8.5	$0.0	$14.5	$33.0	$146.0	$60.0	$15.0	$67.0	$17.5	$9.0	$228.5	$600.0
ENDOWMENT													
Interest Income	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Totals	$222.5	$194.1	$222.2	$233.6	$242.1	$353.4	$196.0	$132.6	$264.5	$213.0	$179.9	$455.6	$2,909.5

FY93 REVENUE TRACKING SHEET
AS OF 11/1/92

	JULY Act	AUG Act	SEPT Act	OCT* Proj	NOV* Proj	DEC* Proj	JAN Proj	FEB Proj	MARCH Proj	APRIL Proj	MAY Proj	JUNE Proj	Totals Proj	FY93 BUDGET	Proj Variance
OPERATING															
Exhibit (160/190/195)	$5.5	$9.5	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$4.0	$0.0	$0.0	$10.0	$29.0	$35.0	-$6.0
Exhibit Sales (170/175)	0.0	0.0	15.0	2.0	0.0	16.0	7.0	7.0	5.9	5.8	5.8	5.8	70.1	70.0	0.1
Admissions (240)	69.4	82.7	29.0	33.0	22.9	18.3	23.0	22.9	27.5	32.1	32.1	41.3	434.2	458.6	-24.4
Functions (280)	5.8	27.0	14.7	11.1	12.4	12.2	6.7	6.7	5.5	7.8	8.9	10.1	128.9	130.0	-1.1
Workshops/Programs (360)	0.7	0.0	0.0	0.0	0.0	5.1	0.0	0.0	0.0	0.0	0.0	1.3	7.1	7.5	-0.4
Clubhouse (370)	20.3	0.0	5.0	25.0	0.0	100.0	24.1	24.1	24.1	24.1	24.1	84.0	354.8	352.4	2.4
Museum Store (410/420/430/440)	29.5	32.5	12.6	15.3	16.6	12.4	10.3	17.5	16.2	22.2	21.4	23.5	230.0	257.7	-27.7
Collections (510)	0.0	0.9	0.0	0.3	0.3	0.4	0.3	0.3	0.4	0.3	0.3	0.4	3.9	4.0	-0.1
Membership Fund (730)	3.4	3.2	3.5	26.0	15.0	12.0	2.5	1.9	46.0	27.4	10.9	4.3	156.1	190.0	-33.9
Corp. Membership (810)	7.3	25.5	7.0	5.0	15.0	30.0	25.0	30.0	25.0	34.0	20.0	19.0	242.8	247.0	-4.2
Govt/Found. Grants	9.6	1.2	0.0	0.0	30.0	5.0	0.0	0.0	0.0	0.0	0.0	6.3	52.1	36.3	15.8
Computer Bowl (750)	0.0	55.0	20.0	50.0	55.0	20.0	7.5	7.5	21.0	41.0	46.5	1.5	325.0	345.0	-20.0
Misc.	0.4	2.5	0.2	1.1	1.1	1.1	1.1	0.9	0.9	0.9	0.9	0.9	12.0	16.0	-4.0
CAPITAL															
Exhibit(620/630/650/660)	30.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	50.0	105.0	160.0	-55.0
Capital Campaign (610)	40.0	21.0	1.0	21.6	18.5	90.5	60.0	17.0	68.0	20.0	15.0	227.4	600.0	600.0	0.0
ENDOWMENT															
Interest Income	0.7	0.5	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	6.4	0.0	6.4
Totals	222.6	261.5	108.6	191.0	187.3	323.5	168.0	161.3	245.0	216.1	186.4	486.3	2757.4	2909.5	-152.1
Budget:	222.6	194.1	221.9	233.8	242.1	353.5	196.1	132.6	264.4	213.0	179.9	455.5	2909.5	2909.5	
Monthly Variance:	$0.0	$67.4	-$113.3	-$42.8	-$54.8	-$30.0	-$28.1	$28.7	-$19.4	$3.1	$6.5	$30.8	-$152.1		

* OCT/NOV/DEC PROJECTIONS REVISED

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

JOB DESCRIPTION

DIRECTOR OF MARKETING

The Computer Museum is a dynamic, growing institution with a mission to inspire and educate the public on the evolution, technology, and impact of computing on our daily lives.

Reporting to the Executive Director, the Director of Marketing must be a highly motivated individual able to play a key role in the growth and development of the Museum through marketing activities short- and long-term which will position the Museum effectively in existing and new markets. These efforts are coordinated to increase general visibility and awareness of the Museum, while also increasing visitation numbers and strengthening the earned-income portion of the Museum's operating budget.

Basic responsibilities include:

- Growth of existing revenue streams, including admissions, group visits, functions, and the Museum store.

- Direct management oversight for onsite and outreach merchandising and functions.

- Identification and development of revenue streams for new services and products.

- Promotion and marketing of national programs such as exhibit sales, traveling exhibits, and relationships with professional organizations and tour and travel organizations.

- Promotion and sales of membership programs.

- Planning and implementation of advertising -- paid and pro bono.

3-Nov-1992
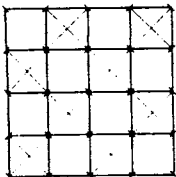
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800   October 22, 1992

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

Dear Gardner,

The Directors in attendance at the October 9th Computer Museum Board
meeting heard about the excellent past achievements and exciting
future plans of the Museum. They also heard about the Museum's
current cash flow difficulties.

At the meeting, Oliver Strimpel explained how the early fall months
have traditionally been the slowest months financially, as they sit
between summer's high admissions revenues and the end-of-tax-year
increases in contributions and sponsorship revenue. For the past
three years the Museum has had major exhibit funding in place to tide
it over this period. This year, with our focus on The Computer
Clubhouse for which major funding has yet to be secured, we have no
such "float." Thus when revenue shortfalls occur, as in the absence
of any cash commitment this year from Digital Equipment Corporation
and the underperformance of the Museum Store and Catalog, the Museum's
cash situation becomes extraordinarily tight.

At the Board meeting, one proposed financial solution called for
increasing function sales, as this is a profitable earned revenue
stream. You will be hearing from Oliver shortly on how you can help
this effort. We write today to suggest three other means of a more
personal nature to help the Museum now.

You and your colleagues on the Board have all helped the Museum in
many ways, both intellectually and financially. Many of you have
recently contributed to the Capital Campaign and The Computer Bowl.
Just weeks ago, Hal Shear sent a Membership Fund letter to which many
have responded generously. We apologize for sending this second
letter hard on the heels of the Membership Fund appeal, but owing to
the circumstances outlined above, we must now make an additional and
special appeal to all members of the Board of Directors.

First, if you have not yet sent us your annual gift, we would be most
grateful if you could send it within the next two weeks, or at the
very least before the end of the year.

Second, we ask you to consider doubling your annual gift to the Museum
this calendar year. With most of you already contributing at the
$1,000 level annually, this increase would result in an additional
$40,000 for the Museum which would substantially overcome our current
problem.
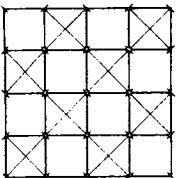
Third, we need all of you to help us broaden the Museum's base of
support. Could each of you provide the Museum with ten names of people
you know who might join the Museum's annual giving program? Targetted
personal appeals are very effective, especially when they go out over
your signature. The Museum staff will draft and send out letters for
you, either over your name or that of Hal Shear. If each of you give
us ten new names with an anticipated success rate of one in five, and
an average gift size of $200, the Museum would receive an extra
$16,000 of support. Again, this would significantly help us through
the current cash crunch and would broaden the Museum's donor base,
helping to alleviate the burden now placed on the Board to carry the
Museum over these financial hurdles.

The Computer Museum has more to offer than ever before, both locally
as well as nationally and abroad. It has important and exciting plans
for the future. The Capital Campaign was designed to strengthen the
Museum's financial position. Unfortunately, the current downturn has
struck when the Campaign is in the launch phase and the financial
cushion is not yet in place. We hope you will join with us in
responding to this appeal to enable the Museum to overcome this short-
term challenge.

Sincerely,

Gardner C. Hendrie
Chairman of the Board

Hal B. Shear
Chairman, Membership Fund Committee

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

CONFIDENTIAL

THE COMPUTER MUSEUM

FAX TRANSMISSION COVER SHEET

Date: 10/30/92

To: Gardner Hendrie
Sigma Partners

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

Number of pages (including this cover sheet) 3

Background on CC prospects at tonight's party.
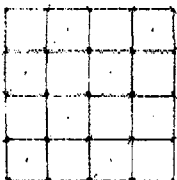
The Capital Campaign for The Computer Museum
Kapor Party background, 10/30/92

John Clippinger:
- attended VR Open House with daughter, Emma in April 1992
- met with Greg Welch on 5/4/92
- high tech management consulting services for Coopers & Lybrand
- 1989 $30 member, no other history of personal support to TCM.

Alex and Britt d'Arbeloff:
- attended party at Gwen's house in 1991
- refused request to meet following that dinner
- Alex: Chairman, President and CEO, Teradyne
         Stratus board, former Lotus board
- $100,000 pledge to New England Conservatory campaign; major gift with
     brothers to Museum of Science

Alain and Carol Hanover:
- 1993 East Coast Bowl team
- TCM Founder ($250), gave $250 to Annual Fund in February 1992
- Alain: Founder, President and CEO, Viewlogic Systems, Inc.
     develops software for electronic-design automation; running at a profit
     since 1989; his stockholdings approx. $4.5 million; compensation =
     $196,650
- Carol: 1993 Bowl volunteer
         active with Framingham temple

Frank Ingari:
- attended 1/21/92 Open House
- no history of personal giving to TCM
- recently solicited for annual fund, no response yet
- Vice President of Marketing for Lotus Development Corporation
- Corporate Clubhouse prospect; sent Clubhouse proposal in 3/92
- member, Mass Software Council
- married, one daughter, lives in Winchester, plays electric guitar

Mitchell and Julie Kertzman:
- Mitchell: 1993 East Coast Bowl team member (asked to be captain)
     - attended 7/15/92 Open House
     - attended 1992 Computer Bowl as Kapor guest
     - OS asked to chair, Corporate Gifts Committee (considering)
     - no history of personal giving to TCM
     - Chairman and CEO, Powersoft
     - software sales $18 million this year
     - member, Mass Software Council
     - joined as Corporate Member ($1,000) in August 1992
- Julie: works in marketing for Hewlett-Packard in Andover
- politically active (Democrat), two children aged 2 years and 7 months

Kapor Party Background, 10/30/92
Page Two

Paul Maeder and Gwill York:
- attending party as guests of Jim Lawrence
- Paul and wife, Gwill York are also friends of Laura Morse
- attended 1992 Computer Bowl
- Paul: partner, Highland Capital Partners
        v.c. firm with $30 million invested in 14 companies, including
        Sybase, Avid Technology, SCH International
- Gwill: Senior VP of Comdisco
        gave $100 for 1989 Computer Bowl ticket
- no other personal or corporate support to TCM

Howard Salwen:
- TCM Founder ($250), $125 to Annual Fund in 1989 and 1990, $250 in 1991
        and 1992 plus $100 contributing member 1986-88, 1990
- attended Friday WTC opening in June 1990
- attended 1992 Computer Bowl as guest of Bank of Boston and Mitchell Kapor
- attended Networked Society brainstorming session at Wellfleet in May 1992
- Chairman, Proteon
- no history of corporate support to TCM.
- 1991 - unpleasant divorce proceedings
- new wife/guest, Lynn Diamond, in attendance

Mick and Chris Savage:
- visited TCM on 7/7/92 and had dinner with Gwen, Oliver and Harriet
- wife, Chris is volunteering on 1993 Computer Bowl
- no history of personal support to TCM
- knows Larry Brewster by reputation
- President and CEO of Molecular Simulations
- no history of corporate support to TCM.
- Gwen recently solicited for Annual Fund, responded with request for corpo
rate sponsorship information.

Jeff and Kay Waxman:
- at Laura Morse's suggestion, sent TCM materials in September 1992
- Jeff: new CEO of ROSH Intelligent Systems (knowledge mgmt. systems)
        former CEO of Uniplex (company sold 7 months ago, cashed out)
        key to Peter Osborne, founder of Uniplex (sold out for megabucks),
            British - Jeff will introduce Peter to TCM at right time.
        busy with new company, "interested when available"
- Kay: head of investor relations at Lotus Development
- live in Dover
- no history of personal or corporate support to TCM.

Other CC prospects in attendance: Jim Lawrence
                                    Tom and Marian Marill
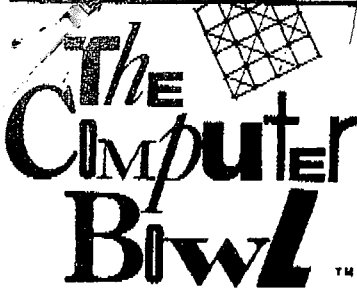
The Computer Bowl ™

FAX TRANSMISSION RECORD

DATE: _Oct. 28, 1992_

TO: _Gardner Hendrie_

FROM: _Kate Jose_
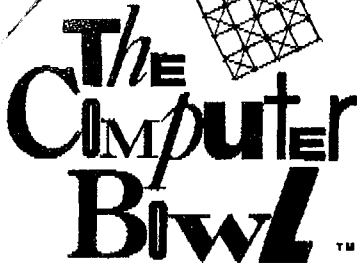
EXT: _346_

RE: _Kapor party · 10/30_

COMMENTS: _Here's the outline of the program and a party list._

NUMBER OF PAGES INCLUDING COVERSHEET ___4___

The Computer Bowl ™

Date: October 26, 1992

Memo To: Mitch Kapor
           Gardner Hendrie
           Oliver Strimpel
           Chris Morgan

From: Kate Jose

Subject: Program for Computer Bowl Kick-Off party on
           October 30th.

The evening is really one for enjoyment and cultivation so
the program shouln't be too long. It should start about
7:15.

1.   Mitchell will welcome the guests
2.   Gardner will thank Mitchell
3.   Oliver will talk briefly about the Bowl and the
           Museum.
4.   Chris will lead a brief Computer Bowl game. He
           has 10 questions prepared. At the moment there
           are 5 team members - Mitch and Bob Frankston,
           former team, and Mitchell Kertzman, Alain Hanover,
           and Patty Seybold, 1993 team.

I welcome anyone's suggestions or comments. Call me at 426-
2800 ext. 346.

KAPOR PARTY LIST

NAME	COMPANY	TELEPHONE	COMMENTS
	KAPOR LIST		
Attarian, Aram			guest of Welsh
Banash, Malinda	Cunningham Commur	617/494-8282	PR Committee
Bell, Gordon			
Belove, Ed	Ziff	617/252-5250	Board
Blonder, Terry			Golson spouse
Brewster, Larry and Dawn	Aspen	617/577-0100	Board
Clippinger, John	Coopers	617/556-1631	campaign list
Coleman, Ken			guest of Jim Lawrence
Curtin, Susan	Cunningham Commur	617/494-8282	PR Committee
D'Arbeloff, Alex and Brit	Teradyne	617/734-7628	
Diamond, Lynn			Salwen spouse
Finlaw, Jim	Cunningham Commur	617/494-8282	PR Committee
Fitzgerald, Maura	Cunningham Comm.	617/494-8202	PR Committee
Franklin, J. Thomas	Lucash, Gesmert	617/876-5188	
Frankston, Bob	Slate	617/969-1997	1991 Team
Golson, Steve			
Gordon, Leonie			guest of Franklin
Hagan, Tom		617/742-5200	Seybold spouse
Hanover, Alain and Carol	Viewlogic	508/480-0881	1993 Team & Commitee
Hendrie, Gardner and Karer	Sigma Partners	617/227-0303	Board
Hill, Fleet	Sun Select	508/671-0535	
Ingari, Frank	Lotus Development	617/693-1108	
Jazdowski, Oscar	Bank of Boston		West Coast Office
Johnson, Ted and Ruth		508/371-3217	Board
Jose, Bill	Alex Brown	617/261-3660	
Kaplan, David and Deborah	Price Waterhouse	617/439-7371	Board
Kapor, Mitchell	EFF		Host and 1988 Team
Kertzman, Mitchell & Julie	Powersoft		1993 Team
Kinnear, Rachelle	BASF	617/271-4264	Official Sponsor
Lawrence, Jim and Mary	LEK Consulting	617/951-9500	Board
Maeder, Paul	Highland Capital		guest of Jim Lawrence
Marelli, Susan			guest of Lawrence/Coleman
Marill, Tom and Marian		617/564-1512	
Miller, Andy and Sally	Miller Communications		Board
McKenney, Jim and Mary		617/495-6595	Board
McKenzie, Paul	BASF	617/271-4264	Official Sponsor
Morgan, Chris		617/739-3352	committee and participant
Morse. Ken & Laura	Heidrick & Struggles	617/423-1140	Board
O'Rourke, Cathy	Rourke Co.	617/267-0042	PR Committee
Poss, Ellen			Hostess
Rosseel, Patrick + 1	Bank of Boston		Official Sponsors
Rotenberg, Jonathan	The Monitor Co.	508/252-2969	
Salwen, Howard	Proteon	508/898-2102	campaign list

KAPOR PARTY LIST

	KAPOR LIST		
NAME	COMPANY	TELEPHONE	COMMENTS
Savage, Chris and Mick	Molecular Simulatio	840-2888	committee/campaign list
Schwinn, Dan		617/252-6301	
Seybold, Patricia	Seybold	617/742-5200	1993 Team
Shear, Hal			Board
Simon, Peter			guest of Jim Lawrence
Waxman, Jeff and Kay	ROSH Intell. Sys.	617/239-8231	campaign list
Welsh, Carol			Committee
York, Gwill	Comdisco		Lawrence guest/Maeder spouse
Zraket, Charles and Shirle	Mitre	617/271-2356	Board
Total - 68			
Staff - 4			
Strimpel, Oliver			Executive Director
Bell, Gwen			Founding President
Jose, Kate			Bowl Project Manager
Pekock, Sue			Capital Campaign Office

ELIZABETH A. MᶜKINLEY

19 FARINA ROAD / NEWTON, MA 02159 / (617) 332-8678

SUMMARY

Elizabeth McKinley, a professional with fourteen years of experience marketing CASE software, CAD/CAM systems and computer hardware products

Expertise in marketing and business communications including press relations, direct marketing, advertising, sales promotion, and lead generation

Masters in Business Administration; experience in large and small international companies

COMPANIES AND POSITIONS HELD

1989 - 1992	***Groupe Bull, Paris, France*** International supplier of information systems to commercial markets. *Position*: Director, Strategy Communications, Corporate Advertising, Billerica, MA.
1987 - 1989	***i-Logix, Inc., Burlington, MA*** Venture financed software company marketing CASE tools to aerospace and defense markets. *Position*: Director, Marketing Programs, reporting to CEO.
1986	Independent marketing consultancy to small companies.
1980 - 1985	***Computervision Corp., Bedford, MA*** A leader in CAD/CAM systems *Positions* : Manager, Marketing Support & Communications, Electronics Division (1985). Manager, Industry Public Relations, Marketing, (1984). Manager, Planning & Communications, Strategic Task Force (1983). Manager, International Sales Liaison, Europe Division (1980-82).
1978 - 1980	***Inforex, Burlington, MA*** A computer hardware manufacturer. *Position*: Marketing support manager and market analysis

EDUCATION

MBA, Marketing, Southeastern Massachusetts University, 1978
MA, Art Museum Administration, University of Missouri, 1964
BA, French, Randolph-Macon Women's College, VA, 1962

HIGHLIGHTS OF ACHIEVEMENTS

Strategy & Research

- Developed marketing plan for start-up company that won venture financing

- Utilized focus group and market research techniques for advertising, planning and positioning

Product & Sales Support

- Created support programs for software and seminars; software sales went from zero to $1.1 million in 12 months and seminars secured $1 million venture investment funds

- Led 14 new product launches over 10 years, including collaterals development, sales training, trade shows and press introductions regularly meeting and often exceeding expectations of coverage

- Selected and implemented marketing/sales database for lead fulfillment resulting in three fold reduction of time between inquiry and sales contact

Marketing Communications

- Developed and implemented marketing plan for "first-in-class" software to establish product as the standard within 12 months; goal achieved

- Introduced use of video-supported, live presentations at industrial automation trade show; the next year the major exhibitors followed suit

- Executed full spectrum of press relations; organized press tours and conferences; placed articles, and wrote news releases; won awards for product announcement kits

- Managed advertising and communications budgets for up to $1.5 million; established three marketing communications departments

OTHER   Languages: Speaks fluent French; reads Spanish and Swedish.

The Computer Museum
BOARD OF DIRECTORS MEETING
February 12, 1993
8:30 a.m. - 12:00 p.m.

8:00 - 8:30	Continental Breakfast
8:30	Call to order
8:35	Operations Update & Exhibit Planning - Strimpel
9:00	Marketing for Robots & Other Smart Machines - Welsh
9:10	Education Committee Report - Zraket/Rusk
9:20	Development Reports:

> Membership Fund - Shear
> Computer Bowl - Bell
> Corporate Membership - Strimpel/Morse
> Waterfront Project - Schwartz

9:40	Capital Campaign Report - Hendrie
9:55	Break: Visit to "Kids, Robots & Smart Machines" press event
10:45	Meeting resumes Governance Committee Progress Report - Bodman/Zraket
11:30	Invited Speaker: Joe Bates, Professor, School of Computer Science, Carnegie Mellon University; Curator of the first AAAI Art Show incorporated within Robots and Other Smart Machines gallery
12:00	Meeting adjourns Lunch

ROBOTS AND OTHER SMART MACHINES

Opening ceremony starting c. 7pm Thurs Feb 11

Oliver:

welcomes guests and introduces Gardner

Gardner:

- Museum's educational mission and exhibits program to educate and inspire people of all ages and backgrounds on the evolution, technology, *applications and impact* of computing. Robots and artificial intelligence is the exciting, rapidly growing application featured here.

- Important area both to show technology's actual capability & potential, but to clearly delineate the distinction between fact and fiction.

- Thank exhibit sponsors, who have joined The Computer Museum in this important educational project, who have contributed cash, equipment, and a great deal of effort:

    Organizations:
    American Association for Artificial Intelligence
    Digital Equipment Corporation
    Gensym Corporation
    Houghton Mifflin Company
    MAXIS
    Sun Microsystems Inc.
    Supermac Technology

    Individuals:
    Gordon Bell
    The Founders of Symbolics
    Ed Feigenbaum and Penny Nii

Oliver:

- Thank volunteers (get info from Dave)
- programming, other assistance from companies
- recognize staff:
  Greg Welch, director of exhibits
  David Greschler, exhibit developer
  Dan Griscom, programmer
  Ted Groves, designer
  Don Greene, construction foreman
    (**check who else should be credited)
- Thank R2-D2 for being here; short trip;
  though not real, symbolizes our desire to inspire a wider public
- introduce Joseph Engelberger, Founder & First President of
  Unimation, the first company to build robots commercially.
  Unimate-1, first arm, 1962** is featured.
  Mr. Engelberger, often called "Father of Robotics," was the
  driving influence in the creation of the industrial robot industry.
  He is currently chairman of a Transitions Research Corporation,
  a company that is building robots a lot more like R2-D2 than like
  the Unimate-1.

Engelberger:

remarks about AI and robotics and the role of the Museum.

Oliver :

declare the gallery open and invite guests in.

FAX

TRANSMISSION RECORD

The Computer Museum

TEL 617.426.2800
FAX 617.426.2943

Date: ___2/10/93___

To: ___Gardner___

From: ___Oliver___ Ext. ___

Number of pages (including cover sheet): ___4___

300 Congress Street
Boston, MA 02210

Notes: Gardner — herewith

1. Revised BOD agenda for your comment / approval

2. Suggestions for Thursday speeches.

Oliver

PS. Dick Case is inter- viewing David G tomorrow.

ROBOTS & OTHER SMART MACHINES (ROSM) opening
Thursday, February 11, 1993, 6:30 p.m.

<u>Order of Events</u>

6:30 p.m. • Guests arrive.

7:00p.m. • Guests gather near entrance to ROSM.

7:05-7:20 • Caterers serve champagne toast.

7:10-7:13 • **Oliver Strimpel** introduces himself, welcomes guests, then introduces **Gardner Hendrie.**

7:13-7:20 **Gardner**
- speaks about Museum mission and exhibition program,
- thanks and names exhibit sponsors,
- offers a toast to the sponsors of all Museum projects and programs.

<u>Major exhibit sponsors (cash and equipment):</u>
American Association for Artificial Intelligence
C. Gordon Bell
Digital Equipment Corporation
Edward Feigenbaum and Penny Nii
Gensym Corporation
Houghton Mifflin Company
MAXIS
Sun Microsystems, Inc.
SuperMac Technology
The Founders of Symbolics, Inc.

7:20-7:25 • **Oliver** thanks volunteers, recognizes staff, and introduces **J.F. Engelberger.**

7:25-7:35 • **J.F. Engelberger** remarks on Robotics/A.I.

7:35 • **Oliver** removes barrier and invites guests inside.

7:35p.m. • ROSM open for exploration.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

FAX TRANSMISSION COVER SHEET

Date: 2/7/93

To: Gardner Hendrie

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

Number of pages (including this cover sheet) 2

Gardner -

Enclosed: exhibit opening order of events.
Please be in touch with me or Oliver
if you want any changes.

Thanks.
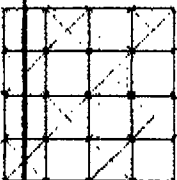
The Computer Museum Governance - Draft 1.0   **G&G Bell 2/5/93**

Governance
Board of Trustees
Mission
The governing body, responsible for all fiduciary soundness and to accomplish the mission of The Computer Museum.
Membership
16-18 members including the chair people of all key subcommittees
Executive committee of 4-6 members (extended as needed)
Responsibilities
• Meet 4 times a year:
  once with 'community relations board'
  once with overseers;
  twice to carry out on-going issues of Museum.
• Personally give $1,000 annually; and influence appropriate corporate support; contribute to any special campaigns.
• Others as suggested in Bodman memo on BOT
Structure (as suggested in Bodman memo of BOT)
Implementation Strategy

Community Relations Board
Mission
• Local initiatives, including testing of national programs.
• Ensuring serving a multicultural audience
Membership
Local representatives of corporate, educational and cultural institutions, underserved communities, political figures, and others devoted to the furthering of the Museum's mission in the community.
Responsibilities
• Ensure that the Museum is reaching out to local underserved communities with meaningful programs.
• Meet twice a year. Once with the Board of Trustees.
• Fundraising committees review and support foundation and government proposals.
• Sponsor local activities, eg., breakfast seminars, educational programs, and special activities.
• Be members of the Museum at a minimum of $100; influence appropriate corporate and foundation support.
Structure:
A chairman and vice chairman (on Board of Trustees), nominating chairman, informal education committee chairman, fundraising chairman, and activities chair.
Implementation Strategy
Evolve from the present Education Committee.

The Computer Museum Governance - Draft 1.0   G&G Bell 2/5/93

Overseers
  Mission
  - Strategic direction
  - National and international impact

  Membership
  - CEOs or chairmen of $20million/yr companies or Senior VPs of billion dollar corporations
  - Members of National Academy of Engineering or Science
  - Recipients of National Medal of Science or Technology
  - National level Politicians

  Responsibilities
  - Meet once a year; programmed 3 years in advance with two events; an event and a meeting to review strategic direction.

      1994 - Championship Bowl
              Overview of Museum and 5 year plan
      1995 - Networked Society opening
              Review of Special Plans
      1996 - 50th Anniversary of Computing Celebration
              February 13, 1996.

  - Sponsor national fundraising events.
  - Provide personal and corporate support. (Suggested level $5K for CEOs, $1K for others. of personal annual support.)

  Structure: five chairs who are the executive committee and nominating committe.
  - Chairman who plans the meeting and chairs the long range planning committee (2 years) and is a Trustee.
  - Vice Chairman (2 years) on long range plan committee
  - Corporate chair (fundraising)
  - Personal chair for personal gifts
  - Nominating chair

Implementation Strategy : Gordon is willing to work with some of the qualified people below to recruit qualified overseers:

BOD:		Trustee:	
	Horowitz		Bloch
	House, D		Everett
	Lawrence		Foster
	Patil		Hopper
	Poduska		McGovern
	?Saviers /		Mead
	Severino		Spencer
	Sutter		

367-0478

Gardner
_____

After reading the minutes
on Governance, Gwen & I put
this together. Would like to
discuss it with you if you
have time.

Gordon

720-0655   Apartment
895-9400 ← KSR (Wed/Thursday)

Memorandum

DATE: February 25, 1993

TO: Executive Committee

FROM: Oliver

SUBJECT: Miscellaneous

Cash

Following receipt of a Clubhouse grant from Lotus ($50K) and some additional Capital Campaign and Bowl payments, we now have a bank balance of $175K with $40K in payables (none overdue).

Financials

I enclose the January financials. Don Collins, our new controller, is working to automate their production, and we expect this to be in place for the March financials.

We are holding to the spending cuts approved at the January EC meeting, with the exception of the search fee (under negotiation) for the Development Director position. Don will produce a revised cash flow projection after the February financials are completed.

Attendance

We had 3,673 people during the February school vacation week, a 16-percent increase over last year despite two snowy days. We had some splendid mentions in the *Boston Globe* and *Herald* (enclosed).

So far we have encountered no resistance to the adult price increase to $7.

Robots & Other Smart Machines

Visitors are reacting enthusiastically to the new exhibit, and spending much longer there than they did in the former gallery. R2-D2 is a special draw for children.

Staffing Change

Sue Pekock, who has worked on the Capital Campaign, will be filling the position of Membership Fund Manager. She has already been working on the Membership Fund for some months now since the departure of Peter Yamasaki last November. She has developed a fine working relationship with Hal Shear and Gwen Bell in this area, and will do an outstanding job.

We will hire a new assistant to help Janet Walsh with the Capital Campaign and to keep things going while we search for a Development Director and Campaign Chair.

Enclosures: January financials; press cuttings
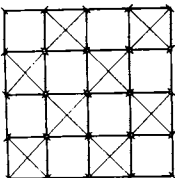
THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
7 Months Ending 1/31/93

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$50,400	$172,067							$50,400	$172,067	-$121,667	$340,000
Exhibit Related	$15,519	$30,000			$88,550	$110,000			$104,069	$140,000	-$35,931	$195,000
Govt & Foundation	$46,825	$30,000							$46,825	$30,000	$16,825	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$204,953	$263,050					$204,953	$263,050	-$58,097	$600,000
Corporate Membership	$92,250	$119,000							$92,250	$119,000	-$26,750	$247,000
Foundation	$1,000	$0							$1,000	$0	$1,000	$0
Computer Bowl	$180,000	$227,500							$180,000	$227,500	-$47,500	$345,000
Membership Fund	$92,796	$99,500							$92,796	$99,500	-$6,704	$190,000
Admission	$283,599	$302,660							$283,599	$302,660	-$19,061	$458,600
Store	$136,806	$156,970							$136,806	$156,970	-$20,164	$258,000
Functions	$99,003	$90,990							$99,003	$90,990	$8,013	$130,000
Exhibit Sales	$42,290	$40,833							$42,290	$40,833	$1,457	$70,000
Other:												
Interest Income	$1,784	$5,650					$4,002	$0	$5,786	$5,650	$136	$10,000
Rental Income	$5,950	$6,000							$5,950	$6,000	-$50	$6,000
Program Income	$658	$7,500							$658	$7,500	-$6,842	$12,400
Collections	$1,700	$2,333							$1,700	$2,333	-$633	$4,000
TOTAL SUPPORT/REVENUE	$1,050,580	$1,291,003	$204,953	$263,050	$88,550	$110,000	$4,002	$0	$1,348,085	$1,664,053	-$315,968	$2,909,500
EXPENSES												
Exhibit Development	$6,229	$11,414			$91,091	$105,009			$97,320	$116,423	-$19,103	$140,000
Exhibit Maint/Enhancement	$29,827	$31,235			$25,072	$24,674			$54,899	$55,909	-$1,010	$54,000
Exhibit Sales/Kits	$45,969	$17,586							$45,969	$17,586	$28,383	$25,000
Collections	$37,352	$40,773							$37,352	$40,773	-$3,421	$70,000
Education & Admission	$160,559	$177,164							$160,559	$177,164	-$16,605	$286,000
Clubhouse	$9,924	$139,247							$9,924	$139,247	-$129,323	$277,000
Marketing	$95,993	$121,878							$95,993	$121,878	-$25,885	$221,900
Public Relations	$44,158	$58,027							$44,158	$58,027	-$13,869	$103,170
Store	$122,222	$139,730							$122,222	$139,730	-$17,508	$235,000
Functions	$42,550	$42,199							$42,550	$42,199	$351	$65,000
Computer Bowl	$16,756	$22,496							$16,756	$22,496	-$5,740	$121,000
Fundraising	$30,832	$42,402	$67,126	$120,698					$97,958	$163,100	-$65,142	$285,000
Membership Fund	$19,245	$38,567							$19,245	$38,567	-$19,322	$67,000
Museum Wharf												
Op Exp	$174,698	$168,000							$174,698	$168,000	$6,698	$285,000
Mortgage			$78,863	$78,863					$78,863	$78,863	$0	$133,777
General Management	$131,429	$130,254							$131,429	$130,254	$1,175	$317,000
TOTAL EXPENSE	$967,743	$1,180,972	$145,989	$199,561	$116,163	$129,683	$0	$0	$1,229,895	$1,510,216	-$280,321	$2,685,847
NET REVENUE	$82,837	$110,031	$58,964	$63,489	-$27,613	-$19,683	$4,002	$0	$118,190	$153,837	-$35,647	$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
01/31/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 01/31/93	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$124,612	-	-	$4,002	$128,614	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	27,750	-	-	-	$27,750	41,911
Investments	2,074	-	-	-	$2,074	-
Receivables	18,175	-	-	-	$18,175	39,762
Inventory	44,159	-	-	-	$44,159	69,374
Prepaid Expenses	4,271	-	-	-	$4,271	2,102
Interfund Receivable	4,002	123,751	-	-	$127,753	169,376
Total Current Assets	$225,043	$123,751	$0	$254,002	$602,796	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$225,043	$127,097	$2,787,290	$254,002	$3,393,432	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$45,055	$1,678	-	-	$46,733	$157,186
Accrued Expense	21,697	12,438	-	-	34,135	71,538
Deferred Income	11,355	-	-	-	11,355	64,426
Interfund Payable	123,751		-	4,002		169,376
Total Current Liabilities	$201,858	$14,116	$0	$4,002	$92,223	$462,526
Fund Balances:						
Operating	$23,185	-	-	-	23,185	($62,606)
Capital	-	112,981	-	-	112,981	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	$23,185	$112,981	$2,787,290	$250,000	$3,173,456	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$225,043	$127,097	$2,787,290	$254,002	$3,393,432	$3,518,281

NANCY H. ROBB
55 MUSTERFIELD ROAD
CONCORD, MASSACHUSETTS 01742

**SUMMARY OF
QUALIFICATIONS:**

Over 20 years of strategic systems planning, development, and line management in manufacturing and service industries, to include health care; with special successes in organizational management, change management, marketing.

EMPLOYMENT HISTORY:

1/92 - PRESENT:

**HARVARD COMMUNITY HEALTH PLAN
BOSTON, MA**

POSITION:

<u>Director of Administrative Services
Information Services Department</u>

DUTIES:

- Responsible for fiscal control of $15m operating budget and $15m capital budget.
- Advised on the restructuring/reallocation of 200 I/S personnel to meet priorities.
- Planned and managed staff development, quality management, and a customer service/consulting curriculum.
- Sponsored a cross-functional group to install a new Project Management system.
- Established staff/user communications and performance measurement programs.
- Managed the physical facility; member of QM team to plan future consolidations.

7/89 - 1/92:

**MBTA (MASS. BAY TRANSIT AUTHORITY)
BOSTON, MA**

POSITION:

<u>Director, Information Systems Services</u>

DUTIES:

- Responsible for 150 I/S professionals and constractors; $ 40m budget for $1b MBTA.
- Responsible for all I/S policy, strategic systems planning, applications, user implementation/training and operations.
- Built 2 new Data Centers with IBM/VAX mainframes and 1500 workstations; 300 PS2's, 40 LAN's, 49 sites, 7700 staff.
- Installed new Passenger Waiting Time system for Park Street; installed "smart bus" system for gas pumps refueling.
- Administered major fibre optics network located in the tunnels; SNA backbone, Ethernet, Nouvelle LAN management, imaging systems, and CADD lab.

6/82 - 7/89	**WANG LABORATORIES** **LOWELL, MA**

POSITION: <u>**Director, Corporate Conference Center**</u>

DUTIES:
- Planned and administered annually over 1,000 Executive Briefings representing 6,000 members of the leading Fortune 500 company's I/S management; 99.7% rating.
- Recruited and developed a world-class team of product technologists.
- Built and administered the worldwide $4 million Corporate Product Showcase, plus Beta Site for Research and Development.
- Presented over 7,000 product demonstrations each year, to include: LAN Management, networking management, database solutions, image processing, desktop solutions, systems integration.
- Administered the International Society of Wang Users (10,000 members) and the annual Trade Show (2500 members).

POSITION: <u>**Senior Manager, CIS Planning/Management**</u>

DUTIES:
- Provided administrative management support on behalf of 1000 CIS employees, to include management of 150 contractors.
- Provided policy direction for strategic systems planning, security systems, PC administration, database administration.
- Conducted Departmentwide technical and professional development training curriculum for 1000 employees.
- Administered all facilities and managed the move of over 500 employees.

3/80 - 5/82	**COMMONWEALTH OF MASSACHUSETTS,** **DEPARTMENT OF SOCIAL SERVICES**

POSITION: <u>**Assistant Commissioner for Systems**</u>

DUTIES:
- Responsible for 50 professionals and $5m budget in support of $350m budget.
- Installed complete Social Services Child and Family tracking system for over 1 million children and families.
- Installed the first statewide network between Boston and Springfield to support a decentralized system of services.
- Introduced innovative technologies of artifical intelligence, computer-based training, and distributed processing to support the front-line work of 2200 staff.

9/74 - 2/80   STATE OF CONNECTICUT,
                                   DEPARTMENT OF CHILDREN AND YOUTH SERVICES

    POSITION: <u>Director   of   Research,   Planning,
                                   Evaluation, and Data Processing</u>

    DUTIES: •   Responsible for a group of 90 to support
                                   a $250m budget in planning, research,
                                   auditing, and systems development for
                                   10,000 mentally ill, neglected, abused,
                                   or delinquent children in State custody.
                          •   Planned and designed the first Children
                                   and Family Tracking system in the
                                   country, plus school/medical records.
                          •   Established and maintained the first
                                   statewide network; installed the first
                                   on-line system in Conn. history in 43
                                   sites and 100 workstations.
                          •   Provided all reporting to 22 sources of
                                   Federal and State funding, to include
                                   Medicaid, HHS, NIMH.

6/70 - 9/74

    POSITIONS: <u>Responsible I/S positions in Criminal
                                   Justice and City Planning</u>

EDUCATION   Bachelor of Arts, Connecticut College
                                   Graduated with Distinction in Sociology
                                       and Statistics

ADDITIONAL EDUCATION   Harvard, 3 Executive Education Programs
                                   Graduate Programs at UCONN and Connecticut
                                       College
                                   Guest Instructor at Simmons and Yale

PROFESSIONAL ASSOCIATIONS

                                   Board Member of Society of Information
                                       Management (SIM); Coordinator of CIO
                                       Roundtable of Greater Boston Region
                                   Computer Museum, Membership Committee

The Computer Museum

300 Congress Street
Boston, MA 02210

FAX

TRANSMISSION RECORD

Date: _____ 3/5/93 _____

To: _____ Gardner _____

From: _____ Oliver _____   Ext. 330

Number of pages (including cover sheet): _____ 4 _____

TEL 617. 426. 2800
FAX 617. 426. 2943

Notes:

This is the resume
of Laura Morse's candidate
for Development Director.
I'll call for your comments.

February 17, 1993

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

Dear Mitch,

In November, I regrettably submitted my resignation from the Chairmanship of The Capital Campaign.

As we have successfully received financial support from our Board as well as individuals and corporations close to The Museum, the level of attention required now to broaden the base is significant. I believe the next Chairperson will need to spend a significant amount of time, perhaps up to 2-3 days per week, in some combination of contact with prospects and volunteers as well as being at The Museum. I am not able to commit this amount of time.

My company, AspenTech, is continuing to accelerate its annual growth. This is presenting important financing alternatives which you can understand must be attended to when "the iron is hot". As an officer of the company, I am at the nucleus of the effort to sustain this performance and take advantage of this timing. I hope you understand.

I will continue to participate as a Board Member and as a member of the Executive Committee. I will also work closely with Gardner and others to identify a new Campaign Chairperson.

Thank you for your support.

Very truly yours,

Lawrence S. Brewster
Senior Vice President
Worldwide Operations

LSB/mfp
0588.wp

DAVID GRESCHLER

1232 Beacon Street # 3
Brookline, MA 02146
Home: (617) 232-8107
Work: (617) 426-2800x349

**WORK
EXPERIENCE:**

The Computer Museum, Boston, MA
Exhibit Developer, November 1990 - Present
•Managed the content development, schedule, budget, and personnel for the major exhibits, *Robots & other Smart Machines* and *Tools & Toys: The Amazing Personal Computer.*
•Successfully solicited over 40 software companies, volunteers, in-house and contract programmers to develop new hands-on software exhibits. Many have been added as Exhibit Kits.
•Developed educational activities for exhibits in conjunction with the Education Department.
•Raised public awareness about new exhibits by working with the Public Relations and Marketing Departments to develop themes and images that have broad audience appeal. Represented the Museum on television programs, radio shows, and in print media.
•Wrote proposals for exhibit projects, including the funded proposal for the *Tools & Toys* exhibit, a $20,000 grant from Intel Corporation for the *Virtual Reality Weekend,* and a $10,000 grant from the MAXIS company for *Robots & other Smart Machines.* Pending proposals include a $50,000 NSF grant to research the educational effectiveness of virtual reality, and a pending $250,000 proposal to Intel Corporation for the sale of ten Virtual Reality Chairs (originally developed for *Tools & Toys,* patent pending).
•Developed a strategic relationship with the MAXIS company to market museum versions of their popular simulation programs as part of the Exhibit Kit Program.
•Conceived and executed the *Virtual Reality Weekend,* the most popular event in the Museum's history.
•Managed the development of the interactive components for *People & Computers: Milestones of a Revolution.*

Media Designer, February 1990 - July 1990
•Designed and programmed interactive and animation components for *The Walk-Through Computer,* including "World Traveller," the application that visitors use on the large computer screen.

MIT Media Laboratory, Cambridge, MA
Programmer and Designer, Learning Constellations, July 1989 - January 1990
•*Learning Constellations* was a research project in Seymour Papert department. It explored how children think in a computer environment, as well as how computers and video can be used as research tools.

EDUCATION:

Thomas J. Watson Travelling Fellowship,
December 1985 - February 1987
Traveling fellowship (75 are awarded nationally per year) for an independent study of fabric architecture design. Visits to India, Israel, France, and Germany.

Brandeis University, Waltham, MA
Magna Cum Laude, B.A., Honors in Economics, May 1985

Institute For European Studies, Vienna, Austria
Junior Year Abroad, 1983-1984

SELECTED
PROGRAMMING
PROJECTS:

<u>Brandeis University Admissions Introduction (1989)</u>
•A Tour of Brandeis University that allows prospective students and their parents to explore the academic and social opportunities on campus.

<u>Chemistry Videodisc (1989)</u>
•A Videodisc controller that allows users to select video segments of periodic elements reacting with a variety of materials.

<u>American Architectural History Survey (1987-1990)</u>
•An educational program that allows users to study the many styles and periods of American Architecture. Includes images and an architectural glossary linked to the main text. Used in Brandeis University Fine Arts courses.

TEACHING:

<u>Harvard Graduate School of Education</u>
Instructor, Spring Semester, 1991
Taught graduate students from the Interactive Technologies section a course on educational software design.

<u>The Cambridge Center For Adult Education,</u>
Faculty member, 1987-1990
Courses included: "Appreciating Architecture," "Modern Architecture," "American Architecture," and "An introduction to HyperCard."

PUBLIC TALKS:

<u>Association of Science and Technology Centers 1992 Conference</u> - October 1992
"Information Verses Experience: Designing Computer Exhibits"

<u>Visions of Computing in Higher Education</u> - July 1990
"Cooperation Between Professor and Programmer in the American Architecture Stack"

<u>MIT Media Laboratory</u>- December 1989
"The Design Process of *Learning Constellations*"

PUBLICATION:

"A View From The Castle - Forty Years of Modern Architecture in Boston"
Brandeis Review, Alumni Publication, Vol.8, No.1.

LANGUAGES:

•Fluent in French (lived in Geneva, Switzerland for 14 years).
•Working knowledge of German
•Fluent in HyperTalk

INTERESTS:

Photography: First, 1987 Boston Globe Color Photo Contest

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: March 3, 1993

TO: Executive Committee

FROM: Oliver

SUBJECT: Miscellaneous

Director of Exhibits Position

I'm delighted to announce the appointment of David Greschler to the position of Director of Exhibits. David has performed outstandingly well as exhibit developer here since 1989. His creative and insightful approach can be felt in all of our current galleries. In addition, over the past 18 months, he has taken on exhibit fund-raising and has played key roles in special events and in the Clubhouse planning. He shares our ambitious vision for the Museum and is committed to the implementation of our strategic plan. In his new role, he will promote and sell exhibit ideas to funders, as well as continue to create first-class exhibits. I enclose his resume.

It was most helpful to have input from all of you on this appointment, particularly from Gardner and Dick, who interviewed David for the position.

Director of Development Position

I have met with Technical Development Corporation, which is submitting a revised workplan and budget that will come in at around $12K. This is higher than originally anticipated, but the estimate is based on a better understanding of what we need: considerable networking and telephone calling. We will not find the right candidate by continuing to advertise. (This is still lower than most search firms charge, which is 30 percent of the first year's salary.)

On Friday, I am meeting with a candidate proposed by Laura Morse.

Cash

Our balance stands at $154,000. An additional $57K of Clubhouse funding is expected next week.

Financial Projections

I enclose a revised revenue and expense tracking summary. For the months February-June, the expense projections are computed at 90 percent of budget. More accurate projections will be available later this month. With the exception of the search fee, we are on course with the plan to balance the Operating Fund over FY93 that was discussed at the January EC meeting.

Enclosures: Greschler resume; financials; minutes of February 12 Board meeting

DAVID GRESCHLER
1232 Beacon Street # 3
Brookline, MA 02146
Home: (617) 232-8107
Work: (617) 426-2800x349

WORK EXPERIENCE:

The Computer Museum, Boston, MA
Exhibit Developer, November 1990 - Present
•Managed the content development, schedule, budget, and personnel for the major exhibits, *Robots & other Smart Machines* and *Tools & Toys: The Amazing Personal Computer.*
•Successfully solicited over 40 software companies, volunteers, in-house and contract programmers to develop new hands-on software exhibits. Many have been added as Exhibit Kits.
•Developed educational activities for exhibits in conjunction with the Education Department.
•Raised public awareness about new exhibits by working with the Public Relations and Marketing Departments to develop themes and images that have broad audience appeal. Represented the Museum on television programs, radio shows, and in print media.
•Wrote proposals for exhibit projects, including the funded proposal for the *Tools & Toys* exhibit, a $20,000 grant from Intel Corporation for the *Virtual Reality Weekend*, and a $10,000 grant from the MAXIS company for *Robots & other Smart Machines*. Pending proposals include a $50,000 NSF grant to research the educational effectiveness of virtual reality, and a pending $250,000 proposal to Intel Corporation for the sale of ten Virtual Reality Chairs (originally developed for *Tools & Toys*, patent pending).
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•Managed the development of the interactive components for *People & Computers: Milestones of a Revolution.*

Media Designer, February 1990 - July 1990
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•*Learning Constellations* was a research project in Seymour Papert department. It explored how children think in a computer environment, as well as how computers and video can be used as research tools.

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December 1985 - February 1987
Traveling fellowship (75 are awarded nationally per year) for an independent study of fabric architecture design. Visits to India, Israel, France, and Germany.

Brandeis University, Waltham, MA
Magna Cum Laude, B.A., Honors in Economics, May 1985

Institute For European Studies, Vienna, Austria
Junior Year Abroad, 1983-1984

SELECTED PROGRAMMING PROJECTS:	<u>Brandeis University Admissions Introduction (1989)</u> • A Tour of Brandeis University that allows prospective students and their parents to explore the academic and social opportunities on campus. <u>Chemistry Videodisc (1989)</u> • A Videodisc controller that allows users to select video segments of periodic elements reacting with a variety of materials. <u>American Architectural History Survey (1987-1990)</u> • An educational program that allows users to study the many styles and periods of American Architecture. Includes images and an architectural glossary linked to the main text. Used in Brandeis University Fine Arts courses.
TEACHING:	<u>Harvard Graduate School of Education</u> *Instructor,* Spring Semester, 1991 Taught graduate students from the Interactive Technologies section a course on educational software design. <u>The Cambridge Center For Adult Education,</u> *Faculty member,* 1987-1990 Courses included: "Appreciating Architecture," "Modern Architecture," "American Architecture," and "An introduction to HyperCard."
PUBLIC TALKS:	<u>Association of Science and Technology Centers 1992 Conference</u> - October 1992 "Information Verses Experience: Designing Computer Exhibits" <u>Visions of Computing in Higher Education</u> - July 1990 "Cooperation Between Professor and Programmer in the American Architecture Stack" <u>MIT Media Laboratory</u> - December 1989 "The Design Process of *Learning Constellations*"
PUBLICATION:	"A View From The Castle - Forty Years of Modern Architecture in Boston" Brandeis Review, Alumni Publication, Vol.8, No.1.
LANGUAGES:	• Fluent in French (lived in Geneva, Switzerland for 14 years). • Working knowledge of German • Fluent in HyperTalk
INTERESTS:	Photography: First, 1987 Boston Globe Color Photo Contest

REVENUE/EXPENSE TRACKING SUMMARY
AS OF 03/02/93

	First Quarter Actual vs Budget		Second Quarter Actual vs Budget		JAN Act v Budget		FEB Proj v Budget	
OPERATING								
Exhibit (160/190/195)	$15.0	$20.0	0.6	10.0	$0.0	$0.0	$0.0	$0.0
Exhibit Sales (170/175)	$15.0	$17.4	24.7	17.6	$4.6	$5.8	$5.0	$5.8
Admissions (240)	$181.1	$201.7	83.1	78.0	$19.2	$23.0	$22.9	$22.9
Functions (280)	$47.5	$28.8	42.5	55.5	$8.8	$6.7	$4.3	$6.7
Workshops/Programs (360)	$0.7	$0.0	0.0	7.5	$0.0	$0.0	$0.0	$0.0
Clubhouse (370)	$25.3	$52.0	25.1	96.0	$0.0	$24.0	$50.0	$24.1
Museum Store (410/420/430/440)	$74.6	$98.9	49.6	47.7	$10.9	$10.3	$16.8	$17.5
Collections (510)	$0.9	$0.9	0.9	1.0	$0.0	$0.3	$0.3	$0.3
Membership Fund (730)	$10.1	$50.5	67.7	46.5	$14.9	$2.5	$3.0	$1.9
Corp. Membership (810)	$39.8	$39.0	33.0	55.0	$19.5	$25.0	$25.0	$30.0
Govt/Found. Grants	$10.8	$5.0	36.7	.25.0	$0.0	$0.0	$0.0	$0.0
Computer Bowl (750)	$75.0	$55.0	75.0	165.0	$30.0	$7.5	$40.5	$7.5
Misc.	$3.9	$5.1	3.0	5.8	$1.4	$0.9	$0.5	$0.9
Interest Income	$1.8	$0.0	1.7	0.0	$0.8	$0.0	$0.5	$0.0
OPS FUND TOTAL:	501.5	574.3	443.6	610.6	110.1	106.0	168.8	117.6
CAPITAL								
Exhibit(620/630/650/660)	$30.0	$55.0	6.3	25.0	$54.0	$30.0	$0.0	$0.0
Capital Campaign (610)	$62.0	$9.5	141.2	193.6	$1.6	$60.0	$5.0	$15.0
TOTAL REVENUE:	$593.5	$638.8	591.1	829.2	$165.7	$196.0	$173.8	$132.6
EXPENSE	$579.2	$655.1	489.2	622.5	$173.2	$230.0	$199.0	$221.1
NET REVENUE	$14.3	-$16.3	101.9	206.7	-$7.5	-$34.0	-$25.2	-$88.5

MARCH Proj	v Budget	APRIL Proj	v Budget	MAY Proj	v Budget	JUNE Proj	v Budget	Totals Proj	FY93 BUDGET	Variance
$4.0	$0.0	$0.0	$0.0	$0.0	$0.0	$10.0	$5.0	$29.6	$35.0	-$5.4
$4.0	$5.9	$4.0	$5.8	$4.0	$5.8	$4.0	$5.9	$65.3	$70.0	-$4.7
$27.5	$27.5	$32.1	$32.1	$32.1	$32.1	$41.3	$41.3	$439.3	$458.6	-$19.3
$6.5	$5.5	$8.5	$7.8	$10.7	$8.9	$10.2	$10.1	$139.0	$130.0	$9.0
$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$1.3	$0.0	$2.0	$7.5	-$5.5
$57.0	$24.1	$24.1	$24.1	$24.1	$24.1	$84.0	$84.0	$289.6	$352.4	-$62.8
$15.3	$16.2	$20.9	$22.2	$20.2	$21.4	$22.0	$23.5	$230.3	$257.7	-$27.4
$0.4	$0.4	$0.3	$0.3	$0.3	$0.3	$0.4	$0.4	$3.5	$4.0	-$0.5
$35.0	$46.0	$21.0	$27.4	$11.0	$10.9	$15.0	$4.3	$177.7	$190.0	-$12.3
$20.0	$25.0	$34.0	$34.0	$20.0	$20.0	$14.0	$19.0	$205.3	$247.0	-$41.7
$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5	$6.3	$55.0	$36.3	$18.7
$20.0	$21.0	$40.0	$41.0	$38.0	$46.5	$1.5	$1.5	$320.0	$345.0	-$25.0
$0.5	$0.9	$0.5	$0.8	$0.5	$0.9	$0.5	$0.8	$10.8	$16.0	-$5.2
$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$6.8	$0.0	$6.8
190.69	172.5	185.87	195.5	161.4	170.9	212.2	202.1	1974.2	2149.5	-175.35
$20.0	$25.0	$0.0	$0.0	$0.0	$0.0	$25.0	$25.0	$135.3	$160.0	-$24.7
$48.5	$67.0	$13.0	$17.5	$14.5	$9.0	$197.4	$228.5	$483.2	$600.0	-$116.8
$259.2	$264.5	$198.9	$213.0	$175.9	$179.9	$434.6	$455.6	$2,592.7	$2,909.5	-$316.9
$191.8	$213.1	$205.0	$227.8	$215.0	$238.9	$246.8	$274.2	$2,299.2	$2,682.9	-$383.7
$67.4	$51.4	-$6.2	-$14.8	-$39.1	-$59.0	$187.9	$181.4	$293.5	$226.6	$66.9

THE COMPUTER MUSEUM

Minutes of Regular Meeting of Board of Directors

February 12, 1993

Present were Gordon Bell, Gwen Bell, Ed Belove, Larry Brewster, Richard Case, Gardner Hendrie, Barry Horowitz, David House, Ted Johnson, David Kaplan, Andrew Miller, Laura Morse, David Nelson, Tony Pell, Nick Pettinella, Edward Schwartz, Hal Shear, Richard Taylor, Dorothy Terrell, Charles Zraket, Dr. Oliver Strimpel, Executive Director, and J. Thomas Franklin, Clerk. Represented by proxy were Jon Eklund, Jonathan Rotenberg, Lynda Bodman and Naomi Seligman.

I. The Chairman called the meeting to order at 8:35 a.m.
Dr. Strimpel presented an operations update. The Museum recently was honored to receive awards from the New England Museum Association for it exhibits kit brochure and its annual report, and the Dibner Prize award from the Society for the History of Technology for the Milestones exhibit. The Robots and Other Smart Machines exhibit opened on schedule and at a remarkably low cost of $15/square foot compared to a normal cost of $100. The Programming Languages exhibit will open in April and the Networked Society exhibit, scheduled to open in the summer of 1994, is under development and in need of continued board support and input.

Dr. Strimpel reported several additions to the staff of the Museum, the engagement of a search firm to assist in hiring a Director of Development, and recent resignations.

A financial report distributed to attendees was summarized briefly; spending will be restrained to remain consistent with revenues. Attendance numbers and revenues increased in comparison to the previous year.

Carol Welsh, Marketing Director, reported on marketing related to the Robots and Other Smart Machines exhibit, which includes extensive use of local newspaper inserts, radio spots, significant publicity of the opening and pro bono ads in computer industry publications.

Charles Zraket, reporting for the education committee, announced the formation of a board level committee to define the educational goals of the Museum, and read a draft vision statement. Natalie Rusk, Education Director, reported the status of the Clubhouse project, including funding of $200,000 to date.

Hal Shear reported on membership development to date, which is well ahead of the previous two years but which presently represents support by only about half the board. Gwen Bell

reported that the Computer Bowl publicity began this week, and that this will be the fifth Bowl, to be followed by a "championship bowl" in 1994 with an auction and a fiftieth anniversary celebration of computing in 1996. This year's bowl will be in the San Jose Civic Center May 14. Laura Morse reported that Mitch Kertzman is recruiting for a new corporate membership committee but that, due to reduced funding from mainframe and minicomputer vendors approximately five additional corporate memberships are needed to meet budget. Ed Schwartz briefly reported that the waterfront project in association with The Childrens' Museum was proceeding and that construction actually may commence later this year, but that the Museum was not yet committing any funding to the project.

Gardner Hendrie reported on the status of the capital campaign. Larry Brewster, after two years as chair, has been obligated by the demands of his position at Aspen Technology to resign. Mr. Hendrie thanked him, on behalf of the board, for his service and achievements. The campaign is scheduled to close in June, 1995, with a goal of $5 million of which pledges in the amount of $1.6 million are in hand. An anonymous donor will match gifts after the first $1 million up to $3.5 million on a dollar for dollar basis. Proceeds will be used to fully secure the building and for endowment. The pledge goal for the current year is $1 million of which $109,000 has been raised to date. It is expected that the campaign will benefit from the appointment of a Development Director and a Campaign Chairman.

The meeting adjourned temporarily at 9:50 so that directors could attend the press event associated with the opening of the Robots and Other Smart Machines exhibit. At 10:50 the meeting resumed.

On behalf of Lynda Bodman, chair, Charles Zraket presented an interim report for the Committee on Governance; a final report will be made at the annual board meeting in June. The objectives of the committee are to streamline and broaden the Museum governance, to better involve corporate and community leaders, and to broaden fund-raising. Gwen Bell urged the committee to particularly seek to involve the Museum's audience in its governance, Gordon Bell urged the Museum to develop exhibit sites at facilities around the country such as the current Intel exhibit. David House suggested that regional museums also be used as remote fora; Larry Brewster suggested that the Clubhouse exhibit was well-suited for local corporate sponsorship to improve community relations.

Professor Joe Bates, School of Computer Science, Carnegie Mellon University, next addressed the board on the subject "Artifical Intelligence and Interactive Entertainment", which he interpreted as an AI-based and "artful" interaction with the participant. Professor Bates' research to date has focused on

providing an artistic element in the form of <u>dramatic</u> interaction achieved through the creation of new worlds and new experiences, but he predicted that future developments would enhance real world experience rather than create fictional experience.
The result would be "reality made fantastic."

The meeting adjourned at noon. The next meeting of the board will be June 11, 1993, and thereafter on October 8 and February 11, 1994.

G. Thomas Franklin

DONALD F. COLLINS
                              22 Appleton Street
                              Boston, MA 02116
                              Tel. (617)426-0613

OBJECTIVE: To secure a challenging position which will capitialize on
              my accounting, administrative and managerial experience and
              skills, as well as my innovative nature.

PROFESSIONAL EXPERIENCE:

1989-1992   THE FRANKLIN INSTITUTE SCIENCE MUSEUM
              Philadelphia, PA

              Director of Finance/Purchasing - Assistant Controller
              Responsible for the operation of the Finance and Purchasing
              Departments; Direct the preparation and publications of
              monthly consolidated financial statements; Coordinate and
              establish annual operating budget, special projects, and
              federal grant budgetary compliance; Prepare monthly budget
              analysis and variance reports for all levels of Museum
              management; Manage Accounts Payable and Accounts Receivable,
              which includes contractual payments from parking and food
              service vendors, and billing for all private and federal
              grants; Control and record 75 million dollar Capital
              Campaign; Payroll for 350 Museum employees; Interface with
              Development and Membership Departments; Prepare all internal
              and external financial reports, cash flow projections and
              supporting financial statements for investments, special
              projects, collabrative projects and various restricted and
              unrestricted award funds; Record Restricted Gifts and
              Designated Funds; Maintain IBM System 36 and custom software;
              Inventory control and accounts payable for 3 retail
              operations, as well as all technical and support purchasing
              for Museum.

1987-1989   SILO INCORPORATED, DIVISION OF DIXSON LTD.
              Philadelphia, PA

              Regional Accounting Manager
              Responsible for the operation of fully automated five person
              Accounting Department; Accountable for the timely preparation,
              review and distribution of store, market and regional profit
              and loss statements; Monthly reconciliation of all balance
              sheet accounts; Remittance of all sales and payroll taxes;
              Analysis of selling salaries; Reconciliation of all store and
              operating cash accounts, intercompany reconciliation; Review
              of all system generated interface and balancing functions;
              Preparation and review of all manual adjusting entries; Main-
              tenance of all accrual, prepaid and amortization schedules;
              Reconciliation of regional advertising expenses, including
              print, media, agency and promotional advertising; Maintenance
              of McCormick and Dodge general ledger software package; report
              writing and budget preparation.

                              Continued...

1981-1987   BRIAN ALDEN, INC./LIVE PRODUCTIONS, INC.
             Clinton, CT

             Accounting Manager
             Direct responsibility for producing financial statement for
             all corporate entities; Control and implement all phases of
             accounting, including management of a nine person Accounting
             Department responsible for taxes, domestic and foreign cash
             management, sales audit, risk management, budget forecasting
             and reporting, inventory control, payroll, collections, inter-
             corporate reconciliation, central purchasing, advertising
             revenue/expense reconciliation, box office audit; General
             maintenance of general ledger for several Brian Alden non-
             related real estate ventures.

1979-1981   JORDAN B. KIRSHENBAUM, REAL ESTATE INVESTMENT
             Dallas, TX

             Accounting Manager
             Maintenance of multiple general ledgers for seventeen limited
             partnerships; Responsible for rent rolls, cash management,
             investments, personnel recruitment, payroll, taxes, acquisi-
             tions; Act as liaison with private contractors; Prepare
             financial statements; Monitor operation of nine apartment
             complexes throughout Texas and Oklahoma; Interior design;
             Leasing and client relations for two commercial office
             buildings.

1977-1979   GORDON SCHOOL – PRIVATE ELEMENTARY SCHOOL
             East Providence, RI

             Accounting Manager
             Responsible for investments, insurance, accounts payable and
             receivables, inventory, financial reports to the Board of
             Governors, purchasing, enrollment recruiting, payroll for
             faculty and staff, annual fund raising.

EDUCATION: University of Rhode Island, Bachelor of Science Degree in
             Business Administration.
             Major: Acounting

REFERENCES: Available upon request

	SOURCE	ADDRESS
AAAI/Patrick Hayes	Sponsor	
AAAI/Carol Hamilton	Sponsor	
AAAI/Daniel Bobrow	Sponsor	
AAAI/Barbara Grosz	Sponsor	
AAAI/Candy Sidner	Sponsor	
C. Gordon and Gwen Bell	Sponsor	
Ed Feigenbaum and Penny Nii	Sponsor	
Maxis/Jeff Braun	Sponsor	
Maxis/Joseph Scirica	Sponsor	
Maxis/Sally Vandershaf	Sponsor	
Maxis/Robin Harper	Sponsor	
Maxis/Programmer	Sponsor	
Maxis/Programmer	Sponsor	
Apple/John Sculley	Sponsor?	
Apple/Larry Tesler	Sponsor?	
Apple/Dave Nagel	Sponsor?	
Apple/Ike Nassi	Sponsor?	
Apple/Cheryl Vedoe	Sponsor?	
Houghton Mifflin/Gary Smith	Sponsor	
Houghton Mifflin/Steve Vana-Paxhia	Sponsor	
Houghton Mifflin/John Riley	Sponsor	
Houghton Mifflin/R. Sokolowski	Sponsor	
Digital/Robert Palmer	Sponsor	
Digital/Nancy Dube	Sponsor	
Digital/Lew Karabatsos	Sponsor	
Digital/Jane Hamel	Sponsor	
Digital/Harold Epps	Sponsor	
Digital/Sam Fuller	Sponsor	
Digital/Rose Ann Giordano	Sponsor	
Digital/Bill Hanson	Sponsor	
Digital/Ilene Jacobs	Sponsor	
Digital/Frank McCabe	Sponsor	
Digital/John Rando	Sponsor	
Digital/Ann Sandford	Sponsor	
Digital/Abbott Weiss	Sponsor	
Digital/Ron Bunker	Sponsor	
IBM/Jack Kuehler	Sponsor	
IBM/Dave Herlihy	Sponsor	
IBM/Jim Parkel	Sponsor	
IBM/Michael Greis	Sponsor	
IBM/Dick Berglund	Sponsor	
IBM/Percy Pollard	Sponsor	
IBM/John Armstrong	Sponsor	
IBM/Paul Palmer	Sponsor	
Sun/Scott McNealy	Sponsor	
Sun/Emil Sarpa	Sponsor	
Sun/Roger Appell	Sponsor	
Sun/Bob and Lee Sproull	Sponsor	
SuperMac/Steve Blank	Sponsor	
Silicon Graph/James Clark	Sponsor	
Silicon Graph/Harry Pforzheimer	Sponsor	
Gensym/Lowell Hawkinson	Sponsor	
Gensym/David W. Riddell	Sponsor	
Gensym/Samuel I. Mandelbaum	Sponsor	
Gensym/Troy A. Heindel	Sponsor	
Thinking Mach/Danny Hillis	Sponsor	
Thinking Mach/Sheryl Handler	Sponsor	
Digidesign/Andrew Calvo	Sponsor	
Natural Language/Tania Amochaev	Sponsor	CA
Natural Language/Ernest Limperis	Sponsor	
United Educ/Nancy Kokat	Sponsor	
Xerox/Paul Allaire	Prospect	CT
Xerox/Pat Wallington	Prospect	

Handwritten note:

Jim Pitts
Bachman
Taylor - Raytheon
Kline - Price Waterhouse
Monaco, Chms
CMCI
Denet - Pvt TMs
Jeff Braun - Maxis Pres.
Houghton Mifflin

Richard Taylor
McKinsey
Sproul
Cummings
Kaplan
Gensym
Belgue
Freedman
Xerox

(1)

Xerox/Greg Guidis	Prospect	
Xerox/John Seely Brown	Prospect	
Xerox/Mark Wiser	Prospect	
Joe Bates	VIP	
Hans Berliner	VIP	
Janet Cahn	VIP	
David Cope	VIP	
Jim Davis	VIP	
Joe Engelberger	VIP	
Ray Kurzweil	VIP	
Marvin Minsky	VIP	
Mitchel Resnick	VIP	
Dan Siewiorek	VIP	
Karl Sims	VIP	
Michael Stein	VIP	
Mr. Allan V. Abelow	TARGET 100	MA
ACM/Jim Adams	Bowl sponsor	NY
ACM/Joe DeBlasi	Bowl sponsor	NY
Sheldon Adelson	Prospect	MA
Sam Albert	Board	NY
Mr. Paul Allen	TARGET 100	WA
Charlie Bachman	Trustee	MA
Bank of Boston/Ira Jackson	CC donor	MA
Bank of Boston/Andrea Peabody	Bowl sponsor	MA
Banyan/Siobhan Carroll	TWS	
BASF/Bill Clifford	Bowl sponsor	MA
Gary Beach/Computerworld	Corp.	
Andy Bechtolsheim	TARGET 100	CA
Ed Belove	Board	MA
Erich Bloch	Trustee	DC
David Blohm/Mathsoft	Corp.	
Lynda and Sam Bodman	Board	MA
Gary Boone	Top member	
Dr. Bose	Prospect	
Boston Edison/Bernie Reznicek	Prospect	MA
Joseph Boston	TARGET 100	MA
Larry Brewster	Board	MA
Mr. Daniel S. Bricklin	TARGET 100	
Owen and Brookes Brown	Prospect	CA
Mr. Henry Burkhardt, III	TARGET 100	MA
Rick Burnes	Board	MA
John Burton	Bowl team	VA
Mr. Joseph Rod Canion	TARGET 100	TX
Walter Carlson	Top member	FL
Mr. & Mrs. Arthur Carr	TARGET 100	
Richard P. Case	Board	NY
Vint Cerf	Prospect	
Dave Chapman	Trustee	MA
Bob Charpie	Prospect	MA
James E. Clark	Board	IL
John Clippenger	Prospect	MA
Steven Coit	TARGET 100	MA
Neil Colvin	TARGET 100	MA
George Conant/Xyplex	Prospect	
Finis Conner	TARGET 100	
Coopers & Lybrand/Frank Doyle	TARGET 100	MA
Howard Cox	Board	MA
John J. Cullinane	TARGET 100	MA
Andrea Cunningham/Cunningham	PR	
Dave Cutler/Deb. Girdler	CC donor	CA
Mr. Alex D'Arbeloff	TARGET 100	MA
William H. Davidow	TARGET 100	
Edson D. De Castro	TARGET 100	MA
Michael Dell	TARGET 100	TX
Dan Dennett, Tufts	OS	
Reid W. Dennis	TARGET 100	CA

Nick and Margaret DeWolf	Top member	
Dave Dinkel	Top member	
John and Ann Doerr	Prospect	CA
Dave Donaldson	Board	MA
Mr. James Dow	TARGET 100	
Draper Labs/Ralph Jacobson	CC donor	MA
John Drew/World Trade Center	Prospect	
Esther Dyson	Prospect	NY
Jon Eklund	Board	DC
Mr. Gordon Eubanks	TARGET 100	CA
Lawrence Evans	TARGET 100	MA
Robert Evans	Top member	
Ron and Maureen Evans/Byte	Prospect	
Robert Everett	Trustee	MA
Charles E. Exley, Jr.	TARGET 100	OH
Dr. Federico Faggin	CC Donor	CA
Pier Carlo Falotti	TARGET 100	
Paul Ferri	Prospect	MA
Fidelity/Ned Johnson	CC donor	MA
Fidelity/Anne Marie Soulliere	CC donor	
Paul Fireman/Reebok	Prospect	
Maura Fitzgerald/Cunningham	Prospect	
Fleet/Terry Murray	Prospect	RI
Mr. Barry James Folsom	TARGET 100	CA
Jay W. Forrester	TARGET 100	MA
Pat Forster	TARGET 100	CA
Bill Foster	Trustee	MA
Tom Franklin	Board	MA
Mr. Edward Fredkin	Trustee	MA
Mr. Gideon Gartner	TARGET 100	CT
Mr. Jean Louis Gassee	TARGET 100	CA
William H. Gates, III	TARGET 100	WA
Sam Geisberg/Parametric	Prospect	
Chuck Geschke	Prospect	CA
Shikhar Ghosh/EDS	Corp	
Prabhu Goel	CC Donor	CA
Bernie Goldhirsch	Prospect	MA
Robert Goldman/AI Corp.	Prospect	
Paul Gomory	Top member	
Roger Gourd	Top member	MA
Richard Greene	Board	CT
Mr. John Grillos	TARGET 100	CA
GTE/William Griffin	Prospect	
GTE/Walter Carleton	Prospect	
Mr. Gautam Gupta	TARGET 100	MA
Mike Gutman	Top member	MA
Alain Hanover	Bowl team	MA
David Hathaway	TARGET 100	
George Hatsopolous	Prospect	MA
Trip Hawkins	Top member	CA
Roger Heinen	Board	CA
Mr. Andy Heller	TARGET 100	
Robert Henderson	Prospect	MA
Gardner Hendrie	Board	MA
Hewlett-Packard/G. Eichhorn	Prospect	
Hewlett-Packard/Ben Holmes	Prospect	
Winston Hindle	CC Donor	MA
Peter Hirshberg	CC Donor	CA
Max D. Hopper	Trustee	TX
Barry Horowitz	Board	MA
Chuck House	Board	CA
Dave House	Board	CA
J. M. Hutson	Top member	
Intel/Jim Jarrett	Bowl sponsor	CA
Intermetrics/Joe Saponaro	CC donor	MA
Burge Jamieson	Prospect	CA

Name	Category	State
Mr. Eckhard Pfeiffer	TARGET 100	TX
Paul Pierce	Top member	
James and Noreen Pitts	Top member	
Russell Planitzer	TARGET 100	MA
Bill Poduska	Board	MA
Mr. Casey Powell	TARGET 100	CA
Price Waterhouse/Sue Kline	Bowl sponsor	MA
Mr. C. Vin Prothro	TARGET 100	
Steve Pytka	Corp.	
Vern Raburn	TARGET 100	
Raytheon/Dennis Picard	CC donor	MA
Raytheon/Walter Palmer	CC donor	MA
Raytheon/Janet Taylor	CC donor	MA
Cameron Read	Corp	
Fontaine Richardson	TARGET 100	MA
Dennis Ritchie	Top member	NJ
Nancy Robb	Corp	
Mr. Benjamin F. Robelen	TARGET 100	MA
Robertson, Stephens/Jim Feuille	Bowl sponsor	CA
David and Linda Rodgers	TARGET 100	CA
Mr. Benjamin M. Rosen	TARGET 100	NY
Morton Rosenthal	TARGET 100	MA
Wayne Rosing	TARGET 100	
Mr. Douglas Ross	TARGET 100	
Jonathan Rotenberg	Board	MA
Harry Saal/Network General	Bowl team/sponsor	CA
Mr. Howard Salwen	TARGET 100	MA
Jean Sammet	Board	MD
Michael J. Savage	TARGET 100	MA
Grant and Dorrit Saviers	Board	CA
Ed Schwartz	Board	MA
Kitty Selfridge	Trustee	MA
Naomi Seligman	Board	NY
Paul and Kathy Severino	Board	MA
L. J. Sevin	TARGET 100	
Patty Seybold	Bowl team	MA
Hal B. Shear	Board	MA
Mr. Jack Shields	TARGET 100	MA
John F. Shoch	TARGET 100	CA
Alan F. Shugart	TARGET 100	
Mike Simmons	Board	MA
Irwin Sitkin	Board	FL
Casimir Skrzypczak	Board	
Mr. Robert S. Snoyer	TARGET 100	TX
John Solon	Corp	
Josiah Spaulding/Wang Center	PR	
Bill Spencer	Trustee	TX
Michael Spock	Trustee	IL
James A. Starkey	CC Donor	MA
Ray Stata	Prospect	MA
Sterling Hager/Roberta Carlton	PR	
A. Stettner/J. Bouffard	Top member	
James M. Stone	TARGET 100	MA
Joel Sugg	Top member	
Ivan Sutherland	TARGET 100	CA
Jim Sutter	Board	CA
Richard Taylor	Board	MA
Dorothy Terrell	Board	MA
Lisa Thorell	Bowl team	CA
Erwin Tomash	Trustee	
Paul Tsongas	Trustee	MA
Ralph Ungermann	TARGET 100	CA
Les Vadasz	CC donor	CA
Visix/George Hayem	Bowl sponsor	VA
Wang Ctr./Patricia Maroni	PR	
John Warnock	TARGET 100	CA

T.J. Watson, Jr.	Prospect	CT
Jeff and Kay Waxman	Prospect	MA
Mr. Frederick Weiss	TARGET 100	MA
Mr. Eugene White	TARGET 100	NV
Allyn Woodward/Silicon Valley	Corp.	
William Wulf and Anita Jones	Top member	VA
Mr. G. Mead Wyman	TARGET 100	MA
Hermann Zapf	Top member	
Bill Ziff	Prospect	NY
Robert Ziff	Top member	NY
Charles Zraket	Board	MA
MEDIA PAL		
MEDIA PAL		
MEDIA PAL		
MEDIA PAL		
MEDIA PAL		
Greg Welch	Staff	
David Greschler	Staff	
Ted Groves	Staff	
James Mandolini	Staff	
Dan Griscom	Staff	
Don Greene	Staff	
Steve Snow	Staff	
Brian Wallace	Staff	
Natalie Rusk	Staff	
Carol Welsh	Staff	
Gail Jennes	Staff	
Oliver Strimpel	Staff	
Janet Walsh	Staff	
Susan Pekock	Staff	
Julie Oates	Staff	
Stacey Romanoff	Staff	
Kate Jose	Staff	
Martha Ballard	Staff	

The
Computer
Museum

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

P.S. Thanks for the grant for Networked Society! Everyones excited to get going!

THE COMPUTER MUSEUM

FAX TRANSMISSION COVER SHEET

Date: **1/14/93**

To: **Karen and Gardner**
    Sigma Partners

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

Number of pages (including this cover sheet) **7**

Here's the list. Please do call anyone you know and want to invite personally.

The details: Cocktail Reception and opening for "Robots and Other Smart Machines"

Thursday, February 11 at 6:30 p.m. (out by 9:00 p.m.?)

Invitations will go out tomorrow afternoon, god willing. Thanks!   Janet

The Computer Museum

300 Congress Street
Boston MA 02210

(617) 426-2800

M E M O R A N D U M

DATE: December 24, 1992

TO: Executive Committee

FROM: Oliver

SUBJ: January 5 Meeting

Cash

We currently have a $36,000 bank balance with $98,000 in payables. There should be enough checks in the mail to bring the balance up close to $100,000 by month end (still with $100,000 in payables). The situation is very uncomfortable. See attached memo about this.

Development Director Position

Following additional reference checking and interviews with myself and staff, I have developed some second thoughts about Catherine Barnett. I will not be making an offer before our January 5th meeting.

Clubhouse

Further good news. Lotus has come through with a $50,000 gift (due January) with a strong possibility of another $50,000 later in '93. This brings us to $175,000 out of the $350,000 budget goal for this year. It's especially good to get a grant from Lotus, which is known for its carefully thought- out philanthropy program and commitment to education for the underserved. We now hope for a positive determination from General Cinema in January.

Exhibits

Robots and Smarter Machines (upgraded Smart Machines) is now funded at the $45,000 level. Through an extraordinary gift from Gordon Bell, we will be able to host a VIP reception for Board and campaign prospects on February 11.

Funding for Programming Languages is nearly up to $30,000, and the exhibit will open in April.

All the very best to you for the holiday season and the New Year! See you on the 5th.

EXECUTIVE COMMITTEE

TUESDAY, JANUARY 5, 1993

8:00 - 11:00 A.M.

AGENDA

- FINANCIAL SITUATION

- CAMPAIGN LEADERSHIP

- WATERFRONT PROJECT

- MUSEUM UPDATE

    - Development Director position

    - Exhibit and Education project status and funding

ENCLOSURES:

    Memo re: cash situation
    Cash savings options
    Five-month financials
    Revenue tracking sheet
    CM attendance figures
    Comparative attendance figures

M E M O R A N D U M

DATE: December 24, 1992

TO: Executive Committee

FROM: Oliver

SUBJ: Financial Situation

Current Status

Today we have $36K in the bank and about $98K in payables.
The situation has developed over the past few months,
becoming steadily worse. We are deferring most payments in
order to meet payroll. I am very concerned that news of our
condition will reach the funding community and harm our
credibility with existing and potential funders. Our business
office spends time working out payment plans to defer
payments, and our credit rating has dropped, making it harder
to get credit. It is a challenge to maintain morale among the
staff.

The Museum has been operating in a very lean fashion,
economizing wherever possible, stretching our staff resources
to the full. We have managed to save 16% of the budgeted
Operating Fund expense year to date without significantly
compromising our programs. But our revenue shortfall has been
greater, and the prospects for the next six months look
uncertain, especially on the corporate front.

How to Remedy the Situation?

The Executive Committee has always supported me in taking the
view that we must boost our revenues to their budgeted levels
or beyond, not cut expense. Clearly this is the preferred way
to solve the problem. The staff and I are working as hard as
we can on this. But our projections indicate that this will
not be enough. We simply need additional revenue or else we
must cut expense.

How Big is the Gap?

Goal 1: Meet overall cash needs

In order to end the fiscal year with $100K in the bank with no payables outstanding, we project that we need to do $140K net better than projected overall over the six-month period Jan 1-Jun 30. As our projections include our realistic revenue assumptions, this means that without any extraordinary help from the Board, we must save $140K of expense Jan-Jun to meet Goal 1.

Goal 2: No borrowing from the Capital Campaign

If we take the more stringent view that there should be no borrowing from the Capital Campaign, with the endowment receiving its due (= Campaign Revenue minus expenses minus mortgage principal repayment), the endowment should have accumulated $650K by the end of the fiscal the year, Jun 30, based on current projections. Allowing that mortgage interest payments can be paid from Campaign revenues, the endowment should be at about $570K. Currently the endowment balance is $250K.

To meet Goal 2, we need to find an extra $320K in either savings or revenues not restricted to the Campaign.

How Much Can we Cut?

Please find attached three possible rounds of expense cuts which I have worked out in detailed discussions with department heads. Attached you will also find department head assessments of the short term and long term impact of the cuts.

Round 1 of cuts totalling $142K over the period January to June would enable us to meet Goal 1 without any additional revenue. The impact of these cuts would be primarily in delaying the Museum's forward movement. There would be minor but significant impact on the service we offer to visitors.

Round 2 totalling an additional $77K savings starts to hurt us considerably more, both short term and long term.

Round 3 totalling $68K of additional savings would seriously compromise the Museum's ability to develop and grow. We would be honoring short- term obligations only.

Rounds 1-3 still do not, on their own, come close to meeting Goal 2.

At our January 5th meeting, we will need to make a decision on

how to proceed. We cannot continue as we have been. All of us at the Museum hope that there will be some commitment from the Board to help with revenue over and above what it has already done, so that the full burden of the solution will not fall on expense cuts.

Cash savings plan Jan-Jun 93   12/24/92

	A	B	C	D	E	F	G
2	EXPENSE SAVINGS	ROUND 1	Round 1 Item	ROUND 2	Round 2 Item	ROUND 3	Round 3 Item
3	Jan 1-Jun 30 1993			(assumes		(assumes	
4	Saved Cash in $K			Round 1)		Rounds1,2)	
5		major cut		deep cut		v deep cut	
6				15	keep wage freeze all stf		
7			4 cut OS 5%; keep freeze on Dpt Hds	6	cut OS10%; Dpt. Hds. 5%		
8	Salaries Total	4		21			
9			10 maintenance				
10			3 planning				
11			3 Robots & Other Smart Machines				
12			2 Networked Society	4	cut exh. sales asst 0.4 FTE		
13	Exhibits Total	18		4			
14			17 no Clubhouse manager				
15			40 scaled back Clubh (250K revenue)				
16			10 reduced exhibit floor coverage			2	skeletal floor coverage
17	Education Total	67				2	
18			7 no campaign entertainment				
19			4 reduced memb. coord. sal	8	cut memb. coord. 0.6FTE		
20			15 development director sal	5	cut dev. asst 0.5 FTE	15	no development dir.
21	Development Total	26		13		15	
22			2 misc savings			10	skeletal advertising
23			10 delay, simplify brochures, maps	20	strategic ads only	20	cut marketing director
24	Marketing Total	12		20		30	
25			5 later am opening; use volunteers				
26	Store Total	5					
27			2 shipping			12	cut collections mgr.
28	Collections Total	2				12	
29				4	part time design asst	4	cut design asst
30	Design Total			4		4	
31			4 3 vs 4 issues of CM News/yr	5	cut PR asst 0.5 FTE		
32	PR Total	4		5			
33				5	cleaning outsource		
34			5 misc savings	5	further savings	5	further service cuts
35	Museum Wharf Total	5		10		5	
36	GRAND TOTAL	142		77		68	

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MEMORANDUM

TO: Oliver
FROM: Carol
RE: Revised Impact of Proposed Budget Cuts
DATE: 24 December 1992

As you requested, what follows is my *revised* explanation of the impact the proposed marketing budget cuts will have on the short- and long-term health of the Museum. Please let me know if you need any further detail. And, as always, if I can help in any other way, don't hesitate. Thank you.

ROUND ONE CUTS

Short Term   Long Term
Lag in generating new momentum for Museum   No appreciable impact

ROUND TWO CUTS

Short Term   Long Term
Strategic ads only   Continue catch-up in visibility vis a vis
                               our competition
                            No growth in new markets

ROUND THREE CUTS

Approximately six placements in second-tier   A reduction of awareness that shrinks
  advertising outlets   admissions *by at least* one-third
30% cancellation rate in school groups   No growth in school group market,
Little to no marketing to school groups   impacting Museum's mission
Department runs on "automatic pilot" as it was No marketing programs
  before I arrived   No new market growth
                                                No new collateral or advertising
                                                Irreparable damage to Museum's long-
                                                  term viability as a marketable product

Costs of Expense Saving Measures

1st Round

Area	Savings	Short-term	Long-term
Salaries	$4K	None	Affect ability to attract and retain quality management
Exhibits	$18K	Decreased flexibility, no expenses for fundraising Inability to do more than minimum maintenance, use of less durable materials in Smart Machines	Possible longer-term revenue impact on fundraising, gradual degradation of exhibits

2nd Round

Area	Savings	Short-term	Long-term
Salaries	$21K	Immediate impact on staff moral	Higher turnover, loss of staff investment, cost of training new staff.
Exhibits	$4K	Immediate impact on Kits marketing efforts- affect revenue stream	

TO: Oliver Strimpel

FROM: Natalie Rusk, Director of Education

RE: Budget Implications on Education Projects

ROUND 1

$17,000:   Clubhouse Manager

Short-term costs:

Director of Education (Natalie Rusk) spends time managing
Clubhouse and thus compromises other opportunities,
projects (Walk Through Computer book, other materials,
collaborations with Museum of Science, educational
activities in Museum, etc.)

Missing lead representative, spokesperson, role model for
Clubhouse

Long-term costs:

No Clubhouse Manager

Could hurt fund-raising

If there's a delay hiring Manager, he/she may not feel full
ownership over project when we can afford to take that
person on board

Less people power to start project

$10,000:   Visitor Services salaries

Short-term costs:

Less insurance against no desk coverage

Less coverage of floor by Visitor Assistants

Reduced ability to assist school groups, other visitors

Reduced ability to reboot crashed exhibits

Reduced ability to offer needed support in other areas of
Museum (assist Store, collection projects, development
mailings, marketing projects, etc.)

Long-term costs:

May hurt reputation with teachers, other visitors

May affect productivity of other departments

ROUND 3

$2,000- Cut Visitor Assistants' hours in afternoon

Short-term costs:

Many of our best staff may leave,and it would be difficult to replace staff for the small number of hours offered

Management may have to fill in for desk staff

Less maintenance, cleaning of exhibits; more exhibits down

May have to turn away many potential afternoon groups

Long-term costs:

We would compromise service to visitors and school groups, which may result in lower attendance in the future and poorer visitor experience

NOTE: Long-term effects of cuts in Education mean compromising THE product, meaning the core of what we offer: exhibits, education to visitors

Y
(COMBINED OPERATING & CAPITAL FUNDS)

DOES NOT INCLUDE ENDOWMENT FUND   REVISED PROJECTIONS

	ACTUAL July	ACTUAL August	ACTUAL September	ACTUAL October	ACTUAL November	December	January	February	March	April	May	June	ANNUAL
Revenue	$222,621	$262,421	$109,529	$201,800	$132,200	$223,400	$178,000	$114,900	$227,300	$199,900	$184,400	$434,600	$2,491,071
Expense	$229,226	$177,749	$172,236	$154,800	$164,500	$198,500	$207,000	$199,000	$191,800	$205,200	$215,100	$246,800	$2,361,911
Excess(deficiency)	-$6,605	$84,672	-$62,707	$47,000	-$32,300	$24,900	-$29,000	-$84,100	$35,500	-$5,300	-$30,700	$187,800	$129,160
Net change/Working Capital	-$97,966	-$4,374	$16,874	-$39,850	-$5,250	-$15,000	-$2,500	-$2,500	-$2,500	-$5,000	-$5,000	-$45,000	
Cash beginning of period	$197,025	$92,454	$172,752	$126,919	$134,069	$96,519	$106,419	$74,919	-$11,681	$21,319	$11,019	-$24,681	
Cash end of period	$92,454	$172,752	$126,919	$134,069	$96,519	$106,419	$74,919	-$11,681	$21,319	$11,019	-$24,681	$118,119	
Due to Capital Fund	$37,942	$75,970	$47,491	$48,274	$16,198	$37,247	$26,222	-$4,088	$7,462	$3,857	-$8,638	$41,342	
Avail to Ope	$54,512	$96,782	$79,428	$85,795	$80,321	$69,172	$48,697	-$7,593	$13,857	$7,162	-$16,043	$76,777	

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
5 Months Ending 11/30/92

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$50,400	$116,000							$50,400	$116,000	-$65,600	$340,000
Exhibit Related	$15,050	$20,000			$30,000	$55,000			$45,050	$75,000	-$29,950	$195,000
Foundation	$46,634	$13,000							$46,634	$13,000	$33,634	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$84,613	$57,000					$84,613	$57,000	$27,613	$600,000
Corporate Membership	$62,250	$64,000							$62,250	$64,000	-$1,750	$247,000
Foundation	$1,000	$0							$1,000	$0	$1,000	$0
Computer Bowl	$127,500	$200,000							$127,500	$200,000	-$72,500	$345,000
Membership Fund	$54,034	$90,300							$54,034	$90,300	-$36,266	$190,000
Admission	$241,827	$261,390							$241,827	$261,390	-$19,563	$458,600
Store	$108,260	$133,515							$108,260	$133,515	-$25,255	$258,000
Functions	$72,119	$67,690							$72,119	$67,690	$4,429	$130,000
Exhibit Sales	$21,640	$29,166							$21,640	$29,166	-$7,526	$70,000
Other:												
Interest Income	$1,353	$3,750					$2,878	$0	$4,231	$3,750	$481	$10,000
Rental Income	$4,250	$5,000							$4,250	$5,000	-$750	$6,000
Program Income	$658	$0							$658	$0	$658	$12,400
Collections	$1,600	$1,666							$1,600	$1,666	-$66	$4,000
TOTAL SUPPORT/REVENUE	$808,575	$1,005,477	$84,613	$57,000	$30,000	$55,000	$2,878	$0	$926,066	$1,117,477	-$191,411	$2,909,500
EXPENSES												
Exhibit Development	$5,794	$9,402			$71,271	$89,007			$77,065	$98,409	-$21,344	$140,000
Exhibit Maint/Enhancement	$21,747	$22,201			$12,785	$0			$34,532	$22,201	$12,331	$54,000
Exhibit Sales/Kits	$36,139	$14,244							$36,139	$14,244	$21,895	$25,000
Collections	$26,458	$29,311							$26,458	$29,311	-$2,853	$70,000
Education & Admission	$117,944	$135,304							$117,944	$135,304	-$17,360	$286,000
Clubhouse	$7,040	$63,491							$7,040	$63,491	-$56,451	$277,000
Marketing	$68,484	$88,744							$68,484	$88,744	-$20,260	$221,900
Public Relations	$30,780	$38,889							$30,780	$38,889	-$8,109	$103,170
Store	$93,572	$111,993							$93,572	$111,993	-$18,421	$235,000
Functions	$30,781	$31,734							$30,781	$31,734	-$953	$65,000
Computer Bowl	$12,207	$16,412							$12,207	$16,412	-$4,205	$121,000
Fundraising	$22,053	$28,776	$50,346	$87,859					$72,399	$116,635	-$44,236	$285,000
Membership Fund	$12,975	$28,154							$12,975	$28,154	-$15,179	$67,000
Museum Wharf												
Op Exp	$126,698	$120,000							$126,698	$120,000	$6,698	$285,000
Mortgage			$56,567	$56,567					$56,567	$56,567	$0	$133,777
General Management	$94,866	$90,592							$94,866	$90,592	$4,274	$317,000
TOTAL EXPENSE	$707,538	$829,247	$106,913	$144,426	$84,056	$89,007	$0	$0	$898,507	$1,062,680	-$164,173	$2,685,847
NET REVENUE	$101,037	$176,230	-$22,300	-$87,426	-$54,056	-$34,007	$2,878	$0	$27,559	$54,797	-$27,238	$223,653

REVENUE/EXPENSE TRACKING SUMMARY   THE COMPUTER MUSEUM
as of 12/21/92

	First Actual vs	Quarter Budget	OCT Act	v Budget	NOV Act	v Budget	DEC Proj	v Budget	JAN Proj	v Budget	FEB Proj	v Budget
OPERATING												
Exhibit (160/190/195)	$15.0	$20.0	$0.0	$0.0	$0.1	$0.0	$1.0	$0.0	$0.0	$0.0	$0.0	$0.0
Exhibit Sales (170/175)	$15.0	$17.4	$2.0	$5.9	$6.7	$5.8	$14.7	$5.9	$5.0	$5.8	$5.0	$5.8
Admissions (240)	$181.1	$201.7	$31.9	$36.7	$28.8	$23.0	$18.3	$18.3	$19.9	$23.0	$22.9	$22.9
Functions (280)	$47.5	$28.8	$11.5	$22.3	$12.9	$16.6	$12.2	$16.6	$5.4	$6.7	$4.3	$6.7
Workshops/Programs (360)	$0.7	$0.0	$0.0	$0.0	$0.0	$0.0	$5.1	$7.5	$0.0	$0.0	$0.0	$0.0
Clubhouse (370)	$25.3	$52.0	$25.0	$32.0	$0.1	$32.0	$0.0	$32.0	$24.1	$24.0	$24.1	$24.1
Museum Store (410/420/430/440)	$74.6	$98.9	$15.5	$16.8	$16.5	$17.8	$12.0	$13.1	$9.3	$10.3	$16.8	$17.5
Collections (510)	$0.9	$0.9	$0.2	$0.4	$0.6	$0.3	$0.4	$0.4	$0.3	$0.3	$0.3	$0.3
Membership Fund (730)	$10.1	$50.5	$30.9	$28.1	$13.0	$11.7	$12.0	$6.7	$2.5	$2.5	$1.9	$1.9
Corp. Membership (810)	$39.8	$39.0	$6.0	$10.0	$16.5	$15.0	$10.0	$25.0	$20.0	$25.0	$25.0	$30.0
Govt/Found. Grants	$10.8	$5.0	$5.4	$0.0	$31.3	$5.0	$0.0	$20.0	$5.0	$0.0	$0.0	$0.0
Computer Bowl (750)	$75.0	$55.0	$50.0	$65.0	$2.5	$80.0	$30.0	$20.0	$45.0	$7.5	$7.5	$7.5
Misc.	$3.9	$5.1	$1.9	$1.9	$1.0	$1.9	$1.0	$1.9	$0.5	$0.9	$0.5	$0.9
CAPITAL												
Exhibit(620/630/650/660)	$30.0	$55.0	$0.0	$0.0	$0.0	$0.0	$0.0	$25.0	$10.0	$30.0	$0.0	$0.0
Capital Campaign (610)	$62.0	$9.5	$20.9	$14.5	$1.7	$33.0	$120.6	$146.0	$13.0	$60.0	$5.0	$15.0
ENDOWMENT												
Interest Income	$1.8	$0.0	$0.6	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0
Revenue Projections	$593.5	$638.8	$201.8	$233.6	$132.2	$242.1	$237.8	$338.4	$160.5	$196.0	$113.8	$132.6

REVENUE/EXPENSE TRACKING
as of 12/21/92

	MARCH Proj	v Budget	APRIL Proj	v Budget	MAY Proj	v Budget	JUNE Proj	v Budget	Totals Proj	FY93 BUDGET	Variance
OPERATING											
Exhibit (160/190/195)	$4.0	$0.0	$0.0	$0.0	$0.0	$0.0	$10.0	$5.0	$30.1	$35.0	-$4.9
Exhibit Sales (170/175)	$4.0	$5.9	$4.0	$5.8	$4.0	$5.8	$4.0	$5.9	$64.4	$70.0	-$5.6
Admissions (240)	$27.5	$27.5	$32.1	$32.1	$32.1	$32.1	$41.3	$41.3	$435.9	$458.6	-$22.7
Functions (280)	$6.5	$5.5	$8.5	$7.8	$10.7	$8.9	$10.2	$10.1	$129.6	$130.0	-$0.4
Workshops/Programs (360)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$1.3	$0.0	$7.1	$7.5	-$0.4
Clubhouse (370)	$24.1	$24.1	$24.1	$24.1	$24.1	$24.1	$84.0	$84.0	($254.9)	$352.4	-$97.5
Museum Store (410/420/430/440)	$15.3	$16.2	$20.9	$22.2	$20.2	$21.4	$22.0	$23.5	$223.1	$257.7	-$34.6
Collections (510)	$0.4	$0.4	$0.3	$0.3	$0.3	$0.3	$0.4	$0.4	$4.1	$4.0	$0.1
Membership Fund (730)	$46.0	$46.0	$27.4	$27.4	$10.9	$10.9	$4.3	$4.3	($159.0)	$190.0	-$31.0
Corp. Membership (810)	$20.0	$25.0	$34.0	$34.0	$20.0	$20.0	$14.0	$19.0	($205.3)	$247.0	-$41.7
Govt/Found. Grants	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5	$6.3	($60.0)	$36.3	$23.7
Computer Bowl (750)	$21.0	$21.0	$41.0	$41.0	$46.5	$46.5	$1.5	$1.5	$320.0	$345.0	-$25.0
Misc.	$0.5	$0.9	$0.5	$0.8	$0.5	$0.9	$0.5	$0.8	$10.8	$16.0	-$5.2
CAPITAL											
Exhibit(620/630/650/660)	$20.0	$25.0	$0.0	$0.0	$0.0	$0.0	$25.0	$25.0	($85.0)	$160.0	-$75.0
Capital Campaign (610)	$48.5	$67.0	$13.0	$17.5	$14.5	$9.0	$197.4	$228.5	($496.6)	$600.0	-$103.4
ENDOWMENT											
Interest Income	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$6.4	$0.0	$6.4
Revenue Projections	$238.3	$264.5	$206.3	$213.0	$184.3	$179.9	$423.9	$455.6	$2,492.3	$2,909.5	-$417.2

MEMORANDUM

TO: Oliver Strimpel
FROM: Carol Welsh
RE: **WEEKLY REPORT: December 15-20, 1992**
DATE: December 23, 1992

Dec./Week *1992 vs 1991*	1992 Dec 15-20	1991 Dec 17-22	# CHANGE	% CHANGE
# Adults	374	355	19	5.4%
# Kids	643	415	228	54.9%
# Infnts & Srs	17	42	-25	-59.5%
TOTAL PEOPLE	1,034	812	222	27.3%
TOTAL REVENUE	$3,395	$2,520	$875	34.7%

Dec./Month-to-Date *1992 vs 1991*	Dec-92	Dec-91	# CHANGE	% CHANGE
# Adults	1,260	1,455	-195	-13.4%
# Kids	1,483	1,443	40	2.8%
# Infnts & Srs	85	118	-33	-28.0%
TOTAL PEOPLE	2,828	3,016	-188	-6.2%
TOTAL REVENUE	$9,285	$11,339	-$2,054	-18.1%

Against FY `93 Plan	'93 YTD ACTUAL	'93 YTD BUDGET	'92 YTD ACTUAL	
TOTAL PEOPLE	58,848	63,802	58,928	
TOTAL REVENUES	$246,661	$275,133	$243,210	

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF NOVEMBER 1992

MONTHLY			INSTITUTION	YEAR TO DATE		
1992	1991	VARIANCE		1992	1991	VARIANCE
5209	0	ERR	BOSTONIANSOCIETY (1)	51247	0	
97918	90779	7.86%	BOSTON NATIONAL HISTORIC PARK	1841897	1818470	1.29%
31456	36472	-13.75%	CHILDREN'S MUSEUM	437912	445395	-1.68%
10686	8117	31.65%	COMMONWEALTH ZOOLOGICAL CORP.	170402	83478	104.13%
9588	8694	10.28%	COMPUTER MUSEUM	114527	108925	5.14%
2644	3197	-17.30%	CONCORD MUSEUM	31906	30659	4.07%
16820	12802	31.39%	CRANBERRYWORLD	316235	235331	34.38%
4383	3274	33.87%	DECORDOVA MUSUEM	56040	62095	-9.75%
11786	12388	-4.86%	DISCOVERY MUSEUMS	137021	125942	8.80%
8506	5544	53.43%	ESSEX INSTITUTE	115916	67427	71.91%
1552	1116	39.07%	FULLER ART MUSEUM	17325	15646	10.73%
9188	8825	4.11%	HARVARD MUSEUMS OF CULTURAL AND NATURAL HISTORY	115822	103738	11.65%
0	0	ERR	HERITAGE PLANTATION (2)	0	0	ERR
7453	8373	-10.99%	HOUSE OF SEVEN GABLES	158831	149574	6.19%
11717	11208	4.54%	ISABELLA STEWART GARDNER MUSEUM	129960	120475	7.87%
26988	20424	32.14%	Lowell Nat'l. Hist. Pk.	700650	673245	4.07%
74591	88365	-15.59%	MUSEUM OF FINE ARTS	770909	776516	-0.72%
4116	3998	2.95%	MUSEUM OF OUR NATIONAL HERITAGE	53308	63675	-16.28%
158803	116317	36.53%	MUSEUM OF SCIENCE	1558419	1423473	9.48%
902	721	25.10%	MUSEUM OF TRANSPORTATION	12027	13887	-13.39%
12166	11930	1.98%	MYSTIC SEAPORT	406192	419756	-3.23%

78705	91501	-13.98%	NEW ENGLAND AQUARIUM	1272137	1198592	6.14%
6046	5550	8.94%	N.E. SCIENCE CENTER	122788	110903	10.72%
0	0	ERR	N.E. WILDFLOWER SOC. (3)	0	0	ERR
27150	28736	-5.52%	OLD STURBRIDGE VILLAGE	439703	464380	-5.31%
9249	10406	-11.12%	PAUL REVERE HOUSE	197099	199482	-1.19%
7829	8502	-7.92%	PEABODY MUSEUM OF SALEM	84978	78985	7.59%
0	0	ERR	PLIMOTH PLANTATION	0	0	ERR
7478	4614	62.07%	U.S.S. CONSTITUTION	111478	72675	53.39%

(1) Opened after renovationations - July 1992
(2) Closed for season
(3) Closed for season

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF NOVEMBER 1992

MONTHLY 1992	1991	VARIANCE	INSTITUTION	YEAR TO DATE 1992	1991	VARIANCE
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31456	36472	-13.75%	CHILDREN'S MUSEUM	437912	445395	-1.68%
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16820	12802	31.39%	CRANBERRYWORLD	316235	235331	34.38%
4383	3274	33.87%	DECORDOVA MUSUEM	56040	62095	-9.75%
11786	12388	-4.86%	DISCOVERY MUSEUMS	137021	125942	8.80%
8506	5544	53.43%	ESSEX INSTITUTE	115916	67427	71.91%
1552	1116	39.07%	FULLER ART MUSEUM	17325	15646	10.73%
9188	8825	4.11%	HARVARD MUSEUMS OF CULTURAL AND NATURAL HISTORY	115822	103738	11.65%
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(1) Opened after renovationations - July 1992
(2) Closed for season
(3) Closed for season

The Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER CLUBHOUSE
Funding Sources/Prospects

Funders:

Boston Edison	$ 5,000	
Hayden Fdn.	$ 25,000	
Intel Fdn.	$ 50,000	per year for three years
Lotus Develop.	$ 50,000	
Raytheon Co.	$ 20,000	
State St. Fdn.	$ 25,000	

Total to date:	$175,000	

Prospects:

Apple Computer
Arthur D. Little ($13K) - should hear in Jan.
Carnegie Corporation of New York
Digital Equipment Corporation
General Cinema ($150K over 2 years) - should hear in Jan.
IBM
Microsoft Corporation
Peabody Foundation
The Research Board
Sega Foundation
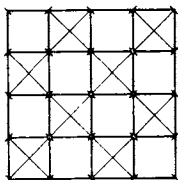
ROBOTS AND OTHER SMART MACHINES

Funding Status

AAAI	$30,000
Maxis	$10,000
Gensym	$3,000
Houghton-Mifflin	$2,000
TOTAL	**$45,000**

Pending:

Sun Microsystems	$15,000
Ed Feigenbaum	$10,000

1/4/93

The Computer Museum

MEMORANDUM

DATE: December 18, 1992
TO: Ken Brecher, Executive Director, The Children's Museum
FROM: Oliver Strimpel, Executive Director, The Computer Museum

RE: Waterfront Project

We are pleased to hear that the permitting and fundraising for the Waterfront Project are progressing, and wish to take this opportunity to clarify our commitment to the Project.

The Computer Museum accepts financial responsibility for the design and construction of modifications to its lobby necessary to integrate it with the "Wave" structure designed by Frank Gehry's office in response to both our needs and will ensure that the design of its lobby proceeds in a timely fashion. However, at this time, the Museum is not in a position to incur additional expenses related to the further refinement of its lobby design as approved to date. We do not wish this to impede progress on your design, and therefore, suggest that during this next phase the design team *not* develop refinements to The Computer Museum lobby. As we have so far on the Project, we remain available to participate in the design refinement process of those other elements of the Project which affect both institutions.

With respect to the development of the site in front of the building, we share your desire to provide a welcoming environment that serves both our audiences and the public of all ages. However, at this point the designs for the park are not developed to the point where we feel that we can commit to a dollar amount connected with its construction. We will continue to participate in the design process to ensure the ultimate product is one which serves us both.

I hope that this clarifies our commitment to seeing the Waterfront Project move forward. Please call me if you have any questions.

cc: David Kaplan, Member, The Computer Museum Board of Directors
    Tony Pell, Member, The Computer Museum Board of Directors
    Ed Schwartz, Member, The Computer Museum Board of Directors
    Linda Snyder, Project Director
    Greg Welch, Director of Exhibits, The Computer Museum
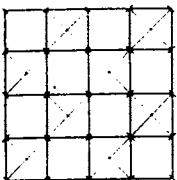
MEMORANDUM

TO: Oliver
FROM: Carol
RE: Proposed Admissions Increase
DATE: 4 January 1993

Below is the competitive ticket price information I have gathered. Marilyn is getting more detailed information regarding the impact of ticket price increases from her sources (the folks who have to deal with the public.) The impact information below is from marketing people.

DISCOVERY MUSEUMS

Adults / Children: $5
Combination ticket for both museums: $8
Children under 1 and members: Free

Last increase ($.50) was
 "a couple of years ago"
No appreciable impact

CHILDREN'S MUSEUM

Adults: $7
Children 2-15 / Seniors: $6
One-year-olds: $2
Under one year: Free

Last increase ($1) was
 in 1992
No appreciable impact
People were either not
 going to come because it
 was too expensive or they
 just pay another dollar

NEW ENGLAND AQUARIUM

Adults: $7.50
Seniors: $6.50
Children 3-11: $3.50
Children under 3: Free

Last increase ($1.50) was
 in 1991
No appreciable impact

MUSEUM OF FINE ARTS

Adults: $7
Seniors / Students: $6
Children 6-17: $3.50
Children five and under: Free

Last increase ($1) was
July, 1992
Have not evaluated impact
yet

MUSEUM OF SCIENCE

Exhibit Hall, Omni Theater
Adults: $6.50
Children / Seniors: $4.50

Last increase ($.50) was
in July, 1992
No data on impact

Planetarium
Adults: $6
Children / Seniors: $4

Children under 4: Free

A variety of combination tickets are available also

Y
(COMBINED OPERATING & CAPITAL FUNDS)

DOES NOT INCLUDE ENDOWMENT FUND

	ACTUAL July	ACTUAL August	ACTUAL September	ACTUAL October	ACTUAL November	REVISED PROJECTIONS December	January	February	March	April	May	June	ANNUAL
Revenue	$222,621	$262,421	$109,529	$201,800	$132,200	$223,400	$178,000	$114,900	$227,300	$199,900	$184,400	$434,600	$2,491,071
Expense	$229,226	$177,749	$172,236	$154,800	$164,500	$198,500	$207,000	$199,000	$191,800	$205,200	$215,100	$246,800	$2,361,911
Excess(deficiency)	-$6,605	$84,672	-$62,707	$47,000	-$32,300	$24,900	-$29,000	-$84,100	$35,500	-$5,300	-$30,700	$187,800	$129,160
Net change/Working Capital	-$97,966	-$4,374	$16,874	-$39,850	-$5,250	-$15,000	-$2,500	-$2,500	-$2,500	-$5,000	-$5,000	-$45,000	
Cash beginning of period	$197,025	$92,454	$172,752	$126,919	$134,069	$96,519	$106,419	$74,919	-$11,681	$21,319	$11,019	-$24,681	
Cash end of period	$92,454	$172,752	$126,919	$134,069	$96,519	$106,419	$74,919	-$11,681	$21,319	$11,019	-$24,681	$118,119	
Due to Capital Fund	$37,942	$75,970	$47,491	$48,274	$16,198	$37,247	$26,222	-$4,088	$7,462	$3,857	-$8,638	$41,342	
Avail to Ope	$54,512	$96,782	$79,428	$85,795	$80,321	$69,172	$48,697	-$7,593	$13,857	$7,162	-$16,043	$76,777	

1405
1265

140K

Rev less Cap Camp   1995
Exp less Cap Camp   2072

Capital Expense (Dev)   167K
Mortgage Expense   80K
                         ─────
                         250K
Interest   40K
                         ─────
'93 Cap Camp Exp   290K

'93 Cap Camp Inc   496K

THE COMPUTER MUSEUM
BALANCE SHEET
11/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 11/30/92	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	$52,135	-	-	$2,878	$55,013	$155,114
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	42,624	-	-	-	$42,624	41,911
Receivables	21,464	-	-	-	$21,464	39,762
Inventory	46,306	-	-	-	$46,306	69,374
Prepaid Expenses	8,770	-	-	-	$8,770	2,102
Interfund Receivable	2,878	16,198	-	-	$19,076	169,376
Total Current Assets	$174,177	$16,198	$0	$252,878	$443,253	$727,639
Property & Equipment:						
Equipment & Furniture	-	-	$154,587	-	$154,587	$154,587
Capital Improvements	-	-	926,604	-	926,604	926,604
Exhibits	-	-	3,951,316	-	3,951,316	3,951,316
Construction in Process	-	3,346	-	-	3,346	3,346
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,263,217)	-	(2,263,217)	(2,263,211)
Net Property & Equipment	$0	$3,346	$2,787,290	$0	$2,790,636	$2,790,642
TOTAL ASSETS	$174,177	$19,544	$2,787,290	$252,878	$3,233,889	$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$78,364	$1,833	-	-	$80,197	$157,186
Accrued Expense	27,107	12,438	-	-	39,545	71,538
Deferred Income	12,245	-	-	-	12,245	64,426
Interfund Payable	16,198	-	-	2,878	19,076	169,376
Total Current Liabilities	$133,914	$14,271	$0	$2,878	$151,063	$462,526
Fund Balances:						
Operating	$40,263	-	-	-	40,263	($62,606)
Capital	-	5,273	-	-	5,273	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	$40,263	$5,273	$2,787,290	$250,000	$3,082,826	$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	$174,177	$19,544	$2,787,290	$252,878	$3,233,889	$3,518,281

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: January 11, 1993

TO: Executive Committee

FROM: Oliver Strimpel

The Networked Society

Wonderful news! Gardner is making a $50,000 gift to this
exhibit! This will give the project a tremendous boost. With the
help of several Board members, we are expecting to leverage this
lead gift to build momentum. We plan to submit major proposals
to NSF, NEH (possibly), and to tailor the existing proposals for
foundations and corporations. We will create concept renditions,
which always help sell the idea to prospective funders.

Cash Situation

Our bank balance stands at $115K with $85K of payables. We
expect $130K of Clubhouse cash this month, which should keep us
going till next month.

FY93 Financial Situation

The Executive Committee decided to focus on balancing the
Operating Fund. With current FY93 Operating Fund revenues
conservatively projected at $1909K, the Museum needs to save $83K
compared to budget for the six-month period January-June. (See
worksheet enclosed.)

Removing all non- Operating Fund items (i.e., Capital Campaign
and Exhibit) from the cash savings table dated 12/24/92 and
restoring the Clubhouse Manager position (effective March 15),
Round 1 savings amount to $106K. I have decided to go ahead and
implement all the Round 1 cuts. They are listed on the enclosed
worksheet dated 1/8. This gives us a $23K margin.

If the revenue picture changes, we will restore the cut items to
the budget.
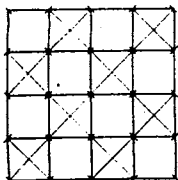
Robots and Other Smart Machines

Thank you for your offers of help with carpenters! We have found
a good team to stand in for Don Greene and are on track for the
planned February 11 VIP opening, members opening on February 12,
and public opening on February 13. Our additional cost will be
$4,000.

Rate Increase

We will be implementing an adult rate increase from $6 to $7
effective February 13, when the refurbished gallery is open.
More comparative data is enclosed. Our rates will be as follows:

Adult $7
Student/Senior $6
Children 5-18 $5
Group Student Rate $4
Children aged 4 and under free.

	A	B	C
2	EXPENSE SAVINGS	Cash Saved	Item
3	Jan 1-Jun 30 1993	($K)	
4	OPERATING FUND		
5		4	cut Exec. Dir. sal 5%; maintain freeze on Dpt. Hds.
6	Salaries Total	4	
7		10	maintenance; stretch supplies, improvise more
8	Exhibits Total	10	
9		10	no Clubhouse Manager hired till Mar 15
10		40	scaled back Clubh (assumes 250K revenue)
11		10	reduced exhibit floor coverage
12	Education Total	60	
13		4	rehire membership coordinator at lower salary
14		5	no Dev. Dir. till March 1 (30% op fund component)
15	Development Total	9	
16		2	misc savings
17		10	delay, simplify brochures, maps
18	Marketing Total	12	
19		2	later am opening; use volunteers
20	Store Total	2	
21		2	shipping
22	Collections Total	2	
23		4	3 vs 4 issues of CM News per year
24	PR Total	4	
25		3	misc savings
26	Museum Wharf Total	3	
27	GRAND TOTAL	106	

Operating Fund	Budget	Actual/Proj	Variance	Variance %
Revenue				
Jul-Dec 1992	1183	925	-258	-22
Jan-Jun 1993	966	984	18	2
Total FY93	**2149**	**1909**	**-240**	**-11**
Expense				
Jul-Dec 1992	1014	856	-158	-16
Jan-Jun 1993	1136	1053	**-83**	-7
Total FY93	**2144**	**1909**	**-235**	**-11**
Net FY93 Revenue	5	0		

Proposed Admissions Increase
4 January 1993

Summary

The Computer Museum has not had a price increase since April, 1991. Most of the museums in our competitive class have had an increase within the past year. In the three years since our last increase, we have doubled the number of exhibits.

Based on the data gathered (and taking into account our worst cash crisis to date) the Museum would be in keeping with competitors' pricing if we raised only the price of an adult ticket from $6 to $7 with no change in the student/senior or "kids under 5" rates. When compared to our competitors, this one dollar increase places us at the higher end of the overall pricing structure but still well within range of other museums. Following a one dollar price increase at Children's, the staff found that people were either not going to come at all because it was too expensive or they had no problem paying an additional dollar.

If we decide in favor, the increase should take effect February 13, 1993, to coincide with the timing of the Robots & Other Smart Machines opening. At the time of the increase, several one-dollar-off promotions will be active, which helps to ease the impact of an increase.

If we have any annoyed visitors, we should first explain the rationale outlined in paragraph one. If the visitor persists, we give them a dollar off right then and there, good only for that day, as fair warning. The determination of when to give the dollar off should be made by the manager on duty.

Based on the assumptions outlined above and a slowly improving economy as well as our new exhibit, the effect of a price increase should be minimal, if there is any perceptible impact at all.

Competitive Pricing Overview

A. Here's how we compare for the purchase of one adult and one kid's ticket.

Computer Museum	$12	NE Aquarium	$11
Children's	13	MFA	10.50
Discovery	10 (one museum)	Museum of Sci.	11 (general)
	16 (both museums)		10 (planetarium)

B. Below is further pricing detail and a general idea of the impact of recent increases by other museums. The competitive insights were provided by my counterparts at each museum.

Discovery Museums

Adults / Children: $5   Last increase ($.50) was
Combination ticket for both museums: $8   "a couple of years ago"
Children under 1 and members: Free   No appreciable impact

Children's Museum

Adults: $7   Last increase ($1) was
Children 2-15 / Seniors: $6   in 1992
One-year-olds: $2   No appreciable impact
Under one year: Free

New England Aquarium

Adults: $7.50   Last increase ($1.50) was
Seniors: $6.50   in 1991
Children 3-11: $3.50   No appreciable impact
Children under 3: Free

Museum of Fine Arts

Adults: $7
Seniors / Students: $6
Children 6-17: $3.50
Children five and under: Free

Last increase ($1) was
July, 1992
Have not evaluated impact
yet

Museum of Science

Exhibit Hall, Omni Theater
Adults: $6.50
Children / Seniors: $4.50

Last increase ($.50) was
in July, 1992
No data on impact

Planetarium
Adults: $6
Children / Seniors: $4

Children under 4: Free

A variety of combination tickets are available also

| Coopers & Lybrand | certified public accountants | **Invoice for Services** | please remit to:
COOPERS & LYBRAND
Department 1146
Pittsburgh, Pa 15264-1146 |

August 17, 1992

Invoice Number 0054-032597

Mr. Oliver Strimpel
Program Director
The Computer Museum
300 Congress Street
Boston, MA 02210

Progress billing for services rendered in connection
with our audit of the finanial statements of The
Computer Museum for fiscal year 1992

(handwritten notes in left margin:)
Gardner —

A propos our conversation. Charlie knows Frank Doyle well, but thinks we should wait till they make a decision regarding their

CC gift.

Approved By (signature)		
Date 9/10/92		
ACCT.	PROJ.	AMOUNT

Date Paid _____
Check # _____

$10,000.00

617/574-5381

return this portion with your remittance

August 17, 1992
Invoice Number   0054-032597
Engagement No.   824418-4619-16
Invoice Amount $10,000.00

Amount Paid _____

remit to:

Coopers & Lybrand
Department 1146
Pittsburgh, Pa 15264-1146

M E M O R A N D U M

DATE: December 24, 1992

TO: Executive Committee

FROM: Oliver

SUBJ: January 5 Meeting

Cash

We currently have a $36,000 bank balance with $98,000 in payables. There should be enough checks in the mail to bring the balance up close to $100,000 by month end (still with $100,000 in payables). The situation is very uncomfortable. See attached memo about this.

Development Director Position

Following additional reference checking and interviews with myself and staff, I have developed some second thoughts about Catherine Barnett. I will not be making an offer before our January 5th meeting.

Clubhouse

Further good news. Lotus has come through with a $50,000 gift (due January) with a strong possibility of another $50,000 later in '93. This brings us to $175,000 out of the $350,000 budget goal for this year. It's especially good to get a grant from Lotus, which is known for its carefully thought- out philanthropy program and commitment to education for the underserved. We now hope for a positive determination from General Cinema in January.

Exhibits

Robots and Smarter Machines (upgraded Smart Machines) is now funded at the $45,000 level. Through an extraordinary gift from Gordon Bell, we will be able to host a VIP reception for Board and campaign prospects on February 11.

Funding for Programming Languages is nearly up to $30,000, and the exhibit will open in April.

All the very best to you for the holiday season and the New Year! See you on the 5th.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

EXECUTIVE COMMITTEE

TUESDAY, JANUARY 5, 1993

8:00 - 11:00 A.M.

AGENDA

- FINANCIAL SITUATION

- CAMPAIGN LEADERSHIP

- WATERFRONT PROJECT

- MUSEUM UPDATE

    - Development Director position

    - Exhibit and Education project status and funding

ENCLOSURES:

    Memo re: cash situation
    Cash savings options
    Five-month financials
    Revenue tracking sheet
    CM attendance figures
    Comparative attendance figures

M E M O R A N D U M

DATE: December 24, 1992

TO: Executive Committee

FROM: Oliver

SUBJ: Financial Situation

Current Status

Today we have $36K in the bank and about $98K in payables. The situation has developed over the past few months, becoming steadily worse. We are deferring most payments in order to meet payroll. I am very concerned that news of our condition will reach the funding community and harm our credibility with existing and potential funders. Our business office spends time working out payment plans to defer payments, and our credit rating has dropped, making it harder to get credit. It is a challenge to maintain morale among the staff.

The Museum has been operating in a very lean fashion, economizing wherever possible, stretching our staff resources to the full. We have managed to save 16% of the budgeted Operating Fund expense year to date without significantly compromising our programs. But our revenue shortfall has been greater, and the prospects for the next six months look uncertain, especially on the corporate front.

How to Remedy the Situation?

The Executive Committee has always supported me in taking the view that we must boost our revenues to their budgeted levels or beyond, not cut expense. Clearly this is the preferred way to solve the problem. The staff and I are working as hard as we can on this. But our projections indicate that this will not be enough. We simply need additional revenue or else we must cut expense.

How Big is the Gap?

Goal 1: Meet overall cash needs

In order to end the fiscal year with $100K in the bank with no payables outstanding, we project that we need to do $140K net better than projected overall over the six-month period Jan 1-Jun 30. As our projections include our realistic revenue assumptions, this means that without any extraordinary help from the Board, we must save $140K of expense Jan-Jun to meet Goal 1.

Goal 2: No borrowing from the Capital Campaign

If we take the more stringent view that there should be <u>no borrowing from the Capital Campaign</u>, with the endowment receiving its due (= Campaign Revenue minus expenses minus mortgage principal repayment), the endowment should have accumulated $650K by the end of the fiscal the year, Jun 30, based on current projections. Allowing that mortgage interest payments can be paid from Campaign revenues, the endowment should be at about $570K. Currently the endowment balance is $250K.

To meet Goal 2, we need to find an extra $320K in either savings or revenues not restricted to the Campaign.

How Much Can we Cut?

Please find attached three possible rounds of expense cuts which I have worked out in detailed discussions with department heads. Attached you will also find department head assessments of the short term and long term impact of the cuts.

Round 1 of cuts totalling $142K over the period January to June would enable us to meet Goal 1 without any additional revenue. The impact of these cuts would be primarily in delaying the Museum's forward movement. There would be minor but significant impact on the service we offer to visitors.

Round 2 totalling an additional $77K savings starts to hurt us considerably more, both short term and long term.

Round 3 totalling $68K of additional savings would seriously compromise the Museum's ability to develop and grow. We would be honoring short- term obligations only.

Rounds 1-3 still do not, on their own, come close to meeting Goal 2.

At our January 5th meeting, we will need to make a decision on

how to proceed. We cannot continue as we have been. All of us at the Museum hope that there will be some commitment from the Board to help with revenue over and above what it has already done, so that the full burden of the solution will not fall on expense cuts.

Cash savings plan Jan-Jun 93   12/24/92

	A	B	C	D	E	F	G
2	EXPENSE SAVINGS	ROUND 1	Round 1 item	ROUND 2	Round 2 item	ROUND 3	Round 3 item
3	Jan 1-Jun 30 1993			(assumes		(assumes	
4	Saved Cash in $K			Round 1)		Rounds1,2)	
5		major cut		deep cut		v deep cut	
6				15	keep wage freeze all stf		
7		4	cut OS 5%; keep freeze on Dpt Hds	6	cut OS10%; Dpt. Hds. 5%		
8	Salaries Total	4		21			
9		10	maintenance				
10		3	planning				
11		3	Robots & Other Smart Machines				
12		2	Networked Society	4	cut exh. sales asst 0.4 FTE		
13	Exhibits Total	18		4			
14		17	no Clubhouse manager				
15		40	scaled back Clubh (250K revenue)				
16		10	reduced exhibit floor coverage			2	skeletal floor coverage
17	Education Total	67				2	
18		7	no campaign entertainment				
19		4	reduced memb. coord. sal	8	cut memb. coord. 0.6FTE		
20		15	development director sal	5	cut dev. asst 0.5 FTE	15	no development dir.
21	Development Total	26		13		15	
22		2	misc savings			10	skeletal advertising
23		10	delay, simplify brochures, maps	20	strategic ads only	20	cut marketing director
24	Marketing Total	12		20		30	
25		5	later am opening; use volunteers				
26	Store Total	5					
27		2	shipping			12	cut collections mgr.
28	Collections Total	2				12	
29				4	part time design asst	4	cut design asst
30	Design Total			4		4	
31		4	3 vs 4 issues of CM News/yr	5	cut PR asst 0.5 FTE		
32	PR Total	4		5			
33				5	cleaning outsource		
34		5	misc savings	5	further savings	5	further service cuts
35	Museum Wharf Total	5		10		5	
36	GRAND TOTAL	142		77		68	

(handwritten note, bottom) cut Acctg change volunteers

MEMORANDUM

TO: Oliver
FROM: Carol
RE: Revised Impact of Proposed Budget Cuts
DATE: 24 December 1992

As you requested, what follows is my *revised* explanation of the impact the proposed marketing budget cuts will have on the short- and long-term health of the Museum. Please let me know if you need any further detail. And, as always, if I can help in any other way, don't hesitate. Thank you.

ROUND ONE CUTS

Short Term	Long Term
Lag in generating new momentum for Museum	No appreciable impact

ROUND TWO CUTS

Short Term	Long Term
Strategic ads only	Continue catch-up in visibility vis a vis our competition
	No growth in new markets

ROUND THREE CUTS

Approximately six placements in second-tier advertising outlets	A reduction of awareness that shrinks admissions *by at least* one-third
30% cancellation rate in school groups	No growth in school group market, impacting Museum's mission
Little to no marketing to school groups	No marketing programs
Department runs on "automatic pilot" as it was before I arrived	No new market growth
	No new collateral or advertising
	Irreparable damage to Museum's long-term viability as a marketable product

Costs of Expense Saving Measures

1st Round

Area	Savings	Short-term	Long-term
Salaries	$4K	None	Affect ability to attract and retain quality management
Exhibits	$18K	Decreased flexibility, no expenses for fundraising Inability to do more than minimum maintenance, use of less durable materials in Smart Machines	Possible longer-term revenue impact on fundraising, gradual degradation of exhibits

2nd Round

Area	Savings	Short-term	Long-term
Salaries	$21K	Immediate impact on staff moral	Higher turnover, loss of staff investment, cost of training new staff.
Exhibits	$4K	Immediate impact on Kits marketing efforts-affect revenue stream	

TO: Oliver Strimpel

FROM: Natalie Rusk, Director of Education

RE: Budget Implications on Education Projects

ROUND 1

$17,000:   Clubhouse Manager

Short-term costs:

Director of Education (Natalie Rusk) spends time managing
Clubhouse and thus compromises other opportunities,
projects (Walk Through Computer book, other materials,
collaborations with Museum of Science, educational
activities in Museum, etc.)

Missing lead representative, spokesperson, role model for
Clubhouse

Long-term costs:

No Clubhouse Manager

Could hurt fund-raising

If there's a delay hiring Manager, he/she may not feel full
ownership over project when we can afford to take that
person on board

Less people power to start project

$10,000:   Visitor Services salaries

Short-term costs:

Less insurance against no desk coverage

Less coverage of floor by Visitor Assistants

Reduced ability to assist school groups, other visitors

Reduced ability to reboot crashed exhibits

Reduced ability to offer needed support in other areas of
Museum (assist Store, collection projects, development
mailings, marketing projects, etc.)

<u>Long-term costs:</u>

May hurt reputation with teachers, other visitors

May affect productivity of other departments

ROUND 3

$2,000- <u>Cut Visitor Assistants' hours in afternoon</u>

Short-term costs:

Many of our best staff may leave,and it would be difficult
to replace staff for the small number of hours offered

Management may have to fill in for desk staff

Less maintenance, cleaning of exhibits; more exhibits down

May have to turn away many potential afternoon groups

<u>Long-term costs:</u>

We would compromise service to visitors and school groups,
which may result in lower attendance in the future and
poorer visitor experience

NOTE: Long-term effects of cuts in Education mean
compromising THE product, meaning the core of what we
offer: exhibits, education to visitors

REVENUE/EXPENSE TRACKING SUMMARY   THE COMPUTER MUSEUM
as of 12/21/92

	First Actual	Quarter vs Budget	OCT Act	v Budget	NOV Act	v Budget	DEC Proj	v Budget	JAN Proj	v Budget	FEB Proj	v Budget
OPERATING												
Exhibit (160/190/195)	$15.0	$20.0	$0.0	$0.0	$0.1	$0.0	$1.0	$0.0	$0.0	$0.0	$0.0	$0.0
Exhibit Sales (170/175)	$15.0	$17.4	$2.0	$5.9	$6.7	$5.8	$14.7	$5.9	$5.0	$5.8	$5.0	$5.8
Admissions (240)	$181.1	$201.7	$31.9	$36.7	$28.8	$23.0	$18.3	$18.3	$19.9	$23.0	$22.9	$22.9
Functions (280)	$47.5	$28.8	$11.5	$22.3	$12.9	$16.6	$12.2	$16.6	$5.4	$6.7	$4.3	$6.7
Workshops/Programs (360)	$0.7	$0.0	$0.0	$0.0	$0.0	$0.0	$5.1	$7.5	$0.0	$0.0	$0.0	$0.0
Clubhouse (370)	$25.3	$52.0	$25.0	$32.0	$0.1	$32.0	$0.0	$32.0	$24.1	$24.0	$24.1	$24.1
Museum Store (410/420/430/440)	$74.6	$98.9	$15.5	$16.8	$16.5	$17.8	$12.0	$13.1	$9.3	$10.3	$16.8	$17.5
Collections (510)	$0.9	$0.9	$0.2	$0.4	$0.6	$0.3	$0.4	$0.4	$0.3	$0.3	$0.3	$0.3
Membership Fund (730)	$10.1	$50.5	$30.9	$28.1	$13.0	$11.7	$12.0	$6.7	$2.5	$2.5	$1.9	$1.9
Corp. Membership (810)	$39.8	$39.0	$6.0	$10.0	$16.5	$15.0	$10.0	$25.0	$20.0	$25.0	$25.0	$30.0
Govt/Found. Grants	$10.8	$5.0	$5.4	$0.0	$31.3	$5.0	$0.0	$20.0	$5.0	$0.0	$0.0	$0.0
Computer Bowl (750)	$75.0	$55.0	$50.0	$65.0	$2.5	$80.0	$30.0	$20.0	$45.0	$7.5	$7.5	$7.5
Misc.	$3.9	$5.1	$1.9	$1.9	$1.0	$1.9	$1.0	$1.9	$0.5	$0.9	$0.5	$0.9
CAPITAL												
Exhibit(620/630/650/660)	$30.0	$55.0	$0.0	$0.0	$0.0	$0.0	$0.0	$25.0	$10.0	$30.0	$0.0	$0.0
Capital Campaign (610)	$62.0	$9.5	$20.9	$14.5	$1.7	$33.0	$120.6	$146.0	$13.0	$60.0	$5.0	$15.0
ENDOWMENT												
Interest Income	$1.8	$0.0	$0.6	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0
Revenue Projections	$593.5	$638.8	$201.8	$233.6	$132.2	$242.1	$237.8	$338.4	$160.5	$196.0	$113.8	$132.6

REVENUE/EXPENSE TRACKING
as of 12/21/92

	MARCH Proj	v Budget	APRIL Proj	v Budget	MAY Proj	v Budget	JUNE Proj	v Budget	Totals Proj	FY93 BUDGET	Variance
OPERATING											
Exhibit (160/190/195)	$4.0	$0.0	$0.0	$0.0	$0.0	$0.0	$10.0	$5.0	$30.1	$35.0	-$4.9
Exhibit Sales (170/175)	$4.0	$5.9	$4.0	$5.8	$4.0	$5.8	$4.0	$5.9	$64.4	$70.0	-$5.6
Admissions (240)	$27.5	$27.5	$32.1	$32.1	$32.1	$32.1	$41.3	$41.3	$435.9	$458.6	-$22.7
Functions (280)	$6.5	$5.5	$8.5	$7.8	$10.7	$8.9	$10.2	$10.1	$129.6	$130.0	-$0.4
Workshops/Programs (360)	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$1.3	$0.0	$7.1	$7.5	-$0.4
Clubhouse (370)	$24.1	$24.1	$24.1	$24.1	$24.1	$24.1	$84.0	$84.0	$254.9	$352.4	-$97.5
Museum Store (410/420/430/440)	$15.3	$16.2	$20.9	$22.2	$20.2	$21.4	$22.0	$23.5	$223.1	$257.7	-$34.6
Collections (510)	$0.4	$0.4	$0.3	$0.3	$0.3	$0.3	$0.4	$0.4	$4.1	$4.0	$0.1
Membership Fund (730)	$46.0	$46.0	$27.4	$27.4	$10.9	$10.9	$4.3	$4.3	$159.0	$190.0	-$31.0
Corp. Membership (810)	$20.0	$25.0	$34.0	$34.0	$20.0	$20.0	$14.0	$19.0	$205.3	$247.0	-$41.7
Govt/Found. Grants	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$7.5	$6.3	$60.0	$36.3	$23.7
Computer Bowl (750)	$21.0	$21.0	$41.0	$41.0	$46.5	$46.5	$1.5	$1.5	$320.0	$345.0	-$25.0
Misc.	$0.5	$0.9	$0.5	$0.8	$0.5	$0.9	$0.5	$0.8	$10.8	$16.0	-$5.2
CAPITAL											
Exhibit(620/630/650/660)	$20.0	$25.0	$0.0	$0.0	$0.0	$0.0	$25.0	$25.0	$85.0	$160.0	-$75.0
Capital Campaign (610)	$48.5	$67.0	$13.0	$17.5	$14.5	$9.0	$197.4	$228.5	$496.6	$600.0	-$103.4
ENDOWMENT											
Interest Income	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$0.5	$0.0	$6.4	$0.0	$6.4
Revenue Projections	$238.3	$264.5	$206.3	$213.0	$184.3	$179.9	$423.9	$455.6	$2,492.3	$2,909.5	-$417.2

| | OPERATING | | CAPITAL | | EXHIBIT | | ENDOWMENT | | COMBINED | | $ | ANNUAL BUDGET |
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	VARIANCE	FY93
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$50,400	$116,000							$50,400	$116,000	-$65,600	$340,000
Exhibit Related	$15,050	$20,000			$30,000	$55,000			$45,050	$75,000	-$29,950	$195,000
Foundation	$46,634	$13,000							$46,634	$13,000	$33,634	$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			$84,613	$57,000					$84,613	$57,000	$27,613	$600,000
Corporate Membership	$62,250	$64,000							$62,250	$64,000	-$1,750	$247,000
Foundation	$1,000	$0							$1,000	$0	$1,000	$0
Computer Bowl	$127,500	$200,000							$127,500	$200,000	-$72,500	$345,000
Membership Fund	$54,034	$90,300							$54,034	$90,300	-$36,266	$190,000
Admission	$241,827	$261,390							$241,827	$261,390	-$19,563	$458,600
Store	$108,260	$133,515							$108,260	$133,515	-$25,255	$258,000
Functions	$72,119	$67,690							$72,119	$67,690	$4,429	$130,000
Exhibit Sales	$21,640	$29,166							$21,640	$29,166	-$7,526	$70,000
Other:												
Interest Income	$1,353	$3,750					$2,878	$0	$4,231	$3,750	$481	$10,000
Rental Income	$4,250	$5,000							$4,250	$5,000	-$750	$6,000
Program Income	$658	$0							$658	$0	$658	$12,400
Collections	$1,600	$1,666							$1,600	$1,666	-$66	$4,000
TOTAL SUPPORT/REVENUE	$808,575	$1,005,477	$84,613	$57,000	$30,000	$55,000	$2,878	$0	$926,066	$1,117,477	-$191,411	$2,909,500
EXPENSES												
Exhibit Development	$5,794	$9,402			$71,271	$89,007			$77,065	$98,409	-$21,344	$140,000
Exhibit Maint/Enhancement	$21,747	$22,201			$12,785	$0			$34,532	$22,201	$12,331	$54,000
Exhibit Sales/Kits	$36,139	$14,244							$36,139	$14,244	$21,895	$25,000
Collections	$26,458	$29,311							$26,458	$29,311	-$2,853	$70,000
Education & Admission	$117,944	$135,304							$117,944	$135,304	-$17,360	$286,000
Clubhouse	$7,040	$63,491							$7,040	$63,491	-$56,451	$277,000
Marketing	$68,484	$88,744							$68,484	$88,744	-$20,260	$221,900
Public Relations	$30,780	$38,889							$30,780	$38,889	-$8,109	$103,170
Store	$93,572	$111,993							$93,572	$111,993	-$18,421	$235,000
Functions	$30,781	$31,734							$30,781	$31,734	-$953	$65,000
Computer Bowl	$12,207	$16,412							$12,207	$16,412	-$4,205	$121,000
Fundraising	$22,053	$28,776	$50,346	$87,859					$72,399	$116,635	-$44,236	$285,000
Membership Fund	$12,975	$28,154							$12,975	$28,154	-$15,179	$67,000
Museum Wharf												
Op Exp	$126,698	$120,000							$126,698	$120,000	$6,698	$285,000
Mortgage			$56,567	$56,567					$56,567	$56,567	$0	$133,777
General Management	$94,866	$90,592							$94,866	$90,592	$4,274	$317,000
TOTAL EXPENSE	$707,538	$829,247	$106,913	$144,426	$84,056	$89,007	$0	$0	$898,507	$1,062,680	-$164,173	$2,685,847
NET REVENUE	$101,037	$176,230	-$22,300	-$87,426	-$54,056	-$34,007	$2,878	$0	$27,559	$54,797	-$27,238	$223,653

M E M O R A N D U M

TO: Oliver Strimpel
FROM: Carol Welsh
RE: WEEKLY REPORT: December 15-20, 1992
DATE: December 23, 1992

Dec./Week *1992 vs 1991*	1992 Dec 15-20	1991 Dec 17-22	# CHANGE	% CHANGE
# Adults	374	355	19	5.4%
# Kids	643	415	228	54.9%
# Infnts & Srs	17	42	-25	-59.5%
TOTAL PEOPLE	1,034	812	222	27.3%
TOTAL REVENUE	$3,395	$2,520	$875	34.7%

Dec./Month-to-Date *1992 vs 1991*	Dec-92	Dec-91	# CHANGE	% CHANGE
# Adults	1,260	1,455	-195	-13.4%
# Kids	1,483	1,443	40	2.8%
# Infnts & Srs	85	118	-33	-28.0%
TOTAL PEOPLE	2,828	3,016	-188	-6.2%
TOTAL REVENUE	$9,285	$11,339	-$2,054	-18.1%

Against FY '93 Plan	'93 YTD ACTUAL	'93 YTD BUDGET	'92 YTD ACTUAL
TOTAL PEOPLE	58,848	63,802	58,928
TOTAL REVENUES	$246,661	$275,133	$243,210

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF NOVEMBER 1992

MONTHLY				YEAR TO DATE		
1992	1991	VARIANCE	INSTITUTION	1992	1991	VARIANCE
5209	0	ERR	BOSTONIANSOCIETY (1)	51247	0	
97918	90779	7.86%	BOSTON NATIONAL HISTORIC PARK	1841897	1818470	1.29%
31456	36472	-13.75%	CHILDREN'S MUSEUM	437912	445395	-1.68%
10686	8117	31.65%	COMMONWEALTH ZOOLOGICAL CORP.	170402	83478	104.13%
9588	8694	10.28%	COMPUTER MUSEUM	114527	108925	5.14%
2644	3197	-17.30%	CONCORD MUSEUM	31906	30659	4.07%
16820	12802	31.39%	CRANBERRYWORLD	316235	235331	34.38%
4383	3274	33.87%	DECORDOVA MUSUEM	56040	62095	-9.75%
11786	12388	-4.86%	DISCOVERY MUSEUMS	137021	125942	8.80%
8506	5544	53.43%	ESSEX INSTITUTE	115916	67427	71.91%
1552	1116	39.07%	FULLER ART MUSEUM	17325	15646	10.73%
9188	8825	4.11%	HARVARD MUSEUMS OF CULTURAL AND NATURAL HISTORY	115822	103738	11.65%
0	0	ERR	HERITAGE PLANTATION (2)	0	0	ERR
7453	8373	-10.99%	HOUSE OF SEVEN GABLES	158831	149574	6.19%
11717	11208	4.54%	ISABELLA STEWART GARDNER MUSEUM	129960	120475	7.87%
26988	20424	32.14%	Lowell Nat'l. Hist. Pk.	700650	673245	4.07%
74591	88365	-15.59%	MUSEUM OF FINE ARTS	770909	776516	-0.72%
4116	3998	2.95%	MUSEUM OF OUR NATIONAL HERITAGE	53308	63675	-16.28%
158803	116317	36.53%	MUSEUM OF SCIENCE	1558419	1423473	9.48%
902	721	25.10%	MUSEUM OF TRANSPORTATION	12027	13887	-13.39%
12166	11930	1.98%	MYSTIC SEAPORT	406192	419756	-3.23%

78705	91501	-13.98%	NEW ENGLAND AQUARIUM	1272137	1198592	6.14%
6046	5550	8.94%	N.E. SCIENCE CENTER	122788	110903	10.72%
0	0	ERR	N.E. WILDFLOWER SOC. (3)	0	0	ERR
27150	28736	-5.52%	OLD STURBRIDGE VILLAGE	439703	464380	-5.31%
9249	10406	-11.12%	PAUL REVERE HOUSE	197099	199482	-1.19%
7829	8502	-7.92%	PEABODY MUSEUM OF SALEM	84978	78985	7.59%
0	0	ERR	PLIMOTH PLANTATION	0	0	ERR
7478	4614	62.07%	U.S.S. CONSTITUTION	111478	72675	53.39%

(1) Opened after renovationations – July 1992
(2) Closed for season
(3) Closed for season

M E M O R A N D U M

DATE: November 30, 1992

TO: EXECUTIVE COMMITTEE

FROM: Oliver Strimpel

SUBJ: UPDATE

___

Marketing Director

I'm delighted to inform you that Carol Welsh will join the Museum as Director of Marketing, effective December 1.

At the last meeting, we discussed the twin nature of the marketing AND sales job as the position was formerly defined. Several suggestions were made at the meeting, and in follow-up conversations with Gardner and Lynda. I have reflected on them and come up with the following:

- Carol will be responsible for general Museum marketing, with direct responsibility for admissions and functions.

- Retail operations will continue to report to the business manager (Nancy Wright)

- Exhibit sales will continue to be managed by the director of exhibits (Greg Welch).

This will enable Carol to concentrate on the vital task of getting the Museum better positioned and marketed, with admissions and functions being directly tied to this. This is the role in which she demonstrated the greatest strength in the interviews.

Carol will have dotted line responsibility for retail and exhibit sales. Nancy, Carol, and I will now move ahead to turn the situation in the store around.

Cash Update

The end of November balance is $95,000 with about $100,000 of payables. Our cash position has not eased during this month, partly owing to lower than expected campaign payments. Most of these are now expected in December.

October Financials

The four-month statements of revenue and expense are enclosed. The remainder of the financials (revenue tracking sheet, balance sheet, statement of cash position) will be complete by the end of the week.
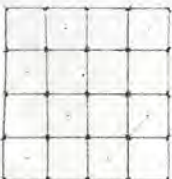
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

M E M O R A N D U M

DATE: November 19, 1992

TO: Executive Committee

FROM: Oliver Strimpel

SUBJ: MISCELLANEOUS

Cash:

The cash position today is as follows: $112,000 in the bank with payables at $98,000.

There has been very little response to the appeal sent out to all Board members over Gardner's and Hal's signature on October 22. It does not appear that a written appeal of this kind is effective. We need to consider alternative approaches.

Staff:
Marketing Director

Following our discussion at the meeting, I contacted two candidates who were among the short list drawn by the Boston Globe ad. One had been hired elsewhere (Olken), and the other (Stanoch) I interviewed and found unimpressive.

I have had a further interview with Carol Welch and discussed the areas of concern to the Executive Committee. She understands the business management needs of the position and recognizes the need to learn. As we discussed, her great strength is on the marketing side. I am coming to the view that it might take quite some time to find a person who has the strength we want in both the business and marketing side and is willing to work for the salary we have available. I will confer further with Gardner and Lynda, but I am leaning in favor of hiring Carol.

Development Director

I interviewed Catherine Barnett, a candidate whose resume I am enclosing, and found her quite impressive. I have been in touch with Gardner, Charlie, and Larry about her. Charlie thought the resume looked strong. Larry will be interviewing her on Friday. I continue to pursue avenues that might lead to other candidates, and will follow up on the outplacement firms.
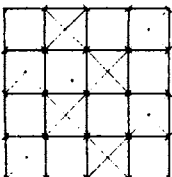
Assistant to the Director

I'm pleased to report that Mary McCann, formerly of the
Boston Computer Society, whose resume I circulated at the
last Executive Committee meeting, has accepted the offer to
be my assistant, and will start work on December 14.

Next Meeting

Because Charlie Zraket has a travel conflict for December
17th, we need to reschedule the Executive Committee meeting.
Geri Rogers will be calling you to try and reschedule the
December meeting as soon as possible.

The minutes from the November 9 Executive Committee meeting
are enclosed.

CATHERINE A. BARNETT

One Peele House Square   Tel.: (508)526-4988 (H)
Manchester, Massachusetts 01944

EDUCATION:
Graduate   RADCLIFFE COLLEGE, Cambridge, Massachusetts.
                                Publishing Procedures Course, 1965

Undergraduate   SKIDMORE COLLEGE, Saratoga Springs, New York.
                                Bachelor of Science, Art/Art History, 1965

EXPERIENCE: THE CAMBRIDGE SCHOOL OF WESTON, Weston, Massachusetts.

> **Director of Development,** 1988 - 1992.
> **Editor, Newsletter Update,** 1991 - 1992.
> Responsible for Institutional Advancement: Marketing, 2 million dollar Capital Campaign, Annual Giving, which doubled in 1988/89, alumni affairs, solicitation and cultivation events, public relations and press.
>
> **Council for Advancement and Support of Education Awards:**
> District 1, Gold Medal for newsletter, 1991 and 1992.
> National, Bronze Medal for excellence in overall Institutional Advancement Program, 1992.

SHORE COUNTRY DAY SCHOOL, Beverly, Massachusetts.

> **Director of Development,** 1986 - 1988.
> Responsible for fundraising in pre-capital campaign program; Annual Fund activity and endowment funds, in addition to publications, alumni affairs, public relations and events. Initiation of institutional marketing program.

THAYER ACADEMY, Braintree, Massachusetts.

> **Assistant Director of Development,** 1985 - 1986.
> Responsible for Annual Fund, alumni affairs, publications, and finalization of 4.2 million dollar capital campaign.

HARVARD UNIVERSITY ART MUSEUMS, Cambridge, Massachusetts.

> **Marketing Consultant,** 1985.

EARTHWATCH EXPEDITIONS, INC., Belmont, Massachusetts.

> **Director of Membership and Events,** 1982 - 1985.
> Responsible for national membership of 12,500. Manage volunteer network of 500. Sponsor 150 - 200 events per year. Co-sponsor events with major U.S. cultural institutions. Fundraising and grants. Publications.

THE TRUSTEES OF RESERVATIONS, Milton, Massachusetts.

> **Director of Membership, Events and Publications,** 1981 - 1982.
> Responsible for publications, interpretive material, public relations, events, membership and fundraising.

THE HANDWEAVERS GUILD OF AMERICA, West Hartford, Connecticut.

Executive Director, Executive Editor, 1979 - 1981.
Responsible for international organization of 22,000 members, sponsor and manager of regional, national and international events. Responsible for design, editing and production of 150 page four color magazine (quarterly, then bi-monthly). Extensive travel. Fundraising.

CYSTIC FIBROSIS ASSOCIATION OF AMERICA, West Hartford, Connecticut.

Executive Director, 1978 -1979.
Responsible for fundraising, publications and administration.

WORCESTER SCIENCE CENTER, Worcester, Massachusetts.

Director of Volunteers/Staff Artist, 1975 - 1978.
Responsible for fundraising, public relations, publications, membership, programs and exhibit design/construction.

NOTRE DAME CHILDREN'S CLASS, Wenham, Massachusetts.

Volunteer, Art Teacher, 1969 - 1973, 1992.
Responsible with two others for the extension of Montessori Pre-School Program into a state-accredited elementary school. 25th Anniversary Celebration fundraising.

PERSONAL:

SKIDMORE COLLEGE, Saratoga Springs, New York.

Class President, 1975 - present.
Responsible for communications and fundraising. Increase in class donor participation from 26% in 1975 to 70 % in 1990. 20th and 25th Reunion Chair.

WADSWORTH ATHENAEUM, Hartford, Connecticut.

Docent, 1984 - 1989. Author of 150 page docent training manual 'Mark Rothko'.

INTERNATIONAL FLOWER SHOW, Salem, Massachusetts.

Chair; Public Relations, October 1988.

BUSINESS

PROFILES

Partner, 1988 +
An experienced wall mural team specializing in large format (14' x 400') silhouette commissioned works.

PROFESSIONAL AFFILIATIONS:

Council for Support of Higher Education
National Society of Fund Raising Executives
Women in Development

REFERENCES:

Upon Request

PORTFOLIO:

Available for showing. List of speaking engagements also available.

AspenTech

Modeling Technology for a Competitive Advantage

Aspen Technology, Inc.
Ten Canal Park
Cambridge,
Massachusetts 02141
USA

Telephone: 617-577-0100
Telefax: 617-577-0303
Telex: 948-038
Email: <info@aspentec.com>

November 9, 1992

Mr. Gardner Hendrie
Chairman of the Board
The Computer Museum
300 Congress Street
Boston, MA. 02210

*Gardner requested this
be shared with the
Executive Committee

Ow 11/19/92*

Dear Gardner:

After considerable thought, I have decided to resign as National
Chairman of the Computer Museum Capital Campaign. My resignation
is effective immediately. It is done so with great disappointment
to relinquish a broad and exciting set of responsibilities.
However, I feel the need for the change for two reasons.

First, my commitment of attention to AspenTech has increased
substantially in the past 12 months. The company's revenues have
nearly doubled during that time via a combination of internal
growth and acquisition. I expect this rapid pace of activity to
continue or possibly yet, accelerate.

Second, I am unable to give the weekly attention the job requires
to insure the success of the Capital Campaign. One year ago, we
had a fundraising consultant, in addition to a full-time
Development Director and Capital Campaign Manager. Now, we have
only a part-time Campaign Manager. The Campaign needs a National
Chairperson who at minimum can offer 2 days a week soliciting and
cultivating volunteers and donors as well as interacting with
Museum staff on site. Moreover, if seasoned expertise in running
the Capital Campaign is not based in the team consultant,
Development Director and Campaign Manager, the importance of such
expertise residing with the National Chairperson becomes of greater
importance.

I am still committed to the Campaign as a donor and a volunteer.
I will continue to cultivate my assigned prospects. Obviously, I
would like to have a smooth transition of responsibilities however
they might be defined for the next national chairperson or approach
for campaign leadership.

Very truly yours,

Lawrence S. Brewster
Senior Vice President
Worldwide Operations

Brussels
Camuridge (UK)
Hong Kong
Houston
Tokyo

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

November 9, 1992

Present were Gwen Bell, Lynda Bodman, Larry Brewster, Dick Case, Gardner Hendrie, Tony Pell, Ed Schwartz, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director.

I.   Oliver Strimpel reported on operations. Cash on hand at the end of October was $125,000 but current payables are approximately $85,000. For the year to date expenses have been reduced by approximately $85,000 and income has been approximately $37,000 below budget. Cash flow projections for the balance of the year were reviewed and indicated a narrow positive balance until June. Possible sources of additional funds were identified as increased membership and increased exhibit sales.

Dr. Strimpel reported on the search for a new Director of Marketing. Discussion centered on whether sales and marketing responsibilities should be divided and whether internal resources should be re-allocated to support sales and marketing. Ms. Bodman suggested that function income should be between $3,000 and $5,000 per event, of which there were between 70 and 80 last year. Such profitability would require better marketing and some facility upgrading. Mr. Schwartz suggested that early-retired and out-placed senior executives from DEC might be available for pro bono marketing and sales assistance on at least a short-term basis.

Dr. Strimpel next reviewed the search for a Director of Development. The possibility of using a part-time employee, supplemented by one or more senior executive volunteers, again was discussed as was the need for greater support, or better organization of current support, from the Museum's Directors.

II. Larry Brewster reported on the status of the capital campaign. Last week in California Gwen and Gordon Bell with Dr. Strimpel solicited approximately $700,000 in contributions. Approximately $255,000 of solicited gifts will be decided this quarter. December receipts are projected at $174,000, approximately 85% of budgeted receipts.

Mr. Brewster believes the campaign will succeed only if the campaign chairman makes two days a week available for the purpose of coordinating volunteers and if a "peer level" volunteer is available to meet with prospects. He offered his resignation in order to enable the engagement of such a person. After further discussion Mr. Zraket agreed to investigate the availability of senior executives from NET and Mitre and Mr. Schwartz agreed to do so at DEC.

Dr. Strimpel reported that Laura Morse is resigning as chair of the corporate membership committee because she and her husband are moving to Europe. Mitchell Kertzman, CEO of Powersoft, has agreed to succeed her and will recruit members of the committee. Dr. Strimpel also reported that his assistant, Geri Rogers, is leaving to start a new business; Dr. Strimpel was authorized to hire her replacement without a search.

III. Mr. Schwartz reported that the waterfront project under the energetic leadership of the Childrens' Museum is on schedule with a somewhat scaled back design.

IV. David Donaldson joined the meeting as a member of the ad hoc committee on corporate governance. Recommendations are to be presented to the February Board meeting and will be developed in monthly meetings between now and then. A comparative analysis of the governance procedures of the Boston Ballet, the Boston Symphony and the Museum was discussed in some length, particularly with respect to the roles of directors, trustees and overseers. Ms. Bodman queried what standing committees were appropriate and of what size, what ad hoc committees were needed and what guidelines for the nominating committee could be established? Mr. Donaldson added the subject of procedures for succession to offices. Mr. Hendrie recommended that the structure be consistent with the size of the Museum's operations. Dr. Strimpel expressed the hope that the Board could be made more culturally diverse. Messrs. Donaldson and Zraket each recommended that every Director serve on at least one standing committee.

The meeting was adjourned at 11:30 a.m.

J. Thomas Franklin

EXECUTIVE COMMITTEE

FRIDAY, SEPTEMBER 25, 1992

8:00 - 9:30 A.M.

AGENDA

- Operations Update

- Exhibit Planning Update

- Waterfront Project Update

- Capital Campaign Update

- BOD Agenda - October 9, 1992
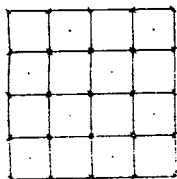
THE COMPUTER MUSEUM

MEETING OF THE BOARD OF DIRECTORS 8:30-12:00 OCTOBER 9 1992

Draft Agenda

8:45   Call to Order (Gardner Hendrie)

8:50   Election of New Members to the Board (Lynda Bodman)

9:00   Museum Update (Oliver Strimpel)

9:40   Capital Campaign Update (Tony Pell?)

9:50   Waterfront Project Update (Ed Schwartz)

10:00   Break

10:15   The National Context for Museum Education (Prof Mitchell Resnick,
        Media Lab, MIT)

11:00   Informal Education: designing effective interactive exhibits (Natalie Rusk,
        David Greschler)

11:30   Leveraging the Museum: Exhibit sales (Greg Welch)

12:00   meeting adjourns

        LUNCH

Other possible topics:
        Nominating activity, policy
        Governance reform

9/25/92

EXHIBIT SALES ACTIVITIES

SALES	Value	Received	Payable
Museographica	$42,775	$22,725	$20,050
Boeing	$5,400	$5,400	$0
Eureka	$5,400	$2,700	$2,700
Franklin Institute	$2,000	$0	$2,000
KIT SALES TOTAL	$55,575	$30,825	$24,750

SALES PENDING

North Carolina Museum	$14,375
Team Project, Rome	$200,000
PENDING TOTAL	$214,375

**Potential Value
of Sales Activity**   **$269,950**

Past Kits Customers

St. Louis Science Ctr.	8	Kits
Bridgeport Museum	4	Kits

September 16, 1992

TO: Oliver Strimpel

FROM: Sue Dahling

RE: Attendance Statistics/Executive Committee

1. Attendance Numbers

	Actual '92	Actual '91	%	Budget '93	%
July*	16703	16568	1%	18900	(12%)
August	18354	17193	6.75%	18666	(2%)
Sept/to-date	1441	1279	13%		

*Tall Ships

2. Admissions Revenues

	Actual '92	Actual '91	%	Budget '93	%
July*	$69,418	$68,320	2%	$82,540	(17.32%)
August	$82,010	$73,665	11%	$87130	(6%)
Sept/to-date	$7,374	$5,551	32.8%		

(includes World Trade Center admissions $)

*Tall Ships

3. School Groups

	Actual '91	Actual '92	%
July	1728	2753	37.3%
August	600	1237	51.5%

4. Geographic Origins/FY 92

Massachusetts	38.9%
Connecticut	5.9%
New Hampshire	3.5%
Rhode Island	3.3%
Total Daytrip	*53.3%*

Eastern Seaboard	17.2%
Other USA	12.1%
Foreign	17.3%

5. Competitive Data (Attendance % change '92/'91)

	July*	August	Yr-to-date Calendar Yr.
Computer	1%	6.75%	8.5%
Children's	(6.6%)	3.41%	(2.35%)
MFA	(18.25%)	(21.75%)	3.25%
Museum of Science	(7.6%)	7.94%	7.27%
New Eng. Aquarium	5.9%	7.37%	7.85%

*Tall Ships

6. Notes

• Tall Ships brought many people to the area, but good weather meant they were not forced to go inside. Other competition was that boarding the ships was free.

• Total attendance reflects a decrease in children visiting in family units. Reasons include sluggish economy and less expensive vacations for family trips.

• Increase in school groups incorporates increase in adult groups. FY 93 strategy is to grow groups that are not as sensitive to seasonality, daily scheduling constraints, and special funding.

• FY '93 strategy is to grow family segment through public relations (Parents Magazine article) programming (Hi-Tech Halloween) and family promotions (Filene's).

• Overall, the museum is doing better than last year and is doing better than most of the competition. However, forecasts were even more optimistic.

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

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.

EXHIBIT SALES ACTIVITIES

SALES	Value	Received	Payable
Museographica	$42,775	$22,725	$20,050
Boeing	$5,400	$5,400	$0
Eureka	$5,400	$2,700	$2,700
Franklin Institute	$2,000	$0	$2,000
KIT SALES TOTAL	**$55,575**	**$30,825**	**$24,750**

SALES PENDING

	Value
North Carolina Museum	$14,375
Team Project, Rome	$200,000
PENDING TOTAL	**$214,375**

Potential Value of Sales Activity	**$269,950**

Past Kits Customers

St. Louis Science Ctr.	8	Kits
Bridgeport Museum	4	Kits

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

M E M O R A N D U M

DATE: September 21, 1992

TO: Executive Committee

FROM: Geri Rogers

SUBJ: EXECUTIVE COMMITTEE MEETING - FRIDAY, SEPT. 25, 1992

Since Oliver is in California until Thursday, he asked that
I send you the agenda for the Executive Committee meeting to
be held this coming Friday, September 25th. Please note the
meeting will be held in the **6th floor** conference room.

If you could bring your calendars along, the dates for
November and December meetings can be fixed on Friday too.

Enclosed also for your review are the following:

- Minutes of the June Board Meeting
- Minutes of the July 23 Executive Committee Meeting
- Attendance Statistics - July to Sept. 16

We look forward to seeing you on Friday.

Enclosures
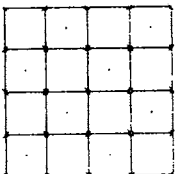
THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 7/31/92

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	ANNUAL BUDGET FY93
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	$20,300	$20,000							$20,300	$20,000	$340,000
Exhibit Related	$5,500	$20,000			$30,000	$30,000			$35,500	$50,000	$160,000
Other	$9,561	$500							$9,561	$500	$70,000
Endowment									$0	$0	
Unrestricted Support:											
Capital Campaign			$40,000	$1,000					$40,000	$1,000	$600,000
Corporate Membership	$7,250	$7,000							$7,250	$7,000	$257,000
Computer Bowl	$0	$0							$0	$0	$345,000
Membership Fund	$3,423	$3,900							$3,423	$3,900	$190,000
Admission	$69,429	$82,540							$69,429	$82,540	$458,000
Store	$28,233	$42,271							$28,233	$42,271	$258,000
Functions	$5,854	$7,530							$5,854	$7,530	$130,000
Exhibit Sales	$0	$5,833							$0	$5,833	$70,000
Other:									$0	$0	
Interest Income	$377	$650					$754	$0	$1,131	$650	$10,000
Rental Income	$0	$1,000							$0	$1,000	$6,000
Program Income	$658	$0							$658	$0	$10,400
Collections	$0	$333							$0	$333	$4,000
Miscellaneous	$1,283	$0							$1,283	$0	$0
TOTAL SUPPORT/REVENUE	$151,868	$191,557	$40,000	$1,000	$30,000	$30,000	$754	$0	$222,622	$222,557	$2,908,400
EXPENSES											
Exhibit Development	$4,728	$5,480			$41,047	$27,475			$45,775	$32,955	$140,000
Exhibit Maintenance	$3,496	$4,429			$2,162	$0			$5,658	$4,429	$54,000
Exhibit Sales/Kits	$3,151	$6,109							$3,151	$6,109	$25,000
Collections	$5,834	$6,559							$5,834	$6,559	$70,000
Education & Admission	$31,443	$30,821							$31,443	$30,821	$286,000
Clubhouse	$2,867	$2,056							$2,867	$2,056	$277,000
Marketing & P/R	$29,232	$28,382							$29,232	$28,382	$324,000
Store	$25,393	$31,312							$25,393	$31,312	$235,000
Functions	$5,782	$4,523							$5,782	$4,523	$65,000
Computer Bowl	$2,494	$2,923							$2,494	$2,923	$121,000
Fundraising	$4,413	$4,130	$9,424	$14,660					$13,837	$18,790	$285,000
Membership Fund	$2,169	$8,679							$2,169	$8,679	$67,000
Museum Wharf											
Op Exp	$23,992	$24,000							$23,992	$24,000	$285,000
Mortgage			$11,408	$11,408					$11,408	$11,408	$133,777
General Management	$24,058	$22,082							$24,058	$22,082	$317,000
TOTAL EXPENSE	$169,052	$181,485	$20,832	$26,068	$43,209	$27,475	$0	$0	$233,093	$235,028	$2,684,777
NET REVENUE	-$17,184	$10,072	$19,168	-$25,068	-$13,209	$2,525	$754	$0	-$10,471	-$12,471	$223,623

A draft of the audited financial statements for the fiscal year ended June 30, 1992 will be made available at the meeting by the Business Manager of The Computer Museum.

On September 16, 1992 a meeting was held to discuss the results of the audit for the fiscal year ended June 30, 1992. Included in the meeting were Oliver Strimpel and Nancy Wright from The Computer Museum; Glenn Williams and Steve DelVecchio from Coopers & Lybrand (C&L) and Nick Pettinella. A summary of these discussions are as follows:

- **Smooth Audit**

  C&L indicated that it received good cooperation from Nancy Wright and the other Museum personnel during the course of their audit and that the overall process went smoothly especially considering Nancy becoming the new business manager toward the end of the fiscal year. No material control or systems weaknesses were noted. C&L did point out the lack of segregation of duties by such a limited staff at the Museum. However, they viewed Oliver's level of involvement and review of the accounting process as very positive and a form of compensating control.

- **Declining Financial Results**

  C&L pointed out that the Operating Fund results have declined from a $65K surplus in 1990 to a $23K surplus in 1991 to a $65K deficit in 1992. They also pointed out that total Operating Funds expenses continued to rise. The current ratio for the entire Museum was just over 1 and below 1 in the Operating Fund. Further, the cash position has been declining steadily and there are less capital resources available at the present time from other funds.

- **Unqualified (clean) Opinion But.....**

  C&L's audit opinion on the Financial Statements for the year ended June 30, 1992 will be unqualified. However, because of the declining financial results mentioned above (Operating Fund deficit, reduced liquidity, tight cash and lesser financial resources in the Other Funds) together with a difficult financial period over the near term, C&L is finding it increasingly

difficult to issue an unqualified opinion based on the "going concern" concept. Further evidence of the difficulty in continuing to issue an unqualified opinion include the review of three (3) C&L partners rather than the usual two (2) partner review.

- ## New Endowment Fund

The FY92 financial statements reflect the establishment of an Endowment Fund as a result of receiving $250,000 of such funds near the end of the fiscal year. A separate account has been established and the funds are accounted for separately.

- ## Contributed Property and Services

The financial statements include $650K and $351K of contributed hardware and software for FY92 and FY91 respectively, recorded on the financials and "Restricted Gifts" under the Capital Fund. Further disclosure about contributed property and services is included under footnote B "Gifts of Non Monetary Items" on page 6 of the footnotes.

Although the Museum receives unpaid volunteer time and services, the amount attributed to this category is difficult to measure and, therefore, has not been reflected in the financial statements. Generally, valuing donated services is discouraged unless they create or enhance a continuing asset. Additionally, the cost to put in place appropriate policies, controls and systems designed to support an objective measurement and valuation process may not adequately justify the potential benefit.

- ## New Future Audit Requirement

The Museum will be required to submit an additional audited report to the Government (Regulation A133) as a result of government grants received by the Museum. This new regulation will require C&L to do some limited additional audit work to issue a separate audited report and C&L indicated the additional audit fee is expected to be between $5K and $8K. The first audited government grant report is due to be filed by July 1993 which will cover fiscal years 1991 and 1992.

- ## Use of Capital Campaign Funds For Operating Purposes

The Operating Fund is having increasing difficulty raising sufficient funds to cover the Operating Fund expenditures which continue to rise. The auditors strongly encouraged the Museum to review and consider modifying the promotional material for the Capital Campaign so that amounts raised from the Capital Campaign could be used to support the

Operating Fund if they are needed. The Operating Fund needs other sources of support to adequately fund the Museum's operations. While income from Endowment Funds represents a new and welcome revenue stream for the Operating Fund, it will be a few years before meaningful amounts of income are generated.

An alternative strategy suggested by the auditors, was to have the Museum management and Board approach targeted large Capital Campaign donors and request that they agree to allow the Museum to utilize, if required, a certain portion of their gift to be used for operating purposes or to allow the Museum to utilize a certain portion of their gift as Board designated Endowment funds.

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

JULY 23, 1992

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

I. Oliver Strimpel presented an operations report. He noted that individual attendance during the previous several months was below budget but group attendance had increased. A discussion of the factors influencing attendance followed. Dr. Strimpel stated he thought the projected attendance of 220,000 by fiscal 1996 contained in the current long-range plan was too optimistic.

Dr. Strimpel reported that the search for a new development director was continuing; the Committee discussed the requirements of the position.

The preliminary year-end financial statements were distributed and discussed. The deficit was somewhat larger than earlier anticipated due in part to higher expenses for the Computer Bowl and lower corporate membership revenues.

Mr. Strimpel also reported on the education program. The initial meeting for the Clubhouse Project was held yesterday. Ten funding proposals are under consideration by prospective corporate sponsors.

II. Ed Schwartz reported on the waterfront development status. The Childrens Museum has stated that they have raised $3 million of a required $10 million for the project. Legal approvals are on schedule.

III. Larry Brewster presented a report on the capital campaign. In fiscal 1992 pledges were 68% of target, $1,640,000 vs. $3,000,000. The current year targets of $1 million pledges and $600,000 cash receipts will be met only through significant effort. A capital campaign brochure and increased publicity will be of assistance.

Dick Case recommended that the financial statement format be revised to reflect more detail for the endowment fund balance, e.g., current period receipts, current balance, allocations to programs and expenses.

IV. Gardner Hendrie recommended the creation of a board level education committee to develop a four year education plan, e.g., types of programs to be pursued, priorities among such, funding alternatives, and staffing and management issues. Following considerable discussion of the role and membership of such committee it was agreed to ask Charles Zraket to serve as initial chair and to ask Messrs. Shear, Burnes and Horowitz, and Ms. Terrell and Bodman to serve as members.

There being no further business the meeting was adjourned at 9:45 a.m. The next meeting of the Executive Committee will be held on September 25, 1992.

The Capital Campaign
for The Computer Museum

Report to
the Executive Committee

September 25, 1992

Agenda

1. FY93 Performance to Date

2. Discussion and Questions

3. Upcoming Cultivation Events

   Open Houses: 10/8 and 11/19
   Bowl parties: 10/30 and 11/5

FY93 Pledge Performance

Bar chart titled "FY93 Pledge Performance" with y-axis labeled "Pledges" ranging from $0 to $1,000,000. FY Target: $1,000,000. FY Actual: $35,000. Current Quarter: $35,000. X-axis labeled "Target vs. Actual".

9/23/92

FY93 Cash Performance

Payments & Gifts (y-axis)

$600,000 — $600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0

FY Target · FY Actual ($61,963) · Current Quarter ($61,963)

Target vs. Actual

9/24/92
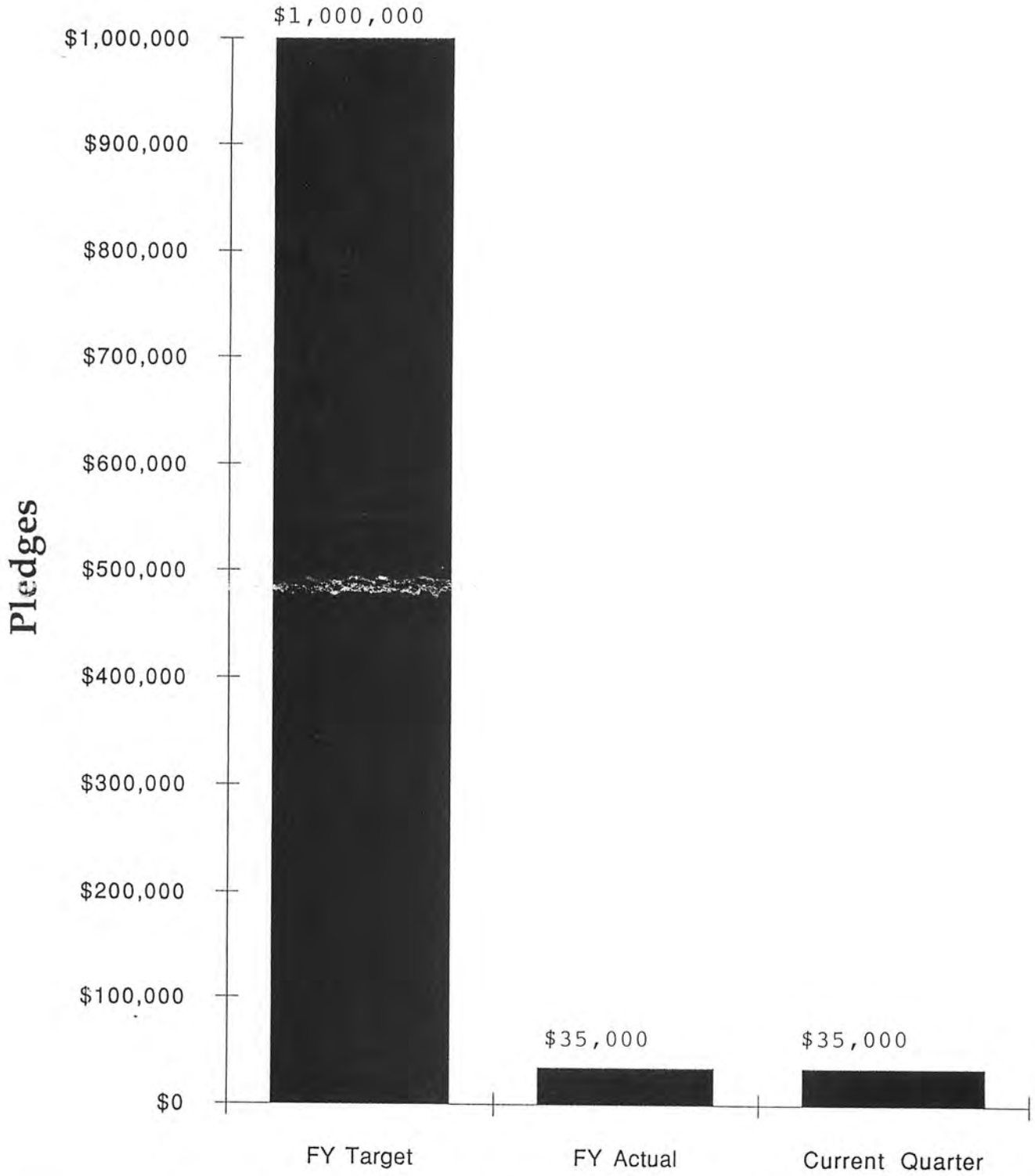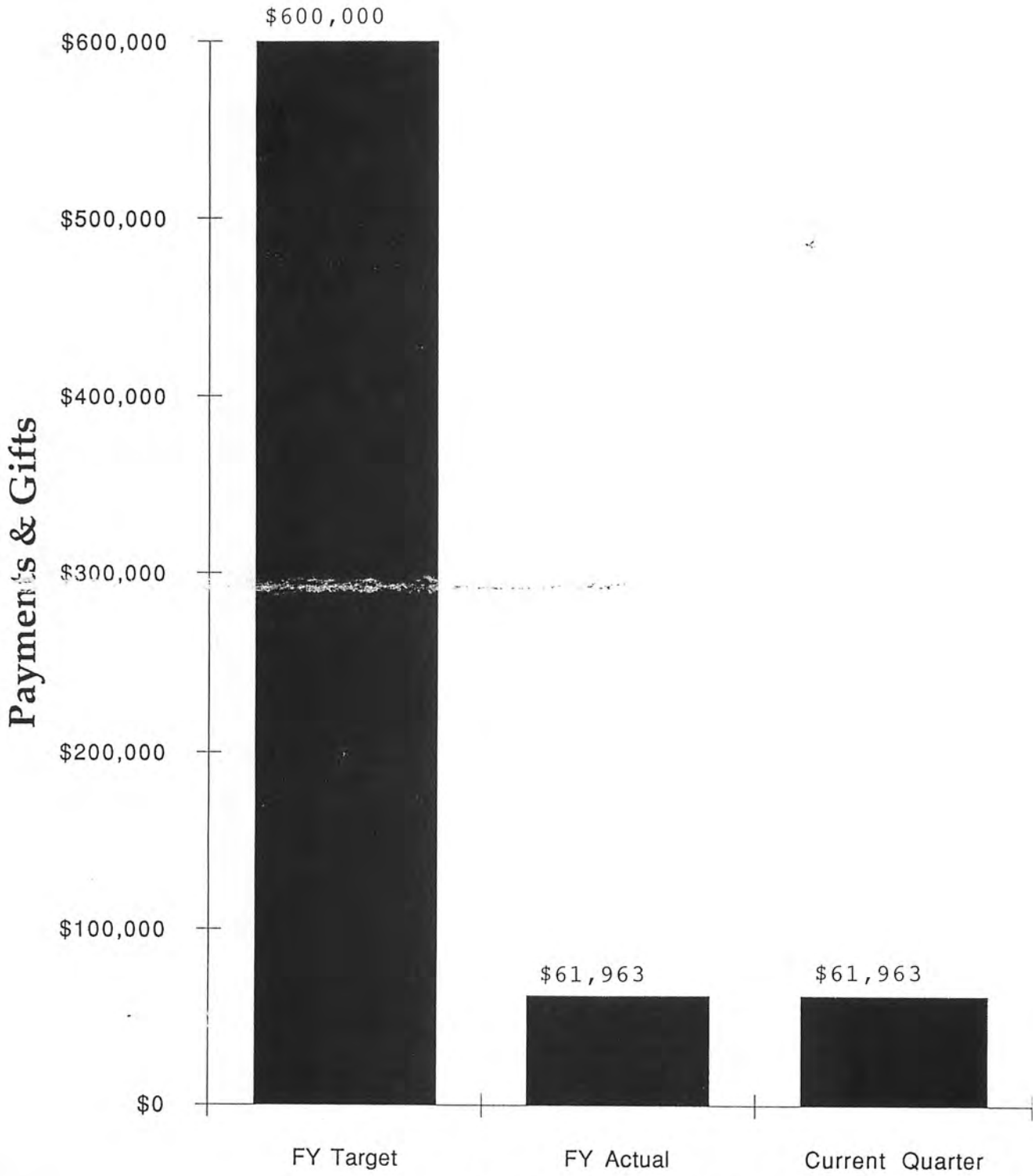
Progress Since Last Meeting
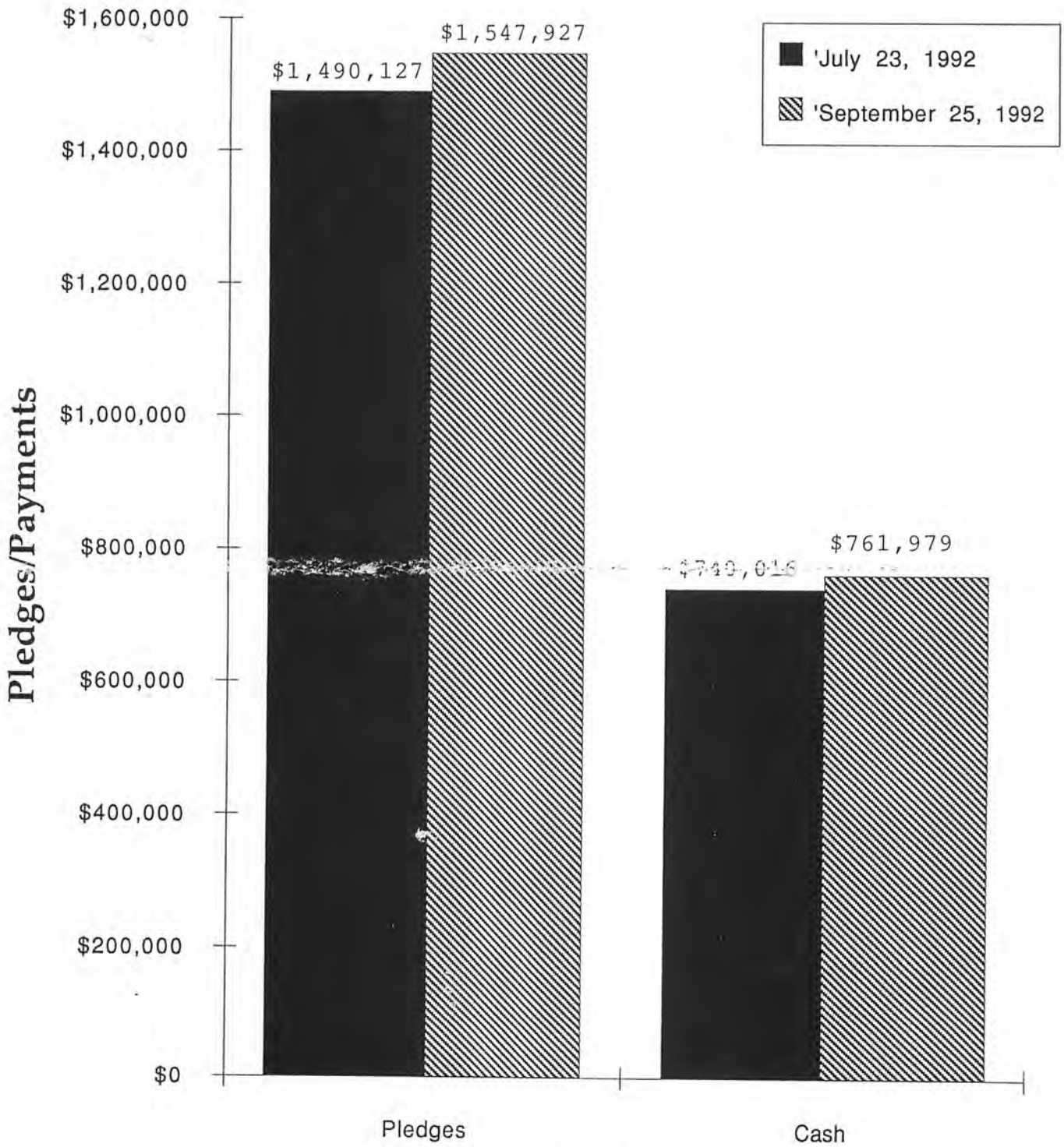
Pledges/Payments

Legend:
- 'July 23, 1992
- 'September 25, 1992

Pledges bars: $1,490,127 (July 23, 1992), $1,547,927 (September 25, 1992)

Cash bars: ~$740,016 (July 23, 1992), $761,979 (September 25, 1992)

Pledges   Cash

Pledge and Cash Performance

9/24/92

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
October 6, 1993
8:00 a.m. - 11:00 a.m.

1. Set dates for next meetings

2. Operations Update

3. Financial Status of the Operating Fund

4. Nominating Committee Report

5. Strategic Planning
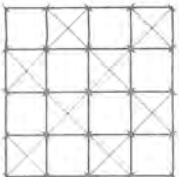
STRATEGIC PLAN: DRAFT VISION & GOALS

Overall Vision

The Computer Museum is *The* Museum of computing; its exhibits and education programs set the standard internationally for informal, inspirational learning about computing. Its impact on people's understanding and assimilation of computing into their lives is felt around the world. Its historical collections are unrivaled, and help set the Museum as the stage for the celebration of key events in computing—past, present and future.

Strategic Plan: Five-year Goals

1. Enhance the Museum's leadership in the development of educational exhibits and programs that inspire and present the new, cutting edge computer-based technologies and their socio-economic and cultural implications.

2. Increase the Museum's educational impact by serving a growing, diverse group of people from around the world at the Museum's main facility and beyond its walls.

3. Maintain and extend to new areas the definitive status of the historical collections as a record of the evolution of computing.

4. Develop a financing strategy that ensures the financial stability of the Museum.

Strategic Plan: Ten-year Goal

Develop concepts and test ideas for potential dramatic changes for the year 2000, ranging from network-linked Museum satellites to a large-scale facility with five times the audience capacity of the Museum Wharf site.

Goal 1
Enhance the Museum's leadership in the development of educational exhibits and programs that inspire and present the new, cutting edge computer-based technologies and their socio-economic and cultural implications.

Exhibits

Inaugurate exhibits on cutting edge technologies and their impact, with supplementary published CD-ROMs, videos, books, and other materials.

Exhibit concepts are chosen for their potential to attract international attention and a large audience, and for their significance to society. Proposed exhibits are listed in Appendix 1.

Education Programs

Develop innovative education programs targeted to youth and educators concentrating on the underserved communities, and working in concert with education reform efforts.

A schedule of educational activities through FY96 is presented in Appendix 2.

The Computer Clubhouse
Well under way as a pilot at the Museum, this program will be disseminated to other sites: afterschool community centers, schools, museum computer labs, libraries. Disseminated products include printed materials on project ideas, as well as "software starter kits." The Museum will take the leadership role in pursuing joint funding to support national dissemination.

Teacher Development
The Museum will develop teacher development programs that tie into national education reform; programs will make use of the Museum's strengths in exhibits, education programs and collections. The Computer Clubhouse will be available as a resource for teachers.

Educational Materials
The Museum will develop educational materials based on its exhibits and collections including videos, slides, books, and software.

Goal 2: Increase the Museum's educational impact by serving a growing, diverse group of people from around the world at the Museum's main facility and beyond its walls.

The Museum will disseminate educational resources, license exhibits and distribute educational programs and materials to schools and after-school centers in communities around the nation.

A marketing plan coupled to the Museum's programs will target the Museum's constituencies, with a special focus on 9 to 14-year old youth, the African-American and Hispanic Boston communities, and tourists.

Consistent, proactive enhancement and positioning of the Museum's image and role in the public understanding of computing will be undertaken, extending the perception of the

Museum as greater than the sum of individual projects. Methods will include advertising campaigns, cooperative joint promotions, and appearance in trade shows and educational conferences and events.

The Museum will develop awareness and a sense of ownership among the international industrial and professional computing communities, to increase their participation, both intellectual and financial, in the development of the Museum. This goal will be assisted by ensuring that the trade and academic press feature the Museum, that opinion setters visit the Museum, and that the Museum's offerings retain a substantive core of material of interest to computer professionals.

Enhancement of the site amenities, such as access routes, directional signs, and parking will be needed for visitation to grow during the "Big Dig."

The Museum will publish "The Computer Museum Book Series" that draws on all the Museum's resources; titles might include a book on The Walk-Through Computer, The Computer Bowl, a Computer Encyclopedia, and other books for a general readership. An Editorial Board will guide the development of Computer Museum publications; royalties will create a new earned revenue stream.

Goal 3: Maintain and extend to new areas the definitive status of the historical collections as a record of the evolution of computing.

Proactive acquisition will focus on recent developments of interest, that are identifiable by the Museum's expert advisors as significant before they become rare or classic. The collections policy remains an effective guide.

Collections-derived materials will be published, including catalogs that integrate artifacts, archives, video, ephemera and other media, as well as items such as historical timelines and posters.

The Museum should continue to build relationships that advance its position as the definitive resource for the history of computing, and reach out to industries that use the collections.

Goal 4: Develop a financing strategy that ensures the financial stability of the Museum.

Ongoing, steady sources of contributed and earned revenues will be expanded to cover an increased portion of operating expenses, freeing more resources to spur development of new programs.

Contributed Revenue
Build a base of individual unrestricted giving by developing a "Friends" group with individual annual gifts of $1,000 and above. Develop a program of events to reinforce the Friends group.

Build corporate membership, both in the numbers of members and in the level of membership, through aggressive cultivation and the active involvement of Trustees, Overseers, and the Corporate Development Committee

Develop an alternative annual sponsorship and televised event to succeed The Computer Bowl that brings the computing community together in a spirit of celebration. An annual award program for a Museum Technology Hall of Fame focused on key technology developments has been suggested by The Corporate Development Committee and others as a possible successor. The award program could start in 1995.

Rekindle the Capital Campaign in a second phase, without jeopardizing the health of the Operating Fund. A new plan for the Campaign needs to be developed with a compelling case for support, with donor cultivation and the building of the Museum's donor base as a critical first step.

<u>Earned Revenue</u>
Develop a marketing plan focusing on the Museum's various constituencies to increase revenues from admissions, functions, store and exhibit sales. These revenues must be expanded, and new streams developed. Examples might include cooperative marketing programs with corporations, and the development of salable education products.

Ten-Year Goal
<u>Develop concepts and test ideas for potential dramatic changes for the year 2000, ranging from network-linked Museum satellites to a large-scale facility with five times the audience capacity of the Museum Wharf site.</u>

Continued growth and the need to develop large-scale, impressive exhibits and displays, will cause the Museum to outgrow the Museum Wharf site at some stage. Many museums undergo quantum jumps when they move to new facilities.

During the 1994-6 period, the Museum should consider some major changes in its scale and nature of operations as candidates for a next phase of its evolution. A Museum 2001 Committee of Trustees and Overseers should be established with the initial objective of conducting a survey of industry leaders as to their vision for the Museum. Plans of models that meet with excitement and interest should be developed.

Planning should proceed concurrently with vigorous completion of development in the Museum Wharf site.

Appendix 1

Permanent Exhibits

Exhibit theme	Exhibit	Audience target	Cost & Funding Prospects
applications & social impact	*The Networked Society* (1994) Large-scale distributed computing applications that pervade daily life	general public; schools; industry members and their families	$1.2m; NSF, network hardware and software providers; communications companies
how computers work	*The Walk-Through Computer 2.0* (1995) Updated and more immersive version of Museum's blockbuster	general appeal	$300K; computer hardware & peripheral vendors
cutting edge technology	*Computing at 50!* (1996) Selected pinnacles of technology achievement in computing's 50th year	technology-oriented public; general public who want to see what's the newest	$250K; technology-rich corporations; publishers
application and a new medium: virtual reality	*Artificial Life* (1997) Visitors create synthetic life forms which interact with each other in immersive "cave"	general appeal	$1m; companies looking for high visibility; this exhibit has significant potential to earn revenue
application	*Electronic Arts* Music, graphic, and video arts with computers with a well-equipped performance space for concerts, demonstrations; fully-equipped digital video studio	appeal to music and arts appreciators, as well as general public interested in "what's new."	$1m; music equipment companies; NEA; foundations that give to the arts
application	*Computer Animation* Visitors create their own animations, learn how computer animation is performed, and see the finest animation in a top quality animation theater	general appeal	$250K; film makers; graphics workstation vendors
topical issues	*Computers in the News* Applications that relate to "hot" topics such as privacy, security, new applications soon becoming commercially available	general appeal	$1m endowment to support curator, space, and exhibit materials
application	*Robots and Artificial Intelligence* Develop themes of Smart Machines gallery with new hands-on expert systems and immersive robot theater	general appeal	$1m; companies that use expert systems

October 1, 1993

Temporary Exhibits

Exhibit theme	Exhibit	Audience target	Cost & Funding Prospects
computer humor	Cartoons by Richard Tennant; December 1993	general	$2K
computer art	AARON- Harold Cohen's color painting machine summer 1994	general	$35K; Gordon & Gwen Bell
computer art	Computer-generated works by local artists co-curated with the DeCordova Museum fall 1994	general	$10K; NEA

Other Facilities

Facility	Useage	Resources & funding prospects
Technology Hall of Fame Visually impressive array of items in the collections; linked to Museum Technology Award program	functions; museum receptions and Board meetings	$250K; pioneering individuals; award ceremonies act as fund-raisers

Education Facilities

Facility	Resources & Funding Prospects
Computer Clubhouse One or more Clubhouse spaces for 10-15-year olds; each Clubhouse will be equipped with a range of project options, including multi-media, publishing, music, simulation, and computer-controlled devices	$100K and 1000sf to establish each Clubhouse space. Ongoing support of approx. $150K/year
Teacher Development Center Introduce teachers to new developments in educational software and ways of using it; ideas developed in Clubhouse adapted for use in the schools	$100K 1000sf to establish Center; funding from foundations, schools, NSF

October 1, 1993

Computer Museum Planned Educational Initiatives

	FY'94 July '93-June '94	FY'95 July '94-June '95	FY'96 July '95-June '96
Clubhouse Dissemination	software development	video development guide	marketing and dissemination of Clubhouse products →
Educational Materials	WTC book WTC CD-ROM Computer "Encyclopaedia" for Children Book	Comp. "Encyclopaedia" CD-ROM "How Computers Work" Class Kit	Comp. M. Activity Book Comp. Hist. Class Kit Robot Activity Class Kit
Teacher Education		Planning & Fund-Raising for Teacher Workshops	Pilot Teacher Workshops · Summer Teacher Workshops →
Networked Society Rel.	Intro. to Telecomm. Materials for Teachers/Students Clubhouse On-Line/Exhibits On-Line		

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
1 Month Ending 07/31/93

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$23,259	$10,150							$23,259	$10,150	$13,109	$287,900
Exhibit Related		4,200								$4,200	-$4,200	$732,000
Govt & Foundation												
Endowment												
Unrestricted Support:												
Capital Campaign			$22,500	$2,500					$22,500	$2,500	$20,000	726,200
Corporate Membership	$8,000	$8,200							$8,000	$8,200	-$200	$205,000
Foundation												
Computer Bowl												$388,000
Membership Fund	$5,338	$5,180							$5,338	$5,180	$158	$178,000
Admission	$75,913	$77,412							$75,913	$77,412	-$1,499	$536,841
Store	$32,624	$40,110							$32,624	$40,110	-$7,486	$332,395
Functions	$13,328	$12,100							$13,328	$12,100	$1,228	$140,352
Exhibit Sales												$90,000
Other:												
Interest Income	$375	$400					$459	$585	$834	$985	-$151	$12,000
Rental Income												4,000
Program Income		$200								$200	-$200	$2,500
Collections		$400								$400	-$400	$4,000
TOTAL SUPPORT/REVENUE	$158,837	$158,352	$22,500	$2,500			$459	$585	$181,796	$161,437	$20,359	$3,639,188
EXPENSES												
Exhibit Development	$198	$8,705			$6,602	$17,524			$6,800	$26,229	-$19,429	$580,485
Exhibit Maint/Enhancement	$12,079	$3,198			$433	$2,007			$12,512	$5,205	$7,307	$69,578
Exhibit Sales/Kits	$231								$231		$231	$52,610
Collections	$4,317	$5,200							$4,317	$5,200	-$883	$62,400
Education & Admission	$17,615	$24,325							$17,615	$24,325	-$6,710	$292,570
Clubhouse	$18,099	$17,910							$18,099	$17,910	$189	$236,000
Marketing	$16,801	$17,830							$16,801	$17,830	-$1,029	$229,190
Public Relations	$7,522	$7,785							$7,522	$7,785	-$263	$93,334
Store	$23,516	$26,060							$23,516	$26,060	-$2,544	$268,932
Functions	$5,473	$6,005							$5,473	$6,005	-$532	$69,402
Computer Bowl	$2,265	$2,995							$2,265	$2,995	-$730	$135,324
Fundraising	$1,639	$5,435	$5,878	$16,595					$7,517	$22,030	-$14,513	$286,585
Membership Fund	$1,682	$6,970							$1,682	$6,970	-$5,288	$83,611
Museum Wharf												
Op Exp	$24,955	$25,167							$24,955	$25,167	-$212	$302,000
Mortgage			$10,841	$10,841					$10,841	$10,841		$126,977
General Management	$21,255	$24,124							$21,255	$24,124	-$2,869	$213,271
TOTAL EXPENSE	$157,647	$181,709	$16,719	$27,436	$7,035	$19,531			$181,401	$228,676	-$47,275	$3,102,269
NET REVENUE	$1,190	-$23,357	$5,781	-$24,936	-$7,035	-$19,531	$459	$585	$395	-$67,239	$67,634	$536,919

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                               THE COMPUTER MUSEUM
                                 BALANCE SHEET
                                   07/31/93
                                                                COMBINED
                         OPERATING    CAPITAL      PLANT     ENDOWMENT     TOTAL       TOTAL
                           FUND        FUND        FUND        FUND       07/31/93     6/30/93


ASSETS:

Current:
  Unrestricted Cash      $198,619       -           -          $459      $199,078    $259,423
  Restricted Cash           -           -           -        250,000     $250,000     250,000
  Cash Equivalents          167         -           -           -          $167         167
  Investments             2,074         -           -           -         $2,074       2,074
  Receivables            44,511         -           -           -        $44,511      48,868
  Inventory              50,130         -           -           -        $50,130      49,137
  Prepaid Expenses        9,150         -           -           -         $9,150       9,143
  Interfund Receivable       459     118,701        -           -       $119,160     123,310
                        ---------   ---------   ---------   ---------   ---------   ---------
  Total Current Assets  $305,110    $118,701                $250,459    $674,270    $742,122

Property & Equipment:
  Equipment & Furniture     -           -       $260,327       -        $260,327    $260,327
  Capital Improvements      -           -        938,338       -         938,338     938,338
  Exhibits                  -           -      4,079,698       -       4,079,698   4,079,698
  Construction in Process   -        52,908        -           -          52,908      52,908
  Land                      -           -         18,000       -          18,000      18,000
  Less Accum. Depreciation  -           -     (2,962,317)      -      (2,962,317)(2,962,311)
                        ---------   ---------   ---------   ---------   ---------   ---------
  Net Property & Equipment           $52,908   $2,334,046              $2,386,954  $2,386,960


  TOTAL ASSETS          $305,110    $171,609   $2,334,046   $250,459   $3,061,224  $3,129,082
                       ===========  =========== ========== ========== =========== ==========
LIABILITIES AND FUND
  BALANCES:

Current:
  Accounts Payable      $103,096     $1,349        -           -        $104,445    $109,006
  Accrued Expense        22,420      8,710         -           -          31,130      63,557
  Deferred Income       174,260        -           -           -         174,260     194,919
  Interfund Payable     118,701                    -          459        146,153     123,310
                        ---------   ---------   ---------   ---------   ---------   ---------
  Total Current Liabilities $418,477  $10,059                 $459      $455,988    $490,792

Fund Balances:
  Operating            ($106,909)      -           -           -        (106,909)  ($108,566)
  Capital                   -        161,550        -           -         161,550     162,804
  Endowment                 -           -           -        250,000      250,000     250,000
  Plant                     -           -       2,334,052       -       2,334,052   2,334,052
                        ---------   ---------   ---------   ---------   ---------   ---------
  Total Fund Balances  ($106,909)   $161,550   $2,334,052   $250,000   $2,638,693  $2,638,290

  TOTAL LIABILITIES AND
  FUND BALANCES         $311,568    $171,609   $2,334,052   $250,459   $3,067,688  $3,129,082
                       ===========  =========== ========== ========== =========== ==========
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BUDGET ANNUALIZATION
UNRESTRICTED FUNDS

	ANNUAL	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	ANNUAL
SUPPORT/REVENUE														
Unrestricted Support:														
Clubhouse	70,800	3,933	4,166	6,320	6,327	6,320	6,327	6,320	6,282	6,275	6,282	6,122	6,129	70,803
Corporate Membersh	205,000	8,200	26,650	8,200	6,150	16,400	10,250	20,500	10,250	32,800	14,350	18,450	32,800	205,000
Foundation														
Computer Bowl	388,000		62,000	23,300	62,000	2,000	27,200	38,800	50,400	42,700	50,400	27,200	2,000	388,000
Membership Fund	178,000	5,180	3,400	5,260	39,100	17,000	30,600	20,460	3,400	7,180	18,860	6,800	20,760	178,000
Admission	536,841	77,412	91,477	28,901	30,007	32,502	25,414	21,979	33,869	33,978	56,444	51,260	53,598	536,841
Store	332,395	40,110	45,357	14,486	17,694	25,852	26,037	22,778	25,853	22,759	31,404	31,404	28,661	332,395
Functions	140,352	14,616	17,280	7,560	12,960	10,800	17,280	5,184	4,320	6,480	10,800	14,040	19,032	140,352
Exhibit Sales	90,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Other:														
Interest Income	7,000	400	600	600	600	600	600	600	600	600	600	600	600	7,000
Other Income	4,000	330	330	330	330	330	330	330	330	330	330	330	370	4,000
Program Income	2,500	200	200	200	200	200	200	200	200	200	200	200	300	2,500
Collections	4,000	400	400	400	300	300	300	300	300	300	300	300	400	4,000
TOTAL SUPPORT/REVENUE	1,958,888	150,781	251,860	95,557	185,668	122,304	154,538	147,451	145,804	163,602	199,970	166,706	174,650	1,958,891
EXPENSES														
Exhibit Development														
Exhibit Maint/Enhance	43,250	3,198	3,198	3,593	3,643	3,643	3,693	3,693	3,693	3,693	3,693	3,693	3,817	43,250
Exhibit Sales/Kits	52,610				5,870	5,870	5,870	5,870	5,870	5,870	5,860	5,860	5,670	52,610
Collections	62,400	5,200	5,200	5,200	5,200	5,200	5,190	5,190	5,190	5,190	5,190	5,170	5,280	62,400
Education & Admission	292,570	24,325	24,333	24,403	24,438	24,438	24,428	24,438	24,388	24,413	24,408	24,383	24,175	292,570
Clubhouse														
Marketing	229,190	17,830	20,230	22,030	20,830	29,430	22,430	14,825	14,225	15,425	15,425	18,425	18,085	229,190
Public Relations	93,334	7,785	7,785	7,785	7,785	7,785	7,795	7,791	7,800	7,800	7,805	7,835	7,583	93,334
Store	268,932	26,060	28,511	15,032	26,208	23,214	24,119	19,603	20,434	18,975	22,648	22,648	21,480	268,932
Functions	69,402	6,005	6,305	5,305	5,885	5,725	6,305	5,171	5,040	5,310	5,740	6,010	6,601	69,402
Computer Bowl	135,324	2,995	3,075	3,025	3,025	3,125	4,025	3,125	3,225	3,255	4,355	99,540	2,554	135,324
Fundraising	64,854	5,435	5,435	5,435	5,435	5,435	5,435	5,435.	5,435	5,435	5,430	5,410	5,099	64,854
Membership Fund	83,611	6,970	6,970	6,970	6,970	6,970	6,970	6,970	6,970	6,970	6,970	6,950	6,961	83,611
Museum Wharf														
Op Exp	302,000	25,167	25,167	25,167	25,167	25,167	25,167	25,167	25,167	25,167	25,167	25,167	25,163	302,000
Mortgage														
General Management	213,271	16,124	16,134	16,134	16,134	21,154	21,154	21,154	20,154	16,194	16,204	16,214	16,517	213,271
TOTAL EXPENSE	1,910,748	147,094	152,343	140,079	156,590	167,156	162,581	148,432	147,591	143,697	148,895	247,305	148,985	1,910,748
NET REVENUE	48,140	3,687	99,517	-44,522	29,078	-44,852	-8,043	-981	-1,787	19,905	51,075	-80,599	25,665	48,143

TCM

Nominating Committee Report

6 October 1993

I.   Recommended Statement of Trustee/Overseer Profile, Attributes, and
        Responsibilities

II.   Proposed Trustee and overseer Candidates

        A. Trustees

            1. Current for Re-election
            2. New

        B. Overseers

            1. Current for Re-election

                    Gordon Bell
                    Larry Brewster
                    Robert Lucky
                    Seymour Papert
                    Casimir Skrzypczak
            2. New

III.   Other Recommendations/Issues

        A. Chair of Board of Overseers

        B. Task Groups to Consider /Recommend

            1. Cultivation programs and procedures
            2. Trustee mentoring responsibilities and procedures
            3. Policy and procedures to expand governance to include broader
               constituency leaders and international members

The Computer Museum

Trustee/Overseer Profile, Attributes, and Responsibilities

Trustee/Overseer Profile

Individuals of high achievement and knowledge, including captains of industry; civic leaders; influential academics and researchers; not-for-profit executives; and individuals generally influential in science and technical education.

Trustee/Overseer Attributes

1. Interest in the vision, mission and program of The Museum, and a willingness to serve as a TCM advocate, communicating and promoting The Museum's objectives and activities.

2. Willingness to attend and participate in Board Meetings, Committee Meetings, Special Events and other activities of The Museum.

3. Interest in and willingness to serve on TCM Special Committee or Advisory Board, and/or willingness to serve as Chair or Co-Chair of such committees.

4. Willingness to make recommendations to the Nominating Committee regarding prospective Trustees and Overseers.

5. Willingness and capability to contribute personally to the financial support of The Museum's Annual Fund, Capital Fund and/or Endowment Fund at levels appropriate to individual capacity.

6. Willingness to assist in the fundraising activities of The Museum.

7. Willingness to assist in developing and sustaining enduring relationships between The Museum and the constituencies which it serves and which support it.

8. Willingness to share personal knowledge and professional expertise with the administration of The Museum.

Responsibilities

Trustees: Trustee responsibilities will comprehend those of Overseers (see below).   In addition, Trustees will have the legal responsibilities for setting the broad policies of The Computer Museum, assuring compliance with Federal, State, and Local laws and regulations, setting budgets, reviewing audits, handling and maintaining tangible and intangible assets, and dealing with certain types of personnel matters.   Trustees will establish and assist in implementing fund raising mechanisms and assume leadership in endowment, capital, and annual fund drives.   Trustees will attend the scheduled meetings of the Board of Trustees.

Overseers: Overseers will support the strategic objectives and the administrative and operating programs of The Museum.   Overseers may fulfill their responsibilities in at least one of several ways.   Through either the operation of the Board of Overseers as a whole and/or the individual's participation in the Advisory Boards, Committees, or Task Forces of the Museum, Overseers: present concepts and recommendations to the Trustees;   advise and lend expertise to the management of The Museum;   assist in communicating the Museum's goals and programs to the constituencies it seeks to serve;   support The Museum's fund raising objectives;   and engage in fund raising activities. Overseers are strongly encouraged to attend an annual joint meeting of the Trustees and Overseers and meetings of the Board of Overseers if/as called.   Overseers may attend any scheduled meetings of the Board of Trustees.

Honorary Trustee: This position honors individuals who have made outstanding contributions to The Computer Museum over a period of time in capacities deemed worthy of such recognition.   Honorary Trustees will be elected by majority affirmative vote of the Trustees upon recommendation of the Nominating Committee.   Honorary Trustees are encouraged to continue their involvement in and support of The Museum. They may serve on standing and operating committees of The Museum.   Honorary Trustees may attend any scheduled meeting of the Board of Trustees.

II. PROPOSED TRUSTEE AND OVERSEER CANDIDATES

A. Trustees

1. Current for Re-election

Tony Pell
Richard Case

2. New Trustees

Tom Franklin. Attorney, Lucash, Gesmer, Updegrove.

Tom specializes in computer and intellectual property law and has chaired the Massachusetts Bar Association's High Technology Law Committee. He was appointed Clerk of The Computer Museum in 1992, and has been an important contributor to Museum operations. His contributions have included the drafting of the Museum's by-law revisions and leadership in forming a licensing strategy and licensing agreement with a potential Japanese licensee of related Museum exhibits. He has been a contributor to the Annual Fund since 1986.

B. Overseers

1. Current for Re-Election

~~Steven Jobs~~

Gordon Bell
Larry Brewster
Robert Lucky
Seymour Papert
Casimir Skrzypczak

2, New

a. Current for Re-Election (Cultivation Completed)

Jeff Braun, CEO, Maxis.

Maxis is the leader in educational simulation games; their products include SimCity, SimAnt, and El Fish. Maxis has supported the Museum and helps develop exhibit software. Jeff Braun is a great TCM fan and is knowledgeable in ways we believe will benefit the Museum, especially in the education and exhibits.

Clifford Gerring, CIO, Bronner, Slosberg, Humphreys

Cliff is active with the Black Data Processors Association, Business Volunteers for the Arts, and an arts group in Roxbury. Knowledgeable about the advertising industry, Cliff leads his company's commitment to be at the forefront of using electronic and interactive technologies in advertising. BSH is the second largest agency in Boston; their clients include Disney, AT&T, and IBM. He volunteered to get involved in a number of ways at TCM, including locating mentors for the Clubhouse and involving clients in *The Networked Society* exhibit.

Alain Hanover, President, CEO & Chairman, Viewlogic Systems

Alain has taken an interest in the Museum for many years and was a member of the 1993 East Coast Bowl team. Viewlogic supported the 1993 Bowl at the $10,000 level and was a Corporate Member at the $1000 level in 1992.

Mitchell Kertzman, Chairman & CEO, Powersoft

Mitchell is chair of our newly formed Corporate Development Committee. Upon assuming this role, he increased Powersoft's Corporate membership level from $1,000 to $5,000. He has set goals for significantly increasing corporate membership . Powersoft was a $10,000 supporter of the 1993 Bowl. Mitchell is active in a number of industry associations, including the Massachusetts Computer software Council and the American Electronics Association; he is often in the news as a spokesperson for the high tech industry in Massachusetts.

Harry Saal, CEO of Smart Valley, Inc.

Smart Valley is an early stage, but high profile electronic community being created in the San Francisco Bay area. Harry recently hosted at his home an event attended by Vice-President Gore as part of an effort to increase awareness for networking projects such as Smart Valley. Harry captained the West coast Bowl team in 1993, and will be hosting a Bowl benefit party at his home this fall. He has been a contributor to the Annual Fund for six years, and Network General (the company he founded and led until a few months ago) was a $10,000 supporter of the Bowl last year. He has taken an active interest in *The Networked Society* exhibit.

Howard Salwen, Chairman of the Board, Proteon

Howard is a pioneer in the area of computer networks, and (co?)founded Proteon, one of the first companies in networking. He has been a personal donor to the Museum since 1986, and has recently become active on *The Networked Society* exhibit advisory committee. He gave a breakfast seminar at the Museum in 1992.

John Shoch, Partner, Asset Management

John has a Ph.D. in Computer Science from Stanford and is past head of Xerox's Palo Alto Research Center. He has been an active member of the West Coast Computer Bowl Committee, and has supported the Bowl and given to the Capital Campaign. He is an active fund-raiser for a number of non-profits, and understands the fund-raising role of non-profit Board members. Although we know the Bowl may be coming to an end, John's continued involvement with TCM will be sustained via his Overseer role.

Lee Sproull, Professor, Boston University

Lee is an authority on the organizational changes being brought about by electronic mail and other new communications technologies. Her books and articles (one of which recently appeared in *Scientific American*) are widely quoted. She gave a breakfast seminar at the Museum and will serve as an advisor to *The Networked Society* exhibit. Lee and her husband, Bob, who is director of Sun Microsystems' East Coast Lab, have been Annual Fund supporters of the Museum for many years.

Juanita Wade, Executive Director, Freedom House

Juanita is Director of Freedom House, a highly successful and well-respected community center. On the Roxbury/Dorchester line, Freedom House engages large numbers of under-served youth in a range of after school programs. Freedom House participants have been part of the Clubhouse pilot this summer. Juanita is a new member of TCM's Education Committee and is enthusiastic about the Museum's exhibits and educational outreach potential.

b. Candidates to be Asked/May Require Cultivation

Clemmie Cash
Regional Director, A Better Chance (ABC) Program

Jim Cash
Professor, Harvard Business School, Head MBA Program

Jim Champy
President, CSC Consulting

Robert Elmore
Managing Director, Arthur Andersen & Company, Business Systems Group

Jim Fischer
Managing Partner,Technology Services Organization, Andersen Consulting

Amos Hostetter
Chairman and CEO, Continental Cablevision

John Loewenberg
President, Aetna Technology Services

Jim Manzi
President and CEO, Lotus Development Corporation
Lotus History of Giving: WTC - $25,000 for software theater;
Clubhouse - $50,000; Corporate Membership - $3,000; no personal
history of giving or involvement in the Museum.

Bob Palmer (Honorary Trustee or Overseer)
CEO, Digital Equipment Corporation
History: Speaker at Breakfast Seminar on September 28. Long
company history of giving, both cash and in-kind, since Museum's
inception.

Dave Mahoney
CEO, Banyan
History: Speaker at Breakfast Seminar in October 1992: Banyan is a
TCM Coporate Member at $3,000, beginning 1993. TNS prospect.

Yosef Linde
Chipcom

Sandra Kurtzig
Chairman, ASK

The Computer Bowl Successor

- High Visibility via
  - TV Program
  - Advertisements
  - News coverage
- Fundraises: netting over $200,000 via
  - Sponsorships
  - Table sales to an event
- Spotlights Industry luminaries
  - makes friends for the Museum

Judging for inductees
to The Computing Hall of Fame

A panel of judges would be selected to represent

- diversity of backgrounds in computing;

- broad knowledge of the field, probably by being writers, analysts, historians, and the like;

- willing to believe in the importance and significance because it will require time.

The Computer Museum
Computing Hall of Fame

for technology from around the world ranging from systems integration to applications all of which dramatically changed computing.

and featuring the creators of that technology.

The Computing Hall of Fame
Induction

- Ceremony, major event for present and past inductees and the Council of the Hall of Fame.
- A symbolic award for the inductees.
- An annual television show based on the stories about the technologies and people behind them, plus some of the award event.
- A permanent exhibit at The Computer Museum, relying on interactive video as well as selected artifacts.

Nominations to
The Computing Hall of Fame

Provided by:

- a wide call for nominations

- the creation of a Computing Hall of Fame Council of all major corporate CEO's who would become nominators.

The Computing Hall of Fame
Fundraiser

- Underwriter: $50,000 - $100,000 depending on television scope. (A major user or interdependent industry such as NASDAQ)
- Sponsors: 4 @ $25,000.
- Table sponsors: The Council for the Computing Hall of Fame would be expected to support the project by sponsoring a table at the event. ($5,000)

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                          The Computer Museum
                          Admissions Report
                          04-OCT-1993
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Weekly Comparison 1993 vs. 1992	1993 Sep 27-Oct 3	1992 Sep 28-Oct 4	Change	Change
Adults	838	1035	-197	-19.0%
Children	427	260	167	64.2%
Infants	37	34	3	8.8%
Seniors	50	43	7	16.3%
TOTAL PEOPLE	1352	1372	-20	-1.5%
TOTAL REVENUE	$6,243	$5,437	$806	14.8%

Monthly Comparison 1993 vs. 1992	1993 Sep 1-30	1992 Sep 1-30	Change	Change
Adults	4547	4477	70	1.6%
Children	1798	1264	534	42.2%
Infants	275	162	113	69.8%
Seniors	252	261	-9	-3.4%
TOTAL PEOPLE	6872	6164	708	11.5%
TOTAL REVENUE	$33,052	$27,799	$5,253	18.9%

FYTD Thru Oct 3	FY 94 Actual	FY 94 Budget	FY 93 Actual
TOTAL PEOPLE	44094	44637	41894
TOTAL REVENUES	$201,279	$200,694	$182,097

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF AUGUST 1993

MONTHLY			INSTITUTION	YEAR TO DATE		
1993	1992	VARIANCE		1993	1992	VARIANCE
304080	226112	34.48%	BOSTON NATIONAL HISTORIC PARK (Parkwide totals)	1196995	1152435	3.87%
58053	57937	0.20%	(Downtown Visitors Center)	250580	269809	-7.13%
10417	12797	-18.60%	BOSTONIAN SOCIETY (1)	53437	24679	116.53%
62738	66578	-5.77%	CHILDREN'S MUSEUM	117459	123965	-5.25%
51750	53538	-3.34%	COMMONWEALTH ZOOLOGICAL CORP. (2)	95260	123418	-22.82%
19147	18354	4.32%	COMPUTER MUSEUM	92254	91478	0.85%
2572	3411	-24.60%	CONCORD MUSEUM	17519	20808	-15.81%
59383	65994	-10.02%	CRANBERRY WORLD	177887	184405	-3.53%
8173	6118	33.59%	DECORDOVA MUSEUM & SCULPTURE PARK	40585	41675	-2.62%
14049	14077	-0.20%	DISCOVERY MUSEUMS	101947	111049	-8.20%
12038	14348	-16.10%	ESSEX & PEABODY (combined)	110448	80740	36.79%
1557	1534	1.50%	FULLER MUSEUM OF ART	14468	15057	-3.91%
0	0	ERR	HARVARD MUSEUMS OF CULTURAL & NATURAL HIST.	0	0	ERR
20115	18118	11.02%	HERITAGE PLANTATION	84507	77539	8.99%
26849	26106	2.85%	HOUSE OF SEVEN GABLES	98398	105720	-6.93%
17087	14619	16.88%	ISABELLA STEWART GARDNER MUSEUM	109448	91776	19.25%

83420	70786	17.85%	MUSEUM OF FINE ARTS	492637	556039	-11.40%
5963	6369	-6.37%	MUSEUM OF OUR NATIONAL HERITAGE	38203	40274	-5.14%
171777	179952	-4.54%	MUSEUM OF SCIENCE	1131432	1173059	-3.55%
2481	1224	102:70%	MUSEUM OF TRANSPORTATION	13731	8476	62.00%
90243	88162	2.36%	MYSTIC SEAPORT	309948	312028	-0.67%
175508	175939	-0.24%	NEW ENGLAND AQUARIUM	955508	1019803	-6.30%
12500	14101	-11.35%	N.E. SCIENCE CENTER (3)	116276	102881	13.02%
2426	2600	-6.69%	N.E. WILDFLOWER SOCIETY	23572	19498	20.89%
65095	66934	-2.75%	OLD STURBRIDGE VILLAGE	288418	298855	-3.49%
26892	36020	-25.34%	PAUL REVERE HOUSE	121171	141471	-14.35%
0	0	ERR	PLIMOUTH PLANTATION	0	0	ERR
17660	24707	-28.52%	USS CONSTITUTION MUSEUM	80794	71247	13.40%

(1) Opened after renovations - July 1992
(2) Franklin Park and Stone Zoos combined
(3) Please note adjustments

Month	Actual	Reported	Variance
Jan.	7661	7547	114
Feb.	9676	7789	1887
Mar.	13160	11374	1786
Apr.	13880	12938	942
May	18530	16898	1632
June	24566	22514	2052
July	16303	15378	925
		Net Adjustment	9338

LYNN WEST
14 Thackeray Road
Wellesley, Massachusetts, MA 02181
(617) 235-2677

QUALIFICATIONS
Twenty years of experience marketing and administrating specialized programs serving the business, government and education communities. Proven ability to:
- Manage development of major fundraiser and creation of non-profit Foundation
- Solicit financial support from foundations and corporations
- Create and produce promotional materials
- Plan and conduct special events
- Target sales to identified market segments

ACCOMPLISHMENTS
New Development Ventures - Manage development of major charity golf tournament raising $125,000 for Alzheimer's victims. Administrate the start-up and continuing operation of a non-profit Foundation.

Marketing and Promotion - Write and produce corporate marketing materials, brochures, public service announcements, press releases, annual reports, and fundraising appeals. Generate and coordinate media coverage of fundraising events.

Fundraising - Conduct special events, write proposals to generate funds from foundations and corporations. Manage and direct mail appeals.

Management - Manage 40 member volunteer committee, direct staff, recruit and hire instructors, maintain relationship with Board Members and Development Committee, manage program budget.

PROFESSIONAL EXPERIENCE
Development Consultant, Resource Advocates, Charlestown, MA 1993 - present
Development Director, Minuteman Home Care, Burlington, MA 1989 - 1992
Director, Alzheimer's and Aging Foundation, located at Minuteman Home Care
Development Director, The Germaine Lawrence School, Arlington, MA 1986 - 1989
Program Director, Executive Education, Babson College, Wellesley, MA 1984 - 1985
Program Director, Continuing Education, Bentley College, Waltham, MA 1983 - 1984
Public Relations Specialist, Education Collaborative for Boston (EDCO), Boston, MA 1981 - 1983
Public Relations Specialist, MSPCA, Boston, MA 1981
Associate Director of Executive Development, Chamber of Commerce of the United States, Washington, D.C. 1980

EDUCATION
The American University, Washington, D.C., M.S. Public Relations
Georgetown University, Washington, D.C., M.A. Candidate, English
D'Youville College, Buffalo, N.Y., B.A. English

Computer Literate: skilled in following computer programs:
Microsoft Word (IBM and Macintosh)

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum

BOARD OF TRUSTEES MEETING
October 15, 1993
8:30 a.m. - 12:00 p.m.

8:30	Call to Order of Meeting of the Members of the Corporation
	Election of Members of the Board of Trustees
	Meeting Adjourns
8:45	Call to Order of Meeting of the Board of Trustees
	Election of Members of the Board of Overseers
	Vote regarding delegation of authority to the Executive Committee
	Museum Update

- Operations Update
- *The Networked Society* Committee Report
- Education Committee Report
- Development Report

Strategic Plan — Discussion

12:00	Meeting Adjourns
	Lunch
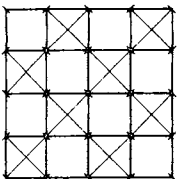
After traveling the galaxies,
Saving the Princess
And defeating the evil empire,
guess Where he landed?
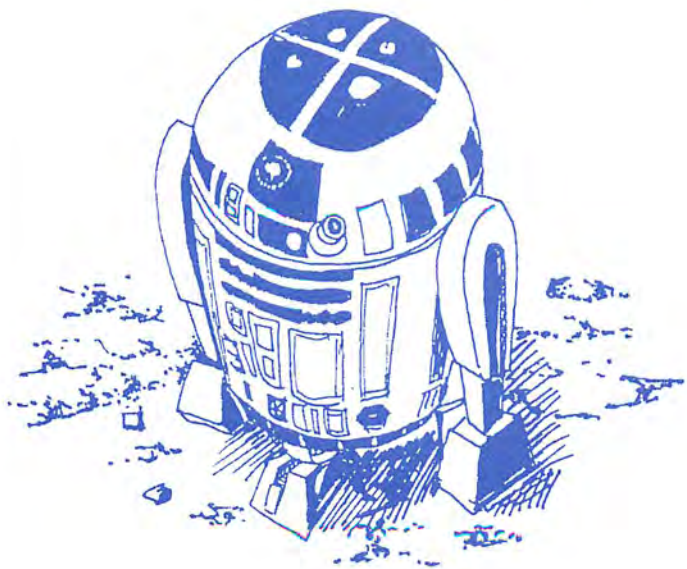
It only makes sense that "R2-D2"™ from *Star Wars* would end up in an exhibit at The Computer Museum!

The Computer Museum's galleries are filled with over 125 easy-to-use, hands-on computer exhibits that inform and inspire.

Call 1-800-370-CHIP for Group Visits information or to make a reservation. Locally: (617) 426-2800, x334.

Educational Activities Packets* are available in both English and Spanish when group reservations are made.

Don't miss out this year. Make your reservations now!

The Computer Museum
Museum Wharf
300 Congress Street
Boston, MA 02210

more fun than humanly possible!

Before your scheduled group visit, present this postcard at our Front Desk to receive free admission and an Activities Packet for you and a guest. *expires 5/31/94*

The Computer Museum

More fun than humanly possible!

WOW!

Set aside your expectations of a traditional museum and join us for more fun than humanly possible.

From making your own cartoon to visiting "virtual" worlds, you'll quickly realize The Computer Museum is like nowhere else you've ever been. That's because it's the world's only museum devoted to people and computers.

Large, colorful galleries are filled with over 125 fun, easy-to-use exhibits that delight, entertain and inform. Just right for kids age 4 to 104!

Wow! *(Innovative)*
Bring to life a world of real robots and "smart" machines when you use them to do all kinds of creative and entertaining activities.

Amazing! *(Totally Unique)*
Run the world's largest "personal" computer. Our Walk-Through Computer™ is the size of a house! To start it, climb on its mouse and roll the trackball. Use both hands to press down on the keys. Then walk inside and watch it work—lights flash, drives spin and information flows before your eyes.

Neat! *(Informative)*
Take yourself through interactive time tunnels to trace today's personal computers from their original, giant ancestors.

Cool! *(Imaginative)*
Go where you've never been and do what you've never done before. Discover new ways to have fun when you explore all the amazing things you can do with a personal computer.
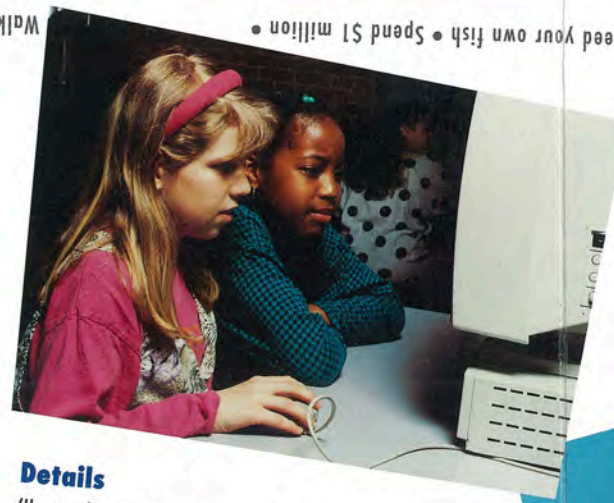
Details
(Hours and prices subject to change without notice.)

Hours:
Winter: Tuesday-Sunday, 10 a.m. - 5 p.m.
Closed Mondays except holidays and Boston school vacations.
Summer: Daily, 10 a.m. - 6 p.m.

Admission:
Adults, $7.00; students, children 5 and up, senior citizens, $5.00; children 4 and under, free. Call (800) 370-CHIP for group rates and reservations.

Party:
Hold your next party or event at The Computer Museum. Call (617) 426-2800 x340 for details.

Call (617) 423-6758 for more information.

WOW!

"This is a playground to beat all playgrounds."
— *Panorama Magazine*

"Don't miss this place. While youngsters love the place, parents—especially those from the pre-computer generation— may have even more fun gaining familiarity with the programs and possibilities through play."
— *Washington Sunday Times*

"There are so many things I did that I can't choose what I liked best!"
— *Eighth-grade visitor*

"The folks at The Computer Museum have always had a knack for making computers understandable, even for technophobes who still haven't figured out how to set the clock on their VCRs."
— *The Boston Globe*

"On weekends, it is not unusual to see the schoolchildren return with their parents in tow."
— *The New York Times*
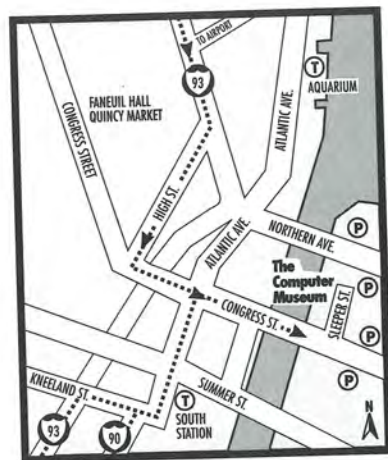
Directions

By Subway: Take the Red line to South Station. Walk across the Congress Street Bridge.

By Car:

From North: Take the Expressway (I-93) south to exit 23, High & Congress Streets. Make the first left onto Congress Street and stay over to the right. Go through two lights and over the Congress Street Bridge. The Museum is on the left at the foot of the bridge.

From South: Take the Expressway (I-93) north to Downtown, Massachusetts Turnpike/Chinatown Exit. Bear left to sign marked Downtown Boston. At the end of the ramp, take a right on Kneeland Street to South Station. Make a left onto Atlantic Avenue. Go through two lights, make a right on Congress Street and cross over the bridge. The Museum is on the left at the foot of the bridge.

From West: Massachusetts Turnpike (I-90) east to Downtown Boston, South Station Exit. Go through three lights onto Congress Street, turn right, and cross the bridge. The Museum is on the left at the foot of the bridge.

Parking is available on Congress Street and Northern Avenue.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

1 operating loss for FY'93 -26K
1 whole payroll left out

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
September 9, 1993
8:00 a.m. - 1:00 p.m.

1.   Operations Update

2.   Exhibit Licensing Policy

3.   Nominating Committee Report

4.   Long-Range Planning

Charlie Zracket - NASA network of distributed computing
- he knows head of program
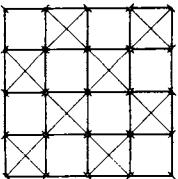
Attendance Update
Executive Committee Meeting
9 September 1993

Attendance FYTD '94

	Actual '94	Actual '93	%	Budget '94	%
July	17,489	16,703	4.7%	17,776	(1.6%)
August	19,147	18,354	4.3%	19,540	(2%)

Admissions Revenues FYTD '94

	Actual '94	Actual '93	%	Budget '94	%
July	$76,256	$69,418	9.8%	$ 77,412	(1.4%)
August	$88,781	$82,010	8.2%	$ 91,477	(2.9%)

The Computer Museum

Group Attendance FYTD '94

	Actual '94	Actual '93	%
July	3809	2948	29%
August	2021	1237	63%

Competitive Attendance Data

	'93 vs. '92 % Change		
	July	August	CYTD
Computer	4.7%	4.3%	1.0%
Children's	N/A	(5.7%)	N/A
Museum of Science	(3.3%)	(4.5%)	1.2%
NE Aquarium	(1.4%)	(2.3%)	(6.3%)

THE COMPUTER MUSEUM

Executive Committee Meeting September 9, 1993

Exhibit Licensing Policy Proposals

I. OBJECTIVES

Reach a larger Museum audience

Further educational objectives

Expand donor base

Recoup exhibit development costs

[Make a profit?]

II. STRATEGY

1. Develop licensing program for Japan

2. Implement licensing program for Japan

3. Evaluate licensing program for Japan

4. Develop licensing program for other markets

5. Promote and implement the same

III. FUNDAMENTAL CHOICES

1. Relative roles of TCM, partners and contractors

2. Relative importance of licensing vs. traditional activities of TCM

3. Financial objectives of licensing

4. Educational objectives of licensing

IV. RECOMMENDATIONS FOR RESPONSE TO JAPAN

1. Identify and inventory what we can provide

2. Calculate TCM's cost of preparing the deliverables

3. Calculate TCM's cost of assisting with installation and support in Japan

4. Calculate potential value of TCM market in Japan

5. Price proposal to Japanese licensee for exclusive rights to market TCM exhibits to educational institutions and museums in Japan:

> A) Initial fee of 2. above plus [15]% payable on signing
>
> B) Installation and support fee of 3. above plus same percentage as in A) payable during installation and annually in advance thereafter
>
> C) Annual license fee of [25]% of revenues from sublicensing and display of TCM licensed materials or $x ("reasonable" return on 4. above), whichever is higher, payable quarterly in arrears
>
> D) Special support services if TCM staff time permits at scheduled rates (TCM fully-burdened cost plus same percentage as in A) above)

6. Other proposed terms for Japanese license:

> A) Five year term renewable by mutual agreement
>
> B) TCM ownership of all materials, translations, adaptations, improvements, etc. made by licensee
>
> C) TCM curatorial control of licensee's use of TCM materials
>
> D) TCM price-control of same
>
> E) Standard liability limitation and disclaimer terms
>
> F) Mandatory credit of TCM as exhibit owner and originator

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEMORANDUM

September 2, 1993

To: The Board of Trustees

From: Oliver Strimpel

Subj: Computer Clubhouse Fund-raising Efforts

Proposals for sponsorship of The Computer Clubhouse are currently under review at that following corporations or foundations, for decisions during the autumn cycle. If you have contacts at the senior levels of these organizations, please consider writing or phoning with your support of the Museum's request.

The Boston Foundation, Boston, MA, $50,000
    Frieda Garcia, Chair
    Anna Faith Jones, President and CEO
    MEMBERS: David R. Pokross, Sr., Ronald A. Homer, Lawrence T. Perera, Simon Scheff, Charles Ray Johnson, David Rockefeller, Jr.
    TRUSTEES' COMMITTEE: Leo Breitman, William S. Edgerly, William Nutt, Gunnar Overstrom, Ira Stepanian

The Frost Foundation, Santa Fe, NM, $25,000
    Mary Amelia Douglas-Whited, President
    BOARD: John A. LeVan, John W. Loftus, Taylor F. Moore, Claude G. Rives, III, Edwin F. Whited, Mary Amelia Whited-Howell

L. G. Balfour Foundation (through Fleet Bank), Boston, MA, $50,000
    Kerry Herlihy Sullivan, Endowments and Foundations

The Nellie Mae Fund for Education, Braintree, MA, $25,000
    Sylvia Salas, Director

Polaroid Foundation, Cambridge, MA, $15,000
    Donna Furlong, Associate Director
    Robert M. Delahunt, President
    Ralph Norwood, Treasurer
    Marcia Schiff, Executive Director
    BOARD: I. MacAllister Booth, Sheldon A. Buckler, Richard F. deLima, Milton S. Dietz, Owen J. Gaffney, Peter Kliem, Joseph Oldfield, William J. O'Neill, Jr.
    EDUCATION SUBCOMMITTEE: Joyce Cofield, Madeline Duff, Jill Healy, Eleanor Hubbard, David Johnson, Ann Leibowitz, Eugene Mahr, Charles McCrea, Victor Quintana, Ray Smith, Paula Vassallo, Judy Waldron, Rick William

Putnam Investments, Boston, MA, $75,000
    Lawrence J. Lasser, President and CEO
    H. Peter Karoff, The Philanthropic Initiative, Administrator

Sega Youth Education & Health Foundation, Redwood City, CA, $15,000
    Sally Bock
    Trizia Carpenter, Trust Administrator

For details or assistance in drafting a letter, please contact Janet Walsh (extension 333). **Your support of these requests can make a tremendous difference. Thanks!**
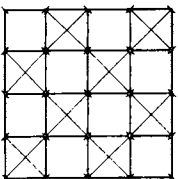
Long-Range Planning Topics for Discussion

What should be the essential characteristics of the Museum?

informal, Museum-style education
inspirational, engaging exhibits & programs
holds definitive historical collections
varied exhibits & programs
serve as a model for other sites

Whom should the Museum serve?

children in families, in school groups
adults with and without computer knowledge
underserved and minority communities
tourists
industry members & their families
size of audience: 125K pa now; building limit is around 150-175K pa.

What topics should be addressed by Museum exhibits and programs?

computer applications if they are characterized by one or more of:

cutting edge technology
new application
topical issues, including social issues
high-end use of computing
arts and/or performance related
visually interesting
immersive installation

increasing emphasis on social impact as technology becomes more mainstream?

increasing the variety of educational experiences that groups can partake of collectively?

9/3/93

What limits to growth are posed by the Museum Wharf site?

exhibit space limited to about 33,000 square feet
visitation limited to approximately 175,000 per annum owing to limit on
    number of hands-on interactive exhibits.
parking is limited
physical space has low ceilings and lacks flexibility, making the creation of
    highly impressive immersive environments difficult
building atmosphere is industrial, brick "honest." Modern, high tech look
    not possible.
should the Museum begin to investigate alternative sites?

What priority should be given to local, national, and international activities serving people beyond the Museum walls?

Current services are the sale of exhibit software, video, and printed
materials.
Clones or derivatives of the Museum exhibits and education programs are
planned.
What are the criteria for determining priorities?

How can the Museum staff, Boards, and audiences become more inclusive of women & minorities?

prepare and approve a diversity statement
build links into minority communities at all levels
orient marketing towards women and minorities
funding required for staff training and special marketing efforts

How should the Museum be funded? What proportion of the budget can come from earned revenues? From corporations & foundations? From endowment?

What does the Museum need to do to become still further accepted by
industry leaders as *the* place to chronicle and share the excitement of
computing?
What are the earned revenue potentials and what capital investments do
they require?

9/3/93

Memorandum

DATE: September 3, 1993

TO: Executive Committee; Dorothy Terrell

FROM: Oliver Strimpel

SUBJECT: September 9 Meeting

At Charlie Zraket's request, I am sending you the enclosed informal agenda for the strategic planning discussion that will follow the Executive Committee meeting on September 9.

At the start of the discussion, I will summarize the report I have already circulated to you that compares the 1991 strategic plan with our actual performance from FY91 to FY93.

Enclosure
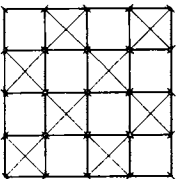
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: September 2, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: September 9 Meeting

Enclosed please find the agenda for our next meeting on Thursday, September 9. The meeting, which will be held in the Skyline Room on the sixth floor, will run until 1:00 p.m. to accommodate discussion of the Museum's Long-Range Plan. A light lunch will be served.

I enclose a report summarizing the major goals listed in the last Long-Range Plan (completed in June 1991) and comparing these goals with the Museum's actual performance. Please read this prior to our meeting on Thursday, as it will provide a basis to begin our discussion of new short- and long-term ambitions for the Museum.

I look forward to seeing you next Thursday!

Enclosures:

• Report on Long-Range Plan
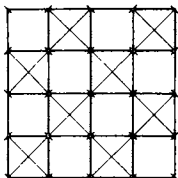
LONG RANGE PLAN: COMPARISON BETWEEN PLAN AND ACTUAL RESULTS
January 1991 - July 1993

Summary
The Museum made significant progress towards achieving all five of the Strategic Plan's goals. In some areas, notably in exhibit development, the plan was adhered to quite closely. In other areas, the plan's timing and scope exceeded the Museum's ability to execute. The greatest departure from the plan is the Capital Campaign, which has been effectively suspended in FY93.

What follows is a detailed comparison of the plan's objectives with actual results.

Goal 1:Achieve an onsite annual visitation of 220,000 by FY 1996

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

Actual
This strategy did not work as the Museum was not able to mount an exhibit that rivalled *The Walk-Through Computer* in terms of visibility. Though as popular or even more popular with visitors once they get here, exhibits like *Tools & Toys* or *Robots & Other Smart Machines* did not captivate the media as did *Walk-Through*.

Visitation Goals 1991-1996

	two blockbusters (30% growth each) (plan 1)	three mini-blockbusters (20% growth each) (plan 2)	Actual
FY91	130,000	130,000	130,319 (open WTC)
FY92	130,000	130,000	118,567 (open P&C)
FY93	169,000 (open bb)	156,000 (open mbb)	118,857 (open T&T)
FY94	169,000	156,000	126,000 (projected)

The Museum's capacity is probably well below 220,000 visitors per annum owing to the need for visitors to have access to hands-on interactive exhibits. Our space limits the number of interactives to about 150 (120 exist now).

Plan

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

Actual

Although the Museum has adhered to the program of developing new educational exhibits, a cohesive and targeted marketing plan to get the word out about new exhibits in the context of the Museum's overall marketing objectives has been lacking. Advertising has been "feature-oriented" and sporadic, and has not successfully established what the Museum is in the public's perception.

The Museum has achieved a respectable level of diversity in the school group visitation, but still needs to diversify its general admission audience. The Museum is increasingly successful at reaching tourists, schools, college students, and trade show/conference audiences. Progress is needed to grow general admissions of families and industry members.

Plan

To increase the diversity of its visitors, the Museum will:
1. Seek funding to subsidize admissions of visitors from underserved communities.
2. Perform targeted marketing to these communities.
3. Provide foreign language translations of gallery text and teaching materials.

Actual

1. The Museum obtained Massachusetts Cultural Council funding to subsidize visits from underserved communities.
2. No targeted marketing to underserved communities has been carried out.
3. Spanish language version of the educational activities packet will shortly be printed; no foreign language gallery text has been installed.

Student and group visitation has grown at approximately the rate projected in the long-range plan. However adult admissions have lagged considerably compared to the plan.

Table of Visitation

	Local (MA, NH, RI, CT)			Rest of World			Total (excludes infants & seniors)
	Student	Adult	Group	Student	Adult	Group	
FY89plan	8,194	17,616	19,233	8,277	19,710	2,106	75,136
FY89 actl	9,540	14,364	20,930	8,405	18,162	2,401	73,802
FY90plan	8,839	19,932	19,130	10,506	27,250	3,895	89,552
FY90 actl	10,802	16,511	20,115	11,801	24,126	3,340	86,695
FY91plan	18,000	37,500	19,000	14,000	37,500	4,000	130,000
FY91 actl	19,086	24,074	22,772	18,015	34,428	4,506	122,881
FY92plan	18,000	37,500	22,000	13,000	35,500	4,000	130,000
FY92 actl	14,337	23,464	22,442	13,945	34,210	4,265	112,663
FY93plan	22,000	45,000	24,000	16,000	44,000	5,000	156,000
FY93 actl	23,893	13,745	24,041	12,459	34,131	5,228	113,497
FY94plan	22,000	45,000	26,000	16,000	42,000	5,000	156,000

9/2/93

Goal 2: Serve a national public of 5-10 million people annually through offsite interactive exhibits and educational programs based on Computer Museum exhibits and collections.

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

As of August 1993, a total of 35 kits have been sold.

The Museum has only been able to install exhibits in about a quarter of the number of sites planned, however the gross revenue goals have been exceeded. Profitability of the operation has not been high, though this is expected to improve now that many kits have been "toughened" for the market.

The estimated number of people currently served each year by Museum exhibits installed in other sites is approximately 5 million. This exceeds the plan's figures, and is a consequence of purchases from museums with very high visitor traffic.

Exhibit Kit Sales

Year	# of sites *plan**	# of sites *actual**	av kits/ site *plan**	av kits/ site *actual**	gross revenue ($500/kit) plan	gross revenue actual
FY91	2	4	2	4	$2,370	$106,000+
FY92	30	7	2	4	$27,500	$53,000
FY93	45	11	2	4	$15,000	$54,340
FY94	55	13 (ytd)	3	3	$37,500	$90,000 (bud)

* cumulative figures

+ Entire amount from grants from National Science Foundation & American Association for Artificial Intelligence.

See Appendix 1 for full list of exhibit kit sites.

Kit Marketing & Development Timeline

year	plan	actual
FY91	prepare & distribute brochure complete first set of Kits promote at ASTC conference	all items executed
FY92	complete 2nd set of Kits based on Tools & Toys distribute brochure for sets 1 & 2	15 new Kits added; promoted at ASTC conference; brochure distributed
FY93/4	prepare 3rd set of Kits & promote	no 3rd set owing to no new exhibit

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

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

Plan
Produce a video each year.

Actual
Produced one video on The Walk-Through Computer. Funding was sought but not obtained for a video based on P&C on the evolution of computing. Timing coincided with WGBH's series "The Machine that Changed the World."

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

Plan
Produce a range of materials based on exhibits.

Actual
- 1992 Educational Activities Packet completed (English and Spanish editions).
- 1992 Illustrated brochure accompanying *People & Computers* exhibit.
- 1993 Planning for *Walk-Through Computer* book and CD-ROM.
- slide sets on history of computing, history of personal computers, and robots produced and on sale from the store. Approximately 100 slides a year are sold.

Objective 3: Establish a Program of Offsite Activities

Plan
Launch travelling exhibit every other year.

Actual
No resources were available to raise funds and develop travelling exhibits once major onsite exhibit program was in full swing. Last travelling exhibit launched was Terra Firma in Focus: The Art and Science of Digital Satellite Imagery in 1990.

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

Plan
Hold at least one national contest a year.

Actual
• 1991 Turing Test in 1991; major international attention drawn to the
  event
• 1993 Harvard Cup for machine chess.

The Museum has not had the resources to develop its own contests.

Goal 3: Create new exhibitions to serve as the backbone of the Museum's educational mission

Balance of subject matter by floor area

	plan	actual
evolution of computing	25%	30% (P&C)
technology of computing	15%	22% (WTC)
applications & impact	60%	48% (ROSM & T&T)
people & computing	woven in	in P&C & ROSM

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

Year	Exhibit	Funds Planned	Funds Raised
FY91	People & Computers	$850,000	$821,000
FY92	Tools & Toys	$750,000	$560,000
FY93	Robots & Other Smart Machines	0	$56,000
	Networked Society	$1,000,000	$50,000
FY94	Networked Society		$250,000 (ytd)

Objective 2: Open Two Temporary Exhibits Each Year

Year	Exhibit
FY91	Siggraph Art Show
FY92	Siggraph Art Show
FY93	Silicon Sailing From Concept to Code First Impressions: Digital Photography
FY94	Rich Tennant Cartoons Virtual Reality (not funded) Harold Cohen Color Painting Machine (not funded)

Objective 3: Develop Onsite Educational Programs

Objective 3a: Establish an onsite Learning Center

Plan
Establish learning center as a model in 1992 with $150,000 of support for the first two years.

Actual
Established *Computer Clubhouse* as a model in 1993 with over $300,000 of support for the first two years.

Objective 3b: Establish a teacher development program

Plan
Establish teacher education program in FY92 and FY93 with $40,000 of support in the first year, $20,000 in subsequent years.

Actual
Pilot teacher education program in FY93 with Cambridge College with $30,000 in funding.

Objective 3c: Establish an Internship program

Plan
Establish internship program for educators and students.

9/2/93

Actual
FY92 and FY93 student internships in several Museum departments and within the *Computer Clubhouse*. Permanent internship program not established.

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

Plan
New activities for visitors with each new exhibit.

Actual
1992 Time Travel activity for *People and Computers* exhibit.
No activities needed for *Tools & Toys* as exhibit already offers many hands-on activities.

Goal 4: Strengthen the Permanent Computer Collection, Particularly in the Area of Integrated Circuits, and Enrich the Collections of Photographs, Film, Video, and Documentation

Plan for Artifacts
Acquisitions should adhere to criteria set by Collections Committee. Focus active artifact collecting on microprocessors, memories, and specialized integrated circuits for new styles of computing such as parallel computing. Prepare a catalog in 1992/3.

Actual
Acquisition criteria have been adhered to. Active collecting has focussed on some large, specialized machines such as the CM-1 and ETA-1 which are large complicated donations. Integrated circuits have been acquired, a highlight being the Alpha processor.

The catalog is in process. A sample page was shown at the Programming Language Conference and progress continues to be made in integrating all the collections (artifacts, video, film, documentation, ephemera) into a single list.

Plan for Film and Video
Active collecting will focus on product announcements, corporate advertising, computer training, and people of computing shot during significant events.

Actual
Collecting for the *People & Computers: Milestones of a Revolution* exhibit led to an expansion of the film and video collection, which was further enlarged with a major donation from WGBH at the completion of the work on the series, "The Machine that Changed the World." Many topics were represented in this collection, with an emphasis on the people of computing.

Plan for Storage
4,000 square feet of offsite storage needed starting FY93 to make way for exhibit development. Document and photograph the collection in preparation for the move.

Actual
Owing to slower than planned exhibit development, the need for 4,000 square feet of offsite storage begins in late 1993. The collection was not photographed due to lack of resources. Attention was paid to eliminating unnecessary documentation, and making the documentation collection retrievable.

Goal 5:
Purchase the Museum's Facility and Achieve Financial Stability Through the Completion of a $7.5 Million Capital Campaign and the Increase of Earned Revenue to 60% of the Annual Operating Budget

Objective 1: Execute $7.5 million capital campaign (1991-93)
Plan
FY 1992: Launch "quiet" phase of $7.5 million capital campaign.
$4.5 million in Board and lead pledges; $0.67 million in cash.

Actual
$4,000,926 in Board and lead pledges (including challenge grant); $0.70 million in cash

Actions planned and actual
1. Recruit national campaign chairman—completed, but new chairman needs to be recruited following resignation of first chairman.
2. Prepare campaign materials, including donor incentives such as naming opportunities—brochure not completed, naming opportunities drafted.
3. Solicit Board gifts and pledges—75% completed.
4. Cultivate and solicit gifts of $250,000 and above from industry leaders—not completed.
5. Conduct intensive prospect research—not completed.

Plan
FY 1993: Enter "public" phase of campaign.
$1.5 million in pledges; $1.17 million in cash received.

Actual
$138K in pledges; $376K in cash received.

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

Actual
Campaign not made public, and above actions were partially executed at best.

Plan
FY 1994: complete Campaign.
$1.5 million in pledges; $4.17 million in cash received (includes challenge grant).

Actual
Campaign extended one year to conclude as of 6/95; FY94 goals set at $1.2 million in pledges and $726K in cash.

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

The Museum has not been successful in increasing the proportion of earned revenues in the Operating Fund. The primary means of effecting the increase was planned to be mail order. However after making a small loss in FY92, the mail order catalog was discontinued in FY93 and budgeted at a low level only in FY94.

Table of Actual Earned Revenues

$K	FY91	FY92	FY93	FY94 (budget)
admissions	524	470	488	537
store & mail order	314	343	235	332
functions	136	139	156	140
exhibit kits	0	53	54	90
total earned	974	1005	933	1099
total Op Fund revenues	1875	1950	1766	2276
% earned	52	52	53	48

Objective 2a: Increase admissions revenue from $514,000 in FY91 to $1.1 million in FY96
See discussion of visitation under Goal 1.

Table of Admissions Compared to Plan

Year	Number of visitors		average $/head		revenue $K	
	plan	actual	plan	actual	plan	actual
FY90		90,562		3.54		320
FY91	131,500	130,319	3.92	4.02	515	523
FY92	130,000	118,567	3.92	3.97	510	470
FY93	156,000	118,857	3.92	4.05	612	481
FY94	156,000	126,000 (budget)	3.92	4.26 (budget)	612	537 (budget)

9/2/93

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

Income from the store remains tied to admission figures. In FY92 an attempt to extend the Museum's revenues with a catalog mailing (to The Boston Computer Society and the ACM membership, 140,000 total mailing) made a small overall loss and the catalog was discontinued in FY93. Wholesaling of Museum products has been profitable, but has remained on a small scale.

The store has not been consistent in the type and quality of its merchandise, which has an impact on repeat business.

Table of Store & Catalog Compared to Plan

Year	Store $K		Catalog $K	
	plan	actual	plan	actual
FY90		203		7
FY91		253		61
FY92	309	201	179	145
FY93	338	210	370	20
FY94	348	(budget)255	569	(budget) 43

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

Plan
Increase business from sectors that are currently functions customers, such as computer, computer support companies, professional societies, and universities. New markets including including industries that support the computer industry, including law, accounting, and public relations agencies, and financial services firms will be targeted by direct mail and telemarketing.

Actual
Trade Show-related and corporate functions remain the largest portion of the functions business. Non-profit and pro bono events mean lower revenues per event, but can help in other ways by introducing the Museum to communities that help us serve our educational mission.

Growth has been in part limited by inherent limitations of the space and the lack of planning for capital improvements to the functions space.

Revenues have been increased by adding more options to functions, such as the logo on the Walk-Through Computer monitor and scavenger hunts.

Type of Function	FY 91		FY 92		FY 93		FY 94	
	plan	actual	plan	actual	plan	actual	plan	actual
Daytime								
Seminar/Meeting	14	16	14	17	15	14	17	
Press Conference	4	1	4	1	4	1	5	
Evening								
Conference	30	3	25	2	28	7	30	
Trade Show	8	29	8	19	9	8	10	
Non-profit	14	16	15	7	17	11	18	
Corporate (sales)	19	30	19	31	21	32	23	
Private	7	4	7	5	8	7	8	
Other*	10	23	10	50	10	45	12	
Total Events	106	122	102	132	112	125	123	
Avg income/event ($K)	1.41	1.10	1.45	1.04	1.60	1.30	1.60	
Total Income ($K)	149	135	148	138	180	163	197	140+

* includes Museum events, pro bono events, film & photo shoots

+ budget

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

Plan
Expanded exhibit, new member benefits, and a marketing plan will be
developed in 1991 to attract a national membership. Membership sales
efforts will be made at the Museum and through the store catalog. A new
brochure and direct mail solicitation will form a part of the membership
marketing plan.

Actual
Membership development plans only partially implemented owing to scarce
staff resources. Marketing dept. placed higher emphasis on general
visitation; development efforts focussed on higher level donors.

Numbers of donors at each level

Size of Gift	FY 90		FY 91		FY 92		FY 93	
	plan	actual	plan	actual	plan	actual	plan	actual
basic member		1083	774	941	890	923	1024	964
$100-249		111	556	147	639	200	735	171
$250-499		37	80	57	92	59	106	58
$500-999		13	30	15	35	28	40	21
$1000-2499		12	32	27	37	28	43	27
$2500+		1	2	2	3	5	3	4
		1257		1189		1243		1245

9/2/93

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

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

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

Corporate Membership

year	numbers		revenue $K	
	plan	actual	plan	actual
FY91	112	91	202	201
FY92	123	97	222	194
FY93	136	89	244	180
FY94	149		268	205 (budget)

In FY93, 58% of members were computer users, 24% were software, and 18% were primarily hardware manufacturing companies.

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

Actual
Unrestricted support proved to be unpopular with many corporate funders. In general, corporations wish to target their support towards particular projects that tie in with their corporate goals, whether they be in the philanthropic or marketing area. Therefore efforts to raise unrestricted corporate support were dropped in favor of specific projects such as the Computer Clubhouse.

9/2/93

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

year	project	plan ($K)	actual ($K)
FY91	People & Computers video	135	not funded
	Reality on Wheels	50	40
FY92	Reality on Wheels	600	not funded
	Educator Kits	30	30
	Teacher Development	40	not developed
	Learning Center	100	30
	Contest (Turing Test)	50	80
FY93	Exhibit Kits	100	self-funding
	Internships (student)	30	10
	Chip video	135	not developed
	Teacher development	20	30
	Learning Center	50	272
	Contest	100	not developed

Objective 3e: Hold a major benefit each year

The Computer Bowl has been executed successfully each year:

Table of Gross Income from The Computer Bowl ($K)

year	plan	actual
FY91	300	282
FY92	300	201
FY93	300	321
FY94	600	388 (budget)

In addition, the Bowl has successfully raised considerable volunteer and in-kind support.

9/2/93

Appendix 1: List of Sites Purchasing Museum Exhibits

Carnegie Mellon University, Pittsburgh, PA
Discovery Museum, Bridgeport, CT
Eureka - The Children's Museum, Halifax, UK
Franklin Institute, Philadelphia, PA
Hands-on Children's Museum, Olympia, WA
Museographica, Mexico City, Mexico (for a Children's Museum)
National Aquarium, Baltimore, MD
National Museum of American History, Washington, DC
North Carolina Museum of Life and Science
Pacific Science Center, Seattle, WA
St. Louis Science Center, St. Louis, MO
Tech—Museum of Innovation, San Jose, CA
University of Nagoya, Japan

Robert B. Palmer
President and Chief Executive Officer
Digital Equipment Corporation

Robert B. Palmer, 52, became president and CEO of Digital Equipment Corporation in October of 1992, succeeding the corporation's retired founder. As president and CEO, Palmer is responsible for all aspects of the administration of Digital, the world's leading supplier of networked computer systems, software and services. He is also a member of the corporation's Board of Directors.

Palmer joined Digital in 1985 as the manager of Semiconductor Operations. In 1986, he was promoted to vice president, Semiconductor Operations; and in 1989 he was appointed vice president, Semiconductor and Interconnect Technology. In 1990, he became vice president, Manufacturing and Logistics; and in early 1992, Palmer's responsibilities were further expanded as vice president, Manufacturing, Logistics and Component Engineering. In that capacity, he was responsible for all elements of worldwide manufacturing, as well as the engineering and manufacturing of semiconductors, PCs, terminals and printers.

Before coming to Digital, Palmer served as executive vice president of Semiconductor Operations at United Technologies Corporation. He joined United Technologies in 1980, when it acquired Mostek Corporation, a company Palmer co-founded with a group of fellow engineers from Texas Instruments in 1969.

Palmer's technical accomplishments at Mostek include the development and implementation of a TTL-compatible (transistor-transistor logic) MOS integrated circuit production, and Palmer shares a patent awarded in 1975 for this groundbreaking work. In addition, the Semiconductor Equipment Manufacturing Institute (SEMI) has recognized this process as one of the most significant technology developments in the integrated circuit industry.

Raised in Stephenville, Texas, Palmer earned a bachelor of science degree in Mathematics with high honors (1962) and a master of science degree in Physics (1965) from Texas Tech University.

Palmer is a past member of the boards of directors of SEMATECH; the Semiconductor Industry Association (SIA); the Semiconductor Research Center (SRC); the Microelectronics and Computer Technology Corporation (MCC) in Austin, Texas; the Microelectronics Center of North Carolina (MCNC); the Massachusetts Technology Park Corporation; and Electronics Design, Inc. (EDI).

The

Computer

Museum

Breakfast

Seminar

Series

Networking the Future

September Breakfast

Speaker
Robert B. Palmer
President &
Chief Executive Officer
Digital Equipment Corporation

Topic
Information Technology:
Opportunities for an Industry
in Revolution

Date
Tuesday, September 28, 1993
7:30 AM

Limited Seating
Please **RSVP** at your earliest
convenience.

Place
The Computer Museum
300 Congress Street
Boston, MA 02210

The series is sponsored by: Bank of Boston; Choate, Hall & Stewart; Coopers & Lybrand; Heidrick & Struggles; Price Waterhouse and Ropes & Gray.

The Breakfast Seminar Series is a benefit of the Corporate Membership Program at The Computer Museum. For more information about this program, call the Museum's Development Office at 426-2800 ext. 339.
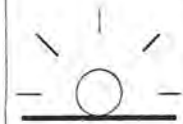
RSVP at (617) 426-2800 ext. 376
or send this return card to:
The Breakfast Seminar Series
The Computer Museum
300 Congress Street
Boston, MA 02210

Corporate members are welcome to
bring a guest.

1

name

title

company

mailing address

phone number

2

name

title

company

mailing address

phone number
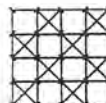
The Computer Museum

INTEROFFICE MEMORANDUM

The Children's Museum
and
The Computer Museum

Date: 03-Sep-1993 10:52am EDT
From: Natalie Rusk
          RUSK
Title: Director of Education
Phone: Ext. 345

TO: Distribution List (Use option SH to see the recipients.)

Subject: Sam Christy

Sam Christy will be joining the Museum as Clubhouse Program
Manager. Sam has been developing and running innovative programs
for inner-city youth for the past 6 years.

Sam was the <u>only</u> candidate in 6 months of searching and
interviewing that had done any of the following: 1) run science
and technology programs for inner-city adolescents; 2) helped
young people develop projects; 3) started (concept, fundraising,
and managing) an after school program.

Most recently, Sam started and directed the Science Bridge
program at ROCA (Reaching Out to Chelsea Adolescents).
Participants in the program have built their own working
telescopes, electronic devices, robots, and even 6-ft water
balloon catapults! High school and university students have
served as teachers (and mentors) in this program.

From 1987-1990, Sam worked as project coordinator at JFK Library
Corps in Dorchester. At this well-respected program, Sam
supervised 125 Boston public school students ages 11-19 in
community service projects throughout Boston. Among other
accomplishments there, Sam started a program in which young
people teach senior citizens how to use computers.

Sam earned his Masters of Education from Harvard in Teaching,
Curriculum, and Learning Environments where he worked with Carol
Chomsky and Judah Schwartz. Sam also worked at the MCCormack
Middle School in Dorchester as a student teacher and after school
program developer. He comes with strong recommendations from all
these sites.

Sam has a strong interest in museums--he has taken a course with
Bernie Zubrowski at the Children's Museum, and took a trip on his
own specifically to visit various sci.-tech. museums. He has also
written an innovative math book called "Real World Math."

Sam will join the Clubhouse team on Sept. 16. His office will be
in the Clubhouse. I hope you will all enjoy working with him.

SAMUEL T. CHRISTY
26 Upland Road
Cambridge, MA   02140
(617)   492-5780

EDUCATION

HARVARD GRADUATE SCHOOL OF EDUCATION   Cambridge, MA
Ed.M., Specialization in Teaching, Curriculum and   June 1991
Learning Environments

TUFTS UNIVERSITY   Medford, MA
B.A., Philosophy   May 1987
Concentration in Engineering Sciences

CERTIFICATION

Massachusetts Secondary Certification in Math and Science, June 1991

TEACHING EXPERIENCE

McCORMACK MIDDLE SCHOOL   Boston, MA
Student Teacher   Spring, 1991
Taught and graded a seventh grade mathematics class and a seventh grade physical science class. Developed course materials, lesson plans and educational software.

After School Program Developer
Designed and implemented a hands-on workshop in engineering science. Each middle school student designed and built electric vehicles from simple parts found mostly in local hardware stores.

PROFESSIONAL EXPERIENCE

SCIENCE BRIDGE   Chelsea, MA
Director   1992-present
Designed and developed an afterschool science workshop for adolescents in Chelsea. There are presently over 50 youth involved in weekly projects. Most of the projects are taught by high school and college age students.
                                                       Cambridge, MA
Independent Mathematics Curriculum Developer   1991-1992
Developed "Real World Math" an interdisciplinary mathematics workbook for grades 5-9. It is presently being used in over 30 public and private schools in New England.

JOHN F. KENNEDY LIBRARY FOUNDATION   Boston, MA
Project Coordinator, JFK Library Corps   1987-1990
Developed and managed a program motivating young people to create service projects that respond to community needs. Supervised 125 Boston public school students age 11 to 19 years old in projects based throughout Boston.

S.A.C DISTRIBUTORS   Medford, MA
Founder, Director   1984-1986
Established a company importing movie postcards from Europe for wholesale distribution in the U.S. For this work I received the Paul and Elizabeth Montle Prize for Entrepreneurial Achievement from Tufts University which included a $5,000.00 cash award.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
November 23, 1993
8:00 a.m. - 10:00 a.m.

1. Operations Update

2. Discussion of Potential Trustee/Overseer Candidates

3. Report of Recent Overseers Meetings on East/West Coasts

4. Strategic Planning
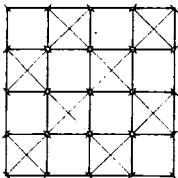
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: November 17, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: November 23 Meeting

Enclosed please find the agenda for our next meeting on Tuesday, November 23. The meeting, which starts at 8:00 a.m., will be held in the <u>Conference Room on the fifth floor</u>.   Also enclosed for your review are the October financials.

I look forward to seeing you on Tuesday.

Enclosures

- Agenda
- October financials
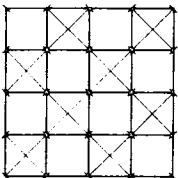
THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
4 Months Ending 10/31/93

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	96,697	40,600							96,697	40,600	56,097	287,900
Exhibit Related		26,800			50,000	106,000			50,000	132,800	-82,800	732,000
Govt & Foundation	2,982								2,982		2,982	
Endowment												
Unrestricted Support:												
Capital Campaign			43,111	75,800					43,111	75,800	-32,689	726,200
Corporate Membership	43,575	49,200							43,575	49,200	-5,625	205,000
Foundation												
Computer Bowl	171,000	147,300							171,000	147,300	23,700	388,000
Membership Fund	18,944	52,940							18,944	52,940	-33,996	178,000
Admission	229,357	227,797							229,357	227,797	1,560	536,841
Store	111,152	117,647							111,152	117,647	-6,495	332,395
Functions	60,143	50,600							60,143	50,600	9,543	140,352
Exhibit Sales	9,597	10,000							9,597	10,000	-403	90,000
Other:												
Interest Income	1,254	2,200					1,803	2,340	3,057	4,540	-1,483	12,000
Rental Income												4,000
Program Income		800								800	-800	2,500
Collections	50	1,500							50	1,500	-1,450	4,000
TOTAL SUPPORT/REVENUE	744,751	727,384	43,111	75,800	50,000	106,000	1,803	2,340	839,665	911,524	-71,859	3,639,188
EXPENSES												
Exhibit Development	18,087	34,585			51,140	95,296			69,227	129,881	-60,654	580,485
Exhibit Maint/Enhancement	19,441	13,632			1,125	8,558			20,566	22,190	-1,624	69,578
Exhibit Sales/Kits	3,122	5,870							3,122	5,870	-2,748	52,610
Collections	21,365	20,800							21,365	20,800	565	62,400
Education & Admission	83,504	97,499							83,504	97,499	-13,995	292,570
Clubhouse	74,098	72,675							74,098	72,675	1,423	236,000
Marketing	105,666	80,920							105,666	80,920	24,746	229,190
Public Relations	32,215	31,140							32,215	31,140	1,075	93,334
Store	89,051	95,811							89,051	95,811	-6,760	268,932
Functions	22,482	23,500							22,482	23,500	-1,018	69,402
Computer Bowl	11,983	12,120							11,983	12,120	-137	135,324
Fundraising	15,889	21,740	32,385	75,055					48,274	96,795	-48,521	286,585
Membership Fund	14,196	27,880							14,196	27,880	-13,684	83,611
Museum Wharf												
Op Exp	96,955	100,668							96,955	100,668	-3,713	302,000
Mortgage			43,081	43,080					43,081	43,080	1	126,977
General Management	83,649	70,336							83,649	70,336	13,313	213,271
TOTAL EXPENSE	691,703	709,176	75,466	118,135	52,265	103,854			819,434	931,165	-111,731	3,102,269
NET REVENUE	53,048	18,208	-32,355	-42,335	-2,265	2,146	1,803	2,340	20,231	-19,641	39,872	536,919

THE COMPUTER MUSEUM
BALANCE SHEET
10/31/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 10/31/93	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$176,638	-	-	$1,803	$178,441	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	155	-	-	-	$155	167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	45,718	-	-	-	$45,718	48,868
Inventory	56,102	-	-	-	$56,102	49,137
Prepaid Expenses	12,867	-	-	-	$12,867	9,143
Interfund Receivable	1,803	93,209	-	-	$95,012	123,310
Total Current Assets	$295,357	$93,209		$251,803	$640,369	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$295,357	$146,117	$2,334,052	$251,803	$3,027,329	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$104,071	$8,673	-	-	$112,744	$109,006
Accrued Expense	16,260	9,260	-	-	25,520	63,557
Deferred Income	135,527	-	-	-	135,527	194,919
Interfund Payable	93,209		-	1,803	93,209	123,310
Total Current Liabilities	$349,067	$17,933		$1,803	367,000	$490,792
Fund Balances:						
Operating	($53,710)	-	-	-	(53,710)	($108,566)
Capital	-	128,184	-	-	128,184	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($53,710)	$128,184	$2,334,052	$250,000	$2,658,526	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$295,357	$146,117	$2,334,052	$251,803	$3,027,329	$3,129,082

As the Museum moves into its second decade and computing into its second half-century, a vision of its future is needed that extends into the 21st century.

Several circumstances make it timely for this planning to move forward. First, by late 1994, the Museum will have developed all its space at Museum Wharf. Future projects will need to displace existing ones. Second, the Museum is already at visitor capacity during peak times. "Capacity" is defined as the number of people in the Museum beyond which visitors start to experience frustration with crowding. Third, concepts for new exhibits and education programs are hampered by limitations of the Wharf building, such as low ceiling heights. Finally, access and parking will be restricted for up to a decade as artery construction proceeds. How should the Museum expand or change its physical presence? Should the Museum move, develop branches, or collaborate with other organizations to develop a network of satellites?

The rapid development of the "information highway" opens up dramatic new possibilities for the Museum to reach out to the world. How can The Computer Museum develop an exciting and educational presence in cyberspace, leading the way as the first "on-line museum?" What implications do the new high capacity networks have for the Museum's exhibits and programs?

These issues were touched upon at East and West Coast meetings of Computer Museum Overseers in November. Charlie Zraket proposed the formation of an Overseer committee with a charter to explore the long-range future—both physical and electronic—of the Museum. The Committee's work would be integrated into the Museum's current strategic planning process.

Computers are gaining on human chess players

For now, though, man is still king at Harvard tourney

By Sally Jacobs
GLOBE STAFF

Man sat down with machine at half a dozen checkered brown chessboards yesterday and by day's end stood up the victor. But only barely.

"Overall, I am still a better chess player than any computer in the world," insisted US chess champion Patrick Wolff of Somerville, seconds after being beaten by a computer in the first round of the Fourth Harvard Cup Human Versus Computer Chess Challenge. "That will definitely come to an end, but today is not the day."

Some observers were secretly betting – although not too much – that the computers would trounce their human opponents, signifying a major milestone in the development of artificial intelligence. But at the end of six rounds, pitting six chess grandmasters against six computers, it was 27 for the humans and 9 for the computers.

And to some who mutely watched the game for hours, several logging the moves on to personal computers, the tally signified no less than their own continuing dominance upon the planet.

"We're all rooting for the humans. I mean, it's solidarity of the species," exclaimed Jeremy Martin, 18, president of the Harvard Chess Club, looking up from a computer balanced on his knees. "When you see that our best chess players can still beat their best chess players, it's very reassuring. It shows we haven't been taken over by the machines. Yet."

It was a grueling fight. On the human side were some of the chess greats: Wolff, former Soviet chess champion Boris Gulko, defending Harvard Cup champ Michael Rohde, New England champion Alexander Ivanov.

On the computer side were hardware and software of equal heft: Socrates Exp, Kasparov's Gambit, BattleChess 4000 SVGA, M-Chess Professional, Renaissance SPARC, ChessSystem R30.

The Cup founders, Harvard graduates Daniel Edelman, 24, and Christopher Chabris, 26, hovered around the six playing tables at The Computer Museum and claimed neutrality as the scores were posted throughout the day. But early on they predicted the computers' chances were better than ever in part because of faster processing enabling the computers to consider greater numbers of move options.

Since the first Harvard Cup in 1989, computers have brought in steadily rising scores, their take of the total possible points increasing from 9 percent to 28 percent last year.

"Chess has always been seen as the last bastion of hope on the human frontier, as the last game where the human mind could exceed the ability of the machine," said Chabris, a graduate student in psychology. "But when the computer wins 50 percent of the points, that indicates that technology has equaled human capacity and is ready to move on. It may not happen today, but we think it's just a question of when."

Not to say that it was a shoo-in for the grandmasters who had to work hard to maintain their preeminence. They hunched over the table, head in hands.

"The computer is good, but it is not great," exclaimed Gulko, rising triumphantly from his match

GLOBE STAFF PHOTOS / JANET KNOTT

US chess champion Patrick Wolff of Somerville plays against a computer at the Computer Museum.

with ChessSystem R30. "The computer has no fantasy, no inspiration, no soul. It can only calculate, calculate, calculate."

While virtually all of the grandmasters acknowledged that computers are steadily improving at the game and might one day trounce them, few seemed particularly concerned that computers would displace humans from the game altogether.

As the grandmasters battled it out for the prizes – Joel Benjamin, a former US champion, took $1,000 for first place and Ivanof won $500 for second place, while the triumphant software Socrates Exp and ChessSystem R30 won fame alone – the next generation of

chess players battled it out on a huge black-and-white floor board. And many of them confessed they got their early training on a computer.

Christine Loreth, for example, learned to play chess at age 3 by mimicking the moves of the computer that her father played against. Now 7, she checkmated her father in six moves recently. She has a chess tutor. And next month she will appear in her first chess tournament with other humans.

But a computer, she says, is quite another thing.

"Eventually computers will win," said Loreth, pivoting about a large white pawn. "They're just smarter than us."

Inside

■ A sampling of letters from residents sent to President Clinton via a exhibit at Boston Computer Museum. Page 6.

THE BOSTON SUNDAY GLOBE ● NOVEMBER 7, 1993

BOSTON

CIRCULATION: 150,000

Residents use exhibit to send greetings to the president

A new exhibit at the Boston Computer Museum allows visitors to jump onto the electronic highway and tell President Clinton and Vice President Gore what is on their minds. The "Letter to the White House" connects museumgoers to Washington via a worldwide computer network known as the Internet.

From time to time, City Weekly will run a sampling of letters from residents of Boston, Brookline, Cambridge and Somerville. The exhibit, open 10 a.m. to 5 p.m.. Tuesday through Sunday, will run through February.
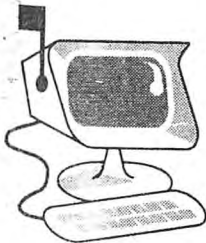
Dear Mr. President,

My name is Bob LaVallee. I just finished organizing all 235 projects for the City Year Serve-a-thon. It was an amazing day of 10,000 people coming out from their homes – be they in suburbs or urban developments – to serve the communities they share. We built a playground in Somerville, ran a carnival for kids in Charlestown and painted elders' apartments in Dorchester.

For a day, people of all colors and backgrounds got a glimpse of what community can really mean.

I offer this as a vision to you, sir. My dream is to see a "National Day of Service" to complement National Service itself. I believe Costa Rica is already doing this. Events like the serve-a-thon are happening all across the country.

I invite you to witness one of them to better understand the explosion of idealism that they detonate. Thank you for your time.

BOB LAVALLEE
Boston

Dear President Clinton:

How are you and your family? My name is Martha Dickerson, and I am from Dorchester, Mass. I'm writing to tell you I think you and Mrs. Hillary are doing a great job in the White House.

Mr. President, I'm a single working parent trying to make ends meet, but child care expenses are a little too much for me. I was wondering, when you and Mrs. Clinton have the chance, can you do a little research and see why child care is so expensive? I know I want good care for my son, but sometimes I can't afford it. I will very much appreciate it if you can write me back and tell me what you think.

My family says hello.

P.S. Tell Mrs. Clinton happy belated birthday, and again, keep up the great work.

MARTHA DICKERSON
Dorchester

Dear President Clinton:

I wanted to let you know that I appreciate what you are trying to do – in bringing health care to everyone, in strengthening the economy and in coping with the complexities of creating a sound foreign policy.

What you are trying to do is heroic. I think that the media are treating you unfairly in many cases. What distinguishes your administration from the previous two administrations is that you are trying to make things better for people without privilege and that you do care.

Thank you for trying.

JANE SMITH
Cambridge

Mr. President,

Four points and a correction:

■ When I think of you, I imagine the clamor – demands, needs and wishes; strivingness, anger and pain; manipulation, flattery and lies – that must be always around you. We see you being pulled in many directions. I hope you can find the courage to be both popular and unpopular. I hope you can find the strength to return again and again to answers that lie within what must be your own very good heart.

Stay with your vision. You cannot please everyone. There are more of us than you know who reflect on you

enclosed away from us and who hope for you the clarity that may come from any moment of silence.

■ Surely a time will come when we realize that our business is to help each other live our own brief lives that blow away like leaves in the wind. I may be a primitive and a dreamer, but isn't there a chance that if everyone had food to eat and a safe bed for sleeping and healing for ills, our energies could turn to whatever must be – eventually – the uses of life? Think how many talents could be liberated. We need all of them.

■ In your remarkable life. I'm sure you must sometimes have thought that the most remarkable thing you ever did was to join your life to Hillary's. I am happy we have the two of you – for numerous reasons but primarily because I think this example of regard and equality between a man and woman, this example we see so clearly every day, speaks more than a whole library of words. And *example* itself, as someone wiser than me once said, is "our only teacher and we will learn from no other."

■ Fourth, please think as deeply as you can about the other animals

and beings who are our coinhabitants on the planet.

■ My suggested correction: Because I am your elder and your fellow human being who holds you in affectionate regard, I offer one explicit correction you may consider for your public speeches. Please think of using an alternative to "God bless you." Consider "May blessings come to all of us" or "May the blessings of your god come to you" or some other variation.

Two reasons, having to do with meaning itself and acknowledgement of a larger world view: 1. You were not elected as a pope or other office of religion. 2. Your listeners throughout the world have many religions and many expressions of spirituality.

Why not a neutral phrase that allows room for whatever spiritual gifts there may be and also acknowledges that we humans may seek them one by one in our own way?

In the wish that every one of us will bring peace to the world, I am sincerely yours,

CHINA ALTMAN
Boston

Weekly Comparison 1993 vs. 1992	1993 Nov 15-Nov 21	1992 Nov 16-Nov 22	Change	Change
Adults	690	669	21	3.1%
Children	768	683	85	12.4%
Infants	44	24	20	83.3%
Seniors	16	21	-5	-23.8%
TOTAL PEOPLE	1518	1397	121	8.7%
TOTAL REVENUE	$5,419	$4,948	$471	9.5%

Monthly Comparison 1993 vs. 1992	1993 Nov 1-21	1992 Nov 1-21	Change	Change
Adults	2771	2633	138	5.2%
Children	2674	2173	501	23.1%
Infants	178	144	34	23.6%
Seniors	77	112	-35	-31.3%
TOTAL PEOPLE	5700	5062	638	12.6%
TOTAL REVENUE	$22,341	$18,829	$3,512	18.7%

FYTD Thru Nov 21	FY 94 Actual	FY 94 Budget	FY 93 Actual	
TOTAL PEOPLE	55951	57358	53319	5% inc.
TOTAL REVENUES	$251,400	$250,548	$226,778	11% inc.

Auction outcomes

No. items	LIVE Bid price High	AUCTION TOTAL		No. ite	INTERNET Bid price High	AUCTION TOTAL	Grand TOTAL Highest Bids
1	$20,000	$20,000					$20,000
2	$10,000	$20,000		1	$10,000	$10,000	$30,000
3	$5,000	$15,000		4	$5,000	$20,000	$35,000
4	$4,000	$16,000		8	$2,500	$20,000	$36,000
5	$2,000	$10,000		16	$1,250	$20,000	$30,000
				32	$625	$20,000	$20,000
				30	$200	$6,000	$6,000
						$0	
15	TOTAL	$81,000		91		$96,000	$177,000
							Lowest bids
1	$10,000	$10,000					$10,000
2	$5,000	$10,000		1	$5,000	$5,000	$15,000
3	$4,000	$12,000		4	$2,500	$10,000	$22,000
4	$2,500	$10,000		8	$1,250	$10,000	$20,000
5	$1,000	$5,000		16	$625	$10,000	$15,000
				32	$300	$9,600	$9,600
				30	$150	$4,500	$4,500
	TOTAL	$47,000				$49,100	$96,100

11/22/93

NAMES & FACES

BY MICHAEL BLOWEN

GLOBE PHOTO / PAUL DRAKE

COMPUTING CITIES – *Using the Internet computer network, a group of children at Boston's Computer Museum help assemble a three-dimensional city model during a three-day workshop that ended yesterday. Participating in CitySpace are (left to right) Eric Herot, Brandon McDowell, Shira Fischer, Lea Dwyer, Israel Cook and Cristina Volpe.*

CHESS KING: Chess prodigy Ilya Zarembsky, 13, of Brookline studies a mammoth game board yesterday before the Harvard Cup Chess Challenge at the Computer Museum. Staff photo by Arthur Pollock

Man victorious vs. computer in chess

By JULIE ROSS

It was man against machine yesterday as expert chess players tried to outsmart computers at the Fourth Harvard Cup Human vs. Computer Chess Challenge at the Computer Museum in Boston.

Six world-class grandmasters — the highest rank in competitive chess — and 13-year-old chess prodigy Ilya Zarembsky of Brookline competed against Intel's Pentium-equipped computers running the most powerful chess software programs.

The six grandmasters were pitted against six computers, playing each once for a total of 36 games. Former U.S. chess champion Joel Benjamin, 29, of New York City defeated the computer in every game.

Second place went to current New England Chess Champion Alexander Ivanov, 37, of Brookline who won five out of six games.

The winning computer program was Heuristic software's Socrates, which scored three out of six — two wins, two draws and two losses.

"The computers played really well because of Intel's Pentium Processor, but they have a long way to go before they defeat America's best grandmasters," said Dan Edelman, co-organizer of the event. □

TRAVELER'S JOURNAL

8078 Computer Museum p56

Picking Up Some Museum Pieces

by PATRICIA HARRIS *and* DAVID LYON

MUSEUM WHARF

YOU'LL FIND IT CONvenient that the Children's Museum and the Computer Museum share Museum Wharf near Boston's South Station. Between them, their shops have toys for of every age.

The Computer Museum shop, directly next door, is a good hunting ground for chip cognoscenti and the computationally disadvantaged alike. Goods range from historical artifacts (an illustrated historical review of circuit boards for $4.50) to the silly (a plastic Panic Button to glue on the computer novice's keyboard for $3) to the witty (Spread Sheets, a bedding set emblazoned with the bars and pin-feed holes of line-printer paper, $24.99 for twin set). Best bets are kinetic jewelry with touch-activated flashing lights ($20-$35) and elegant desk accessories that represent the ultimate in recycling: The clipboard ($19.50) and the covers of the notepad ($30) and datebook ($20) put strikingly patterned printed circuit boards to new use.

The gift shop at the Boston Tea Party Ship & Museum, halfway across the Congress Street bridge between South Station and Museum Wharf, stocks typical souvenir stuff, but their "historically accurate" Boston Harbor Tea and Colonial Tea ($16.99 for an eight-ounce tin) might be just right for your favorite great-aunt. Stately teapots depicting Colonial buildings ($24.99-$76.99) are good bets for collectors. Don't procrastinate; the shop is closed December and January.

⌄ Where to Find Museum Shops

☞ **MUSEUM OF FINE ARTS SHOP**
465 Huntington Avenue
Boston, Massachusetts
617-267-9300
Open Tues. and Sat. 10-4:30,
Wed.- Fri. 10-9:30, Sun. 12-4:30

☞ **THE CHILDREN'S MUSEUM SHOP**
Museum Wharf
300 Congress Street
Boston, Massachusetts
617-426-8855
Open Tues.-Thurs. and Sat.-Sun.
10:30-5:20, Fri. 10-8:50

☞ **COMPUTER MUSEUM SHOP**
Museum Wharf
300 Congress Street
Boston, Massachusetts
617-426-2800
Open Tues.-Sun. 10-5

Chess-playing computers, quilts by Vermonters

By Bruce McCabe
GLOBE STAFF

If you're craving intellectual stimulation today and there's no one nearby to provide it, head to The Computer Museum in Boston.

That's where chess aficionados can enjoy the rare pleasure of watching some of the world's best players take on some of the best – and fastest – computer hardware and software. Six world-class grandmasters, including two Boston-area residents, play the computers in the **Fourth Harvard Cup Human Versus Computer Chess Challenge** from 10 a.m. to 5:30 p.m. at the museum, at 300 Congress St.

US chess champion Patrick Wolff, 25, of Somerville, and current New England champion Alexander Ivanov, 37, of Brookline, are two local residents who will play against computers running Intel's Pentium processor.

Weekend

In addition to the grandmasters' tournament, a special contest pits 13-year-old prodigy Ilya Zarembsky of Chestnut Hill against the best technology and chess software available. And visitors can meet the grandmasters and test their chess skills against some of the same programs as the grandmasters do. Admission is $7 for adults, $5 for students and seniors; museum members and children under 4 free. Call 423-6758.

If artistic and cultural enterprises excite you more than chess moves, there are a number of events to check out this weekend.

The Guede Festival, a Haitian celebration of All Souls Day, takes place at 8 tonight in the Cyclorama at the Boston Center for the Arts, 539

Players will face computerized chessboards like this.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

November 19, 1993

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

Dear Gardner:

The Friends of The Museum has recently been established to recognize
and honor generous individuals committed to supporting the Museum at
a significant level on an annual basis. Through an annual
contribution of $1,000, $2,500 or $5,000 to the Annual Fund, these
special Friends ensure the stability and strength of the Museum and
provide a fiscally sound foundation from which new and exciting
exhibits and programs can be developed.

We are truly grateful for your past support and we are pleased to
include you in the Friends of The Museum. As a Trustee, you have
demonstrated a generous, loyal and caring commitment to the important
work of The Museum.

This year as you renew your support, I ask that you consider
expanding the impact of your giving by becoming one of the select
Charter Members of The Friends with a $5,000 contribution to The
Museum. Your gift will enable **you** to enjoy the exclusive benefits
offered the Friends of The Museum and will enable **The Museum** to
continue to educate and inspire people about computing - past,
present and future. A list of benefits is enclosed.

Support at this level is particularly important now. To ensure the
highest quality of programs and exhibits that address the cutting
edge of technology and education, The Museum must have a strong base
of operational support. I hope we can count **you** among the first of
our generous Friends of The Museum.

True to its exciting and innovative style, The Computer Museum
informed and enlivened the lives of over 135,000 visitors this year.
The Computer Clubhouse, where school children from underserved
communities explore computing technology in an informal learning
laboratory, the multi-media Letter to the White House, and the
upcoming Networked Society - all are powerful exhibits and programs
that are possible because of the generosity each year of The Friends
of The Museum.

I hope you will welcome this opportunity to continue your support
through The Friends of The Museum. Thank you for being such a good
Friend!

Best regards,

Anthony D. Pell
Chairman, Development Committee
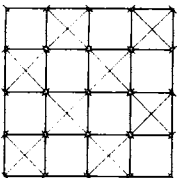
Gardner:

Betsy and I deeply appreciate your helping to get both of us launched properly in this effort - and on top of so many other contributions, financial and non-financial to the Museum. At least you have the consolation of knowing that the Museum will use your contribution more effectively than Uncle Sam!

**FRIENDS OF THE MUSEUM
BENEFITS**

$1,000
* Family membership
* Four complimentary passes
* One gift membership
* Invitations to breakfast seminar series
* Invitations to exhibit openings
* Invitations to exclusive "Friends" events

$2,500
* Family membership
* Eight complimentary passes
* Two gift memberships
* Invitations to breakfast seminar series
* Invitations to exhibit openings
* Invitations to exclusive "Friends" events
* Special group visit and tour

$5,000
* Family membership
* Ten complimentary passes
* Two gift memberships
* Invitations to breakfast seminar series
* Invitations to exhibit openings
* Invitations to exclusive "Friends" events
* Special group visit and tour
* Special "behind the scenes" computer field trip
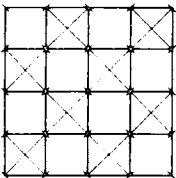
Proposed Modifications to the Draft Benefits for Digital's Donation of $2.5 million leasehold interest

1. Onsite Recognition: no change

2. Naming opportunities: no change

3. Future support: request that ban on seeking operating support from Digital be reduced to three years from five, and that equipment requests be exempted.

4. Board of Trustees: reword as follows:

Digital will be represented on the Museum's Board of Trustees for at least ten years starting from 1994. It is understood by both the Museum and Digital that any candidates proposed by Digital will be subject to the same selection criteria applied to other candidates to the Board — i.e., the nominating process as carried out by the Nominating Committee, with final election by vote of the Board of Trustees. Any Trustees representing Digital will also be subject to guidelines found in Museum Bylaws and in written Guidelines for Trustees.

5. Employees:

Digital employees will receive free admission for a period of five years, via the process of issuing admission passes to the appropriate officer at Digital.

Digital Equipment Corporation
111 Powdermill Road
Maynard, Massachusetts 01754-1499
508.493.5111

digital

21 October 1993

*********************DRAFT*********************

BENEFITS FOR DIGITAL'S DONATION OF $2.5 MILLION LEASEHOLD
INTEREST TO THE COMPUTER MUSEUM

1. ON-SITE RECOGNITION

   Digital will receive permanent, highly visible recognition for
   the donation. It may be in the form of a plaque positioned
   prominently either in the lobby or a similar, highly trafficked
   area.

   In addition, Digital will receive recognition in annual donor
   listings at the highest levels for a period of 10 years.

2. NAMING OPPORTUNITIES

   The Computer Museum auditorium will be permanently named the
   Digital Equipment Corporation Auditorium and referred to as
   such in all references, materials, invitations, etc.

3. FUTURE SUPPORT

   The Computer Museum will not request financial support for
   operating expenses from Digital for a period of five years.

   The Computer Museum will continue to notify Digital of upcoming
   exhibitions/programs. Digital will review each request against
   program criteria and available resources.

4. BOARD OF TRUSTEES

   Digital will have a permanent seat on the Board of Trustees.

5. EMPLOYEES

   Digital employees will receive free admission for a period of
   five years.

FAX TRANSMITTAL

The Computer Museum
300 Congress Street
Boston, MA 02210

TEL   [617] 426. 2800
FAX   [617] 426. 2943

Date: _____ 11/3/93 _____

To: _____ Gardner Hendrie _____

From: _____ Oliver Strimpel _____   Ext. _____ 330 _____

Number of pages (including cover sheet): (3)

Notes: Your comments, please, on
Suggested changes to Digital document.
Thanks.

The Computer Museum
BOARD OF TRUSTEES

Future Meeting Dates

•

February 11, 1994

•

Friday, June 17, 1994

•

Friday, October 14, 1994
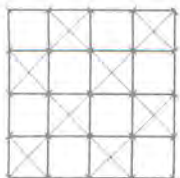
The Computer Bowl Successor

- High Visibility via
  - TV Program
  - Advertisements
  - News coverage
- Nets over $200,000 of operating revenue via
  - Sponsorships
  - Table and ticket sales to an event
- Spotlights industry luminaries
  - makes friends for the Museum

The Computer Museum
International Computing Hall of Fame

to honor technology that
significantly changed computing
and society

and feature its creators --
individuals,
teams, and
corporate leaders.

Nominations to
The International Computing
Hall of Fame

- A Hall of Fame Council of CEO's from computer and related fields responsible for
  - nominations
  - attendance and sponsorship
  - endorsement and validation of "The International Computing Hall of Fame"
- A wide call for nominations

Judging for inductees to
The International Computing
Hall of Fame

A panel of judges who

- represent a diversity of computing backgrounds

- have broad knowledge of the field, probably by being writers, analysts, historians, etc;

- provide endorsement of "The Computing Hall of Fame"

The International Computing Hall of Fame

- Ceremony, major event for present and past inductees and the Council.
- A symbolic award for the inductees.
- An annual television show based on the stories about the technologies and people behind them, plus some of the award event.
- A permanent exhibit at The Computer Museum, featuring interactive video as well as selected artifacts and including a permanent list of all recipients.

The International Computing Hall of Fame Fundraiser

Objectives:

net $200,000 for The Computer Museum in the first year, increasing this in subsequent years

fund an ongoing, updated exhibit

cultivate major donor prospects and friends.

The International Computing Hall of Fame Kickoff: 1995

Completion of first 50 years of computing

Induct a large class
- **to represent the past**
- **set the tone for quality**
- **provide diversity of technology**
- **represent computing world wide.**

The International Computer Hall of Fame Next Steps

- **Establish a task force**
- **Present a plan at the February Board meeting**
- **Implement for first induction April 1995.**

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 09/30/93

	OPERATING Actual	OPERATING Budget	CAPITAL Actual	CAPITAL Budget	EXHIBIT Actual	EXHIBIT Budget	ENDOWMENT Actual	ENDOWMENT Budget	COMBINED Actual	COMBINED Budget	$ VARIANCE	ANNUAL BUDGET FY94
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	$70,513	$30,450							$70,513	$30,450	$40,063	$287,900
Exhibit Related		17,600			53,000					$70,600	-$70,600	$732,000
Govt & Foundation	1,358								$1,358		$1,358	
Endowment												
Unrestricted Support:												
Capital Campaign			$43,111	$46,500					$43,111	$46,500	-$3,389	726,200
Corporate Membership	$37,575	$43,050							$37,575	$43,050	-$5,475	$205,000
Foundation												
Computer Bowl	135,000	85,300							$135,000	$85,300	$49,700	$388,000
Membership Fund	$13,997	$13,840							$13,997	$13,840	$157	$178,000
Admission	$198,205	$197,790							$198,205	$197,790	$415	$536,841
Store	$92,305	$99,953							$92,305	$99,953	-$7,648	$332,395
Functions	$40,764	$37,400							$40,764	$37,400	$3,364	$140,352
Exhibit Sales	3,350								$3,350		$3,350	$90,000
Other:												
Interest Income	$972	$1,600					$1,351	$1,755	$2,323	$3,355	-$1,032	$12,000
Rental Income												4,000
Program Income		$600								$600	-$600	$2,500
Collections	50	$1,200							$50	$1,200	-$1,150	$4,000
TOTAL SUPPORT/REVENUE	$594,089	$528,783	$43,111	$46,500	$53,000		$1,351	$1,755	$638,551	$630,038	$8,513	$3,639,188
EXPENSES												
Exhibit Development	$6,710	$26,025			$36,081	$54,472			$42,791	$80,497	-$37,706	$580,485
Exhibit Maint/Enhancement	$19,286	$9,989			$874	$6,341			$20,160	$16,330	$3,830	$69,578
Exhibit Sales/Kits	$4,234								$4,234		$4,234	$52,610
Collections	$16,005	$15,600							$16,005	$15,600	$405	$62,400
Education & Admission	$66,732	$73,061							$66,732	$73,061	-$6,329	$292,570
Clubhouse	$54,241	$52,010							$54,241	$52,010	$2,231	$236,000
Marketing	$52,567	$60,090							$52,567	$60,090	-$7,523	$229,190
Public Relations	$23,024	$23,355							$23,024	$23,355	-$331	$93,334
Store	$72,454	$69,603							$72,454	$69,603	$2,851	$268,932
Functions	$15,994	$17,615							$15,994	$17,615	-$1,621	$69,402
Computer Bowl	$9,229	$9,095							$9,229	$9,095	$134	$135,324
Fundraising	$9,103	$16,305	$22,785	$58,460					$31,888	$74,765	-$42,877	$286,585
Membership Fund	$9,814	$20,910							$9,814	$20,910	-$11,096	$83,611
Museum Wharf												
Op Exp	$72,955	$75,501							$72,955	$75,501	-$2,546	$302,000
Mortgage			$32,382	$32,381					$32,382	$32,381	$1	$126,977
General Management	$64,775	$54,932							$64,775	$54,932	$9,843	$213,271
TOTAL EXPENSE	$497,123	$524,091	$55,167	$90,841	$36,955	$60,813			$589,245	$675,745	-$86,500	$3,102,269
NET REVENUE	$96,966	$4,692	-$12,056	-$44,341	-$36,955	-$7,813	$1,351	$1,755	$49,306	-$45,707	$95,013	$536,919

THE COMPUTER MUSEUM
BALANCE SHEET
09/30/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 09/30/93	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	$223,434	-	-	$1,351	$224,785	$259,423
Restricted Cash	-	-	-	250,000	$250,000	250,000
Cash Equivalents	158	-	-	-	$158	167
Investments	2,074	-	-	-	$2,074	2,074
Receivables	24,481	-	-	-	$24,481	48,868
Inventory	48,771	-	-	-	$48,771	49,137
Prepaid Expenses	13,505	-	-	-	$13,505	9,143
Interfund Receivable	1,351	76,816	-	-	$78,167	123,310
Total Current Assets	$313,774	$76,816		$251,351	$641,941	$742,122
Property & Equipment:						
Equipment & Furniture	-	-	$260,327	-	$260,327	$260,327
Capital Improvements	-	-	938,338	-	938,338	938,338
Exhibits	-	-	4,079,698	-	4,079,698	4,079,698
Construction in Process	-	52,908	-	-	52,908	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(2,962,311)	-	(2,962,311)	(2,962,311)
Net Property & Equipment		$52,908	$2,334,052		$2,386,960	$2,386,960
TOTAL ASSETS	$313,774	$129,724	$2,334,052	$251,351	$3,028,901	$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	$79,809	$6,781	-	-	$86,590	$109,006
Accrued Expense	12,632	9,150	-	-	21,782	63,557
Deferred Income	154,761	-	-	-	154,761	194,919
Interfund Payable	76,816	-	-	1,351	76,816	123,310
Total Current Liabilities	$324,018	$15,931		$1,351	339,949	$490,792
Fund Balances:						
Operating	($10,244)	-	-	-	(10,244)	($108,566)
Capital	-	113,793	-	-	113,793	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	($10,244)	$113,793	$2,334,052	$250,000	$2,687,601	$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	$313,774	$129,724	$2,334,052	$251,351	$3,028,901	$3,129,082

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TRAVEL WITH CHILDREN

Stepping Out in Boston

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By Paula R. Hastings
Special to The Washington Post

Together, they did it—they fooled the contraption. Seven-year-old Tommy sat on his dad's shoulders, and the height-measuring computer said in a voice only another byte machine could love, "You appear to be about 7 feet, 10 inches tall. You should give the Celtics a call." Proud of their deception, the pair moved on to another exhibit at Boston's Computer Museum.

Dad found a PC, which he challenged to a game of chess. (In record time, he lost.) Mom dickered with a computerized strawberry merchant. Tommy's big sister walked through a two-story working computer, then manipulated its five-foot trackball to find the shortest airline route to Paris. Later that morning, the family planned to relive a bit of history by throwing tea into the harbor at the Boston Tea Party Ship and Museum nearby.

The Beaver II, a replica of one of the three ships involved in the Boston Tea Party, adjacent to the Boston Tea Party Museum. At right, the Computer Museum's two-story walk-through computer.

BY JACK McWILLIAMS
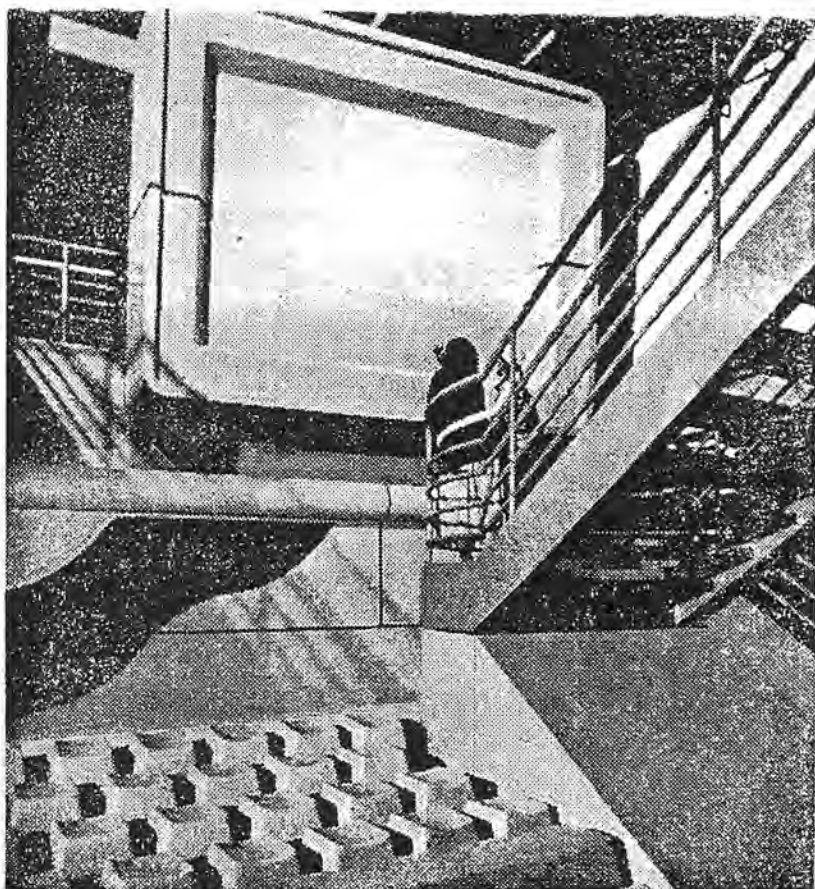
Hello, Columbus

Fall's best weekend yields a harvest of music, parades and pumpkins

Song: Aaron Neville (top) and
Drepung Loseling monks perform.

By Bruce McCabe
GLOBE STAFF

Who would have thought of Columbus Day weekend as one of the best weekends – if not *the* best – of the year? Well, it turns out a lot of people do.

They argue that there's less pressure than with some other holiday weekends. The weather's usually not too hot and not too cold, which means that you can stay outdoors comfortably. And you don't have to lock yourself into the kinds of dutiful, obligatory family things you do on the bigger, more institutionalized holidays. Columbus Day weekend is low-key but always wide open with options.

Weekend

This is particularly true of Columbus Day weekend 1993, when practically everything is possible, from the traditional looking at leaves and poking at pumpkins to ... well, shooting marbles. You can stay in town or visit the country. You can relax indoors – visiting a museum or taking in a concert – or, if the weather is good, while away your time at festivals, farms and farmstands.

Fall Fest, today and tomorrow on Boston Common, is a great place to begin. The Fest features music, entertainment and food and is designed, its producers say, to provide "a fun, free Columbus Day weekend for everyone."

The entertainment includes headliners Aaron Neville and Michael McDonald, but the fest is "more than music," says spokeswoman Marta

Speaking of museums: If you want to let the president know what you think about his health plan – or anything else – you can do it at the Computer Museum at 300 Congress St. in Boston today and tomorrow from 10 a.m. to 5 p.m. at the museum's new **"Letter to the White House"** exhibit. You write your message, send it with the click of a mouse and learn how the message is routed through the web of machines making up Internet, a noncommercial computer network linking up to 30 million people in more than 130 countries. Computer-animated and other special effects offer a simulated "satellite's view" of the message as it bounces from the museum to a gateway in Boston through cyberspace to Washington and the White House. Tickets are $7; seniors and students ages 5 and up, $5; ages 4 and under free. Half price tomorrow from 3 to 5 p.m. Call 423-6758.

Celebration: Fall Fest (top),
S. Carver's cranberries and
Bourne's pumpkins (below).

Boston uncommon
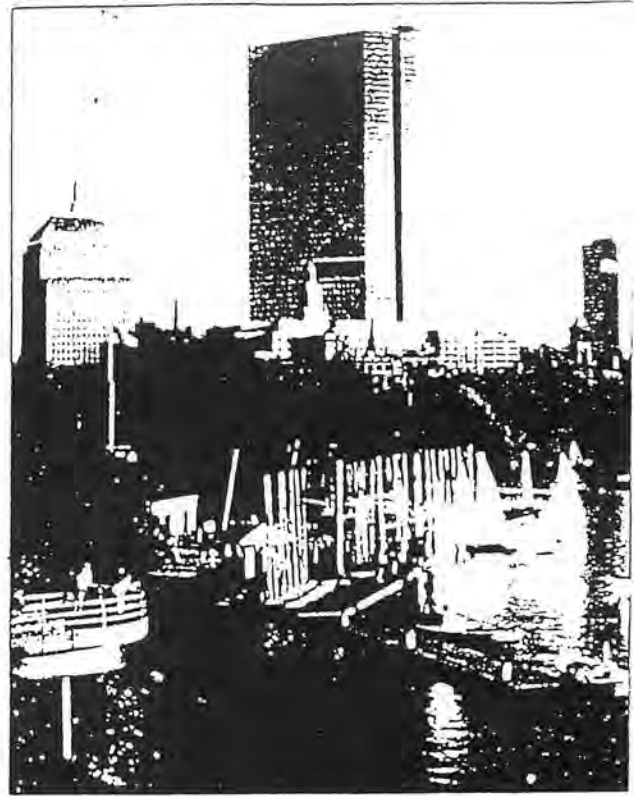
200-year-old Beacon Hill streets coexist with the city's modern skyscrapers.

Boston File

Old, new meet in walkable city

By Laddie Dennis

BOSTON — The driver of the Old Town Trolley Tour in Boston scrunches down behind the wheel and begins his recital: the city is 75% landfill, 200,000 residents are Irish and North Boston's streets are so narrow, dogs wag their tails vertically.

The trolley tour is entertaining sightseeing. However, Boston, because of its compact planning, is one of the most walkable of all U.S. cities.

It was settled in 1630 by Puritan Englishmen of the Massachusetts Bay Company around hilly Shawmut Peninsula. Over the next 300 years, as the town grew, the hills were mined to provide fill for the numerous coves. Today, only Beacon Hill retains any of its original shape, secured when the city's chief planner and architect, Charles Bulfinch, built the magnificent State House on its summit (1795-98).

Bowfront elegance

Around this time, an architectural fill-in also began, which saw the great mansions on Beacon Street atop the hill gradually give way to the bowfront elegance of row housing copied from Georgian London. Oliver Wendell Holmes once described it as "the sunny street that holds the sifted few."

Sifted they certainly were, judging from the number of plaques on these venerable brick homes. Many have been occupied by the most famous writers, artists and thinkers of the day: Henry James, Henry Adams, J. P. Marquand, poet Robert Lowell, historian Francis Parkman and James Field, the first publisher of Ralph Waldo Emerson, Mark Twain and Henry David Thoreau.

By 1886, Boston planners, feeling that enough pavement had been laid, decided that the marshlands, called Back Bay fens, should be turned into parkland. They hired America's greatest landscape architect, Frederick Law Olmstead, the creator of New York's Central Park, Yosemite and Montreal's Mount Royal Park.

He designed an extensive system of parks starting at Boston Common, which today is called the Emerald Necklace. It leaves a lovely-in-all-seasons meander through the centre of the city.

By the Second World War, even new construction in Boston was done with an eye to the past, and in the 1970s there was movement to recycle old buildings. One example is the 1826 Quincy Market renovated into the Faneuil Hall Marketplace, a trendy market that draws 50,000 visitors a day and has more restaurants than in all Boston before the war.

Still, the city hasn't escaped all new development and is pierced by office towers; the soaring slice of glass that is the John Hancock Tower is an unlikely neighbor on Copley Square to Trinity Church, the 1877 masterpiece of H. H. Richardson. The tower's 60th-floor observatory is one of three best vantage points in the city.

Walking is encouraged here, by compelling trails through 350 years of history. Follow the different colored sidewalk lines for the Freedom Trail, the Black Heritage Trail, the Boston Women's Heritage Trail and the Harborwalk. The logical start for the Freedom Trail is the Visitor Information Centre on Boston Common, the first public park in the U.S.

The route runs for four kilometres and includes stops at King's Chapel, Old Granary Burying Ground, the Old Corner Bookstore (built in 1718 and once again a leading bookstore) and the Old North Church, from which the signal lanterns of Paul Revere were hung.

Nearby, at Pier 1, is the USS Constitution, the oldest commissioned warship in the U.S. It is closed for renovations until March 1994, but naval enthusiasts can still enjoy the adjacent USS Constitution Museum in the Charlestown Navy Yard.

Paul Revere House was already 90 years old when the master silversmith moved in. He was one of 50 patriots who donned Indian garb for the Boston Tea Party. A replica of the ship is in the harbor.

Boston has another 34 museums, including the recently opened New England Sports Museum, Cambridgeside Galleria, Cambridge, which features a sculpture of Bobby Orr.

The Computer Museum, 300 Congress St., has 125 hands-on exhibits and the world's largest computer with a 25-foot keyboard. The Museum of Fine Arts, 465 Huntington Ave., offers an astonishing collection of Asiatic art, while the Isabella Stewart Gardner Museum, 280 The Fenway, in a Venetian palazzo, has spectacular exhibits of Italian Renaissance and 17th-century Dutch paintings.

Consult listings

Boston has so many restaurants and so much entertainment, especially music, it is best to consult up-to-the-minute listings. However, here are some things you can count on: The French executive chef at the Ritz-Carlton and his lobster buffet, the Bloody Mary at the Bull and Finch Pub, familiar as the opening shot of TV's Cheers; Shear Madness, a comedy-whodunit at the Charles Playhouse, in its 14th consecutive year, a Guinness record; the Bach cantata mass every Sunday at Emmanuel Church; and Arthur Fiedler's grand old Boston Pops Orchestra.

TIME TO SPARE

One hour
A 64-minute cassette tape tour of the Freedom Trail — available in several languages — can be obtained at most Boston hotels and some stores for US$10.95. You can also rent tour cassette players, with two headsets, from Cushing Tour Tapes, (800) 998-Tape. If you want a more personalized tour, join one of the groups organized by Bay Colony Historical Tours: (617) 523-7303.

Half a day
Before renovation in the 1970s, the Quincy Market area was filled with produce and meat vendors. Today it is filled with boutiques and cafes. Some of the original vendors are still here, though. Faneuil Hall, at one end of Quincy Market, is distinguished by a grasshopper weather-vane; since colonial days it has been the scene of political debates. It also houses several historic paintings.

— 24 —

HEMISPHERES

UNITED *AIRLINES'* IN-FLIGHT *MAGAZINE*

ROBOTS AND OTHER
SMART MACHINES,
The Computer Museum, Boston,
Massachusetts, permanent exhibit.
R2-D2™ from Star Wars *is the robot-
in-residence. The 25 other
robots and the interactive
exhibits all explore the
fundamental question
of artificial intelli-
gence: Can machines
really think and act
like humans? At
the 30 interactive
computer sta-
tions, you can build an ecosystem where
animals and plants live or die depend-
ing on how you manage the system,
challenge a computer to a game of
chess, or step into a phone booth that
will guide you around Boston. The
artificial intelligence-based art exhibit
challenges you to guess if the music was
composed by Mozart or machine. It's
fooled some experts. Dabble in digital
paint. Through September 6 you can
use a software palette and electronic
brushes to experiment on images creat-
ed by combining photography and elec-
tronic imaging technology. Admission:
$7 adults, $5 seniors and students, free
for children under 4. Tel: 617-423-
6758.*

Summer in Boston's Museums

Boston is world renowned for its museums, and as life and science constantly evolve one can rely on these institutions to keep us informed. **The Museum of Science** and **The Computer Museum**, two of Boston's most popular and progressive museums, are hosting fascinating new films and exhibits this Summer which will entertain as well as educate your entire family.

The Mugar Omni Theater at the Boston Museum of Science is honoring one of the world's greatest natural wonders—the Grand Canyon. *Grand Canyon: The Hidden Secrets,* back by popular demand, realistically recreates, on a five-story screen, the human history of the 277-mile-long chasm

The Museum of Science presents "Tropical Rainforest" and . . .

formed three to six million years ago.

For thirty-three minutes you will follow in the footsteps of some of the canyon's first explorers. See the canyon's breathtaking views as if for the first time through the eyes of Coronado and the Spanish Conquistadors of 1540. Ride the ten-mile-per-

hour rapids of the mighty Colorado River in a handmade wooden boat as the one-armed Major John Wesley Powell and his band of adventurers did in 1869.

You'll explore this classic example of erosion and its many inhabitants. There are approximately

Original image: *Nicole with Straw Hat.*

seventy species of mammals, 250 species of birds, twenty-five types of reptiles and five species of amphibians. The canyon also allows you to experience six climactic belts from the Mexican desert at the canyon bottom to the Arctic-Alpine in the San Francisco peaks. Challenge your imagination and experience a philosophical awakening as you view this natural wonder.

Museum visitors can also see a scale model of the Grand Canyon in the museum's Atrium Lobby. For ticket information call (617) 723-2500.

Also at the Mugar Omni Theater is *Tropical Rainforest.* Take a 400-million-year journey through time to witness

. . . "Grand Canyon" at the Mugar Omni Theatre.

The fourth and final image of Nicole captures her quiet introspection.

the evolution of the world's rainforests. Viewers are surrounded by a dense canopy of foliage, engulfed by animal sounds, and become insect-size watching a rare Ulysses butterfly struggle from its chrysalis to unfurl its trembling turquoise wings. The current threat to the rainforest is dramatized as a towering 150-foot tree crashes thunderously to the forest floor—cut down by human hands. The film makes one aware of the rainforests' intricate web of life, their recent and rapid destruction, and the intense efforts of scientists to understand them even as they disappear.

The *First Impressions: Digital Photography* exhibit at the Computer Museum is a revelation in both art and science. Artist Michael Berger has redefined painting by creating a process combining photography, photo scanners, a Macintosh computer and digital painting software, resulting in a new, vibrant image inspired by the French Impressionists. "Today, the computer is our new paint box and palette," explains Berger. He begins with a sharply focused "before" picture and employs both a mouse, a digitizing tablet and pen whose images appear on the screen, in addition to the software to achieve both the brushstroke effect as well as the delicate variations of color and

light found in a Monet painting.

If you never had a fish tank when you were growing up, ElFish, the Computer Museum's Electronic Aquarium exhibit's response to the question "Can Computers Create Life?," will make your dreams come true. You won't be able to tear yourself away from this computer generated aquarium where you not only design the tank itself but also every detail within it—including the fish. This innovative and colorful graphics-rendering technology, developed by Russian scientists, uses genetic algorithms to create millions of seemingly three-dimensional fish that swim and interact like real fish. You may even breed your own by choosing two "parent" fish and animate them for your personal tank. You may decorate your tank with ocean objects ranging from coral reefs, treasure chests, plant life and a scuba diver. Or, if you're daring, you may even add a cat's paw that
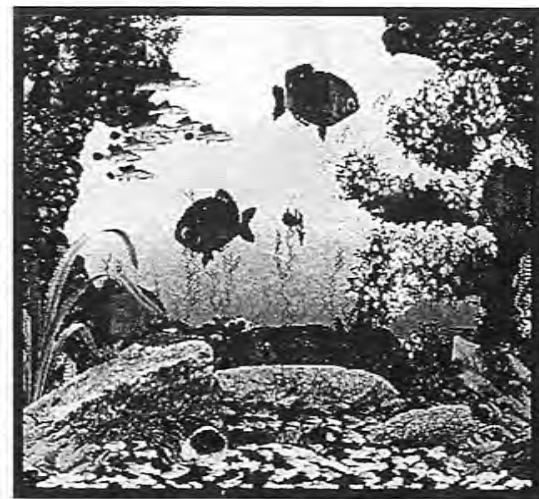
ElFish: computer generated aquariums.

sweeps into the tank unexpectedly. This amazing exhibit will mesmerize you for hours. For information call 426-2800.

WHERE

•BOSTON/CAMBRIDGE•

ON THE COVER / *Boston Skyline* by Michael Berger

Boston Skyline is currently on display in *First Impressions: Digital Photography*, an exhibit of stunning images by artist Michael Berger at The Computer Museum, through September 6. Mr. Berger is also featured in *Summer Sojourn: Images of France* at The French Library, 53 Marlborough Street, through July 30.

WHERE • BOSTON/CAMBRIDGE JULY 1993

Visitors can create their own masterpiece using digital paint as part of *First Impressions: Digital Photography*, a new art exhibit at The Computer Museum. The exhibit features stunning examples of digitally-painted art by artist Michael Berger. The Computer Museum is the only museum in the world devoted solely to people and computers and their impact on one another, and features over 125 interactive exhibits. 423-6758.

A Byte of Boston

by Sam Staggs

Not so long ago, the mention of a visit to a computer museum might have evoked patronizing smiles, along with unflattering epithets such as "nerd" and "propeller head." But such attitudes are passé; now a tour of The Computer Museum in Boston is considered *de rigueur*. In little more than a decade, computers have moved from the esoteric to the everyday.

At The Computer Museum, nearly half the exhibits show the computer's history. The others focus on the ever-changing present and the bright future of computing.

The museum, the only one of its kind, originated in 1974 when Kenneth Olsen, founder of the Digital Equipment Corp., and Robert Everett, then president of the MITRE Corp., saved the Whirlwind Electronic Computer from the junk heap. Developed in the late 1940s at the Massachusetts Institute of Technology, the Whirlwind computer in its entirety occupied 3,100 square feet, the size of a ten-room house. Part of this computer dinosaur is on display in the museum. Its primitive tubes, knobs, and wires are as quaint as the set of an old sci-fi movie such as *Flight to Mars* or *Queen of Outer Space*.

Other historical exhibits trace the computer's family tree back to the 1930s, when the government developed data processors that used gears, switches, and paper cards to keep records for the Social Security Administration on more than twenty-seven million American workers.

In addition, exhibits are devoted to the computer in World War II; the "electronic brains" of the early 1950s, such as UNIVAC I, the first commercially available computer; the increasing use of computers in big business in the sixties; and the first microcom-

puter whose developer sold forty machines by mail order.

The Computer Museum, whose seven exhibition galleries cover 53,000 square feet, has more than fifteen hundred artifacts, one thousand photographs, 350 videotapes, and one hundred films, along with extensive technical documentation. The museum occupies two floors of a former warehouse on Boston's waterfront, a short walk from the city's historic South Station. In the same building is the Children's Museum, and nearby is the Boston Tea Party Ship Museum, which includes a replica of the *Beaver II*, one of the Tea Party ships.

Of the more than one hundred interactive exhibits in The Computer Museum, the centerpiece is a two-story, walk-through model of a desk-top computer. This 5,300-square-foot exhibit includes a 108-square-foot screen, a twenty-five-foot operational keyboard, and a six-foot-tall floppy disk. To demonstrate a typical application, the giant machine will program a tour of the world. Using the mammoth trackball, visitors can point to starting and destination points from among three hundred cities worldwide. The computer then locates the shortest land route and offers, on the huge monitor, a slide show of sights along the way.

Visitors also can walk into the computer, like Alice going through the looking glass. Inside the maw of this machine, one sees the various pieces at work: An enormous spinning disk drive retrieves data, a table-size replica of Intel's up-to-the-minute 486 chip processes the information, and pulsing neon lights simulate the flow of data through the computer. A split-screen theater inside the computer mock-up shows a film that explains how software drives hardware.

demonstrates how machines are becoming more like human beings. Using a computer that recognizes speech, visitors can design a color map of the United States by speaking into the computer's "ear."

They also can haggle with Haymarket, a system that bargains over the price of a box of strawberries; consult Wine Advisor to find out which wine is appropriate for a variety of meals; and "socialize" with some of the dozens of robots and robot toys, including NASA's Mars Rover; Shakey, the first intelligent mobile robot; and Sea Rover, the robot built to work underwater.

By playing checkers and tick-tack-toe, museum visitors discover just how smart machines are in their strategies against human adversaries. The computer chess exhibit shows how sophisticated a software program can be, even if the human player engages in master-level play.

Physicians (as well as non-M.D. visitors) can use a medical expert system to help diagnose three sample patients while exploring the symptoms and causes of 570 diseases.

The intriguing exhibits in The Computer Museum explain how computers have touched most aspects of modern life, from business, education, and health to entertainment and art.

And that's the museum's mission: to demystify computing. After a tour here, almost all visitors will be inclined to reciprocate the user-friendliness of their computer.

The Computer Museum is at 300 Congress St., Boston, MA 02210; 617/423-6758 or 617/426-2800. From Labor Day through Memorial Day, the museum is open Tuesday-Sunday from 10 AM to 5 PM. In summer, it's open daily from 10 AM to 6 PM. Admission is $7 for adults, $5 for students and

The Computer Museum's centerpiece is a two-story, walk-through model of a desktop computer that includes a 108-square-foot screen and a twenty-five-foot operational keyboard.
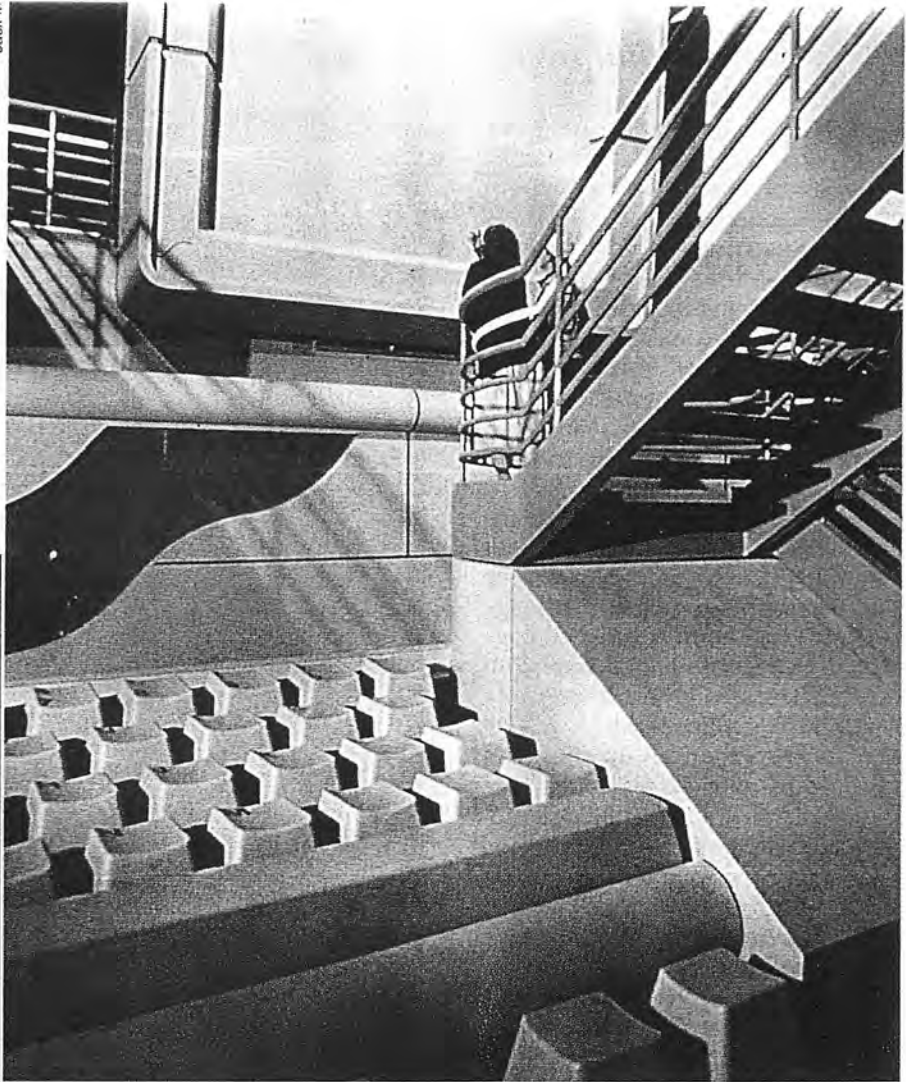
Children become familiar with computer applications by playing musical instruments at "Tools and Toys," one of more than one hundred interactive exhibits.
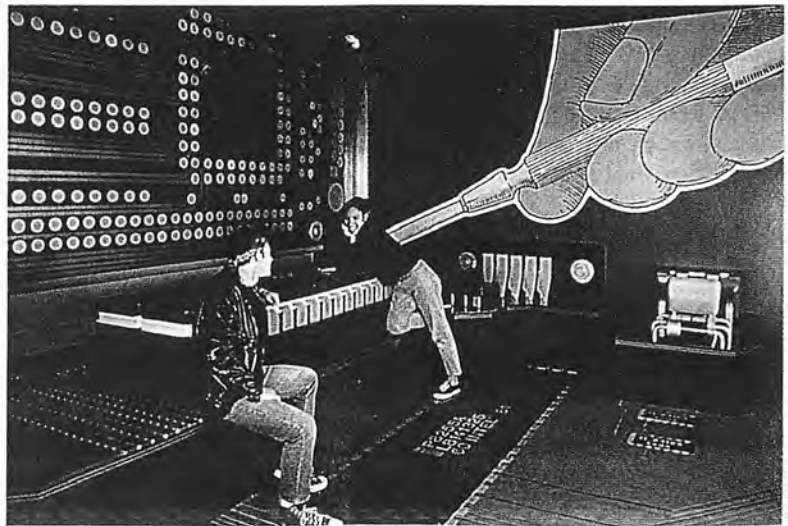
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Circuit Breakers

NSC swallows up Bytex

Mobil makes 'significant' computer buy

by JOHN S. McCRIGHT
JOURNAL STAFF

Network Systems Corp., a large computer networking company based in Minneapolis, signed a deal to purchase Westborough's Bytex Corp. NSC will offer $6.80 per share for Bytex's nearly 6.3 million outstanding shares, or about $47 million.

After the announcement Monday, Bytex stock was up nearly $2.50 in trading of 1.5 million shares and closed at a 52-week high of $6.38.

Although already approved by the boards of both companies, the deal is conditional on NSC acquiring a majority of outstanding Bytex common stock plus shares issuable under the company's stock plans.

Bytex president and CEO Arthur Carr will be the odd man out on the deal. He will leave the company shortly after Bytex becomes a subsidiary of the larger NSC. In a statement, Carr said the transaction gives Bytex stockholders a premium for their shares. Don't cry for Carr, however. He owns almost 162,000 shares of the company and should make out with more than $1 million when NSC buys him out.

the living room, the board room and the operating room."

♥ ♥ ♥

Digital Equipment Corp.'s CEO Bob Palmer gave an interesting insight into what lies ahead for Massachusetts' largest computer maker, at The Computer Museum's Breakfast Seminar Series Tuesday.

Foremost, he sees Digital taking a place in the mundane but necessary technical workings of the developing global communications network.

"There is a new information network in which everyone will have at least one information device that will be tied into this network," Palmer said.

Digital's role will be to solve the technical complexities and security needs of such a network, he said. The company will focus on the problems of signal compression, powerful semiconductors to operate applications on the band widths, and switching.

Palmer was justifiably proud of Digital's Alpha AXP chip, which 19 months after its unveiling is still the fastest semiconductor on the planet. Palmer feels that Digital is one of the few players left in the microprocessor market with the financial strength and talent to build the chips that will run tomorrow's computers. He pointed to the $400 million semiconductor plant Digital is building in

Hudson as an example of the company's commitment and ability to take a lead in that market.

The company is designing powerful semiconductors that will run at half the voltage of today's chips so they can operate hand-held communications devices, Palmer said.

Having narrowed Digital's scope of business and cut thousands of jobs at Digital himself, Palmer's nod to the usefulness of partnering among computer makers acknowledged what has been going on in the industry for some time. The Texan added that only about 10 percent of all alliances are successful in bringing a product to market.

Future speakers in the museum's 7:30 a.m. series will be Mitchell Kertzman, CEO of Powersoft Corp., Oct. 20; Richard Liebhaber, MCI Communications Corp., Nov. 30; and Scott McNealy, CEO of Sun Microsystems Inc., Jan. 20, 1994. For information, call the development office at 426-2800, ext. 339. □

MUSEUM GIFT SHOPS

Some of the most exciting and unusual gifts can be found at the museum shops in the city where American history began!

BY MARY LAWLOR
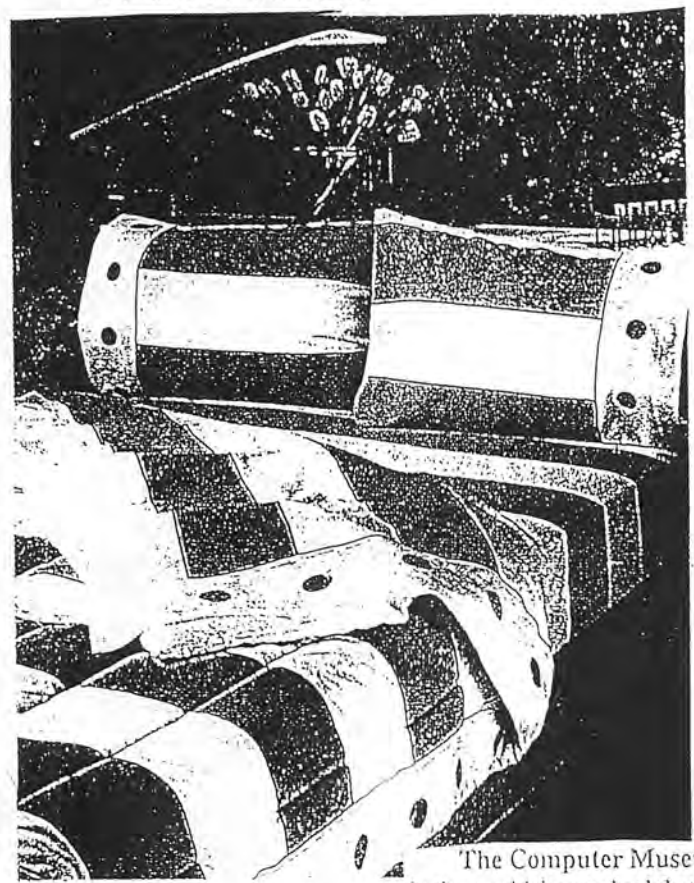
■ *Spread Sheets, a unique gift from The Computer Museum come in twin and queen sizes.*

The Computer Museum is the only museum in the world devoted solely to computers and people and their impact on one another. It features more than 125 easy-to-use interactive exhibits. These include a walk-through computer, two theaters, a multimedia robot show, and a fine collection of vintage computers and robots. The walk-through computer is the world's only two-story high "personal" computer. You may want to pick up an exclusive video of how computers work in the museum store. It's entitled "A Journey Into The Walk-Through Computer." Now, get ready for one of the most novel gifts you can imagine. The museum store features "spread sheets." These bed sheets (180 count percale, 50% cotton, 50% poly) are created to look like giant computer spreadsheets right down to the simulated tractor feed holes. If you need to give a gift to a business associate, you may want to consider the good looking business card cases or a computer chip bill holder. There's also a circuit board notebook cover made from a real circuit board. All this and more at 300 Congress St. 426-6758.

8778

Smells Like Teen Programmers

The Computer Museum is unique—the first, and still only, museum dedicated solely to computers and their human impact. Visitors can see no less than 125 exhibits, ranging from vintage hardware to a cutting-edge multimedia robot show.

Now the museum has launched another singular endeavor: the Computer Clubhouse for teens from housing projects, after-school clubs, and shelters in the Greater Boston area.

The Computer Clubhouse is well stocked. The space includes elements of a music studio for the creation of electronic music, a news-room, a science laboratory, robots, multimedia projections, and "virtual worlds." It's enough to make an older technoid quite envious.

Computer programmers, musicians, and environmental scientists will serve as on-site mentors. "The Clubhouse will give adolescents a chance to be creative," promises Natalie Rusk, the museum's director of education.

The workspace didn't come cheap: numerous educational foundations and vendors, including Intel Corp. (the largest donor), IBM, Hewlett-Packard, and Digital Equipment collectively contributed $500,000 in cash and equipment. But if the Clubhouse can inspire the next Bill Gates or Steve Jobs—or just help teens stay out of trouble—it's surely money well spent.   **IW**

Basketball star jumps to a new career with computers

Gail Jennes

"Computers changed my whole life," says Tony Walker, 28, of Dorchester. A former basketball star, Tony had trouble finding a job he really liked until The Computer Museum hired him as one of its hands-on teachers in 1991. "Athletes who don't go pro can have a tough time," explains Walker, "but the museum saw my potential."

Working at The Computer Museum in Boston is "serious fun," says Walker. Now a floor manager of the world's only computer museum, he does some pretty amazing things — from powering up a two-story desktop computer to introducing visitors to R2-D2 from "Star Wars" and posing as a user-friendly vampire on Halloween.

But the most amazing thing of all, says Walker, is "seeing the look on kids' faces, when they say they can't do something — and I show them they can.

"I never thought I'd be manager of anything," he says. "Growing up in the inner city, living with violence everyday, seeing so many friends die at a young age. That's living in the 'hood, but I tell them, 'If I can do it, you can do it, too,' " says Walker now the proud father of a 5-year-old son.

Walker believes that "If you're not sure how to use computers, The Computer Museum is the place to be. You can see how to use them and also [how] fun they can be!"

Responsible for the museum's daily operations, he and his staff of visitor assistants introduce hundreds of visitors each day to computers. Walker is responsible for the operation of over 125 interactive computer exhibits — from a virtual reality chair to remote controlled robots.

Yet Walker never touched a computer until he was a high school senior. He was then a serious athlete, who scored over 1,000 points in three years and led his Buckingham, Brown and Nichols team to the New England Class C State Championship in 1984. His friends back in his Orchard Park neighborhood nicknamed him "Sikma" because his turn-around jump shot was like that of Seattle Supersonics player Jack Sikma.

"The kids he hung with would sure be surprised if they saw him at The Computer Museum now," says Walker's grandmother, Lillian Marie Little of Dorchester. " 'That can't be Sikma,' they'd say." She refers to a life-size mural of Walker, featured in the museum until July 25, where he plays the part of a computer programmer working on an air traffic control system. Last October, Walker became an immediate hit with visitors as the museum's own 6-foot-4-inch user-friendly vampire

Computer Museum floor director Tony Walker (right) shows Edjir Altenor, 12, (left) and Aljenis Vega, 11, (middle) how to mix recorded music samples at the museum. Walker said the museum is the best place to learn about computers.

"I never thought I'd be manager of anything. Growing up in the inner city, living with violence everyday, seeing so many friends die at a young age. That's living in the 'hood, but I tell them, 'If I can do it, you can too.' "

—Tony Walker

Little recalls that as a kid Walker took his knocks and bruises. "He was stubborn. But I always knew he would make it." He enjoyed sports, especially basketball. But "science was my first love," says Walker.

"I was curious. I'd climb trees, disappear in the woods, looking for bugs and other creatures with a magnifying glass. I wanted to be a scientist. It was that spirit of discovery. Stuff like Stonehenge, the pyramids, the migration of birds, the giant Redwood trees amazed me. It still does," says Walker.

After high school, he went to Laredo Texas Junior College. Graduating in 1986, he taught physical education and health to elementary school kids. Unfortunately, the job lasted only a year. Walker worked as a plumber's assistant, cashier and mail clerk before The Computer Museum "gave me a chance," he says.

"Tony made his own chance," says the museum's manager of Visitor Services Marilyn Weiss. Within two months he was promoted to floor manager. "His peers and our visitors trust him. He knows how to take charge and handle situations. He gives his all."

"Folks may think 'museum' means old," says Walker. "But we're a museum of now and the future. People can actually operate our giant computer and then go inside and see how it works. We have a computer playground we call TOOLS & TOYS: The Amazing Personal Computer where

• computer ■■

you can find out all the cool things you can do with a PC." Flying a jet simulator, making a commercial and recording rock music are just a few examples, he says.

According to Walker, one reason the exhibits are so much fun is that an eighth grade class from Dorchester's Martin Luther King Jr., School is the museum's official Student Advisory Team and roadtests the exhibits.

Walker often points out to visitors that the museum's People and Computers exhibit features Joe Thompson, an African American who in 1951 at 18 was one of the country's first two computer operators. "Computers changed his whole life, too," says Walker. Thompson went on to study programming and engineering at MIT's Lowell Institute and is now manager of the Network Integration

> "I wanted to be a scientist. It was that spirit of discovery. Stuff like Stonehenge, the pyramids, the migration of birds, the giant redwood trees amazed me. It still does."
>
> —Tony Walker

Office at Unisys in Culver City, Calif.

Tony Walker's dream? "To see more people take advantage of this museum and get more inner-city kids into what we're doing so they might have that same curiosity and spirit of discovery that I had as a kid."

He looks forward to drawing on his special experience with young people as a "mentor" in the Computer Clubhouse, an innovative new learning space, just launched by the museum. There, young people from the inner city can use the latest computer technology for their own in-depth projects.

"Tony's in the right spot," concludes his grandmother. "He has good ideas. He loves what he's doing. Maybe he can be an example and role model that black people need.

Only a five-minute walk from South Station on the Redline, The Computer Museum is located at Museum Wharf, 300 Congress St., Boston. Admission: Adults $7, students and seniors $5, children 4 and under and members free. Half price: Sundays 3 to 5 p.m. Summer Hours: daily 10 a.m. to 6 p.m. Winter Hours: open Tuesday through Sunday, 10 a.m. to 5 p.m. For more information call the Talking Computer at (617) 423-6758.

Agenda

The Computer Museum
EXECUTIVE COMMITTEE MEETING
December 17, 1993
8:00 a.m. - 10:00 a.m.

1.   Operations Update

2.   Nominating Committee Report

   • Trustee Election Recommendation (See attached resume)
   • Status on Overseer Election Recommendations

3.   *Tools & Toys* Trademark Issue

4.   Strategic Planning
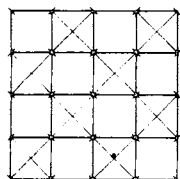
$415K for Network Society

NS	Exhibits Comm
(Ed Belove)	Gordon Bell
Howard Salwen	(Ed Belove)
(Jim McKenney)	Richard Case
Paul Severino	(Jim McKenney
G.C. Hendrie	Dave Nelson)
Dave Mahoney	GCH
Leonard Kahlish
Dave Nelson	10-12 1/11/93

	Dec 1	Jan 1	Feb 1	Mar 1	Apr 1
Staff		discuss Ex, Ed, Col, B, C → first draft		revise B,C, Ex, Ed, Col draft Mkt, D, F&A plans	
Committees		Ex, Ed, Col Cttee 5-year planning		Finance, Development Marketing Committees 5-year planning	
Executive Committee		Exec Cttee B, C discussion			
Board of Trustees			Review draft at Feb 11 mtg		
Board of Overseers		E & W Coast long range discussions	Feb 10 joint mtg with Trustees		
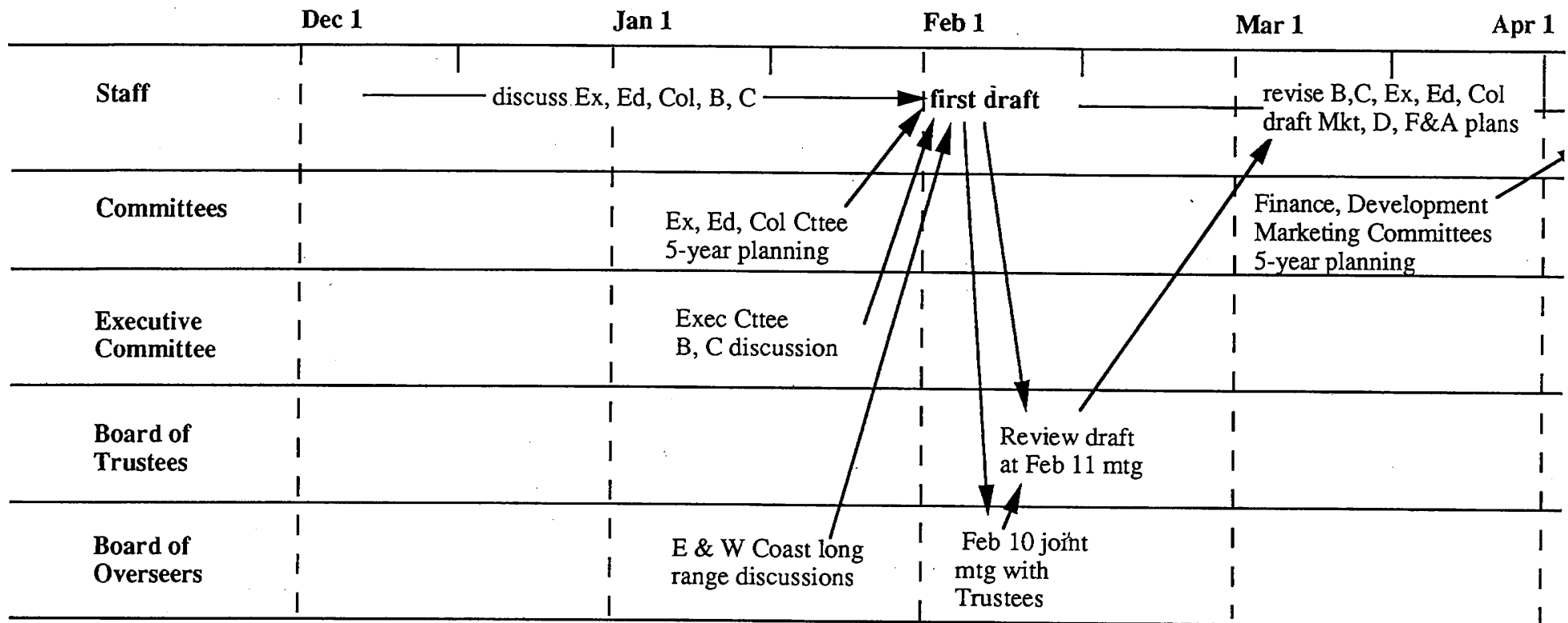
Overall Plan has key sections coded as follows:

B: Building: plan for new physical site for the Museum in the 10-15 year time frame.

C: Cyberspace: Museum's "electronic" presence and dissemination via global networks.

Ex: Exhibits: plan for new exhibits onsite and offsite, temporary & permanent.

Ed: Education: education programs onsite, nationally, and internationally and development of Museum materials, eg. books, CD-ROMs, videos, software, kits,& other educational products for mass dissemination.

Col: Collections : historical collections: acquisition policy & strategy (eg. Hall of Fame), documentation, and management.

Mkt: Marketing: Museum positioning, promotion, and development of earned revenue streams including functions & merchandising.

D: Development: plan for building support from individuals, corporations & foundations to support Museum's development.

F&A: Finance & Administration: plan for financing and administering Musuem throughout growth.
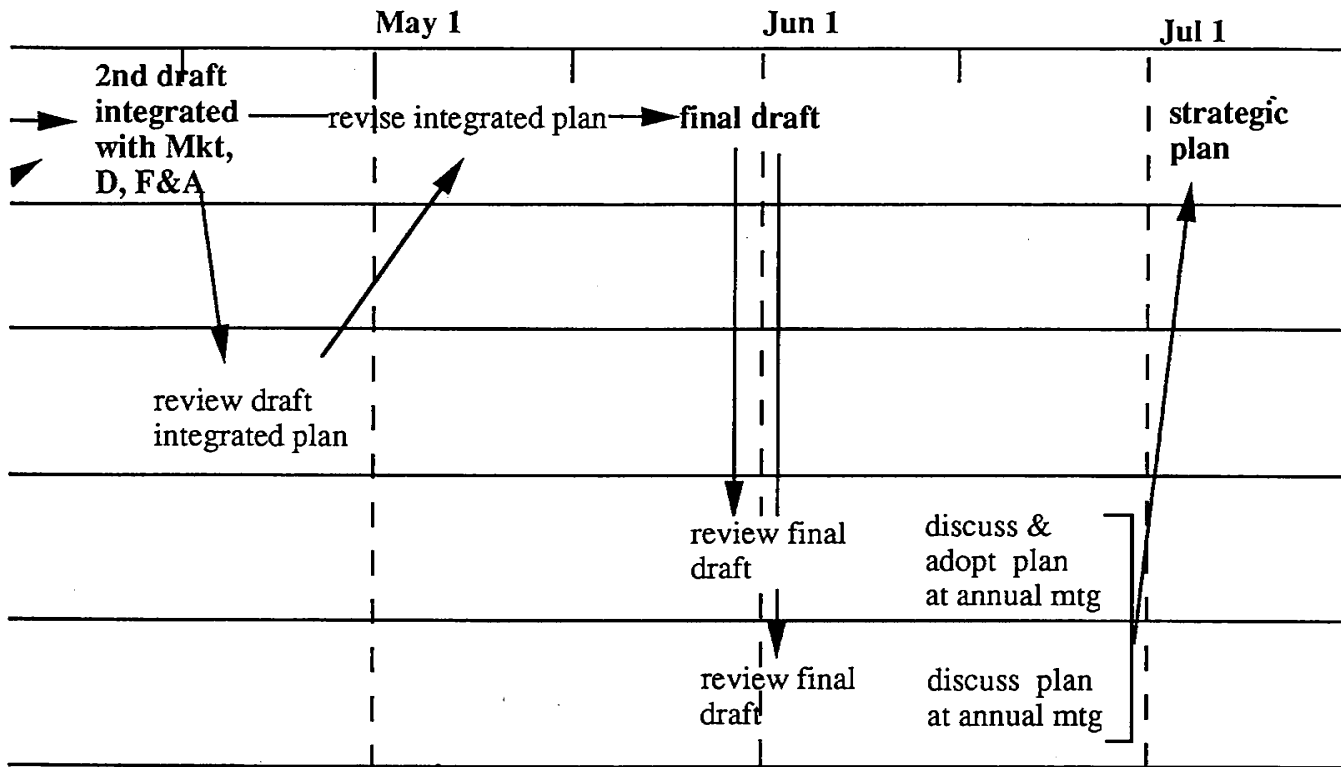
SAMUEL H. FULLER

Vice President, Corporate Research

SAMUEL H., FULLER, 47, vice president, Corporate Research, Digital Equipment Corporation, is responsible for the company's corporate research programs. These include Digital's research groups in Maynard and Cambridge, Massachusetts, Palo Alto, California and Paris, France joint research with universities and Digital participation in MCC (Microelectronics and Computer Technology Corporation).

Fuller joined Digital in 1978 as engineering manager for the VAX Architecture Group. After holding a variety of engineering positions, he was appointed group manager of Corporate Research in 1981. In 1983 he was appointed vice president, Research. He has been instrumental in initiating work in local area networks, high performance workstations, applications of expert systems, and new computer architectures.

Prior to joining Digital, Fuller was an associate professor of computer science and electrical engineering at Carnegie Mellon University. While at CMU he was involved in the performance evaluation and design of several experimental multiprocessor computer systems.

Fuller received a bachelor of science degree in electrical engineering from the University of Michigan and a master's and Ph.D. degrees in computer engineering from Stanford University.

Fuller is a member of the board of directors of MCC, MIPS Corporation and National Research Initiatives. He also serves as a member of the advisory councils of Cornell University, Stanford University and the University of Michigan and is on the advisory board of the National Science Resources Center (Smithsonian Institution-National Academy of Sciences). He is an IEEE Fellow and a member of the National Academy of Engineering.

###

July 1993

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Director of Education
The Computer Museum, Boston

The Computer Museum is a dynamic, interactive museum with a mission to educate and inspire the public on the evolution, technology, applications, and social impact of computing. The Museum seeks a highly motivated individual to lead the development and implementation of its education programs. The Director of Education reports to the Executive Director and serves as a key member of the Museum's management team.

Background

We are looking for a person with the drive to reach a wide audience of all ages. Work experience in museums or education is essential, as well as leadership skills and the ability to interact successfully with and inspire education staff, volunteers, and the public.

Candidates must possess a combination of relevant talents and experience:

- Previous experience plus national recognition as a leader in innovative education vis a vis computers and as a speaker at national forums and technology conferences;
- Experience designing and implementing professional development activities for educators that tie into the national educational reform agenda;
- Proven experience at working with both community agencies and the business community;
- The ability to communicate new educational concepts to a diverse audience;
- Familiarity with cutting-edge applications of networks and other computer technology within learning environments;
- Previous successful management experience;
- Demonstrated experience in the successful development, funding and implementation of proposals at the local, state and national levels.

Responsibilities

- Responsibility for conceptualizing and leading the implementation of the next generation of educational programming for the Museum, including extensive new outreach programs locally, nationally, and internationally for educational products and services;

- Lead the development and implementation of public programs that serve people of all ages and backgrounds, with a particular emphasis on underserved youth.

- Maximize the impact of the Computer Clubhouse, an innovative learning environment where underserved youth engage in open-ended science, music, and art projects.

- Manage and support the education department staff, including the Manager of Visitor Services, Computer Clubhouse Program Manager, and other program and visitor service staff.

- Lead the development of educational materials for distribution on both local and national scales, including printed material, videos, and other media.

- Write and present proposals to help raise funds for education programs. Serve as liaison to Education Committee and other advisors and supporters.

- Guide the development of tours, hands-on activities, and other forms of assistance to the visiting and extended public to increase the on-site and outreach educational impact of Museum exhibits.

Please send résumé and cover letter to DE Search, The Computer Museum, 300 Congress Street, Boston, MA 02210.
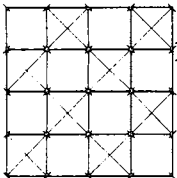
ANNUAL FUND AND MEMBERSHIP
Report for the Development Committee
12/16/93

I. **Annual Fund and Membership revenue to date:** 64,339

II. <u>**Friends of The Museum**</u> **revenue to date:** $37,000

Breakdown of solicitations and results:

- *Board* asks in November -$103,500
  Results:
    5 ($5,000) Charter Members - G & G. Bell, G. Hendrie, M. Kertzman, T. Pell,
                              C. Zraket
    5 ($1,000) Friends of The Museum - E. Belove, R. Burnes, T. Franklin,
                                  P. Severino, I. Sitkin

  $30,000

- *Non Board* asks in November and December - $68,000
  Results:
    7 ($1,000) Friends of The Museum

  $7,000

III. **Other**

- Year end appeals to previous donors / high level members (80 letters for nearly $13,000 maild 12/6/93)
- Approx. 50 AF year-end   appeal letters ($100 or more) to be mailed 12/17/93

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: December 9, 1993

TO: Executive Committee

FROM: Oliver Strimpel

SUBJECT: December 17 Meeting

Enclosed please find the agenda for our next meeting on Friday, December 17. The meeting, which starts at 8:00 a.m., will be held in the Skyline Room on the sixth floor. Also enclosed for your review are November financials.

The Museum currently has a few educational projects in the formative stages, about which I would welcome your comments. They are as follows:

• A traveling exhibit of "The Electronic Classroom" of tomorrow. This would be a joint project with the New York Hall of Science, the Oregon Museum of Science and Industry, and the Association of Science and Technology Centers (ASTC). I enclose the preliminary proposal prepared by the NY Hall of Science with major input from us.

• *The Computer Museum Guide to the Best Educational Software.* We have identified some highly qualified writers who have already researched this field and who have prepared a book outline for us, which I enclose.

I also enclose a job description for the Director of Education position currently open at the Museum.

I look forward to seeing you on next Friday.

Enclosures

• Agenda
• November financials
• Job description for Education Director
• Preliminary proposal, "Electronic Classroom"
• Outline for *Guide to Educational Software* book
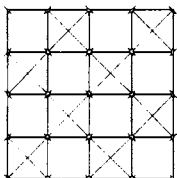
Weekly Comparison 1993 vs. 1992	1993 Dec 6-Dec 12	1992 Dec 7-Dec 13	Change	Change
Adults	491	228	263	115.4%
Children	356	426	-70	-16.4%
Infants	19	16	3	18.8%
Seniors	4	3	1	33.3%
TOTAL PEOPLE	870	673	197	29.3%
TOTAL REVENUE	$3,357	$2,320	$1,038	44.7%

Monthly Comparison 1993 vs. 1992	1993 Dec 1-12	1992 Dec 1-12	Change	Change
Adults	1030	760	270	35.5%
Children	1018	806	212	26.3%
Infants	49	27	22	81.5%
Seniors	21	21	0	0.0%
TOTAL PEOPLE	2118	1614	504	31.2%
TOTAL REVENUE	$8,179	$5,679	$2,500	44.0%

FYTD Thru Dec 12	FY 94 Actual	FY 94 Budget	FY 93 Actual
TOTAL PEOPLE	60123	62371	57373
TOTAL REVENUES	$268,530	$270,137	$242,294

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
5 Months Ending 11/30/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	120,138	50,875							120,138	50,875	69,263	287,900
Exhibit Related		36,000			150,000	159,000			150,000	195,000	-45,000	732,000
Govt & Foundation	10,286								10,286		10,286	
Endowment												
Unrestricted Support:												
Capital Campaign			58,111	120,800					58,111	120,800	-62,689	726,200
Corporate Membership	53,575	65,600							53,575	65,600	-12,025	205,000
Foundation												
Computer Bowl	188,000	149,300							188,000	149,300	38,700	388,000
Membership Fund	44,262	69,940							44,262	69,940	-25,678	178,000
Admission	261,285	260,299							261,285	260,299	986	536,841
Store	135,327	143,499							135,327	143,499	-8,172	332,395
Functions	76,349	61,600							76,349	61,600	14,749	140,352
Exhibit Sales	9,597	20,000							9,597	20,000	-10,403	90,000
Other:												
Interest Income	1,504	2,800					2,214	2,925	3,718	5,725	-2,007	12,000
Rental Income												4,000
Program Income		1,000								1,000	-1,000	2,500
Collections	50	1,800							50	1,800	-1,750	4,000
TOTAL SUPPORT/REVENUE	900,373	862,713	58,111	120,800	150,000	159,000	2,214	2,925	1,110,698	1,145,438	-34,740	3,639,188
EXPENSES												
Exhibit Development	29,544	43,045			64,571	136,230			94,115	179,275	-85,160	580,485
Exhibit Maint/Enhancement	20,992	17,275			1,363	10,875			22,355	28,150	-5,795	69,578
Exhibit Sales/Kits	5,091	11,740							5,091	11,740	-6,649	52,610
Collections	26,696	26,000							26,696	26,000	696	62,400
Education & Admission	105,115	121,937							105,115	121,937	-16,822	292,570
Clubhouse	94,506	93,315							94,506	93,315	1,191	236,000
Marketing	125,030	110,350							125,030	110,350	14,680	229,190
Public Relations	39,456	38,925							39,456	38,925	531	93,334
Store	112,875	119,025							112,875	119,025	-6,150	268,932
Functions	36,063	29,225							36,063	29,225	6,838	69,402
Computer Bowl	16,134	15,245							16,134	15,245	889	135,324
Fundraising	20,863	27,175	43,584	91,750					64,447	118,925	-54,478	286,585
Membership Fund	18,857	34,850							18,857	34,850	-15,993	83,611
Museum Wharf												
Op Exp	120,955	125,835							120,955	125,835	-4,880	302,000
Mortgage			53,733	53,732					53,733	53,732	1	126,977
General Management	101,710	90,760							101,710	90,760	10,950	213,271
TOTAL EXPENSE	873,887	904,702	97,317	145,482	65,934	147,105			1,037,138	1,197,289	-160,151	3,102,269
NET REVENUE	26,486	-41,989	-39,206	-24,682	84,066	11,895	2,214	2,925	73,560	-51,851	125,411	536,919

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                            THE COMPUTER MUSEUM
                            BALANCE SHEET
                            11/30/93
                                                           COMBINED
                    OPERATING     CAPITAL       PLANT      ENDOWMENT    TOTAL         TOTAL
                    FUND          FUND          FUND       FUND         11/30/93      6/30/93


ASSETS:

Current:
  Unrestricted Cash  $268,314      -            -          $2,214       $270,528      $259,423
  Restricted Cash    -             -            -          250,000      $250,000      250,000
  Cash Equivalents   -             -            -          -                          167
  Investments        2,074         -            -          -            $2,074        2,074
  Receivables        28,354        -            -          -            $28,354       48,868
  Inventory          43,636        -            -          -            $43,636       49,137
  Prepaid Expenses   7,692         -            -          -            $7,692        9,143
  Interfund Receivable 2,214       172,180      -          -            $174,394      123,310
                      ---------     ---------    ---------  ---------    ---------     ---------
  Total Current Assets $352,284     $172,180                $252,214     $776,678      $742,122

Property & Equipment:
  Equipment & Furniture -          -            $260,327    -            $260,327      $260,327
  Capital Improvements  -          -            938,338     -            938,338       938,338
  Exhibits              -          -            4,079,698   -            4,079,698     4,079,698
  Construction in Process -        52,908       -           -            52,908        52,908
  Land                  -          -            18,000      -            18,000        18,000
  Less Accum. Depreciation -       -            (2,962,311) -            (2,962,311)   (2,962,311)
                       ---------    ---------    ---------   ---------    ---------     ---------
  Net Property & Equipment         $52,908      $2,334,052               $2,386,960    $2,386,960


  TOTAL ASSETS        $352,284     $225,088     $2,334,052  $252,214     $3,163,638    $3,129,082
                      ==========   ==========   ==========  =========    ==========    ==========
LIABILITIES AND FUND
  BALANCES:

Current:
  Accounts Payable    $94,132      $7,944       -           -            $102,076      $109,006
  Accrued Expense     13,960       9,480        -           -            23,440        63,557
  Deferred Income     151,872      -            -           -            151,872       194,919
  Interfund Payable   172,180      -            -           2,214        172,180       123,310
                      ---------    ---------    ---------   ---------    ---------     ---------
  Total Current Liabilities $432,144 $17,424                $2,214       449,568       $490,792

Fund Balances:
  Operating           ($79,860)    -            -           -            (79,860)      ($108,566)
  Capital             -            207,664      -           -            207,664       162,804
  Endowment           -            -            -           250,000      250,000       250,000
  Plant               -            -            2,334,052   -            2,334,052     2,334,052
                      ---------    ---------    ---------   ---------    ---------     ---------
  Total Fund Balances ($79,860)    $207,664     $2,334,052  $250,000     $2,711,856    $2,638,290

  TOTAL LIABILITIES AND
  FUND BALANCES       $352,284     $225,088     $2,334,052  $252,214     $3,163,638    $3,129,082
                      ==========   ==========   ==========  =========    ==========    ==========
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Summary

The New York Hall of Science (NYHOS), in collaboration with The Computer Museum in Boston (TCM), and the Oregon Museum of Science & Industry (OMSI), proposes to develop a travelling electronic classroom exhibit designed to orient and educate teachers, administrators, students and parents to 1) the currently available new technologies for improving science and technology education, and 2) the changing roles of classroom teachers and students as these emerging technologies become integrated into American classrooms.

This exhibit will be designed for several purposes. Among its roles will be to:

☐ orient parents towards the technologies their children are, and will be using in school,

☐ familiarize teachers and school administrators with the range of technologies available for classroom learning,

☐ provide a high tech environment for staff development workshops in cooperative learning and other strategies supported by the new technologies, and

☐ provide the general public with opportunities to explore these emerging technologies.

The Need and the Audience

Technologies are emerging as a major part of the solution to educational reform. Distance learning programs where instructors and scientists in one part of the country act as resources for students elsewhere, multi-connection interactive hookups where students interact with one another and with instructors, electronic networks where students and teachers can develop lessons and share experiences; are all modes that are becoming part of the American educational environment. Examples are the TERC network projects, Scholastic-Net, and Project Jason.

The appeal of technologies to children is immediate and intense, their power is equally apparent. The potential to create broad-based learning communities, crossing geographic and cultural boundaries, pushing classroom walls into homes, museums, research settings, outer space--is here. If we are to approach this revolution in learning with confidence and direction - we need to educate parents, teachers, students, and the general public to the potential technologies offer us.

However, there are several challenges that must be faced if we are to take full advantage of these innovative educational tools. As demonstration and pilot projects supported by NSF have shown, there is a need for parents, teachers, administrators, and the general public to feel comfortable with these approaches and to understand how they will change traditional teacher and student roles. Only then will we find new technologies like computers in the hands and minds of teachers and administrators, in homes where children and parents can use them together; and in the classroom.

Project Goals

1. To create a travelling Electronic Classroom containing state-of-the art technologies,

2. To inform parents and the general public about technologies that are currently in use or will be in use in our nation's classrooms, through interactive experiences using state-of-the-art technologies,

3. To provide orientation and professional development for teachers and administrators in the use of technologies by providing a state-of-the art setting in the Electronic Classroom.

The Electronic Classroom

The Electronic Classroom will function both as an exhibition for the public and as a setting for teacher training. It will provide demonstrations of virtual laboratories, electronic networks, distance learning, interactive communications, and Internet resources. The exhibit will be approximately the size of a normal classroom--1,000 square feet. It will look something like a classroom, but one equipped with a dozen computers, modems, video displays, and other technologies.

The components of the Electronic Classroom will work in two modes: an exhibit mode for the general public (with attract-screens, short introductory experiences on each piece of equipment, and options for further experimentation), or in a classroom mode for teachers and classes (with full versions of curricula available). A summary of the technologies to be included is presented in the chart on the following page.

In each city the electronic classroom visits it will provide teachers with training in the use of the technologies, and opportunities to explore hookups with colleagues through electronic bulletin boards. A training program for host staff and lead teachers in each city will be provided.

COMPUTERS AND SCIENCE EDUCATION REFORM

EDUCATIONAL APPLICATION	REFORM PRINCIPLES	TECHNOLOGY
simulations and modelling of scientific, mathematical, economic and other dynamic systems	* understanding dynamic systems * experimenting * real-world applications of computer tools * making and studying models	computer, programming and modelling software
collaboration and communication with scientists, teachers, students around the globe	* collaboration * real-world applications * real-world connections	computer, modem, Internet or other on-line services, ALICE, GlobalNet, other TERC materials
monitoring environmental conditions, real-time data collection experimenting using sensors	* hands-on, real-world experimentation * understanding dynamic systems * interpreting data * computer as measurement tool	computer, sensors ("probeware"), data-collection software
access to information, research, literature searches	*learning how to access relevant information * real-world applications	computer, modem, on-line services
teleconferencing, distance learning	* collaboration * real-world connections * removing isolation of the classroom	satellite line, video equipment, telephone lines

Collaborating Science Center Roles

All three science centers will collaborate on the concepts, design, and evaluation of the Electronic Classroom. In addition, each institution will contribute its own expertise in specific aspects of the project.

The New York Hall of Science will coordinate the project and create the curriculum for the teacher training aspect. One of our staff coordinated the 8-institution consortium effort which produced "What About Aids," a national traveling exhibition. The New York Hall of Science has been a national leader in the use of technologies in the classroom. STARLAB, a training/rental program providing portable planetaria to trained teachers, is in its third generation of replication across the country. Most recently, with support from the National Science Foundation, the Howard Hughes Foundation, and the New York City Board of Education, we are developing a microbiology classroom kit and related curricula.

The Oregon Museum of Science and Industry (OMSI) will build the exhibit and prepare it for travel. The Exhibits Department at OMSI consists of 25 professionals including designers, managers and a full production staff. Their production shop is operated by cabinetmakers, electronic and mechanical engineers, and machinists. Their team has produced 60,000 square feet of exhibits currently on display in their new facility, and 13 travelling exhibits currently on tour.

The Computer Museum of Boston will develop and evaluate the hands-on interactive software components of the Electronic Classroom. They will create the hardware and software specifications, and develop a maintenance system for the exhibit. Their recently opened "Computer Clubhouse" is a model learning center for 10-15 year olds that demonstrates worthwhile uses of technology in education and serves children from minority communities through community organizations such as YMCA's and Boys & Girls Clubs.

We will approach the Association for Science and Technology Centers and other exhibition services to coordinate all aspects of the travelling of the exhibition: publicity, scheduling and booking, maintenance and upgrading, packaging and shipping.

IBM, Wicat, and Scholastic have expressed strong interest in the project. We will be visiting these corporations and others to select partners for the project. We expect significant cost-share support from educational technology industries.

Timetable:

Three Years

Year #1 - Development of overall concepts and components
    Research on technologies for inclusion
    Site visits
    Preliminary exhibit plans and sketches developed
    Preliminary staff development curriculum
        developed
    Front end evaluation begins

Year #2 - Prototypes developed and tested
    Staff development curricula tested
    Ongoing formative evaluation
    Development of training program for travelling
        unit - includes testing
    Selection of a traveling exhibition service

Year #3 - Final production of classroom components
    Final staff development component completed
    Training program refined and materials produced for
        host sites
    Traveling exhibit service provides information to the
        field, packaging and shipping procedures in place

Year #4 - Beyond grant period

    Exhibit travels, supported by rental fees

Key Personnel

Principal Investigators (10% time allocated each year)

Alan J. Friedman, Director New York Hall of Science
Oliver Strimpel, Director Computer Museum of Boston
Marilynne Eichenger, Director Oregon Museum of Science and
    Industry

Project Directors (30% time allocated each year)

Peggy Cole, Director of Program Planning and Development, New
                York Hall of Science
Natalie Rusk, Education Director, Computer Museum of Boston

David Heil, Associate Director, Oregon Museum of Science and
Industry

<u>Advisory Committee Members</u>

We will develop an Advisory Committee made up of classroom
teachers, school administrators, hardware and software providers,
museums, parents, and science educators.

Evaluation

We will use front end and formative evaluation throughout the
project. Evaluation services will be provided by the Computer
Museum of Boston and an outside evaluator like Multi-Media
Research Associates, a firm with expertise in technology-based
exhibits and programs. An evaluation of the effect of the
exhibit's travel will be conducted as part of the tour, funded by
a portion of the rental fees.

Budget

We anticipate a total project cost of $1.5 million over three
years. Our request to NSF will be for approximately $1 million,
the remaining monies to be provided by cost-share.

The Travelling Electronic Classroom will become available on a
for-fee basis for rental by science centers around the country.

Dissemination

The exhibit is expected to visit 12 cities in 4 years of travel,
reaching a total audience of 1 million-plus people. Of greater
importance, however, will be the segment of the audience which
consists of teachers, parents, and administrators who will
influence the selection of science learning resources for
schools. In order to maximize the exposure of this audience to
the exhibit, we will make presentations about the project to
meetings of parent-teacher organizations, educational research
and evaluation conferences, educational reform seminars, and
professional teacher organizations. These presentations will be
coordinated with the travel itinerary of the exhibition.

The Computer Museum Guide to The Best Software for Kids is a must-have book for millions of families who want to know what to buy for their computer-generation offspring.

Let's say you're a parent, and your child is about to turn three. You're contemplating birthday presents: maybe some finger paints, dress-up clothing, or a set of building blocks. Since it's all stuff you played with as a kid, you have a sense of what's "right" for a 3-year-old. *But if you want to let your child have some fun with the family computer, how do you know what to buy?*

Or suppose your kids are older. What's right for the 5-year-old who's learning to read? What about the 7-year-old struggling with her first mathematics word problems? What should grand-parents get a 9-year-old for his birthday? And is that $59 CD-ROM on your kid's Christmas list worthwhile?

More parents than ever are asking questions like these. Home computer sales are surging, and the number of families with computers at home— about 10 million in 1992 — is expected to double over the next two years. Once kids get started with computers, the demand for software is unstoppable. As they grow, kids need new software titles — *not just every year, but every month or so* — as surely as they need bigger clothes, different toys, and challenging new books. And right now, kids' software is the fastest growing market in the software business.

With hundreds of products out there, even parents who are adept with computers can have a tough time figuring out what's right for their kids. They can't draw on their own experience, since personal computers weren't around when today's parents were young. They won't get much help from the kids' schools. They won't get ideas from mass media since there's little or no advertising. They could spend days — or even weeks — eliciting recommendations from friends, poring through magazines, tackling long books, scrutinizing educational directories, or just staring at retail shelves. But despite these potential sources, there's nothing that really helps today's busy parents make the right choice quickly and easily.

That's why the time is right for the *Guide to The Best*.

The *Guide* has two key assets that make it a must-have purchase:

❑ The *Guide* is convenient. It does all the legwork for parents. It evaluates hundreds of titles and provides concise, insightful reviews of the selected titles in an attractive format designed to make decision-making easy. Most important, it introduces a rating system — *something no other book does* — that lets parents quickly zero in on the titles that will best serve their kids' interests and needs at different ages.

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Adding to this authority, is the cachet of The Computer Museum, the most knowledgeable and respected organization there is when it comes to kids and computing. And its authors, Cathy Miranker and Alison Elliott, bring a combined 35 years experience in computing, edu-cation, journalism, and parenting to the task of turning this wealth of information into easy-to-understand advice that parents can trust.

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The Computer Museum Guide to The Best Software for Kids is organized into five main sections:

❑ The Introduction —This section provides a brief overview of the state of kids' software, and explains our review criteria, our ratings, and how to make the most of the *Guide.*

❑ The Age Lists — Since the question most parents ask first is "What's age-appropriate for my child?," this section lists the best software for ages 2–12 (*The Best For Your 2-Year-Old*, etc.).

❑ The Other Lists — These lists offer other helpful perspectives on the *Best,* such as the *Best Education-Meets-Video-Game Titles,* the *Best Programs for Kids and Parents to Use Together,* and the *Best Homework Helpers.*

❑ The Categories — Here parents find products grouped by subject. *Creative Pursuits,* for example, includes art and crafts, writing and publishing, and music titles. Math programs appear in *Playing with Math Concepts* and *Mastering the Basics.* In this section, we provide a cogent description of what makes each title one of the *Best,* along with such details as age range, price, system requirements, and the like.

❑ Indices — By grouping titles according to publisher, computer type, and media, this section offers another way to quickly make appropriate choices.

Through cross referencing, the *Guide* gives parents an easy way to navigate through a wealth of product information. In addition, a variety of elements enliven the Guide's pages: questions-and-answers, sidebars, photographs, screen images, quotable quotes, even opposing viewpoints from our varied reviewers (including kids who may love programs their parents hate!).

The *Guide* offers numerous opportunities for spin-off products, such as an on-line or disk-based version for instant, point-and-click access to more details on the *Best* products, or a CD-ROM-based version with actual product samples and an intelligent database to suggest titles that match family preferences.

Special distribution opportunities for both print and electronic versions include marketing rela-tionships with computer companies and software publishers who could buy copies in bulk for sales incentive or merchandising tool.

A Fall introduction of the *Guide* will maximize both publicity and sales. The computer market is highly seasonal, and about 80-percent of all purchases of children's software and related products occur in the fourth quarter.

Because of the way it examines and solves the "what-do-I-buy" problem, *The Computer Museum Guide to The Best Software for Kids* sets a standard for making the best choices among a growing number of possibilities. It inspires confidence in parents that they've done the right thing by their kids. And it has the credibility and the appeal it takes to succeed in the genre of how-to books.

Oliver Strimpel
1992/3 Self Appraisal

I judge my achievements during the year by the evolution and output of the Museum as a whole, as my efforts are directed to the overall institutional goals. This self-appraisal is therefore organized by goals, with my own personal role highlighted.

1. Fund and Develop New Education Programs
    The Computer Clubhouse
    Over $400,000 was raised from the largest number of sources ever to support a Museum project. The Clubhouse was successfully launched in October. Although we met our targets, all phases of the projects proceeded about six months later than planned. The response of the communities served has been excellent.

    OS role: fundraising and project oversight. Personnel issues particularly challenging with ambitious young staff.

    Appraisal: overall successful, but execution could have been smoother, and time scale was over ambitious.

    Other education developments:
    Active Committee in place; new vision statement; major clubhouse dissemination planned.

2. Fund and Develop New Exhibits
    Robots and Other Smart Machines
    Over $50,000 raised and major gallery completely refurbished with minimal budget, greatly improving Museum's weakest gallery. Strong PR value from presence of R2-D2.
    The Networked Society
    $400,000 raised towards $1m goal. Concept developed.
    Walk-Through Computer 2.0
    $300,000 raised.

    OS role: develop broad concept; solicit prospects.

    Appraisal: ROSM opened in time and on budget.
    TNS funding behind target; we received some rejections, and I was not successful in catalyzing sufficient Board activity to access funding from planned donors among computer-using industries, such as banks, airlines, and insurance companies. Staff and Board resources were, to some extent, diverted to projects 1 & 2, and Capital Campaign.
    WTC 2.0: good start towards $500,000 goal.

3. Capital Campaign
    Campaign did not take off beyond "inner circle." Case for Campaign was not solid enough once the building issue became decoupled. Staffing not adequate to stimulate

Board enthusiasm. Successful in securing Digital's donation of $2.5m interest in building.

OS role: participated in over 65% of Capital Campaign solicitations and in cultivation of prospective donors, oversaw provision of staff resources to support the Board.

Appraisal: delay in hiring a strong development director adversely affected the Campaign. I may not have been aggressive enough in the search process until decision to hire TDC was made. Excellent relations with Digital staff eased building gift.

4. Governance
Governance reform was effected, and the new system communicated to directors.

OS role: assist in implementation and dissemination of changes.

Appraisal: by and large successfully implemented and disseminated.

5. Strengthen Museum Staffing
Hired new Director of Exhibits (Greschler), Director of Marketing (Welsh), Director of Development (Riggs), Controller (Collins), and Assistant to the Director (McCann) all of whom are the strongest the Museum has ever had in these respective positions.

OS role: conduct search, create positive, rewarding work environment

Appraisal: successfully maintained an atmosphere where talented individuals can work effectively in a self-fulfilling manner. On the other hand, choice of younger staff has resulted in high turnover. Staff morale has improved over the year owing to better internal communications, and improved management practices at all levels despite the need for spending cuts in late 92 and early 93.

6. Build Revenue Streams
Earned revenue streams for FY94 are ahead of FY93 by 8% (admissions), 5% (functions), 25% (store)
Admissions, store, functions are on or ahead of budget.
Development revenue streams are behind, owing to lack of development director, but should catch up before end of fiscal year.

OS role: cultivate donors; oversee marketing & development director

Appraisal: earned revenue credit goes to good staff execution and improved economy. Development staffing problem owing to vacant position. Museum has a lot further to go in terms of increasing percentage of revenues from earned sources.

7. Enhance Strength and Involvement of Board of Trustees and Overseers
Creation of Overseers provides good opportunity to co-opt strong new support at the Board level.

OS role: support nominating committee, make nominations (Cliff Gerring, Jeff Braun) and make new members familiar and an active part of the Museum.

Appraisal: Board is more organized and involved than in the past; could do a lot better in terms of active involvement of Boards.

8. <u>Raise Awareness of Museum</u>
    Participate in conferences, societies, and other forums.

    OS role: give talks (Oxford & Cambridge Society), participate on planning committees (Loebner Prize Committee), talk to press about Museum and topical computing issues.

    Appraisal: Should spend more time externally to promote visibility of Museum and make contacts and cultivate potential supporters.

9. <u>Financial Control</u>
    Effective cost-cutting measures were carried out but still did not balance FY93 operating fund.

    OS role: overseeing finance office, maintaining close watch on results, and managing changes to plan based on revenue performance.

    Appraisal: gaps in staffing created backlog and errors not discovered in timely fashion. Innacurate information was primary cause of FY93 operating fund deficit. System still needs to be stremlined & automated, while maintaining costs.

10. <u>Planning</u>
    With Board, develop vision and direction for the Museum.

    OS role: write plans with input from Board and Museum Operating Committees.

    Appraisal: Need to devote more time to planning and developing Museum's future, mid-term and long term.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: December 1, 1993

TO: The Computer Museum Boards of Trustees and Overseers

FROM: Oliver Strimpel

SUBJECT: Follow-up to Recent Overseers Meetings

I would like to thank those of you who were able to attend the recent informal Overseers meetings, either at Intel in California on November 11 (which was hosted by Dave House) or at The Computer Museum on November 15. The discussions helped us to crystallize certain ideas and also introduced new ideas for the future.

Specific outcomes of the meetings include:

1. The Computer Bowl: The Next Generation

The discussions convinced us that the Bowl has plenty of life left in it, and that The Computer Musuem should not relinquish something that looks like an evergreen! Plans are now under way to start a new series of Computer Bowls in 1995.

2. Walk-Through Computer 2.0

Plans to upgrade the Walk-Through Computer should incorporate technologies that have become widespread since 1990, including a CD-ROM drive and a network connection. It was felt that sponsorship for the WTC 2.0 should be sought from vendors from all segments of the personal computer industry, including PC, monitor, video board, sound board, keyboard and other peripheral makers.

3. Exploiting Computer Networks

The Museum will exploit computer networks to develop a remote presence and look at ways of using networks to distribute and maintain exhibit and Clubhouse software.

4. Long-Range Planning

The development of the Museum beyond its walls, both in physical space and "cyberspace," is key to the Museum's future. We want to follow up on your keen interest in this topic by setting up a long-range planning committee. We shall prepare some scenarios to be used as the basis of a discussion so that the committee's time can be used as effectively as possible. One discussion meeting on each coast will be held prior to the February 11 meeting of Trustees. We shall be in touch soon to follow up on this.
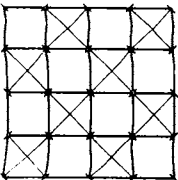
THE COMPUTER MUSEUM GUIDE
TO THE BEST OF KIDS' SOFTWARE

A BOOK PROPOSAL

By C.W. Miranker
& Alison S. Elliott
December 1993

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The Computer Museum Guide to The Best Software for Kids is a must-have book for millions of families who want to know what to buy for their computer-generation offspring.

Let's say you're a parent, and your child is about to turn three. You're contemplating birthday presents: maybe some finger paints, dress-up clothing, or a set of building blocks. Since it's all stuff you played with as a kid, you have a sense of what's "right" for a 3-year-old. *But if you want to let your child have some fun with the family computer, how do you know what to buy?*

Or suppose your kids are older. What's right for the 5-year-old who's learning to read? What about the 7-year-old struggling with her first mathematics word problems? What should grandparents get a 9-year-old for his birthday? And is that $59 CD-ROM on your kid's Christmas list worthwhile?

More parents than ever are asking questions like these. Home computer sales are surging (the home market is nearly a $10 billion business), with Americans bringing machines home at the rate of about 6 million a year. And the number of families with computers at home—about 32 million by year's end — is expected to double over the next two years. Once kids get started with computers, the demand for software is unstoppable. As they grow, kids need new software titles — *not just every year, but every month or so* — as surely as they need bigger clothes, different toys, and challenging new books. And right now, kids' software is the fastest growing market in the software business.

With thousands of products out there, even parents who are adept with computers can have a tough time figuring out what's right for their kids. They can't draw on their own experience, since personal computers weren't around when today's parents were young. They won't get much help from the kids' schools. They won't get ideas from mass media since there's little or no advertising. They could spend days — or even weeks — eliciting recommendations from friends, poring through magazines, tackling long books, scrutinizing educational directories, or just staring at retail shelves. But despite these potential sources, there's nothing that really helps today's busy parents make the right choice quickly and easily.

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KIDS AND COMPUTERS: THE HOME MARKET TAKES OFF

The home market for personal computers is hot and getting hotter. About 31.8 million homes — or *one of every three* households in the United States — have a computer. Within five years, analysts project that fully half of all American homes will have at least one personal computer. And the fastest growing part of this market, according to Link Research, is households with children under 10 years old.

Computers first entered the home in the 1980s because of the work-at-home trend. But increasingly, kids are the main reason families buy a home computer. Most of these families, concerned about the quality of our schools, consider a computer an essential investment in their kids' education. (And they have the money to invest: computer-owning households are more affluent and better educated than families without computers.) Many also look to the computer as an antidote to hours of TV-watching or video-game playing. A telling statistic about home purchases was recently published by Apple Computer: Fully 70-percent of the people who buy a Macintosh for their home say they're doing it for their kids.

This parental urge to do right by their kids is having a profound impact on the software market, as well as hardware sales. Through the '80s, children's software was aimed largely at the school market. Professional educators bought it, not parents. They wanted software with close ties to the curriculum, an emphasis on academic objectives, and drills in basic skills — and that's what they got. But with more and more kids using computers at home, the whole market for children's software is in flux. There are new buyers; there are new publishers; and there's a new kind of software, too. And these changes have produced a tremendous surge in sales to homes. Kids' software was the fastest growing category in the entire software industry last year, according to the Software Publisher's Association, which tracks software sales. Purchases jumped 47-percent compared with an industry-wide average of 14-percent sales growth. With growth rates projected to continue at 25- to 30-percent annually, sales of kids' software will top $400 million next year.

When it's used at home, kids' software has to compete with all the other things kids could be doing — watching Beavis and the Butt-head, playing Mortal Kombat, rollerblading, even reading a book. And technology innovations are an important factor in helping new software hold its own against these attractions. Today's more powerful computers are spurring the growth of innovative kids' software by providing sophisticated graphics (as

good in some cases as the animation kids see on TV), fast action (which can rival the performance of video games), realistic sound, and more. Also fueling sales growth is a rise in computers that support CD-ROMs, a new storage technology that brings movie-quality footage to home software.

This increasing capacity to captivate young computer users, along with the prospect of continuing software sales growth, is attracting a new class of players to the kids' software market. Media conglomerates like Paramount Communications and Sony are adding kids' CD-ROM titles to their entertainment properties. Publishers like Random House and Putnam are producing interactive adventures by combining kids' books and software. Video game companies like Electronic Arts are investing heavily in new "edutainment" titles for home computers. Microsoft, the world's leading maker of software, has just launched a line of kids' products. And Blockbuster Video is now renting children's CD-ROM titles along with its familiar videotapes, to cite just a few examples.

All this is good news for parents and kids. Now there are more software choices than ever. But making an informed choice among the thousands of kids' titles is also more difficult than ever. Despite a wealth of titles, there's a dearth of useful information to help parents make knowledgeable decisions.

FILLING THE INFORMATION GAP: A MASS-MARKET OPPORTUNITY

Rising sales not withstanding, computers are not an impulse buy. Nor are the software purchases that follow. In fact, personal computers have spawned a billion-dollar publishing industry to feed the need for information to make educated purchase decisions.

Every month, magazines like *Macworld, PC User* and *New Media* — with an aggregate circulation of millions of copies— tell people what's available and what they should buy. The shelves of the computer sections in book stores are jammed with scores of self-help books for people who are intimidated by all the equipment they own. (A recent series of how-to books, *DOS for Dummies, Windows for Dummies*, and the like, underscores how fertile this market has become. The *DOS for Dummies* series has been translated into seven languages and has sold more than 5 million copies worldwide.)

While computer-related books and magazines abound, there's a vast unmet need in the publishing market. Only a few publications provide any evaluation of kids' software. And of those kid-related resources (analyzed in the following section), there is no single concise and insightful resource to help parents make the right choice quickly and easily.

POTENTIAL SOURCES OF PARENT-FRIENDLY SOFTWARE ADVICE

The sources of information currently available to parents include word-of-mouth recommendation, magazines, and books. But none of these provides the complete picture parents really need.

Personal Recommendation

Word of mouth is the most respected endorsement when it comes to buying almost anything related to computers. According to the Software Publisher's 1992 Consumer Survey, a personal recommendation is one of the top two reasons (along with the publisher's reputation) for purchasing software. But it's often hard for parents to find a personal evaluation every time they're considering a software purchase. (What if you hear about a great math program — but your daughter really wants a painting program?) That's why many people also turn to computer magazines for product ideas and reviews.

Computer Magazines

There are scores of computer magazines on the market, catering to myriad special interests like Macintosh, DOS, or Windows systems, portable computing, multimedia, CD-ROM technology, home computing, classroom computing, and more. Many review — and assign ratings to — software packages, including some titles for children. Some also carry occasional articles about kids' software. But in most issues, kid-related information takes a back seat to other material and fails to provide parents with the facts they really need to make a decision.

A recent issue of *MacUser* is a case in point. Its 300 pages were dominated by ads and articles like "Desktop Video," "Do-It-Yourself Databases," and "The Top 50 CD-ROMs." Assiduous readers might have discovered that the CD-ROM survey actually listed 14 titles for kids. Missing from the article, however, was some basic information for parents, like suggested age ranges for the 14 programs. Nor did the story identify products in the subject areas highest on parents' agenda for their children, like math and reading.

The Christmas issue of *Computer Gaming World*, which reviewed 16 kids' titles, typifies other problems with computer magazines. While the article described each product, parents were left in the dark about some pretty basic issues: Why were those particular titles selected? How did they rate in comparison to each other (which ones were best, which were only fair)? Were they better than other titles in the same subject area? This special section also failed to provide any organizational structure — by age level or subject category — to make it easy for readers to zero in on products that might suit their kids' needs.

In short, computer magazines make parents wade through lots of extraneous information to get a few relevant facts, and often, those "facts" may be less than helpful.

Parent Magazines

This year, two magazines for parents introduced an annual software awards feature in an attempt to fill the information gap for parents.

One of these publications is *Family Fun*. A Disney-owned magazine for parents of children ages 3 to 12, *Family Fun* has a circulation of close to 700,000 and an editorial focus on family activities, education, and travel. It has carried a column on home computing for the past year, and presented its first annual software awards in the September 1993 issue.

To develop this list, *Family Fun* asked kids who use the Prodigy on-line network to vote for their favorite titles. The titles were presented by category (like adventure, animals, science, and sports), and the winners and runner-up titles got a two- to three-sentence write-up.

To date, the *Family Fun* list is better than anything else available. It has clearly defined criteria for selection (kid input only). It has a useful organization (by subject). It includes both new and oldie-but-goodie products. But it too lacks critical information. Age levels, when they're mentioned at all, are buried in the text. And parents won't find all age levels represented in all categories; the titles in the Animal category, for example, are all for children 7 and up. The list doesn't provide technical details parents need to determine whether the software will run on their particular computer system. It doesn't assess the benefits of one program relative to another in the same category. And it doesn't differentiate among the runners up.

Child magazine, a New York Times publication with a circulation of 600,000, also published a list of recommended kids' software this fall and plans to introduce a series of

special reports on family technology in the coming year. Its titles were selected by a panel of educational specialists and presented by category. But the magazine didn't explain the criteria the panel used in choosing the software. The product descriptions were not much more informative than the promotional copy found on software packaging. Like *Family Fun*, the *Child* list didn't give parents software choices for every age in every category. And it didn't help them choose among different titles in the same category.

The fact that both magazines initiated top software lists underscores mass-market interest in kids' software and the need for "what should I buy?" information. But while both lists attempt to address that need, neither is completely satisfactory.

Children's Magazines

Two new computer magazines — targeted to kids — were introduced in late 1993. *PC Kids*, for 8- to 12- year-olds, provides an overview of new products and tips on using software. *KidSoft* is a combination a magazine for kids and product catalog for parents (with a CD-ROM that contains product demos for sampling). Both provide basic descriptions of software offerings. But neither reviews or ranks titles.

Books

Two books on kids and computers published in 1992 have also attempted to fill the kids' software information gap. Both are long and exhaustive in scope. *Kids & Computers: A Parent's Handbook* (SAMS) advises parents on selecting and using computer hardware and software. About half the book is devoted to descriptions of software programs selected by author Judy Salpeter. *Parents, Kids & Computers* by Robin Raskin and Carol Ellison (Random House), also walks parents through hardware selection and set-up, describes more than 50 software titles, and then focuses on software-related activities for parents and children.

Although both books help narrow the universe of kids' software, they're long on purely descriptive information and short on a genuinely helpful framework for choosing software. Neither book articulates clear criteria for including one title and leaving out another. Neither provides a rating system to give parents an at-a-glance understanding of the relative value of different software products. Neither evaluates products in comparison to others. Apart from including a pre-school category, neither book makes it easy to select software by age. And because of their length and scope (hardware, software, networks, and

myriad related issues), neither book enables parents to get the information they want quickly and easily.

Finally, neither book has enjoyed parent-friendly marketing. Classified as computer trade publications, these books are typically buried deep in the computer book section (next to Kilroy's Guide to C++ and Paradox Programming) where much of their intended audience would never find them.

INTRODUCING THE GUIDE TO THE BEST

All these efforts point to a very real demand for a best-software guide for parents. But it's clear from this review that the ideal list does not yet exist in either magazines or books. To be truly useful, the ideal list must:

- Provide the real-life perspective of parents and kids who have used the programs (i.e., word-of-mouth recommendations)

- Define what makes for great kids' software products and then evaluate, select, and rank titles based on that consistent set of criteria (i.e., a rating system).

- Organize these selections in a variety of useful ways — by age, by category, etc. — to make it easy for parents to immediately find the kind of information they value most.

- Suggest a range of choices for every age in every category.

- Aim at a mass market, maintaining visibility and selling where parents buy.

The *Computer Museum Guide to the Best Software for Kids* does all this, and more, providing for the first time a helpful framework for choosing software for kids.

Tapping the Voices of Experience

The *Guide* captures the real-life perspective of parents and kids by inviting users of a wide range of computer networks to share their experiences and recommendations. In its Kids' Choice 1993 Software Awards, *Family Fun* used just one on-line service — Prodigy — and heard from more than 2,000 kids. The *Guide to the Best* intends to enlist the help of an even broader group of people by posting its "call for comments" on bulletin boards within Prodigy, America OnLine, CompuServe, AppleLink, and Internet, among others.

These reviewers are invaluable assets to the *Guide*. First, their reactions to kids' software help narrow the field of candidates for inclusion in the *Guide*. If a software title doesn't get an enthusiastic response from a sufficiently wide set of reviewers, it doesn't get further consideration. Second, the reviewers are an important source of real-life opinions and advice. Readers of the *Guide* get to hear from other parents, in their own words. Kids get to have their say, too. So do teachers, and many others.

Reviewing and Comparing the Best

The review process is more than just a popularity contest, however. The reviewers measure their favorites against a set of useful and incisive criteria. The evaluation form posted on networks asks reviewers to test and rate their favorite products for:

- Kid Appeal (One example of a kid-appeal quality: do kids go back to a title again and again?)

- Educational Value (Does a software title make kids feel good about learning? Does it inspire them to read or write?)

- Look-and-Feel (Is it easy to launch and play with?)

Developed by the authors and the Computer Museum, these criteria have been tested and further refined by an advisory panel that includes experts in child development, technology, and education.

Using these real-life opinions and systematic evaluations, the *Guide* effectively reduces the huge field of titles to the top products. And then it awards a Classic, three-star, two-star or one-star rating for every software title included in the *Guide*. This gives parents at-a-glance insight into the comparative values of the best titles. For example, readers can be

confident that a three-star title scores high on kid appeal, educational value, and look and feel. A two-star title scores high on two of the three criteria, while a one-star title scores high on one of the criteria but not the other two.

The Best Organization

The *Guide* is organized to help parents easily determine which software titles in a range of subject categories best serve their kids' interests and needs at different ages. For quick decision-making, the *Guide* provides a section entitled, *"The Best Lists."* And for deeper insight, a review of each title can be found in one of the *Guide*'s 11 subject categories.

The *Best Lists* section answers the question most parents ask first — *"What's age-appropriate for my child?"* — by grouping the best software titles by age range. (Sounds sensible, but no other resource provides this essential service.) The *"Age"* lists include *The Best for Your 2–3-Year-Old, The Best for Your 3–5-Year-Old, The Best for Your 5–7-Year-Old,* and *The Best for Your 7–12-Year-Old.* A dozen more lists offer other helpful perspectives on the Best, including *The Best Classics, The Best CD-ROM Titles, If You Only Buy 5 Programs ... For Kids 7 and Under, If You Only Buy 5 Programs ... For Kids 8 and Over, The Best Homework Helpers, The Best Education-Meets-Video-Game Titles, The Best Programs for Parents & Kids to Use Together,* and more.

In *The Winning Titles* section, the *Guide* groups titsoftwareles into 11 subject areas, including such topics as *Interactive Storytime, Essential Skills* like reading, math, and critical thinking, and *Explorations.* The reviews in each of these subject categories strike a balance between description (what kids can do with the product) and evaluation (what are its strengths and weaknesses, and how it measures up to the *Guide*'s criteria). At first blush, this hardly sounds unique. But in fact, other publications that review software don't do that. Most offer uncritical descriptions (with an uncanny similarity to back-of-the-box copy by the publisher) or purely subjective opinions or detailed explanations of how to use the product.

In contrast, the reviews in the *Guide* strive to tell parents something more meaningful. They tell parents less about *what* a program does, and more about *why* it's one of the best. What's more, they help parents understand the differences between titles in the same category and choose the one best suited to their kids. (How, apart from using the star ratings, do parents choose among the six math titles that focus on basic skills, for example? The reviews provide the insight parents need to answer that kind of question.)

In addition, each review includes a summary with such details as age range, introduction date, publisher and toll-free contact number, price, system requirements, and the like.

COMPLETING THE GUIDE

The *Guide* will use a systematic approach to collect feedback from a broad population of software users, illustrated in the chart below. To assign its unique ratings, the *Guide* combines the evaluations of its broad population of reviewers with the opinions of industry experts.

```
          ┌─────────────────────┐
          │  Refine evaluation  │
          │      criteria       │
          │    with experts     │
          └─────────────────────┘
                    │
          ┌─────────────────────┐
          │  Develop reviewer   │
          │  evaluation form    │
          └─────────────────────┘
                    │
          ┌─────────────────────┐
          │        Issue        │
          │ reviewer evaluation │
          │     request over    │
          │  on-line networks   │
          └─────────────────────┘
                    │
          ┌─────────────────────┐
          │       Reviews       │
          └─────────────────────┘
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Computer Museum experts → ▲ ← Other awards/ratings

Compilation

Final selection and ratings

Reviewer Thank You
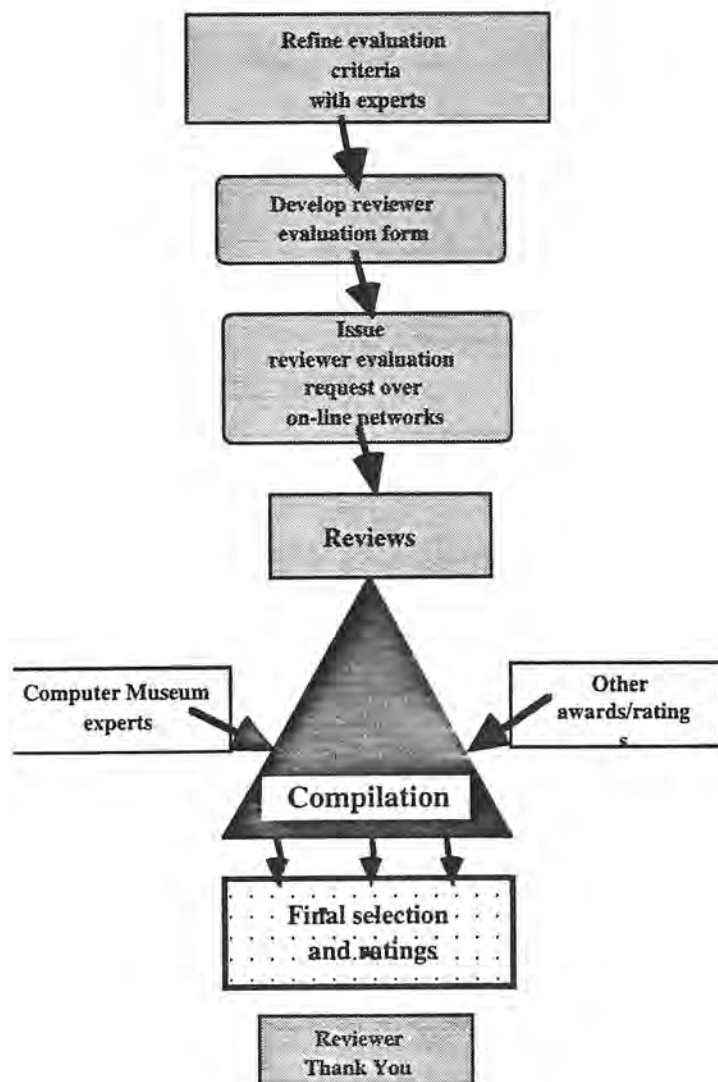
MARKETING THE GUIDE

The Computer Museum Guide to the Best Software For Kids can best serve the needs of a broad cross-section of parents — from computer enthusiasts to those buying a computer for the first time — if it is highly visible and readily available everywhere parents shop for kids.

Marketing & Distribution

The *Guide* is well suited to promotion in a variety of retail, catalog, television, and on-line outlets. These include:

- Book stores (in the parenting section, the computer section, and the kids' section)

- Toy stores (both upscale outlets like *Imaginarium* and mass-market chains that are beginning to add computer software to their stock of video game cartridges)

- Specialty kids' stores (i.e., *Nature Company* and *Learningsmith*)

- Museum shops (such as The Computer Museum and numerous children's museums around the country)

- Software and computer stores (i.e., *CompUSA, Babbages, Egghead*)

- Shopping clubs (whose low prices are enticing a growing number of first-time buyers)

- Consumer electronics stores (which are enjoying increased traffic as computers and software become commodity purchases)

- Catalogs of all sorts (both for software, like *MacWarehouse, KidSoft,* and *PC Connection,* and for consumer products, like *Childcraft* and *Music for Little People*)

- Computer-related cable TV programs such as *Mac TV* (which provides extended demos and "infomercials" on new products)

- Electronic bulletin boards on such on-line services as Prodigy, CompuServe, America OnLine, and AppleLink.

In addition, the *Guide* could be promoted (or even remarketed) both by computer manufacturers and software publishers whose programs are featured in the *Guide*. (A marketing relationship with Apple Computer, for example, that provides a coupon for the *Guide* with each of the 3 million Macintosh Performas Apple anticipates selling next Christmas would prove highly beneficial.)

Derivative Products

The *Guide*'s value as a source of information can be easily extended by repurposing its content in one or more electronic formats.

A disk-based version, for example, could offer instant point-and-click access to details about the *Best* products. An on-line version could provide additional word-of-mouth comments about the Best products (for a per-transaction fee) as well as additional information not available in the print version. The growing number of families that own CD-ROM computers would value a CD-ROM-based version of the *Guide*. This kind of electronic book could provide unique ways of extending the information in the *Guide*, such as an "intelligent" database that selects appropriate titles based on customized preferences and demo versions of the Best titles to sample on your home computer.

AUTHOR BIOGRAPHIES

Take a team whose experience includes

- Managing the relationships between Apple Computer and such educational software developers as Broderbund, Davidson, and Scholastic

- Writing a weekly column about Silicon Valley for publication in the Sunday Examiner & Chronicle in San Francisco, as well as other newspapers in the Hearst chain

- Organizing parent focus groups for the pioneering children's software developer, The Learning Company, in its early years

- Ghostwriting for Milton Moskowitz and Robert Levering, the team that created the popular *100 Best Companies ...* series of books

- Managing the leading K–12 software product, called *AppleWorks*

- Creating the marketing literature — including the prospectus and annual report — for SuperMac Technology, one of the hottest color graphics companies in personal computing

- Teaching social studies, history, and language arts to middle school students

- Developing collateral for an initiative promoting multimedia computing in higher education, championed by a consortium that includes Apple Computer, Sony, and Prentice Hall, among others

plus raising four computer aficionados (ranging in age from 2 to 7 years old), and you've got the ideal combination for creating a book like *The Computer Museum Guide to the Best of Kids' Software.*

Alison Elliott

Alison Elliott fell in love with personal computers in 1983 and has worked in industry ever since. Several other jobs have provided first-hand experience in educational software. At The learning Company, one of the pioneering developers of children's software, Elliott organized parent focus groups. At Apple Computer, she managed relationships with Apple's independent software developers, including education developers like Scholastic, Broderbund, and Davidson. At Claris, she was product manager for *AppleWorks*, the leading software product for K-12.

In addition, Elliott developed a successful consulting practice serving a variety of computer-industry and small-business clients in the areas of customer research, new product development, and marketing. At Ansa Software, she managed the market introduction of an innovative database management software product. For Apple, she wrote and managed the development of a multimedia presentation highlighting the Macintosh computer's new video and animation capabilities. For Borland International, a worldwide leader in business productivity software, she organized and wrote sales guides for computer retailers.

Elliott also spent several years teaching sixth, seventh, and eighth grade students in rural Connecticut and New York City. Among the subjects she taught were social studies, history and language arts (reading, writing, grammar, spelling, etc.)

Elliott, who has a BA from Vassar and an MBA from Stanford University, lives with her husband and two daughters in Menlo Park, CA.

Last year, Elliott and Miranker were part of a team that investigated the potential for a mail-order catalog focused on kids' software. In the process, they spoke with a great many parents about selecting software for their children, the frustrations they felt, and potential solutions for improving the process.

Catherine Wedge Miranker

Cathy Miranker brings first-hand experience in writing reviews and managing publishing projects to *The Computer Museum Guide to the Best of Kids' Software*, as well as an understanding of software, computers, and multimedia. Her professional career includes extensive experience in both journalism and in marketing communications for the computer industry.

From the New York headquarters of The Associated Press, she supervised and edited breaking-news coverage around the nation. In the AP's San Francisco bureau, she worked as a reporter, editor, and business writer during the Silicon Valley boom of the early '80s. Miranker also covered the computer industry for the San Francisco Examiner, reviewing numerous software products (including children's titles), analyzing corporate success stories (at Apple, The Learning Company, and others) and writing a Sunday column about innovations in Silicon Valley.

Miranker was also a writer for the Moskowitz-Levering team that turned business books like *Everybody's* Business and *The 100 Best Companies* into best-sellers. She drafted several of the corporate profiles in *The Global Marketplace* as well as the revised editions of *Everybody's Business*.

In the corporate arena, Miranker has developed and executed collateral strategies for several start-up computer companies. Her writing projects have included speeches for company presidents, video scripts, brochures, magazine articles, business plans, white papers, an annual report, and numerous pieces of sales and marketing collateral. Among her most recent clients are the New Media Centers Consortium (a group of companies including Apple, Sony, Prentice Hall, SuperMac, and others committed to fostering multimedia in higher education) and Rocket Science Games (an interactive game company).

Miranker holds a BA from Yale and an MSJ from Columbia University. She lives with her husband and two daughters in San Francisco, CA.
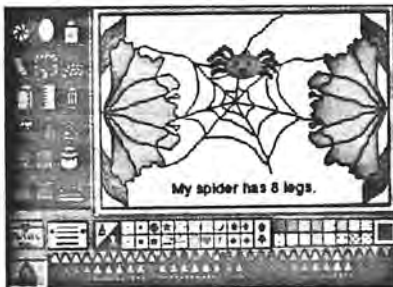
SAMPLE TEXT & PAGE DESIGN

Introduction

The Winning Titles

My spider has 8 legs.

Talking Back to Us

Indices

Creative Pursuits

Make room on your refrigerator door! Thanks to inventive, easy-to-use tools, *Creative Pursuit* software encourages kids to express themselves in every form imaginable: paintings and storybooks, animations and movies, banners and greetings cards, comic strips and personalized
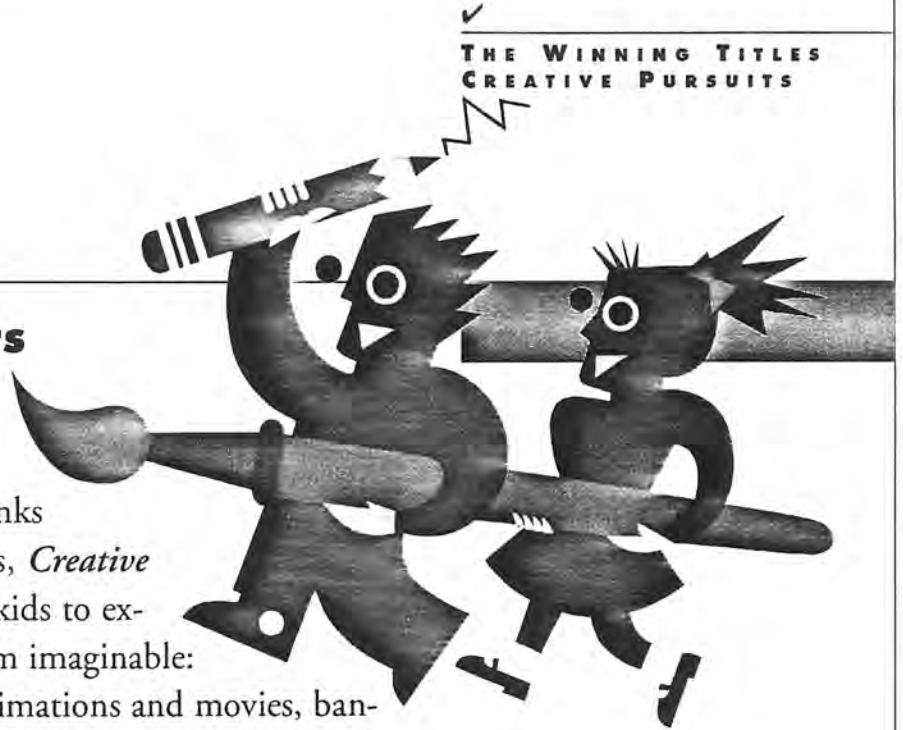
ARTS & CRAFTS

RATINGS	TITLES
CLASSIC	Kid Pix
★ ★ ★	Kid Cuts
★ ★ ★	Qui Ipsorum
★ ★	Est Omnis
★ ★	Picture Wizard
★ ★	Partes Tres Quorum
★ ★	Unam Inculunt Belgae
★	Aliam Aquitani Est

STORYTELLING

RATINGS	TITLES
CLASSIC	Qui Ipsorum Lingua
★ ★ ★	Est Omnis
★ ★	Kid Works 2
★	Storybook Weaver
★	My Own Stories
★	Once Upon a Story
★	Unam Inculunt Belgae
★	Aliam Aquitani Est

calendars, flyers and invitations, newsletters and school reports, even musical compositions. When you give kids one (and hopefully more) of these programs, you'll be giving their creative impulses a big boost and sparking a lasting delight in self-expression. ✔

Emily, age 7½, *Storybook Weaver*

Molly, age 4, *Kid Pix*

PUBLISHING

RATINGS	TITLES
CLASSIC	The Print Shop
★ ★ ★	Creative Writer
★ ★	Publish It! Easy
★ ★	Est Omnis
★ ★	Unam Inculunt Belgae
★ ★	Partes Tres Quorum
★	Unam Inculunt Belgae
★	Aliam Aquitani Est

MUSIC TO MY EARS

RATINGS	TITLES
CLASSIC	Unam Inculunt Belgae
★ ★ ★	Aliam Aquitani Est
★ ★ ★	Qui Ipsorum
★ ★	Est Omnis
★ ★	Partes Tres Quorum
★ ★	Aliam Aquitani Est
★ ★	Unam Inculunt Belgae
★	Partes Tres Quorum

STORYTELLING

★ ★

Kid Works 2

A combination writing and painting program that talks back, *Kid Works 2* is fun to use and does a good job of cultivating the pleasure of storytelling even though its graphics are not particularly sophisticated and its "voice" sounds robotic. Parents can use it with pre-readers by acting as scribe while they dictate. Click a button, and words automatically change into pictures (the program's most charming feature). Then, you read the written words, and they "read" the pictures. Five- and six-year-olds will feel at home with the program's familiar ruled paper (rather than the blank screen of a word processing program). Older kids can add freehand illustrations (using a feature or two that even *Kid Pix* doesn't have). There's no overt instructional content, but beginning readers will pick up word-recognition and composition skills, and most important, the yen to write (and read). ✔

IT TALKS!

JUST THE FACTS

Ages	4–10
Introduced	1992
Publisher	Davidson (800)545-7677
DOS	386 or higher, VGA, DOS 3.3 or higher, 7 MB hard disk space, sound board
Windows	N/A
Mac	System 6.0.7 with 2 MB RAM or System 7 with 4 MB RAM, 7 MB hard disk space
CD-ROM	N/A
Price	$35.95

Storybook Weaver

*S*torybook Weaver is a kind of automatic story illustrator with an uncanny ability to encourage writing. The program's forte is a well-stocked supply of graphics: foregrounds and backgrounds (which can each be displayed at dawn, day, dusk, night), plants, animals (complete with sounds),
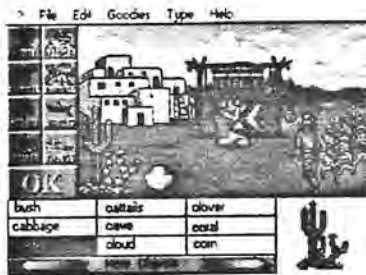
people, and things. Kids get so jazzed about the pictures they can assemble that they just start writing and keep on writing. If your kids like *Kid Works 2*, consider *Storybook Weaver* next year: its more comprehensive choices for illustrating stories will keep their creative juices flowing. On the negative side, the graphics aren't very sophisticated. The music has a tinny, mechanical sound. And as one mom observed: "Creating illustrations by clicking on pre-existing pictures doesn't seem all that creative to me." It's worth having, but don't expect *Storybook Weaver* to be more than a short-run hit: its cut-and-paste approach to illustration wears thin in time. ✔

If your kids like *Storybook Weaver* and somehow manage to exhaust all the possible combinations of images, scenery, sounds, songs, page border, and type styles (there are more than 1,000 possibilities!), MECC has a sequel called *My Own Stories*. Aimed at slightly older kids, 8–14, it provides pictures of everyday activities so kids can illustrate stories close to their own experiences.

JUST THE FACTS

|	
Ages	6–14
Introduced	1992
Publisher	MECC (612)569-1500
DOS	386 or higher, VGA, DOS 3.3 or higher, 7 MB hard disk space, sound board
Windows	N/A
Mac	System 6.0.7 with 2 MB RAM or System 7 with 4 MB RAM, 2 MB hard disk space
CD-ROM	N/A
Price	$35.95

Interactive Storytime

Remember your child's pleasure when you read her a "lift-the-flap" book for the first time? That kind of delight is what *Interactive Storytime* software is all about. Only instead of a few flaps to flip, there are dozens of hidden surprises. Playing with these programs is like jumping into the pages of a book.

NO READING REQUIRED

RATINGS	TITLES
CLASSIC	Grandma and Me
CLASSIC	Arthur's Teacher Trouble
★★★	The Tortoise and the Hare
★★★	Ruff's Bone
★★	Unam Inculunt Belgae
★★	Partes Tres Quorum
★★	Est Omnis
★	Aliam Aquitani Est
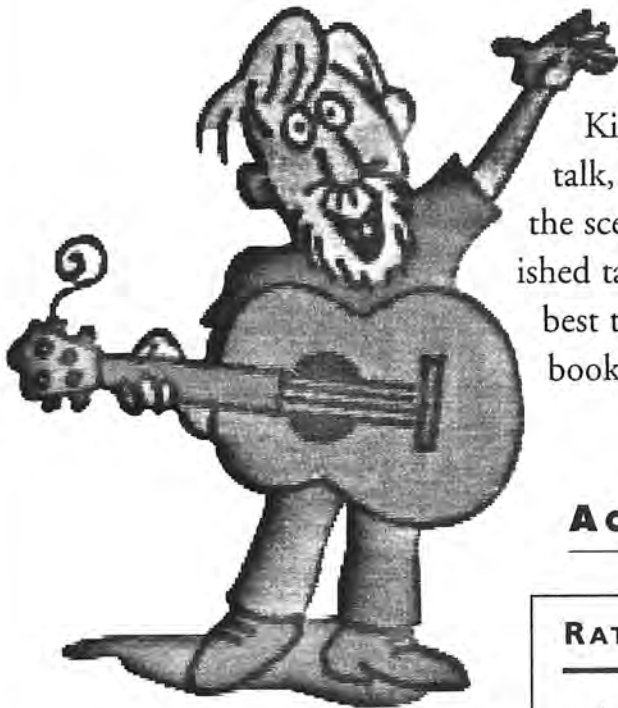
Kids are in control: they can make characters talk, watch their (mis)adventures unfold, explore the scenery, or simply listen to a familiar and cherished tale. Quite simply, this class of software is the best there is for giving pre-readers a taste for books and inspiring older kids to read more. ✔
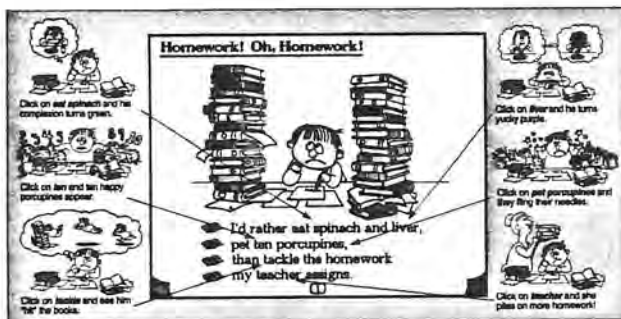
FOR MORE
ACCOMPLISHED READERS

RATINGS	TITLES
★ ★ ★	The New Kid on the Block
★ ★ ★	Est Omnis
★ ★ ★	Unam Inculunt Belgae
★ ★	Est Omnis
★ ★	Aliam Aquitani Est
★ ★	Peter Pan
★ ★	Unam Inculunt Belgae
★ ★	Aliam Aquitani Est
★	Est Omnis
★	Unam Inculunt Belgae
★	Aliam Aquitani Est

FOR MORE ACCOMPLISHED READERS

★ ★ ★ ★

The New Kid on the Block

*N*ew *Kid* is the most inventive software around for beginning readers, as superior to other reading programs as *Cat in the Hat* was to Dick and Jane. It's got the puckish humor of Jack Prelutsky's poems (can any kid resist absurdities like "My brother's head should be replaced"?); the wry drawings of James Stevenson; and playful animations and zany sound effects that bring words and drawings to life. Little kids can play *New Kid*, but it has a special charm for beginning readers. As if to underscore the power and magic of words, New *Kid puts* its 100+ hot spots in the text, rather than in the illustrations. So clicking words and phrases triggers animations — bananas perform tangos and waltzes, a diaper springs a titanic-size leak, monstrous fangs drip bloody gore — all of them with a sassy appeal. The result is pure fun, plus subtle encouragement of word recognition and other reading skills. Destined to be a classic. ✔

JUST THE FACTS

Ages	6–12
Introduced	1993
Publisher	Broderbund (800)521-6263
DOS	N/A
Windows	386 or higher, Super VGA, Windows 3.1, 4MB RAM, sound board
Mac	System 6.0.7 or higher, 4 MB RAM 256-color Mac
CD-ROM	MPC- or Mac-compatible CD-ROM drive
Price	$35.95

Peter Pan: A Story Painting Adventure

This rescue-Wendy-and-the-Lost-Boys adventure is high in kid appeal but fairly low on educational value and good looks. It's basically a video game for personal computers: kids get to change the storyline by clicking on tools like a fairy-dust sprayer or a magic pencil. This program is very different from other *Interactive Storytime* titles. It's not a read-aloud story. It doesn't do much to cultivate reading skills or love of books. And the graphics are "vintage video-game:" characters look fuzzy, scenery has a flattened, one-dimensional look, animations are stilted. But none of that seems to bother kids. To quote a seven-year-old reviewer (ordinarily a reluctant reader who was captivated enough by the action to read the text herself): "I like the things it lets me do." ✔

JUST THE FACTS

Ages	6–10
Introduced	1993
Publisher	EA*Kids (800)KID-XPRT
DOS	386 or higher at 16 MHz or faster, MS-DOS 3.3 or higher, 10 MB hard disk space, 640K RAM, VGA, sound board, high-density floppy drive
Windows	N/A
Mac	System 6.0.7 with 2 MB RAM or System 7.0 or higher with 4 MB RAM, 6 MB hard disk space, 256-color monitor
CD-ROM	N/A
Price	$34.95

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The Computer Museum

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Boston, MA 02210

(617) 426-2800

Memorandum

DATE: December 20, 1993

TO: Executive Committee
           Education Committee

FROM: Oliver Strimpel

SUBJECT: Book Proposal

Enclosed find a copy of the proposal for *The Computer Museum Guide to the Best of Kids' Software*. This was circulated at the Executive Committee meeting last week, and it was agreed that copies should be distributed to both Executive Committee and Education Committee members for their review and comments.

The document outlines in detail the content of the proposed book, as well as offering sample page proofs (the originals of which are in four color). It also describes the process for evaluating software and ideas for marketing the *Guide*.

I very much look forward to your input on the proposal after you've had a chance to read it.

Enclosure