

BINGHAM, DANA & GOULD
150 FEDERAL STREET
BOSTON, MASSACHUSETTS 02110

TELEPHONE: (617) 951-8000
TELEX: 275147 BDGBSN UR
CABLE ADDRESS: BLDGPHAM BSN
TELECOPY: (617) 951-8736

WASHINGTON OFFICE
(202) 822-8320

ROUTE 128 OFFICE
(617) 890-0922

CAPE COD OFFICE
(508) 420-0283

LONDON OFFICE
011-44-1-799-2646

January 28, 1989

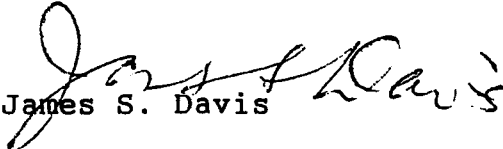
To the Board of Directors
of the Computer Museum

Re: February 17, 1989 Meeting

As clerk of the Museum, I am sending you this notice of the next board meeting at 10:00 a.m., February 17, 1989, at the Museum.

I am also enclosing a copy of the minutes of the last meeting.

Sincerely,


James S. Davis

ed/2087u
Enclosure

THE COMPUTER MUSEUM, INC.

Meeting of the Board of Directors
of the CorporationMINUTES

November 4, 1988

A quorum being in attendance, the meeting was called to order by Gardner C. Hendrie, Chairman of the Board of Directors. Other directors in attendance were: Gardner Hendrie, Joseph Cashen, Gwen Bell, David Chapman, David Donaldson, Jon Eklund, Richard Greene, Max Hopper, August Klein, James McKenney, Laura Morse, David Nelson, Russell Noftsker, Nicholas Pettinella, Jonathan Rotenberg, Jean Sammet, Edward Schwartz, Naomi Seligman, Paul Severino, Hal Shear, Irwin Sitkin, Ron Smart, William Spencer.

Also present was James S. Davis, Clerk.

I. Minutes of the last Board Meeting. Upon motion duly made and seconded it was

VOTED: To accept the minutes of the last Board Meeting as previously circulated to the Board of Directors.

II. Executive Director's Report. Joe Cashen, Executive Director, gave a report on the developments since the last meeting.

The lease with DEC has been extended. The Museum's original option to purchase its space had expired on March 31, 1988. The Museum had made a proposal to DEC

for a four-year extension, with the Museum picking up operating and mortgage costs starting April 1, 1988. DEC eventually granted a five-year extension beginning on November 1, 1988. DEC will have the power to revoke the extension if certain financial obligations are not met by the Museum.

Cashen referred to the strengthening of the Museum staff, including the addition of Adeline Naiman as Director of Education, an appointment generally commended by Cashen and by all others who had worked with her. A new Director of Development was being hired; and a fund-raising consultant, Janice del Sesto, is continuing to assist with the development efforts. The Computer Bowl was praised as being the most successful fund raiser to date for the Museum, having also given it national exposure and opportunities for additional exposure in the future.

New exhibits include "The Interactive Image" which opened on the weekend of the Board Meeting; "Terra Firma in Focus" to open November 29 (relating to satellite imagery); and the first travelling exhibit, "Computers in the Pocket".

The breakfast seminar program had begun again and was considered successful; and there is a Sunday afternoon lecture series.

Cashen discussed the Museum's financial challenges which he felt could be met but indicated that

more hard effort was needed. He emphasized the new building costs recently assumed by the Museum as part of the DEC lease agreement.

Jean Sammet asked that the reports of the Executive Committee be sent monthly to the Board members, to which Ed Schwartz agreed.

III. Report of the Finance Committee. Jim McKenney pointed out that the Museum had broken even in the first quarter on a cash basis and will try to continue to do so, although he stated that the Museum could not last without acquiring more capital.

Nick Pettinella indicated that the first quarter performance had been consistent with the projected budget. (See attached Exhibit A). The Museum is operating in as lean a way as possible, while still making investments in its educational programs and in increasing public awareness. Assumed operating costs of the building and of the mortgage have resulted in an annual increase of more than \$500,000 in expenses. The Museum will try to offset this increase by achieving its capital campaign goals and thereby building a new income stream.

Ed Schwartz indicated that the fiscal 1989 operating fund budget of \$1.1 million includes \$500,000 for expenses relating to the building. Therefore, he felt it was necessary to ask whether the Computer Museum was located

in the right place: are there alternate locations? This is an issue which will be considered by the Executive Committee if the added costs of maintaining the Museum in its present location cannot be offset by using that site to the financial advantage of the Museum. Operating costs could be less elsewhere.

IV. The Computer Bowl.

Jan del Sesto, Program Developer, described the Computer Bowl's goals, successes and future potential.

Its goals had been two-fold, to raise money and to increase recognition of the Museum's international status and the fact that it is the only Museum devoted to computer history. Its gross receipts were \$179,205 and the net should be around \$100,000. (See attached Exhibit B). 32% of its support came from the Board of Directors. She placed a value of more than \$1,000,000 on the media coverage, considering what it would have cost the Museum to buy it. She spoke of the significant, positive reaction and competition among potential sponsors for association with the Computer Bowl, and particularly commended Pat Nelson, Gwen Bell and the Board for their assistance in producing the event. She projected potential total revenues of \$756,000 for the next Bowl which might be held in 1990.

A question was raised as to whether the Museum could derive licensing fees from renting the "package" that

had been put together for the Computer Bowl (it has trademark protection), or by hiring out its staff to help others run comparable events.

There was a discussion of whether there should be a Junior Bowl, perhaps held every other year when the Computer Bowl was not being held; and there was a suggestion that the Junior Bowl not just focus on quick response competition but also be educational for those in high school or college who would participate.

The question was raised as to whether the tape of the Bowl should be marketed: for example for sale to computer companies for use in their cafeterias. It might also be given or rented on a low rent basis to computer societies and might be advertised for sale in the Computer World.

Naomi Seligman commended those who participated.

Upon motion duly made by Gwen Bell and seconded, it was:
VOTED: To thank all of the volunteers who participated in the Computer Bowl with citations to the following:

Steve Coit who came up with the original idea and questions;

Andy Rappaport who signed on to co-chair;

Pat Nelson who became the National Chair and will insure that we have an on-going program;

Trish Simeone who gave up summer vacation to expedite activities;

The Public Relations Committee of professionals who gave of their time to make the Bowl an event of international note.

Chris Morgan who wrote the script for the rehearsal, the extra questions for all the pr teasers; saved the best for the show itself; and spent 30 long minutes trying to entertain an audience trapped in an auditorium while the crew worked to get the satellite feed to the West Coast;

The West Coast Entertainers - John Doerr, Gordon Bell, and Saint Silicon who sweated out the 30-minutes in California of entertainment without a satellite feed;

The West Coast Committee co-chaired by Jim and Nancy Anderson and John and Ann Doerr, that made our first West Coast Event possible and their committee, plus the extraordinary help of the offices of Merrill, Pickard, Anderson and Eyre, Kleiner Perkins Caulfield and Byers, Ardent Computer, PCW Communications and Sun Microsystems.

Stewart Cheifet, executive Producer of Computer Chronicles, who came to us after the first press release hit and made our television dream come true;

Alan Symonds who took vacation to design and build the set;

Michael Callahan who worked wonders with sound;

Sponsorship Consultant, Jan del Sesto, whose vision led us all and whose efforts were far beyond the contractual;

The entire East Coast Committee, a cast of about one hundred that made the event work;

The Staff who worked extraordinarily long hours to make the event happen: Mark Hunt, Gail Jenness and Linda Holekamp who implemented the PR effort; Kathy Keough who made the evening flow smoothly with food and drink; and Tom Merrill and Dan Griscom who worked on the set;

Our very special Examiner - Will Hearst! and the judge - Mike Perkowski;

And finally, the players who put themselves on the line for an event equivalent to the "Presidential Debate of Computing": David Bunnell, Adele Goldberg, Bill Joy, Allen Michels, and Casey Powell for the West, Esther Dyson, Mitch Kapor, David Hathaway, Bill Poduska, and Dick Shaffer for the East.

Upon motion duly made by Dave Donaldson and seconded,
it was:

VOTED: To add Gwen Bell's name to her own motion to be commended as "the person who drove [the production of the Computer Bowl] from within".

V. Future Issues: The Next Two Years. Gardner Hendrie outlined concerns which he felt the Museum should focus upon for the next two years.

He stated that he felt that more energy needed to be focused not on just raising money, but on developing the Museum's potential as being the world's outstanding Museum of computing and computing history. There is no other museum exclusively devoted to these purposes; this one has the largest collection on the subject and perhaps the largest exhibit space. Although the collection is outstanding, most of it is not on view.

He noted that attendance figures over the last three years have been level.

As priorities, he spoke of:

(1) the need to build a national awareness of the Museum's existence and its being the premiere place to see the history and future of computing. He felt that it needed a "critical mass" of exhibits.

(2) He felt that it needed two major new exhibits of the size and quality of the Smart Machines exhibit, which could help generate support and funding.

(3) He spoke of the need to increase annual gifts with a goal of doubling corporate membership over the next two years.

(4) He outlined the capital campaigns past and future objectives, as follows:

	<u>Goal</u>	<u>Pledged</u>
6 Mos. of Fiscal 1987	\$ 580,000	\$ 310,000
Fiscal 1988	\$1,270,000	\$1,148,000
Fiscal 1989	\$1,100,000	Negligible
Fiscal 1992	\$8,600,000	

The floor was then opened for brief comments by the Board of Directors. Each of them spoke in turn.

Schwartz: The Museum needs a new team of players from the Board of Directors to serve on the Executive Committee since the present team is "aging" in terms of length of time devoted to the Museum and commitment.

Noftsker: spoke of reliance upon the staff to come up with new ideas for exhibits which the Board of Directors would then support.

Greene: suggested of finding a way to use potential exhibit items now in storage.

Sitkin: following up on the above comment, he suggested that some items might be sent elsewhere for temporary exhibit. He also questioned whether new signage was needed, perhaps on the roof of the Museum.

Smart: suggested considering an exhibit geared to what DEC is now doing.

Spencer: suggested a Computer Bowl every year due to its high success.

Rotenberg: questioned whether the Museum was trying to be an industry museum or a public museum. He suggested that it needs to rethink how it is going about achieving its educational/public functions.

Shear: suggested emphasis on the Museum's educational aspect in the broadest sense of that term, including interaction with universities and educators in the area.

Donaldson: commended hiring Adeline Naiman as a big step forward in the educational area and suggested making that function a more nationally oriented one.

Klein: mentioned the low awareness of the Museum even in the Greater Boston area. Suggested building on the Computer Bowl. Also suggested that the Museum take a public leadership position by making a statement against the recent outbreak of "computer virus". Also thought there was too great a degree of permanence in the Museum's exhibits.

Seligman: asked why the attendance was level and why we should not "fence straddle" on whether the Museum is an industry museum or a public museum.

Hopper: sees the Museum as a combination of both public and industry. Suggested more attention to the

history of the pioneers of the industry, including their anecdotes, biographies, video tapes, etc..

McKinney: suggested pursuing use of available space for more exhibits and trying to increase IBM's participation.

Pettinella: emphasized the Museum's unique position as a guardian of the history of the industry, this being the main way by which it distinguishes itself from other institutions. Also emphasized the need for more capital.

Bell: called for more involvement of the Board members.

Morse: said that suggestions are needed for breakfast meetings and for corporate sponsors.

Severino: echoed Gardner Hendrie's comments on the Museum's next two years and called for more commitment from the Board in terms of time and money.

Nelson: finds the Museum too focused on the East Coast and Boston, and feels it needs to concentrate as well on the West Coast, Europe and Japan, perhaps with annexes.

Chapman: raised a question as to the nature of the Museum's market and emphasized the need to "commercialize" the Museum by focusing on that market. The Museum should utilize the trade press, local hotel management, travel agents, the City of Boston, convention planners, etc.

Eklund: suggested taking a poll in Boston, as to the problem with attendance: is it lack of awareness of the Museum or something different? Sees the Museum as more

creative than the Smithsonian in its particular area, and thinks it can be both a public and an industry museum. It must be aware that the computer business is part of the communication industry and the Museum needs more emphasis on communications.

Sammet: agrees with Pettinella's comments that history is the discriminating factor in the Museum's existence. She was not hopeful that any other exhibit could approach the appeal of the Smart Machines' exhibit. Suggested adopting quiz shows on the premises to attract repeat visitors, (perhaps with different levels of difficulty) and which might be taken by visitors before and after they tour the Museum (quizzes which might relate to both the exhibits and other matters). Notes Boston's high degree of competitiveness for raising cultural money, but also notes that there is ample money for such purposes in this area.

Schwartz: feels that the Museum needs a new five year team: its first five year team created it, and its second team made it public. Now it needs its third team.

Other general comments called for more interaction between the Board and Executive Committee, and perhaps a reconsideration of the policy statement.

VI. Future Meetings.

There was tentative discussion of changing the future meeting dates, which have now been set at:

February 17, 1989, 10:00 a.m.
June 23, 1989, 9:00 a.m.
November 3, 1989, at 10:00 a.m.

VII. Educational Programs. In Adeline Naiman's absence, Michael Chertok described developments in this area.

He mentioned calls and letters from teachers and students asking for information, tapes, and help on school projects. He mentioned the commitment of himself and Naiman to the Museum's goals of the history of computing and hands-on education, and would like to see an increased fusion of the educational and exhibit functions of the Museum.

A grant has been received from the Massachusetts Council on Arts and Humanities to bring students to the Museum free of charge. Presentations are made before the tours to help introduce the students to the Museum. A copyrighted educational packet has been developed by him, which has been sent out with travelling exhibits for use by other educators. An educational kit has been developed and passed out to groups touring the Museum; and there are new tele-marketing techniques being developed to reach schools, as well as attempts to forge new ties with teachers and educational groups. An outreach program to fifty schools, relating to robotics, was begun last year. Outside educational advisors are also being consulted.

(A suggestion was made by one of the Board members that educators beyond the Boston area be contacted, to try to develop the Rhode Island and Connecticut markets and potentially get grants from those states.)

A personal computer resource center may be set up in the summer with interns and school children participating.

There are many requests for help in the area of teacher training. They would like to begin a "pace-setter project", a prototype classroom for training teachers by the Museum staff, utilizing today's hardware and software. The room could also be used during regular visitation hours by the visitors to the Museum and for other educational functions.

He mentioned the National Educators' Computing Conference to be held in 1989 in Boston, of which the Museum would be a co-sponsor and a host for some events.

VIII. Exhibits. Gardner Hendrie emphasized the need to develop new exhibit areas and to develop a policy on exhibits.

The Museum's market consists of:

- (1) Computer knowledgeable adults and professionals;
- (2) Other adults; and
- (3) Young people.

He also suggested a possible allocation of exhibit space according to major themes, as follows: 25% based on history; 10% based on individuals in the computing field; 10% based on how computers work; and 55% on computer applications. He recognized that there is an overlap among

these areas. He also suggested a need to develop a broader geographical scope for the Museum's audience, including more travelling exhibits and kits available to the public. He suggested a goal of one major exhibit each year with two temporary exhibits each year.

Oliver Strimpel mentioned the following goals for particular exhibits:

1. A history of computing in the entry bay which could be composed of a series of vignettes (for example: why a particular process was developed in response to specific needs at a given point in time).

2. the Sage exhibit: permitting visitors to walk through a computer of the 1950's.

3. a personal computer exploration center with taped interviews of their creators and a focus on how they can be utilized.

4. "The Network Society": relating to the large scale, invisible uses of computers in ways which hold society together. For example: airline reservation systems; automatic teller machines; airline flow control systems; manufacturing uses; supermarket check-out.

Jean Sammet urged that none of the exhibits display the obvious applications of computers which we all know about and use.

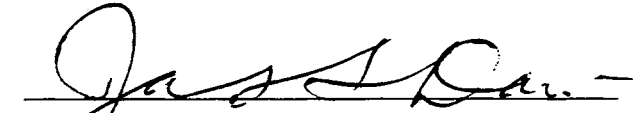
Eklund thinks that one major exhibit each year may not be realistic and feels that permanent Smart Machines and Sage exhibits would provide an anchor to bring visitors back.

IX. Adjournment. There being no further business to come before the meeting, upon motion duly made and seconded, it was:

VOTED: To adjourn.

A true copy.

Attested.


James S. Davis, Clerk.

THE COMPUTER MUSEUM, INC.

Financial Statements

For the First Quarter ended 9/30/88

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

	9/30/87 ACTUAL	FOR THE THREE MONTHS ENDED				ANNUAL FY 1989 BUDGET
		BUDGET	9/30/88 ACTUAL	FAV (UNFAV)		
REVENUES:						
Operating Fund:	318	270	273	3	1%	1,103
Capital Fund	85	63	54	(9)	(19%)	1,169
Total Revenues	403	333	327	(6)	(3%)	2,272
EXPENSES:						
Operating Fund	293	408	375	33	8%	1,433
Capital Fund	121	128	121	7	5%	810
Total Expenses	414	536	496	40	7%	2,243
NET REVENUES (EXPENSES)	(\$11)	(\$203)	(\$169)	\$34	16%	\$29

SUMMARY:

For the 3 months ended September 30, 1988 the museum operated at a deficit of (169K) compared to a budgeted deficit of (203K). As of September 30, 1988 the total cash and cash equivalents (short-term investments) amounts to 420K.

OPERATING: Revenues were 1% above budget due to mainly strong Computer Bowl and Functions revenues. Unrestricted Contributions, Admissions, and Store revenues have not met budget expectations to date. Expenses were held at 8% below budget due to tight spending control.

CAPITAL: Revenues were 19% below budget due to timing factors and optimistic contribution revenue budget expectations. Expenses were held at 5% below budget due to tight spending control.

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

	FOR THE THREE MONTHS ENDED					ANNUAL FY1989 BUDGET
	9/30/87 ACTUAL	BUDGET	-----9/30/88-----			
			ACTUAL	FAV(UNFAV)		
REVENUES:						
Unrestricted contributions:	45	\$17	5	(12)	(71%)	\$58
Restricted contributions	0	40	86	40	100%	225
Corporate memberships	32	27	30	3	11%	173
Individual memberships	17	14	15	1	7%	83
Admissions	76	90	77	(13)	(14%)	238
Store	37	48	34	(14)	(29%)	159
Functions	20	22	27	5	23%	106
Other	14	12	11	(1)	(8%)	61
Museum Wharf funded by DEC	77	0	0	0	0%	0
Gain/Loss on Securities	0	0	(6)	(6)	(100%)	0
Total Revenues	318	270	273	3	1%	1,103
EXPENSES:						
Exhibits & education	44	118	92	26	22%	373
Marketing & memberships	39	62	70	(8)	(13%)	212
Management & general	91	84	80	4	5%	338
Fundraising	2	24	21	3	13%	57
Store	30	48	36	12	25%	159
Functions	10	13	17	(4)	(31%)	57
Museum Wharf expenses	77	59	59	0	0%	237
Total Expenses	293	408	375	33	8%	1,433
NET REVENUES (EXPENSES)	\$25	(\$138)	(\$102)	\$36	26%	(\$330)

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

	9/30/87 ACTUAL	FOR THE THREE MONTHS ENDED			ANNUAL FY1989 BUDGET	
		BUDGET	9/30/88 ACTUAL	FAV(UNFAV)		
REVENUES:						
Contributions	\$43	\$63	\$34	(\$29)	(46%)	\$769
Exhibit Funding	0	0	20	0	100%	480
Gain (Loss) on securities	0	-	0	0	0%	-
Wharf mortgage funded by DEC	42	0	0	0	0%	0
Total Revenues	85	63	54	(9)	(19%)	1,169
EXPENSES:						
Exhibits	31	0	0	0	0%	325
Exhibit Administration	30	54	51	3	6%	205
Fundraising	18	33	29	4	12%	118
Wharf mortgage	42	41	41	0	0%	162
Total Expenses	121	128	121	7	5%	810
NET REVENUES (EXPENSES)	(\$36)	(\$65)	(\$67)	(\$9)	14%	\$359

THE COMPUTER BOWL 1 9 8 8

TOTAL RAISED:	\$179,205 (estimate including receivables)
Revenue from sponsors: Leveraged dollars primarily from marketing, advertising, sales, and public relations budgets rather than from corporate philanthropic programs	\$159,955 or 89.25%
Revenue from ticket sales:	10%
Revenue from t-shirts, posters, contributions:	less than 1%
Revenue from board members:	32%
Total number of sponsors:	40 (25 cash, 15 trade, 3 cash & trade)
Cash value of trade and services:	\$250,000
Total number of board members participating:	15 (out of 56) or 27%
Total number of board members responsible for sponsorships:	11
New sponsors for the Museum:	16
Current corporate members who became sponsors:	10 providing infusion of \$53,100 in additional funds beyond their current annual commitments
Media Coverage:	77 print pieces to date 5,000,000 + impressions 6 electronic 3,000,000 impressions
Value in dollars:	\$1,000,000 +

THE COMPUTER BOWL 1990

(Revenue potential)

100% Board participation

2 tickets per person @ \$500= \$1,000

1 sponsor solicitation @ \$5,000=

\$6,000 x 56 board members = \$336,000

20 East and 20 West Coast
hand-picked Committee Members
averaging \$3,000 in sponsor
& ticket sales = \$3,000 x 40

= \$120,000

National Chair, Management &
Staff sponsor and ticket sales

= \$300,000

TOTAL REVENUE PROJECTION: \$756,000

Summary Report to Board of Directors, The Computer Museum
Prepared and presented by Janice Del Sesto, Consultant
Project Developer and Producer of The Computer Bowl
November 4, 1988

M E M O R A N D U M

To: Oliver Strimpel
From: James S. Davis
Date: October 17, 1990
Re: By-Laws Amendment

You may remember that at the last Executive Committee meeting we agreed that the by-laws permitted the designation of additional board members at any meeting. We also mentioned that we did not want to have terms of office expiring at various times throughout the year, four years after new members were named at interim meetings; and that we would amend the by-laws accordingly so that the terms of these additional members would not be for four full calendar years, but would expire at the fourth annual meeting following their appointment.

Accordingly, I propose an amendment to the by-laws along the following lines to add this terminology at the end of Section 2 of Article III:

"Notwithstanding any provision of this Section 2 which provides that the term of office of each Director shall be four years, the term of office for each Director who is elected at any meeting other than the annual meeting of the Board of Directors shall expire at the fourth annual meeting of the Board of Directors following the election of such Director."

Technically, it is the Members of the Museum Corporation who have the authority to amend the by-laws. Therefore, we will need a brief meeting of the Board sitting as Members to enact this amendment. When I send out the usual notice from the Clerk regarding the November 1 meeting, I also need to send notice of the proposed amendment with a statement that the directors will sit briefly as Members for the purpose of considering this amendment. You, as Executive Director, can call such a special meeting of the Members and I will specify in the notice to the Board that this has been done. I will plan to send out this notice this Saturday, pending your comments.

J.S.D.

/ed

cc: Edward Schwartz
Gardner Hendrie

-2-

Section 2 IDENTITY AND TERM OF OFFICE. The Members shall be those persons serving from time to time as Directors, and the number of Members shall at all times be the same as the number of persons serving as Directors. Election as a Director shall be election to membership and when a person ceases to be a Director, he shall thereupon cease to be a Member.

ARTICLE III

BOARD OF DIRECTORS

Section 1 POWERS. The general management of the affairs of the Corporation shall be vested in a Board of not less than seven Directors.

Section 2 ELECTION, TERM OF OFFICE, AND VACANCIES. The first Board of Directors shall be those persons listed as Directors in the Articles of Organization. The term of office of the first Board of Directors shall terminate when a new Board of Directors has been elected at the first annual meeting of Members and the Directors then elected have accepted. The term of office for each Director (other than the term of the first Board of Directors) shall be four years, except that the Board of Directors elected at the first annual meeting shall be elected to staggering terms of two, three and four years so that, as nearly as possible, one quarter of the Directors shall be elected each year commencing two years after the first annual meeting. The Members may elect

additional Directors as well as new Directors to fill any vacancies at any meeting. Any person may be re-elected to successive terms as a Director, without limitation. *Insert*

Section 3 RESIGNATION. Any Director may resign at any time by giving written notice of such resignation to the Clerk. Such resignation shall be effective upon receipt by the clerk.

Section 4 REMOVAL. A Director may be removed or suspended with or without cause by an affirmative vote of a majority of the Members present at a special meeting called for that purpose.

Section 5 DELEGATION. The Board of Directors may delegate such of their powers as they consider advisable, except those powers which by law, the Articles of Organization, or these Bylaws may not be so delegated, to any officer or agent of the Corporation or to such committees as the Board of Directors may from time to time establish.

Section 6 CHAIRMAN. At each annual meeting the Members shall elect a Chairman who shall preside over all meetings of the Members and of the Board of Directors and who shall have such other powers and duties as shall be specified by law or by these Bylaws. The Chairman shall serve for the term specified by the Members at the time of his election, provided that the term so specified shall not extend beyond his term as a Director.

-4-

ARTICLE IV

MEETINGS

Section 1 ANNUAL MEETING. The Annual meeting of the Members of the Corporation shall be at such place and time as the Board of Directors may determine, and shall, unless otherwise determined, be the first Friday in May.

Section 2 MEETING OF THE BOARD OF DIRECTORS. The Board of Directors shall meet annually immediately following the annual meeting of Members. Regular meetings of the Board of Directors shall be at such place and time as the Board of Directors may from time to time determine. Special meetings of the Members or Board of Directors may be called by any four Directors, by the Chairman, or by the Executive Director.

Section 3 NOTICE. Ten days notice shall be given of all meetings of Members or of the Board of Directors, stating the date, purpose, time and place of such meeting.

Section 4 QUORUM AND VOTING. A Majority of Members, or of Directors, as the case may be, shall constitute a quorum at all meetings, including annual meetings and special meetings called for any purpose. When a quorum is present, voting at any meeting shall be by majority vote of those present except as required by law, the Articles of Organization or these Bylaws.

-17-

ARTICLE XIII

AMENDMENTS

These Bylaws may be amended by a majority vote of the members present and voting at any meeting, provided that notice describing the proposed amendment has been given in writing with the notice of the meeting.

ARTICLE XIV

INTERPRETATION

Any reference in these Bylaws to any gender or number shall not, unless the context otherwise requires, affect the construction hereof and the same shall be interchangeable with any other gender or number, as the case may be.

The Computer Museum

300 Congress Street
Boston, MA 02110

(617) 428-2800

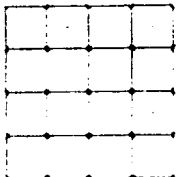
MEETING OF THE COMPUTER MUSEUM BOARD OF DIRECTORS

JUNE 22, 1990

8:30 A.M. - 1:30 p.m.

- 8:30** **Informal viewing of media coverage**
- 8:45** **Call to order of Annual Meeting of Members of the Corporation**
 Election of New Members of the Board (Sitkin)
- 9:00** **Call to Order of Reconvened Meeting**
 Committees of the Board (Hendrie)
- 9:05** **FY90 Review and FY91 Goals (Strimpel)**
- 9:30** **FY91 Budget Discussion (Pettinella/McKenney)**
- 9:45** **Computer Bowl 1991 (Bell)**
- 9:55** **Exhibit Planning Timeline (Strimpel)**
- 10:10** **Milestones of a Revolution Project**
 overview and exhibit techniques (Greg Welch, developer)
 educational impact (Jane Manzelli, Brookline Public Schools)
 an international perspective (Professor Brian Randell)
- 10:50** **Short Break**
- 11:00** **Capital Campaign**
 background (Hendrie)
 planning study (Del Sesto)
 a Board member's perspective (Kapor)
 discussion
- 11:45** **Reality on Wheels**
 project outline (Strimpel)
 significance and implications (Kapor)
- 12:00** **Lunch**

Meeting adjourns



Wal Shear - Chair Annual Fund

Close to doubling last year's total for annual fund. Currently at \$84,000 w/ cash + pledges.

Laura Morse Chair Corp. Membership Committee

Have exceeded last year's total by roughly 25%. Currently at \$160K

Larry Brewster Chair Individual Membership

They have recommended w/ the staff that the committee be dissolved as a fund raising committee and its members instead focus on the marketing aspects & needs of individual membership which ^{organizationally} will now come under marketing jurisdiction.

The Computer Museum

300 Congress Street
Boston, MA 02110

(617) 426-2800

COMMITTEES FY91

Executive Committee

Ed Schwartz (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Richard Case
Jim Davis
Gardner Hendrie
Jim McKenney
Nick Pettinella
~~Bill Redlake~~
Dick Ruopp

Finance Committee

Jim McKenney (chair)
David Kaplan
Nick Pettinella
Richard Stewart

Nominating Committee

Irwin Sitkin (chair)
Gwen Bell
Lynda Bodman
Naomi Seligman

Collections Committee

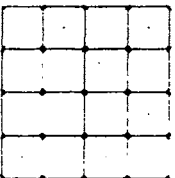
Gwen Bell (chair)

Marketing Committee

Lynda Bodman (chair)

Development Committees

Annual fund (chair Hal Shear)
Corporate Membership (chair Laura Morse)



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum Annual Meeting Elections

Board members (1994)

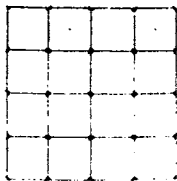
Gardner Hendrie (re-election)
Charles House
David Kaplan
Fritz Landman
Nicholas Pettinella (re-election)
James Sutter
Richard Ruopp
Grant Saviers
Michael Simmons

Trustees

William Foster
Arthur Humphries
Russell Noftsker
William Spencer

Officers

Gardner C. Hendrie, Chairman of the Board
Oliver B. R. Strimpel, Executive Director
Gwen K. Bell, Founding President
Nicholas A. Pettinella, Treasurer
James S. Davis, Clerk



Thank chairs of ~~the~~ ^{dev.} other committees

1st June 28th 8:30

2nd June 21st 8:30

M E M O R A N D U M

To: Oliver Strimpel
 From: James S. Davis
 Date: June 18, 1990
 Re: June 22 Meeting

Gardner should call to order the meeting of the members of the corporation and should ask the clerk if there is a quorem.

I assume the chairman of the nominating committee will then present the slate of proposed new members and trustees.

After any discussion, Gardner should ask for a motion to elect the directors and trustees as nominated and should ask if there is a second to the motion. He will ask all those in favor of the motion to signify by raising their hands.

There should then be a vote to elect the chairman of the board for the next year (Gardner, I assume). He will ask for a motion and a second and will ask those in favor to raise their hands.

He will then ask for a motion to adjourn the meeting of the members, a second, and a vote.

He will then call to order the meeting of the Board of Directors. At some point where you see fit, you should have the following votes:

1. To establish the date and time of the next annual meeting and to remind persons of the meetings in between (Thursday, November 1, 1990 at Noon, and Friday, March 1, 1991 at 8:30 a.m. according to my notes). *plus June date*

2. To elect officers (executive director, founding president, treasurer and clerk).

3. To elect the executive committee, including its chairman.

nominating & finance

4. To ratify past actions of the officers and executive committee:

"VOTED: That the Board of Directors hereby ratifies, confirms, and approves all the acts of the Corporation, all acts of any officer taken on its behalf, and all acts of the Executive Committee prior to this meeting."

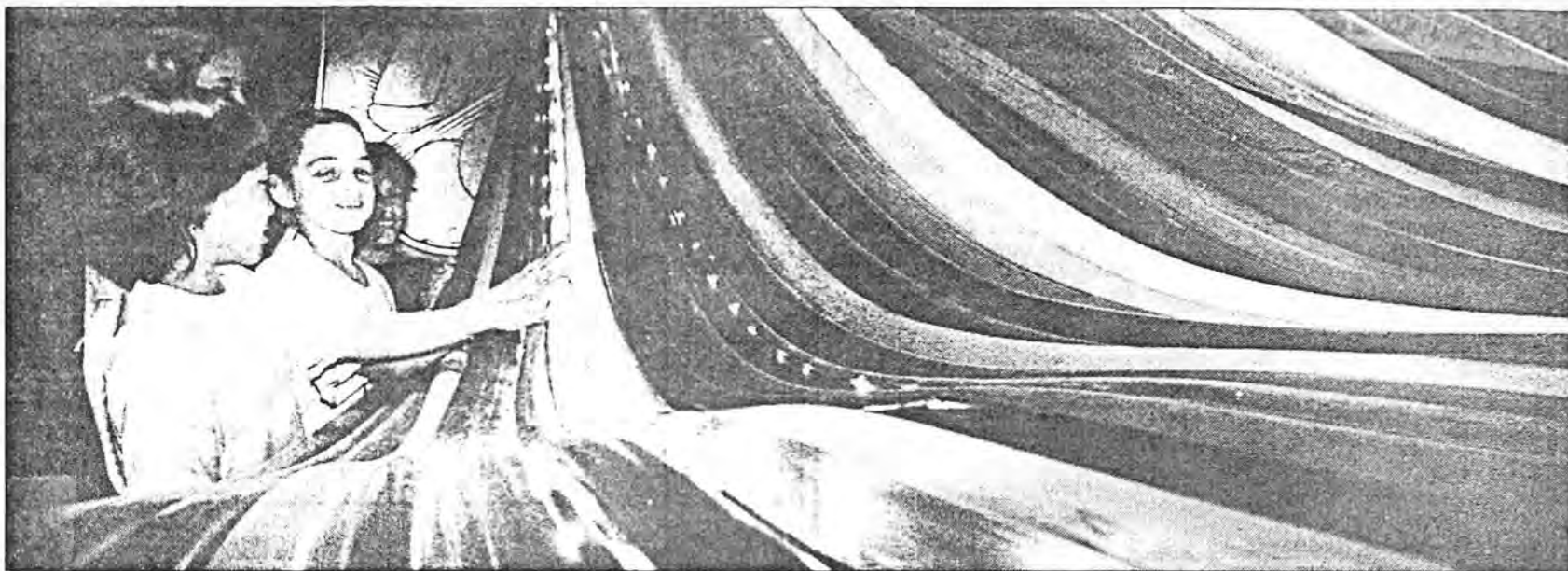
5. To accept the minutes of the last Board meeting as previously circulated to the Board of Directors.

6. After the discussion of the budget, there should be a vote to approve the budget as presented. (This vote sometimes gets modified as a result of the discussion, with some condition or understanding being attached to the vote.)

6. And finally, at the end of the meeting, he should ask for a motion to adjourn, a second and a vote.

J.S.D.

/ed



GLOBE STAFF PHOTO / YUNGHY KIM

Rakeo Sakan, Daniela Birrittella, Margaret Wright and Sasha Birrittella, front to back, feel the giant cables inside The Walk Through Computer at the Computer Museum. Wright is from Brookline, other girls are from Newton.

High-tech funds the ultimate computer course

The Walk-Through Computer, which opens tomorrow as the newest exhibit at Boston's Computer Museum, is a two-story working model of a personal computer. But at \$1.2 million, this unique machine carries a pricetag more fitting a mainframe.

Indeed, the project would never have gotten off the ground without the financial backing of several computer companies and two charitable foundations with strong ties to high technology. "Without their support, it would not have happened," says Gail Jennes, a spokeswoman for the museum, whose annual operating budget is \$1.5 million.

The principal sponsors were Mitchell Kapor's Kapor Family Foundation and the Alfred P. Sloan Foundation, which each gave \$250,000. Digital Equipment Corp., whose president, Kenneth H. Olsen, started the Computer Museum, kicked in \$150,000 plus another \$100,000 in computer equipment. Other donors included Apple Computer Inc., American Telephone & Telegraph Co. and Intel Corp.

Their motivation? They say the exhibit, which allows visitors to roam through the innards of a personal computer, will help educate children and adults about computers and the way they work.

And people who understand how a computer works are more likely to feel comfortable using it, they say.

"It demystifies technology for the general public, which is earnestly needed," said Kapor, an early museum supporter. "When Oliver told me about it, I thought it was just the perfect project."

Oliver is Oliver Strimpel, the museum's executive director and the creator of the Walk-Through Computer. He says the exhibit caught the imagination of many in the computer industry, making it easier than usual to raise money.

LAWRENCE EDELMAN

Kids exhibit computer skill

Help design museum show

By CAROL KORT

Who says grown-ups never listen to children or take their advice seriously?

That's not true at the Computer Museum, where sophisticated adults turned to school-aged children for help in making their latest project visitor-friendly.

Today the public can see the results of their collaboration when the museum's new exhibit, The Walk-Through Computer, opens.

When the Computer Museum began planning the giant show — which features an enormous, 50-times-normal-size working model of a desktop computer — it had a bevy of computer-savvy consultants on hand to offer expert advice.

But the show's organizers wanted to be sure its primary audience — children — understood and liked the exhibit.

So last December, Natalie Rusk, the museum's education coordinator, asked students at two Boston-area schools to come up with a list of the five most interesting questions they thought people would like to have answered at the exhibit.

Exhibit developer Donald Morrison used the questions to draft the exhibit's initial script. Then Rusk took the script to Brookline's Edward Devotion School and asked 40 seventh-graders to read it over, noting what they liked and disliked.

Some of their comments were not exactly "user friendly" for staff who had worked on the text.

Morrison admitted it was tough for him when 13-year-olds called his copy "boring," or his titles "stupid," or his phrases "repetitious."

The students circled words they felt most seventh-graders (or their parents) would not understand. They put question marks by explanations they felt were unclear and stars by those they particularly liked.

They were frank and that was helpful, Morrison said. "As computer-knowledgeable adults, we swallowed our pride and made substantive changes in tone as a result of their comments."

The students, including a group from the Lincoln Park School in Somerville that had not previously studied computers, were also responsible for what was included in the exhibit.



THAT'S THE KEY: Netta Naor, left, and Natalie Rusk test the giant keyboard at the Computer Museum's new exhibit, The Walk-Through Computer. Staff photo by Michael Fee

It's more than just fun and games

For rainy summer days, there's nothing like a computer to keep children occupied. Although they probably would prefer spending hours playing Nintendo games with each other, there are more constructive alternatives. And they're fun!

● **THE WALK-THROUGH COMPUTER**, the only one of its kind in the world, opens today and will be a permanent exhibition at THE COMPUTER MUSEUM, 300 Congress St. (Museum Wharf), Boston, MA 02210. For further information, call (617) 426-6758. ("a talking computer will answer"). Open

summer daily, 10 a.m.-6 p.m., Friday until 9 p.m. Adults, \$5; students and seniors, \$5; children under 5 free. Half price Friday evenings. The Museum's Education Department has planned several special activities for children, including a "Parts Search," where children work as teams to find out where real computer components belong. Call 426-2800, ext. 345, for more information.

● **THE MUSEUM OF SCIENCE COMPUTER DISCOVERY SPACE** is one of the nation's largest free, public interactive computer

centers for families. It offers summer courses and programs for kids and adults, including "Summer LEGO/LOGO Fun (grades 4-12)" and "First Byte: A course for parents and kids grades K-1." The learning has 20 participatory computer exhibits.

The Computer Discovery Space is located at the Museum of Science, Science Park, and is free of charge and open in the summer 7 days a week, 10 a.m.-4 p.m. It's located adjacent to the second floor of the Science Museum's garage. It's air-conditioned. For more information, call (617) 589-0303.

—CAROL KORT

One student, for example, wanted to know how what you type on a computer keyboard ends up on the screen. "It was a good question," said Rusk, "and one of the show's interactive learning stations grew directly out of answering it."

The project was a natural for curious kids, according to Jane Manzelli, curriculum coordinator for computer sciences in the Brookline schools.

"Children love working on computer."
Turn to Page 43

LIVING

THE BOSTON HERALD
June 22, 1990
Circ: 355,355

Kids byte into computer exhibit

From Page 41

netters and know a lot about them," she said. "Not few know how they actually work." They liked the premise of the exhibit — to walk inside a computer to find out what makes it tick, she said.

Twelve-year-old Netta Naor agrees. "Going inside the computer is a great idea. The usual overload of signs and information at museums gets boring," she said. "The Walk-Through Computer makes learning a game."

Manzelli asked students from a computer class at Brookline High School what they would focus on if they were designing the show.

They suggested showing how a chip works and what the inside of one looks like, what a byte is and how data flows, and why a floppy disk is square.

The Walk-Through Computer provides the answers to these questions and many more.

Visitors will be able to use the enormous operational keyboard by pressing a one-foot-square key that plugs them into a program. They'll then be able to pick out one of 300 cities as a destination, and the computer will find and illustrate the shortest driving route between the two points.

"When they walk onto the motherboard, they'll see a simulation of the program in every chip as the data flows in," said David Greshler, a media designer who created the World Traveler program used by The Walk-Through Computer.

To walk inside the guts of a gigantic computer, continued Oliver Strimpel, the Computer Museum's director, is to grasp technological information while being thoroughly entertained. That's why designers included flashing Tivoli lights, anima-



DISC IS THE WAY: Oliver Strimpel, the Computer Museum's director, at the The Walk-Through Computer exhibit.

tion, humor and viewports, where you can look into computer parts not just at them.

To further enhance the fun, Strimpel asked prize-winning illustrator and author David Macaulay to create 39 enormous informational panels that hang inside the giant computer and tell the inside story.

"We've found that people don't read in museums," said Strimpel. "They look in museums. So the text for the show was annotated only to enhance the fact-filled but appealing drawings."

Macaulay, whose book "The

Way Things Work" was an earlier effort to decode the mysteries of machines, also illustrated the large introductory panels for the exhibition's Information Machine, which explain — through interactive devices — how computers handle different kinds of information.

"My goal for the show was to make the information clear and enlightening," said Macaulay. "The exhibit itself is so playful and whimsical, that I didn't need to put those elements into my drawings this time."

In some cases, Macaulay's drawings will link to computer animated viewports, explaining how the parts work.

"Because computers are so micro, small and mysterious, the bigness of The Walk-Through Computer will make these machines seem less strange, fragile and intimidating," said Macaulay. "I think viewers will let down their defenses and have fun playing on and in the computer."

For kids growing up in a high-tech society, computers are part of the natural landscape — not something to be feared. "Using computers makes them feel part of adult culture," said Hillel Weintraub, an educational consultant at Massachusetts Institute of Technology's Media Lab. "Kids aren't allowed to use dad's power saw but they can use his computer, sometimes better than he can."

In this show, Brookline's students further demonstrated their computer prowess by catching a mistake that had to do with decoding the binary code. "It's a good thing the adult experts came to us," said computer teacher Joanne Robinson with a laugh.

Diary

ED MACKINNON



West Coast victors Stewart Alsop, Bill Gates, team captain John Doerr, Charles House and Lawrence Tesler.



Eastern players Bill Foster, Robert Frankston, team captain Patrick McGovern, Edward Fredkin and Russell Planitzer.

How the West Won, 300-290

Computer trivia was serious business during the second annual Computer Bowl, held in April at Boston's World Trade Center. More than 1,000 spectators in five locations watched the battle of East versus West, which raised \$275,000 in cash plus \$400,000 in goods and services for The Computer Museum in Boston.

Each team prepared for the event: The West Coast circulated 15 computer history books; the East Coast developed a matrix of possible questions. But all was in good fun—before and after the West Coast's victory. Next April the Bowl heads back West.



Judge Bill Poduska, Karen Johansen and husband Gardner Hendrie.



Consultant Elizabeth Hahn and Microsoft's Jonathan Lazarus.



Judge Bill Joy, Sun Microsystems vp, with host/moderator Mitch Kapor, ON Technology chairman.



Easterner Planitzer still looks happy with judge Poduska before his team's 300-290 defeat.



A scholarly Gates does some last-minute studying before the competition begins.

Memorandum

to: **The Computer Museum Board of Directors and
Trustees**
from: Oliver Strimpel
re: Board meeting on June 22
date: 6/4/90

Please find attached the following materials relating to the upcoming Annual Meeting of The Computer Museum Board of Directors and Trustees:

- meeting agenda
- financial statement for the period July 1, 1989 - April 30, 1990
- budget for the fiscal year 1990/1
- chart of Museum staff
- listing of recent press coverage

I hope you will find the time to look at these materials before the meeting. In particular, the discussion of the FY91 budget at the meeting will assume some familiarity with the enclosed material.

I look forward to seeing you!

BOARD NOMINATION PROCESS

The Status for The Class of 1990:

Gardner Hendrie - re-elect
Nick Pettinella - re-elect
Bill Spencer - elect as a Trustee - letter from Gardner
Russell Noftsker - elect as a Trustee - letter from Gardner
Arthur Humphries - elect as a Trustee - letter form Gardner

Resignation of Bill Foster from Board of Directors; letter from Gardner asking him if he wants to be a Trustee

The Class of 1994 - in place

Charles House, Hewlett Packard, letter of invitation from Gardner;
Milestones Committee

David Kaplan, Price Waterhouse, letter of invitation from Gardner;
Finance Committee

James Sutter, Rockwell, letter of invitation from Gardner

Richard Ruopp, TERC, awaiting a call by Oliver; Education Committee
Chairman

Grant Saviers, DEC, letter of invitation from Gardner

Issues Pending

Ed Belove, Lotus, awaiting Gardner Hendrie

Mel Bergstein, Computer Sciences Corp, awaiting McKenney and Bodman
discussions

Bob Henderson, Greylock, (or C. Waite), Bodman calling Henderson

Fritz Landman, ComputerWorld, a letter of responsibilities for him to
consider

Roland Pampel, Bull, awaiting a luncheon date to be set by Del Sesto

Michael Simmons, Bank of Boston, awaiting a luncheon in June,
Bodman/Strimpel

Declines

Owen Brown, Ca.

Bob Higgins, Highland Capital, said "Not this year."

MEETING OF THE COMPUTER MUSEUM BOARD OF DIRECTORS

JUNE 22, 1990 8:30AM-1:30PM

AGENDA

Call to order of Annual Meeting of Members of the Corporation

Election of new Members

Call to Order of reconvened meeting

The Year in Review (Strimpel)

FY91 Budget Discussion (McKenney/Petinella)

Computer Bowl 1991 (Bell)

Capital Campaign

background (Hendrie)

planning study (Del Sesto)

Exhibit Planning Timeline (Strimpel)

Reality on Wheels

travelling exhibit on virtual reality (Strimpel)

Milestones of a Revolution Exhibit

overview and exhibit techniques (Greg Welch, developer)

an international perspective (Professor Brian Randell)

educational impact (Jane Manzelli, Brookline Public Schools)

LUNCH

Meeting ajourns

BOARD OF DIRECTORS

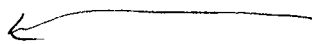
Board Meml	Class	Terms
Humphreys	89	85-89
Hendrie	90	86-90
Noftsker	90	86-90
Pettinella	90	86-90
Sitkin	90	86-90
Spenser	90	86-90
Donaldson	91	83-87;91
Sammet	91	83-87;91
Schwartz	91	83-87;91
McKenney	91	83-88;91
Bodman	91	87-91
Chapman	91	87-91
Foster	91	87-91
Gerrity	91	87-91
Hopper	91	87-91
→Morse	91	87-91
Nelson	91	87-91
Seligman	91	87-91
Severino	91	87-91
→Shear	91	87-91
Smart	91	87-91
Kapor	92	84-88;92
Poduska	92	84-88;92
Eklund	92	88-92
Fredkin	92	88-92
Greene	92	88-92
Johnson	92	88-92
Rotenberg	93	85-89;93
Lucky	93	85-89;93
Bell	93	89-93
→Brewster	93	89-93
Case	93	89-93
Papert	93	89-93
→Pell	93	89-93
Shafto	93	89-93
Skrzypczak	93	89-93

Executive Committee

Ed Schwartz (chairman)
Lynda Bodman *next chairman?*



Jim Davis
Gardner Hendrie



Nick Petinella

*Brewster
Morse*

add

Gwen Bell
Tony Pell / *Shear*
Richard Ruopp *education*

drop

Dave Donaldson
Jim McKenney?
Bill Poduska?

Nominating Committee

Irwin Sitkin (chair)
Gwen Bell
Grawt Sarters

add

Lynda Bodman - ~~make chair?~~
Dick Case - nominating comm.

drop

Naomi Seligman
Bill Spencer

Finance Committee

Jim McKenney (chair)
Nick Petinella
Dick Stewart

add

David Kaplan ✓

drop

Chris Wilson? ✓

Capital Working Group

Alan Abelow (McKinsey)
Gwen Bell
Dave Donaldson
Gardner Hendrie
Ted Johnson
Chris Morgan
Tony Pell

add

Jim McKenney

MEETING OF THE COMPUTER MUSEUM BOARD OF DIRECTORS

FEBRUARY 16, 1990 10AM - 3PM

A G E N D A start mins

- | | | |
|--|------------------|---------------|
| 1. Call to Order; dates & times of next 3 meetings (Hendrie) | 10:00 | 10 |
| 2. Search Committee report (Nelson) | 10:10 | 20 |
| 3. Nominating Committee discussion (Sitkin/Donaldson) | 10:30 | 20 |
| 4. Capital Campaign for the 1990s (Hendrie) | 10:50 | 15 |
| 5. Acting Executive Director's report (Strimpel) | 11:05 | 20 |
| 6. Finance Committee report (Petinella/McKenney) | 11:25 | 10 |
| 7. Reports from the Development Committees: (ECH)
annual fund (Shear)
corporate membership (Morse)
individual membership (Brewster)
Computer Bowl (Del Sesto)
cultivation (Bell)
capital campaign (comment by ECH) | 11:35 | 50 |
| LUNCH | 12:25 | 45 |
| 8. Marketing the Museum with The Walk-Through
Computer (Bodman) | 1:10 | 90 |
| Meeting adjourns | 2:40 | |
| Possible further item: Collections acquisitions review | | |

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
DATE: 1/23/90
RE: January 26 meeting

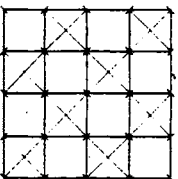
The next Executive Committee meeting is on January 26. It will take place in the conference room off the auditorium from 8-10 am.

I enclose financial statements for the 6 months ended December 31, financial projections, the development report, and a proposal to hire a grant-writer.

The agenda will be as follows:

1. Monthly Report (OS)
2. Grant-Writer Proposal (OS)
3. February 16 Board Meeting Agenda
4. Nominating Committee progress (DD)
5. Development report, and discussion (JDS)

Oliver Strimpel

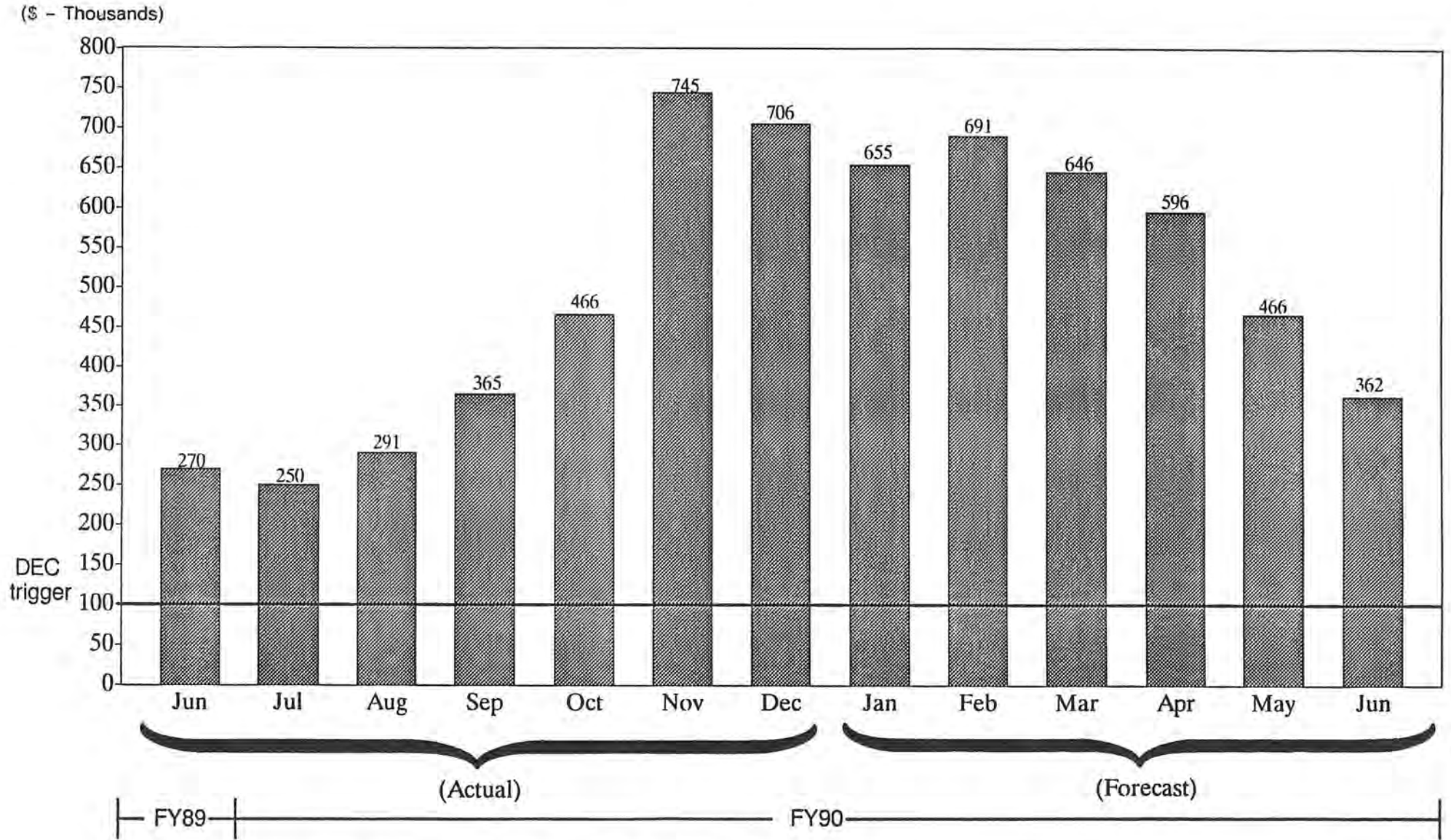


THE COMPUTER MUSEUM

BAR GRAPH REPRESENTATION OF MONTHLY CASH BALANCE

FY90

THE COMPUTER MUSEUM
COMBINED RESTRICTED & UNRESTRICTED MONTH END CASH BALANCE

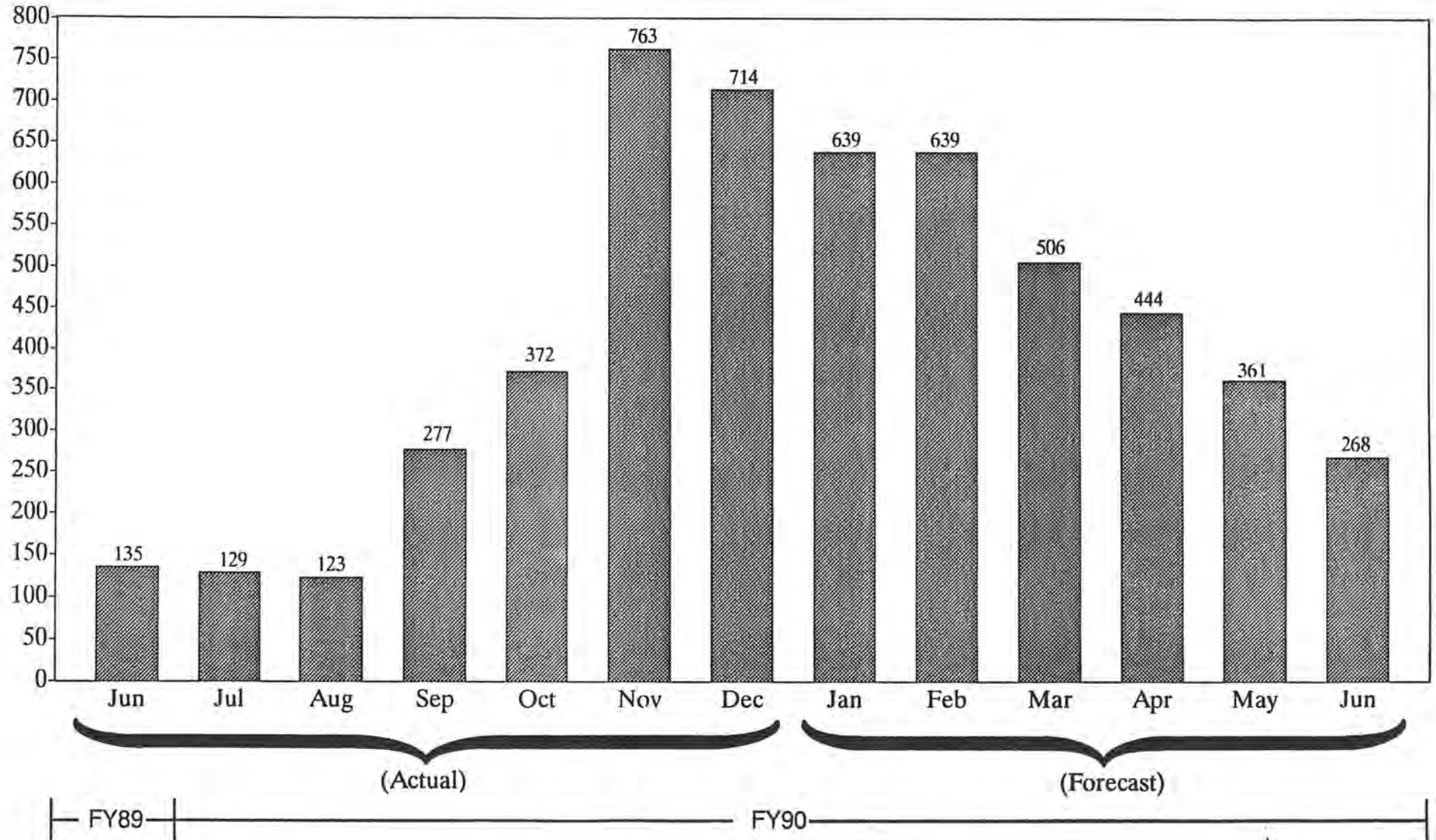


NOTE: Restricted cash balance includes funding for Exhibits, Building and Endowments.

Updated: 1/23/90

THE COMPUTER MUSEUM
RESTRICTED MONTH END CASH BALANCE

(\$ - Thousands)

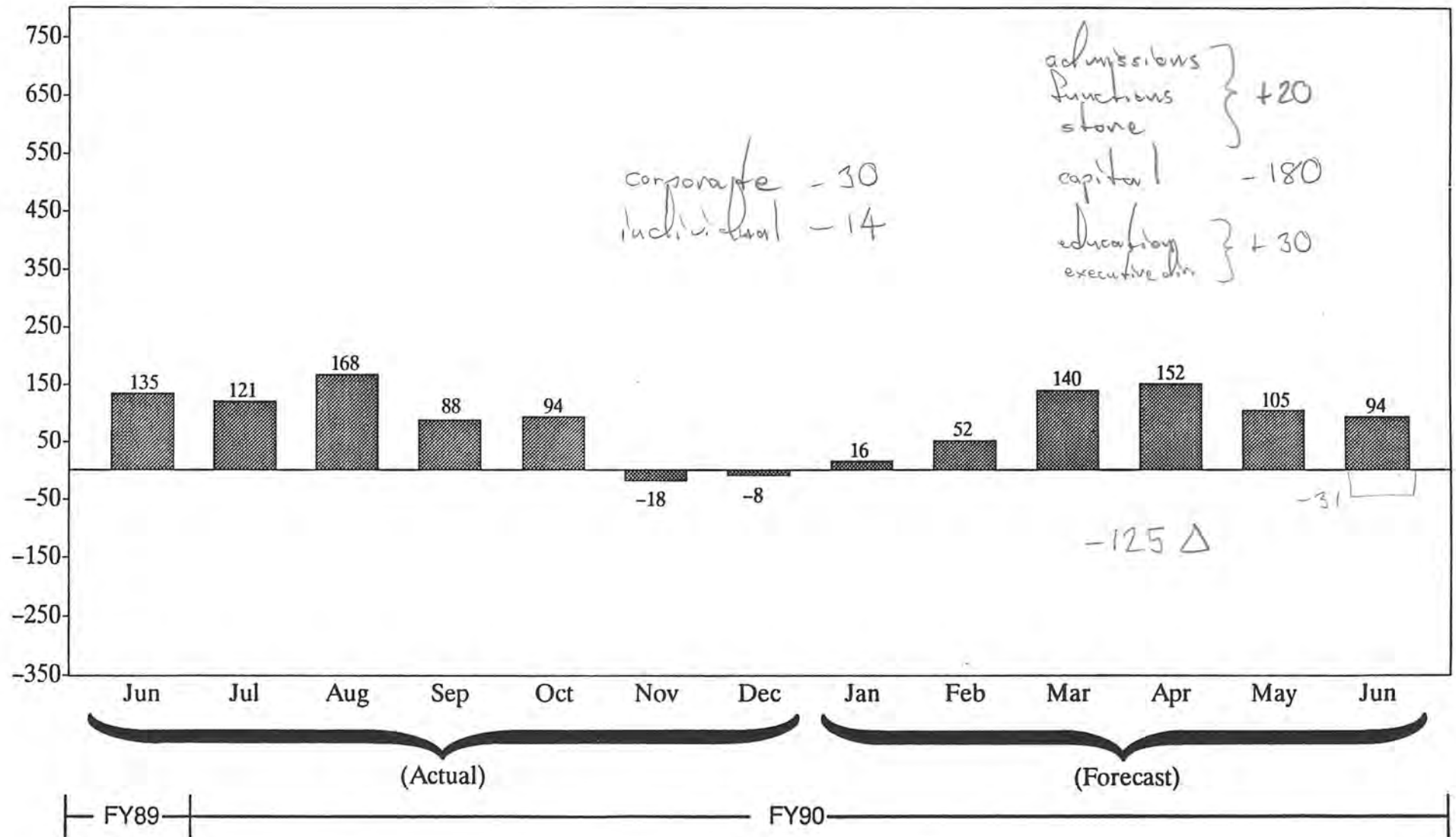


NOTE: Restricted cash balance includes funding for Exhibits, Building, and Endowment.

Updated: 1/23/90

THE COMPUTER MUSEUM
UNRESTRICTED MONTH END CASH BALANCE

(\$ - Thousands)



The Walk-Through Computer

Funding Status as of 1/23/90

Funds Received or Pledged

(ordered by date of commitment)

Kapor Family Foundation	\$250,000
Maxell Corp. of America	\$12,500
Digital Equipment Corp.	\$150,000 *
Alfred P. Sloan Foundation	\$250,000
AT&T	\$40,000
Apple Computer Corp.	\$50,000 *
Intel Corp.	\$50,000
Kensington Microware Ltd	\$25,000
Cirrus	?
<hr/>	
TOTAL	\$827,500

* with additional equipment grant

Proposals Outstanding as of 12/13/89

ACER	\$25,000
AT&T Foundation	\$60,000
BASF	\$25,000
Lotus Development Corp.	\$50,000
Maxell Corp. of America	\$37,500
<hr/>	
TOTAL	\$197,000

CAPITAL CAMPAIGN

JANUARY 25, 1990

FY 90 GOALTOTAL RECEIVED TO DATE

\$400

\$ 51,312 (\$1,500 due in matches)

From:

Eliot Bank/Channel

\$ 11,500

Kent

512

McLaughlin

500

McKenney

2,500

Pettinella

800

Spencer

1,000 (w/\$1,500 match due)

Jamieson

11,500

Brown

17,250

Foster

5,750

TOTAL REC'D

\$ 51,312 (plus \$1,500 match)= \$ 52,812

FY 90 RECEIVABLES AND PLEDGES EXPECTED

Feigenbaum

\$ 8,000

Rodgers

Severino

2,250

TOTAL

\$ 10,250

\$ 10,250

OTHER FY 90 PLEDGES

Apollo

\$ 15,000

Clark

1,024

Coit

1,024

Hoffman

250

Index

2,500

Lucky

1,000

Robelen

2,000

Schwartz

2,500

Shear

1,000

Wang Laboratories

20,000

Wolfson

1,000

TOTAL

\$ 47,298

\$ 47,298

FY 90 OTHER?

Bell	\$ 50,000
Fredkin	50,000
Hendrie	50,000
Poduska	<u>50,000</u>

TOTAL	\$200,000 ?	\$200,000?
-------	-------------	------------

FY 89 PLEDGES OVERDUE

Apollo	\$ 15,000
Brewer	500
Cady	1,024
Clark	1,024
Coit	1,024
Hoffman	250
Index	2,500
Wolfson	<u>1,000</u>

TOTAL	\$ 22,322	\$ 22,322
-------	-----------	-----------

TOTAL POTENTIAL FY 90		\$332,682
-----------------------	--	-----------

if

26-Jan 90

COMPUTER MUSEUM BUDGET

Item	AccYea	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	YTD
Capital															
Corp Unrestr	89a	1	10	15	1	9	0	8	23	1	0	7	0	75	
	610 90b	0	0	0	0	0	20	20	35	35	30	30	30	200	
	90a	3	0	0	4	0	0								-13
Indv Unrestr	89a	2	4	2	0	0	32	9	253	0	0	10	1	313	
	610 90b	0	0	0	20	20	25	25	35	35	30	5	5	200	
	90a	1	1	0	2	0	34								-27
Total	89a	4	14	17	1	9	32	41	252	0	0	8	12	390	
	90b	0	0	0	20	20	45	45	70	70	60	35	35	400	
	90a	4	1	0	6	0	34	0	0	0	0	0	0	45	-40
Operating															
Corp Member	89a	4	2	24	14	13	9	3	13	9	24	11	7	133	
	810 90b	16	16	16	16	16	16	16	16	16	16	16	16	188	150
	90a	6	0	20	5	5	5								-53
Indv Member	89a	3	6	6	3	9	5	6	4	5	7	4	5	63	
	820 90b	7	7	7	7	7	7	7	7	7	7	7	7	82	67
	90a	4	5	3	4	4	4							24	-17
Annual Fund	89a	0	0	2	0	1	13	10	3	7	7	0	2	44	
	730 90b	1	2	1	3	27	23	5	3	2	5	15	15	100	
	90a	4	0	1	4	11	36								1
Corp Unrestr	89a	0	0	0	0	0	0	0	0	0	1	0	10	11	
	710 90b	0	3	3	5	5	5	8	10	10	0	0	3	50	
	90a			0	0	0	0								-20
Govt Unrestr	89a	0	0	0	0	0	0	0	0	0	0	0	0	0	
	710 90b	19	0	0	19	0	0	19	0	0	19	0	0	75	
	90a	19	0	0	19	0	0								1
Found Unrest	89a	0	0	0	0	0	0	0	0	0	0	0	1	1	
	710 90b	0	3	3	5	5	5	8	10	10	0	0	3	50	
	90a	0	0	0	0	0	0								-20
Indv Unrestr	89a	0	0	0	0	0	0	0	17	0	0	50	50	117	
	710 90b	0	0	0	0	0	0	0	0	0	0	0	0	0	
	90a	28	50	0	0	0	0								78
subtotal	89a	0	0	0	0	0	0	0	17	0	1	50	61	129	
	710 90b	19	5	5	29	10	10	34	20	20	19	0	5	175	
	90a	47	50	0	19	0	0	0	0	0	0	0	0	116	39
Bowl Corp	89a	17	21	25	32	5	15	9	0	0	0	1	0	125	
	750 90b	14	23	20	20	0	0	119	33	0	0	0	0	227	
	90a	25	0	0	0	0	20								-31
Bowl Indv	89a	2	1	5	8	2	1	0	1	0	0	23	0	43	
	750 90b	0	0	0	0	0	0	0	23	55	18	0	0	95	
	90a	0	23	0	0	0	4								27
subtotal	89a	19	22	30	40	7	16	9	1	0	0	24	0	168	
	750 90b	14	23	20	20	0	0	119	55	55	18	0	0	322	
	90a	25	23	0	0	0	24	0	0	0	0	0	0	72	-4
Total Operat	89a	26	30	62	57	30	43	28	38	21	39	89	75	537	
	90b	56	52	49	74	60	55	180	101	99	64	38	43	867	
	90a	86	78	24	32	20	69	0	0	0	0	0	0	309	-35
Grand Total															
	89a	30	44	79	58	39	75	69	290	21	39	97	87	927	
	90b	56	52	49	94	80	100	225	171	169	124	73	78	1267	
	90a	90	79	24	38	20	103	0	0	0	0	0	0	354	-75

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED -----12/31/89-----				ANNUAL FY1990 BUDGET
		BUDGET	ACTUAL	FAV(UNFAV)		
REVENUES:						
Operating Fund	590	687	722	35	5%	1,518
Capital Fund	115	273	868	595	218%	1,100
Total Revenues	<u>705</u>	<u>960</u>	<u>1,590</u>	<u>630</u>	<u>66%</u>	<u>2,618</u>
EXPENSES:						
Operating Fund	765	825	706	119	15%	1,650
Capital Fund	241	383	437	(54)	(14%)	1,053
Total Expenses	<u>1,006</u>	<u>1,208</u>	<u>1,143</u>	<u>65</u>	<u>5%</u>	<u>2,703</u>
NET REVENUES (EXPENSES)	<u>(\$301)</u>	<u>(\$248)</u>	<u>\$447</u>	<u>\$695</u>	<u>480%</u>	<u>(\$85)</u>

SUMMARY:

For the six months ended December 31, 1989 the museum operated at a surplus of 447K compared to a budgeted deficit of (248K). As of December 31, 1989 total cash and cash equivalents amounted to 706K.

OPERATING: Operating revenues were 5% over budget due mainly to strong unrestricted contributions, admissions, functions and store revenues. Expenses were 15% under budget due mainly to lower personnel costs (vacant positions).

CAPITAL: Revenues were 218% over budget due to receipt of additional exhibit related revenue. Expenses were 14% over budget all of which is related to exhibit costs.

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED				ANNUAL FY1990 BUDGET
		BUDGET	12/31/89 ACTUAL	FAV(UNFAV)		
REVENUES:						
Unrestricted contributions:	17	\$135	168	33	24%	\$279
Restricted contributions	214	99	90	(9)	(10%)	400
Corporate memberships	66	94	40	(54)	(57%)	188
Individual memberships	32	41	24	(17)	(41%)	82
Admissions	118	135	166	31	23%	247
Store	69	86	117	31	36%	163
Functions	63	79	95	16	20%	124
Other	17	18	22	4	22%	35
Gain/Loss on Securities	(6)	0	0	0	0%	0
Total Revenues	590	687	722	35	5%	1,518
EXPENSES:						
Exhibits & education	175	174	154	20	11%	324
Marketing & memberships	105	149	115	34	23%	298
Management & general	172	206	136	70	34%	409
Fundraising	87	39	30	9	23%	127
Store	73	86	108	(22)	(26%)	160
Functions	31	38	34	4	10%	70
Museum Wharf expenses	122	133	129	4	1%	262
Total Expenses	765	825	706	119	15%	1,650
NET REVENUES(EXPENSES)	(\$175)	(\$138)	\$16	\$154	212%	(\$132)

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED				ANNUAL FY1990 BUDGET
		BUDGET	-----12/31/89----- ACTUAL	FAV(UNFAV)		
REVENUES:						
Contributions	\$77	\$85	\$45	(\$40)	(47%)	\$400
Exhibit Funding	38	188	822	\$634	1337%	700
Interest Income	0	0	1	\$1	100%	
	-----	-----	-----	-----	-----	-----
Total Revenues	115	273	868	595	218%	1,100
EXPENSES:						
Exhibits	4	76	244	(168)	(221%)	481
Exhibit Administration	98	164	87	77	47%	313
Fundraising	58	65	28	37	56%	105
Wharf mortgage	81	78	78	0	0%	154
	-----	-----	-----	-----	-----	-----
Total Expenses	241	383	437	(54)	(14%)	1,053
NET REVENUES (EXPENSES)	<u><u>(\$126)</u></u>	<u><u>(\$110)</u></u>	<u><u>\$431</u></u>	<u><u>\$541</u></u>	<u><u>591%</u></u>	<u><u>\$47</u></u>

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
ASSETS:					
Current:					
Cash	\$99,255			\$99,255	\$149,212
Cash Equivalents	606,475			606,475	121,117
Investments		\$69,436		69,436	37,500
Receivables	11,872			11,872	36,427
Inventory	64,020			64,020	43,708
Prepaid expenses	16,821	578		17,399	7,227
Interfund receivable		895,493		895,493	492,907
	-----	-----	-----	-----	-----
TOTAL	798,443	965,507	0	1,763,950	888,098
Property & Equipment (net):					
Equipment & furniture	-		\$11,482	11,482	11,482
Capital improvements	-		699,126	699,126	699,126
Exhibits	-		336,276	336,276	336,276
Construction in Process	-	26,311		26,311	26,311
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	26,311	1,070,884	1,097,195	1,097,195
 TOTAL ASSETS	 \$798,443	 \$991,818	 \$1,070,884	 \$2,861,145	 \$1,985,293
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$53,686	\$9,038		\$62,724	\$76,446
Deferred income	11,940	-		11,940	22,230
Line of credit/Loan Payable	50,000	-		50,000	0
Interfund payable	895,493	-		895,493	492,907
	-----	-----	-----	-----	-----
Total	1,011,119	9,038	0	1,020,157	591,583
Fund Balances:					
Operating	(212,676)			(212,676)	(229,083)
Capital		982,780		982,780	551,909
Plant			\$1,070,884	1,070,884	1,070,884
	-----	-----	-----	-----	-----
Total	(212,676)	982,780	1,070,884	1,840,988	1,393,710
 TOTAL LIABILITIES AND FUND BALANCES	 \$798,443	 \$991,818	 \$1,070,884	 \$2,861,145	 \$1,985,293
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$16,407	\$430,871		\$447,278	(\$606,578)
Depreciation				0	283,311
Cash from operations	16,407	430,871	0	447,278	(323,267)
Cash provided by/(used for) working capital:					
Receivables	24,555			24,555	(5,654)
Inventory	(20,312)			(20,312)	(4,011)
Investments		(31,936)		(31,936)	81,173
Accounts payable & other current liabs	(14,424)	702		(13,722)	(11,602)
Deferred income	(10,290)			(10,290)	7,980
Prepaid expenses	(13,121)	2,949		(10,172)	1,482
Cash from working capital	(33,592)	(28,285)	0	(61,877)	69,368
Cash provided by/(used for) Fixed assets	-			0	(33,147)
Net increase/(decrease) in cash before financing	(17,185)	402,586	0	385,401	(287,046)
Financing:					
Interfund rec. & pay.	402,586	(402,586)		0	-
Transfer to Plant				0	-
Line of credit/Loan Payable	50,000			50,000	0
Cash from financing	452,586	(402,586)	0	50,000	0
Net increase/(decrease) in cash & investments	435,401	0	0	435,401	(287,046)
Cash, beginning of year	270,329	0	0	270,329	557,375
Cash, end of period	\$705,730		\$0	\$705,730	\$270,329

COMPUTER BOWL
 REVENUE REPORT - ^{1/25/90} ~~1/18/90~~

GOAL: \$322,000

TO DATE: \$71,792

<u>SPONSOR</u>	<u>COMMITTED</u>	<u>RECEIVED</u>
----------------	------------------	-----------------

Presenter

ACM	\$40,000	\$25,000
-----	----------	----------

Underwriters

Gwen & Gordon Bell	\$22,500	\$22,500
(Pat Collins Nelson FY89)	\$22,500	\$22,500)

Official Sponsors

Advanced Micro Devices	\$ 9,000	
BASF	\$ 9,000	10,000
Fenwick Partners	0	
Lotus Development Corp.	\$ 9,000	
Merrill Pickard Anderson & Eyre	\$ 9,000	
Price Waterhouse	\$ 9,000	
Stratus Computer, Inc.	\$ 9,000	\$ 9,000
Sun Microsystems	\$10,000	
Thinx Software (Bell Atlantic)	\$ 9,000	\$ 9,000
Visix Software Inc.	\$ 9,000	
<i>Anderson Consulting</i>	<i>9,000</i>	

Table Sponsors

CIO	\$ 3,000	
Computer Systems News	\$ 3,000	
Ed & Joyce Fredkin	\$ 5,000	
Gardner Hendrie	\$ 4,500	\$ 4,500
IDG	\$ 5,000	
Infoworld	\$ 3,000	
<i>Mitic</i>		<i>5,000</i>

West Coast Satellite Sponsors

Bank of America	\$ 5,000	
-----------------	----------	--

TOTAL: \$173,000		SUBTOTAL: \$70,000
------------------	--	--------------------

Individual Tickets

3 tickets @ \$500		\$ 1,500
Deposit on 1 ticket		\$ 250

Other Income

Sale of Bowl '88 questions		\$ 42
----------------------------	--	-------

TOTAL: \$71,792	<i>96,792</i>
----------------------------	---------------

COMPUTER BOWL

FY 90 PLAN

SPONSORSHIP REVENUES

<u>CATEGORY</u>	<u>NUMBER</u>	<u>PRICE</u>	<u>TOTAL</u>	<u>TO DATE</u>
MAJOR PRESENTER	1 @	\$ 50,000	\$ 50,000	
ACM	1 @	\$ 40,000		\$ 40,000
UNDERWRITER	1 @	\$ 22,500	\$ 22,500	
Bells	1 @	\$ 22,500		\$ 22,500
OFFICIAL	10 of 18 @	\$ 10,000	\$180,000	
<p><i>AMD BASF Lotus MPAE Price Waterhouse Stratus Thinx Visix Sun</i></p>				
	8 @	\$ 9,000		\$ 81,000
	2 @	\$10,000		\$ 72,000 <i>72,000</i>
	<u>10</u>			\$ 20,000
SATELLITE	1 of 2 @	\$ 5,000	\$ 10,000	
Bank of America	1 @	\$ 5,000		\$ 5,000
<i>Kleiner ?</i>				
TABLE	7 of 9 @	\$ 5,000	\$ 45,000	
Fredkin				
IDG	2 @	\$ 5,000		\$ 10,000
Hendrie	1 @	\$ 4,500		\$ 4,500
Mitre	3 @	\$ 3,000		\$ 9,000
	→ 1 @	5,000		5,000
CHEERLEADERS	5 @	\$ 1,000	\$ 5,000	
COMPLETE EVENT TICKETS EAST COAST	4 of 9 @	\$ 500	\$ 4,500	
	4 @	\$ 500		\$ 2,000
SATELLITE OR BOWL ONLY TICKETS	100 @	\$ 50	\$ 5,000	
TOTAL			\$322,000	\$180,500 <i>\$ 190,000</i>

In-Kind

AK Graphics
Boris Mastercolor
Commonwealth Creative Group
The Composing Room
Techmart
World Trade Center

PROSPECTS

Official Sponsors

Acer
Apple
Alliant
AT&T
✓ Anderson Consulting
Bitstream
Boston Technology
Bull
Cellular 1
Citibank
Cirrus
Claris
Coleman Steads
Coven & Co.
Compaq
Digital Equipment
Encrypton Technology
The Exhibit Emporium
Fleet Financial
Hewlett-Packard
IBM
Josten's Learning Corp.
Mastercard International
Micromind
Microsoft
MIPS
NEC
N.E. England Oldsmobile Dealers
Network Computer Devices
NeXT
Nutter, McClennan & Fish
NYNEX
Oracle Corp.
Poqet
Sequent
Sharp Electronics
Stardent
Solbourne Computer
T-Maker
Toshiba Information Systems
US Robotics
3-Com
Zenith Data Systems
Xerox

Prospects con't

Table Sponsors

Computer World
Coopers & Lybrand
CMP Publications
Fenwick Partners
Fortune
Information Week
Mitre
Ike Nassi
Network News
Russell Planitzer
Russell Reynolds
Bill Poduska
Sesha Pratap
Technology Research Group

West Coast Satellite Sponsors

Apple Computer, Inc.
Kleiner Perkins Caufield & Byers
Tandem

Cheerleaders

Boston Popcorn
Mediamap
Silicon Graphics

1/18/90
kpj

To: Individual Committee
 Fr: Jan DelSesto, Julie Oates
 Subj.: Individual Financials and Program Information
 Date: January 26, 1990

FINANCIALS

Please note, all financials are effective through January 24, 1990.

FY89 Goal:	FY89 Actual:	FY90 Goal (Revised):	FY90 Actual:
\$67,000	\$63,126	\$50,700 ind. memb.	\$20,774 ind. memb.
		\$ 5,000 library memb.	\$ 500 library memb.
		\$ 810 match funds	\$ 2,385 match funds
		\$10,700 misc projects	----- (in the door)

		\$67,210 TOTAL	\$23,659 TOTAL

FY90 Goal:
 \$59,500 ind. memb.
 \$16,000 library memb.
 \$ 6,000 match funds

 \$81,500 TOTAL

Please note that the FY90 goal has been revised. We have included the original goal of \$81,500 to be used as a comparison to the revised figures. These new numbers do not include any money from new members solicited through either the phoneathon or the incentive program. It is our hope that these two additional programs will contribute to significantly to our bottom line.

The year's first six months' financials are broken down below. Please note that any positive difference in the numbers listed below and the year to date figure listed above is due to donations made above the amount for membership level renewals.

July 1 - December 31, 1989

	POTENTIAL	ACTUAL	NEW
Indiv. 1yr (\$30.00)	284 (\$8520)	159 (\$4770)	36 (\$1080)
Indiv. 2yr (\$50.00)	56 (\$2800)	43 (\$2150)	8 (\$400)
Student (\$20.00)	24 (\$480)	3 (\$60)	10 (\$200)
Family 1yr (\$45.00)	71 (\$3195)	39 (\$1755)	23 (\$1035)
Family 2yr (\$80.00)	6 (\$480)	4 (\$320)	4 (\$320)
Friend (\$100.00)	52 (\$5200)	40 (\$4000)	3 (\$300)
Sponsor (\$250.00)	14 (\$3500)	13 (\$3250)	1 (\$250)
Patron (\$500.00)	4 (\$2000)	1 (\$500)	0 (\$0)
	-----	-----	-----
TOTAL	\$26,175	\$16,805	\$3,585

INDIVIDUAL MEMBERSHIP PROGRAMS

Efforts to date:

Phonathon: Since the phonathon was designed specifically for Annual Fund solicitation, we were unable to gather the data or additional volunteers to focus on renewal of membership. Thus, only twelve individual members (@ \$30.00) joined The Museum as a result of the phonathon efforts. A phonathon specifically geared to membership renewal/recoup and new solicitation is being planned for February.

High Level (\$100 - \$500) Individual Renewals: Eight letters (totaling \$1700 in potential renewal \$) were sent to high level individual members. Those members are Roger Glovsky, Tom Hall, Seiichika Katayama, Richard Marino, Joseph Newcomer, Brendan Reilly, and George Storm. Tom Hall has renewed since the letter was sent out. Mr. Hall renewed at the Patron level(\$500).

(Potential revenue: \$1,200)

Matching Funds: For FY90, we have received \$885 in matching fund pledges. To date, \$810 of that \$885 is still outstanding. Please note that the majority of matching fund dollars listed in the first page "FY90 Actual" financials are from pledges that were made in FY89, but not received until FY90.

PR/Marketing Efforts:

Classroom Computing: The Computer Museum's "Memories Poster" will be featured on the April cover of Classroom Computing (circ.: 80,000, 8 times a year). The description of The Museum and a pitch for membership will appear in the magazine. The pitch offers a free "Memories Poster" to those who join The Museum. Any results from the offer will not be evident until the last quarter of the fiscal year.

(Potential Revenue: \$5,000)

Upcoming Efforts:

Library Membership: Within the next two weeks, letters will be sent out to all public libraries in Massachusetts (382). We hope to increase our Library membership through this direct mail approach. We have had interest in the past from individual libraries, however, they have never been solicited as a whole. We are offering a special discount to first time library members. Libraries who join The Museum before April 1, 1990 can do so at a price of \$300 (instead of \$500).

(Potential Revenue: 17 @ \$300 = \$5,100)

California Members (West Coast): We plan to target individual members in the California area by offering a discount on Computer Bowl tickets to new members and lost members. This pitch will be made through and to employees of corporations who have 1990 Bowl team members (HP, Apple) and through Alsop's and Tarter's newsletters.

(Potential Revenue: 100 @ \$30 = \$300)

Soft*letter: We have obtained the 5,000 name database of subscribers of Soft*Letter. We will use the list to solicit new members; initially we plan to target Massachusetts and California.

(Potential Revenue: 1% (50) @ \$30 = \$1,500)

Renewals and Inactives: We have a list of all inactive members and those who have not yet renewed membership for a phone solicitation planned in upcoming months.

(Potential Revenue: As stated on page 3, \$27,137)

Financial Incentive Program: We will be instituting a financial incentive program for Museum interpreters (guides) and store personnel to encourage signing up new members through visits.

(Potential Renewal: 5 per week, approx. 22 weeks left in FY90 = 5 x \$30 x 22 = 3,300)

To: Laura Morse
 Fr: Jan DelSesto, Julie Oates
 Subj.: Corporate Financials and Program Information
 Date: January 18 1990

FINANCIALS

Please note, all financials are effective through January 18 1990.

FY89 Goal: \$172,500	FY89 Actual: \$132,500	FY90 Goal: \$188,150 \$150K	FY90 Actual: \$58,500	<i>Transfers</i> + 1/19 } \$7K + 1/20 } Super: } Indt- { 1/21 Schubert Assoc. 2 } 1 Resur. Br.
FY90 Goals:		To Date:		
30 @ \$1,000 = \$30,000		Synergetics Wellfleet Communications		
5 @ \$3,000 = \$15,000		Acer Inc.		
3 @ \$5,000 = \$15,000		Adobe AT&T		1/22 Actual \$ 67,500
Renewals:				
Inactive Renewals (July-Dec. '89)	\$86,000			
Potential Renewals (Jan.-June '90)	\$66,000			

	\$152,000 TOTAL			

The following companies have not yet renewed their memberships for FY 1990.

July 1 - December 31, 1989 Past Due Renewals

Contact	Organization	Amount	Renew
William Meagher Managing Partner	Arthur Andersen & Co.	1,000	11/89
Jack Harcourt Gayle Richardson	Bank of Boston	1,000	12/89
David Mahoney President	Banyan Systems	1,000	11/89
KC King	Baybank Boston	1,000	12/89
Michael Nacey VP, Admin	Bolt Berenak & Newman	1,000	9/89
Ann LeClaire	CLSI	1,000	11/89
Arun Gupta President	Data Ease	1,000	8/89
Daniel Hosage President and CEO	DAVOX Corp.	1,000	10/89
Bill Brindley President	DECUS	3,000	11/89
Joseph O'Connor VP, Admin & HR	Charles Stark Draper	3,000	10/89 ✓
Fontaine Richardson	Eastech	1,000	12/89
James Masciarelli	Fenwick Partners	3,000	9/89
David Fausch	The Gillette Comp.	3,000	12/89

\$ 3,000 Fare renewing at 1,500

VP, Corporate Public Relations

Bill S. Kaiser Partner	Greylock Management	1,000	12/89	
Mary Hegarty User Group Coordinator	Manager Software Products	1,000	8/89	
Bonnie Colantropo	Boston Scientific, Inc. (formerly Medi-Tech)	1,000	12/89	
Stephen Coit	Merrill Pickard Anderson & Eyre	1,000	8/89	
Ann Nason	Microamerica	1,000	8/89	
Charles Zraket President	MITRE	10,000	9/89	Special case Jan
T.J. McKiernan VP, Sales & Marketing	Moore Business Forms & Systems Division	3,000	9/89	
John Paul President, Nixdorf	Nixdorf Computer Computer Engineering Corp. (NCEC)	1,000	8/89	
Steve Bischof District Manager	Pfizer Pharmaceuticals	1,000	12/89	
Kenton Sicchitano Partner-in-Charge	Price Waterhouse	1,000	8/89	
David Donaldson	Ropes & Gray	3,000	11/89	
Barbara Gaffney VP, HR	Sequent Computer	1,000	10/89	
Ira Keller Marketing Director	SD Financial	1,000	12/89	
Kathleen Tullberg VP, Community Relations	Shawmut Corp.	1,000	11/89	

Carol Broadbent Sun Microsystems 3,000 11/89

Norm Demers The Travelers 3,000 12/89 ✓
Assist. Director,
Data Processing

David Curry Unisys Corp. 3,000 12/89 ✓
Secretary, Comm. on
Contributions & Memb.

(keli) Michael Gosney Verbum Magazine 1,000 8/89
\$49,000 TOTAL -----

Summer 1989 Inactive Renewals: \$37,000

TOTAL OF ALL INACTIVE MEMBERS FROM
JULY 1 - DECEMBER 31, 1989
\$49,000
+ \$37,000

\$86,000

Omni Publications	\$1,000	90/3
Regis McKenna	\$1,000	90/3
Ziff Davis Publications	\$3,000	90/3

April

Automatic Data Processing	\$3,000	90/4
Bitstream	\$1,000	90/4
IEEE Computer Society	\$3,000	90/4
Microsoft	\$3,000	90/4
Professional Press	\$ 500	90/4
Raytheon	\$10,000	90/4
TASC	\$1,000	90/4

May

Computer Power Group	\$1,000	90/5
Lotus Development	\$1,000	90/5
The New England	\$1,000	90/5
Stratus Computer	\$3,000	90/5

June

Applied Tech Investors	\$ 500	90/6
Manufacturers Hanover Trust	\$3,000	90/6
Prime Computer	\$3,000	90/6
Sharon Merrill	\$1,000	90/6
Technology Research Group	\$1,000	90/6
Weyerhaeuser Company	\$1,000	90/6

	\$66,000	TOTAL

The following corporations have become members of The Museum through our functions department. Please note that although the money generated from these memberships is credited to the functions department for the company's initial year of membership, any subsequent renewals are credited to the membership department.

Alliant Computer
Ashlar Corp.
Batterymarch Financial
Bechtel, Parsons & Binkerhoff
Connect, Inc.
DMR Group
Emerald Systems*
Greentree Associates
Interbase Software
McKinsey and Company
Morgan Stanley
Multitrack
Software House
Software People Concepts

* Emerald Systems has not yet paid their \$1,000 membership fee.

CORPORATE MEMBERSHIP PROGRAMS

Efforts to date:

Renewal Letters: Three letters are routinely sent to each company as renewal reminders. The first letter is sent to the company three months before its membership expires; the second letter is sent two months before expiration, the third letter is sent one month before the membership is due to expire. In addition to these letters, the committee sent personalized renewal letters to those companies who failed to renew. These letters were then followed up with personal phone calls made by committee members. Ernst & Young, Coopers & Lybrand, Intermetrics, KPMG Peat Marwick, Russell Reynolds and Xerox have all recently renewed as a result of this follow up.

Potential Membership List: A list of potential corporate members has been developed. This list comprises a number of sources: specific categories from the Fortune 1000 listing, the "Top 100 Companies in New England" from XXXX, and names contributed from the committee. Each committee member has chosen at least five companies from the list to proactively solicit for membership. When companies on the list become members, the committee member who brought them in will be assigned another company on the list. This solicitation program will be an ongoing effort.

Benefits: An additional benefit has been afforded corporate members. Those members who are not in the nearby geographical area may now receive audiotapes of the Breakfast Seminar Series. Also, if these members are not able to attend, they may have a client or sales representative attend the breakfast in their place.

New Category: We have added a "Corporate Patron" category to the membership categories. This Patron category is \$5,000. We believe that this category is important because it bridges the wide gap between the "Corporate Sponsor" (\$3,000) level and the "Corporate Benefactor" (\$10,000) level.

Upcoming Efforts:

Brochure: We are in the process of developing copy for a corporate membership brochure. This brochure will be used to solicit new members, and will also be distributed to existing corporate member representatives so that they can distribute it to people they believe may be interested in joining The Museum.

Breakfast Seminar Series Follow Up: A list of attendees is created after each breakfast. We plan to solicit by letter each company who attended the breakfast but who is not a current member. In the future, we plan to "assign" each committee member selected non-members attending the breakfast. The committee member will pitch corporate membership and its benefits to these individuals.

DATE: January 19, 1990
TO: Executive Committee
FROM: Janice Del Sesto, Director of Development and Public Relations
RE: Grant Writer/Researcher Position

The Museum has always relied primarily on program staff to research, identify, and make contact with potential sources of funding and generate the necessary proposals to procure funding. This has had a limiting effect on the Museum's ability to raise funds for ongoing and new programs as well as special projects. Increasing programmatic demands on staff time have meant that proposal generation has, for the most part, been at maintenance level.

As a result of a decision made by management and the executive committee, a re-allocation of staff was made during the summer to ramp up development activity. From July to November, Greg Welch, originally hired to manage the development of the Milestones exhibit, spent the majority of his time as a grant writer. As a result, several major proposals were prepared and significant new funds from new sources were procured.

During that period, he assisted with the generation of proposals to government, foundation, and corporate sources totalling more than \$700,000. To date, we've been awarded \$430,000 or 61.5% of our requests. An additional \$132,000 is still pending. We've had one rejection and that was for equipment not cash.

The limited research we have been able to do as well as personal discussions and meetings we have had with potential funding sources over the last several months has made it increasingly clear that there is significant support for which the Museum is both eligible and for which we have been encouraged to apply especially for education programs.

In March of 1989 I met with someone to discuss the potential for funding from his national foundation. After further discussion and a visit to the Museum, he invited us to prepare a \$1 million proposal to fund an education program having national impact and scope. To date, the education department has not yet conceptualized a national program and thus the proposal has not yet been generated.

In addition to the need for focussed effort to with work program staff to generate proposals for operating support of ongoing programs as well as new exhibits and education programs, there is the need to prepare a revised case for support for the Capital Campaign, and a proposal to the NEH for a Capital Challenge Grant.

A sampling of potential new funds include:

NEH	\$1-\$3 million challenge grant for capital
National Youth Foundation	\$1 million
Boston Globe Foundation	\$5,000-\$25,000
Sun Microsystems	\$5,000-\$50,000
Advanced Micro Devices	\$5,000-\$20,000
General Electric Foundation	\$5,000-\$100,000
GTE Foundation	\$5,000-\$20,000
Markle Foundation	\$10,000-\$200,000
SIGGRAPH	\$10,000
IMS Operating Grant	\$75,000N
National Science Foundation	for various projects and programs

Although conceptualization and content will still need to be driven by program and development staff, the source research, initial contact, and proposal generation would be carried out by the grant writer/research under my supervision.

There are available funds that could be re-allocated within the development department budget without over-stepping the FY 90 budget. A salary range of \$20,000-\$25,000 could be expected to attract an individual with some experience.

The addition of a grantwriter/researcher would enable us to generate a minimum of \$2 million in new proposals in the remainder of FY 90. Although most of the funding procured as a result would not be realized until FY 91, I believe that several proposals to local sources could result in funding in FY 90.

Memorandum of Understanding Between The Computer Museum (TCM) and The Boston Computer Society (BCS) Regarding the Computer Discovery Center

1. Goal

The BCS and TCM jointly undertake to develop and open a major new exhibit for the general public at The Computer Museum. Entitled "Computer Discovery Center" (CDC), the exhibit will provide a variety of hands-on experiences to help people appreciate the role personal computers can play in their personal and professional lives. A plan for the CDC is attached. Major departures from this plan must be agreed to by the Steering Committee defined in paragraph 3.

2. Roles

TCM will manage the development of the CDC, including detailed exhibit development, script development, fabrication, and installation. Content is expected to be developed by project staff, using materials already developed by the BCS as a starting point (subject to any approvals that might be required from Chermayeff & Geismar regarding elements drawn from their work). Advisor groups focused on specific topics will be convened as needed. A designated person at BCS and TCM will be responsible for day-to-day development of the project. The BCS will, to the best of its ability, help the CDC's development by encouraging its members to volunteer as programmers or helpers, by publicizing and promoting the CDC in its publications, and by other (non-financial) means at its disposal.

3. Steering Committee

A Steering Committee will review the CDC's progress, resolve policy issues and, if necessary, revise the memorandum of understanding between BCS and TCM. The committee will be composed of four members appointed by each of the BCS and TCM, of whom at least two will be on each Board. The Steering Committee will meet quarterly or, if needed, more frequently during the development phase of CDC, and at least once a year thereafter.

4. Timing

TCM will give the CDC a high priority. When 60% of the funding has been secured, TCM will set an opening date after consulting with BCS and will hire an exhibit developer. TCM will need approximately one year from the time of hiring an exhibit developer to complete the exhibit development. The choice of opening date may be affected by

the need to avoid coinciding too closely with the opening of another major new exhibit at the Museum (in particular, Milestones of a Revolution).

5. Funding

The exhibit budget is \$500,000. Changes of more than \$100,000 must be approved by the CDC steering committee. BCS will contribute all its CDC funds and outstanding pledges towards the CDC. Fifty percent of these funds will be payable to TCM at the start of the development, a further 25% will be payable when development teams for half the exhibits are in place, and the final 25% will be paid when initial versions of the software are substantially complete. Funds may be released earlier by consent of the steering committee. TCM will be responsible for raising the remaining funds. BCS will support TCM's fund-raising efforts. TCM assumes responsibility for all expenses associated with the CDC's development.

6. Ownership of CDC

The name CDC, the software, and the design of the CDC will be jointly owned by BCS and TCM. All uses of the name, software, or design outside TCM must be reviewed by the steering committee. If either party wishes to make use of the name, software, or design in a venture or project other than the subject exhibit at TCM, then the initiating party will offer the other party first refusal as a partner on a reasonable basis. If the other party, within a reasonable time, declines, the initiating party may proceed, provided the use of the material is outside New England and does not adversely impact the operation and success of the CDC at TCM.

7. Benefits for BCS Members

TCM and BCS will agree on appropriate admission privileges to TCM for BCS members for a period after the opening of CDC.

8. Credit for Sponsors

All sponsors of the CDC project, including those whose contributions were expended before TCM's involvement in CDC, will be credited at the level of their contributions during all phases of the CDC's development.

9. Credit for BCS and TCM

The CDC will be a joint project of the BCS and TCM and will be referred to as such in all publicity and promotional materials.

10. Exhibit Duration

TCM commits to retaining the CDC at TCM for five years from the date of opening. The CDC's continuation thereafter will be determined by the Steering Committee.

11. Dissolution

It is the intent of TCM and BCS to work together to attain the stated goal of this memorandum. However, if for any reason either TCM or BCS unilaterally and without cause by the other party decides not to proceed to the opening of the exhibit, the withdrawing party will forfeit all rights under this memorandum and transfer any unspent funds and work in progress to the other party subject to existing limitations. If both parties withdraw before the exhibit opens, the steering committee will dissolve the project in an equitable fashion. If either party wishes to terminate this relationship after the opening of the exhibit, but before the 5th anniversary of the exhibit opening, the rights and obligations of both parties will be determined by the Steering Committee.

Oliver Strimpel
Acting Executive Director
The Computer Museum

Jonathan Rotenberg
President
The Boston Computer Society

<u>PROPOSAL TO</u>	<u>REQUEST</u>	<u>FOR</u>	<u>RESPONSE</u>	<u>COMMENTS</u>
<u>OPERATING:</u>				
Mass Council on the Arts & Humanities	\$ 50,750	Admission subsidies	\$ 18,000	Were originally awarded \$26,000 but due to state cutbacks grant was diminished.
Hyams Foundation	\$ 1,400	Ticket Subsidy program	\$ 1,400	Confirmed \$900 and we asked for increase which was fully granted
Institute of Museum Services	\$ 75,000	Operating support	\$ 75,000	Received maximum grant awarded.
Lynda Bodman	\$ 4,000	to be determined	\$ 4,000	\$5,000 award for corporate membership of \$1K with balance to be allocated possibly for Walk-Through outreach
<u>EXHIBITS:</u>				
Apple Computer	\$ 50,000	Walk-Through plus equipment	\$ 50,000 plus equipment	Committed
AT&T	\$100,000	Walk-Through	\$ 40,000	\$40,000 has been committed with the potential for the additional \$60,000 as well.
DEC	\$450,000	Walk-Through plus equipment for exhibits and admin	\$450,000 cash \$500,000 equip	Cash and equipment over three years. First \$150,000 cash for Walk-Through.
IBM	\$350,000	Milestones plus equipment	\$100,000 plus equipment	Requested cash and equipment for Milestones. Were told at outset that low six figures was more likely.
Intel	\$ 50,000-\$100,000	Walk-Through	\$ 50,000	Committed
The Travellers Co.s	\$ 25,000	Milestones	\$ 30,000	Received
Sloan Foundation	\$250,000	Walk-Through	\$250,000	Received full funding
National Endowment for the Humanities	\$ 91,038	Milestones	\$ 50,000	Committed
Charles Bachman	\$ 2,000	Milestones	\$ 4,000 w/match	
Kensington	\$ 25,000	Walk-Through	\$ 25,000	Committed
<u>EDUCATION:</u>				
Lotus	\$ 30,000	Education outreach program	\$ 2,000	AN was encouraged to request in range of \$25,000. Have asked for meeting to discuss decision.

SPECIAL EVENTS:

ACM	\$ 50,000	Computer Bowl sponsorship	\$ 40,000	Renegotiated for \$40,000 reducing percs
Gordon & Gwen Bell	\$ 22,500	Underwriters	\$ 22,500	
AMD	\$ 9,000	Official sponsor	\$ 9,000	Also becoming corp member for another \$1K
Andersen Consulting	\$ 9,000	Official sponsor	\$ 9,000	
BASE	\$ 9,000	Official sponsor	\$ 9,000	
Lotus	\$ 9,000	Official sponsor	\$ 9,000	
Merrill Pickard Anderson & Eyre	\$ 9,000	Official sponsor	\$ 9,000	
Price Waterhouse	\$ 9,000	Official sponsor	\$ 9,000	
Stratus	\$ 9,000	Official sponsor	\$ 9,000	
Sun Microsystems	\$ 10,000	Official sponsor	\$ 10,000	
Thinx	\$ 9,000	Official sponsor	\$ 9,000	
Visix	\$ 9,000	Official sponsor	\$ 9,000	
Bank of America	\$ 5,000	Satellite sponsor	\$ 5,000	
Fredkins	\$ 5,000	Table sponsor	\$ 5,000	
IDG	\$ 5,000	Table sponsor	\$ 5,000	
Hendries	\$ 4,500	Table sponsor	\$ 4,500	

CAPITAL:

Owen Brown	\$ 20,000		\$ 17,250
Burgess Jamieson	\$ 10,000		\$ 11,500
Ed Feigenbaum	\$ 8,000		\$ 8,000
Bill Foster	\$ 5,750		\$ 5,750
Jim McKenney	\$ 2,500		\$ 2,500
Bill Spencer	\$ 1,000 (plus \$1,500 match)		\$ 2,500
Nick Pettinella	\$ 800		\$ 800
Dave Rodgers	amount unknown		

TOTAL FUNDED: \$1,370,700 cash (\$1,070,700 in FY 90) \$500,000+ in equipment

PENDING PROPOSALS as of January 22, 1990 Page three

<u>PROPOSAL TO</u>	<u>REQUEST</u>	<u>FOR</u>	<u>COMMENTS</u>
<u>OPERATING:</u>			
Institute of Museum Services	\$ 75,000	General operating support	Were funded at this level in FY 90. This is for FY 91.
Shawmut	\$ 5,000	General program support	Will make decision in April. Shawmut suggest 75% chance.
<u>EXHIBITS:</u>			
American Airlines	\$125,000	Networked Society	
AT&T	\$ 60,000	Walk-Through	Additional funds being considered
Cirrus Logic Corp.	\$ 10,000-\$25,000	Walk-Through	Pledged support in CA.
IEEE Computer Society	\$ 25,000	Milestones	Would be multi-year if funded.
Lotus	\$ 25,000-\$100,000	Walk-Through	1-2-3 marketing decision.
MAXELL	\$ 37,500	Walk-Through	Gave \$12,500 in FY 89. Have asked for an additional contribution.
NEC	No amount specified	- exhibits	Staff met with NEC to discuss progress, to be told that they are interested in Milestones. Have suggested they consider Milestones and Walk-Through.
<u>SPECIAL PROJECTS:</u>			
AAAI	\$ 10,000	Computer Exhibit Kits	Encouraged to apply.
Hearst Foundations	\$ 25,000	Computer Exhibit Kits	Excellent chance of funding since we have Will Hearst's support.
National Science Foundation	\$ 97,772	Computer Kits program	The staff worked closely with NSF to develop this proposal. Although there is staff support for the project, the decision is made by peer review. 90% chance.

PROPOSAL TO REQUEST FOR COMMENTS

Mitre	\$ 20,000 Milestones	Need to confirm
Ed Fredkin	\$ 50,000 Milestones	Pledged
Allen Michels	\$ 12,500 Milestones	Pledged

TOTAL PENDING: \$577,772 all but \$75,000 would be requested for FY 90

PROPOSALS IN PREPARATION

OPERATING:

Boston Globe Foundation \$ 10,000 Education program support

Meetings with BG staff encouraged us to apply. encouraged us to seek small additional support beyond corporate membership now at \$1K

EDUCATION:

SIGGRAPH \$ 10,000 Education project in graphics

SIGGRAPH education committee is interested in innovative programs.

To variety of potential sources \$ 25,000 Poster for Walk-Through promotion and educational purposes

REJECTIONS:

Sun Microsystems \$100,000 Walk-Through

Refused.

Maxtor \$ 50,000 Walk-Through

Refused.

Quantum \$ 25,000-\$50,000 Walk-Through

Staff met with in CA.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEDIA SUMMARY: IN BRIEF

November 4, 1989 - February 16, 1990

PRINT

(estimated)

Total Circulation: 12,878,096

ELECTRONIC:

(estimated)

Total impressions: 16,292,000

International Highlights

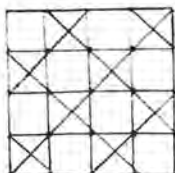
News of The Computer Museum spanned the globe with a November-December article in Siemens Review (distributed to 40,000 opinion leaders around the world), extensive Museum profiles in the Jerusalem Post and Information and Computer Magazine (Taiwan), and a British Airways in-flight video on the Museum as a tourist-must-see (shown on all incoming Boston flights since December 1, 1989). In addition since late September 1989, 31 other journalists from nine (9) countries have visited the Museum.

National Highlights

The Computer Museum led and closed a February 12, 1990 story on optical computing in US News & World Report. In both December 1989 and January 1990, The New York Times highlighted the Museum--as a smart place to shop ("Tips From Silicon Santa") and as a place to visit in "What's Doing in Boston" stories. (The Museum Store reports that the Times piece directly resulted in more than 300 catalog requests and over 50 orders.) The Museum will also be the focus of a "Lifestyle" feature in the Sunday, February 18, 1990 New York Times.

In addition, the Museum was the focus of a December 1989 CBS Radio feature on Charles Kuralt's Dateline America program and was chosen as place to visit during a CBS-TV This Morning show segment on the visually impaired (seen January 19, 1990 in more than 2 million households). On January 30, the Museum made the CBS-TV Evening News (seen by 13,000,000) in a story on optical computing.

Also, news of the April 27, 1990 Computer Bowl has reached well over half a million people across the country because of articles already in print. And Omni, Popular Mechanics and Siemens Review have begun to work on early pre-release features on the upcoming Walk-Through Computer exhibit (The Boston Globe broke the story in December 1989).



2/Media Summary

NOVEMBER 1989

Total circulation of all placements: 492,565

PRINT HIGHLIGHTS

PUBLICATION: SIEMENS REVIEW
CIRCULATION: 40,000
DATE: November/December 1989
HEADLINE: "Healing the Split Between Art and Science"
DESCRIPTION: Feature on SIGGRAPH Art Show
CONTACT: Arthur F. Pease

PUBLICATION: COMMUNICATIONS OF THE ACM
CIRCULATION: 75,000
DATE: November 1989
HEADLINE: "Computers belong in a Museum"
DESCRIPTION: President's letter W/Oliver Strimpel
CONTACT: Bryan Kocher, ACM President

PUBLICATION: PANORAMA
CIRCULATION: 26,946
DATE: November 1989
HEADLINE: "A robot family portrait..."
DESCRIPTION: Photo and listing of TCM

PUBLICATION: PUBLISH
CIRCULATION: 80,000
DATE: November 1989
HEADLINE: "Calendar"
DESCRIPTION: Item on the SIGGRAPH art show

PUBLICATION: THE BOSTON CONNOISSEUR (A New York Times advertising supplement)
CIRCULATION: 62,000
DATE: Fall/Winter 1989
DESCRIPTION: Listing and photos of Museum's winter events
CONTACT: Rosemary Spearin

PUBLICATION: SUCCESSFUL MEETINGS
CIRCULATION: 77,000
DATE: November 1989
HEADLINE: "Boston"
DESCRIPTION: Museum as a function venue
CONTACT: Michael Adams

3/Media Summary

DECEMBER 1989

Total circulation of all placements: 7,201,930

PRINT HIGHLIGHTS

PUBLICATION: NEW YORK TIMES
CIRCULATION: 1,068,217
DATE: December 5, 1989
HEADLINE: "Tips from Silicon Santa"
DESCRIPTION: Where to find computer gifts-TCM Store
CONTACT: Peter Lewis

PUBLICATION: THE BOSTON HERALD
CIRCULATION: 355,355
DATE: December 6, 1989
HEADLINE: "Character Builder"
DESCRIPTION: Photo of Natalie Rusk on Acer
CONTACT: Brian Walski

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 500,106
DATE: December 7, 1989
HEADLINE: "Computers, Christmas and kids"
DESCRIPTION: Interview with Oliver Strimpel about
buying kids computers
CONTACT: Amy Bermar

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 509,500
DATE: December 8, 1989
HEADLINE: "TGIF"
DESCRIPTION: Mention of The Walk-Through Computer
CONTACT: Alex Beam

PUBLICATION: FORBES
CIRCULATION: 804,859
DATE: December 11, 1989
HEADLINE: "Comp/Comm Sweeps the Boards"
DESCRIPTION: Article about Excellence in Techn. Comm.

PUBLICATION: PATRIOT LEDGER
CIRCULATION: 90,951
DATE: December 7, 1989
HEADLINE: "Don't Overlook Museum's Offerings"
DESCRIPTION: Item about gifts from store
CONTACT: Diane Baltozer

4/Media Summary

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 500,106
DATE: December 25, 1989
HEADLINE: Bulletin Board
DESCRIPTION: Item about Invention Days and Build Your Own Robot Workshop

PUBLICATION: NEW ART EXAMINER (CHICAGO)
CIRCULATION: 15,000
DATE: December 1989
HEADLINE: "Computer Art Comes of Age at SIGGRAPH"
DESCRIPTION: Review of Art show
CONTACT: Wayne Draznin

PUBLICATION: THE (BALTIMORE) SUN
CIRCULATION: 223,334
DATE: December 6, 1989
HEADLINE: "'Silicon Santa' suggests stocking stuffers"
DESCRIPTION: NY TIMES article reprint
CONTACT: Peter Lewis

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 516,031
DATE: December 15, 1989
HEADLINE: "Bits and back-bytes"
DESCRIPTION: Item about the CDC
CONTACT: Alex Beam

PUBLICATION: BUFFALO (BUFFALO, NY) NEWS
CIRCULATION: 386,158
DATE: December 23, 1989
HEADLINE: "Heady Artwork"
DESCRIPTION: AP photo of Bertol's SIGGRAPH piece

PUBLICATION: EVENING TIMES GLOBE (ST. JOHN, CANADA)
CIRCULATION: 32,535
DATE: December 13, 1989
HEADLINE: "Silicon Santa has a little list"
DESCRIPTION: New York Times store reprint
CONTACT: Peter Lewis

PUBLICATION: SAN JOSE (CA) MERCURY-NEWS
CIRCULATION: 308,427
DATE: December 10, 1989
HEADLINE: "How to Select Right Gadgets"
DESCRIPTION: New York Times store reprint
CONTACT: Peter Lewis

5/Media Summary

PUBLICATION: JOURNAL-TRIBUNE (SENECA, SC)
CIRCULATION: 7,176
DATE: December 6, 1989
HEADLINE: "Writer Wins Award For Computer Story"
DESCRIPTION: Harmon wins Excellence in Tech. award

PUBLICATION: THE (FRAMINGHAM) TAB
CIRCULATION: 32,210
DATE: December 19, 1989
HEADLINE: "The Keys to Chinese"
DESCRIPTION: Tab article about Acer exhibit
CONTACT: Cary Barbor

PUBLICATION: THE BOSTON HERALD
CIRCULATION: 355,494
DATE: December 29, 1989
HEADLINE: "Young Einsteins"
DESCRIPTION: Robot Building Workshop item in What's
New section
CONTACT: Michael Ryan

PUBLICATION: THE VIRGINIAN PILOT (NORFOLK, VA)
CIRCULATION: 144,224
DATE: December 18, 1989
HEADLINE: "Silicon Santa's gift bag"
DESCRIPTION: NY Times reprint
CONTACT: Peter Lewis

PUBLICATION: WATERTOWN SUN
CIRCULATION: 4,200
DATE: December 20, 1989
HEADLINE: "Vacation Week"
DESCRIPTION: Item about Invention Days

PUBLICATION: INFORMATION AND COMPUTERS MAGAZINE
(TAIWAN)
DATE: December 1989
DESCRIPTION: Extensive feature article about the
Museum
CONTACT: Hank Hsu

6/Media Summary

TELEVISION/FILM

PROGRAM: "WELCOME TO BOSTON"
NETWORK/STATION: British Airways
AUDIENCE: All British Airways flights landing at Logan beginning December 1, 1990
DATE SHOT: October 18, 1989
DATE AIRED: Beginning December 1, 1989
CONTACT: Jack Casement, Video Producer
DESCRIPTION: Museum featured as a Boston highlight

RADIO

PROGRAM: DATELINE: AMERICA
NETWORK/STATION: CBS RADIO
AUDIENCE: 141 markets across the United States
DATE SHOT: November 2, 1989
DATE AIRED: Dec. 9, 1989
CONTACT: Dick Stapleton
DESCRIPTION: Charles Kuralt piece on the Museum-- Oliver Strimpel interview

JANUARY 1990

Total circulation of all placements: 1,857,371
Electronic impressions for the month: 16,292,000

PRINT HIGHLIGHTS

PUBLICATION: THE NEW YORK TIMES
CIRCULATION: 1,068,217
DATE: January 7, 1990
HEADLINE: "What's doing in Boston"
DESCRIPTION: Mention of Museum in travel piece
CONTACT: Constance L. Hays

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: January 1, 1990
HEADLINE: "Shake the Blahs by buying High Tech toy"
DESCRIPTION: Museum shop highlighted
CONTACT: Allison Bell

PUBLICATION: THE MUSIC AND COMPUTER EDUCATOR
CIRCULATION: 21,339
DATE: January, 1990
HEADLINE: "Hands on Learning"
DESCRIPTION: Piece on Kids Fair with photo

7/Media Summary

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: January 15, 1990
HEADLINE: "The Searchers:You'll still need us"
DESCRIPTION: Rebuttal of Gilder's Breakfast Seminar
predictions
CONTACT: Judith Sovner Ribbler

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: January 15, 1990
HEADLINE: "Think before tossing old books, files"
DESCRIPTION: Collectable computer memorabilia
CONTACT: Allison Bell

PUBLICATION: BOSTON COMPUTER CURRENTS
CIRCULATION: 45,000
DATE: January 1990
HEADLINE: "Bi-lingual PC on Permanent Exhibit..."
DESCRIPTION: Article about Acer opening
CONTACT: Peggy Zientara

PUBLICATION: CHILDSPLAY
CIRCULATION: 40,000
DATE: January/February 1990
HEADLINE: "Kids Computer Fair"
DESCRIPTION: Short mention of the Fair
CONTACT: Robin Cossin

PUBLICATION: BELMONT CITIZEN-HERALD
CIRCULATION: 7,015 (weekly)
DATE: January 4, 1990
HEADLINE: "Poduska appointed overseer"
DESCRIPTION: Bill Poduska appointed to hospital board

PUBLICATION: BANGOR (ME) DAILY NEWS
CIRCULATION: 93,675
DATE: January 13, 1990
HEADLINE: "Computer Museum of vintage robots and
Batman game"
DESCRIPTION: Article summing up Museum activities

8/Media Summary

PUBLICATION: PC MAGAZINE
CIRCULATION: 375,400 (bi-weekly)
DATE: January 16, 1990
HEADLINE: "William F. Zachmann"
DESCRIPTION: Mention in Zachmann's predictions column
CONTACT: William F. Zachmann

PUBLICATION: BOSTON COMPUTER CURRENTS
CIRCULATION: 45,000
DATE: January 1990
HEADLINE: "Calendar"
DESCRIPTION: SIGGRAPH animation listed in Calendar

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: January 1, 1990
HEADLINE: "Read Chinese"
DESCRIPTION: Acer item

PUBLICATION: WAKEFIELD DAILY ITEM
CIRCULATION: 7,100
DATE: January 17, 1990
HEADLINE: "Kids Computer Fair a fun time for all"
DESCRIPTION: Story about Kids Fair

PUBLICATION: THE JERUSALEM POST MAGAZINE (ISRAEL)
DATE: January 12, 1990
HEADLINE: "Museum of the Very, Very New"
DESCRIPTION: Feature article on the Museum
CONTACT: Lev Bearfield/Matthew Nevisky

TELEVISION

PROGRAM: CBS EVENING NEWS WITH DAN RATHER
NETWORK/STATION: CBS (Channel 7)
AUDIENCE: 13,900,000
DATE SHOT: January 30, 1990
DATE AIRED: January 30, 1990
CONTACT: Allen Alter, Producer CBS (N.Y.)
DESCRIPTION: Gwen Bell comments on AT&T laser computer

PROGRAM: CBS THIS MORNING
NETWORK/STATION: CBS
AUDIENCE: 2,392,000 households
DATE SHOT: January 5, 1990
DATE AIRED: January 19, 1990
CONTACT: Gordon Rothman, Producer
DESCRIPTION: Visit by blind girl as part of feature story on Partners for Disabled Youth

9/Media Summary

FEBRUARY 1990

Circulation to date: 2,732,057

PRINT HIGHLIGHTS

PUBLICATION: US NEWS AND WORLD REPORT
CIRCULATION: 2,231,951
DATE: February 12, 1990
HEADLINE: "Computing's Bright Future"
DESCRIPTION: Museum's Tinkertoy Computer open and
closes story on optical computer.
CONTACT: William Allman

PUBLICATION: BOSTON GLOBE CALENDAR
CIRCULATION: 500,106
DATE: February 15, 1990
HEADLINE: "Time Out for Mind, Body and Soul"
DESCRIPTION: Item about Smart Machines and SIGGRAPH
Animation

10/Media Summary

MEDIA COVERAGE OF THE COMPUTER BOWL 1990

Circulation total to date for The Computer Bowl: 594,173

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: November 20, 1989
HEADLINE: "In This Corner"
DESCRIPTION: Story announcing Bowl

PUBLICATION: STUART ALSOP'S PC LETTER
CIRCULATION: 1,000 Industry insiders
DATE: December 13, 1989
HEADLINE: "Research and Developments: Party Time"
DESCRIPTION: Bowl story
CONTACT: Stuart Alsop

PUBLICATION: INFORMATION WEEK
CIRCULATION: 148,146
DATE: January 1, 1990
HEADLINE: "Computer Bowl II"(In "Micellany")
DESCRIPTION: Story previewing Bowl

PUBLICATION: MARKETING COMPUTERS
CIRCULATION: 20,600 (MONTHLY)
DATE: December 1989
HEADLINE: "When East meets West"
DESCRIPTION: Preview of Bowl
CONTACT:

PUBLICATION: COMPUTER MAGAZINE
CIRCULATION: 78,000
DATE: January 1990
HEADLINE: "Computer Bowl II--Let the chips fall where they may"
DESCRIPTION: Bowl story in Update section
CONTACT: Steve Wilcox

PUBLICATION: TECHMART LETTER
CIRCULATION: 8,000 Corporate professionals
DATE: February/March/April 1990
HEADLINE: "Techmart to host live Satellite Broadcast of Computer Bowl"
DESCRIPTION: Bowl story about teams and event
CONTACT: Marcia E. Jaffe

11/Media Summary

PUBLICATION: SAN JOSE (CA) MERCURY NEWS
CIRCULATION: 308,427
DATE: February 14, 1990
HEADLINE: "Nerd vs. Nerd"
DESCRIPTION: Bowl photo and item in Ron Wolf's Column
CONTACT: Ron Wolf

U.S. News & World Report

FEBRUARY 12, 1990

\$1.95

CIRCULATION: 2,732,057

HORIZONS

Computing's bright future

TECHNOLOGY ■ A small cadre of pioneering engineers are working to replace the hum of electronics with bursts of light

At the Computer Museum in Boston there is a machine that plays an unbeatable game of tick-tack-toe. While in today's high-tech world such a feat may not seem remarkable, the computer's low-tech pedigree most certainly does: The device is made almost entirely of Tinkertoys and fishing line.

That an assortment of Tinkertoys can play tick-tack-toe is a vivid illustration that a computer is not simply a machine but a concept that can be embodied in anything from household plumbing to vacuum tubes to silicon. Now, AT&T Bell Laboratories has announced a major step in the development of computing using another less-than-exotic resource: Light. Last week, researchers unveiled a prototype machine built with lasers, lenses and mirrors that they say may someday soon form the guts of a powerful optical computer.

The new machine—designed by a team of Bell Labs researchers led by engineer Alan Huang—is one of many experimental projects at universities and research centers around the country. And it is a sign that the long-held dream of computing with light may finally be coming to fruition. "We are beginning to realize—to our intense surprise and shock—that the technology might actually be useful," says John Caulfield, a University of Alabama engineer and optical-computing pioneer. Though still in their infancy, optical computers have the potential to handle huge amounts of data far faster than their electronic brethren, especially in tasks such as switching large numbers of telephone signals or recognizing complex patterns.

Thinking with lasers. Unlike an ordinary computer, which processes information by moving electrons through its wires, an optical computer would "think" by shuttling tiny beams of low-power laser light among a maze of mirrors and lenses. As in an electronic computer—or one made of Tinkertoy parts, for that matter—the operation of the machine would ultimately produce the logical operations that are necessary to solve problems.

The idea of using light beams in computers has long tantalized electrical en-



Lighting the way. Alan Huang with Bell Labs' prototype

gineers. The power of a computer depends on the speed of its components and how densely they are connected, and light seems ideal in both cases. Particles of light—photons—are the fastest things in the universe. They don't need wires in which to travel, and they don't

interfere with one another: Beams of light can pass through each other unscathed.

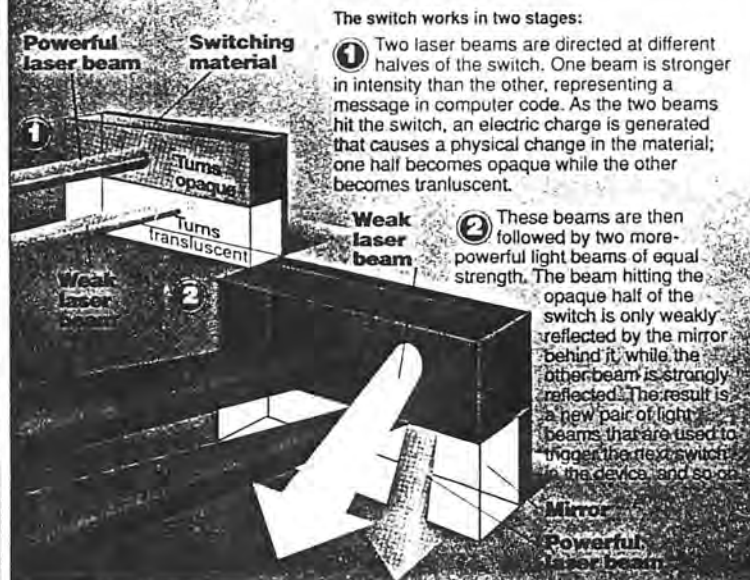
The lack of interference among light beams allows researchers to cram thousands of information channels into a tiny space. Bell Labs' optical switches are so tiny that more than 2,000 can fit inside this letter o.

But while light beams seem appealing for use in computers, their best attribute—the lack of interference with each other—is also the greatest obstacle to creating a working optical computer. In an electronic com-

puter, the flow of information is controlled by transistors, tiny electronic devices that act somewhat like on/off valves to regulate the flow of electricity along the wires. Since photons don't interact with each other, creating an optical "gate" that performs the same switching

Switching to light

The heart of AT&T Bell Laboratories' optical computer is a switch that is activated by a beam of light. By linking several such switches together, researchers have created a device that can perform mathematical operations.



function as a transistor has proved extremely difficult.

Researchers have tried dozens of exotic schemes to create such a switch. Inventor Peter Guilfoyle, for example, has created an optical computer that uses sound waves to trigger a change in the way a crystal allows light to pass through it. The most promising optical switch, developed at Bell Labs several years ago and incorporated in the new device, uses a beam of light to trigger a physical change in the switch's material that causes it either to reflect or absorb light (see diagram). The researchers use the light beams coursing through the various on/off settings of the optical switches to do addition and subtraction or other simple logical operations. Someday, more sophisticated versions of the optical computer may be used to direct traffic along phone lines.

Mimicking the mind. The Bell Labs' device is only one part of a many-faceted effort in the U.S. and Japan to harness the computing power of light. Demetri Psaltis of the California Institute of Technology is using a radically different design for optical computers that roughly mimics the circuitry of the brain. Called a neural network, Psaltis's machine can use the partial image of a face, for example, to retrieve the entire image from a group of different faces stored in memory. The ability to retrieve an entire memory from patchy information may someday make it possible to find an instant match for a suspect's fingerprints among those in a huge library of prints, for instance, rather than going through them one by one.

Other researchers are trying to connect conventional electronic switches with optics, creating a hybrid computer that moves information around faster and doesn't overheat—a danger with today's large electronic computers. According to Caulfield, a computer that uses optics can operate on a tiny fraction of the power needed by an all-electronic computer, reducing the amount of heat generated by the machine and allowing chips to be packed more closely together.

Even the most optimistic researchers admit that optical computers are most likely to complement existing machines rather than replace them, at least in the near future. The enormous strides in electronics over the past decades have given conventional computers a huge head start over competing technologies. Still, if the history of technology is any guide, the electronic computer of today may one day be set out to pasture at Boston's Computer Museum, challenging the Tinkertoys, perhaps, to another round of tick-tack-toe. ■

by William F. Allman

American vision: The eye of John Szarkowski

PHOTOGRAPHY ■ Reflections on 150 years of images

A century and a half after the invention of photography, the meaning and purpose of the form remain elusive. Is a photo a historical document, a medium of information, an instrument of social change? Or is it more like a painting, to be judged in terms of its beauty and possessing a significance that transcends historical fact?

For the past 28 years, no one has posed those questions more provocatively, or offered answers that resounded with more influence, than John Szarkowski, director of the photography department at the Museum of Modern Art in New

The 150th anniversary show that opens at MOMA this month advances many of Szarkowski's most radical ideas. One is his insistence that any photograph is potentially a work of art. Works by photography's masters—Alfred Stieglitz, Edward Weston, Edward Steichen—hang in this show alongside snapshots, industrial photography, advertising, news photos and pictures of tractors from the pages of farm catalogs. This "vernacular tradition" had been largely ignored since the '20s, when Stieglitz and the "Photo-Secessionists" proclaimed themselves high artists, a world apart from the

grubbier commercial hacks and utilitarian photographers. That distinction between art and nonart photography endured until the '60s, when Szarkowski arrived at MOMA. The opportunity since then to see "nonart" on the walls of an important modern-art museum has influenced many young photographers, who employ the grainy intimacy and spontaneity of snapshots or the manipulated effects of commercial photography to their own artistic ends.

Editing life. But while Szarkowski is willing to admit the possibility of artistic value in virtually any sort of photograph, he also has strong opinions about what makes the best pictures. Those opinions have led his critics to accuse him



Studying the vernacular. Szarkowski puts snapshots and farm catalog photos alongside masterworks

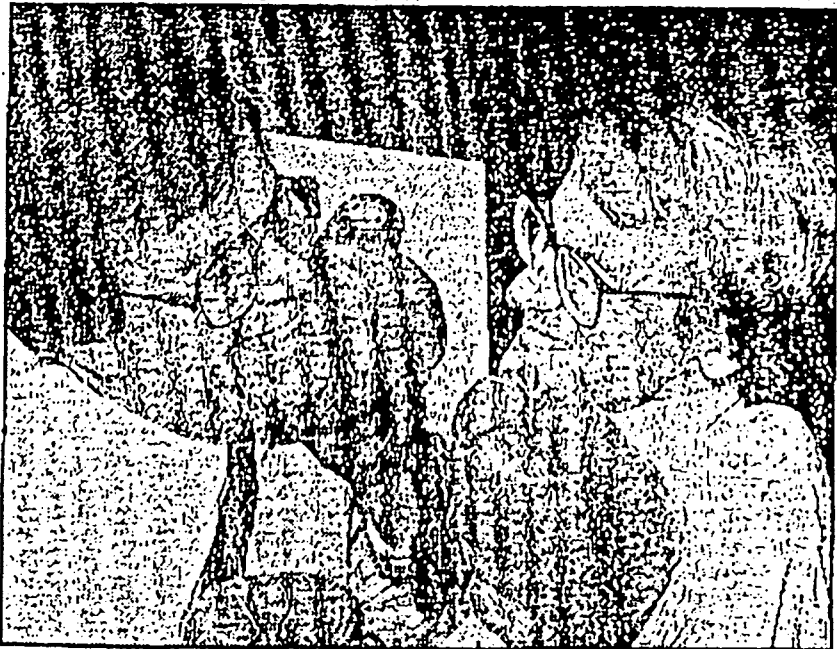
York. During his long tenure, Szarkowski's has been the dominant vision in American photography, championing new talent, resurrecting artists who had fallen into obscurity, amassing for the museum one of the world's great collections and persuading artists and mass audiences that photography is to be taken seriously. The whole field has changed under his influence. The MOMA photography department, virtually the sole such institution when he arrived there, has been joined by photography galleries, schools and museums around the country, many of them run by Szarkowski protégés. Szarkowski's thinking, whether Americans know it or not, has become our thinking about photography.

of being hopelessly dated, unable to make peace with such photographic provocateurs of the '80s as Cindy Sherman, who dons disguises and photographs herself in invented worlds. Szarkowski admires such work: MOMA has acquired several Shermans, and Szarkowski has included one of her pictures in the current show. Nonetheless, he insists that the most extraordinary pictures, the ones that best exploit photography's magic, are those made by artists who go out in the street and compose pictures from the reality they find there. The photographer's objective, Szarkowski argues, ought to be to "edit" life through the camera lens, to find and capture coherence as it actually exists in the real world. "There's nothing

Circulation: 308,427

Business

Markets



■ Why the fisticuffs for IDG's Pat McGovern, left, and venture capitalist John Doerr? See the last bit of Bits & Bytes, Page 16D

NERD VS. NERD — It's spring training time, and the rivalry between Silicon Valley and Boston is already running hot. No, Bob Lurio hasn't sent the Giants yet. It's time for that bi-coastal battle of the dweebs — the Computer Bowl.

The duelling propeller-heads will vie for the title of Supreme Computer-trivia Masters of the Universe April 27 at Teclmart in Santa Clara.

The Computer Museum in Boston sponsored the first Computer Bowl as a fund-raising event in Oc-

tober 1980. Patterned after the old TV quiz show "College Bowl," the friendly little showdown featured a team of the West Coast's finest computer minds facing off with a bunch of East Coast has-beens over questions like "What does VAX stand for?" and "In Boolean algebra, what's the value of 1 AND 1?"

Last time, the Easterners won 375-310, with ringer Mitch Kapor single-handedly carrying the day for his colleagues. Afterward, the West Coast team charged that the semi-retired founder of Lotus Development Corp. was on steroids.

Both sides are using fresh troops for the rematch. Captain of the West Coast team is L. John Doerr, venture capitalist with Kleiner, Perkins Caufield & Byers. His colleagues include Stuart Alsop II, editor of PC Letter; Lawrence Tesler, vice president for advanced

technology at Apple; and Charles House, general manager of the software systems engineering division at Hewlett-Packard.

This year, Doerr has his own ringer — the dweeb de la dweebs, Bill Gates, chairman of Microsoft Corp. Taints Alsop: "The members of the other team are obscure nerds working for failing computer companies."

Tickets for the event are \$50 and, the Computer Museum is in the process of setting up an 800 number for orders.

Staff Writers Ron Wolf and Lee Gomes contributed to this column, which was compiled by Tom Schmitz. You can contact them by mail at 750 Ridder Park Dr., San Jose 95190, via fax at (408) 920-5017, or send electronic mail via MCI Mail at mailbox 361-2102. You can call Schmitz at (408) 920-5017.

CIRCULATION: 355,355

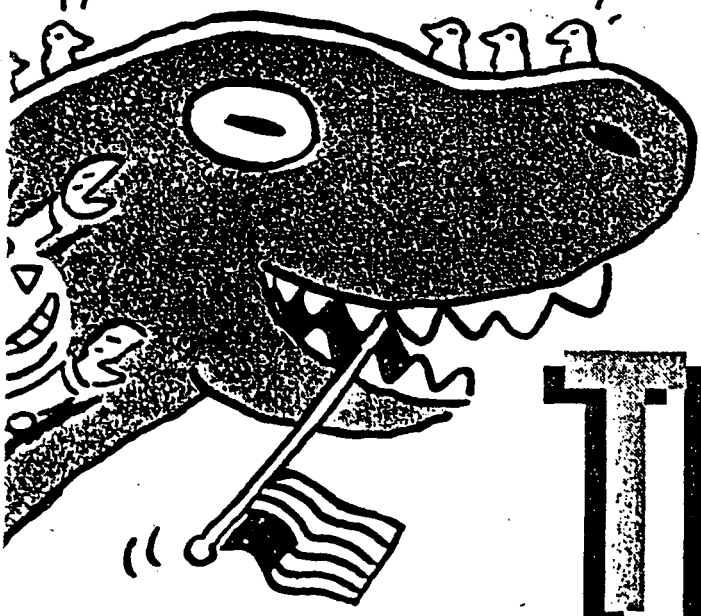
BUSINESS

BUSINESS

BRIEFCASE

COMPUTER MUSEUM: The Boston Computer Museum yesterday promoted its curator to executive director, ending a lengthy nationwide search. Oliver B. R. Strimpel's first assignment will be to assemble the museum's next big exhibit, a giant "walk-through" computer that will open in June. Strimpel is responsible for assembling a collection of vintage robots, an animation theatre and dozens of interactive computer displays. Strimpel came to the museum from London in 1984 after serving as science museum curator there.





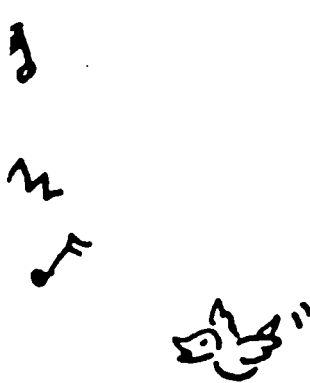
CIRCULATION: 500,106

THE BOSTON GLOBE
CALENDAR SECTION
FEBRUARY 15, 1990

By Wendy Nardi

TIME OUT

for mind, body
and soul



MIND

School's out but learning doesn't stop. Here are treats for the little gray cells.

Smart Machines is a permanent exhibit at the Computer Museum where visitors of all ages can learn about robots and artificial intelligence. Play chess, compose music and study the history of robotics. This weekend see the "SIG-GRAPH Animation Festival," 90 minutes of computer-animated videos selected from around the world. Friday 5-9 p.m., Saturday through Monday 11 a.m.-5 p.m. 300 Congress St., Boston. Tuesday through Sunday and Monday holidays 10 a.m.-5 p.m., Friday 10 a.m.-9 p.m. Admission: \$5, elders and students \$4, under 5 free. Telephone 426-2800.

Dinosaur Days revisits prehistory with storytelling, crafts and exhibits at Blue Hills Trailside Museum. Families can play games, "track" the ancient reptiles and learn fossil-lore each weekend in February and during the upcoming school vacation week. Hours: 10:30 a.m.-4 p.m. 1904 Canton Ave., Route 138, Milton. Admission: \$2, ages 3 to 12 and elders \$1. Crafts fee 50 cents. Telephone 333-0690.

WHAT'S DOING IN

Boston

zens; \$2 for 1-year-olds and free for babies. Open 10 A.M. to 5 P.M. Tuesday to Sunday, until 9 P.M. on Friday.

The Computer Museum, also at 300 Congress Street (617-423-6758 for a recording or 617-426-2800), is one of the city's newest museums. Last month it opened a bilingual computer exhibit featuring a system that uses the English alphabet and Chinese characters. Admission: \$5, \$4 for students and senior citizens; children under 5 free; Tuesday to Sunday.

A glimpse of old Boston is offered at the Society for the Preservation of New England Antiquities, 141 Cambridge Street (617-227-3956). The society gives guided tours of the Harrison Gray Otis House. Admission is \$3, \$1.50 for children. Tours begin on the hour. Open Tuesday to Friday from noon to 5 P.M. and Saturday from 10 A.M. to 5 P.M.

At the Museum of Afro American History, 46 Joy Street (617-742-1854) on Beacon Hill, the main attraction is the African Meeting House, a restored church that was a center for abolitionists and champions of women's rights in the mid-19th century. Guided tours describe construction of the church by black artisans and its emergence as the black Faneuil Hall. Its role in the Civil War, where the members of the 54th Massachusetts Regiment gathered to enlist, is also described. A bas-relief memorial to the regiment by Augustus Saint-Gaudens is on the other side of Beacon Hill overlooking the Boston Common.

The church is one of 15 sites on the 1.6-mile Black Heritage Trail, a walking tour of the black community on Beacon Hill and outlined in a brochure available from the museum. Admission is free; hours are 10 A.M. to 4 P.M. Tuesday to Friday during the winter and spring.

The John F. Kennedy Library in

THE NEW YORK TIMES, TUESDAY, DECEMBER 5, 1989

PERSONAL COMPUTERS**Tips From Silicon Santa**

By PETER H. LEWIS

IT can be frustrating to shop for holiday gifts for the kind of people who read this column. What they really need is new socks and cologne, but what they really want is 4 megs worth of 100-nano-second, 4-megabit RAM chips or an accelerator board.

Loved ones who try to shop for computer aficionados do so in constant fear of making some gross technical faux pas.

So here comes Silicon Santa to the rescue with some last-minute shopping tips. This week Santa will focus on hardware and novelties, next week on software.

In ascending order of cost, we would begin with a can of compressed air (about \$4 in photography stores), which is handy for blowing dust bunnies out of the delicate insides of computers. This gift might prompt the user to clean the computer for the first time in years.

T-shirts that read "Caution, 1 Byte" or carry computer-generated fractal designs are \$10 to \$14 from the Computer Museum Store, 300 Congress Street, Boston, Mass., 02210, telephone (617) 426-2800, extension 307. Call for a free catalog that includes other items, ranging from robots to slide-rule tie bars.

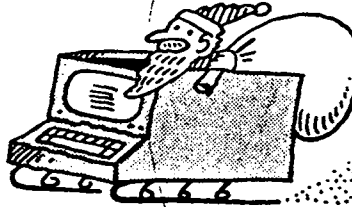
Our favorite headgear this year is the Prophead Beanie or Cap (\$14.95), a stylish multicolored headpiece with a spinning propeller on top that immediately identifies your favorite person as a computer whiz. In sizes S, M, L, and XL, from the Computer Giftware Company of Glendale, Calif., (800) 543-7326; in California, (818) 500-7857.

Computer Giftware also offers a wide selection of other novelties, including beverage coasters that resemble 3.5-inch diskettes (\$14.95 for a set of six); a solar-powered electronic calculator disguised as a diskette (\$19.95), and a variety of mouse pads (\$14.95), which provide greater traction for a computer's mouse pointing device. A mouse pad with a marble or hardwood design would add some elegance to the desktop. For \$3 more, there are Bachelor Pads (with a model in a bikini) and Bachelorette Pads (with a volleyball-playing hunk.)

Far more practical is the KB Pillow, a \$29.95 flat-topped beanbag that lets the user rest the keyboard on the lap, instead of on the desktop (assuming, of course, that the computer has a detachable keyboard). The KB Pillow comes in blue or gray, also from the Computer Giftware Company.

For shoppers with a lot more money to spend, the choices get more interesting.

Many people have asked where they can find a replacement keyboard for the PC with the function



Stuart Goldenberg

keys on the left, where nature intended them to be. Search no more. Northgate Computer Systems Inc., at (800) 526-2446, makes the Omnikey 101 and sells it for \$99.

Increasingly, I.B.M.-style computers are adopting a graphical user interface, replacing typed commands with cute little pictures and menus. To take advantage of this, your loved one needs a mouse or a trackball, both of which plug into a connector on the PC. Our favorite rodent is the Series 400 (\$150 list price when bundled with the Paintbrush program, \$200 bundled with Windows/286) from the Microsoft Corporation, (800) 426-9400.

With a handheld scanner from Logitech Inc. (800) 231-7717, any PC or Mac user can capture images from

Advice on hardware and novelties for this year's stocking.

paper (or even a tattoo from someone's arm) and store them for computer use. The images must be four inches across or narrower; for wider images, a flat-bed or sheet-feed scanner is needed. The hand-held Scanman Plus, for the I.B.M. PC, has a list price of \$339; the Scanman for Macintosh lists at \$499.

CD-ROM technology is becoming practical for many computer uses, and one of the more intriguing CD-ROM readers is the NEC Intersect CDR-35 (\$599 list price, plus \$199 for an I.B.M. interface or \$99 for the Macintosh interface), from NEC Technologies Inc., (312) 860-9500. The three-pound unit comes with a battery, allowing it to work with portable computers.

At the high end of our shopping list, the four-page-a-minute HP LaserJet 11P (\$1,495 list price) is the first laser printer to crack the \$1,000 barrier at some discount stores. Also, Epson America Inc. recently reduced the list price of its six-page-a-minute ETL-6000 laser printer to \$1,499, aggressively competing with the slower HP printer. In a special offer, those who buy the Epson before Dec. 31 will get a coupon that allows them to buy a copy of Ultrascript PC, a clone of Adobe Postscript, for \$39.95. The software normally sells for \$195.

Museum of the very, very new

**Talk about future shock!
We're suddenly living in an
age when objects only 10 or
20 years old are already
considered antiques.**

Lev Bearfield

ments as one-way streets and traffic conditions.

Israelis, meanwhile, should be very intrigued by Denning Mobile Robotics' Sentry, a robot employing sensors and microwave beams. Introduced in 1986, the Sentry is already in service commercially, replacing nightwatchmen and prison guards. How about getting it to do reserve duty for us?

WITH 100,000 visitors a year, Boston's Computer Museum is obviously a success. But the fact that 40 per cent of the visitors are schoolkids is especially gratifying to Adeline Naiman, a former software engineer and now director of the museum's education programmes.

Naiman, who greeted us in Hebrew (which she learned at Boston's Hebrew College), stated that one of the chief objectives of her dazzling museum is "seducing kids into science."

"Quite frankly, we're concerned about America maintaining its primacy in the computer field," she told us. "The competition, I don't have to tell you, is getting tougher all the time, and the long-range implications of that are tremendous. That's why you have corporations like Digital, Apple, Intel, Lotus and so on generously funding this place. We're celebrating past accomplishments, but we're also concerned about the future."

To this end Naiman and her staff maintain outreach programmes that spread computer awareness to the public and in the schools. The museum, she said, sponsors lecture series, arranges travelling exhibits, publishes journals and activity kits, maintains an archive for public use and holds public events, like its annual Computer Bowl quiz. In addition, before classes are brought to the museum for a visit, teachers are primed with helpful background materials on computer basics.

"But the heart of the project remains the museum itself," Naiman said. "We have an annual operating budget of \$1.5 million, supporting membership of 2,600 individuals and 142 corporations in the U.S. and elsewhere, volunteer guides and exhibit assistants, and a full-time maintenance engineer."

"And," Naiman continued proudly, "we expect to draw a lot of attention this June when we introduce the world's first walk-through computer, a two-storey working model with a 25-foot keyboard. I think that's really going to excite young people."

At three-quarters of a million dollars, the walk-through computer is certainly going to keep the Computer Museum ahead of similar institutions planned in California's Silicon Valley and in Japan. The museum was also recently visited by Yehudit Inbar, head of the museum department of Israel's Education and Culture Ministry, but no such institution is planned for this country in the foreseeable future. □

Boston's Computer Museum is located at 300 Congress Street. Admission is \$5 for adults, \$4 for students and senior citizens, half-price on Fridays. The science-oriented gift shop downstairs features such items as chocolate microchips and chocolate floppies. Visiting hours and information on special events may be obtained by calling the museum's talking computer, (617) 423-6758.



Bill Gallery

ISN'T IT A little premature to be putting computers into a museum?

Well, hardly. Change comes so rapidly in the world of high-tech that long before the computer you have on your desk today wears out, it might well qualify as a museum piece.

That's one of the messages transmitted by Boston's Computer Museum. Indeed, this lively institution, the only one of its kind in the world, was originally inspired by the desire to pay homage to the great fossils of high-tech history.

The idea germinated 15 years ago, when Ken Olsen and Robert Everett, respectively heads of the Digital and Mitre Corps., decided to preserve the 1945 MIT Whirlwind, the first real-time, parallel vacuum tube computer with a core memory.

Digital soon found itself housing additional once-revolutionary pieces of equipment donated by other sentimental scientists. By 1984, the collection had grown so large that it had to be moved from the company headquarters in Marlboro, Massachusetts, to an independent institution established in Boston's Museum Wharf.

Among the Computer Museum's 1,500 artefacts are the legendary Univac 1, which was the first commercial computer, the 500,000-watt Iliac IV, and the AN/FSQ-7, at 175 tons the largest computer ever built. A key element in the American air defence system from 1958 to 1983, the AN/FSQ-7 was reportedly kept operative by a lowly soldier whose sole job was to replace burned-out tubes. Today, of course, the computations of this massive beast essentially can be carried out by a basic personal computer.

As a full-fledged educational facility,

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

THE EXHIBITS include some 60 machines with which visitors can interact (i.e., *potchke*). Among the programmes that the museum's red-vested "interpreters" showed us on our recent visit was Eliza, the famous software "psychoanalyst" (whom we found sympathetic but not overly helpful). Ever better lessons in psychology were to be found in "Haymarket," in which the operator haggles with the machine over the price of strawberries.

Another programme functioned as a wine advisor. We reported our general preferences in wine and what we were planning for dinner that night, and the computer then did everything but draw the cork for us.

To this newsman, however, the most astonishing device was a computer screen that threw back at the operator a sequence of frozen-frame, black-and-white video stills of himself, which we could then stop, edit and colour. We did this last step by poking buttons to chose from among 16 shades and then applying the colour simply by brushing our fingers over the screen.

Also very appealing was the voice-operated Direction Assistant. Resembling a phone booth, this little devil can tell you how to get from any point in Boston to another in the most efficient manner, even taking into consideration such ele-

The Keys to Chinese

Boston Museum to exhibit first of a kind English-Chinese computer

NATICK TAB
BOSTON, MA
WEEKLY

DEC 19 1989

329 BURRELLE'S PF



Natalie Rusk: getting museum visitors involved

PHOTO BY KEITH JACOBSON

TAB COMBINED
CIRCULATION
FOR THIS
STORY:
56,447

By Cary Barber *CSB*
If you like puzzles, you'll love this one. How would you integrate English — constructed of a mere 26 letters — with Chinese, whose commonly used characters alone number over 5,000, and then put them together into a computer that understands both languages?

Well hold onto your floppy disk, because just such a computer is making its American debut here in Boston at the Computer Museum. Developed by the Acer Group, a high tech corporation based in Taiwan, the Acer 915P is the first bilingual PC to offer a disk-operating system in Chinese.

The user can command the machine in either Chinese or English, and the standardized keyboard features both English letters and Chinese "radicals" — the elements that make up characters.

The Acer 915P will be up and running for visitors to experiment with at the Computer Museum, 300 Congress St., beginning in early February. Along with the PC itself, the exhibit will feature posters and other information to help non-Chinese-speakers learn more about the language.

Visitors will learn, among other things, that while some Chinese characters are simply a pictorial representation of a concept, others have derived from a variety of sources over the millennia that the language has existed.

Natalie Rusk, education coordinator at the Computer Museum, is working with Acer representatives to customize the exhibit for museum visitors. She would like visitors to be able to create their own Chinese characters on the screen by putting together "radicals."

"In Chinese," she explains, "bright" is formed by putting the symbols for sun and moon together. When the exhibit opens in February, visitors will be able to form such characters themselves.

The demonstration boasts beautiful and intricate graphics, including on-screen pictures of a Chinese woman, a peacock, a horse, and others.

In four sections it explores the evolution of Chinese characters, a basic history of Chinese language computing, and

the phonetic and *Changji* — or physical appearance — methods of entering characters. This computer is a wonderful opportunity for non-Chinese speakers to glimpse the complex development of the ancient Chinese language.

Perhaps more importantly, however, the Acer 915P allows Chinese speakers to expand their knowledge of and uses for the computer. Randy Yang of the Acer Group stresses the importance of this step forward for Chinese speakers.

He explains that Chinese computer users, from schoolchildren to businesspeople, have generally learned what they know through English systems. The Acer 915P allows them "to develop computing skills in their own language."

Along with opening up channels of communication between Chinese people and Americans, Yang explains, the Acer machine will allow Chinese businesspeople to work more efficiently as well, switching easily between Chinese and English computing, choosing the language that is more appropriate for the task in hand.

The Acer 915P is the first computer to meet the standards for Chinese computing set by the Chinese Microcomputer Extended Foundation, a committee set up to promote and standardize Chinese use of computers. The company donated the computer to the Computer Museum after collaborating with its staff on a previous project.

Reactions to the machine have been quite positive. Boston Mayor Raymond Flynn's office recognized the museum for its contribution to Chinese-American relations and a fifth grade class from the Quincy School in Chinatown was on hand for the December 5 unveiling of the machine.

Student Marion Cain, a non-Chinese speaker, said that he gained better understanding of the Chinese language from the computer. "What I liked best was the graphics, especially the peacock. It was like nothing I've ever seen before — computing in both English and Chinese."

For more information about the exhibit, call 426-2800.

CIRCULATION: 148,146

INFORMATION WEEK .

MANHASSET, NY
WEEKLY 140,000

DEC 25 1989

-3433

BURRELLE'S

CR

Computer Bowl II 8078

On April 27 at the World Trade Center in Boston, the East Coast computer industry's brightest technophiles will challenge a West Coast team trying to unseat them at this year's Computer Bowl.

Hosted by The Computer Museum and underwritten in part by the Association for Computing Machinery, the reigning East Coast champs will be led by team captain Patrick J. McGovern, founder and chairman of the International Data Group. McGovern plans to take a decidedly militaristic approach, comparing his "brilliant war plan" to that of World War II hero Gen. Douglas MacArthur. McGovern's counterpart, West Coast team captain and venture capitalist John Doerr, has taken a more brazen tact, claiming that "leadership in computing has moved west."

Each team is armed with five players, all of whom add vast industry experience to their repertoire in attempting to answer questions in a contest of computer knowledge and trivia, with questions such as "What computer co-starred with Robert Redford in the film *Three Days of the Condor*?" The award-winning PBS television series *Computer Chronicles* will feature the Bowl nationwide in two broadcasts and beam a live satellite feed to the West Coast.

If you care to pit your computer knowledge against the participants, send \$3 in a stamped, self-addressed envelope to: The Computer Bowl, The Computer Museum, 300 Congress St., Boston, Mass., 02210.

By the way, Redford's co-star was the DEC PDP-11.

MARKETING

Computers

COMMUNICATIONS ELECTRONICS AND BUSINESS SYSTEMS

CIRCULATION: 20,600

CORRIDOR TALK

When East Meets West



What computer language uses turtles? Who raised \$500 to start a company by selling a version of the SpaceWar computer game? Is a picosecond shorter or longer than a nanosecond?

These are only a few of the brain-teasers from the 1988 Computer Bowl, which raised funds for The Computer Museum in Boston. This year's competition,

partly underwritten by The Association for Computing Machinery (ACM), will take place in April 1990 featuring all new players: Easterners Patrick McGovern (IDG), William Foster (Stratus Computer), Robert Frankston (Lotus), Edward Fredkin (Capital Technologies) and Russel Planitzer (Prime Computer) will match wits with John Doerr (Kleiner Perkins Caufield and Byers), Stewart Alsop II (*P.C. Letter*), William Gates (Microsoft), Charles House (Hewlett-Packard) and Lawrence Tesler (Apple) from the West.

Mitchell Kapor (ON Technologies) will pose the questions; William Joy (Sun Microsystems) and William Poduska Sr. (Stellar Computer) will moderate; and former *BYTE* editor Christopher Morgan will act as scorekeeper.

Business

THE BOSTON GLOBE • FRIDAY, DECEMBER 8, 1989

T.G.I.F.

ALEX BEAM

Odds and ends

We have a groveling letter here from WGBH president Henry Becton addressed to Administration and Finance Secretary Edward Lashman. Last week, Lashman pointedly reminded News at Ten anchorman Christopher Lydon that 'GBH receives several hundred thousand dollars in state aid; Lydon had earlier told viewers he was unaware of state dollars being used at 'GBH while defending the hiring of antitax "political commentator" Howie Carr. Becton assures Lashman that he is "extremely grateful for this state support" and sheds crocodile tears over the impact the budget-cutting process will have on 'GBH programming ... The Computer Museum has raised almost \$800,000 to complete its ambitious "Walk Through Computer" exhibit, scheduled to be open for the public next June. The 3,500-square-foot computer (Four-story tall motherboard! Floppy discs as big as a closet!) is being brought to you by the Alfred P. Sloan Foundation, which contributed \$250,000, and Digital Equipment Corp., which kicked in \$150,000. The first \$250,000 donation to the exhibit came from the Kapor Family Foundation, Mitch Kapor, treasurer. "That was the one that got us going," says a grateful museum official.

THE BOSTON GLOBE
Circ. 509,500

TECHNICULTURE



HEALING THE PLIT BETWEEN ART AND SCIENCE

The Computer Museum, located in Boston, Massachusetts, is the only museum in the world exclusively devoted to computers and their impact on society. A living classroom for people of all ages and interests, the Museum offers 60 interactive exhibits, an award-winning animation theater, and a multimedia robot show to over 100,000 visitors from around the world each year.

After a sweeping ride up Boston's largest glass-enclosed elevator, visitors can improve their computer literacy on the interactive exhibits and latest technology in the Museum's Personal Computer and Image Galleries. They can touch a screen that responds to their demands, design a car, fly a simulated plane, create a fractal snowflake, talk to a computer or have one talk back to them, and even create

computer-animated movies and kaleidoscopes at futuristic workstations.

Recently, The Computer Museum hosted a fascinating exhibit entitled "Computer Art in Context," which featured over 50 new art works by computer artists from around the world. Highlights included dramatic kinetic sculptures, computer-assisted animation, and installation pieces.

One of the most convincing examples of the growing significance of computers in art was presented by Hiroshi Kamoi whose "Flower Power" image was generated using a 3-D model of flower-like shapes illuminated by synthetic lights. Equally complex in terms of the technology that went into producing it is "Mornings," a 16" x 20" photograph produced by Marsha J. McDevitt. The image began as a quilt design created with acrylic watercolors. It was then photographed and input to a computer via a digital scanner. The artist later applied the image as a texture and bump map to a distorted grid, and used a computer to calculate realistic light and shadows.

"Computer Art in Context" emphasized the range of roles computers can play in art. At one extreme the computer can be used as a sophisticated drafting tool, while at the other end of the spectrum it can be given information and rules so that it can create art pieces al-

most automatically. Many of the works of art on exhibit were generated using computer paint programs. Such programs offer the user computer-based equivalents of traditional tools. Other artists used programs created for computer-aided design (CAD) applications. Using these programs, artists can create 3-dimensional objects, and can link and shade them.

According to Prof. Mark Resch of Rensselaer Polytechnic Institute, who chaired the art show, the split between art and science is as recent as the Industrial Revolution. Before then, he says, "artists had always participated in the technology of their culture." Resch believes computers are facilitating this reunion. "We're entering a new time when more scientists will do art, and more artists will do science," he says. "I hope for a new way of looking at the world and ourselves that doesn't prevent computer art from having more dialogue with the larger fine arts community. Society needs to value artists as much as it does scientists and engineers."

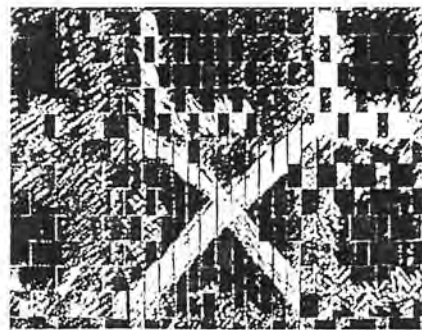
Flower Power © 1988,
by Hiroshi Kamoi



Mornings © 1989, by Marsha J. McDevitt

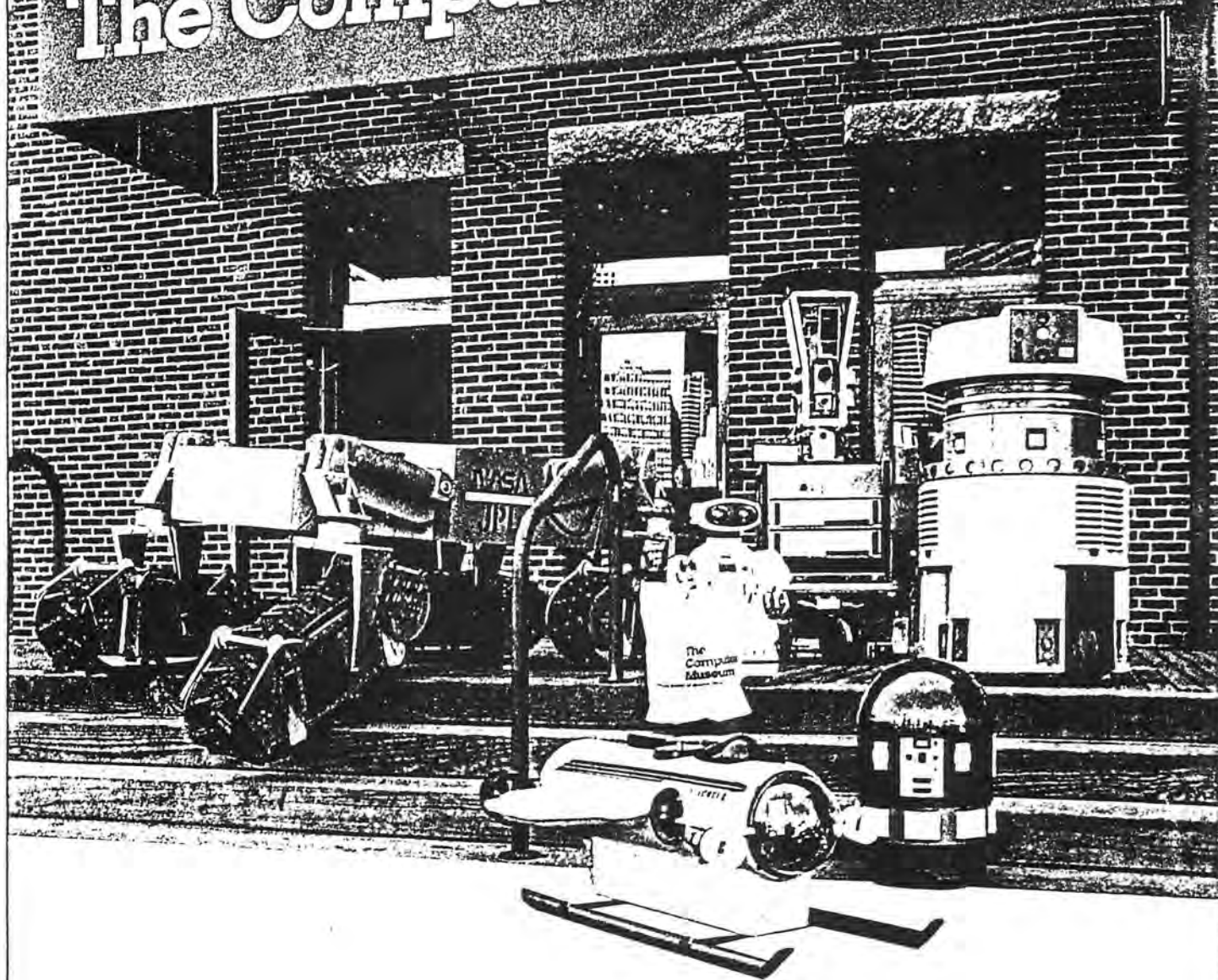


Circus © 1989, by Barbara Joffe



Six Holes Five Read, © 1989,
by Tracy Colby

The Computer Museum



—頁活生生的電腦廿四史

電腦 博物館

■文／攝影 徐恆功

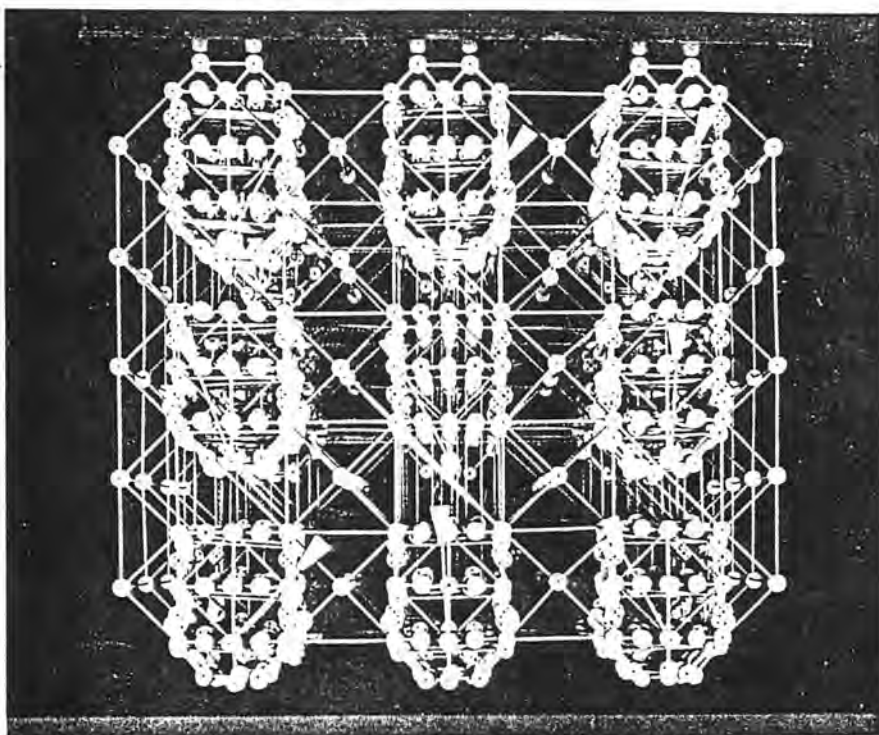


進入「智者」，第一眼所見，卻是電腦史上的「山頂洞人」——旋風的一小部份。由於旋風體型龐大（佔地87坪），至今還安厝於借用的DEC倉庫之中，此處展出的僅為其中一塊巨大的電路板，稀稀疏疏地插了些粒大無比的電容器和真空管，其旁邊別出心裁地放

了部古董電視機，播放著1952年美國哥倫比亞廣播公司首度報導有關旋風的歷史影片。有趣的是，開始播報時，電視記者很困難地唸出「Com-pu-ter」這個字，顯然這對他是個生字。

旋風是1945年起MIT為美國空戰模擬訓練所設計。它保有多項歷史記錄，如率先使用磁蕊記憶體，率先利用電話線傳遞資料。它是第一個即時平行作業電腦，又首創陰極射線管上的圖形顯示。為了考驗旋風的能耐，這部學界插班生者當下邀請五角大廈一位海軍將領，即席出了個火箭彈道與導引的問題。旋風立刻在螢幕上繪出火箭軌跡，並計算出所需之燃料，這在當時尚屬創舉。

1949年，蘇俄核學成功，使



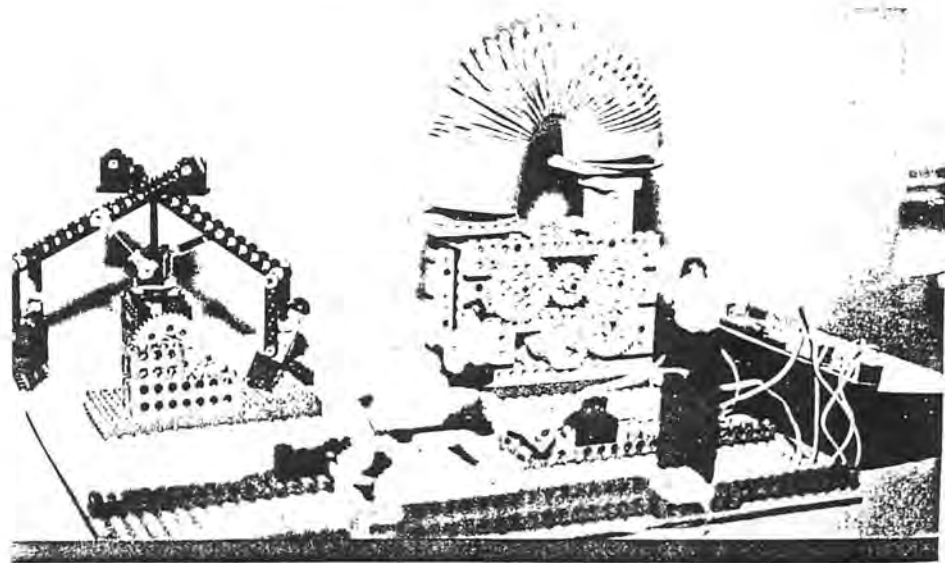
這是希理士在MIT土法煉鋼而成的玩具電腦，可以玩#字遊戲。圖中幾個小旗子如直指下方則表空格。撥左表「X」，撥右表「O」。你撥動一旗，電腦即時回應一旗，直至終局。這部玩具電腦由一萬個積木組成，由魚線、木條、鐵釘搭成，設計上，它永不輸棋，但由於魚線鬆弛，它的腦筋已不牢靠，有時胡亂作答一通。（照片由電腦博物館提供）

發美國對空防的重視，終於導致「智者」（SAGE, Semi-Automated Ground Environ-

ment）的誕生。智者是由美國國防部委請MIT以旋風為雛型，作進一步的開發。由1958年服役到1983年，它創下世界真空管電腦服務最久的記錄，這可以從館中展出的一篇1958年海報，看出它入伍時的轟動。

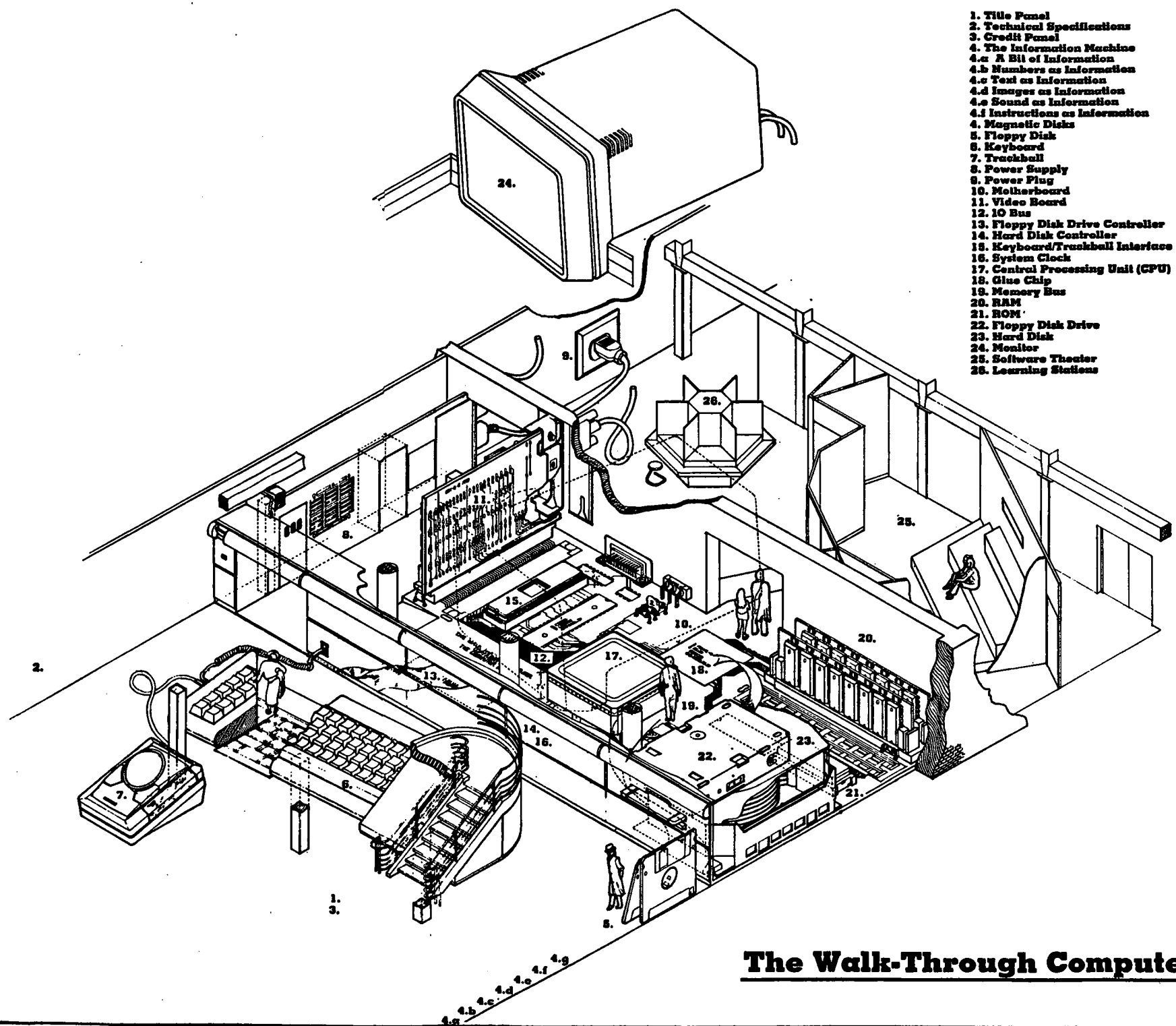
智者原佔地85坪，用了5000個真空管，85000個二極體。它雖

淨重180噸，是有史以來，體型最大的電腦，擁有一百萬個指令，其功能卻不及現在一個8086的IC



樂高與邏輯(Logo IC LOGO)的一個成品範例，中央有環狀頭部的即主角機器人，其他尚有若干配角附件。程式指令由右方控制板輸入，圖中每一個部位皆可做型式不同的運動。

- 1. Title Panel
- 2. Technical Specifications
- 3. Credit Panel
- 4. The Information Machine
- 4.a A Bit of Information
- 4.b Numbers as Information
- 4.c Text as Information
- 4.d Images as Information
- 4.e Sound as Information
- 4.f Instructions as Information
- 4. Magnetic Disks
- 5. Floppy Disk
- 6. Keyboard
- 7. Trackball
- 8. Power Supply
- 9. Power Plug
- 10. Motherboard
- 11. Video Board
- 12. IO Bus
- 13. Floppy Disk Drive Controller
- 14. Hard Disk Controller
- 15. Keyboard/Trackball Interface
- 16. System Clock
- 17. Central Processing Unit (CPU)
- 18. Glue Chip
- 19. Memory Bus
- 20. RAM
- 21. ROM
- 22. Floppy Disk Drive
- 23. Hard Disk
- 24. Monitor
- 25. Software Theater
- 26. Learning Stations



The Walk-Through Computer

Executive Committee Meeting Minutes - February 2, 1989

Present: Ed Schwartz, Nick Pettinella, David Donaldson,
Jim McKenney, Gardner Hendrie, Oliver Strimpel,
Gillian Ley

Compiled by Gillian Ley

FINANCIALS

The following areas are all ahead of budget: admissions 7%, the store 33%, and functions 24%.

REVENUES

General Capital, which is all capital excluding exhibit funding, is at \$34,000 vs a projected \$35,000 for the six months ending December 31. The total Capital year to date is \$51,312 with \$41,418 in outstanding pledges from prior years.

EXHIBIT FUNDING

Funding for the Walk-Through Computer is now at \$827,000. Since the last Executive Committee meeting the Museum has received funding from Kensington and a check has been promised by Cirrus Logic. Lotus, and Maxell both have outstanding pledges for the Walk-Through. Milestones is now funded at \$415,000; no new grants have come in since the last meeting.

Oliver asked the Committee's approval to spend any excess dollars raised for the WTC on further expansion of the exhibit. Jim McKenney and Dave Donaldson both expressed some concern with that. They felt that excess dollars should be put aside to be used for maintenance of the WTC or to shelter additional Walk-Through related aspects of the operating budget. The Committee did not approve this request. Oliver was encouraged to continue fundraising and as more money comes in they will decide what portion will go back into the exhibit and what will be used for maintenance.

GRANT WRITER

The Committee reviewed Oliver's proposal for a Grant Writer and approved the hiring.

CASH FLOW

The Committee reviewed cash flow charts that were prepared by Nick Pettinella. Oliver reported that if Admissions, Functions, and the Store continue to do well the Museum will be \$20,000 over budget by the year end. It appears Capital will be \$180,000 below the budget at

year end. This shortfall will be partly offset by better than budget performance in admissions, store, and functions.

Ed Schwartz asked Oliver if it was possible for the Musuem to raise admissions. Oliver felt at this point in time it is more important to raise attendance but he will look into it. He also reported that a new incentive program is being implemented for interpreters to sell memberships. Gardner Hendrie mentioned that more signage is needed at the admissions desk.

BOSTON COMPUTER SOCIETY

The Committee approved the Computer Museum/BCS Discovery Center agreement.

WALK-THROUGH DEVELOPMENT

The fabrication of the exhibit is going well. A programmer has joined the WTC staff. Paracomp, a California based software company, has donated the services of an animator for 6 weeks. We are also trying to get a person from Lotus to work with us for 2-3 months to also help.

COMPUTER CLASSICS

The Computer Classics temporary exhibit will open on February 12th. This exhibit will fill the "history gap" between the replacement of SAGE, UNIVAC, Timeline and Cray exhibits by WTC and the 1991 opening of "Milestones of a Revolution".

BUDGET

The budget process for next year has begun. The qualitative goals will be developed in February, revised in March, a preliminary budget in April, and Final budget in May.

FEBRUARY BOARD MEETING AGENDA

The Committee reviewed Oliver's agenda for the February Board Meeting and suggested some changes.

NOMINATING COMMITTEE

The Committee requested for the next meeting to review which Board Members' whose terms are ending soon.

DEVELOPMENT REPORT TO EXECUTIVE COMMITTEE

Jan Del Sesto reported that she and Gardner Hendrie met with Development staff and Development Committee Chairs to discuss progress to date and future plans.

Annual Fund is ahead of budget. Corporate Membership has reduced its goal to \$150,000 from \$188,000. The Corporate Membership Committee is personally calling renewing members and asking them to renew at the next level. Individual Membership Committee will be holding a membership phonathon in March. The Bowl has reached half of its goal with revenues. The Capital Campaign Committee has not been an active committee. There will be letters sent from Gardner Hendrie to individuals and corporations with outstanding pledges.

The Computer Museum EXECUTIVE COMMITTEE

Minutes from 10/18/89 Meeting

Compiled by Gillian Ley

Present: Lynda Schubert Bodman, Dave Donaldson, Ed Schwartz, Paul Severino, Gardner Hendrie, Nick Pettinella, Bill Poduska, Oliver Strimpel, Gillian Ley, Gwen Bell, Janice DelSesto, Adeline Naiman.

REPORT ON CURRENT HAPPENINGS AT THE MUSEUM

Exhibit Funding

Oliver reported that the Museum has received major funding for two exhibits. The Museum has been awarded \$250,000 from the Sloan Foundation for the Walk-Through Computer, \$40,000 from AT&T also for the Walk-Through Computer, and \$100,000 and 15 PS/2's from IBM for the Milestones of a Revolution exhibit.

Attendance

September was 11% ahead of budget and August was 29% ahead. As of October 15, 67% of the month's budget was reached. Oliver suggested that the Siggraph Art Show and the Smart Machines exhibit, coupled with good PR early in summer was responsible for the high attendance.

Financials

The store and functions are ahead in earnings. Oliver explained that the new store manager has really turned things around. Unfortunately, we are still behind in Corporate and Individual Membership. Oliver attributed the latter to the vacant Membership position.

Staff

Oliver announced that a job offer has been made for the membership coordinator position. There is a second choice in case the first offer does not work out. Interviews for the Director of Marketing position have begun and several strong candidates have been seen.

The Museum has started off-site meetings with department heads. Education plans and development plans have been addressed. Oliver expressed concern that not enough new grants were being placed into the "development pipeline". The development department needs more help both from Board to provide new prospects and contacts and from the staff to provide specific materials for proposals. He said we need more events like the Walk-Through Computer Dinner Mitch Kapor is hosting and the California cultivation events. Oliver also suggested that we might need a grant writer.

Ed Schwartz brought up the issue of time management in the Development department and the problem of the Museum spending a lot of time on various projects for limited or few results. Dave Donaldson mentioned that Jan DelSesto has only been with the Museum for 7 months and that to see real results we need a minimum of 12 months. Linda Bodman asked who handled the IBM and the Sloan Foundation relationships. Ed Schwartz explained that the IBM gift was the result of a 3 year effort mainly by Joe Cashen and Oliver. The Sloan relationship was handled mainly by Oliver.

The Boston Computer Society

Oliver is working on an agreement with the BCS in which the Museum would take on the project with financial support from the BCS. The Discovery Center would be a joint project of the CM and the BCS. Oliver asked if this issue should be on the agenda of the next Board meeting. Gardner felt that the Discovery Center should be on the agenda for the next Board meeting. Ed preferred that the item be added to the agenda only if there is progress to report on an agreement following the meeting scheduled for October 30.

Exhibit Kits

Oliver reported that the Franklin Institute and the Technology Center of Silicon Valley have ordered kits. He also reported that plans with the Walk-Through are going well and the project is still on track for a May/June opening.

SEPARATING RESTRICTED FROM OPERATING CASH

Oliver and Nick Pettinella explained the Projected Cash Flow Summary prepared by Mark Allio. Oliver explained that the Executive Committee needs to determine if the operating funds can borrow from restricted funds. Ed Schwartz felt that there should be a way for the Executive Committee to track the funds that come in. He also said that he felt funds should not be borrowed unless special arrangements are made. The general consensus was that each month a request should be made to the Executive Committee for funds to be borrowed if needed. To help track the cash balance, a bar chart showing the monthly cash balance in the operating fund, in the restricted fund, and combined operating and restricted will be prepared. A separate bank account for restricted funds will be set up.

LONG RANGE PLANNING

Gwen Bell asked the Executive Committee to approve her plans to begin a process for long range planning. She wants to focus on 1) the organization as a whole and 2) the site and location. Gwen suggested she start by looking at other museum plans and finding a co-chair to assist her. Bill Poduska felt this was a good idea and supported Gwen's proposal as did the rest of the Committee.

DEVELOPMENT

Jan addressed the areas of concern for the development department as follows: Corporate Membership and Individual Membership. Jan also attributed the current shortfall to not yet having a Membership Coordinator. Ed Schwartz said that he felt it was necessary for the Committee to have a better understanding of how Jan spends her time. Jan explained that because the development department is so under-staffed she has to constantly reprioritize tasks. She has spent a great amount of time motivating Committee Chairs. Jan also mentioned how important it is for Board members to take on responsibilities. This alleviates work for the Museum staff. Jan also said that in the coming months she would be concentrating on membership, capital campaign and general operating proposals.

AGENDA FOR THE NOVEMBER 3 BOARD MEETING

The draft agenda for the November Board meeting was reviewed and some changes were made. Lynda Bodman suggested that the Museum send out as much briefing material as possible before hand. She felt that future meetings should encourage more conversations and input from Board members. Paul Severino agreed with this and said it was time to set a new tone to the Museum Board meetings. Bill Poduska suggested that the next meeting should be reviewed at the end to see if the changed form, particularly the focus groups, has helped.

EDUCATION

Adeline focused on four areas: 1) Internal operations(including interpreter training and tours) 2) Special Programs in the Museum(including teacher training) 3) Outreach 4) Bringing the Museum to general public. Under these four areas were many subgroups like college liasions, funded internships, lecture series, educational networking, and teacher training.

Paul Severino brought up his concern that since the education department is comprised of only 2 people that maybe the list of objectives should be more focused. He felt that when there is a limited staff and you don't focus enough you don't accomplish much at all. Adeline agreed that there is a lot to do but feels the education department has the resources (volunteers, connections) to accomplish the tasks.

Lynda Bodman was concerned that Adeline's plan was too regionally focused as opposed to nationally or internationally. Lynda felt that Adeline could be doing more in the way of cultivation for the education department. Linda pledged \$5000 to encourage the start of national outreach by the Museum.

The Computer Museum EXECUTIVE COMMITTEE

Minutes from 11/15/89

Compiled by Gillian Ley

Present: Gardner Hendrie, Lynda Schubert Bodman, Ed Schwartz, Jim McKenney, Dave Donaldson, Nick Pettinella, Oliver Strimpel, Gillian Ley.

EXHIBIT FUNDING

Oliver reported that the Museum has been awarded a grant from NEH for its Milestones Exhibit. Intel Corporation just awarded the Museum \$50,000 for the Walk-Through Computer exhibit. The Walk-Through is now fully funded, having surpassed the goal of \$800,000. Additional funding which may still come in for the Walk-Through will be used to fund ongoing maintenance and other related overhead costs as well as to improve the exhibit. Ed Schwartz requested for the next meeting that a hand out be prepared that will show funding for each exhibit.

The Milestones of a Revolution exhibit is now over the half way mark with over \$400,000 in hand. Jim McKenny suggested that the Executive Committee spend some time developing policies that will determine how funds for exhibits will be allocated.

Oliver also reported that grant proposals for \$10,000 from AAAI and \$25,000 from the Hearst Foundation for Exhibit Kits have been sent out.

ATTENDANCE

The October attendance was just under 5,800, 15% more than last year. With the exception of a 30-40% surge in July and August last year, an underlying trend of 15% appears to be holding. Thus far, November is further ahead in dollars than in visitors. Oliver said this is due to the average visitor paying more, because school groups (who pay less) are smaller this year. Once a Marketing Director is hired, the issue of boosting group tours can be focused on.

FINANCIALS

For the first four months of this fiscal year the three income producing areas; admissions, the store, and functions have been ahead of budget. Contributions are behind budget, however most of the budgetted contribution income lies in the tail end of the fiscal year. Membership is also behind budget. Jan has a new Membership Coordinator starting December 4 who will address this issue.

CASH FLOW

During the last Executive Committee meeting there was discussion of formal separation of restricted and unrestricted funds. Oliver brought this topic up for further discussion. Jim McKenney suggested we call all accounts "Funds". There will be

Operating Funds which will include maintenance, and education grants. Then there will be the Capital Fund which will include exhibits and special rooms like a gallery. The general sentiment was that new terminology needs to be developed to explain the Museum's funding.

DEVELOPMENT

Oliver reported that the Annual Fund Phonathon reached its goal of \$25,000. He also thanked Dave Donaldson for his contribution of \$5000. Oliver reported that Jan will soon convene a Capital Campaign Committee comprised of Executive Committee members and others to spear-head the Capital Campaign effort. Oliver handed out a list showing existing pledges and a list showing the Board and Trustees and their recent giving history.

Gardner mentioned that another Development Committee meeting will be set up for all the Committee chairs to get together.

COMPUTER BOWL

Oliver handed out a schedule of sponsorship levels for the Bowl produced by Jan. Ed said he felt strongly that those who sponsored the Bowl last year should be contacted to do so again this year. Oliver said that he was concerned at the rate of progress with the Bowl. Ed requested that for all future Executive Committee meetings there should be a progress report on the Bowl.

COMPUTER DISCOVERY CENTER

Ed had asked Oliver to prepare a document explaining the formal agreement between the BCS and the Computer Museum. Ed asked the Committee for their opinions on the document which was followed by an in depth discussion on the proposed agreement. Ed then mentioned the discussed timetable for both organizations to reach agreement. He and Gardner said they would keep the Committee informed as things progress.

REVIEW OF NOVEMBER 3rd BOARD MEETING

All members felt that the Break-out session was a good idea and a good use of time. Ed Schwartz brought up that he felt that Irwin Sitkin needed more help with the Nominating Committee. He wanted to make sure the committee starts working now, not next Spring. Jim McKenny and Dave Donaldson felt that more aggressive people were needed on the Board to help get things moving. Ed suggested that Irwin be given some guidelines of the type of board members being sought.

The Committee meeting ended with a brief executive session.

THE COMPUTER MUSEUM - EXECUTIVE COMMITTEE MEETING

Minutes from December 13, 1989

Present: Gardner Hendrie, Ed Schwartz, Jim McKenney, Dave Donaldson, Nick Pettinella, Oliver Strimpel, Jan Del Sesto, Gwen Bell, Gillian Ley

Compiled by Gillian Ley

FINANCIALS

Functions

Functions were the strongest financial area in November they were 42% ahead of budget.

Store

The store was down 6% for the month due to the catalog going out late but it has been up for the past couple of months. Ed Schwartz asked if the store had begun marketing specific items to corporate members as suggested by Lynda Bodman. This had not taken place largely because there had not been a person in the Membership position to handle the project.

Admissions

Admissions are behind in numbers of people visiting the Museum but up in dollars. In November 5396 people visited which is 3% behind budget but \$2,000 or 7% ahead of budget. Oliver explained he felt this was due to smaller school groups visiting the Museum this year.

REVENUES

General Capital is behind \$20,000 for the month. Oliver attributed this to a gift from Owen Brown that was expected last month but now is expected by the end of the year.

Exhibits

The Committee reviewed a handout showing the progress to date on funding of the Museums exhibits. The Travellers awarded the Museum a grant of \$30,000 for the Milestones of a Revolution exhibit. Acer is a prospect for sponsoring the keyboard of the Walk-Through. Quantum and BASF are also prospects for the Walk-Through.

CASH FLOW

Oliver reported that the Museum is doing worse than what was predicted last month. Gardner expressed some concern with the Museum trying to "catch up" on the budget. He felt another

course of action is necessary. Oliver expressed a real need for a full time grant writer. Nick Pettinella suggested hiring a consultant. Oliver will return with his action plan on this matter.

Oliver requested the Committees approval on borrowing from capital to take care of operating. Oliver requested \$36,000 for December and an additional \$50,000 contingency fund for January. The Executive Committee approved this.

MARKETING DIRECTOR

There is a leading candidate for the Marketing Director position. Oliver is now in the process of checking references and if they all work out he will make an offer.

THE WALK- THROUGH COMPUTER

The opening date for the Walk-Through Computer has been scheduled for June 21st and June 22nd to coincide with the Board meeting.

CALIFORNIA CULTIVATION EVENTS

The California visits were a success. Both Intel, and Sun Microsystems are interested in a proposal from the Museum for Walk-Through outreach.

NOMINATING COMMITTEE

The Executive Committee expressed a need for a process by which the Nominating Committee can be guided. The Nominating Committee should be seeking candidates that can fill particular roles and have specific skills that are needed on the Board. Ed said he felt long term and short term needs should be considered when determining nominees. Dave Donaldson volunteered to be Vice Chairman of the Nominating Committee to help with ideas and support.

The January Executive Committe meeting will be held on the 24th not on the 17th.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1990 TRUSTEES

Mr. Charles Bachman, Chairman
Bachman Information Systems
Four Cambridge Center
Cambridge, MA 02142

0:(617) 354-1414

FAX:

Mr. Erich Bloch, Director
National Science Foundation
Washington, D.C. 20550

0:(202) 357-7748

FAX:

Mr. Harvey Cragon
University of Texas at Austin
Department of Electronic Computing
Engineering
Austin, Texas 78712

0:(512) 471-5368

FAX:

Mr. Robert Everett
The MITRE Corporation
P.O. Box 208
Bedford, MA 01730

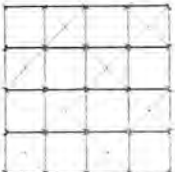
0:(617) 271-2000

FAX:

Dr. C. Lester Hogan
36 Barry Lane
Atherton, CA 94025

0:(415) 325-6051

FAX:



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. August Klein
Uniquest, Inc.
P.O. Box 743
Ponte Verde Beach, FL 32082

O:

FAX: (904) 273-0357

Mr. Andrew C. Knowles III
133 Nourse Road
Bolton, MA 01740

H: (617) 779-5028

FAX:

Dr. Koji Kobayashi
NEC Corporation
33-1 Shiba Gochone, Minato-ku
Tokyo 108, JAPAN

O:

FAX:

Mr. John Lacey
Control Data Corporation
P.O. Box 0
8100 34th Avenue South
Minneapolis. MN 55440

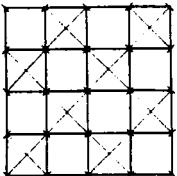
O: (612) 853-5353

FAX:

Mr. Patrick J. McGovern
International Data Group
Five Speen Street
Framingham, MA 01701

O: (508) 875-5000

FAX:



The Computer Museum

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

Dr. Carver Mead
California Institute of Technology
(256-80)
Computer Science Department
Pasadena, CA 91125

O:(818) 356-6841

FAX:

Dr. Robert Metcalf
3COM Corporation
3165 Kifer Road
Santa Clara, CA 95052-8145

O:(408) 970-1865

FAX:

Mr. George Michael
Computer Research Group, 1-76
Lawrence Livermore Labs
University of California
P.O. Box 863
Livermore, CA 94550

O:(415) 422-4239

FAX:

Mr. William H. Millard
P.O. Box 549
CHRB
Saipan, CNMI 96950

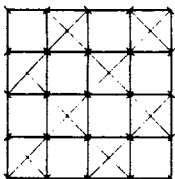
O:

FAX:

Pat Collins Nelson
Fluent Machines, Inc.
77 Salem End Lane
Framingham, MA 01701

H:(508) 872-4084

FAX:



The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Robert M. Noyce
SEMATECH
2706 Montopolis Drive
Austin, TX 78741

O:(512) 356-3159

FAX:

Mr. Brian Randell
University of Newcastle upon Tyne
Computing Laboratory
Claremont Tower, Claremont Road
New Castle upon Tyne NE1 7RU
ENGLAND

O:

FAX:

Ms. Kitty Selfridge
45 Percy Road
Lexington, MA 02173

H:(617) 862-5438

FAX:

Mr. Michael Spock
Field Museum of Natural History
Roosevelt and Lake Shore Drive
Chicago, IL 60605

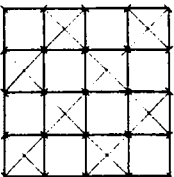
O:(312) 322-8850

FAX:

Mr. Erwin Tomash
Charles Babbage Institute
110 Rockingham Avenue
Los Angeles, CA 90040

O:(213) 394-8468

FAX:



The Computer Museum

300 Congress Street
Boston, MA 02210

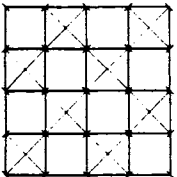
(617) 426-2800

Mr. Paul Tsongas
Foley Hoag & Eliot
One Post Office Square
Boston, MA 02109

0:(617) 482-1390

FAX:

Revised: January 29, 1990



Corporate Membership Committee Members

Jim Baar
Hill and Knowlton

Ben Beaver
Fenwick Partners

J. Thomas Franklin
Gaston & Snow

Karla Karash
Ventana Systems, Inc.

Ilene Lang

Mimi Macksoud
Price Waterhouse

Mary Makela

Sharon Merrill
Sharon Merrill Associates, Inc.

Laura Morse, Chair
Russell Reynolds Associates

Susan Parrish
Parrish Marketing Consultants

Steve Pytka
BIS Cap International

Nancy Robb
MBTA

Charles Terry
Compuserve Technology Group

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Date: February 15, 1989

To: Board of Directors

Fr: Hal B. Shear, Chairman
Annual Fund Committee

Re: Progress and future plans

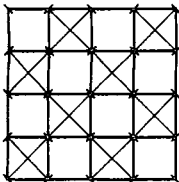
In the last five months, the Annual Fund Committee met to develop its course of action for the FY90 Annual Fund. The Annual Fund began with a direct mail solicitation mailed out in early November to 3,818 individuals. The mailing was followed up with a three day phonathon staffed by Museum board members, staff, and volunteers. \$20,115 was pledged over the three nights. All board members received a solicitation, as well as a request for their participation in soliciting friends and or business associates.

The committee met on January 31st, adding two new members, and are working to keep the momentum of the past months and plan the course of action for the next six months. A pledge reminder is in the process of being sent out to all individuals with outstanding pledges. A second direct mail solicitation is scheduled to be mailed out the last week in February. The letter will be sent to all individuals who did not respond to the November solicitation and to two new mailing lists that the Museum has never solicited.

A second phonathon will be held at the end of March. The committee is currently trying to locate a site and recruit volunteers. Board members who have not yet responded will be asked again for friends or associates whom they would be willing to solicite. Appropriate prospect lists will continue to be developed by Museum staff, board, and committee members. The committee and staff will begin preliminary work on a Museum Annual Fund brochure for the next fiscal year. New members will continue to be added to the committee.

ANNUAL FUND COMMITTEE

Hal B. Shear, Chairman
Research Investment Advisors, Ltd
Anthony Pell
Pell, Rudman and Co., Inc
Paul Severino
Wellfleet Communications
Judith Sovner Ribbler
Searchline Associates, Inc.
Steven Golson
Independent Consultant



ANNUAL FUND TOTALS AS OF 2/15/90

NOVEMBER DIRECT MAIL SOLICITATION

Total- \$6,880
Receivable Matches- \$1,025
Total w/ matches - \$7,905

PHONATHON NOVEMBER

Total - \$3,860
Receivable matches - \$275
Total w/ matches - \$4,135

DECEMBER DIRECT MAIL SOLICITATION

Total - \$14,061
Receivable matches - \$2,875
Total w/ matches - \$16,936

PHONATHON DECEMBER

Total - \$12,415
Receivable matches - \$3,425
Total w/ matches - \$15,840

JANUARY DIRECT MAIL SOLICITATION

Total - \$3,220
Receivable matches - \$250
Total w/ matches - \$3,470

PHONATHON JANUARY

Total - \$605
Receivable matches - 0
Total w/ matches - \$605

FEBRUARY DIRECT MAIL SOLICITATION

Total - \$150
Receivable matches - \$0
Total w/ matches - \$150

PHONATHON FEBRUARY

Total - \$0
Receivable - \$0
Total w/ matches - \$0

DIRECT MAIL TOTALS

Received - \$24,311
Receivable matches - \$4,150*
Total w/ matches - \$27,561

PHONATHON TOTALS

Total pledged - \$20,115
Matches - \$3,600
Pledges w/ matches - \$23,715

Received - \$16,880
Receivable matches - \$3,700

Receivables w/out matches - \$3,235
Receivable matches - \$3,700
Total receivable - \$6,935

OVERALL ANNUAL FUND TOTAL

Total received as of 2/14/90 - \$49,806
Total receivable - \$10,140 (includes matches and pledges)

GOAL: \$100,000 RECEIVED TO DATE: \$49,806 RECEIVABLE TO DATE: \$10,140*

*** Figure now includes \$200 in matches from July - October**

ACTIVITY FOR FY91

Museum Mission 1: Educate and inspire all levels of the public on the evolution, technology and impact of computing through dynamic exhibits and programs

1. Exhibits at Museum

- One major new permanent exhibit opening
 - Milestones or CDC
- Two special temporary exhibits
 - SIGGRAPH Art Show (September-December)
 - Other to be determined, perhaps new educational resource ctr

2. Exhibits outside museum

- Establish Exhibit Kit Program
- Start work on a travelling exhibit, perhaps exhibit on CAD with Cooper-Hewitt Museum.

3. Public Programming

- Low effort
 - build your own robot
 - lego/logo workshops
 - vacation week programs
 - more to be determined
- More effort
 - lecture series - 3 series of 3-4 lectures (proposal in the works)
 - Kids Computer Fair
 - more to be determined, possibly along lines of national contest or science fair style event

4. Publications and Materials

- NEWS
- Annual
- Quarterlies?
- WTC Outreach
 - book
 - video
 - educational activities kits
 - souvenir catalog

Museum Mission 2: Preserve and Celebrate the History of Computing

Increase percentage of collection visible

- external loans
- internal visible storage

Build collection into areas of current weakness

- increased proactive collecting (less reactive collecting)

Museum Mission 3: Become and International Center for Research into the History of Computing

- Develop a listing of the archive collection and make available to interested parties.

METRICS FOR FY91 BUDGET

1. **Percentage of operating budget that is earned (store, functions, admissions, kits sales, etc) revenue.**

This is projected to be 40% in FY90.

2. **Operating cost per visitor.**

This is around \$15 in FY90. \$10 is closer to the average for the ASTC member museums. The best way to reach this figure is to increase attendance.

3. **Net Balance of the operating fund**

This should balance or show a surplus. For FY90 we currently forecast a \$65K surplus.

4. **Net balance of the capital fund**

This should show a large surplus so as to grow the building and endowment funds. Exhibits should be awash (including applicable overhead and staff time).

Date: February 15, 1990

To: Board of Directors

From: Larry Brewster, Chairman
Individual Membership Committee

Re: Progress and Plans

FINANCIALS

Please note, all financials are effective through February 12, 1990.

FY89 Goal:	FY89 Actual:	FY90 Goal (Revised):	FY90 Actual:
\$67,000	\$63,126	\$59,000 ind. memb.	\$22,886 ind. memb.
		\$ 5,000 library memb.	\$ 500 library memb.
		\$ 3,000 match funds	\$ 2,430 match funds
		-----	-----
		\$67,000 TOTAL	\$25,816 TOTAL

FY90 Goal (Original):
\$59,500 ind. memb.
\$16,000 library memb.
\$ 6,000 match funds

\$81,500 TOTAL

Please note that the FY90 goal has been revised. We have included the original goal of \$81,500 to be used as a comparison to the revised figures. These new numbers do not include any money from new members solicited through either a planned phoneathon or the institution of a new incentive program. It is our hope that these two additional programs will contribute significantly to our bottom line.

The year's first six months' financials are broken down below. Please note that any positive difference in the numbers listed below and the year to date figure listed above is due to donations made above the amount for membership level renewals.

July 1 - December 31, 1989

	POTENTIAL	ACTUAL	NEW
Indiv. 1yr (\$30.00)	284 (\$8520)	159 (\$4770)	36 (\$1080)
Indiv. 2yr (\$50.00)	56 (\$2800)	43 (\$2150)	8 (\$400)
Student (\$20.00)	24 (\$480)	3 (\$60)	10 (\$200)
Family 1yr (\$45.00)	71 (\$3195)	39 (\$1755)	23 (\$1035)
Family 2yr (\$80.00)	6 (\$480)	4 (\$320)	4 (\$320)
Friend (\$100.00)	52 (\$5200)	40 (\$4000)	3 (\$300)
Sponsor (\$250.00)	14 (\$3500)	13 (\$3250)	1 (\$250)
Patron (\$500.00)	4 (\$2000)	1 (\$500)	0 (\$0)
	-----	-----	-----
TOTAL	\$26,175	\$16,805	\$3,585

The following is a listing of **POTENTIAL RENEWALS** for January through June 1990.

January 1 - June 30, 1990

	RENEWALS	INACTIVE	
Indiv. 1yr (\$30.00)	251 (\$7530)	125 (\$3750)	
Indiv. 2yr (\$50.00)	68 (\$3400)	13 (\$650)	
Student (\$20.00)	14 (\$280)	21 (\$420)	
Family 1yr (\$45.00)	98 (\$4410)	32 (1440)	
Family 2yr (\$80.00)	15 (\$1200)	2 (\$160)	
Friend (\$100.00)	58 (\$5800)	12 (1200)	
Sponsor (\$250.00)	10 (\$2500)	3 (\$750)	
Patron (\$500.00)	2 (\$1000)	3 (\$1500)	
TOTAL	<u>26,120</u>	<u>9,870</u>	+ \$9,870 = \$35,990

Assuming 85% + 50% = \$27,137 revenues for renewals
Renewal
Rate of

The **TOTAL** line represents 100% return on the next six months' renewals, as well as recapturing 100% of the inactive members. The assumption line represents a more realistic expectation of renewals and recouping inactive members. From past experience, we believe that approximately 85% of current members will renew and 50% of our inactive members can be recouped. The addition of these two totals would move the year total much closer to our goal for FY1990. Please note that members receive three renewal reminder letters: the first notice is sent three months before the membership expires, the second two months before expiration, and the third one month before the membership expires. Memberships are considered inactive if they have not renewed their membership within a month's time frame of the expiration date.

INDIVIDUAL MEMBERSHIP PROGRAMS

Efforts to date:

Phonathon: Since the phonathon was designed specifically for Annual Fund solicitation, we were unable to gather the data or additional volunteers to focus on renewal of membership. Thus, only twelve individual members (@ \$30.00) joined the Museum as a result of the phonathon efforts. A phonathon specifically geared to membership renewal/recoup and new solicitation is being planned for March.

High Level (\$100 - \$500) Individual Renewals: Eight letters (totaling \$1700 in potential renewal \$) were sent to high level individual members. Those members are Roger Glovsky, Tom Hall, Seiichika Katayama, Richard Marino, Joseph Newcomer, Brendan Reilly, and George Storm. Tom Hall has renewed since the letter was sent out. Mr. Hall renewed at the Patron level (\$500).

(Estimated revenue: \$1,200)

Matching Funds: For FY90, we have received \$885 in matching fund pledges. To date, \$765 of that \$885 is still outstanding. Please note that the majority of matching fund dollars listed in the first page "FY90 Actual" financials are payments on matching funds that were made in FY89, but not received until FY90.

PR/Marketing Efforts:

Classroom Computing: The Computer Museum's "Memories Poster" will be featured on the April cover of Classroom Computing (circ.: 80,000). A description of the Museum and a pitch for membership will appear in the magazine. The pitch offers a free "Memories Poster" to those who join the Museum. Any results from this offer will not be evident until the last quarter of the fiscal year.

(Estimated Revenue: \$5,000)

Upcoming Efforts:

Library Membership: Within the next two weeks, letters will be sent out to all public libraries in Massachusetts (382). We hope to increase our library membership through this direct mail approach. We have had interest in the past from individual libraries, however, they have never been solicited as a whole. We are offering a special discount to first time library members. Libraries who join the Museum before April 1, 1990 can do so at a price of \$300 (instead of \$500).

(Estimated Revenue: 17 @ \$300 = \$5,100)

California Members (West Coast): We plan to target individual members in the California area by offering a discount on Computer Bowl tickets to new members and lost members. This pitch will be made through and to employees of corporations who have 1990 Bowl team members (HP, Apple, etc.) and through industry newsletters and the Techmart newsletter.

(Estimated Revenue: 100 @ \$30 = \$3000)

Soft*letter: We have obtained the 5,000 name database of subscribers of Soft*Letter. We will use the list to solicit new members; initially we plan to target Massachusetts and California.

(Estimated Revenue: 1% (50) @ \$30 = \$1,500)

Renewals and Inactives: We are preparing lists of all inactive members and those who have not yet renewed membership for a phone solicitation planned for the first week in March.

(Estimated Revenue: As stated on page 3, \$27,137)

Financial Incentive Program: We will be instituting a financial incentive program for Museum interpreters (guides) and store personnel to promote new member recruitment of visitors.

(Estimated Renewal: 5 per week, approx. 22 weeks left in FY90 = 5 x \$30 x 22 = \$3,300)

Date: February 15, 1990
 To: Board of Directors
 Fr: Laura Morse, Chairperson
 Corporate Membership Committee
 Re: Progress and Plans

FINANCIALS

Please note, all financials are effective through February 15, 1990.

FY89 Goal:	FY89 Actual:	FY90 Goal (Revised):	FY90 Actual:
\$172,500	\$132,500	\$150,000	\$79,000
		FY90 Goal (Original):	\$\$ Committed:
		\$188,150	\$22,500*

*Committed companies include Bank of Boston, Banyan, AMD, Price Waterhouse, Pell Rudman, Raytheon, The Gillette Company, Eastech, and Unisys)

FY90 Goals:	To Date:
New Members	
30 @ \$1,000 = \$30,000	Synernetics Wellfleet Communications The Mathworks Inc.
5 @ \$3,000 = \$15,000	Acer Inc.
3 @ \$5,000 = \$15,000	Adobe AT&T

Renewals:

Potential Renewals (July-Dec. '89)	\$57,000
Potential Renewals (Jan.-June '90)	\$59,000

	\$106,000 TOTAL

The following companies have not yet renewed their memberships for FY 1990.

July 1 - December 31, 1989 Past Due Renewals

Contact	Organization	Amount	Renew	Comments/FlUp
William Meagher Managing Partner	Arthur Andersen & Co.	1,000	11/89	Morse
KC King Giles Mosher	Baybank Boston	1,000	12/89	Morse
Michael Nacey VP, Admin	Bolt Berenak & Newman	1,000	9/89	Morse, Macksoud to call S. Levy
Ann LeClaire	CLSI	1,000	11/89	Karash
Arun Gupta President	Data Ease	1,000	8/89	Pytka
Daniel Hosage President and CEO	DAVOX Corp.	1,000	10/89	Merrill
Mary Hegarty User Group Coordinator	Manager Software Products	1,000	8/89	Parrish
Bonnie Colantropo	Boston Scientific, Inc. (formerly Medi-Tech)	1,000	12/89	Macksoud
Stephen Coit	Merrill Pickard Anderson & Eyre	1,000	8/89	Bowl Sponsor
Ann Nason	Microamerica	1,000	8/89	Merged with Softsell, Merrill to contact
T.J. McKiernan VP, Sales & Marketing	Moore Business Forms & Systems Division	3,000	9/89	Karash

John Paul President, Nixdorf Computer	Nixdorf Computer Computer Engineering Corp. (NCEC)	1,000	8/89	Merged with Siemens, Pytka to contact
Steve Bischof District Manager	Pfizer Pharmaceuticals	1,000	12/89	Del Sesto
Barbara Gaffney VP, HR	Sequent Computer	1,000	10/89	Del Sesto
Ira Keller Marketing Direcotr	SD Financial	1,000	12/89	Baar
Carol Broadbent	Sun Microsystems	3,000	11/89	Del Sesto
		----- \$20,000	TOTAL	
FY89 (and prior) Inactive Renewals:		\$37,000		
TOTAL OF ALL INACTIVE MEMBERS FROM JULY 1 - DECEMBER 31, 1989		\$20,000 + \$37,000 ----- \$57,000		

The following is a listing of **POTENTIAL RENEWALS** for January through June 1990.

January 1 - June 30, 1990

COMPANY NAME	AMOUNT	EXPIRATION	COMMENTS/FLUP
<u>January</u>			
Bank of New England	\$1,000	90/1	Macksoud to contact Allyn Woodward
Data Translation	\$1,000	90/1 Paid	
Honeywell Bull	\$3,000	90/1	Oates to send letter to D. Datlick
Index Group	\$1,000	90/1 Paid	
Index Technology Corp.	\$1,000	90/1	
International Computers	\$1,000	90/1	
Micro-Mentor	\$1,000	90/1	Karash
NEC Systems	\$1,000	90/1 Paid	Steve
<u>February</u>			
Boston Globe Foundation	\$1,000	90/2	
Deloitte & Touche	\$1,000	90/2	Merrill
McCormack & Dodge	\$1,000	90/2	Parrish
XRE Corporation	\$1,000	90/2	Del Sesto
<u>March</u>			
Bingham Dana & Gould	\$1,000	90/3	
Chrysler Corp.	\$1,000	90/3	
Cone Communications	\$1,000	90/3	
Dane Falb Stone & Co	\$1,000	90/3	
Gaston & Snow	\$3,000	90/3	
Global Business Network	\$1,000	90/3	
GTE Laboratories	\$1,000	90/3	

Hill and Knowlton	\$1,000	90/3
Millipore Foundation	\$1,000	90/3 Paid
Omni Publications	\$1,000	90/3
Regis McKenna	\$1,000	90/3
Ziff Davis Publications	\$3,000	90/3

April

Automatic Data Processing	\$3,000	90/4
Bitstream	\$1,000	90/4
IEEE Computer Society	\$3,000	90/4
Microsoft	\$3,000	90/4
Professional Press	\$ 500	90/4
Raytheon	\$10,000	90/4
TASC	\$1,000	90/4

May

Computer Power Group	\$1,000	90/5
Lotus Development	\$1,000	90/5
The New England	\$1,000	90/5
Stratus Computer	\$3,000	90/5

June

Applied Tech Investors	\$ 500	90/6
Manufacturers Hanover Trust	\$3,000	90/6
Prime Computer	\$3,000	90/6
Sharon Merrill	\$1,000	90/6
Technology Research Group	\$1,000	90/6
Weyerhaeuser Company	\$1,000	90/6

	\$59,000	TOTAL

The following corporations have become \$1,000 members of the Museum through our functions department. Please note that although the money generated from these new memberships is credited to the functions cost center for the company's initial year of membership, any subsequent renewals will be credited to membership.

Alliant Computer

Ashlar Corp.

Batterymarch Financial

Bechtel, Parsons & Binkerhoff

Connect, Inc.

DMR Group

Emerald Systems

Greentree Associates

Interbase Software

McKinsey and Company

Morgan Stanley

Multitrack

Software House

Software People Concepts

CORPORATE MEMBERSHIP PROGRAMS

Efforts to date:

Renewal Letters: Three letters are routinely sent to each company as renewal reminders. The first letter is sent to the company three months before its membership expires; the second letter is sent two months before expiration, the third letter is sent one month before the membership is due to expire. In addition to these letters, the committee sent personalized renewal letters to those companies who failed to renew (from August - December 1989). These letters were then followed up with personal phone calls made by committee members. Eleven companies, totalling \$15,500, have renewed as a result of this follow up

Renewal letters have been sent out to corporations whose membership expires in January, February, March, or April 1990.

Potential Membership List: A list of potential corporate members has been developed. This list comprised a number of sources: specific categories from the Fortune 1000 listing, the "Top 100 Companies in New England" from New England Business, and names contributed from the committee. Each committee member has chosen at least five companies from the list to proactively solicit for membership. When companies on the list become members, the committee member who brought them in will be assigned another company on the list. This solicitation program will be an ongoing effort.

Benefits: An additional benefit has been afforded corporate members. Those members who are not in the nearby geographical area may now receive audiotapes of the Breakfast Seminar Series.

New Category: We have added a "Corporate Patron" category to the membership categories. This Patron category is \$5,000. We believe that this category is important because it bridges the wide gap between the "Corporate Sponsor" (\$3,000) level and the "Corporate Benefactor" (\$10,000) level.

Upcoming Efforts:

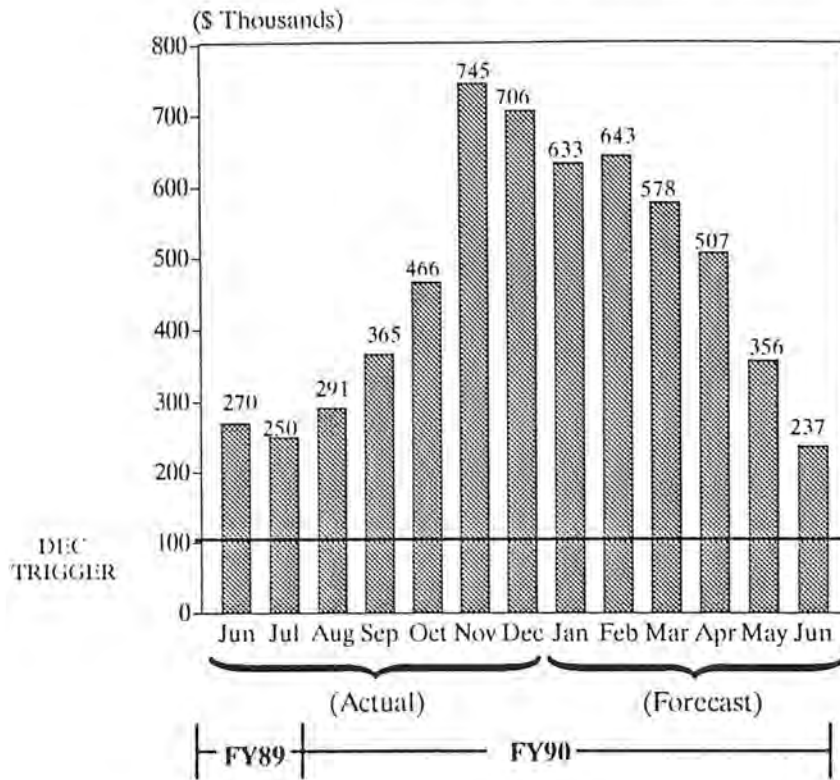
Brochure: We are in the process of developing copy for a corporate membership brochure. This brochure will be used to solicit new members, and detail benefits of membership. It will also describe and promote the Breakfast Seminar Series.

Breakfast Seminar Series and Follow Up: The committee and The museum staff use the breakfast series as a cultivation and informational tool for potential corporate members. A list of attendees is created after each breakfast. We plan to solicit by letter each non-member company whose representatives attended the breakfast. In the future, we plan to "assign" each committee member selected non-members to invite and to serve as host at the breakfast. This individual will then carry out follow up for solicitation.

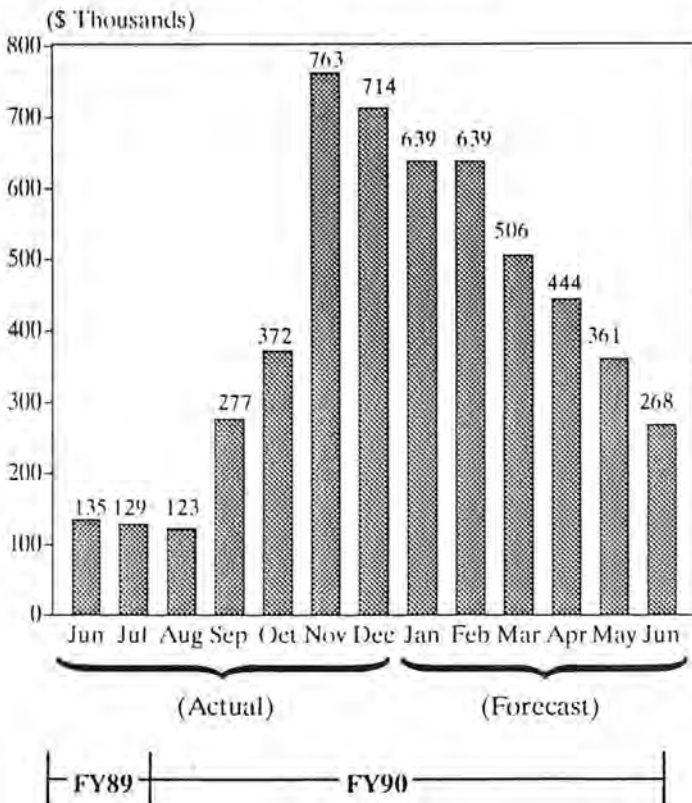
THE COMPUTER MUSEUM

BAR GRAPH REPRESENTATION OF MONTHLY CASH BALANCE FY90

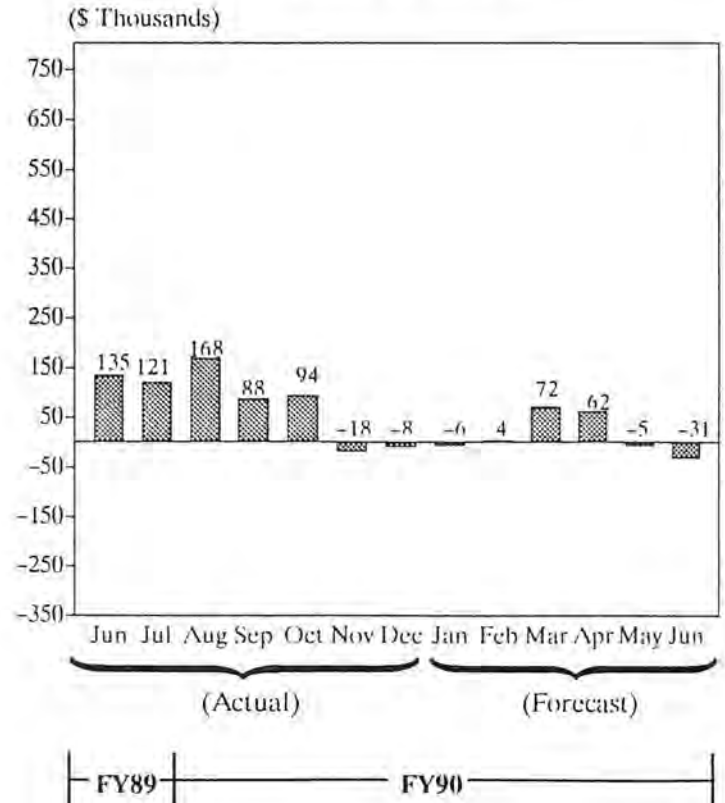
COMBINED RESTRICTED & UNRESTRICTED MONTH END CASH BALANCE



UNRESTRICTED MONTH END CASH BALANCE



RESTRICTED MONTH END CASH BALANCE



NOTE: Restricted cash balance includes funding for Exhibits, Building and Endowments.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1990 BOARD OF DIRECTORS

CHAIRMAN
Gardner Hendrie
Sigma Partners
300 Commercial Street #750
Boston, MA 02109

O: (617) 227-0303

FAX: (508) 393-7707

Dr. Oliver Strimpel
Acting Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer
880 West Maude Ave.
Sunnyvale, CA 94086

O: (408) 732-0400

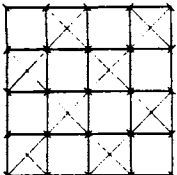
FAX: (408) 732-2806

HOME FAX: (415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O: (617) 338-0930

FAX: (617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

O: (617) 497-9010

FAX: (617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

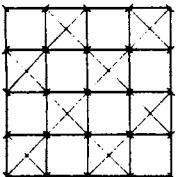
O: (914) 686-5558

FAX: (914) 686-7987

Mr. David L. Chapman
President and CEO
Computer Power Group
945 Concord Street
Framingham, MA 01701

O: (508) 650-3500

FAX: (508) 655-1554



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

David Donaldson, Esquire
Ropes and Gray
One International Place 3rd Floor
Boston, MA 02110

O: (617) 951-7000

FAX: (617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O: (202) 357-2089

FAX: (202) 357-1853

Mr. William Foster
President and CEO
Stratus Computer, Inc.
55 Fairbanks Boulevard
Marlboro, MA 01752

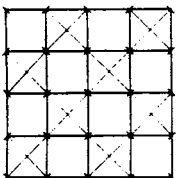
O: (508) 460-2000

FAX: (508) 481-8945

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O: (617) 277-1310

FAX: (617) 277-5379



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. Thomas Gerrity
President
CSC Consulting
5 Cambridge Center
Cambridge, MA 02142

O: (617) 492-1500

FAX: (617) 499-1211

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

O: (203) 926-1801

FAX: (203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

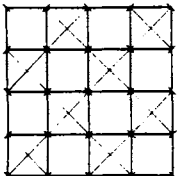
O: (817) 963-2072

FAX: (817) 963-4219

A. L. C. Humphreys, CBE
24 Middle Street
Thriplow, Royston
Herts SG8 7RD
England

H: 076 382 594

FAX:



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O: (508) 369-2640

FAX: (508) 371-1363

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
One Cambridge Center, 3rd Floor
Cambridge, MA 02142

O: (617) 225-2545

FAX: (617) 225-2347

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

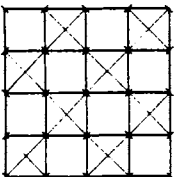
O: (201) 949-4477

FAX: (201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

O: (617) 495-6595

FAX: (617) 495-6001



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Laura Barker Morse
Managing Director
Russell Reynolds Associates
45 School Street
Boston, MA 01824

O:(617) 523-5501

FAX:(617) 523-7305

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O:(508) 626-2144

FAX:(508) 820-1106

Mr. Russell Nofsker
Consultant
20 Village Hill Road
Belmont, MA 02178

O:(617) 484-5474

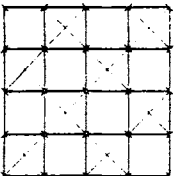
FAX:(617) 484-5480

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-313
20 Ames Street
Cambridge, MA 02139

O:(617) 253-7851

FAX:(617) 253-6215

HOME FAX:(617) 742-7932



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Anthony Pell
President
Pell, Rudman and Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O:(617) 439-6700

FAX:(617) 439-0594

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O:(617) 576-3266

FAX:(617) 547-3879

Dr. John William Poduska
Chairman and CEO
Stellar Computer Inc.
100 Wells Avenue
Newton, MA 02159

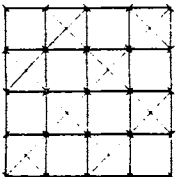
O:(617) 964-1000

FAX:(617) 964-8962

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
One Center Plaza
Boston, MA 02108

O:(617) 367-8080

FAX:(617) 367-8530



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Jean Sammet
Consultant
c/o IBM
6600 Rockledge Drive
Bethesda, MD 20817

12

O: (301) 493-1436

FAX: (301) 493-1746
(Call before Fax'ing)

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

13

O: (617) 695-3660

FAX: (617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

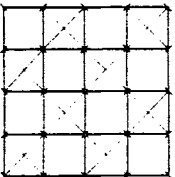
O: (212) 486-9240

FAX: (212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
12 DeAngelo Drive
Bedford, MA 01730-2204

O: (617) 275-2400

FAX: (617) 275-5001



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

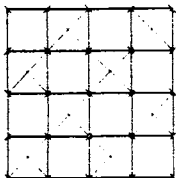
O:(203) 347-3511

FAX:(203) 273-6346

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

O:(914) 644-6435

FAX:(914) 644-7649



14

15

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O:(508) 493-7012

FAX:(508) 493-7337

Dr. William Spencer
Vice President, Corporate Research
Xerox Corporation
P.O. Box 1600
800 Longridge Road
Stamford, CT 06904

O:(203) 968-3750

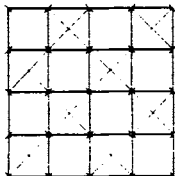
FAX:(203) 968-3942

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised February 15, 1990



The Computer Museum

300 Congress Street
Boston, MA 02210

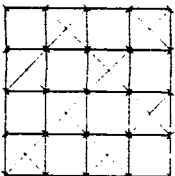
(617) 426-2800

MEETING OF THE COMPUTER MUSEUM BOARD OF DIRECTORS

FEBRUARY 16, 1990 10AM - 3PM

AGENDA

- 10:00 Call to Order
- 10:05 Search Committee Report
- 10:15 A Perspective from the Director
- 10:40 Nominating Committee Report & Discussion
- 11:10 Museum Operations Report
- 11:30 Development Committee Report
- 12:20 Finance Committee Report
- LUNCH PR Highlights
Goals for FY91
- 1:45 The Walk-Through Computer
status report
marketing the Museum with the WTC
- 3:00 Meeting adjourns



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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED -----12/31/89-----			ANNUAL FY1990 BUDGET	ANNUAL PROJECTED FORECAST	
		BUDGET	ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	590	687	722	35	5%	1,518	1,568
Capital Fund	115	273	868	595	218%	1,100	1,228
Total Revenues	705	960	1,590	630	66%	2,618	2,796
EXPENSES:							
Operating Fund	765	825	706	119	15%	1,650	1,471
Capital Fund	241	383	437	(54)	(14%)	1,053	1,299
Total Expenses	1,006	1,208	1,143	65	5%	2,703	2,770
NET REVENUES (EXPENSES)	(\$301)	(\$248)	\$447	\$695	480%	(\$85)	\$26

SUMMARY:

For the six months ended December 31, 1989 the museum operated at a surplus of 447K compared to a budgeted deficit of (248K). As of December 31, 1989 total cash and cash equivalents amounted to 706K.

OPERATING: Operating revenues were 5% over budget due mainly to strong unrestricted contributions, admissions, functions and store revenues. Expenses were 15% under budget due mainly to lower personnel costs (vacant positions).

CAPITAL: Revenues were 218% over budget due to receipt of additional exhibit related revenue. Expenses were 14% over budget all of which is related to exhibit costs.

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

	FOR THE SIX MONTHS ENDED					ANNUAL FY1990 BUDGET	ANNUAL PROJECTED FORECAST
	12/31/88 ACTUAL	BUDGET	-----12/31/89-----				
			ACTUAL	FAV(UNFAV)			
REVENUES:							
Unrestricted contributions:	17	\$135	168	33	24%	\$279	\$285
Restricted contributions	214	99	90	(9)	(10%)	400	387
Corporate memberships	66	94	40	(54)	(57%)	188	150
Individual memberships	32	41	24	(17)	(41%)	82	67
Admissions	118	135	166	31	23%	247	282
Store	69	86	117	31	36%	163	200
Functions	63	79	95	16	20%	124	156
Other	17	18	22	4	22%	35	41
Gain/Loss on Securities	(6)	0	0	0	0%	0	0
	-----	-----	-----	-----	-----	-----	-----
Total Revenues	590	687	722	35	5%	1,518	1,568
EXPENSES:							
Exhibits & education	175	174	154	20	11%	324	286
Marketing & memberships	105	149	115	34	23%	298	258
Management & general	172	206	136	70	34%	409	302
Fundraising	87	39	30	9	23%	127	117
Store	73	86	108	(22)	(26%)	160	183
Functions	31	38	34	4	10%	70	67
Museum Wharf expenses	122	133	129	4	1%	262	258
	-----	-----	-----	-----	-----	-----	-----
Total Expenses	765	825	706	119	15%	1,650	1,471
NET REVENUES(EXPENSES)	<u>(\$175)</u>	<u>(\$138)</u>	<u>\$16</u>	<u>\$154</u>	<u>212%</u>	<u>(\$132)</u>	<u>\$97</u>

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
ASSETS:					
Current:					
Cash	\$99,255			\$99,255	\$149,212
Cash Equivalents	606,475			606,475	121,117
Investments		\$69,436		69,436	37,500
Receivables	11,872			11,872	36,427
Inventory	64,020			64,020	43,708
Prepaid expenses	16,821	578		17,399	7,227
Interfund receivable		895,493		895,493	492,907
	-----	-----	-----	-----	-----
TOTAL	798,443	965,507	0	1,763,950	888,098
Property & Equipment (net):					
Equipment & furniture	-		\$11,482	11,482	11,482
Capital improvements	-		699,126	699,126	699,126
Exhibits	-		336,276	336,276	336,276
Construction in Process	-	26,311		26,311	26,311
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	26,311	1,070,884	1,097,195	1,097,195
TOTAL ASSETS	\$798,443	\$991,818	\$1,070,884	\$2,861,145	\$1,985,293
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$53,686	\$9,038		\$62,724	\$76,446
Deferred income	11,940	-		11,940	22,230
Line of credit/Loan Payable	50,000	-		50,000	0
Interfund payable	895,493	-		895,493	492,907
	-----	-----	-----	-----	-----
Total	1,011,119	9,038	0	1,020,157	591,583
Fund Balances:					
Operating	(212,676)			(212,676)	(229,083)
Capital		982,780		982,780	551,909
Plant			\$1,070,884	1,070,884	1,070,884
	-----	-----	-----	-----	-----
Total	(212,676)	982,780	1,070,884	1,840,988	1,393,710
TOTAL LIABILITIES AND FUND BALANCES	\$798,443	\$991,818	\$1,070,884	\$2,861,145	\$1,985,293
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$16,407	\$430,871		\$447,278	(\$606,578)
Depreciation				0	283,311
Cash from operations	16,407	430,871	0	447,278	(323,267)
Cash provided by/(used for) working capital:					
Receivables	24,555			24,555	(5,654)
Inventory	(20,312)			(20,312)	(4,011)
Investments		(31,936)		(31,936)	81,173
Accounts payable & other current liabs	(14,424)	702		(13,722)	(11,602)
Deferred income	(10,290)			(10,290)	7,980
Prepaid expenses	(13,121)	2,949		(10,172)	1,482
Cash from working capital	(33,592)	(28,285)	0	(61,877)	69,368
Cash provided by/(used for) Fixed assets	-			0	(33,147)
Net increase/(decrease) in cash before financing	(17,185)	402,586	0	385,401	(287,046)
Financing:					
Interfund rec. & pay.	402,586	(402,586)		0	-
Transfer to Plant				0	-
Line of credit/Loan Payable	50,000			50,000	0
Cash from financing	452,586	(402,586)	0	50,000	0
Net increase/(decrease) in cash & investments	435,401	0	0	435,401	(287,046)
Cash, beginning of year	270,329	0	0	270,329	557,375
Cash, end of period	\$705,730		\$0	\$705,730	\$270,329

<u>PROPOSAL TO</u>	<u>REQUEST</u>	<u>FOR</u>	<u>RESPONSE</u>	<u>COMMENTS</u>
<u>OPERATING:</u>				
Mass Council on the Arts & Humanities	\$ 50,750	Admission subsidies	\$ 18,000	Were originally awarded \$26,000 but due to state cutbacks grant was diminished.
Hyams Foundation	\$ 1,400	Ticket Subsidy program	\$ 1,400	Confirmed \$900 and we asked for increase which was fully granted
Institute of Museum Services	\$ 75,000	Operating support	\$ 75,000	Received maximum grant awarded.
Lynda Bodman	\$ 4,000	to be determined	\$ 4,000	\$5,000 award for corporate membership of \$1K with balance to be allocated possibly for Walk-Through outreach
<u>EXHIBITS:</u>				
Apple Computer	\$ 50,000	Walk-Through plus equipment	\$ 50,000 plus equipment	Committed
AT&T	\$100,000	Walk-Through	\$ 40,000	\$40,000 has been committed with the potential for the additional \$60,000 as well.
DEC	\$450,000	Walk-Through plus equipment for exhibits and admin	\$450,000 cash \$500,000 equip	Cash and equipment over three years. First \$150,000 cash for Walk-Through.
IBM	\$350,000	Milestones plus equipment	\$100,000 plus equipment	Requested cash and equipment for Milestones. Were told at outset that low six figures was more likely.
Intel	\$ 50,000-\$100,000	Walk-Through	\$ 50,000	Committed
The Travellers Co.s	\$ 25,000	Milestones	\$ 30,000	Received
Sloan Foundation	\$250,000	Walk-Through	\$250,000	Received full funding
National Endowment for the Humanities	\$ 91,038	Milestones	\$ 50,000	Committed
Charles Bachman	\$ 2,000	Milestones	\$ 4,000 w/match	
Kensington	\$ 25,000	Walk-Through	\$ 25,000	Committed
<u>EDUCATION:</u>				
Lotus	\$ 30,000	Education outreach program	\$ 2,000	AN was encouraged to request in range of \$25,000. Have asked for meeting to discuss decision.

SPECIAL EVENTS:

ACH	\$ 50,000	Computer Bowl sponsorship	\$ 40,000	Renegotiated for \$40,000 reducing percs
Gordon & Gwen Bell	\$ 22,500	Underwriters	\$ 22,500	
AMD	\$ 9,000	Official sponsor	\$ 9,000	Also becoming corp member for another \$1K
Andersen Consulting	\$ 9,000	Official sponsor	\$ 9,000	
BASE	\$ 9,000	Official sponsor	\$ 9,000	
Lotus	\$ 9,000	Official sponsor	\$ 9,000	
Merrill Pickard Anderson & Eyre	\$ 9,000	Official sponsor	\$ 9,000	
Price Waterhouse	\$ 9,000	Official sponsor	\$ 9,000	
Stratus	\$ 9,000	Official sponsor	\$ 9,000	
Sun Microsystems	\$ 10,000	Official sponsor	\$ 10,000	
Thinx	\$ 9,000	Official sponsor	\$ 9,000	
Visix	\$ 9,000	Official sponsor	\$ 9,000	
Bank of America	\$ 5,000	Satellite sponsor	\$ 5,000	
Fredkins	\$ 5,000	Table sponsor	\$ 5,000	
IDG	\$ 5,000	Table sponsor	\$ 5,000	
Hendries	\$ 4,500	Table sponsor	\$ 4,500	

CAPITAL:

Owen Brown	\$ 20,000		\$ 17,250
Burgess Jamieson	\$ 10,000		\$ 11,500
Ed Feigenbaum	\$ 8,000		\$ 8,000
Bill Foster	\$ 5,750		\$ 5,750
Jim McKenney	\$ 2,500		\$ 2,500
Bill Spencer	\$ 1,000 (plus \$1,500 match)		\$ 2,500
Nick Pettinella	\$ 800		\$ 800

Dave Rodgers amount unknown

TOTAL FUNDED: \$1,370,700 cash (\$1,070,700 in FY 90) \$500,000+ in equipment

PENDING PROPOSALS as of January 22, 1990 Page three

<u>PROPOSAL TO</u>	<u>REQUEST</u>	<u>FOR</u>	<u>COMMENTS</u>
<u>OPERATING:</u>			
Institute of Museum Services	\$ 75,000	General operating support	Were funded at this level in FY 90. This is for FY 91.
Shawmut	\$ 5,000	General program support	Will make decision in April. Shawmut suggest 75% chance.
<u>EXHIBITS:</u>			
American Airlines	\$125,000	Networked Society	
AT&T	\$ 60,000	Walk-Through	Additional funds being considered
Cirrus Logic Corp.	\$ 10,000-\$25,000	Walk-Through	Pledged support in CA.
IEEE Computer Society	\$ 25,000	Milestones	Would be multi-year if funded.
Lotus	\$ 25,000-\$100,000	Walk-Through	1-2-3 marketing decision.
MAXELL	\$ 37,500	Walk-Through	Gave \$12,500 in FY 89. Have asked for an additional contribution.
NEC	No amount specified	- exhibits	Staff met with NEC to discuss progress, to be told that they are interested in Milestones. Have suggested they consider Milestones and Walk-Through.
<u>SPECIAL PROJECTS:</u>			
AAAI	\$ 10,000	Computer Exhibit Kits	Encouraged to apply.
Hearst Foundations	\$ 25,000	Computer Exhibit Kits	Excellent chance of funding since we have Will Hearst's support.
National Science Foundation	\$ 97,772	Computer Kits program	The staff worked closely with NSF to develop this proposal. Although there is staff support for the project, the decision is made by peer review. 90% chance.

<u>PROPOSAL TO</u>	<u>REQUEST FOR</u>	<u>COMMENTS</u>
Mitre	\$ 20,000 Milestones	Need to confirm
Ed Fredkin	\$ 50,000 Milestones	Pledged
Allen Michels	\$ 12,500 Milestones	Pledged

TOTAL PENDING: \$577,772 all but \$75,000 would be requested for FY 90

PROPOSALS IN PREPARATION

OPERATING:

Boston Globe Foundation \$ 10,000 Education program support

Meetings with BG staff encouraged us to apply. encouraged us to seek small additional support beyond corporate membership now at \$1K

EDUCATION:

SIGGRAPH \$ 10,000 Education project in graphics

SIGGRAPH education committee is interested in innovative programs.

To variety of potential sources \$ 25,000 Poster for Walk-Through promotion and educational purposes

REJECTIONS:

Sun Microsystems \$100,000 Walk-Through

Refused.

Haxtor \$ 50,000 Walk-Through

Refused.

Quantum \$ 25,000-\$50,000 Walk-Through

Staff met with in CA.

Individual Membership Committee Meeting Minutes

January 26, 1990

Present for committee: L. Brewster, L. Johnson, R. Smart

Present for Museum: J. Del Sesto. J. Oates

Topics Discussed:

1. **Financial Status:** The financial status of individual membership was discussed at length. The financial goal for FY90 has been revised to reflect more reasonable expectations. The FY90 goal is now set at \$67,000. The committee believes that we can reach this goal through renewals, recouping inactive members, library memberships, and various programs to be discussed later in this document.

2. **Phoneathon:** Plans for an individual membership phoneathon were discussed. The phoneathon is scheduled to take place on March 5, 6, & 7, 1990.

Action Items: J. Oates is to send to the committee a list of all recent inactive members as well as a list of all active members. Each committee member is to review list, and add 20+ names of their own to the list for solicitation. It was also decided that each committee member should recruit several volunteers to participate in the phoneathon.

3. **High Level Renewals:** The list of high level renewals was reviewed. It was decided that each committee member would be assigned one or two people with which to follow up.

Action Items: J. Oates to send committee contact information, phone numbers, and any giving history of high level renewals. Committee to make the calls by the middle of February. If the person can not be contacted, an attempt can be made to recontact at the phoneathon.

4. **Classroom Computing:** The Classroom Computing opportunity was discussed. It was agreed that \$5,000 was a reasonable goal.

5. **Library Membership:** Soliciting library memberships was discussed. It was decided that a package would be sent out to the 382 public libraries in Mass. The package will include a pitch letter describing the benefits of joining the Museum, the Walk-Through Computer, Kids Fair

The Computer Museum

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

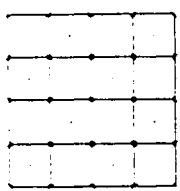
and the Resource Center. We will include a response card if they want additional information or to get two free passes. The committee decided that the libraries must let The Museum know if they plan to become members by April 1, 1990. However, payment does not have to be received until June 1, 1990.

Action Item: J. Oates to draft pitch letter and send packages out as soon as possible. Committee members may do some follow up phone calls to libraries that express interest.

6. California Members: The Computer Bowl pitch to California potential members was discussed. A special deal has been developed whereby people who become members can purchase Bowl tickets for \$15.00 (instead of \$50.00) This deal has been promoted by Techmart, one of the West Coast satellite sites.

7. Market Research: A membership survey was briefly discussed. Our new marketing director, Noel Ward, has estimated an early April mail drop to individual members. The committee members will be asked to contribute to and review the survey.

6. Next Meeting: March 23, 1990 at 7:30 a.m.



The Computer Museum

The Role of the Board of Directors

300 Congress Street
Boston, MA 02210

(617) 426-2800

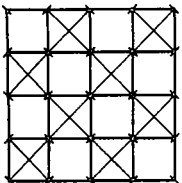
The board is responsible for:

- articulating, reviewing, and protecting the Museum's mission
- setting major policy; the staff is responsible for executing it
- reviewing the Museum's activities to ensure that they further the mission
- ensuring that a strategic planning process is adopted and playing a major role in determining long-range plans
- ensuring that the Museum has adequate resources
- selecting and supporting the executive director
- organizing itself into committees and periodically assessing its own performance in effectively furthering the mission of the Museum

The executive committee acts in lieu of the board between board meetings. It is responsible for:

- ensuring effective short term planning for the Museum
- managing resources effectively over the short term
- supporting the executive director and reviewing his/her performance

February 16, 1990



Guidelines for the Responsibility & Commitment of Individual Board Members

General Expectations

- Be familiar with and effectively support the Museum's mission. Spend enough time at the Museum to be familiar with the Museum's exhibits and other efforts. Study materials distributed by the Museum.
- Suggest and, when asked, help recruit possible nominees to the board who will make significant contributions to the work of the board and the Museum's progress.
- Serve on at least one project committee, standing committee of the board, or undertake special assignments for the Museum willingly and enthusiastically. This typically involves the commitment of 2-6 days a year.
- Be a consistent and effective advocate for the Museum and its projects with corporations, institutions, and individuals.

Meetings

- Prepare for and participate in at least two of the three board meetings each year.
- Ask timely and substantive questions at board and committee meetings consistent with one's conscience and convictions, while supporting the majority decisions of the board.
- Maintain confidentiality of board executive sessions and speak for the board or museum only when authorized to do so.

Relationship with Staff

- Counsel the executive director and other staff as appropriate and offer support in achieving the goals of the Museum.

Fiduciary Responsibilities

- Faithfully study and understand the Museum's financial statements and otherwise help the board fulfill its fiduciary responsibility.

Fund-Raising

- Regularly give an annual gift according to personal means. Unless there are extenuating circumstances, the minimum expected gift is \$1000 a year.
- When the Museum inaugurates a capital campaign, give an extraordinary gift according to personal means.
- Assist the fund-raising committees and staff to implement fund-raising efforts through personal influence with others (corporations, individuals, foundations). This will involve at least ten hours a year soliciting funds for the Museum.

February 16, 1990

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum of Understanding Between The Computer Museum (TCM) and The Boston Computer Society (BCS) Regarding the Computer Discovery Center

1. Goal

The BCS and TCM jointly undertake to develop and open a major new exhibit for the general public at The Computer Museum. Entitled "Computer Discovery Center" (CDC), the exhibit will provide a variety of hands-on experiences to help people appreciate the role personal computers can play in their personal and professional lives. A plan for the CDC is attached. Major departures from this plan must be agreed to by the Steering Committee defined in paragraph 3.

2. Roles

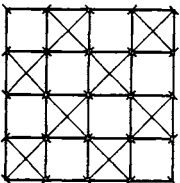
TCM will manage the development of the CDC, including detailed exhibit development, script development, fabrication, and installation. Content is expected to be developed by project staff, using materials already developed by the BCS as a starting point (subject to any approvals that might be required from Chermayeff & Geismar regarding elements drawn from their work). Advisor groups focused on specific topics will be convened as needed. A designated person at BCS and TCM will be responsible for day-to-day development of the project. The BCS will, to the best of its ability, help the CDC's development by encouraging its members to volunteer as programmers or helpers, by publicizing and promoting the CDC in its publications, and by other (non-financial) means at its disposal.

3. Steering Committee

A Steering Committee will review the CDC's progress, resolve policy issues and, if necessary, revise the memorandum of understanding between BCS and TCM. The committee will be composed of four members appointed by each of the BCS and TCM, of whom at least two will be on each Board. The Steering Committee will meet quarterly or, if needed, more frequently during the development phase of CDC, and at least once a year thereafter.

4. Timing

TCM will give the CDC a high priority. When 60% of the funding has been secured, TCM will set an opening date after consulting with BCS and will hire an exhibit developer. TCM will need



approximately one year from the time of hiring an exhibit developer to complete the exhibit development. The choice of opening date may be affected by the need to avoid coinciding too closely with the opening of another major new exhibit at the Museum (in particular, Milestones of a Revolution).

5. Funding

The exhibit budget is \$500,000. Changes of more than \$100,000 must be approved by the CDC steering committee. BCS will contribute all its CDC funds and outstanding pledges towards the CDC. Fifty percent of these funds will be payable to TCM at the start of the development, a further 25% will be payable when development teams for half the exhibits are in place, and the final 25% will be paid when initial versions of the software are substantially complete. Funds may be released earlier by consent of the steering committee. TCM will be responsible for raising the remaining funds. BCS will support TCM's fund-raising efforts. TCM assumes responsibility for all expenses associated with the CDC's development.

6. Ownership of CDC

The name CDC, the software, and the design of the CDC will be jointly owned by BCS and TCM. All uses of the name, software, or design outside TCM must be reviewed by the steering committee. If either party wishes to make use of the name, software, or design in a venture or project other than the subject exhibit at TCM, then the initiating party will offer the other party first refusal as a partner on a reasonable basis. If the other party, within a reasonable time, declines, the initiating party may proceed, provided the use of the material is outside New England and does not adversely impact the operation and success of the CDC at TCM.

7. Benefits for BCS Members

TCM and BCS will agree on appropriate admission privileges to TCM for BCS members for a period after the opening of CDC.

8. Credit for Sponsors

All sponsors of the CDC project, including those whose contributions were expended before TCM's involvement in CDC, will be credited at the level of their contributions during all phases of the CDC's development.

9. Credit for BCS and TCM

The CDC will be a joint project of the BCS and TCM and will be referred to as such in all publicity and promotional materials.

10. Exhibit Duration

TCM commits to retaining the CDC at TCM for five years from the date of opening. The CDC's continuation thereafter will be determined by the Steering Committee.

11. Dissolution

It is the intent of TCM and BCS to work together to attain the stated goal of this memorandum. However, if for any reason either TCM or BCS unilaterally and without cause by the other party decides not to proceed to the opening of the exhibit, the withdrawing party will forfeit all rights under this memorandum and transfer any unspent funds and work in progress to the other party subject to existing limitations. If both parties withdraw before the exhibit opens, the steering committee will dissolve the project in an equitable fashion. If either party wishes to terminate this relationship after the opening of the exhibit, but before the 5th anniversary of the exhibit opening, the rights and obligations of both parties will be determined by the Steering Committee.



Oliver Strimpel
Executive Director
The Computer Museum

date: February 13, 1990



Jonathan Rotenberg
Chairman
The Boston Computer Society

date: February 14, 1990

INDIVIDUAL MEMBERSHIP COMMITTEE MEMBERS

Larry Brewster, Chair
Aspen Technology

Elizabeth Johnson
Independent Consultant

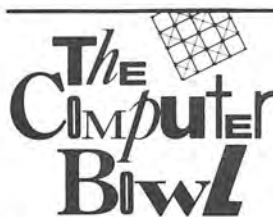
Nick Pettinella
Intermetrics

Tony Rea
Advanced Micro Devices

Ron Smart
Digital Equipment Corporation

ON APRIL 27, SOME OF THE BRIGHTEST MINDS IN THE COMPUTER INDUSTRY ARE GOING TO GET FIRED.

Fired with questions at The Computer Museum's Second Annual Computer Bowl. The computer industry's best and brightest from East and West will take their battle positions in a mind-bending quiz game. It's designed to educate, stimulate, and just plain fire up the feisty competitive spirit of the industry's hottest in the ultimate computer challenge. □ Ready. Aim. Let the game begin. □ Live at the World Trade Center, Boston, Massachusetts. Satellite broadcast to TECHMART, Santa Clara, California.



Presented by:

The Association
for Computing Machinery

East Coast Team:

Patrick J. McGovern, Captain
International Data Group
William E. Foster
Stratus Computer, Inc.

Bob Frankston
Lotus Development
Corporation
Edward Fredkin
Boston University
Russell E. Planitzer
Prime Computer, Inc.

West Coast Team:

L. John Doerr
Kleiner Perkins Caufield &
Byers
Stewart Alsop II
P. C. Letter
Bill Gates
Microsoft Corporation

Charles House
Hewlett-Packard Company
Lawrence G. Tesler
Apple Computer, Inc.
"The Examiner"
Mitchell Kapor
ON Technology, Inc.

Judges:

William Joy
Sun Microsystems, Inc.
John William Poduska, Sr.
Stardent Computer Inc.

Founders:

Pat Collins Nelson and
Dr. David Nelson

Underwriters:

Pat Collins Nelson
Official Sponsors:
Advanced Micro Devices
The Connectivity Chip
Company
BASF Corporation
The Diskette
Fenwick Partners, Inc.
The Search Firm
Lotus Development
Corporation
The PC Software Firm
Merrill Pickard Anderson &
Eyre
The Venture Capital Firm

Price Waterhouse
The Accounting Firm
Stratus Computer, Inc.
The Transaction Processor
Sun Microsystems, Inc.
The Workgroup
Computing Company
Thinx Software
The Intelligent Graphics
Software
Visix Software Inc.
The High Performance
Workstation Software

The Computer Bowl is a project to benefit the educational programs of The Computer Museum, 300 Congress Street, Boston, MA 02110
For tickets and sponsorship information (617) 426-2800 (415) 327-4749.

Creative: Commonwealth Creative Group/Carol Patch • **Typography:** Composing Room of New England • **Separations:** H. K. Graphics



April 27, 1990

MEDIA IMPACT CHART

Publication	Circulation	Ad Size	# of Runs	Value
Business Week				
National Edition	870,000	full page color	1	\$56,000
Northeast Edition	200,000	full page color	1	\$21,120
CIO	35,000	full page,color	2	\$22,000
Communications of the ACM	75,000	full page,color	2	\$ 6,400
Computer Reseller News	65,453	junior page,color	2	
Computer Systems News	85,398	tab size,color	2	\$22,189
Computerworld	147,899	junior page,b/w	2	
DEC Professional	103,765	full page,color	1	\$ 7,800
Fortune	741,000	junior page,color	1*	\$ 7,900
HP Professional	35,000	full page,color	1*	
Information Week	148,410	full page,color	2	\$15,790
InfoWorld	184,663	1/4 page,color	2	
Midrange Systems	36,000	tab size, color	1*	
Network World	77,668	full page,b/w	1	
PC World	731,317	full page,color	1	\$20,000
Upside	55,000	1/2 page,b/w	1	
Unix Today	48,000	junior page,color	2	
VAR Business	53,500	full page,color	2	\$19,600

Total

Circulation: 3,693,073 Value of ads known to date: \$237,524

* Professional Press have agreed to "drop in" the ad in their publications when there is space, so they may run the ad more than once.

<u>COMPUTER BOWL CATEGORY</u>	<u>FY 90 PLAN NUMBER</u>	<u>REVENUES as of PRICE</u>	<u>2/15/90 TOTAL</u>	<u>TO DATE</u>
MAJOR PRESENTER	1 @	\$ 50,000	\$ 50,000	
ACM	1 @	\$ 40,000		\$ 40,000
UNDERWRITER	1 @	\$ 22,500	\$ 22,500	
Bells	1 @	\$ 22,500		\$ 22,500
OFFICIAL	18 @	\$ 10,000	\$180,000	
AMD				
Andersen				
BASF				
Lotus				
MPAE				
Price Waterhouse				
Stratus				
Sun				
Thinx				
Visix				
	6 @	\$ 9,000		\$ 54,000
	4 @	\$10,000		\$ 40,000
SATELLITE	2 @	\$ 5,000	\$ 10,000	
Bank of America	1 @	\$ 5,000		\$ 5,000
TABLE	9 @	\$ 5,000	\$ 45,000	
Mitre				
Fredkin				
IDG	3 @	\$ 5,000		\$ 15,000
Hendrie				
Russell Reynolds	2 @	\$ 4,500		\$ 9,000
Media Sponsors	4 @	\$ 3,000		\$ 12,000
CHEERLEADERS	5 @	\$ 1,000	\$ 5,000	
	2 @	\$ 1,000		\$ 2,000
COMPLETE EVENT TICKETS EAST COAST	9 @	\$ 500	\$ 4,500	
	7 @	\$ 500		\$ 3,500
SATELLITE OR BOWL ONLY TICKETS	100 @	\$ 50	\$ 5,000	
	2 @	\$ 50		\$ 100
TOTAL			\$322,000	\$203,100

High-Tech Showdown

Techmart To Host Live Satellite Broadcast Of Computer Bowl

Computer trivia buffs won't want to miss The Computer Museum's second annual Computer Bowl pitting East Coast against West Coast high-tech whizzes. Techmart will be the host location for the West Coast. The event will be televised live using satellite feed to broadcast simultaneously from the East Coast at the World Trade Center in Boston, Massachusetts.

The event will be held at Techmart on Friday, April 27, 1990.

The West Coast team captain is John Doerr, former engineer-inventor and current partner at Kleiner Perkins Caufield and Byers venture

capital firm. Other high-tech mavens include Stewart Alsop II, Editor-Publisher of *P.C. Letter*; William H. Gates, Chairman of Microsoft Corporation; Charles House, General Manager of Software Engineering Systems Division, Hewlett-Packard; Lawrence Tesler, Vice President of Advanced Technology, Apple Computer, Inc.

East Coast competition includes team captain Patrick J. McGovern, Founder and Chairman of the International Data Group; William Foster, President and CEO of Stratus Computer, Inc.; Robert Frankston, Chief Scientist, Lotus Development Corpora-

tion; Edward Fredkin, President, Capital Technologies; and Russell Planitzer, Chairman of Prime Computer, Inc.

The award-winning PBS TV show *Computer Chronicles* will feature the Bowl nationwide in two later broadcasts.

The Bowl is a fundraiser for The Computer Museum in Boston, and is underwritten, in part, by The Association for Computing Machinery, one of the world's leading associations of computing professionals.

For more information on attending this event call Linda Lawrence at 408/974-4643. ❖

Training Increases at Renaissance Meeting Center

The Renaissance Meeting Center at Techmart is being used by an increasing number of Silicon Valley companies as their off-site

training center.

"While we are pleased with the overall volume we achieved — over 100 days of training by more than 200 individual clients in 1989, we measure our real success by our ratio of return clients," says David Van Etten, Vice President of Marketing at Renaissance.

"Ninety percent of our training clients come back to hold additional events with us."

One feature recently added to the largest training room is a ceiling mounted

camera that allows clients to more readily tape presentations or have simultaneous viewing in remote locations.

"The specific types of training now being conducted here run the gamut from management development and sales skills training seminars to software developers' institutes to customer training for new computer hardware and software products," David continued.

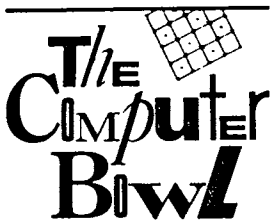
For more information on holding trainings, meetings, events, or other activities, call the Renaissance Meeting Center at 408/562-6205. ❖

Techmart Offers Marketing Services to Tenants and Clients

Techmart now provides a selection of marketing services and opportunities designed to support tenant marketing strategies and/or client activities in the building. Marketing tools include:

- ◆ Event Planning/Coordination
- ◆ Techmart Mailing Lists
- ◆ Direct Mail Opportunities
- ◆ Advertising/Public Relations
- ◆ Literature Distribution
- ◆ Registration Services
- ◆ Telemarketing Services

Services are only available for Techmart tenants or clients using the building for events, seminars or other activities. For more information call 408/562-5700. ❖



A project to benefit the educational programs of The Computer Museum, Boston.

TECHMART

SILICON VALLEY MARKETING CENTER

5201 Great America Parkway, Suite 532

Santa Clara, California 95051

415-532-5700

You've read about The Computer Bowl in TECHMART'S newsletter and you want to attend!!! Here are the details:

THE EVENT: Live satellite viewing of The Computer Bowl from the World Trade Center in Boston and post game festivities.

THE DATE: April 27, 1990

THE TIME: 5:00 - Game 6:30 - Festivities

THE PLACE: The Exhibition Center at TECHMART in Santa Clara, CA

TICKETS: - \$50.00 non-Museum members. \$40.00 Museum members.
- \$15.00 for one ticket if you become a member NOW
- FREE (one ticket) to current or new members at the \$100 or more membership levels.

As a member you are supporting the national traveling exhibits and education programs of the only Computer Museum in the world. You'll also receive The Computer Museum NEWS - a bi-monthly newsletter, The Museum Annual- a richly illustrated journal of computer history and Museum events; a 10% discount on purchases from The Computer Museum Store and Catalog, as well as free admission for a year.

YES, I WOULD LIKE TO ATTEND THE COMPUTER BOWL!!!!!!!!!!

Name: _____

Address: _____

Telephone: home _____ work _____

I would like to order _____ tickets:
(total number)

___ \$50 ___ \$40 (members) ___ \$15 (new members)*

Enclosed is \$ _____ .

___ Please send me one free ticket. I am a currently a contributing member or am joining now as a contributing member of \$100 or more level.

*I WOULD LIKE TO JOIN THE COMPUTER MUSEUM AND TAKE ADVANTAGE OF DISCOUNTS ON BOWL TICKETS! (available to West Coast residents only)

Membership levels: _____ Contributing Membership levels: _____

___ Individual one year (\$30) ___ Donor(\$500)
___ Student one year (\$20) ___ Supporter(\$250)
___ Family one year (\$45) ___ Friend(\$100)

Enclosed is \$ _____ for a _____ membership.
Send to:

THE COMPUTER BOWL, The Computer Museum,
300 Congress Street, Boston, MA 02210 (617)426-2800

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED			ANNUAL FY1990 BUDGET	ANNUAL PROJECTED FORECAST	
		BUDGET	12/31/89 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	590	687	722	35	5%	1,518	1,568
Capital Fund	115	273	868	595	218%	1,100	1,228
Total Revenues	<u>705</u>	<u>960</u>	<u>1,590</u>	<u>630</u>	<u>66%</u>	<u>2,618</u>	<u>2,796</u>
EXPENSES:							
Operating Fund	765	825	706	119	15%	1,650	1,471
Capital Fund	241	383	437	(54)	(14%)	1,053	1,299
Total Expenses	<u>1,006</u>	<u>1,208</u>	<u>1,143</u>	<u>65</u>	<u>5%</u>	<u>2,703</u>	<u>2,770</u>
NET REVENUES (EXPENSES)	<u>(\$301)</u>	<u>(\$248)</u>	<u>\$447</u>	<u>\$695</u>	<u>480%</u>	<u>(\$85)</u>	<u>\$26</u>

SUMMARY:

For the six months ended December 31, 1989 the museum operated at a surplus of 447K compared to a budgeted deficit of (248K). As of December 31, 1989 total cash and cash equivalents amounted to 706K.

OPERATING: Operating revenues were 5% over budget due mainly to strong unrestricted contributions, admissions, functions and store revenues. Expenses were 15% under budget due mainly to lower personnel costs (vacant positions).

CAPITAL: Revenues were 218% over budget due to receipt of additional exhibit related revenue. Expenses were 14% over budget all of which is related to exhibit costs.

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED				ANNUAL FY1990 BUDGET	ANNUAL PROJECTED FORECAST
		BUDGET	12/31/89 ACTUAL	FAV(UNFAV)			
REVENUES:							
Unrestricted contributions:	17	\$135	168	33	24%	\$279	\$285
Restricted contributions	214	99	90	(9)	(10%)	400	387
Corporate memberships	66	94	40	(54)	(57%)	188	150
Individual memberships	32	41	24	(17)	(41%)	82	67
Admissions	118	135	166	31	23%	247	282
Store	69	86	117	31	36%	163	200
Functions	63	79	95	16	20%	124	156
Other	17	18	22	4	22%	35	41
Gain/Loss on Securities	(6)	0	0	0	0%	0	0
Total Revenues	590	687	722	35	5%	1,518	1,568
EXPENSES:							
Exhibits & education	175	174	154	20	11%	324	286
Marketing & memberships	105	149	115	34	23%	298	258
Management & general	172	206	136	70	34%	409	302
Fundraising	87	39	30	9	23%	127	117
Store	73	86	108	(22)	(26%)	160	183
Functions	31	38	34	4	10%	70	67
Museum Wharf expenses	122	133	129	4	1%	262	258
Total Expenses	765	825	706	119	15%	1,650	1,471
NET REVENUES(EXPENSES)	<u>(175)</u>	<u>(138)</u>	<u>16</u>	<u>154</u>	<u>21%</u>	<u>(132)</u>	<u>97</u>

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

	12/31/88 ACTUAL	FOR THE SIX MONTHS ENDED			ANNUAL FY1990 BUDGET	ANNUAL PROJECTED FORECAST	
		BUDGET	-----12/31/89----- ACTUAL	FAV(UNFAV)			
REVENUES:							
Contributions	\$77	\$85	\$45	(\$40)	(47%)	\$400	\$220
Exhibit Funding	38	188	822	\$634	1337%	700	1,007
Interest Income	0	0	1	\$1	100%	0	1
	-----	-----	-----	-----	-----	-----	-----
Total Revenues	115	273	868	595	218%	1,100	1,228
EXPENSES:							
Exhibits	4	76	244	(168)	(221%)	481	873
Exhibit Administration	98	164	87	77	47%	313	201
Fundraising	58	65	28	37	56%	105	71
Wharf mortgage	81	78	78	0	0%	154	154
	-----	-----	-----	-----	-----	-----	-----
Total Expenses	241	383	437	(54)	(14%)	1,053	1,299
NET REVENUES (EXPENSES)	<u><u>(\$126)</u></u>	<u><u>(\$110)</u></u>	<u><u>\$431</u></u>	<u><u>\$541</u></u>	<u><u>591%</u></u>	<u><u>\$47</u></u>	<u><u>(\$71)</u></u>

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
ASSETS:					
Current:					
Cash	\$99,255			\$99,255	\$149,212
Cash Equivalents	606,475			606,475	121,117
Investments		\$69,436		69,436	37,500
Receivables	11,872			11,872	36,427
Inventory	64,020			64,020	43,708
Prepaid expenses	16,821	578		17,399	7,227
Interfund receivable		895,493		895,493	492,907
	-----	-----	-----	-----	-----
TOTAL	798,443	965,507	0	1,763,950	888,098
Property & Equipment (net):					
Equipment & furniture	-		\$11,482	11,482	11,482
Capital improvements	-		699,126	699,126	699,126
Exhibits	-		336,276	336,276	336,276
Construction in Process	-	26,311		26,311	26,311
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	26,311	1,070,884	1,097,195	1,097,195
TOTAL ASSETS	\$798,443	\$991,818	\$1,070,884	\$2,861,145	\$1,985,293
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$53,686	\$9,038		\$62,724	\$76,446
Deferred income	11,940	-		11,940	22,230
Line of credit/Loan Payable	50,000	-		50,000	0
Interfund payable	895,493	-		895,493	492,907
	-----	-----	-----	-----	-----
Total	1,011,119	9,038	0	1,020,157	591,583
Fund Balances:					
Operating	(212,676)			(212,676)	(229,083)
Capital		982,780		982,780	551,909
Plant			\$1,070,884	1,070,884	1,070,884
	-----	-----	-----	-----	-----
Total	(212,676)	982,780	1,070,884	1,840,988	1,393,710
TOTAL LIABILITIES AND FUND BALANCES	\$798,443	\$991,818	\$1,070,884	\$2,861,145	\$1,985,293
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
12/31/89

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/89	TOTAL 6/30/89
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$16,407	\$430,871		\$447,278	(\$606,578)
Depreciation				0	283,311
Cash from operations	16,407	430,871	0	447,278	(323,267)
Cash provided by/(used for) working capital:					
Receivables	24,555			24,555	(5,654)
Inventory	(20,312)			(20,312)	(4,011)
Investments		(31,936)		(31,936)	81,173
Accounts payable & other current liabs	(14,424)	702		(13,722)	(11,602)
Deferred income	(10,290)			(10,290)	7,980
Prepaid expenses	(13,121)	2,949		(10,172)	1,482
Cash from working capital	(33,592)	(28,285)	0	(61,877)	69,368
Cash provided by/(used for) Fixed assets	-			0	(33,147)
Net increase/(decrease) in cash before financing	(17,185)	402,586	0	385,401	(287,046)
Financing:					
Interfund rec. & pay.	402,586	(402,586)		0	-
Transfer to Plant				0	-
Line of credit/Loan Payable	50,000			50,000	0
Cash from financing	452,586	(402,586)	0	50,000	0
Net increase/(decrease) in cash & investments	435,401	0	0	435,401	(287,046)
Cash, beginning of year	270,329	0	0	270,329	557,375
Cash, end of period	\$705,730		\$0	\$705,730	\$270,329

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

to: **The Computer Museum Board of Directors**
from: Oliver Strimpel
re: **Board meeting on June 22**
date: 6/5/90

Please find attached the following materials relating to the upcoming Annual Meeting of The Computer Museum Board of Directors and Trustees:

- meeting agenda
- financial statement for the period July 1, 1989 - April 30, 1990
- budget for the fiscal year 1990/1
- chart of Museum staff
- listing of recent press coverage

I hope you will find the time to look at these materials before the meeting. In particular, the discussion of the FY91 budget at the meeting will assume some familiarity with the enclosed material.

It has been an excellent year for the Musuem; I look forward to sharing our achievements with you, and to setting the direction for the years ahead.

Please RSVP to Sue Johnson at (617) 426-2800 ext. 372; she can arrange parking if you need it.

Oliver Strimpel



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEETING OF THE COMPUTER MUSEUM BOARD OF DIRECTORS

JUNE 22, 1990 8:30AM-1:30PM

AGENDA

Call to order of Annual Meeting of Members of the Corporation

Election of new Members

Call to Order of Reconvened Meeting

The Year in Review (Strimpel)

FY91 Budget Discussion (McKenney/Petinella)

Computer Bowl 1991 (Bell)

Capital Campaign

background (Hendrie)

planning study (Del Sesto)

Exhibit Planning Timeline (Strimpel)

Reality on Wheels

travelling exhibit on virtual reality (Strimpel)

Milestones of a Revolution Exhibit

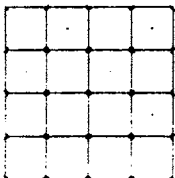
overview and exhibit techniques (Greg Welch, developer)

an international perspective (Professor Brian Randell)

educational impact (Jane Manzelli, Brookline Public Schools)

LUNCH

Meeting adjourns



The Computer Museum

Financial Statements

**For the Ten Month Period
July 1, 1989 through April 30, 1990**

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

	4/30/89 ACTUAL	FOR THE TEN MONTHS ENDED -----4/30/90-----			ANNUAL FY90 BUDGET	ANNUAL FY90 FORECAST	
		BUDGET	ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	886	1,309	1,288	(21)	(2%)	1,518	1,526
Capital Fund	426	963	1,087	124	13%	1,100	1,378
Total Revenues	1,312	2,272	2,375	103	5%	2,618	2,904
EXPENSES:							
Operating Fund	1,210	1,342	1,195	147	11%	1,650	1,503
Capital Fund	419	754	936	(182)	(24%)	1,053	1,295
Total Expenses	1,629	2,096	2,131	(35)	(2%)	2,703	2,798
NET REVENUES (EXPENSES)	(\$317)	\$176	\$244	\$68	39%	(\$85)	\$106

SUMMARY:

For the ten months ended April 30, 1990 the museum operated at a surplus of 244K compared to a budgeted surplus of 176K. As of April 30, 1990 total cash and cash equivalents amounted to 595K.

OPERATING: Operating revenues were 2% under budget due mainly to shortfalls in Restricted Contributions (Computer Bowl), despite strong earned revenue of Admissions, Functions and Store revenues. Expenses were 11% under budget due mainly to lower personnel costs (vacant positions).

CAPITAL: Revenues were 13% over budget due to receipt of additional exhibit related revenue. Expenses were 24% over budget due to higher exhibit costs.

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

	4/30/89 ACTUAL	FOR THE TEN MONTHS ENDED				ANNUAL FY90 BUDGET	ANNUAL FY90 FORECAST
		BUDGET	4/30/90 ACTUAL	FAV(UNFAV)			
REVENUES:							
Unrestricted contributions:	53	\$243	233	(10)	(4%)	\$279	\$281
Restricted contributions	256	371	310	(61)	(16%)	400	364
Corporate memberships	115	157	137	(20)	(13%)	188	150
Individual memberships	54	68	40	(28)	(41%)	82	52
Admissions	187	204	251	47	23%	247	302
Store	108	131	170	39	30%	163	205
Functions	86	105	116	11	10%	124	134
Other	33	30	31	1	1%	35	38
Gain/Loss on Securities	(6)	0	0	0	0%	0	0
Total Revenues	886	1,309	1,288	(21)	(2%)	1,518	1,526
EXPENSES:							
Exhibits & education	284	274	277	(3)	(1%)	324	324
Marketing & memberships	173	249	186	63	25%	298	241
Management & general	294	333	240	93	28%	409	307
Fundraising	99	76	65	11	14%	127	120
Store	111	132	161	(29)	(22%)	160	190
Functions	47	59	51	8	13%	70	63
Museum Wharf expenses	202	219	215	4	2%	262	258
Total Expenses	1,210	1,342	1,195	147	11%	1,650	1,503
NET REVENUES(EXPENSES)	(\$324)	(\$33)	\$93	\$126	381%	(\$132)	\$23

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

	4/30/89 ACTUAL	FOR THE TEN MONTHS ENDED			FY90 BUDGET	FY90 FORECAST	
		BUDGET	4/30/90 ACTUAL	FAV(UNFAV)			
REVENUES:							
Contributions	\$370	\$325	\$80	(\$245)	(75%)	\$400	\$210
Exhibit Funding	56	638	1,000	\$362	574%	700	1,159
Interest Income	0	0	9	\$9	100%	0	11
Gain/Loss on Securities	0	0	(2)	(\$2)	(100%)	0	(2)
	-----	-----	-----	-----	-----	-----	-----
Total Revenues	426	963	1,087	124	13%	1,100	1,378
EXPENSES:							
Exhibits	18	270	608	(338)	(125%)	481	916
Exhibit Administration	167	264	146	118	45%	313	162
Fundraising	99	92	54	38	41%	105	63
Wharf mortgage	135	128	128	0	0%	154	154
	-----	-----	-----	-----	-----	-----	-----
Total Expenses	419	754	936	(182)	(24%)	1,053	1,295
NET REVENUES (EXPENSES)	<u>\$7</u>	<u>\$209</u>	<u>\$151</u>	<u>(\$58)</u>	<u>(28%)</u>	<u>\$47</u>	<u>\$83</u>

THE COMPUTER MUSEUM
BALANCE SHEET
4/30/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/90	TOTAL 6/30/89
ASSETS:					
Current:					
Cash	\$124,444			\$124,444	\$149,212
Cash Equivalents	470,199			470,199	121,117
Investments		\$40,134		40,134	37,500
Receivables	13,841			13,841	36,427
Inventory	65,433			65,433	43,708
Prepaid expenses	10,020	945		10,965	7,227
Interfund receivable		694,291		694,291	492,907
	-----	-----	-----	-----	-----
TOTAL	683,937	735,370	0	1,419,307	888,098
Property & Equipment (net):					
Equipment & furniture	-		\$11,482	11,482	11,482
Capital improvements	-		699,126	699,126	699,126
Exhibits	-		336,276	336,276	336,276
Construction in Process	-	26,311		26,311	26,311
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	26,311	1,070,884	1,097,195	1,097,195
 TOTAL ASSETS	 \$683,937	 \$761,681	 \$1,070,884	 \$2,516,502	 \$1,985,293
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$60,597	\$58,083		\$118,680	\$76,446
Deferred income	15,740	-		15,740	22,230
Line of credit/Loan Payable	50,000	-		50,000	0
Interfund payable	694,291	-		694,291	492,907
	-----	-----	-----	-----	-----
Total	820,628	58,083	0	878,711	591,583
Fund Balances:					
Operating	(136,691)			(136,691)	(229,083)
Capital		703,598		703,598	551,909
Plant			\$1,070,884	1,070,884	1,070,884
	-----	-----	-----	-----	-----
Total	(136,691)	703,598	1,070,884	1,637,791	1,393,710
 TOTAL LIABILITIES AND FUND BALANCES	 \$683,937	 \$761,681	 \$1,070,884	 \$2,516,502	 \$1,985,293
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
4/30/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/90	TOTAL 6/30/89
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$92,392	\$151,689		\$244,081	(\$606,578)
Depreciation				0	283,311
	-----	-----	-----	-----	-----
Cash from operations	92,392	151,689	0	244,081	(323,267)
Cash provided by/(used for) working capital:					
Receivables	22,586			22,586	(5,654)
Inventory	(21,725)			(21,725)	(4,011)
Investments		(2,634)		(2,634)	81,173
Accounts payable & other current liabs	(7,513)	49,747		42,234	(11,602)
Deferred income	(6,490)			(6,490)	7,980
Prepaid expenses	(6,320)	2,582		(3,738)	1,482
	-----	-----	-----	-----	-----
Cash from working capital	(19,462)	49,695	0	30,233	69,368
Cash provided by/(used for) Fixed assets	-			0	(33,147)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	72,930	201,384	0	274,314	(287,046)
Financing:					
Interfund pay. & rec.	201,384	(201,384)		0	-
Transfer to Plant				0	-
Line of credit/Loan Payable	50,000			50,000	0
	-----	-----	-----	-----	-----
Cash from financing	251,384	(201,384)	0	50,000	0
Net increase/(decrease) in cash & investments	324,314	0	0	324,314	(287,046)
	-----	-----	-----	-----	-----
Cash, beginning of year	270,329	0	0	270,329	557,375
Cash, end of period	\$594,643		\$0	\$594,643	\$270,329
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM

FY91 BUDGET

May 18, 1990

THE COMPUTER MUSEUM

FY91 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY91 Budget reflects a net deficit of \$100K for the Museum. This net deficit represents the combined results of two funds; a \$27K surplus in the "Operating Fund" and a \$127K deficit in the "Capital Fund".

CASH FLOW

The available cash balance as of June 30, 1990 is expected to be approximately \$410K. Based on achieving the FY91 Budget, the available cash balance is expected to be about \$310K as of June 30, 1991.

Based on the monthly projections of cash flow, the Museum does not expect to fall below the DEC requirement to maintain a combined cash balance of \$100K. If the combined cash balance were to fall below \$100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum Building.

OBJECTIVES

- Strong emphasis on increasing revenues:
 - Capital campaign for Endowment and Building
 - Operational activities
 - Exhibits
- Exhibit development based on specific contributions for exhibits:
 - Open "Milestones"
 - Open "Reality on Wheels"
 - Complete "Kits" program.
 - Start "Computer Discovery Center"

ASSUMPTIONS

- Restructure the Museum's staff to develop and maximize productivity to support budget objectives.
- Continue responsibility for payment of Museum Wharf operating costs and mortgage payments.

THE COMPUTER MUSEUM STATEMENTS OF REVENUES AND EXPENSES

(\$ - Thousands)

	OPERATING FUND			CAPITAL FUND			COMBINED		
	FY90 Budget	FY90 Projected	FY91 Budget	FY90 Budget	FY90 Projected	FY91 Budget	FY90 Budget	FY90 Projected	FY91 Budget
REVENUES									
Unrestricted Contributions	\$601	\$531	\$600	\$400	\$210	\$250	\$1001	\$741	\$850
Restricted Contributions	78	114	315	700	1159	761	778	1273	1076
Corporate Memberships	188	150	200	-	-	-	188	150	200
Individual Memberships	82	52	52	-	-	-	82	52	52
Admissions	247	302	370	-	-	-	247	302	370
Store	163	205	268	-	-	-	163	205	268
Functions	124	134	153	-	-	-	124	134	153
Interest Income	9	10	4	-	11	-	9	21	4
Other	26	28	57	-	-	-	26	28	57
Gain (Loss) on Securities	-	-	-	-	(2)	-	-	(2)	-
TOTAL REVENUE	1,518	1,526	2,019	1,100	1,378	1,011	2,618	2,904	3,030
EXPENSES									
Exhibits Development	6	6	204	481	916	746	487	922	950
Exhibits & Collections	98	117	123	-	-	-	98	117	123
Education	287	288	261	-	-	-	287	288	261
Marketing & Memberships	344	275	391	-	-	-	344	275	391
Gen. Management	288	186	239	313	162	90	601	348	329
Fundraising	135	120	182	105	63	155	240	183	337
Store	160	190	232	-	-	-	160	190	232
Functions	70	63	74	-	-	-	70	63	74
MW Operating Costs	262	258	286	-	-	-	262	258	286
MW Mortgage	-	-	-	154	154	147	154	154	147
TOTAL EXPENSE	1,650	1,503	1,992	1,053	1,295	1,138	2,703	2,978	3,130
NET SURPLUS (DEFICIT)	\$(132)	\$23	\$27	\$47	\$83	\$(127)	\$(85)	\$106	\$(100)

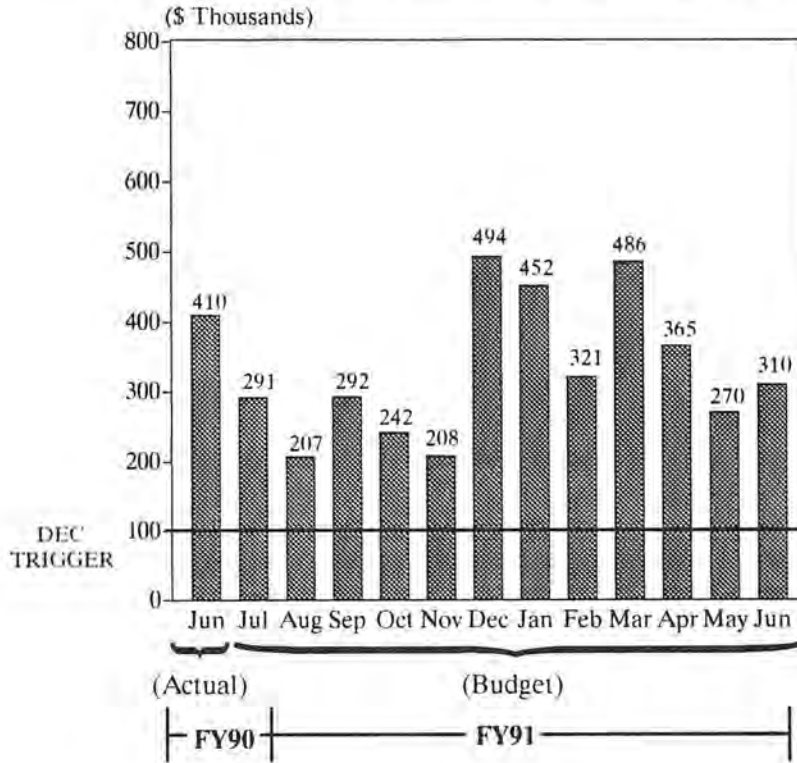
NOTE:

To achieve an appropriate comparison by line item, reclassifications were made for the FY90 Budget and Projected columns to conform to the FY91 Budget presentation.

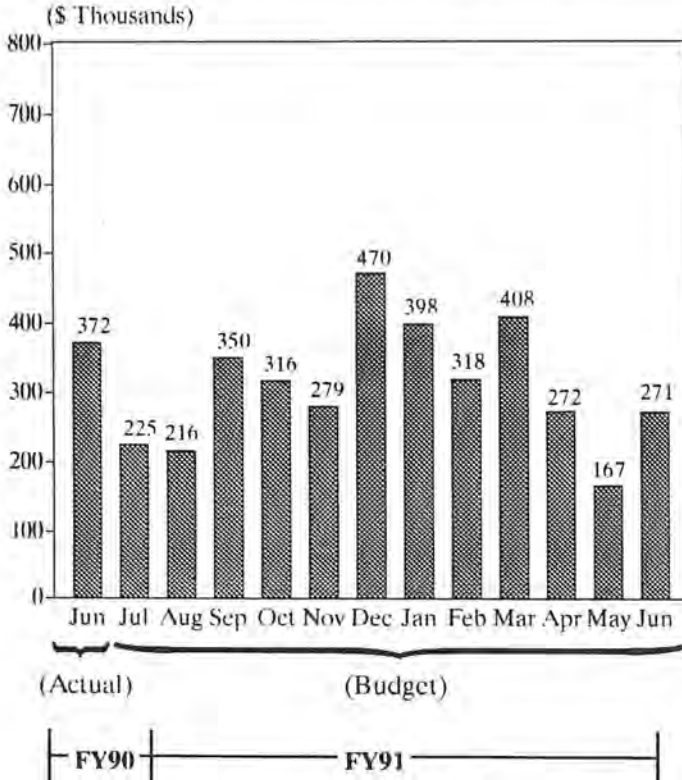
THE COMPUTER MUSEUM

BAR GRAPH REPRESENTATION OF MONTHLY CASH BALANCE FY91

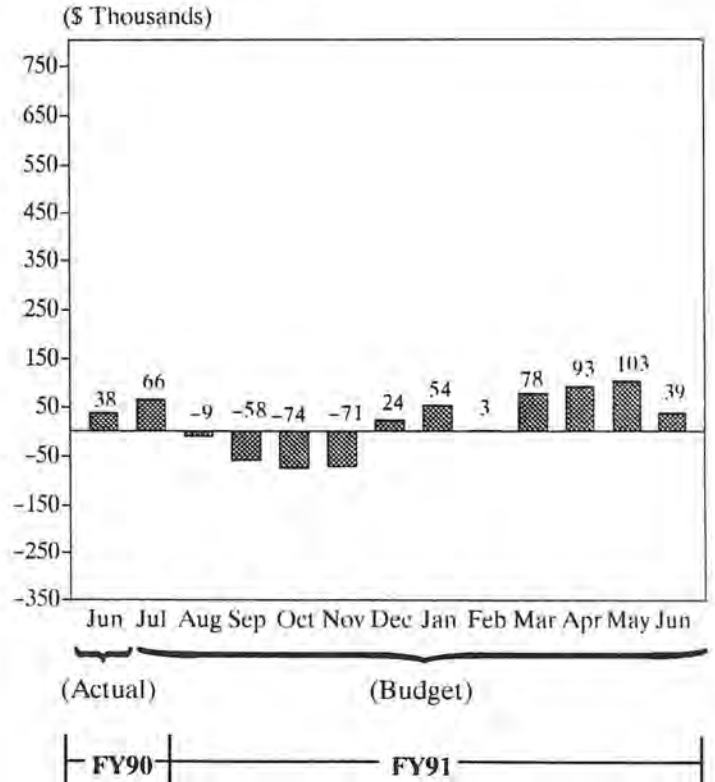
COMBINED RESTRICTED & UNRESTRICTED MONTH END CASH BALANCE



RESTRICTED MONTH END CASH BALANCE



UNRESTRICTED MONTH END CASH BALANCE



NOTE: Restricted cash balance includes funding for Exhibits, Building and Endowments.

THE COMPUTER MUSEUM
NOTES
FY91 BUDGET

1. Revenue Recognition

Restricted and unrestricted contributions are recognized when received. Memberships are recorded as income according to the fiscal year in which they pertain and deferred if applicable to future years. Pledge revenue is recorded when received. Income from functions and events is recorded as of the date of the event.

2. Depreciation

Set forth below are estimates of depreciation amounts which were not included in the FY90 Forecast or FY91 Budget since they do not require any cash flow out. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount of depreciation for both FY90 and FY91 is expected to be approximately \$283K.

3. Employees

As of June 30, 1990, full time equivalent employees (FTE's) are expected to be 33. As of June 30, 1991, FTE's are expected to be 36.

4. Memberships

The following is a summary of the estimated number of Museum members:

	<u>FY90</u>	<u>FY91</u>
Corporate	100	125
Individual	<u>1,150</u>	<u>1,650</u>
Total	1,250 =====	1,775 =====

THE COMPUTER MUSEUM
NOTES (Cont'd)
FY91 BUDGET

5. Unrestricted Contributions

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

<u>DESCRIPTION</u>	<u>FY90</u>	<u>FY91</u>
Computer Bowl	\$250	\$300
Corporation & Foundation Grants	4	180
Government	75	-
Annual Drive	100	120
Individuals	89	-
Other Sources	<u>13</u>	<u>-</u>
Operating Fund Total	531	600
Capital Fund Total	<u>210</u>	<u>250</u>
	\$741	\$850
	=====	=====

6. Restricted Contributions

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

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

<u>DESCRIPTION</u>	<u>FY90</u>	<u>FY91</u>
KITS	\$ 33	\$ 96
Mass Council	18	18
IMS	7	-
Reality on Wheels	40	180
Public Programs	-	11
Breakfast Seminars	16	-
General	<u>0</u>	<u>10</u>
Operating Fund Total	114	315
Capital Fund Total (Exhibits)	<u>1159</u>	<u>761</u>
	\$1273	\$1076
	=====	=====

THE COMPUTER MUSEUM
NOTES (Cont'd)
FY91 BUDGET

7. Admissions

Set forth below are the attendance levels and average revenue per visitor by year. Effective April 1, 1990, the admission fee was increased by \$1.00 bringing the total admission fee to \$6.00. No increase is planned for FY91.

<u>YEAR</u>	<u>Number of Visitors</u>	<u>% Inc - Dec</u>	<u>Average Admission Revenue per Visitor</u>
FY85	34,000 (approx. 5 mos. due to move from Marlboro to Boston)	NM	\$2.18
FY86	77,000 (actual)	NM	2.32
FY87	77,619 (actual)	.8%	2.48
FY88	77,072 (actual)	-.7%	2.92
FY89	88,041 (actual)	14%	2.64
FY90	90,000 (forecast)	2%	3.33
FY91	104,000 (budget)	15%	3.56

The budgeted increase in visitors for FY91 is based on strengthened and focused marketing efforts, opening of the "Walk Through Computer" exhibit, hosting Siggraph conference again and associated traffic from DEC World.

8. Capital Fund Contributions

Capital Fund revenues represent the amounts received from pledges. The FY91 Budget includes anticipated receipt of installments on capital campaign pledges made prior to FY91 and the amounts received from new pledges made under Phase II of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

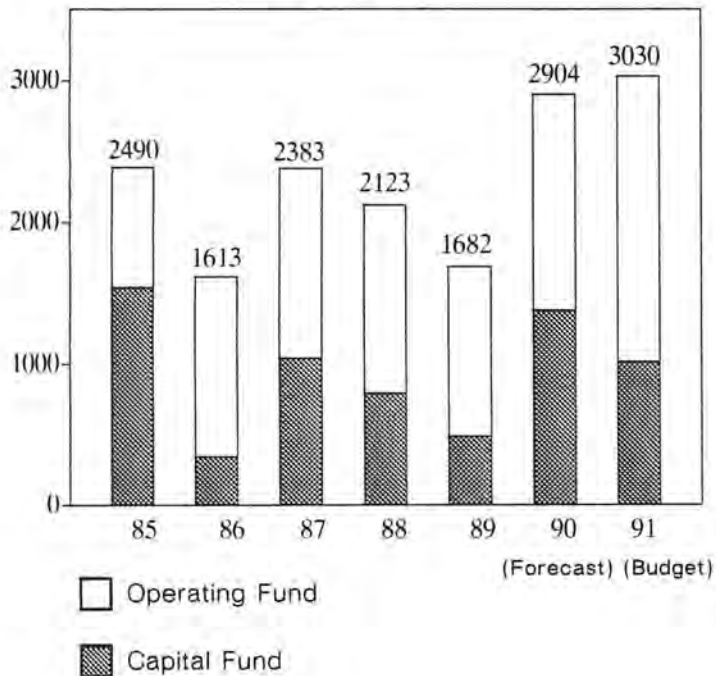
<u>Fiscal Year</u>	<u>Phase I</u>	<u>Phase II</u>	<u>Exhibits</u>	<u>Total</u>
1987	\$ 375	\$ 192	\$ 299	\$ 866
1988	155	395	126	676
1989	48	340	95	483
1990	16	194	1159	1369
1991	10	240	761	1011
	\$ 604	\$1361	\$2440	\$4405
	===	====	====	====

THE COMPUTER MUSEUM

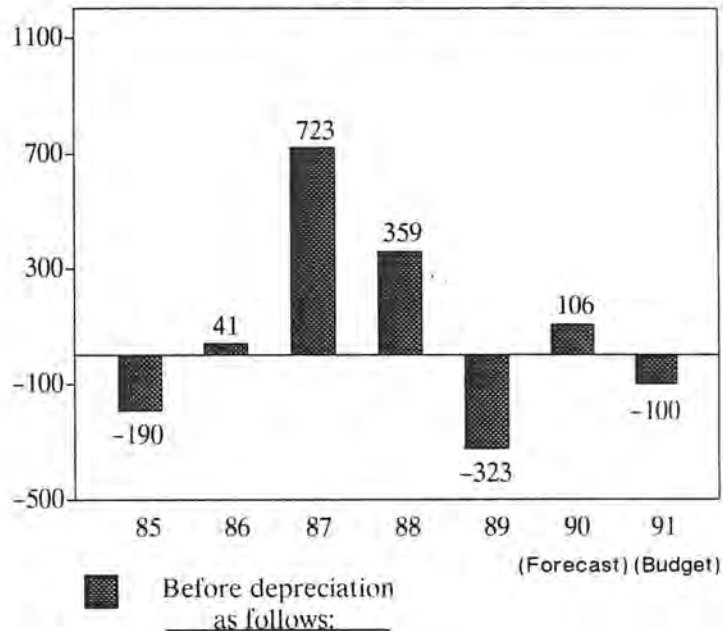
SUPPLEMENTAL FINANCIAL INFORMATION

**THE COMPUTER MUSEUM
ANNUAL FINANCIAL SUMMARY
FY85 - FY91
(\$ - Thousands)**

REVENUES

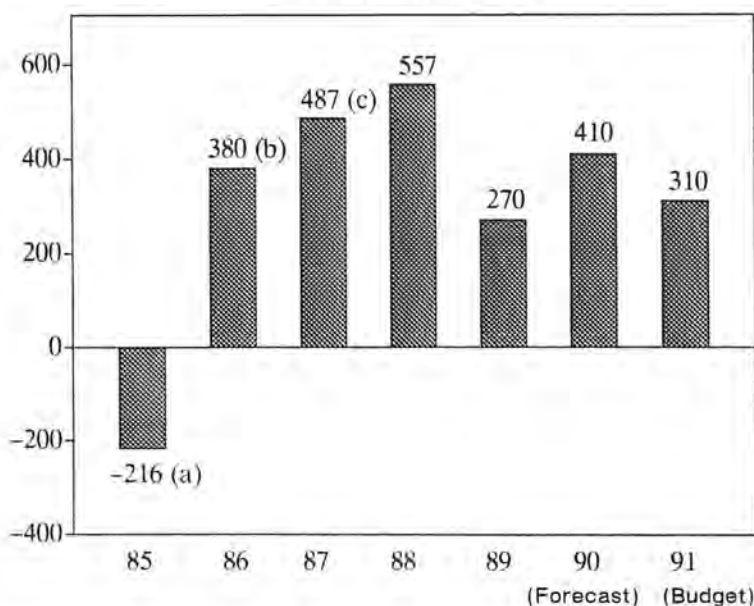


NET SURPLUS/ - DEFICIT



FY85	\$ 62
FY86	101
FY87	110
FY88	308
FY89	283
FY90 (Est.)	283
FY91 (Est.)	283

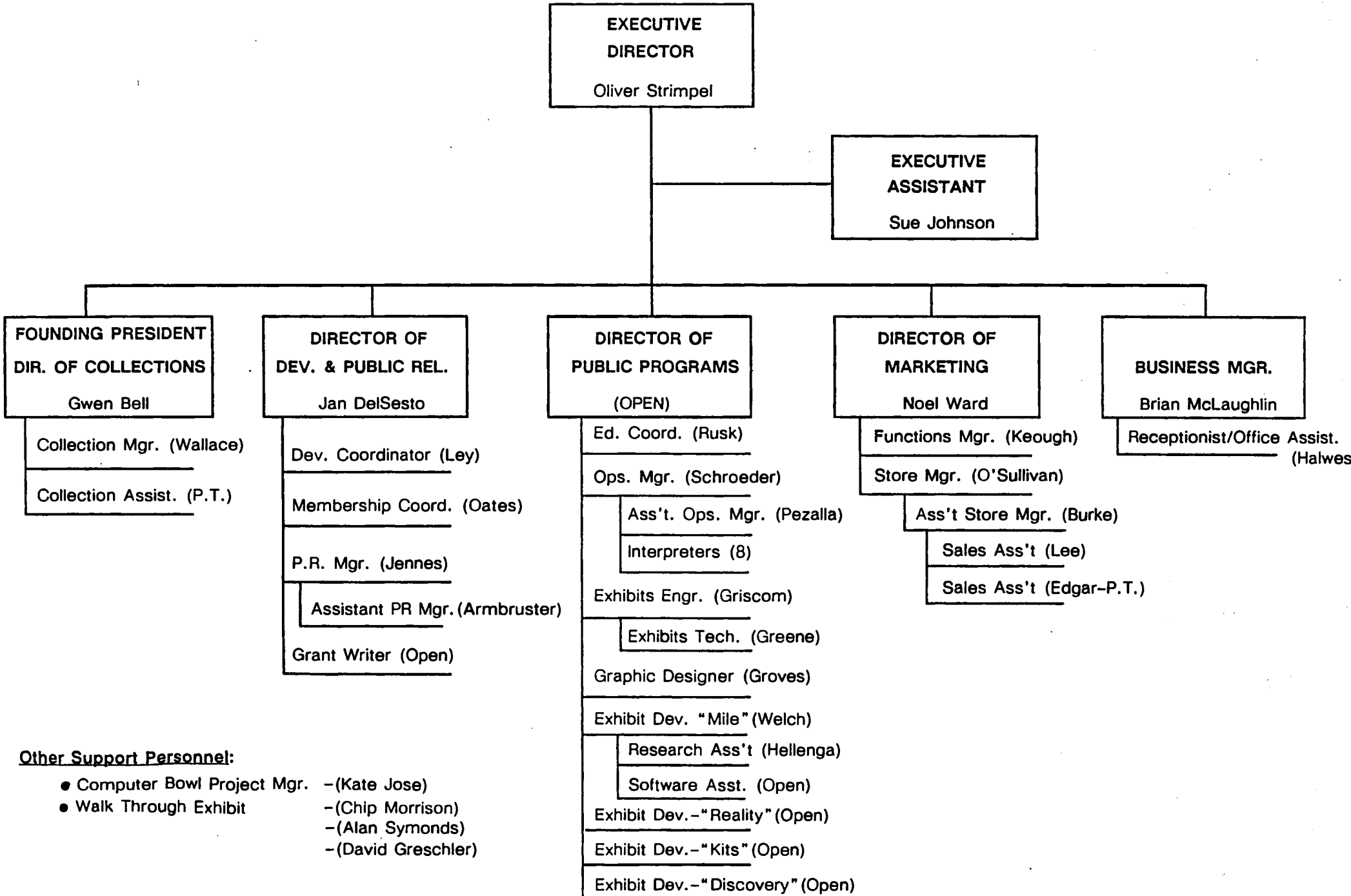
CASH BALANCE



- (a) Borrowed \$285K to finance \$216K deficit resulting in net cash balance of \$69K.
 (b) Repaid \$200K of borrowings resulting in net cash balance of \$180K.
 (c) Repaid remaining \$85K of borrowings resulting in net cash balance of \$402K.

THE COMPUTER MUSEUM

Organizational Chart



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEDIA SUMMARY: IN BRIEF

February 16, 1990-May 31, 1990

PRINT

Total Circulation: 76,914,057

ELECTRONIC:

Total impressions: 17,850,000

International Highlights

News of The Computer Museum and/or The Walk-Through Computer has spanned the globe with a half-page piece in the March 26 London Daily Telegraph and a Jerusalem Post feature on the Museum last December. The Telegraph story prompted a stream of inquiries from Great Britain including the London Times, New Computer Express, Electronic Times, the BBC prime-time science program Tomorrow's World and the BBC's Search Out Science show for children.

In addition, Zeit Magazin's (Germany's Time Magazine) Special Computer issue in March featured an extensive article on the Museum mentioning The Walk-Through. The West German Siemens Review (read by 40,000 of the world's opinion leaders) published a feature on The Walk-Through in its May/June issue. Der Spiegel (Germany's Newsweek) is currently writing a piece. And VDR, West Germany's state-owned network, plans a 10-minute segment for High Score, a program for young adults, with an audience of one million.

In June, Japan's Channel 12 network Nightly Business News plans a feature on the Museum, and Lufthansa is shooting an in-flight video on the Museum as a tourist must-see.

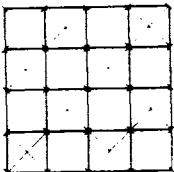
Also of interest: Both Guinness Book of Records and Collier's Encyclopedia Yearbook wants to include The Walk-Through exhibit in their publications.

National Highlights

Major placements on The Walk-Through: a June 4 NEWSWEEK piece in the "Lifestyle" section ("This Is Big, Reeeeaally Big: The Computer Museum's new exhibit combines high-tech education with razzle-dazzle") and a May 20 New York Times Sunday Magazine Back Page "Works in Progress" piece. The Walk-Through will also be highlighted in USA Weekend (it has close to 30 million readers), Popular Science, and Family Circle.

The AP, UPI, USA Today, Los Angeles Times, Computerworld, Electronic Engineering Times, Information Week, Lotus Magazine, Personal Computing, The Boston Sunday Globe, and CHILDSPLAY Magazine are highlighting the exhibit with features or other coverage. Also coming up this June a story in Results Magazine (read by 30,000 top management executives in the US).

NBC's TODAY will be the first network morning show to introduce the country to the exhibit on June 21 in a feature live from the Museum, CNN's Science and Technology show plans a segment for its five million viewers, and Good Morning America also wants to do a live segment from inside The Walk-Through Computer.



2/Media Summary

Other pieces include "Journey to the Center of the PC" in the April 23rd BusinessWeek and features in the May issue of Popular Mechanics, The Boston Globe, The Boston Herald, and the April 18th issue of a North Shore Weekly chain distributed to 110,000 people in Massachusetts.

The Boston Globe broke The Walk-Through story back in December. In March, The Sunday New York Times highlighted the new exhibit in a piece on the Museum that has been reprinted across the country and in Canada. The April issue of Compute! featured a photograph and description of The Walk-Through as part of an extensive feature about the Museum.

Other Highlights

More than one million people saw the "West Coast Nerds Beat the East Eggheads" during The Second Annual Computer Bowl on Computer Chronicles in May, and another six million read about the Bowl in publications like The Wall Street Journal, San Jose Mercury News, Dallas Morning News, Boston Globe, Byte, and Marketing Computers.

Also, the May/June 1990 10th Anniversary Issue of Classroom Computer Learning featured the Museum's Memories poster on its cover, urging readers to become Museum members.

5/31/90

**THE WALK-THROUGH COMPUTER
MEDIA SUMMARY
(Includes upcoming placements)**

PRINT

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 509,500
DATE: December 8, 1989
HEADLINE: "Odds and Ends"
DESCRIPTION: Mention in Alex Beam's column
CONTACT: Alex Beam

PUBLICATION: POPULAR MECHANICS
CIRCULATION: 1,600,000
DATE: May 1990
HEADLINE: "Museums for the Future"
DESCRIPTION: Story and two pictures about The Walk-
Through Computer
CONTACT: Abe Dane

PUBLICATION: THE NEW YORK TIMES
CIRCULATION: 1,593,100
DATE: March 4, 1990
HEADLINE: "Computers on Display, But Not on a
Pedestal"
DESCRIPTION: Feature on Museum and Walk-Through Computer
CONTACT: Anne Driscoll

PUBLICATION: COMPUTE!
CIRCULATION: 260,000
DATE: April 1990
HEADLINE: "Welcome to My Machine"
DESCRIPTION: Feature on the Museum and The Walk-
Through Computer
CONTACT: Keith Ferrell

PUBLICATION: PERSONAL COMPUTING
CIRCULATION: 501,440
DATE: June 1990
CONTACT: Rob Bel Bruno

PUBLICATION: CHILDSPLAY
CIRCULATION: 40,000
DATE: June 1990

**The Walk-Through Computer
Media Report
Page 2**

PUBLICATION: FAMILY CIRCLE
CIRCULATION: 5.75 million
DATE: June 26, 1990
HEADLINE: "Circle this: June is..."
DESCRIPTION: Highlighted in News to Use section with keyboard photo
CONTACT: Margaret Jaworski

PUBLICATION: THE DAILY TELEGRAPH
CIRCULATION: 1.15 million
DATE: March 26, 1990
HEADLINE: "The Two-storey Desktop Computer"
DESCRIPTION: Feature story on The Walk-Through Computer
CONTACT: Dr. Roger Highfield

PUBLICATION: EAGLE(WICHITA, KANSAS)
CIRCULATION: 193,502
DATE: March 18, 1990
HEADLINE: "Computer History, use on display"
DESCRIPTION: Reprint of New York Times article
CONTACT: Anne Driscoll

PUBLICATION: BUSINESSWEEK
CIRCULATION: 400,000
DATE: April 23, 1990
HEADLINE: "Journey to the Center of the PC"
DESCRIPTION: Piece on The Walk-Through Computer
CONTACT: Mark Lewyn

PUBLICATION: VGBH MAGAZINE
DATE: June 1990
HEADLINE: "Inside Story"
DESCRIPTION: Item on The Walk-Through Computer
CONTACT: Sarah Bailey

PUBLICATION: THE REGION (BOSTON NORTH SHORE WEEKLY CHAIN)
CIRCULATION: 110,000
DATE: April 18, 1990
HEADLINE: "Computer Museum Head Oliver Strimpel is User-Friendly"
DESCRIPTION: Feature on Oliver Strimpel and The Walk-Through Computer
CONTACT: Dan Kennedy

PUBLICATION: SUNDAY NEW YORK TIMES MAGAZINE
CIRCULATION: 1,593,100
DATE: May 20, 1990
HEADLINE: "Byte-Sized, but Big"
DESCRIPTION: "Back Page" feature on The Walk-Through Computer
CONTACT: Bruce Weber

**The Walk-Through Computer
Media Report
Page 3**

PUBLICATION: ZEIT MAGAZIN
DATE: March 1990
HEADLINE: "Veteranen Aus Blech"
DESCRIPTION: Feature (in German) on the Museum
CONTACT: Wolfram Runkel

PUBLICATION: POPULAR SCIENCE
CIRCULATION: 1.8 million
DATE: August 1990
DESCRIPTION: "What's New" piece on The Walk-Through Computer
CONTACT: Judith Yeaple

PUBLICATION: WORKING WOMAN
CIRCULATION: 1 million
DATE: August 1990
DESCRIPTION: Story on The Walk-Through Computer
CONTACT: Pam Bentley

PUBLICATION: USA WEEKEND
CIRCULATION: 29,500,000
DATE: June 1990
DESCRIPTION: Piece on The Walk-Through Computer
CONTACT: Benjamin Sessioms

PUBLICATION: USA TODAY
CIRCULATION: 1,631,335
DATE: Early June
DESCRIPTION: Mentioned in article about cross country travel
CONTACT: Joan Murphy

PUBLICATION: NEWSWEEK
CIRCULATION: 3.1 million
DATE: June 4, 1990
HEADLINE: "This is Big. Reeceally Big"
DESCRIPTION: Story on The Walk-Through Computer/Science Section
CONTACT: John Schwartz

PUBLICATION: THE BOSTON HERALD
CIRCULATION: 355,494
DATE: May 23, 1990
HEADLINE: "Bigger-than-life computer to go on display at museum"
DESCRIPTION: Feature w/R. Fowler, D. Griscom, C. Morrison
CONTACT: Paul Beckett

The Walk-Through Computer
Media Report
Page 4

PUBLICATION: THE DENVER POST
CIRCULATION: 227,105
DATE: April 23, 1990
HEADLINE: "Computer Museum puts visitors in touch with technology"
DESCRIPTION: New York Times reprint
CONTACT: Anne Driscoll

PUBLICATION: ELLE (SOUTH AMERICAN EDITION)
CIRCULATION: 600,000 plus issues to Brazil, Venezuela, Chile and Portugal
DATE: July 1990
CONTACT: Katia Pigossi-Zero

PUBLICATION: BYTE MAGAZINE
CIRCULATION: 495,000
DATE: August 1990
DESCRIPTION: Piece in the "Nanobytes" section
CONTACT: Dave Andrews

PUBLICATION: BYTE
CIRCULATION: 125,000 (regional issue)
DATE: August 1990
DESCRIPTION: Story about The Walk-Through Computer
CONTACT: Dave Andrews

PUBLICATION: ELECTRONIC ENGINEERING TIMES
CIRCULATION: 121,537
DATE: June 4, 1990
CONTACT: Bob Bellinger

PUBLICATION: RESULTS MAGAZINE
CIRCULATION: 30,000 Industrial corporate leaders
DATE: June 1990
HEADLINE: "Boston's Visitor-Friendly Museum"
DESCRIPTION: Feature on the Museum and The Walk-Through Computer
CONTACT: Bill Hogan

PUBLICATION: COMPUTERWORLD
CIRCULATION: 147,899
DATE: June 4, 1990
DESCRIPTION: Story on The Walk-Through Computer
CONTACT: Michael Alexander

**The Walk-Through Computer
Media Report
Page 5**

PUBLICATION: LOTUS MAGAZINE
CIRCULATION: 384,816
DATE: July 1990
DESCRIPTION: Feature on The Walk-Through Computer
CONTACT:

PUBLICATION: LOTUS NOTICE
CIRCULATION: In-house publication
DATE: July 1990
DESCRIPTION: Feature on The Walk-Through Computer
CONTACT: Lee Goodwin

PUBLICATION: BOSTONIA
CIRCULATION: 143,700
DATE: May-June 1990
HEADLINE: "The Computer Museum"
DESCRIPTION: Highlight of The Walk-Through Computer
CONTACT: Ian Springsteel

PUBLICATION: HEWLETT-PACKARD MAGAZINE
DATE: June 1990
DESCRIPTION: Feature on The Walk-Through Computer
CONTACT: Theodora Nelson

PUBLICATION: THE BOSTON GLOBE
DATE: June 2, 1990
HEADLINE: "It's Bigger Than Byte-Sized"
DESCRIPTION: "Feature story about The Walk-Through Computer
CONTACT: Ron Rosenberg

The Walk-Through Computer
Media Report
Page 6

ELECTRONIC:

TELEVISION:

PROGRAM: NBC TODAY
DATE SHOT: June 19, 1990
DATE AIRED: June 21, 1990
AUDIENCE: 3.6 million
DESCRIPTION: Feature piece on The Walk-Through Computer
CONTACT: Coby Atlas

PROGRAM: CNN "SCIENCE AND TECHNOLOGY"
DATE AIRED: June 21-24, 1990
AUDIENCE: 5 million
DESCRIPTION: Feature on The Walk-Through Computer
CONTACT: Jeff Garrard

PROGRAM: WDR CHANNEL ONE (WEST GERMAN TELEVISION)
DATE SHOT: May 25, 1990
DATE AIRED: September
DESCRIPTION: 10 minute feature on "High Score," a computer show
AUDIENCE: 1 million

RADIO:

PROGRAM: PUBLIC SERVICE ANNOUNCEMENT
NETWORK/STATION: WJIB
DATE SHOT: May 25, 1990
DATE AIRED: July 4, 1990 weekend
CONTACT: Scott Apple
DESCRIPTION: Interview regarding Videofest and The Walk-Through Computer

PROGRAM: MORNING EDITION-NEW ENGLAND MINUTES
NETWORK/STATION: WBUR
DATE SHOT: May 23, 1990
DATE AIRED: May 24, 1990
AUDIENCE: 270,000
CONTACT: David Wright
DESCRIPTION: Feature piece on The Walk-Through Computer

MEDIA COVERAGE OF THE COMPUTER BOWL 1990

PUBLICATION: MASS HIGH TECH
CIRCULATION: 37,000
DATE: November 20, 1989
HEADLINE: "In This Corner"
DESCR: Item on Bowl

PUBLICATION: MARKETING COMPUTERS
CIRCULATION: 20,600 (MONTHLY)
DATE: December 1989
HEADLINE: "When East meets West"
DESCR: Item on Bowl

PUBLICATION: STUART ALSOP'S PC LETTER
DATE: December 13, 1989
HEADLINE: "Research and Developments: Party Time"
DESCR: Bowl description
CONTACT: Stuart Alsop

PUBLICATION: INFORMATION WEEK
CIRCULATION: 148,146
DATE: January 1, 1990
HEADLINE: "Computer Bowl II"(In "Miscellany")
DESCR: Item on Bowl

PUBLICATION: COMPUTER MAGAZINE
CIRCULATION: 78,000
DATE: January 1990
HEADLINE: "Computer Bowl II--Let the chips fall where they may"
DESCR: Bowl story in Update section
CONTACT: Steve Wilcox

PUBLICATION: SOFTWARE MAGAZINE
CIRCULATION: 95,000
DATE: February 1990
HEADLINE: "April"
DESCR: Calendar listing of the Bowl

PUBLICATION: SAN JOSE MERCURY NEWS
CIRCULATION: 308,427
DATE: February 14, 1990
HEADLINE: Nerd vs. Nerd (Bits and Bytes)
DESCR: Item on Bowl
CONTACT: Ron Wolf

The Computer Bowl
Media Report/Page 2

PUBLICATION: TECHMART LETTER
DATE: February/March/April
HEADLINE: "Techmart to Host Live Satellite Broadcast of Computer Bowl"
DESCR: Piece on the Bowl at Techmart

PUBLICATION: BOSTON COMPUTER CURRENTS
CIRCULATION: 45,000
DATE: April 1990
HEADLINE: "Computer Museum hosts Second Computer Bowl"
DESCR: Short feature on the Bowl

PUBLICATION: BYTE
CIRCULATION: 435,000
DATE: April 1990
DESCR: Item on Bowl

PUBLICATION: SAN FRANCISCO EXAMINER-CHRONICLE
CIRCULATION: 705,341
DATE: March 25, 1990
HEADLINE: "Inside Technology"
DESCR: Column on women in computing; lack of women in bowl
CONTACT: Denise Caruso

PUBLICATION: THE BOSTON HERALD
CIRCULATION: 355,355
DATE: April 29, 1990
HEADLINE: "West edges out East in high-tech face-off"
DESCR: Feature on Bowl
CONTACT: Dana Bisbee

PUBLICATION: THE BOSTON GLOBE
CIRCULATION: 509,500
DATE: April 30, 1990
HEADLINE: "Silicon Valley gets its revenge"
DESCR: Feature on Computer Bowl
CONTACT: Jane Fitz Simon

PUBLICATION: THE WALL STREET JOURNAL
CIRCULATION: 1,931,410
DATE: April 30, 1990
HEADLINE: "West Coast Nerds Beat East Eggheads In Computer Bowl"
DESCR: Feature on The Computer Bowl
CONTACT: John Wilke

**The Computer Bowl
Media Report/Page 3**

PUBLICATION: THE SAN JOSE MERCURY NEWS
CIRCULATION: 268,967
DATE: April 28, 1990
HEADLINE: "West Wins--Left Coast gets revenge in Computer Bowl II"
DESCR: Feature on The Computer Bowl
CONTACT: Ron Wolf

PUBLICATION: IDG WORLD UPDATE
DATE: MAY 7, 1990
HEADLINE: "Computer Bowl II: East Meets West"
DESCR: Feature on the Bowl

PUBLICATION: COMMUNICATIONS OF THE ACM
CIRCULATION: 75,000
DATE: August 1990
DESCR: Feature on The Computer Bowl
CONTACT: Karen Frenkel

PUBLICATION: MARKETING COMPUTERS
CIRCULATION: 20,600 (MONTHLY)
DATE: June 1990
DESCR: Feature on Computer Bowl

PUBLICATION: COMMUNICATIONS OF THE ACM
CIRCULATION: 75,000
DATE: April 1990
HEADLINE: "ACM to present Computer Museum's second computer bowl"
DESCRIPTION: Feature on Computer Bowl
CONTACT: Karen Frenkel

PUBLICATION: THE DALLAS MORNING NEWS
CIRCULATION: 535,465
DATE: April 22, 1990
HEADLINE: "Technology"
DESCRIPTION: Item on Computer Bowl
CONTACT: Tom Steinert-Threlkeld

PUBLICATION: SUN (LOWELL, MASS)
CIRCULATION: 55,763
DATE: April 30, 1990
HEADLINE: "West beats East in Computer Bowl"
DESCRIPTION: Item about The Computer Bowl

**The Computer Bowl
Media Report/Page 4**

PUBLICATION: CALIFORNIA COMPUTER NEWS
CIRCULATION: 40,000
DATE: April 1990
HEADLINE: "West Coast Seeks Revenge"
DESCRIPTION: Item about The Computer Bowl

PUBLICATION: MACWEEK
CIRCULATION: 76,487
DATE: May 8, 1990
HEADLINE: "West Coast vindicated in second Computer Bowl"
DESCRIPTION: Piece on The Computer Bowl
CONTACT: Associated Press

PUBLICATION: TIMES (HAMMOND, ID)
CIRCULATION: 72,380
DATE: April 29, 1990
HEADLINE: "W. Coast wins Computer Bowl"
DESCRIPTION: Piece on The Computer Bowl
CONTACT: Associated Press

PUBLICATION: FLORENCE (SC) MORNING NEWS
CIRCULATION: 30,939
DATE: April 29, 1990
HEADLINE: "Coast wins second annual computer bowl"
DESCRIPTION: Feature on The Computer Bowl
CONTACT: Associated Press

ELECTRONIC

TELEVISION:

PROGRAM: PCTV
NETWORK/STATION: New Hampshire Public Television
DATE SHOT: April 27, 1990-To air on an upcoming show
CONTACT: Sara Steinman

PROGRAM: COMPUTER CHRONICLES
NETWORK/STATION: PBS
AUDIENCE: 1 million
DATE TAPED: April 27, 1990
DATE AIRED: Weeks following May 21 and 28
CONTACT: Stewart Cheifet

**The Computer Bowl
Media Report/Page 5**

RADIO:

PROGRAM: COMPUTING SUCCESS
NETWORK/STATION: Business Radio Network
AUDIENCE: 4,400,000
DATE TAPED: April 27 and May 3, 1990
DATE AIRED: May 5-12, 1990
CONTACT: Tom Foulks
DESCRIPTION: Feature piece on The Computer Bowl

This Is Big. Reeeally Big.

The Computer Museum's new exhibit combines high-tech education with razzle-dazzle

For years, the goal in computing has been to make things smaller, building down from early room-size monsters to today's palmtop PCs. Even computer terms—like "bit" and "microprocessor"—connote tininess. Now The Computer Museum, Boston's repository of vintage number-crunchers and intriguing interactive exhibits, has gone the other way: a really, really BIG computer, two stories tall. It boasts keys a foot across, six-foot-wide disks and—get ready for this oxymoron—the biggest microchip in the world, 7½ feet square. The Walk-Through Computer, a new permanent exhibit modeled after such displays as the walk-through human heart at Chicago's Museum of Science and Industry, will give visitors a chance to see the soul of a new machine close up. No wonder the museum is calling the June 21 unveiling "the biggest event in computer history." Steve Jobs, eat your heart out.

From the outside, the machine looks like most any PC with a pituitary condition. It will even run a program—"World Traveler," designed by museum staffers. Using the gargantuan keys and a pointing device known as a trackball—this one measures almost 10 feet by 7 feet—visitors choose two spots on a map. The computer figures the shortest route between the two cities and flashes pictures of sights along the way—say, San Francisco's Golden Gate Bridge, or Amarillo's Cadillac Ranch. The trackball, keyboard and screen are connected to an Apple Macintosh squirreled away backstage that does the actual computing. A Digital Equipment Corp. computer controls special effects.

After fiddling with the program, visitors can enter the chassis and walk from component to component, guided by the circuitry itself and illustrations by David Macaulay, author of the best-selling "The Way Things Work." Each part of the machine tells its own story. At the center of the board lies



A bit of fun: Kids cavort on the keys of the work in progress.

the microprocessor "brain," a replica of the Intel 486 found in today's most powerful PCs. Looking into a window on the chip, visitors will see a hugely enlarged picture of the actual lines etched in the silicon. That image fades, and computer-produced artwork takes over, zooming down to the surface for a step-by-step animated portrayal of the chip's operation—the tiny mundane steps that it accomplishes millions of times each second, such as asking the memory for a chunk of data and shooting that information out to the screen. That image is in turn replaced by footage taken by a scanning electron microscope which shows a real 486 chip at work. (Since the microscope's image is made up of electrons, it can "see" the changes in voltage along the chip.) Beyond the PC itself, a video "software theater" explains the way the computer's programming interacts with

the hardware. So that visitors could learn as much or as little as they wish, the designers kept as their motto, "Simple message, rich context." A bank of terminals on the way out of the exhibit allows even further delving into the arcana of computing.

The elegant idea is the brainchild of the museum's executive director, Oliver Strimpel, who has been working on the \$1.2 million exhibit for three years. Despite the expense, Strimpel found it the easiest sell of

his career. "It clicked immediately with everyone," he says, glowing. "Everyone said, 'Of course! You've got to do that!'"

"Make it sing": Putting it together hasn't been quite as easy. Even though the museum staff had decided from the beginning that their mock-up computer would not actually perform the computations, they wanted verisimilitude—a computer that *could* work. The museum took on the extra challenge to satisfy the technologically demanding Route 128 crowd. "We believe that authenticity is what's really going to make it sing for the technical people," Strimpel says. So they turned to a group of companies that design computer boards. Creating the main board, or "motherboard," usually takes two weeks, but this job took two months. The designers faced unusual constraints, says museum spokesperson Gail Jenness: "They not only had to worry about how to move data around, they also had to move people around." (To get to the men's room, you have to walk through the "power supply.") Now "it can work," says Donald Glass, whose company, DGA

Associates, coordinated the design effort and had several small-scale models with real chips made for the museum. He admits DGA stopped short of a thorough debugging. "I just hope they don't plug it in."

All right, so we all agree it's cool. But what else? Strimpel says the Big Box should fulfill one of the first missions of the museum, which is to demystify computing. "Any place you've been is less of a mystery than any place you haven't been," Strimpel says. It should thrill kids and satisfy inquisitive adults. Once visitors have ventured into this cross between "Fantastic Voyage" and "Land of the Giants," they will know more about computers—as much as most would ever want to know. So the big computer will have done something that its pygmy brethren have so far found nearly impossible: making learning fun.

JOHN SCHWARTZ in Boston

May 20, 1990

12 Letters

William Safire **20 On Language**
Bogie, Anyone?

Sue Halpern **26 Hers**
Values Which Are Simply There

Peter Kerr **30 Read His Lips: More Taxes**
Fellow Democrats are monitoring New Jersey Gov. Jim Florio's high-risk experiment — a tax rise in exchange for "smart government." If he succeeds, hold on to your pocketbook.

Tom Piazza **34 Young, Gifted and Cool**
A new wave of young jazz musicians is suddenly discovering Louis Armstrong and Charlie Parker. Pure sound is in, amplifiers out.



Fred Martin **40 Politics at the Club Tomaj**
In Hungary, an American political adviser finds it's hard to help out when politicians shy away from power.

Bob Spitz **42 Last Tango in Tangler**
Bernardo Bertolucci — the real star of the movies he makes — is tackling a cult novel that has frustrated directors for more than 30 years.

Michael Norman **44 His Head in the Stars**
But when it comes to running a space project, scientist Ed Stone has his feet on the ground.

Rena Coyle **71 Food**
Utensil Essentials

Carol Vogel **75 Design**
Kitchen Comforts

Frank J. Prial **80 Wine**
Twist and Out

Carrie Donovan **82 Fashion**
Out of the Kitchen

109 Puzzles
Answers, Page 96

110 Works in Progress
Byte-Sized, but Big



Cover: Photograph by Bill Eppridge for The New York Times.



PHOTOGRAPHS BY SETH RESNICK FOR THE NEW YORK TIMES

Byte-Sized, but Big

THE MONITOR (RIGHT) IS 14 feet high. The keyboard (above) is 25 feet long. The floppy disk is six feet on a side. In an era in which the desktop computer stands as a monument to miniaturization, the walk-through computer exhibit being installed at the Computer Museum in Boston is iconoclastic in its dimensions, if more conventionally educational in its purpose. "We want to provide people with a compelling introduction to computers," says the director of the museum, Oliver B. Strimpel, who conceived the project three years ago.

Designed by Richard Fowler, an Englishman who is head of design at

Britain's National Museum of Photography, Film and Television, and fabricated by the F. W. Dixon Company in Woburn, Mass., the exhibit includes learning stations and a video show that explains how software works. It opens to the public June 23.

The computer itself, two stories high, 50 times ordinary size, will allow museum visitors to run an actual program and, through a combination of hardware and software, special effects and animation, witness a simulation of the information processing system as the program is carried out. The program, called World Traveler, is designed to locate the shortest driv-

ing route between two specified cities. The visitor selects a starting city and a destination; the monitor will then display a brief slide show of sights along the route. Inside the computer, the working electronics are on display, with lights illustrating the path of data bits as they whip around on giant silicon chips.

"What a museum offers is a three-dimensional environment," Strimpel says. "You can put people into a space and control the sensory input from all directions. This is something you don't get from a film or a book or from interacting with a piece of software."

— BRUCE WEBER



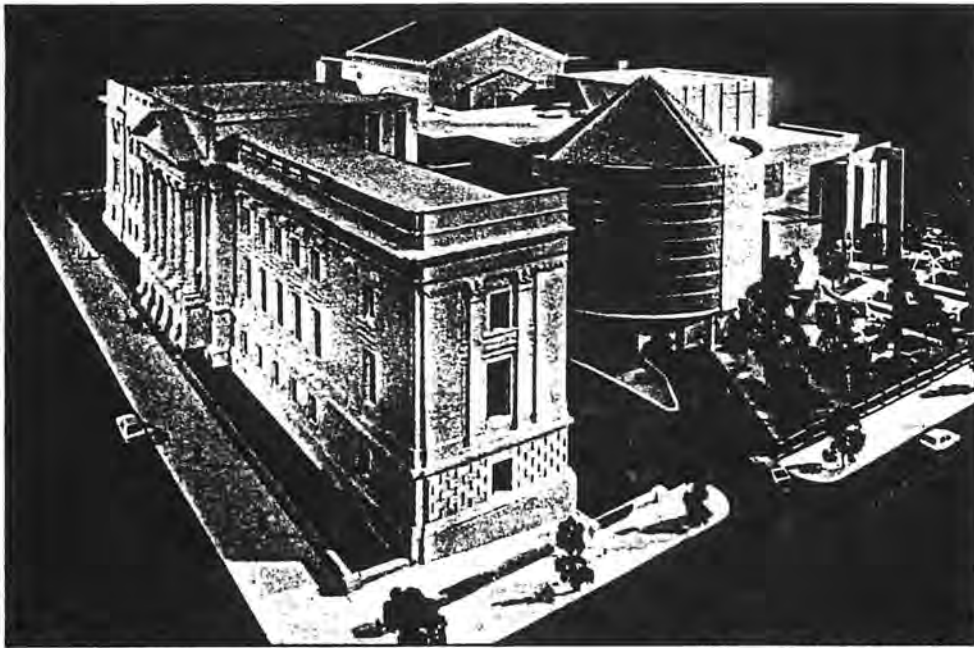
Wide-screen entertainment.

SCIENCE

BY ABE DANE, Science/Technology Editor

POPULAR MECHANICS
MAY 1990
CIRC: 1,600,000

FRANKLIN INSTITUTE CHRISTOPHER RANSOM PHOTO



Museums For The Future

I'LL BE HONEST. A lot of museums put me to sleep. Except for the kind where you can push buttons and watch things move around, or otherwise tinker with the exhibits. Those are fun. Maybe that makes me childish, but if so, it's a kind of childishness that's sweeping the country. More and more science museums are finding ways to get visitors involved with their exhibits, and business is booming. Attendance is higher, and more new facilities are being built than at any time since the 1960s, when the *Sputnik* scare gave new urgency to science education. It's a heartening contrast to continuing reports of America's poor level of technological literacy compared to our economic competitors.

Most of the museums now springing up don't really fit the usual definition. Referred to typically as science centers, they place a heavy emphasis on teaching about science and technology, rather than simply serving as

historical archives.

One of the most notable new examples is the \$71-million Futures Center shown in the architect's model above. Opening this May at Philadelphia's Franklin Institute, the oldest hands-on science museum in the country, the 90,000-sq.-ft. complex of theaters and interactive exhibits is dedicated to illustrating technology's power to shape the future, and the choices that that power will oblige us to make.

Seven permanent exhibits

will focus on the potential impact of science on space exploration, health, energy, the environment, information technology, materials and lifestyle. Among the items on display will be a 37-ft. walk-through mockup of Space Station *Freedom*, a giant model of a living cell, a simulated rain forest ecosystem and a scanning electron microscope visitors can look through to examine advanced materials.

An eighth exhibit, called *The Future and You*, will give visitors an overview and explanation of the museum



Giant keyboard is assembled for walk-through computer.

as a whole. Along with the introduction, visitors get cards that identify them to a computer system with terminals in each exhibit. After providing the computer with a profile of themselves and their interests, guests carry the cards with them, and check in at the terminals for suggestions about what to see, and followup information on a variety of science topics.

Choosing the future

Rather than presenting a single vision of a future high-tech wonderland, the overall aim of the exhibits is to demonstrate the multiplicity of alternate worlds that technology might bring. Driving this point home is a 150-seat auditorium called the Future Choices Forum. Each seat is equipped with a computer-



The trackball that will control the walk-through computer.

ized voting station that will let visitors respond to presentations that highlight the dilemmas we will face as our ability to manipulate nature steadily increases. Results of the votes will be projected on a large screen at the front of the auditorium and circulated to policymakers in Washington.

For many, however, the most important decision that the Futures Center can help with is the choice of a profession. The Future Careers

COMPUTER MUSEUM MICHAEL SHACKLEFORD PHOTOS

Center will give access to resources that go far beyond what the typical school guidance office can muster. Central to the facility is an electronic version of a *Help Wanted* section from a typical 21st century newspaper. Visitors push buttons to pick ads and get a look at the accompanying job descriptions, education and experience requirements, starting and average salaries, and the number of jobs expected to be available in the selected field.

Behind the scenes

How do you design a museum to achieve all the ambitious educational goals that the Futures Center sets for itself? Speaking to Bill Booth, vice president for exhibits at the Franklin Institute, I got the sense that like any form of teaching, coming up with exhibits is as much art as science. But it also presents challenges all its own. Unlike textbook lessons, the unstructured learning that happens in a museum is nearly impossible to measure or predict. In a process Booth calls random access learning, people choose their own paths through the information made available to them, much as they do in the real world. As a result, the usual methods of quizzing people to gauge what they've taken away from the experience aren't really appropriate.

Typical ways of evaluating an exhibit include videotaping people's interaction with it, and questioning them on the concepts it's intended to convey afterward. Admittedly, such methods are imprecise, but they pick up basic flaws in a presentation. For example, surveys found that a common misconception among visitors to the Franklin Institute was that gravity was caused by air pressure. Exhibits that suggested otherwise were simply assumed to be broken. Booth's group responded by designing an exhibit that let visitors pump the air out of a cylinder and see for themselves that gravity still applied.

Over years of observation, it has been possible to extract some general principles to guide the design of exhibits. One thing that needs to be taken into account is the fact that people approach things with a variety of different learning styles. According to Booth, some like to talk, some like to interact with an object, and others prefer a more passive approach like watching a video. Ideally, an exhibit will present opportunities for all these activities.

It's also a good idea to gear an exhibit to accommodate mixed age groups, such as families. According to Bonnie VanDorn, executive director of the Association of Science-Technology Centers in Washington, D.C., such groups learn together more efficiently than groups of people who are alike. And it's not al-

ways the old teaching the young. Often, for example, a child will eagerly push buttons or manipulate an object in a way that yields surprises for adults who would have taken a more deliberate approach.

Perhaps the most basic principle of all is one that hardly needs restating in this magazine. As Booth puts it, "People like to learn by doing."

Boston's giant computer

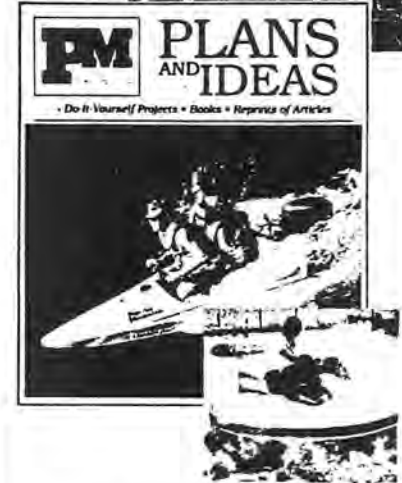
One of the grander examples of how these common-sense educational ideas can be embraced in a single exhibit is a huge walk-through computer scheduled to open this June at The Computer Museum in Boston. Scaled up to 20 times normal size, the \$1.2-million machine will incorporate a 25-ft. keyboard you step on to operate, a working, 5-ft.-high trackball and a 108-sq.-ft. monitor that displays the operation of a custom-designed hypercard program.

Aside from the sheer impact of its size, the exhibit promises to make computers understandable in a way that has up to now been maddeningly elusive to most people. Walking inside the machine reveals the network of components that makes these inscrutable boxes tick. The floor makes up the motherboard, complete with rows of memory chips and vertical expansion cards. At its center are the microprocessor brain and the clock that synchronizes the activities of all the different parts. Thrusting back from the front panel are a floppy drive and a spinning hard disk platter. Pulsing light fibers simulate connecting cables, and show how signals travel through the machine as visitors work the giant controls outside. Many of the components are equipped with viewports that let you see their inner workings right down to the most basic level. Interactive computer stations placed around the exhibit provide supplementary information.

Learning versus fun?

Certainly it's possible for people to understand technology without access to giant computers or \$71-million museums. But the benefits of exposure to these carefully selected experiences should not be underestimated. "There's an incredible need to make the more symbolic things that happen in classes have a more concrete basis," says VanDorn. Abstract concepts are fragile and easily forgotten without a compelling illustration in one's own personal experience. And although the museums that put this idea into practice may seem a departure from tradition, the way they teach science is actually much more in tune with the experimental principles on which the practice of science has been based from the beginning. **PM**

NEW POPULAR MECHANICS PLANS CATALOG



Hovercrafts, outdoor sheds, fine furniture, tool boxes. All this and more is within your reach when you order *Popular Mechanics* latest catalog of plans. Imagine building:

- a hovercraft that flies 70 miles per hour on land or water
- a bookcase wall that stretches from floor to ceiling
- a two-car garage with room for a loft and workshop

Hundreds of plans to choose from, many never offered before, and all complete with diagrams, instructions and materials lists.

You'll find a selection of books and photocopies of *Popular Mechanics* articles from past issues included.

So, if you want to feel the pride of building something yourself, become an expert in a new hobby or do your own home and auto repairs, send for our Plans and Ideas Catalog. Just \$2.00.

Mail your check or money order to: Popular Mechanics Catalog, Box 1014, Radio City Station, New York, N.Y. 10101.

Popular Mechanics is a publication of Hearst Magazines, a division of The Hearst Corporation.
© 1989 The Hearst Corporation.
All rights reserved.

Living Arts

[Circulation
509,500]

THE BOSTON GLOBE • SATURDAY, JUNE 2, 1990

It's bigger than byte-size

By Ronald Rosenberg
GLOBE STAFF

If Hollywood were to make a sequel to the hit movie "Honey, I Shrank the Kids," Boston's Computer Museum could be one of the sets.

Instead of riding giant ants and climbing into oversized Lego blocks, the movie characters could embark on an adventure inside and around a giant personal computer equipped with a 25-foot-long keyboard. The child-sized characters could climb the computer's letters and numbers. Adults could explore a geography program by turning a bumper-car-sized pointer, known as a trackball, that moves images on a towering 108-square-foot color monitor; using the World Traveler program, they can, for example, locate the shortest driving route between two cities.

Museum visitors are likely to feel like the

shrunken kids in the film when they view the Walk-Through Computer, a new exhibit that opens this month. While there is no danger of a giant bumblebee attack, the change in perspective is momentarily startling.

"Making everything very big and very visible takes the mystery out of technology," said British-born Oliver Strimpel, the museum's executive director, who has wanted to create this exhibit for three years. "It's a very disarming approach, rather childlike."

Indeed, the electronic parts alone are 50 times bigger than an Apple Macintosh. One of the smaller parts of the exhibit, which opens June 23, is the 6-foot-tall floppy disk. It is only 21 times larger than today's 3.5-inch disk.

Visitors will be able to walk past a 6-foot-tall disc storage drive, gaze into giant memory chips and learn how information is passed from one part of this two-story computer to another.

"I want to reach out with this exhibit to people that know nothing about computers as

EXHIBIT, Page 13

Oliver Strimpel at Boston Computer Museum exhibit: "Making everything very big and very visible takes the mystery out of technology."



GLOBE PHOTO / MILBERT ORLANDO BROWN

Exhibit is bigger than byte-size

■ EXHIBIT

Continued from Page 8
well as those that have a fear of computers," said Strimpel.

To design the exhibit, Strimpel tapped Richard Fowler, who was head of design at Britain's National Museum of Photography, Film and Television. Strimpel knew Fowler from his earlier work at the Science Museum in London, where the designer created a full-scale model of a nuclear reactor core.

"We've modeled everything on a working computer," said Fowler, who acknowledged knowing nothing about computers until he came to Boston last May. "Frankly, I never cared much about them - until now."

He and Strimpel agreed that the exhibit had to give visitors a sense that computers can be fun as well as instructive. They also hope the Walk-Through Computer will bring in new visitors, given the popularity of its next-door neighbor, the Children's Museum, on Museum Wharf.

Computer Museum officials see the exhibit as a way of widening their audience beyond the computer literate, many of whom are children.

"We've seen a lot of parents coming here because of their children's fascination with computers," said Strimpel.

In addition to the giant keyboard, visitors can walk inside an oversized electronics forest and stop at 4-foot-long "chips" - memories, communications devices and a Central Processing Unit, the control center of the computer. They can peer into them through one of many view-

Computer Museum officials see the exhibit as a way of widening their audience beyond the computer literate.

ports to see videos that show the inner workings right down to the most basic level. Walking from chip to chip, visitors will see pulsing light fibers that simulate wires to show how tiny pieces of information - data bits - zoom around in giant silicon chips.

To further disarm computer-phobes, the museum has retained Robert Macauley as exhibit illustrator. He is best known as the writer/illustrator of "The Way Things Work," a book that includes enlarged drawings of the inner workings of more than 250 machines. For the Computer Museum, he will produce 30 information panels as well as anatomical blow-ups of the computer's working parts. Macauley is also creating a 20-foot-long display studded with switches, keyboards, microphones and a television camera to explain how information flows.

This ambitious introduction to computers is costing the museum \$1.2 million. Fund-raising for the exhibit was spearheaded by Mitchell Kapor, founder of Lotus Development Corp. and chairman of ON Technology, both in Cambridge. Ka-

por, who donated \$250,000, says he's always wanted to break down the barriers to understanding computers.

With the funds in hand, more than 100 people, including 13 full-time carpenters, model-makers and electricians from F.W. Dixon Co., the Woburn exhibit fabricator, are scrambling to meet the late June deadline.

Fowler, who is returning to England to work on a new Children's Museum, said developing the Computer Museum exhibit differs from most British and American museum exhibits that take two to three years to design and build. The Walk-Through Computer will be completed in just over 12 months.

Still, there are last-minute problems, such as finding the most suitable material for the exhibit floor to accommodate the foot traffic from the 150,000 visitors expected annually. Already dozens of samples of plastic materials have been tested.

Just as a real computer's electronics sit on a multilayered plastic board, called the "motherboard," the museum is trying to build a similar green-colored floor.

"On the one hand, it's got to look right," said Fowler. "That means it's got to be a nice translucent green. At the same time, it has got to stand 10 years of wear and tear as a floor, and that's proving to be a very difficult combination."

Their solution: Have people walk slightly below the electronics using flooring that can be easily replaced.

Information Processing

BITS & BYTES

EDITED BY MARK LEWYN

JOURNEY TO THE CENTER OF THE PC



For years, science enthusiasts have marveled at a replica of the human heart, the size of a house, at the Museum of Science & Industry in Chicago. Now, a Boston museum is putting a new twist on the idea.

On June 23, the Computer Museum will unveil an enormous, \$1.2 million replica

of a personal computer that visitors can walk through. Inside the mammoth machine are banks of Volkswagen-size, random-access memory chips and a six-foot floppy disk. Pulsing fiber-optic cables illustrate how information moves through computers. The machine's only working parts are a few buttons on its 25-foot keyboard and a trackball, a ball that moves the cursor. The computer's single trick is to map the shortest land route between two cities on the same continent. Even that function is actually performed by a desktop computer hidden inside the giant model power supply. Once the route is calculated, a slide show on the machine's 108 square-foot screen illustrates points of interest along the way.

MCI BUYS AN UNDERGROUND EMPIRE

Bundles of copper wires fatter than pythons. Wooden conduits soaked in creosote, some from the 1880s. It's a jungle down there, and now it belongs to MCI Communications Corp. Western Union Corp. spent decades laying cables beneath the streets of hundreds of U.S. cities, including 700 miles of fiber-optic lines. On Mar. 8, the cash-strapped, onetime communications giant sold it all to MCI for an undisclosed sum.

The deal for Western Union's raggedy Advanced Transmission Systems has attracted little notice, but there's more to it than meets the eye. It makes MCI the only long-distance company to own lines that extend right into customers' buildings. MCI could attract data-transmission customers by promising to shepherd their traffic every inch of the way. Still, realizing that dream on a wide scale would take lots of money for modernization and expansion, and it might be challenged by local phone companies that resent MCI's intrusion. MCI spokesman John R. Houser says the company has told shareholders it doesn't plan to invest heavily in ATS. Even so, he acknowledges, "MCI has inherited some buried treasure."

MICROSOFT IS BECOMING FLUENT IN RUSSIAN

As the U.S. government slowly lifts export restrictions on computer technology bound for the Soviet Union and Eastern Europe, companies with an appetite for new markets are scrambling to get products ready. That's why Microsoft Corp. has developed a Russian version of MS-DOS, the operating system software that runs IBM-compatible personal computers. "There is a huge demand for computing in the Soviet Union," says Jeremy Butler, a Microsoft senior vice-president.

The Russian version of MS-DOS, the 13th translation Microsoft has made, should make it easier for budding Soviet businesses to computerize. Another prospect is the Communist Party, one of the nation's biggest PC users. Until now, Soviet PCs—made by the government or by importers such as IBM—have used English versions of MS-DOS or homemade translations. Working with a Soviet-American computer joint venture called Dialogue, Microsoft has developed a method to arrange Cyrillic characters on the keyboard and automatically translate them into the mathematical language used internally by PCs. That will help other software makers translate their own programs. In addition to Microsoft, Aldus Corp. and Ashton-Tate say they plan to translate applications, such as word processing packages, for sale in the Soviet Union.

IS THE MAC MAKING APPLESAUCE OF STUDENT PROSE?

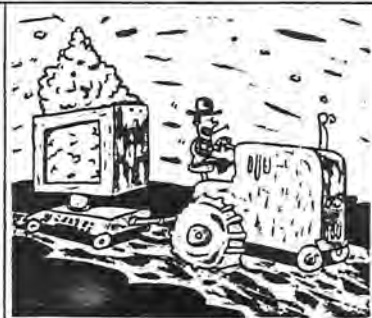
The Apple Macintosh, with its easy-to-use graphics style, may represent a victory of form over substance. That appears to be the finding of research conducted at the University of Delaware. Marcia Peoples Halio, assistant director of the English Dept.'s writing program, assigned the same five teaching assistants to 10 freshman English classes. One student group used Macs, the other used IBM PCs or IBM clones.

The instructors said the Mac's large type and graphics seemed to lead to "sloppier writing and fluffier topics." A writing-analysis program of a random sampling of papers found that 30% of the Mac writers used complex sentences, compared with 50% of IBM-clone writers. Sentence length averaged 16.3 words for the Mac essays and 22.6 for those written on PCs. And the Kincaid Scale, a measure of readability, showed Mac users writing at the 8th grade level, vs. 12th grade for the IBM-clone group. Her article "Student Writing: Can the Machine Maim the Message?" concludes that the Mac's format seems to "encourage a simple sentence structure and childish vocabulary."

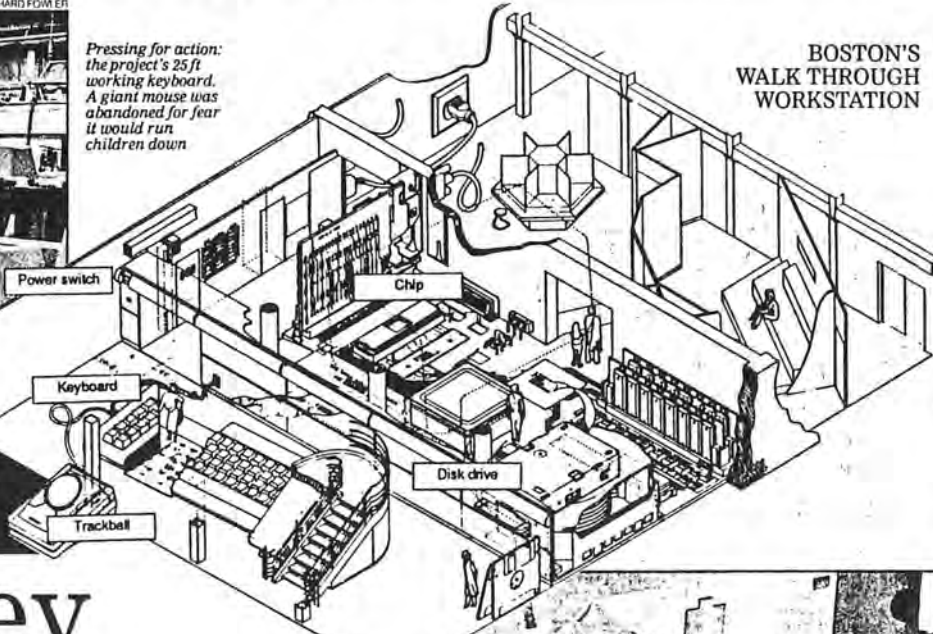
KEEPING UNDERWEAR COTTON OUT OF BLUE JEANS

Dozens of types of cotton are grown in the U.S., and there are scores of different uses for each type. Some grades are best used for blue jeans, while others make better shirts. The trick for mill operators is knowing how to match the right cotton to the right garment.

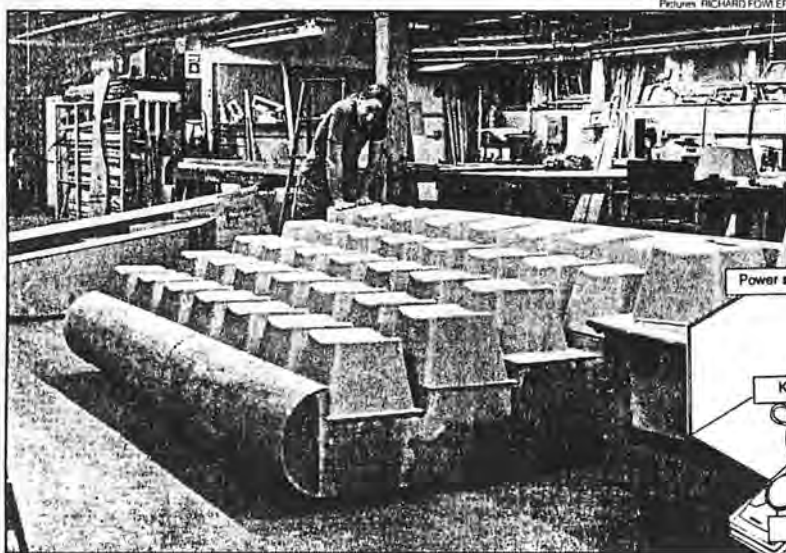
Now, with a new software program developed by Cotton Inc., a trade group for cotton growers, grading may no longer be so tricky. The cotton is first rated by a machine known as a High Volume Instrument. The HVI checks for fiber length, uniformity, strength, color, amount of impurities, and other qualities. Then an IBM Personal System/2, which runs the new Engineered Fiber Selection Program, takes that information and determines the best use for the cotton. So far, according to the trade group, the results have been impressive. Mills report that cotton can now be classified in a matter of minutes rather than days, reducing labor costs and helping operators to adjust their inventories quickly to match market demand.



BOSTON'S WALK THROUGH WORKSTATION



Pressing for action: the project's 25 ft working keyboard. A giant mouse was abandoned for fear it would run children down



The two-storey desktop computer

In Boston Roger Highfield, Science Editor, discovers plans for a 50 times lifesize PC

THE WORLD'S most expensive - and largest - "desktop" computer will be up and running in June. Costing \$1.2 million (£750,000), it will be two storeys tall - 50 times the size of a normal desk top PC or workstation.

Rather than sitting on a table, it is being built in a former wool warehouse on Boston's historic waterfront, home of the world's only dedicated computer museum.

The Walk Through Computer exhibit will provide a view of computers that even a computer hardware expert will find breathtaking. It is the brainchild of a Briton, Dr Oliver Strimpel, the museum's newly appointed executive director.

"The Walk Through Computer will be about the technology itself, where you can learn how it works and what is inside the computer's box in a way that we hope will not alienate anybody," he said.

The impact of computers and their difference from, say, a dishwasher, are not appreciated, according to Dr Strimpel.

"The idea that computers are information machines is very subtle," he said.

"I do not think people realise that almost everybody is involved with handling and manipulating information while relatively few are involved with manufacturing."

Two other Britons are playing a key role: Richard Fowler, the award winning designer from the National Museum of Photography, Film and Television in Bradford, and BBC producer John Palfreman who will make a humorous film explaining software.

Overall, more than 100 people and 25 institutions from three countries are collaborating on the project.

The Walk Through Computer will demonstrate a program that takes the museum's visitors on a world tour.

Images of the world on a high resolution computer screen will be projected on a 108 sq ft monitor. It will also offer visitors a 25 ft working keyboard and five foot floppy disk.

Ideas for a giant mouse were dropped because it would have

been the size of a bumper car, and, Dr Strimpel explained: "We were scared of running over children."

Instead, users will turn a "trackball" 40 in in diameter to point a cursor to one of 300 major cities displayed on screen.

The computer will find the shortest land route between two of them and offer a slide show on the mammoth monitor of the sights one would see en route.

The computer operating the screen display will be an Apple Macintosh II, and a powerful Digital Equipment Corporation Microvax will control the special effects.

Walking inside the computer past drooping ribbon cables, visitors will see it operating in slow motion, from the whirl of a giant spinning disk as it retrieves data to the frenetic electronic activity in banks of memory chips.

Peering inside, they will see a film of a real chip at work taken with an electron microscope at DEC.

The action of the computer

will be described in the simplest language: each sliver of silicon lights up in a chip that is "as complex as a city".

Computer graphics will also be used. "You will appear to fly down into the chip and see it working in a realistic way," said Dr Strimpel.

"We want people to see it is complex but feel that if they had the time they could understand it. It is not a mystery - there is no ghost in the box."

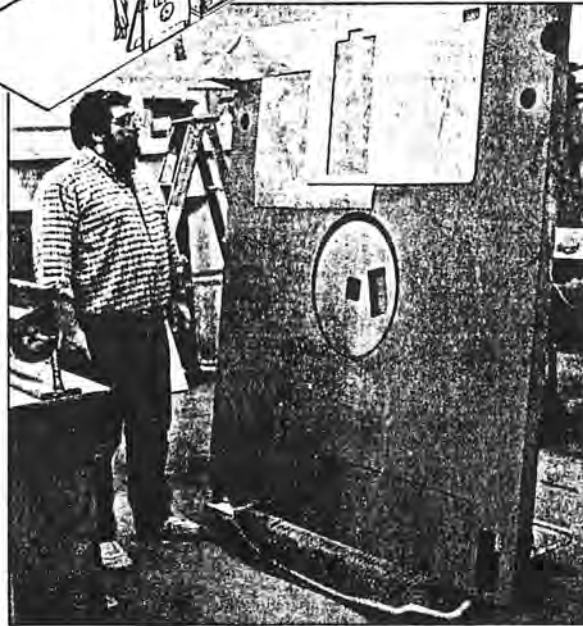
In case this realistic approach intimidates some visitors, there will also be a "warm and fuzzy" display: humorous illustrated panels will be used, produced by David Macaulay, author of *The Way Things Work*.

Pulsing light fibres embedded in its translucent floor - a mock printed circuit board - will simulate the flow of data through the computer.

The Walk Through Computer is the Boston museum's largest single project since opening in 1984.

The museum boasts one of the best collections of early computers. The size of this

Giant floppy: George Vanikiotis, exhibit fabrication project manager, inspects a five foot high replica of a computer disk



exhibition underscores the soaring power and plunging price of the machines.

A marvellous selection of hands-on exhibits, computer animation, robotics and artificial intelligence, is also on offer to its 100,000 visitors each year.

They can hear advice from a

computer on what wine will complement a fish dish, argue with a grocer (an artificial intelligence program) over the cost of strawberries or even commission a work of computer art.

"Computers are also a wonderful vehicle for getting over some extremely deep mathe-

tical ideas," Dr Strimpel said.

Before joining the museum, Dr Strimpel was curator for mathematics and computing at London's Science Museum, but in 1983 lack of resources and focus on scholarship rather than public education there pushed him to move to Boston.

The New York Times

THE NEW YORK TIMES LIFE STYLE SUNDAY, MARCH 4, 1990

Circ: 1,593,100

LIFE STYLE

38



Walk-Through Computer

The Computer Museum in Boston plans a two-story mock-up of a computer that visitors can walk through, page 40.

WEDDINGS

48

Computers on Display But Not on a Pedestal

Special to The New York Times

BOSTON, March 3 — At the Computer Museum here, the technologically timid can consult with a wine adviser about what will complement a chicken dish, commission an original work of art or dicker with a Haymarket street vendor over the price of a pint of strawberries.

Computers that do these things are part of a growing number of interactive exhibits at a museum that bills itself as the world's only one devoted exclusively to computers and their

history. The mission of the 53,000-square-foot museum is not only to preserve important examples of computers from the industry's relatively short history, but also to educate and inspire a public that sometimes finds computers threatening.

"We try to combine artifacts with hands-on interactive systems," said Dr. Oliver Strimpel, executive director of the museum. "You can come see the first computers, what they're like and the incredible revolution taking place and also see what they're used for, why they're so unique and why they're so different from any other machine that's ever been built."

Computer Rescued From Dump

The museum's collection started in 1974 when Ken Olsen, president of the Digital Equipment Corporation, and Robert Everett, then president of the MITRE Corporation, rescued the Whirlwind computer of the Massachusetts Institute of Technology, an early vacuum-tube device and the first computer designed for manufacture, from a truck that was carrying it to the dump.

Mr. Olsen and Digital began collecting and saving important early computers. The Computer Museum, which became an independent non-

A museum strives
to make its
artifacts
interactive.

profit organization in 1982 and receives about 100,000 visitors a year, now has some of the most rare examples of vintage computers among its collection of 1,500 artifacts.

Perhaps the most exciting of the museum's 60 interactive exhibits so far is the planned \$1.2 million "walk-through computer." Visitors will be able to walk past spinning six-foot disc drives, peer inside giant memory chips and watch a 108-square-foot monitor, about 20 times normal size. The 3,500-square-foot exhibit is two stories high. It is scheduled to open on June 23.

Tony Fernandes, 26 years old, a senior programming engineer at the Lotus Development Corporation, said he visits the museum to satisfy his curiosity about the computer's history, but he also volunteers his time helping to design the walk-through computer because he thinks the public needs to understand the impact of computers.

"It's like a moon rocket; you know it went there, but you wonder how it got there," Mr. Fernandes said. "People go to the museum almost as an oracle to get told."

From its earliest days, the museum has maintained a collaborative relationship with the area's high-tech industry and colleges and universities that helps it stay abreast of new developments. The museum offers a breakfast seminar series to its corporate members. It conducts a work-study program with Northeastern University, and students from M.I.T., Boston University and Harvard often work at the museum, sometimes in connection with their theses or for other college credits.

Dr. Strimpel said that when the museum was designing its "smart machines" exhibit, which includes a collection of 25 robots, about 30 employees from the computer industry volunteered to help. "They enjoy having their work be very visible," Dr. Strimpel said. "It's an opportunity to get it seen by the world and feel like they're doing a great thing."

For the record 5/2/90

■ Correction: Because of a photographer's error, a photo caption in Monday's Business section incorrectly stated John Doerr's position in last Friday's Computer Bowl in Boston. Doerr was captain of the West Coast team.

Business

Circ: 509,500

THE BOSTON GLOBE • MONDAY, APRIL 30, 1990

Computer Bowl



Mitch Kapor of On Technology plays "The Examiner" at The Computer Bowl.

Silicon Valley gets its revenge

West Coast wins Computer Bowl

By Jane Fitz Simon
GLOBE STAFF

It was "Revenge of the Silicon Valley Nerds" as the West Coast squeaked past the East Coast in a thrilling upset at the Second Annual Computer Bowl, held Friday night at the World Trade Center.

The closely fought contest, which pitted East Coast and West Coast computer professionals in a computer trivia quiz, climaxed in a photo finish with the winner decided on the final question.

East Coast fans went limp when Lawrence Tesler, vice president of advanced technology at Apple Computer Inc., correctly guessed that it was the caves of Tennessee that inspired the maze of twisty passages in the computer game, "Adventure." The answer gave the West a 300 to 290 win, and claim to the title, "Computer Masters of the Universe."

True to form, the West Coast team gloated over its victory. "The defeat of unknown nerds from failing East Coast companies was inevitable," proclaimed John L. Doerr, the West Coast team captain and a partner at the venture capital firm of Kleiner Perkins Caufield & Byers.

The East Coast loss meant the custom-made, satin victory robes ordered by team captain Patrick McGovern, chairman of International Data Group, in Framingham, remained on their hooks. A West Coast player taunted: "Where are the robes?"

McGovern held his head high — and complained that his team lost on questions that involved computers featured in cartoon strips and movies. "If we had been given a chance to answer authentic computer questions, we would have had a chance," he sniffed.

The win by the cocky West Coast



Combatants Stewart Alsop (left) of the West team and the East's John Doerr duke it out in The Computer Bowl.

team — which included William Gates, chairman of Microsoft Corp., of Redmond, Wash., whose scowling expressions at contest officials rivaled those of tennis star John

McEnroe — sends the Computer Bowl trophy to California, where next year's Computer Bowl will be held.

The event, sponsored by the

Computer Museum in Boston, raised \$250,000 in cash and \$400,000 in services for the museum. It was broadcast live to locations in San Francisco

BOWL, Page 18

Silicon Valley team gets Computer Bowl revenge

■ BOWL

Continued from Page 17

co, Santa Clara, Calif.; Seattle, and Dallas, and will be broadcast in two parts next month on Computer Chronicles, a PBS television series.

The festive evening began with a "tailgate party," complete with cheerleaders borrowed from Dedham High School. A star-studded computer crowd enjoyed cocktails and hors d'oeuvres, including this year's judges, J. William Poduska, chairman of Stardent Computer Inc., of Newton, and William Joy, vice president of research and development at Sun Microsystems Inc., of Mountain View, Calif. The two faced off at the first Computer Bowl, held in 1988, which the East won handily, 375 to 310.

Also mingling in the crowd was Mitchell Kapor, chairman of ON Technology Inc., of Cambridge, who scored the most points at the last Computer Bowl - and was kicked upstairs this year to ask the questions. Kapor said the key to his success in the last contest was to study computer literacy books - and know when to push the button. "If you wait and only hit the button when you know the answer, it's too late," said Kapor. "You have to hit it when you know you're going to know."

Downstairs in separate "locker rooms," the teams held their final huddles. In the East Coast camp, confident players cracked jokes and asked for more guacamole. McGovern quipped that his team's strategy was modeled after the San Francisco 49ers: "We have the first 15 answers ready," regardless of the questions, he said.

Later he cautioned his teammates: "We musn't push the button before he starts to ask the question." But William Foster, president and chief executive officer of Stratus Computer Inc., in Marlborough, disagreed: "If we get a big lead, we ought to do it - to rub it in."

Robert Frankston, chief scientist at Lotus Development Corp., in Cambridge, observed that the average age of the East Coast players was 10 years older than those on the West Coast. McGovern shot back: "They have a lot of energy, but no stamina."

Rounding out the East Coast team were Russell Planitzer, chairman of Prime Computer Inc., in Natick, and Edward Fredkin, professor of physics at Boston University. Planitzer offered a final, brilliant piece of advice: "Don't press the buzzer unless you know the answer," he urged.

In the West Coast locker room, Team captain Doerr peered intently into a laptop computer and fired practice questions to his group. "They said it wasn't open book, but they didn't say it wasn't open computer," he quipped.

An excited Bill Gates sat at the edge of his chair, stabbing errantly at Doerr's questions. Gates paused to explain the West Coast strategy. Tesler, of Apple, was responsible for questions about artificial intelligence and

academia. Doerr was in charge of "chips and anything that has to do with money." Stewart Alsop, editor of PC Letter, was in charge of industry gossip, while Charles House, general manager of software engineering systems at Hewlett-Packard Co., was to cover minicomputers and history. Gates would handle software.

The uppity Silicon Valley team managed to unnerve the East Coast before the first question was asked. When the time came for the West Coast players to appear on the set, each had shed his jacket and tie, and Doerr appeared in sunglasses. The team members made a show of rolling up their sleeves, and practiced lurching for the buzzer. The East Coast team looked as stuffy by comparison as a minicomputer to a Mac.

The psych-out worked. The West jumped to an early lead when Tesler correctly named three famous personal computers introduced in the summer of 1977. (The TRS-80, Commodore PET, and Apple II.) Doerr next correctly guessed the three computer companies that jointly announced the Ethernet networking standard in 1980 (Intel Corp., Xerox Corp., and Digital Equipment Corp.)

The East Coast got on the scoreboard when Foster of Stratus identified Apple as the company that went public in 1980 with the largest public stock offering at the time since Ford Motor Co.

The East Coast blew a precious opportunity when it missed three bonus questions worth 10 points each. The team could not guess which computer Mark learns to program in the comic strip Doonesbury (A Digital PDP 11/70); which PC Oliver Wendall Jones has in the comic strip Bloom County (the "Banana Junior"); and what computer Jones had before the Banana Junior (an IBM 6000).

The East Coast nonetheless led 50 to 30 at the end of the first round, and it still led at the end of Round 2, 120 to 110, having answered such questions as "What is the ASCII decimal equivalent for the escape key?" (Frankston: "27.")

As the fourth and final round opened, the East Coast team still led 200 to 170. But Gates warmed up, answering correctly that the Atanasoff computer was developed at Iowa State College, and buzzing faster than anyone on the easy question of which unsuccessful computer preceded the Apple Macintosh (Lisa).

The score climbed on each side, until there was time for just one more question - the cave question. The West got it right, and took home the trophy.

The next Computer Bowl is scheduled for April 26, 1991. The East Coast captain will be Pamela McCorduck, an author who has written on the history and future of computing, and Heidi Roizen, president of T/Maker, a California software company.

McGovern, still stewing over the missed bonus round - and that cave question - offered this advice to next year's captains: "Get videos of all the computer-related movies and sketches of all the cartoons. And study spelunking."

West Coast Nerds Beat East Eggheads In Computer Bowl

* * *
Microsoft's William Gates
Is Trivial in the Contest;
Key to the ASCII Escape

By JOHN R. WILKE

Staff Reporter of THE WALL STREET JOURNAL

BOSTON—In the game show, as in life, the West Coast computer nerds beat the East—following a close contest that was decided in a sudden-death finish.

The storied rivalry between Silicon Valley's laid-back computer wizards and the buttoned-down businessmen of Boston's flagging Route 128 region was reflected Friday in the second annual Computer Bowl. The Boston Computer Museum benefit, modeled after the College Bowl game show, featured an all-star cast including William H. Gates, reformed hacker and billionaire chairman of Microsoft Corp., and Mitchell Kapor, trivia whiz and founder of Lotus Development Corp.

The East Coast team, captained by Patrick J. McGovern, chairman of International Data Corp., maintained a slim lead through much of the contest, fielding the most obscure computer-trivia questions. Bob Frankston, co-developer of the first electronic spreadsheet and chief scientist at Lotus, was the East's Most Valuable Player.

The rapid-fire questions ranged from real softballs (E-PROM, as any nerd knows, is an erasable-programmable read-only memory) to the truly arcane (Q: What's the ASCII equivalent for the 'escape' key? A: 27). Mr. Frankston, clad in the dark business suit that was the uniform of the East, knew that one. The West wore shirt-sleeves.

The West's big gun, Mr. Gates, didn't turn out to be much of a factor, though he delivered in a couple of clutch situations. He was hot in a warm-up round before the Bowl—to be broadcast nationwide on PBS's Computer Chronicles in May—but the East took the preliminary. There was some speculation that the warm-up loss was a set-up by the wily Mr. Gates, and someone from Microsoft was indeed seen taking bets.

It was a bitter defeat for the East. It's bad enough that the momentum in the industry has shifted to the West and smaller, more nimble machines, leaving Eastern firms bleeding. This was personal.

After trailing most of the game, the West seized the lead in the fourth quarter. The East tied the score in the final seconds, but the West won at the buzzer. The coveted silver Computer Bowl was handed over to the Californians. "The defeat of unknown nerds from falling East Coast companies was inevitable," said West Coast captain and venture capitalist L. John Doerr, who couldn't resist rubbing it in.

THE WALL STREET JOURNAL
APRIL 30, 1990
CIRC: 1,931,410

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

to: **The Computer Museum Board of Directors**
from: Oliver Strimpel
re: miscellaneous
date: 5/15/90

Please find enclosed the minutes of the February 16 meeting of the Board, as well as minutes of Executive Committee meetings of February, March, and April.

Note that at the February Board meeting, the **start time for the June 22 meeting was changed to 8:30 am.**

Following discussions with the Nominating Committee, a short list for this year's nominations to the Board was agreed at the last Executive Committee meeting; a list with affiliations is enclosed.

The Walk-Through Computer development is nearing completion. I enclose the latest couple of issues of our "Insider's Report." We look forward to your reactions on June 21 at the special preview party starting 6:30pm. The invitations will be in the mail within a few days.

Oliver Strimpel

Board of Directors Nominees

name	Title	Business	State
Belove, Ed	VP	Lotus	Ma
Bergstein, Mel		Computer Sci Corp	Il/Ca
Brown, Owen			Ca
DEC Nominee	VP	Digital Equipment Corp	Ma
Henderson, R or Waite,C	Partner	Greylock	Ma
Higgins, Bob	Partner	Highland Capital	Ma
House, Charles		Hewlett Packard	Ca
Kaplan, David	Partner	Price Waterhouse	Ma
Landman, Fritz	Pres	ComputerWorld	Ma
Pampel, Roland	Pres	Bull	Ma
Ruopp, Dick	VP	TERC	Ma
Simmons, Michael	VP	Bank of Boston	Ma
Sutter, James	VP	Rockwell	Ca

5/15/90

THE COMPUTER MUSEUM
Board of Directors Meeting

MINUTES

February 16, 1990

I. The meeting was called to order by Gardner Hendrie, Chairman. Other directors in attendance were: C. Gordon Bell, Gwen Bell, Lawrence S. Brewster, Richard P. Case, David Donaldson, Max Hopper, Theodore Johnson, James McKenney, Laura Morse, Russell Noftsker, Nicholas Pettinella, Jonathan Rotenberg, Jean Sammet, Edward Schwartz, Hal Shear, Irwin Sitkin, and Ron Smart. Also in attendance were Oliver Strimpel, Executive Director, and James S. Davis, Clerk.

It was noted that the time for the June 22, 1990 annual meeting will be changed to 8:30 a.m. instead of 9:00 a.m. The following meetings will be Thursday, November 1, 1990 at Noon and Friday, March 1, 1991 at 8:30 a.m.

II. The Search Committee Report. The report was given by Gardner Hendrie in the absence of David Nelson. It was noted that Fenwick Partners had been retained by the Museum to carry out the search for a new Executive Director. Qualifications looked for were experience in management, including association with museums, or at least with other non-profit organizations with an educational mission; experience with fund-raising; and an orientation toward and

enthusiasm for computer technology. Ninety-three individuals were contacted. The list was narrowed in several stages; and finally Oliver Strimpel was selected unanimously.

III. Perspective from the Executive Director. Oliver Strimpel summarized the progress made by the Museum in its ten years of existence, and eight and one-half years as a legally organized non-profit corporation. He noted that only seven years ago it moved into its present space. While over half of the opening exhibition reflected mission was to preserve the artifacts of computer history, the Computer Graphics and Personal Computer Exhibits focused on the applications of computers. These popular and interactive exhibits started the trend away from the featuring of historic artifacts.

The travelling Computers in Your Pocket Exhibit represented a step forward as the Museum's first national outreach. The Smart Machines Exhibit which opened, combine an entertaining approach to history, with the Robot Theatre and Ninteractive educational computer-based exhibits, helped the Museum's popularity grow. The annual Kids Computer Fairs have helped reach younger audiences; and the SIGGRAPH Art Show drew a new audience which had less interest in computing per se than the computer art. The Computer Bowl, the most successful fund-raising and media event for the Museum, has been established as an annual activity. The Walk-Through Computer Exhibit currently being assembled will

represent the largest budgeted and most complex exhibit to date, with the greatest number of consultants involved in producing it.

Although the rate of attendance has steadily increased, there are still many days when the Museum is well below capacity and there is much room left for growth. Corporate membership also needs to increase. There were two significant jumps in 1986 when the breakfast seminar series began and in 1989 as a result of the Computer Bowl. In the Capital Campaign the Museum has not made the progress hoped for. For the last few years major gifts have been channeled into its operating fund and the payment of the mortgage, that was assumed in 1988.

Strimpel noted that of the components of the Museum's mission, its educational function was the most expensive, but was also its justification for being in Boston in its present location, since the mere preservation of the artifacts could be achieved in a warehouse. He noted that the development of resources at the Museum for research purposes was just beginning: it is laying the groundwork with, among other things, its collection of archives.

IV. The Nominating Committee's Report. David Donaldson presented the report of the nominating committee and a summary of that report is attached as Exhibit A. He requested that each board member report back to the Executive

Committee by the first week in March with at least one suggestion for a potential new board member. The nominating committee will review their proposals, followed by the Executive Committee at its March 27 meeting and send them back to the Board of Directors for their feed-back. At its April 18 meeting, the Executive Committee will further review the nominations and approve the proposed slate. A recruitment period will follow and the final list will be sent to the Board of Directors on May 3 with the new members being invited to attend the annual board meeting on June 22, together with associated events.

V. Museum's Operations Report. Oliver Strimpel reported on the Museum's operations. He stated that in the first six months of the current fiscal year the Museum had done extremely well with its operating fund budget and was well ahead of budget in terms of admissions, store sales and income from functions (the functions being the most profitable operation for the Museum in terms of returns vs costs). (See the attached Exhibit B dealing with various aspects of the operating budgets and financials.) There is a new store manager and the store is doing very well. One problem has been cuts in school bus funding by the Commonwealth of Massachusetts, which has kept admissions lower than they might have been. He noted that membership goals may not be reached for the fiscal year, and that whether the restricted

contribution goal is reached will depend upon the success of the Computer Bowl. Unrestricted contributions have reached the present level in part due to significant gifts to the Museum earlier this fiscal year by Board Members to help it through a cash flow crisis. (The IMS grant referred to is a \$75,000 grant from the Institute for Museum Services which may not be recurring.) He also noted that the funding of the Walk-Through Computer exhibit is currently "sheltering" some expenses by having some of the staff's time being charged against the budget for the exhibit.

The capital fund has been successful in terms of fund-raising for exhibits but not in terms of fund-raising for capital endowment.

Regarding exhibits, he mentioned that a display of four computer classics has been introduced to help fill the gap in historical exhibits between the opening of the Walk-Through Computer exhibit and the opening of the Milestones Exhibit in 1991.

An agreement has been reached with the Boston Computer Society for opening the Computer Discovery Center.

Educational materials are being developed to accompany the Walk-Through Computer Exhibit. The first assignment of the new marketing director, Noel Ward, would be to market the Walk-Through Computer Exhibit in an effort to maximize attendance and publicity.

Jean Sammet requested that the time-line exhibit be preserved, a request which was seconded by Gordon Bell.

Strimpel felt that the Museum's educational mission should be advanced to assure that the Museum's visitors receive the maximum advantage possible from their visits to the Museum (for example, by reaching Spanish speaking visitors) and a greater effort should be made to reach those who cannot come to the Museum.

Jean Sammet requested that an organizational chart and a list of the staff members be prepared for the Board.

VI. The Development Committee Report. Gardner Hendrie noted that last summer's cash flow problem led to the formation of three new development committees: Annual Fund, Corporate Membership, and Individual Membership. The Capital Campaign for the first six months of the fiscal year has taken a back seat to Operating Fund. A group is at work on trying to restructure the Capital Campaign, and is expected to report to the Board at the June meeting.

Hal Shear reported for the Annual Fund Committee. He mentioned that the goal was double that of last year and that it had been 60% achieved, which he felt was a good result. He felt that the goal should be met after the spring telethon. He mentioned that he is one member away from having 100% support from the Board of Directors.

Laura Morse spoke for the Corporate Membership Committee, stating that the results are not particularly

good (due partly to the economic slow down), but she felt things may be turning a corner to become more positive. A Membership Coordinator had been lacking but the Museum now has a new one. She noted that the Breakfast Seminars continue to be a great success.

Larry Brewster, speaking for the Individual Membership Committee, stated that they were 40% of the way toward reaching their revised goal of \$67,000 for the fiscal year. He mentioned the telethon which is planned for March to help increase membership. Gordon Bell asked whether the Museum could more aggressively sell memberships at the door. Jan Del Sesto answered that it will be part of the interpreters' job to promote membership and the visitors will be asked at the door and in the Museum's store whether they are members.

Jan Del Sesto spoke about the Computer Bowl indicating that it will provide \$250,000-\$350,000 of free advertising for the Museum which it cannot afford to buy. The 18 media sponsors will provide high visibility as well as revenue for the Museum, and will also provide the Museum with an opportunity to return to the sponsors in the future for additional support. There will be a video tape made of the Computer Bowl which will be available at the store for sale for \$40.

Gardner Hendrie suggested having a drawing for Museum visitors which would offer a prize of two free Computer Bowl

tickets which would enable the Museum to get names and addresses of potential new members. He also expressed thanks to Jan Del Sesto and to the Committee Members mentioned above for their work in sustaining the Operating Fund income.

VII. The Finance Committee's Report. Nick Pettinella indicated that the Museum's cash position has improved due to gifts from the Board of Directors when the Museum was having cash flow problems and due to the support available for the exhibits.

The funds of the Museum have been moved from Bank of New England to Bank of Boston, BayBank and State Street.

Richard Case noted that it was important for the Museum to show an operating surplus and to stop borrowing from the from other funds. Irwin Sitkin noted that he would like to see an Endowment Fund created. Gardner Hendrie noted that that was the goal of a group working on the Capital Fund program which is trying to develop a national campaign for endowment. Gordon Bell suggested that the value of the in-kind gifts be shown as an asset on the financial statements.

Jan Del Sesto noted the good public relations being derived from the Computer Bowl, from coverage in Popular Mechanics magazine, and from British Airways' mention of the Museum in its video city-guide to Boston (shown at the meeting).

VIII. Oliver Strimpel discussed goals for the Museum in 1991.

The 1991 operating budget is expected to compare favorably to the 1990 budget when one considers the \$50,000 operating grant from DEC (part of a major \$450,000 multi-year grant) and expected increased admissions, store sales and functions resulting from the Walk-Through Computer Exhibit. Negative factors include the fact that a renewed grant from the Institute for Museum Services is uncertain and there will be less shelter provided for other staff costs once the Walk-Through Computer Exhibit has been completed. He noted that the Milestones Exhibit may not be as well funded as the Walk-Through Computer Exhibit. In addition, in 1991 there will be no vacancies on the staff which means increased salaries over those paid in 1990.

Ed Schwartz suggested that admissions be increased before the Walk-Through Computer Exhibit opens, since the Museum is below market level. Also he felt that the store should be prepared in advance for the expected success of the new Exhibit. Some suggestions for raising more money included having more varied functions at the Museum, and not just renting out its space (for example, bringing in telephone company employees to help them develop basic computer literacy); production of books and videos relating to the Walk-Through Computer Exhibit; selling franchises for

that Exhibit; using the Museum as a set for commercials and educational films, etc.

Ed Schwartz suggested enlarging the kitchen so that the facilities for functions could be improved. Hal Shear suggested that the lines of visitors expected to develop when the Exhibit opens could offer an opportunity for sales possibilities. Irwin Sitkin suggested that travelling exhibits be listed in the Museum's newsletter.

IX. Report on the Walk-Through Computer Exhibit.
Oliver Strimpel summarized the progress in developing the exhibit to date. He noted that the application of the computer, called "World Traveller", will relate to finding routes between cities. Funding is currently at \$827,000. The thrust of the Exhibit is "How Does a Computer Work?" Gordon Bell suggested that the Museum might sell bags of some discarded computer parts which could be furnished to it free in great supply.

Noel Ward spoke about marketing for the Exhibit which should begin four to six weeks in advance of its opening. He plans to develop innovative advertising and to appeal to various groups. Advertising media may include posters, broadcasts, a blimp, and direct mail. Three national TV programs want to film at the Museum. The Museum may begin to cultivate interest by allowing selected visits to the warehouse where the Exhibit is being developed. There will

be two or three different opening nights for the Exhibit, geared to various groups.

X. Adjournment. There being no further business to come before the meeting, upon motion duly made and seconded, it was

VOTED: To Adjourn.
Adjourned.
A true copy.

Attested:

James S. Davis, Clerk

ed/6832D

THE COMPUTER MUSEUM
Executive Committee Meeting

MINUTES

February 28, 1990

Present were Oliver Strimpel, Gardner Hendrie, Ed Schwartz, David Donaldson, and Nick Pettinella.

Oliver Strimpel noted that the Computer Bowl funding, presently at a level of \$154,000, was behind in January and February and had only reached roughly one-half of the \$322,000 budgeted. Half of the balance which is needed is considered "fairly certain" to come in. Forthcoming ads for the Computer Bowl should help raise funds. Fund raising for the Bowl is currently Jan Del Sesto's top priority.

The capital campaign is still well behind; although funding for the Walk-Through Computer has exceeded its budget goal with some \$100,000 still potential. It is still on target for its opening date. The Milestones Exhibit is just over half funded.

A \$95,000 grant from the National Science Foundation has been awarded for the Exhibit Kit program, although official confirmation is still awaited. This is the second federal grant received by the Museum this year and shows that it can compete nationally with top museums for funding.

There was a discussion as to whether and when admission fees should be raised from the present \$5.00 to \$6.00. This will be further discussed at the next committee meeting on

March 27, but there seemed to be a general consensus that the increase was desirable and that it should start before the Spring visitor season begins and well before the Walk-Through Computer Exhibit opens.

The composition of the Executive Committee was discussed and it was noted that some of the current members have been serving on the committee or in other capacities with the Museum for many years; that they could not be expected to continue indefinitely; and that new members were needed. It was determined that some current members of the Board of Directors would be approached about serving on the committee.

Oliver Strimpel presented some preliminary plans for Museum activities for fiscal year 1991, and budget goals for that year. The Committee will consider his proposals for later discussions; but one of the immediate comments was that more should be added to focus on school groups and educational outreach. The role of the Museum's educational program manager was also discussed.

Gillian Ley will draft a letter to be sent to the Board members to solicit their suggestions for new members of the Board, as were requested at the recent Board meeting.

Ed Schwartz suggested that the Museum consider becoming accredited.

Gwen Bell joined for discussion of long range planning for the Museum. There was general discussion centering around the idea that what the Museum needs is not so much a vision of itself 25 years from now, but a plan to enable itself to go from its present status into the future in a healthy condition. Gwen is continuing to explore the issue of what group should be in charge of developing this plan and who should be at its head.

There was a comment that future planning should probably see a shift of emphasis somewhat more into the direction of the capital campaign, after the success in the past years with developing and funding exhibits.

THE COMPUTER MUSEUM
MINUTES OF THE EXECUTIVE COMMITTEE MEETING

March 22, 1990

In attendance were Oliver Strimpel, Ed Schwartz, Nick Pettinella, Gardner Hendrie, Lynda Bodman, and Jim McKenney.

Oliver Strimpel referred to the Museum's unrestricted short-term capital fund goals which have been revised downward from \$400,000 to \$220,000. At this point only some \$60,000 has been received, so that this presents a major cause of concern. The Computer Bowl is also behind where it should be in funding, but Jan del Sesto is confident about its achieving its goals. The income from the store and from functions at the Museum, and the fact that there have been empty positions, have given some support to the short term financial picture. One major problem is that there have basically been only two "askers" for capital funds: Gardner Hendrie and Gordon Bell.

Exhibit funding has been successful. It is hoped that the funding of the exhibits will build support for gifts to the Museum as a whole in the future.

Gardner Hendrie agreed that the focuses this year have been on funding of exhibits and operating expenses, and that the capital campaign has suffered as a consequence. Committees are now being developed to focus upon the capital campaign.

Lynda Bodman suggested developing gala VIP events for the Walk-Through opening; Jim McKenney suggested an afternoon preview for parents and their children oriented towards children; and there was suggestion of involving city officials. One suggestion was to hire a not-for profit event consultant in connection with the opening events.

Oliver noted that as of April 1 the Museum admission would be raised to \$6.

Brian McLaughlin, business manager, is temporarily taking over finance and administration responsibilities; and Jim McKenney suggested that a general assistant to the Museum Director was needed.

Of the \$825,000 budget for the walk through computer, \$65,000 is currently sheltering operating expenses.

The Milestones Exhibit is half funded. Seed money has been received to explore the possibility of a Virtual Reality travelling exhibit which would create very high visibility for the Museum around the country.

A summary of goals for the 1991 fiscal year budget (attached) was circulated for further discussion and development.

Ed Schwartz emphasized the importance to the Museum of hiring the proper staff, and felt that the necessary ideas to keep the Museum alive and growing would then take care of themselves. Ed also emphasized that he felt the better philosophy was to be conservative in setting the Museum's

goals and to continue to grow, rather than to be aggressive and become weaker financially.

There was general consensus that the museum needs a new head of its educational programs and more educational outreach.

A summary of considerations regarding governance of the museum was circulated (attached). There was discussion of whether the two Board meetings a year might be sufficient. It was felt that there needed to be a more energized Board. The need to inspire repeat annual corporate giving by working through the Board members was recognized.

It was felt that Irv Sitkin as head of the Nominating Committee should be urged to move the nominating process forward.

Gwen Bell and Jan del Sesto joined to discuss the capital campaign. There was a proposal of a structured committee approach in which different committees would focus on different fund raising sources. The goal was to diversify responsibility for the capital campaign drive. One suggestion was to start the endowment drive after the anticipated success of the Walk-Through computer, and possibly to present the proposal to the Board meeting in the Fall. It was emphasized that attention to this project should not be allowed to divert the needed energy from the opening of the Walk-Through exhibit.

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
April 18, 1990

In attendance were Oliver Strimpel, Ed Schwartz, Gardner Hendrie, Nick Pettinella, Lynda Bodman, Jim McKenney and David Donaldson.

1. FY-91 Preliminary Budget.

Oliver Strimpel produced preliminary figures for fiscal-91 for the operating and capital budgets.

With regard to the operating budget, he indicated that the FY-90 budget would come close to being balanced due to some major individual gifts. For FY-91 he anticipated a significant increase in admission income due to the Walk-Through Exhibit and the increased admission charge. He felt the novelty and excitement of The Computer Bowl would make it a good fund-raiser for a few more years to come and has budgeted its receipts at \$300,000 for FY-91.

The positions of Director of Finance and Administration and of Education Director have been eliminated from the '91 budget. Jim McKenney questioned whether the position of a Director of Finance and Administration should not be retained to allow Oliver to focus more of his attention on exhibits and fund-raising rather than administration. Oliver, however, indicated that he would prefer having an assistant to the Director of the Museum as a means for cutting salary costs. He is also suggesting the creation of a new position

of a Director of Public Programs which would combine the oversight of the exhibits and education programs since they both involve public education functions of the Museum. Gardner Hendrie indicated concern about doing so since he felt that the education program (as opposed to exhibits) might be hurt by comparison, due to Oliver's and the Museum's strong track record on exhibits. Oliver, however, felt that the approach not only saved money but also followed a pattern which is standard in many other science and technology centers and museums. He hopes to begin interviewing in July and August to try to fill the position. It was recognized that the positions that had been eliminated could be reinstated if the new approaches do not seem to work, or if additional funds are discovered.

With regard to the capital fund, Oliver noted that the current year's budgeted figure of \$400,000 has been revised down to \$220,000 with only \$60,000 of this having been received. There was a discussion as to whether the problem was lack of a sufficient development strategy, or a lack of Board involvement. There was general feeling that the Museum needed to compare the projected achievements for 1990 with the existing situation to determine the reasons for the shortfall, and to try to avoid having it repeated. Oliver at any rate felt that he was tied to the figure of \$250,000 for the capital fund for 1991 unless there was a general commitment to a capital campaign next year.

2. Board of Directors Nominations. Gwen Bell joined the meeting after which a list of potential directors were considered. It was understood that the Committee was looking for six "workers" and four "names" to add to the Board. Those selected were Mel Bergstein (or Bill Hoover), Owen Brown, a nominee from Digital, Robert Henderson (or Charles Waite), Bob Higgins, Chuck House, Fritz Landman, Ed Belove, Roland Pampel, either Mimi Macksoud, Pat Grey, or Kaplan from Price Waterhouse, Dick Ruopp, Michael Simmons, and James Sutter. The narrowed list will be sent to Irwin Sitkin and Naomi Seligman for their comments before the persons on the list are contacted; but contacts should be made quickly by the various persons on the Executive Committee who had expressed willingness to speak to certain of the nominees.

3. Capital Campaign Planning. Gardner Hendrie reported that the group considering the capital campaign had met twice. He made reference to Gwen Bell's organizational chart presented at the last Executive Committee meeting and stated that the group felt it should try to get professional advice before proceeding. Oliver is to receive three or four proposals by May 9 for structuring and managing a capital campaign, with the goal of reporting to the Board of Directors at the annual meeting and beginning the campaign in the Fall.

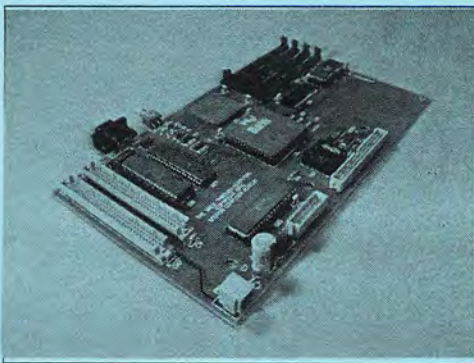
The next meetings of the Committee are set for May 30, June 14 (tentative), July 18, August 15, and September 19. The Board of Director's meeting is on June 22.

The Walk-Through Computer

A Landmark Exhibit at The Computer Museum, Boston, Massachusetts, USA

Insider's Report #6

The information in this newsletter is pre-release material. Please contact the Museum Development Office for further information.



Prototype logic board for The Walk-Through Computer. Photo by Richard Fowler.

The Walk-Through Computer

Local Firms Complete Prototype "Motherboard"



A consortium of local technology companies has recently completed work on a prototype circuit board for The Walk-Through Computer, the new permanent exhibit scheduled to open at The Computer Museum on June 23rd. The board, which was designed around the Intel i486™ microprocessor, is being used by the exhibit fabricator, F.W. Dixon, as a basis for constructing The Walk-Through Computer's 1100-square-foot "motherboard" (main logic board).

Why Not Make It Real?

Just four months ago, the exhibit designers were struggling with the problem of how to make a circuit layout for the giant computer that would be electronically accurate while allowing enough space for visitors to move about freely.

At the suggestion of Advisory Group members Gordon Bell, Vice President for Engineering at Stardent Computer, and Dave Patterson, Professor of Computer Science at UC/Berkeley, it was decided to go through the process of designing and fabricating a real printed circuit board, which could be used as a model for the exhibit.

Project Management by DGA

Alan Symonds, Technical Director for the exhibit, assisted by electrical engineer Peter Miller, designed the circuitry for the board using OrCAD STD II (from OrCAD Systems Corporation), and SoftPC (donated to the project by Insignia Solutions, Inc. of Sunnyvale, California). Donald Glass, President of DGA Associates in Wilmington, Massachusetts, lined up the necessary suppliers to get the prototype built, while Sharon Nichols, DGA's Director of Customer Support Services, guided Alan and Peter through the fabrication process.

Layout by Cadence

Once the schematic was complete, Michael Halter and Christine Lachiusa of Cadence, in Lowell, Massachusetts, worked with the exhibit designer, Richard Fowler, to design a board layout that would reconcile physical constraints, such as visitor flow, with the dimensions of the actual board components.

Multi-Core and Eltech

In early February, copies of the completed artwork went to Multi-Core, Inc., also based in Lowell, where Don Gingras, Director of Marketing, supervised the actual fabrication of the circuit boards.

The completed boards were sent to Eltech Electronics, Inc. of North Billerica, Massachusetts, where Peter Johnson, President of the company, set up a small production run, using a sequence of automated machines to "stuff" twelve identical boards with sockets, switches, capacitors, resistors, and other electrical components.

In late February, prototypes were sent to Drew Huffman at Paracom, Inc. for use in developing animation sequences (see *Insider's Report No. 5*), Exhibit Illustrator David Macaulay, and F.W. Dixon.

Worth the Effort

The use of a real, purpose-built PC board as a model is typical of the Museum's efforts to make the giant computer appear as real as possible.

"Basing The Walk-Through Computer on a real computer of our own design," says Alan Symonds, "turned out to be the only way to ensure we had a truly authentic exhibit. Although lots of people probably won't notice, if just one engineer looks down at the floor and says 'Hey, this thing could really work!' I think it'll be worth the effort."

Computer Industry Hardware Donations

Equipment donations worth over \$200,000 have now been received. In addition to a major cash grant announced previously (see *Insider's Report No. 2*), Digital Equipment Corporation has donated a MicroVax 3400 to the project. The computer's 256 parallel lines and 16 serial ports will be used to drive videodiscs, lighting, and other special-effects devices, using custom software developed at The Computer Museum. The system will run under VAXELN, Digital's real-time version of VMS. The donation was announced by Nancy Dube, Community Relations Manager for Digital.

Apple Macintosh IIfx

A Macintosh IIfx, donated by Apple Computer Corporation, will be used to run The Walk-Through Computer's demonstration program, *World Traveler* (see *Insider's Report #4*). The computer is part of a package of eight Macintosh IIs the company has donated to the project. The remaining computers will be used for software development and as interactive "learning stations" when the exhibit opens.

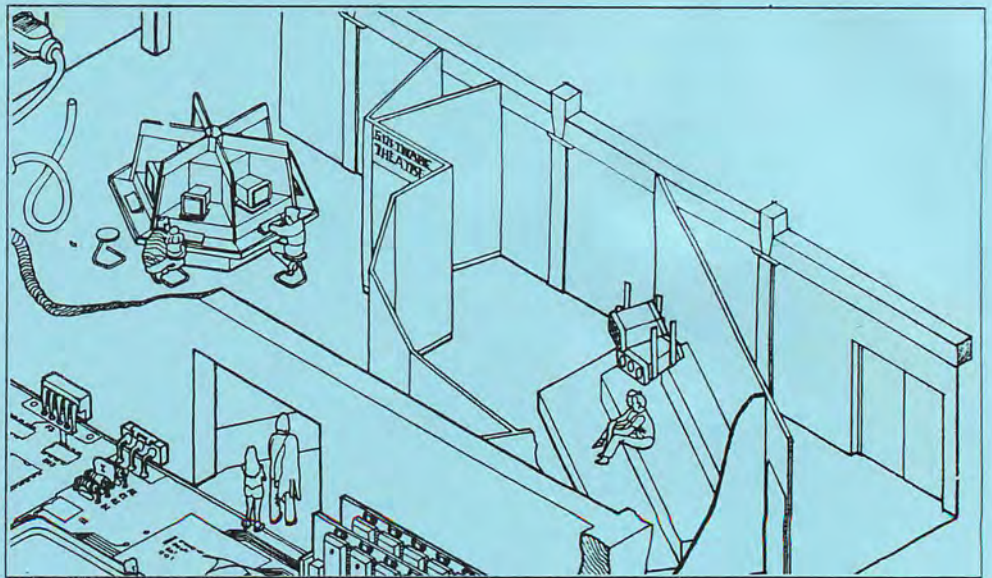
Mass Microsystems Disk Drive

Mass Microsystems of Sunnyvale, California, has donated a 45-megabyte DataPak removable hard drive, along with three cartridges. The drive's removable cartridges provide a useful means of sending large computer animation files back and forth between The Computer Museum and Paracomp, Inc. in San Francisco, where some of the animation segments are being developed. The donation was made possible by company president Adel M. El-Shimi and Meredith Lyon, Marketing Communications Manager.

Frame Grabber Boards

Data Translation, Inc., of Marlboro, Massachusetts, has donated one each of their QuickCapture and ColorCapture frame grabber boards, along with ImageStudio™ software. Fred Molinari, President of Data Translation and a longtime supporter of the Museum, arranged the donation.

Brad Pillow, of TrueVision, Inc., based in Indianapolis, has arranged for the long-term loan of a NuVista board together with a VIDI/O translation box and cables. The framegrabber boards are being used to digitize images for use in both the demonstration program and the mother-board "viewports."



Design for The Walk-Through Computer's Software Theater, from a drawing by Richard Fowler.

Post Perfect to Help Create Video

Dean Winkler, a computer artist based in New York City, will join forces with television producers John Palfreman and Nancy Linde of Boston's WGBH, to create a six-minute video for showing in The Walk-Through Computer's Software Theater.

Winkler, Vice President and Director of Creative Services at Post Perfect Inc., a \$15 million electronic special effects facility in New York City, will create computer animation for the show. A longtime supporter of The Computer Museum, Winkler is an internationally known computer/video artist. His "Renaissance: Flying Around Boston," is on display in the Museum's computer graphics gallery.

Palfreman and Linde are the creators of "The Information Age," a six-hour television documentary on the history of the computer revolution, currently being produced by the WGBH Science Unit in association with the British Broadcasting Corporation. The two are now working closely with Museum staff to develop a script and storyboard for the Software Theater video.

The show will feature a computer-animated cartoon character, who will explain how computer software drives the hardware—how the very explicit instructions in a computer program constitute an algorithm for solving a particular problem and how these are executed by the CPU.

Insider's Grapevine

Here are some of the developments you'll be reading about in future *Insider's Reports*:

- Work has begun on a series of six interactive panels for The Walk-Through Computer. Located near the entrance to the exhibit, the panels will help visitors understand such basic concepts as the binary representation of numbers, text, and instructions. Formative evaluation with Museum interpreters and visitors will begin in early April.
- Press interest in The Walk-Through Computer is growing rapidly. *The New York Times*, *The Boston Globe*, *The London Daily Telegraph*, *Siemens Review*, and *Popular Mechanics* have all picked up the story. An estimated 10 million people will have read about The Walk-Through Computer by the time the exhibit opens on June 23rd.
- Noel Ward, the Museum's Director of Marketing, is preparing a marketing plan to ensure that The Walk-Through Computer gets the attention it deserves when it opens in June. The plan includes billboard, magazine, and newspaper advertising.

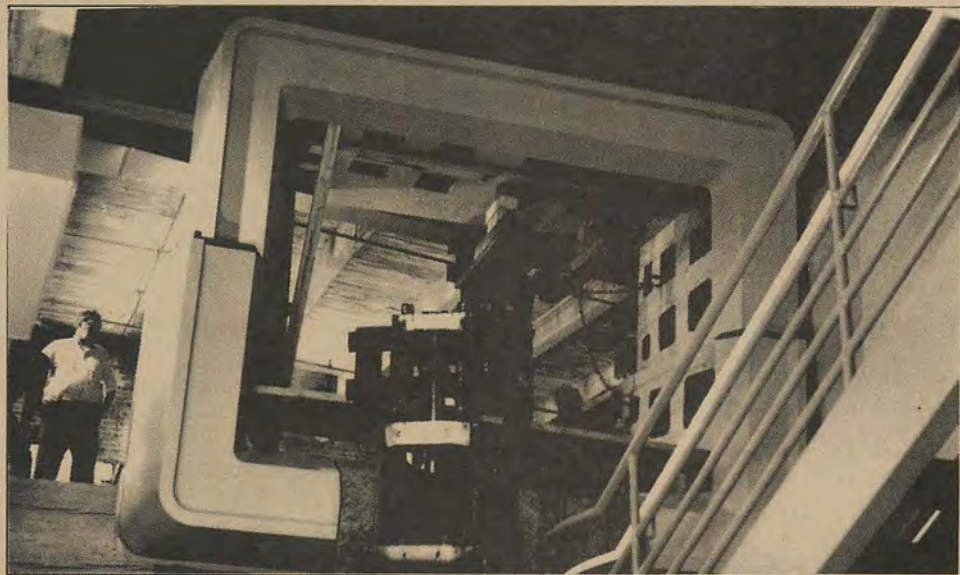
The Walk-Through Computer™

A Landmark Exhibit at The Computer Museum, Boston, Massachusetts, USA

Insider's Report #7

The information in this newsletter is pre-release material. Please contact the Museum Development Office for further information.

Walk -Through Computer™ Arrives



Riggers carefully ease the giant monitor into place in the new gallery. Photo by Richard Fowler.



Components of The Walk-Through Computer™, the world's only two-story model of a desktop computer, have now been moved to The Computer Museum from workshops at F.W. Dixon, the exhibit fabricator. It took a full day of work by a five-man rigging team to hoist the computer's giant monitor into place on the sixth floor of the Museum, overlooking the new Walk-Through Computer gallery. The giant keyboard, power supply, hard disk, and chassis front are also now on the exhibit floor, with the trackball soon to follow. A team of Dixon workers has set up shop in the gallery and is hard at work fabricating the remaining portions of the exhibit.

Originally, The Walk-Through Computer was to have been assembled in a warehouse in Wilmington, Massachusetts, then disassembled and brought to the Museum just a few weeks before the exhibit opening. The new plan saves precious time, and has the added advantage of giving visitors a sneak preview.

AT&T Donates \$50K

AT&T recently pledged \$10,000 toward construction of The Walk-Through Computer. Combined with a donation last year of \$40,000, this brings AT&T's total sponsorship to \$50,000, and makes the company an official exhibit Sponsor. "AT&T Computer Systems is proud to be a participant in The Walk-Through Computer," says Paul A. O'Brien, AT&T Data Area Manager-New England. "It's a wonderful resource for the Museum's mission of helping people understand these things called computers."

SuperMac Gives Hardware

SuperMac Technology, of Sunnyvale, California, has donated two Spectrum/8 Series III color monitors with 8-bit video boards and two DataFrame XP100 hard disks for use in Walk-Through Computer software development. The donation was arranged by company president Michael McConnell.

Other West Coast companies that have contributed to the development of the exhibit include Apple Computer Corporation, Macromind, Paracom, Intel, Claris, Cirrus Logic, and Silicon Beach.

The Walk-Through Computer

Media Interest Grows

According to Gail Jennes, The Computer Museum's Public Relations Manager, more than 16 million people will have read about The Walk-Through Computer before formal promotional efforts even begin.

International Highlights

News of The Walk-Through Computer has already spanned the globe with a half-page piece in the March 26 *London Daily Telegraph* and a *Jerusalem Post* feature on the Museum last December.

The *Telegraph* story prompted a stream of inquiries from the British media including the *London Times*, *New Computer Express*, *Electronic Times*, the BBC prime-time science program *Tomorrow's World* and the BBC's *Search Out Science* show for children. In addition, the West German *Siemens Review* (read by 40,000 of the world's opinion leaders) will publish a feature on The Walk-Through in its May/June issue. Germany's *Der Spiegel* is also interested in doing a piece.

National Highlights

Columnist Alex Beam broke the story in *The Boston Globe* last December. In March, *The Sunday New York Times* highlighted the new exhibit in a piece on the Museum that has been reprinted across the country and in Canada. The April issue of *Compute!* featured a photograph and description of The Walk-Through Computer as part of an extensive feature about the Museum.

Look for stories on April 16th in *Business Week*, April 18th in the *North Shore Weekly* chain distributed to 110,000 people in Massachusetts, and in the May issue of *Popular Mechanics*. On May 20th, *The New York Times Sunday Magazine* will feature The Walk-Through Computer as its "Works in Progress" piece. And in June, *Family Circle*, *The Boston Sunday Globe*, *Personal Computing*, and *CHILDSPLAY Magazine* are highlighting the exhibit with features or other coverage. Also coming up this summer is a story in *Results Magazine* (read by 25,000 top management executives in the US).

To top it off: *Good Morning America* is interested in greeting the country one morning in June from inside The Walk-Through Computer!



Workers from F.W. Dixon bring part of the giant keyboard into the Museum. Photo by R. Fowler.

Marketing The Walk-Through Computer™

Noel Ward, The Computer Museum's newly appointed Director of Marketing, is working with Commonwealth Creative Group of Natick, Massachusetts, to develop an advertising campaign designed to ensure that The Walk-Through Computer gets the audience it deserves when it opens on June 23rd.

High visibility advertising aimed at building public anticipation will begin three to five weeks before the opening. In the weeks following, advertising efforts will focus on maintaining awareness of The Walk-Through Computer and attracting visitors.

Media under consideration for the advertising campaign include: local and regional newspapers; billboards along major

highways approaching Boston; transit cards on subway cars and buses; posters in train stations, airports, computer stores, tourism centers, public libraries, and community recreation centers.

"In the history of The Computer Museum," says Ward, "no other exhibit has had the potential to capture the imagination of as broad an audience as The Walk-Through Computer. A landmark exhibit, it presents us with a larger-than-life opportunity to promote the museum regionally, nationally and even worldwide." Ward feels The Walk-Through Computer has the potential to double the number of visitors to the Museum, currently running at about 100,000 annually.

Insider's Grapevine

Here are some of the developments you'll be reading about in future *Insider's Reports*.

- Intel Corporation has contributed \$115,000 for use in the production of a video that will take viewers on a "walk" through The Walk-Through Computer.
- Testing and formative evaluation of the various Walk-Through Computer exhibit components is now underway. School children, visitors, and industry consultants are getting involved.
- Lotus Development Corporation has donated \$25K towards construction of The Walk-Through Computer Software Theater.
- The Information Machine, the large introductory panel being created by David Macaulay, will incorporate six different interactive stations.

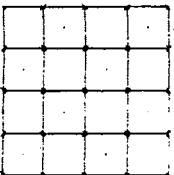
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Board of Directors Meeting November 1, 1990 8:00 a.m.

- 8:00 Call to order of the Members of the Corporation
Nominating Committee report and elections to the Board
Amendment of By-laws relating to Board Members' term of office
- 8:10 Call to order of the Meeting of the Board of Directors
- 8:15 Status report on Museum
- 8:40 Capital Campaign Planning Study summary
- 9:00 Discussion of Capital Campaign Planning Study
- 10:00 Coffee break
- 10:15 Capital Campaign discussions: Planning for the future
- 11:30 Walk-Through Computer Video screening (if time permits)
- 12:00 Lunch



Larry Brewster - need a national ^{compelling} theme (or maybe an international theme - Chuck House)
loss of competitiveness in world markets
lowering SAT scores
demystify computers
excite young people enter technology

Exhibits Ideas

Future of computers
(Fredrick)

give to:
endowment
building fund
endowment for programs (Linda Beckman)
warehouse for collection

Event Ideas

awards for 20 ⁵⁻³⁰ outstanding
teachers or students
to emphasize education
role

"without whose help so much more could be done"

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1991 BOARD OF DIRECTORS

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

O:(617) 227-0303

FAX:(508) 393-7707

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800

FAX:(617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer

Mailing Address:

H:(415) 949-2735

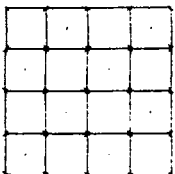
450 Old Oak Court
Los Altos, CA 94022

HOME FAX:(415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800

FAX:(617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O:(617) 338-0930

FAX:(617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

O:(617) 497-9010

FAX:(617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

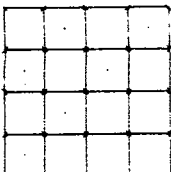
O:(914) 288-4005

FAX:(914) 288-1258 Or 288-1203

Mr. David L. Chapman
President and CEO
Computer Power Group
313 Speen Street
Natick, MA 01760

O:(508) 650-3500

FAX:(508) 655-1554



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

David Donaldson, Esquire
Ropes and Gray
One International Place 3rd Floor
Boston, MA 02110

O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O:(202) 357-2089

FAX:(202) 357-1853

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

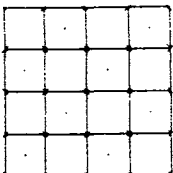
O:(617) 277-1310

FAX:(617) 277-5379

Dr. Thomas Gerrity
President
CSC Consulting
5 Cambridge Center
Cambridge, MA 02142

O:(617) 492-1500

FAX:(617) 499-1211



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

O:(203) 926-1801

FAX:(203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

O:(817) 963-2072

FAX:(817) 963-4219

Mr. Charles House
General Manager
Software Engineering Systems Division
Hewlett-Packard Company
1266 Kifer Road
Sunnyvale, CA 94086

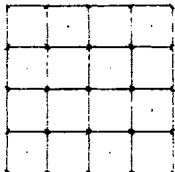
O:(408) 746-5589

FAX:(408) 746-5904

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O:(508) 369-2640

FAX:(508) 371-1363



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

O:(617) 439-4390

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 876-0900

FAX:(617) 876-0391

Mr. Fritz Landmann
President and Publisher
CW Publishing Inc.
375 Cochituate Road
Framingham, MA 01701

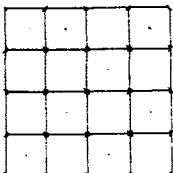
O:(508) 879-0700 ext. 100

FAX:(508) 875-4394

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

O: (617) 495-6595

FAX: (617) 495-6001

Ms. Laura Barker Morse
Managing Director
Russell Reynolds Associates
45 School Street
Boston, MA 01824

O: (617) 523-5501

FAX: (617) 523-7305

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O: (508) 626-2144

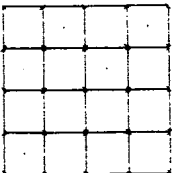
FAX: (508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O: (617) 253-7851

FAX: (617) 253-6215

HOME FAX: (617) 742-7932



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Anthony Pell
President
Pell, Rudman and Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O: (617) 439-6700

FAX: (617) 439-0594

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O: (617) 576-3266

FAX: (617) 547-3879

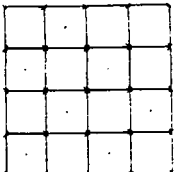
Dr. John William Poduska
President and CEO
Stardent Computer
100 Wells Avenue
Newton, MA 02159

O: (617) 964-1000

FAX: (617) 964-8962

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, Ma 02116

Home: (617) 247-0405



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Richard Ruopp
President Emeritus
Bank Street College
11 York Road
Belmont, MA 02178

O: (617) 547-0430

FAX: (617) 489-5255

H: (617) 489-5254

Ms. Jean Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O: (301) 907-0233

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
Maynard, MA 01754

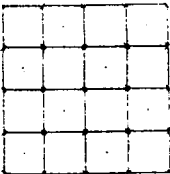
O: (508) 493-9765

FAX: (508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O: (617) 695-3660

FAX: (617) 695-3656



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

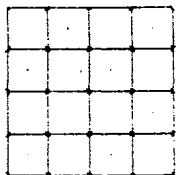
O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01 025JA
Boston, MA 02106

O:(617) 434-6464

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 273-6346

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

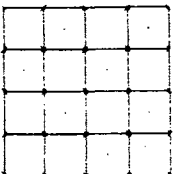
O:(914) 644-6435

FAX:(914) 644-7649

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O:(508) 493-7012

FAX:(508) 493-7337



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. James Sutter
Vice President, General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

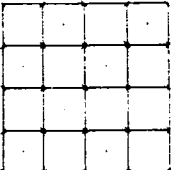
FAX:(213) 797-2449

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised August 6, 1990



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM NOMINEES TO THE FY 1991 BOARD OF DIRECTORS

Edward Belove
Vice President
Research and Development
Lotus Development Corporation
161 First Street
Cambridge, MA 02142

O: (617) 577-8500

FAX: (617) 693-7793

Mr. Howard Cox
General Partner
Greylock
One Federal Street
Boston, MA 02110

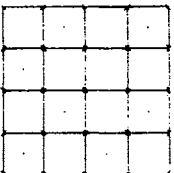
O: (617) 423-5525

FAX: (617) 482-0059

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, Ma 02116

O: (617) 536-0470

FAX: (617) 536-2772



INTEROFFICE MEMORANDUM

Boston Childrens Museum
and
The Computer Museum

Date: 30-Oct-1990 02:23pm EST
From: Sue Johnson
JOHNSON
Dept:
Tel No: 372

TO: Oliver Strimpel (STRIMPEL)
TO: Gwen Bell (BELL)
TO: Jan DelSesto (DELSESTO)
TO: Kathy Keough (KEOUGH)

subject: Meeting Attendee's

The following are the people we can expect to see at the Webb presentation and the Board Meeting:

October 31, 1990

Gardner Hendrie		<u>Have not heard from:</u>
Oliver Strimpel		
C. Gordon Bell	←	Larry Brewster
Gwen Bell	←	Dave Chapman
Lynda Bodman	←	Laura Morse
Dave Donaldson		Seymour Papert
Jon Eklund		Paul Severino
Edward Fredkin		
Ted Johnson		
Fritz Landmann NM		
James McKenney		
Anthony Fell		
Richard Ruopp		
Jean Sammet		
Grant Saviers		
Ed Schwartz		
Hal Shear		
Michael Simmons NM		
Ronald Smart		
James Sutter ?		
James Davis		
Ed Belove		

November 1, 1990

Gardner Hendrie		<u>Have not heard from:</u>
Oliver Strimpel		
C. Gordon Bell	←	Larry Brewster
Gwen Bell		Dave Chapman
Lynda Bodman		Seymour Papert

Paul Severino

Dave Donaldson
Jon Eklund
Edward Fredkin
Charles House NM
Ted Johnson
David Kaplan ~~##~~ ?
Fritz Landmann NM
James McKenney
Laura Morse
Anthony Pell
Nick Pettinella
Richard Ruopp
Jean Sammet
Grant Saviers -- DEC Annual Meeting; will try to make it
Ed Schwartz
Hal Shear
Ronald Smart
James Sutter ?
James Davis

The Computer Museum

300 Congress Street
Boston, MA 02215

(617) 426-2800

DATE: October 22, 1990
TO: The Computer Museum Board of Directors
FROM: Oliver Strimpel
RE: November 1, 1990 Board Meeting

Since the opening of The Walk-Through Computer, the Museum has reached a new level of visibility and popularity. I look forward to sharing our news with you on November 1.

As you know, the Museum is just completing a planning study (of which your interview is a part) to assess its ability to conduct a successful capital campaign. Let me remind you that you are invited to attend a special meeting at 6:30 p.m. on October 31 at which the results of the study will be presented.

The results of the study and the capital campaign are of critical importance to the future of the Museum and will be the major agenda item at the November 1 Board Meeting. I very much hope you will be able to attend this important meeting.

/sj

Enclosures: November 1, 1990 Board Meeting Agenda
September 19, 1990 Executive Committee Meeting Minutes
Financial Statements for the Three Months Ended 9/30/90



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

	9/30/89 ACTUAL	FOR THE THREE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	9/30/90 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	442	414	527	113	27%	2,019	2,138
Capital Fund	255	148	149	1	1%	1,011	1,027
Total Revenues	<u>697</u>	<u>562</u>	<u>676</u>	<u>114</u>	<u>20%</u>	<u>3,030</u>	<u>3,165</u>
EXPENSES:							
Operating Fund	363	522	447	75	14%	1,992	1,967
Capital Fund	221	157	200	(43)	(27%)	1,138	1,217
Total Expenses	<u>584</u>	<u>679</u>	<u>647</u>	<u>32</u>	<u>5%</u>	<u>3,130</u>	<u>3,184</u>
NET REVENUES (EXPENSES)	<u>\$113</u>	<u>(\$117)</u>	<u>\$29</u>	<u>\$146</u>	<u>225%</u>	<u>(\$100)</u>	<u>(\$19)</u>

SUMMARY:

For the three months ended September 30, 1990, The Museum operated at a surplus of 29K compared to a budgeted deficit of (117K). As of September 30, 1990 total cash and cash equivalents amounted to 457K.

OPERATING: Operating revenues were 27% over budget due to strong earned revenue streams and due to early receipt of a major Unrestricted Contribution. Expenses were 14% under budget due mainly to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 1% over budget. Capital expenses were 27% over budget due to unbudgeted expense in Exhibits Development (funding which was received in FY90).

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

	9/30/89 ACTUAL	BUDGET	FOR THE THREE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
			-----9/30/90----- ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	108	\$55	105	50	91%	600	588
Restricted contributions	53	37	0	(37)	(100%)	315	310
Corporate memberships	26	35	17	(18)	(51%)	200	201
Individual memberships	12	13	12	(1)	(8%)	52	72
Admissions	114	126	237	111	88%	370	480
Store	71	94	97	3	3%	268	272
Functions	49	48	55	7	15%	153	160
Interest Income	3	2	2	0	0%	4	5
Other	6	4	2	(2)	(50%)	57	50
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	442	414	527	113	27%	2,019	2,138
EXPENSES:							
Exhibits Development	0	37	4	33	89%	204	182
Exhibits & Collection	36	36	31	5	14%	123	125
Education	54	61	77	(16)	(26%)	261	272
Marketing & Memberships	64	113	76	37	33%	391	375
General Management	61	68	67	1	1%	239	239
Fundraising	15	32	28	4	13%	182	181
Store	52	80	72	8	10%	232	234
Functions	17	23	20	3	13%	74	73
Museum Wharf expenses	64	72	72	0	0%	286	286
Total Expenses	363	522	447	75	14%	1,992	1,967
NET REVENUES(EXPENSES)	\$79	(\$108)	\$80	\$188	174%	\$27	\$171

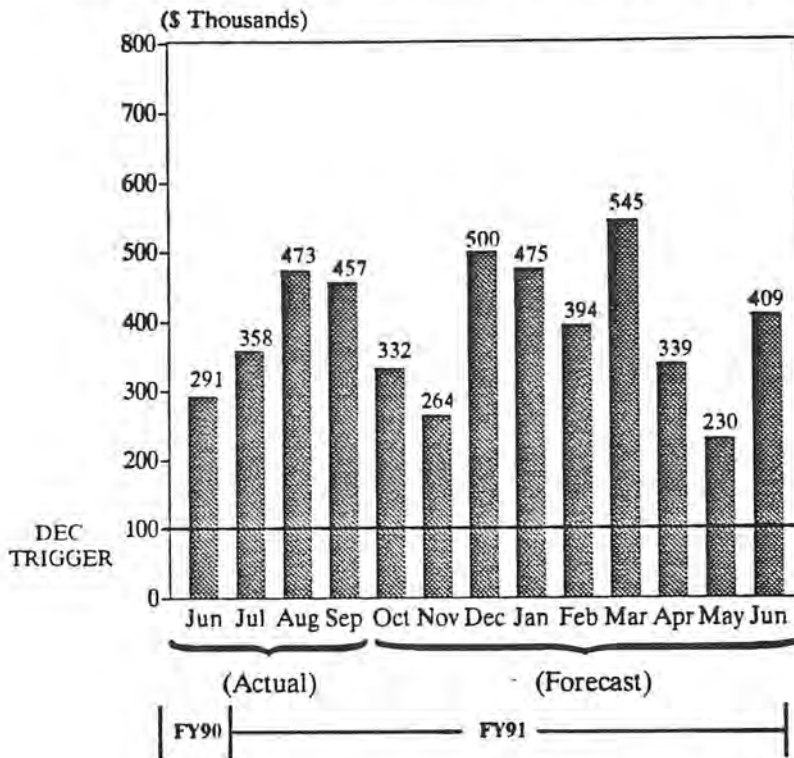
THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
(\$ - Thousands)

	9/30/89 ACTUAL	BUDGET	FOR THE THREE MONTHS ENDED		FY91 BUDGET	FY91 FORECAST	
			9/30/90 ACTUAL	FAV (UNFAV)			
REVENUES:							
Unrestricted Contributions	\$5	\$5	\$24	\$19	380%	250	250
Restricted Contributions	250	143	121	(\$22)	(15%)	761	770
Interest Income	0	0	6	\$6	100%	0	9
Gain/Loss on Securities	0	0	(2)	(\$2)	(100%)	0	(2)
Total Revenues	255	148	149	1	1%	1,011	1,027
EXPENSES:							
Exhibits Development	108	48	106	(58)	(120%)	746	847
General Management	59	14	14	0	0%	90	79
Fundraising	15	58	43	15	26%	155	146
Wharf mortgage	39	37	37	0	0%	147	145
Total Expenses	221	157	200	(43)	(27%)	1,138	1,217
NET REVENUES (EXPENSES)	\$34	(\$9)	(\$51)	(\$42)	(47%)	(\$127)	(\$190)

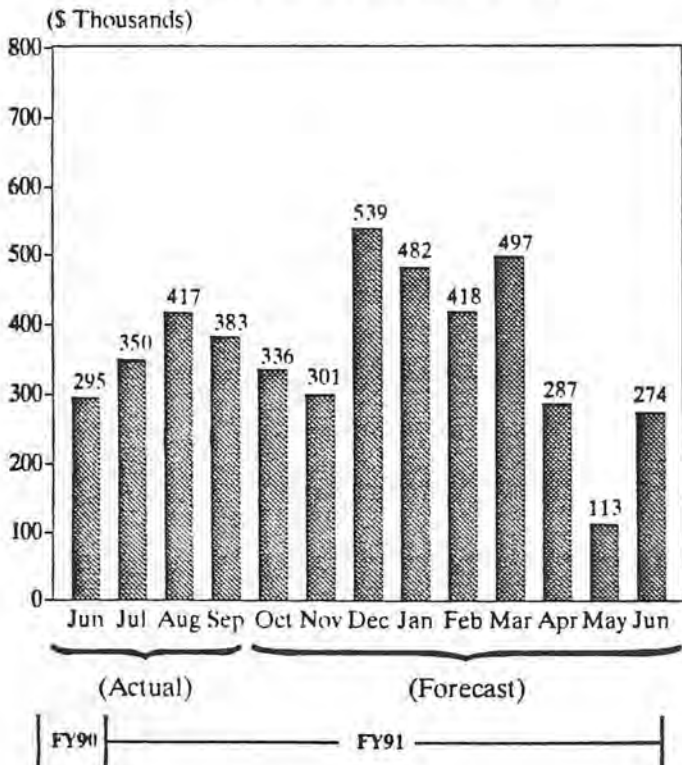
THE COMPUTER MUSEUM

BAR GRAPH REPRESENTATION OF MONTHLY CASH BALANCE FY91

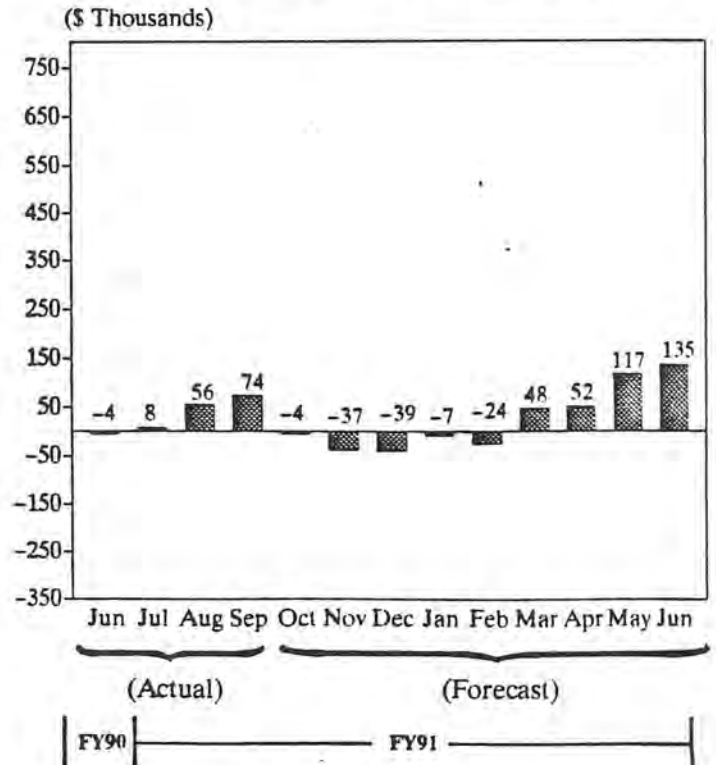
COMBINED RESTRICTED & UNRESTRICTED MONTH END CASH BALANCE



RESTRICTED MONTH END CASH BALANCE



UNRESTRICTED MONTH END CASH BALANCE



NOTE: Restricted cash balance includes funding for Exhibits, Building and Endowments.

Updated: 10/15/90

October 25, 1990

FY91 COPORATE MEMBERSHIP ANALYSIS

FY91 Budget:
\$200,000

FY91 Actual:
\$30,500
(5 renewals, 13 new,
4 breakfast sponsors)

Committed companies: Aberdeen Group, Amdahl Corporation, Avid Technology
(TOTAL: \$5,000)

BUDGET FOR NEW MEMBERS:

ACTUAL NEW MEMBERS:

30 @ \$1,000 = \$30,000

2 new @ \$500 = \$ 1,000
Moody Stecker
Matrix USA, Inc.

5 @ \$3,000 = \$15,000

10 new @ \$1,000 = \$10,000
Karen C. Cohen Assoc.
CompuServe
Corporate Software
Data Switch
Etra
John Hancock
MASS Microsystems
Milliken & Co.
Silicon Valley Bank
Summagraphics Corporation

3 @ \$5,000 = \$15,000

1 @ \$3,000 = \$ 3,000
Addison-Wesley

\$60,000

0 @ \$5,000 = \$ 0

\$14,000

Breakdown of potential renewal dollars for FY91:

JULY 1990

<u>Corporation</u>	<u>Amount</u>	<u>Contact</u>	<u>Comments</u>
Ashlar Corporation	\$ 1,000	Melanie King 408-746-3900	OS will call
Control Data	\$ 1,000	John Lacey 612-853-5355	BELL
Gensym Corporation	\$ 1,000	Lowell Hawkinson	RENEWED

Jostens Learning Center	\$ 1,000	Bonnie Turrentine 617-444-0700	OS will call
McGraw-Hill	\$ 2,500	Ida Anastasia	RENEWED
Mentor Graphics	\$ 1,000	Marti Brown 503-626-7000	sent postcard saying request was received
	----- \$ 4,000		

AUGUST 1990

\$ 0

SEPTEMBER 1990

Amdahl Corporation	\$ 3,000	Lloyd Dickman 408-746-6000	
Interbase Software	\$ 1,000	James Starkey 617-275-3222	RENEWED
IBM (asking for \$25K)	\$15,000	A.N. Scallon	JDS sent special solicitation
Morgan Stanley	\$ 1,000	Kathy Bertucci 212-703-4000 Delip Gadhar	function Parrish inviting to Noorda brkfst
Software People Concepts	\$ 1,000	Roger Sobkowiak 203-786-5075	function
Synernetics	\$ 1,000	R. Bruce McClure 508-670-9009 Alan Wallack	Pytko to check with them
	----- \$21,000		

OCTOBER 1990

Bechtel/Parsons	\$ 1,000	William Twomey 617-951-0870	REFUSED Robb to f/u
Multitrak Software Devel.	\$ 1,000	Ellen Solms 617-482-6677	function
Sequent Computer System	\$ 0	K.C. Powell 503-626-5700	complimentary Bell to f/u
	----- \$ 1,000		

NOVEMBER 1990

AT&T	\$ 5,000	Susana Thompson 617-574-3158

	\$ 5,000	

DECEMBER 1990

Aobe	\$ 5,000	Charles Geschke	RENEWED
Acer Corporation	\$ 3,000	Debra Bowman	
Cadence Design Systems	\$ 3,000	Helen Dutton	
DMR Group	\$ 1,000	Michael Murray	
Ernst & Young	\$ 1,000	Joseph Vicidomino	
McKinsey & Co.	\$ 1,000	Alan Abelow	function
Meditech	\$ 1,000	Neil Pappalardo	
Software House	\$ 1,000	Courtney Scott	function, employees came to brkfasts Terry to f/u

	\$11,000		

JANUARY 1991

Coopers & Lybrand	\$ 3,000	Richard Murray	
C.S. Draper Labs	\$ 3,000	Joseph O'Connor	
Fenwick Partners	\$ 1,000	James Masciarelli	
Greylock Manangement	\$ 1,000	Bill Kaiser	
Index Group	\$ 1,000	Susan Meyer	RENEWED
Intermetrics	\$ 1,000	Nick Pettinella	
The Mathworks	\$ 1,000	John Little	
Russell Reynolds	\$ 1,000	Laura Morse	
Schubert Associates	\$ 1,000	Linda Bodman	
Shawmut Corporation	\$ 1,000	Kathleen Tullberg	

Travelers Ins.	\$ 3,000	Norm Demers
Wellfleet Communications	\$ 1,000	Paul Severino
Xerox Corporation	\$10,000	W.J. Spencer
	<u>-----</u>	
	\$27,000	

FEBRUARY 1991

Aspen Technology	\$ 1,000	Larry Brewster	
ADP	\$ 3,000	Arthur Kranseler	
Data Translation	\$ 1,000	Fred Molinari	
DECUS	\$ 3,000	Charles Ham	
The Gillette Co.	\$ 3,000	Joe Cloonan	
Halliburton Services	\$ 1,000	William Beard	joined to use collections
IEEE Computer Society	\$ 3,000	Michael Elliott	
The Millipore Foundation	\$ 1,000	Charleen Johnson	
NEC Systems Lab	\$ 1,000	Ed Kuge	
The Putnam Companies	\$ 1,000		function
Ropes & Gray	\$ 3,000	Dave Donaldson	
Ziff-Davis Publishing	\$ 3,000	Phillip Korsant	
	<u>-----</u>		
	\$24,000		

MARCH 1991

Bank of Boston	\$ 1,000	Jack Harcourt	
Bank of New England	\$ 1,000	Dale Edmunds	
The Chase Manhattan Bank	\$ 1,000	Christine McGarry	function
Deloitte & Touche	\$ 1,000	David Elsbee	
GTE Laboratories	\$ 1,000	William Griffin	
Micro-Mentor	\$ 1,000	Eric Vogt	
Price Waterhouse	\$ 1,000	Kenton Sicchitano	

The Research Board	\$ 1,000	Naomi Seligman

	\$ 8,000	

APRIL 1991

Alliant Computer	\$ 1,000	Terry Holden	function
Banyan Systems	\$ 1,000	David Mahoney	
Batterymarch Financial	\$ 1,000	Paul Rugo	function
Bitstream	\$ 1,000	Louise Dornitz	
CONNECT	\$ 1,000	Josephine Morrissey	function
Data General	\$ 1,000	David Roy	
DAVOX	\$ 1,000	Daniel Hosage	
Dow Chemical USA	\$ 1,000	Hans Huppertz	
EMC Corporation	\$ 1,000	R. Egan	
Emerald Systems	\$ 1,000	Lisa McKenzie	function
F.W. Dixon	\$ 1,000	Kevin Griffin	
Gaston & Snow	\$ 3,000	Cameron Read	
GreenTree Associates	\$ 1,000	Randy Green	function
IDG	\$ 5,000	Patrick McGovern	
KPMG Peat Marwick	\$ 1,000	Grant Waite	
Mobil Corporation	\$ 1,000	J.F. Trautschold	
The New England	\$ 3,000	Bob Shafto	
NYNEX Corporation	\$ 1,000	Bonnie White	
Raytheon	\$10,000	Janet Taylor	
Stratus Computer	\$ 3,000	William Foster	

	\$39,000		

MAY 1991

Applied Tech Investors	\$ 500	Frederick Bamber
------------------------	--------	------------------

Aries Technology	\$ 1,000	Michael Tanner	function
Boston Globe Foundation	\$ 1,000	Suzanne Watkin	
Goldman Sachs & Company	\$ 1,000	Peter Kiernon	
Liberty Mutual	\$ 3,000	Vaughan Sanborn	
Microsoft Corporation	\$ 3,000	Bill Neukom	
Prime Computer	\$ 1,000	Roselle Warren	
TASC	\$ 3,000	Arthur Gelb	
Technology Research Group	\$ 1,000	Andy Rappaport	
United Technology Corp.	\$ 3,000	John Hammitt	
VideoLogic	\$ 1,000	Karyn Scott	
Wavetracer	\$ 1,000	Richard Fiorentino	function

	\$19,500		

JUNE 1991

Bolt Beranek & Newman	\$ 1,000	Michael Nacy	
Bull HN Information	\$ 1,000	Timothy Kilduff	
Innovis Interactive Tech	\$ 1,000	Mark Lembershky	
Lotus Development	\$ 3,000	Michael Durney	
New Directions	\$ 1,000	David Corbett	
Pell Rudman	\$ 1,000	Tony Pell	

	\$ 8,000		

TOTAL = \$174,000

Assuming an 80% renewal rate of the \$174,000 dollars in potential renewals, the total of renewal dollars for FY91 is \$139,200.

\$200,000 budget for FY91
\$139,200 renewals at 80%

\$ 60,800 additional dollars we need to raise in FY91

The \$60,800 additional dollars needed can be reached through new corporate members as follows:

30 @ \$1,000 =	\$30,000
5 @ \$3,000 =	\$15,000
3 @ \$5,000 =	\$15,000

	\$60,000

LAPSED RENEWALS

Contact	Organization	Amount	Renew	Comments/FlUp
Bill Meagher	Andersen Consulting	\$1,000	11/89	REFUSED
G.N. Simonds	Chrysler Corp.	\$1,000	3/90	Sitkin
Thomas Mattia	Hill and Knowlton	\$1,000	3/90	
Steve Wright	Index Technology Corp.	\$1,000	1/90	Makela
T.J. McKiernan	Moore Business Forms & Systems Division	\$3,000	9/89	Sitkin, Karash
John Paul Nixdorf Computer Engineering Corp. (NCEC)	Nixdorf Computer	\$1,000	8/89	Merged with Siemens, Pytka to contact, Baar to work on Nixdorf USA
Kathy Keeton	Omni Publications	\$1,000	3/90	Karash

TOTAL \$ 9,000

"HOT" PROSPECTS

Company	Follow Up	Comments
Addison-Wesley John Wait \$3,000	Bell	JOINED AT \$3K
ADL Charles LaMantia \$1,000		Macksoud Macksoud sent letter 6/13 REFUSED
Advanced Tech Ventures Edward Teller \$?	Bell	E. Teller (Oct. speaker) is on Board
Agility Systems John Landry \$1,000	Terry	Oates sent letter 6/4
AI Corp. Bob Goldman \$1,000	Parrish, Recht	Oates sent letter 7/9
AMEX Shareholders Karen Warner \$1,000	Museum	Oates sent letter 6/15, Recht called
Avid Technology Bill Warner \$1,000	Parrish	Oates sent letter 6/4
Bachman Charles Bachman \$1,000	Museum	Oates sent letter 6/4, committed \$\$ to Milestones Exhibit
Bain Carol Jennings \$1,000	Parrish	Invited to Noorda brkfst
BGS Jim McGuire \$1,000	Museum	Oates sent letter 6/4
Broadview Paul Denninger \$?	Museum	
Brown Brothers Harriman \$?	Bell, Read	
Cahners Burge	Strimpel/Bell Read	

\$3,000

CODEX
Linda Young Regan
\$1,000

Morse

Oates sent letter 6/20

EDS
Michael Kaglarcan
\$1,000

Morse

Oates sent letter 9/13

GE Jet Engines
\$1,000

Baar

Gartner Group
Gideon Gartner
\$3,000

Sitkin

Hartford Insurance
Jack Crawford
\$1,000

Sitkin

Oates sent letter 9/11

Houghton-Mifflin
\$?

Bell, Robb

Index Technology
Steve Wright
\$1,000

Makela

Oates sent letter 6/4

Interleaf
\$1,000

Pytka

Keane
\$1,000

Makela, Robb

Kendall Square Research Read
Karl Wassmann
Henry Burkhardt
\$1,000

Oates sent letter 6/4, 10/19

KPMG Peat Marwick
Tom Moser
\$10,000 (for 4 companies)

Parrish

LabTech
Fred Putnam
\$1,000

Museum

Oates sent letter 9/10

Legent
\$3,000

Morse

Oates sent letter 6/18

Mathsoft
\$1,000

Museum

MIPS

Morse

Oates sent letter 6/4

\$1,000

letter asking her to get Sequoia to join.

Solution Systems
Dale Troppito
\$1,000

Bell

Oates sent letter 9/14

Spinnaker
David Seuss
\$1,000

Museum

Oates sent letter 6/4

Stardent
\$1,000

Del Sesto, Read

Teradyne
Guy Carter
\$1,000

Museum
CC: Alex d'Arbeloff

Oates sent letter 6/4, sent \$200

Testa and Hurwitz
Dick Testa
\$?

Strimpel, Read

OS is having lunch with Tsongas in September

Thinking Machines
Ed Kramer?
\$1,000

Museum

WBZ
Kim Gardner
\$1,000

to be assigned

Called and requested info. Oates sent letter 7/10

\$72,000 TOTAL

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

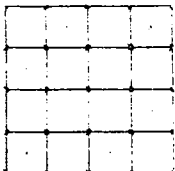
DATE: October 15, 1990
TO: Board of Directors
FROM: Lynda Bodman
RE: New Board Members

At the end of last fiscal year, we had three potential board nominees that were not interviewed prior to our annual meeting. Since that time each of these nominees have met twice with Museum staff and Board members.

On September 17, the Executive Committee agreed that these people should be brought onto the Board of Directors at the time of the November meeting, if they agreed to the Museum's guidelines for Board members, and if the nominating committee agreed to approve their candidacy. Ed Schwartz, Chairman of the Executive Committee, and Jim Davis, Clerk, noted that this procedure is within the By-laws. The candidates in question are Ed Belove, Howard Cox, and Andy Miller (resumes enclosed).

Since these three candidates have met the criteria set by the Executive Committee, I will make a motion to elect them to serve a term ending in June 1994.

If you have any questions, please call.



Edward J. Belove, 38, is Lotus Development Corporation's Vice President of Corporate Research and Development, where he is responsible for pursuing new product and technology directions for the company. Belove also acts as a consultant to senior management throughout the corporation on product planning, strategic and technology issues. Among the products developed in Corporate Research and Development have been Lotus Agenda, Lotus Magellan and Lotus Improv.

Prior to this position, Belove was Director of Advanced Product Development for Lotus, where he was one of the principal designers of Lotus Agenda.

In 1985, Belove joined Lotus from Microcom, Inc. of Norwood, Massachusetts, where he served as Vice President of Development. In addition to development of numerous software and firmware communication products, his group was responsible for the definition of the MNP error correcting communication protocol.

Belove joined Microcom after nine years at Data General Corp., where he held several research and development positions, including that of director of advanced product development.

Belove holds a bachelor's degree in applied mathematics and economics from Harvard University.

CURRICULUM VITAE

HOWARD E. COX, JR.

PERSONAL: Born: New York, NY; February 1, 1944
Married: October 31, 1970; Julia Bolton Dempsey, Cleveland, OH

EDUCATION: Harvard Graduate School of Business Administration, M.B.A., 1969;
Century Club
Columbia University, J.D., 1967; cum laude
Stone Scholar; International Fellow; member NY Bar
Princeton University, A.B., 1964
Certificate from Woodrow Wilson School of Public and
International Affairs, Omicron Delta Epsilon (Economics Honor Society),
Dean's List
Collegiate School, New York City, 1957-1960
Allen-Stevenson School, New York City, 1948-1957

MILITARY: Commissioned 2nd Lt. Artillery, U.S. Army, 1964
Active Duty, 1969-1971, 2nd Lt.-Captain
Assigned Office of the Secretary of Defense
(Systems Analysis), Washington, D.C.

BUSINESS: Greylock (1971 to date)
Co-Managing Partner of Greylock Capital (Venture Capital)

Director:
Acumed, Milwaukee, WI
Affiliated Publications, Boston, MA
Appex, Waltham, MA
Arbor Health Care, Lima, OH
BMR Financial Group, Atlanta, GA
Greylock Management Corporation, Boston, MA
Lunar, Madison, WI
Rehab Systems Company, Camp Hill, PA
Stryker Corporation, Kalamazoo, MI
Summation, Kirkland, WA

Investment Committee:
Lauder Investments, New York, NY

Former Director:
American Medical Systems, Audio Visual Labs, Cogito Data Systems,
Execucom, Finch Corp., ISSCO, LSE, MultiMate, Quality Measurement
Systems, Share Development Corp., United Publishers Corp.

Former:
President of New England Venture Capital Association
President of Business Associates Club

NON-PROFIT: Director, Preuss Foundation, San Diego, CA
Trustee, Dana Farber Cancer Institute, Boston, MA
Trustee, Sargent Road Estate, Brookline, MA
Vice President /Trustee, Association for Relief of the Elderly, New York, NY
Former Governor of The Country Club, Brookline, MA

MEMBER: Somerset Club, Boston, MA
Union Club, New York, NY

Miller

COMMUNICATIONS

JOHN A. MILLER, JR.
Chairman

Miller founded Miller Communications in 1977 and has more than 20 years experience in journalism, publishing and public relations. He has led the strategy development for a number of corporate and product launches, including those for Compaq Computer Corporation, Lotus Development Corporation, Ashton-Tate, Alliant Computer Systems, Thinking Machines, and Integrated Network Corporation.

His previous experience includes serving as an associate editor of the Harvard Business Review, various editorial positions for Little, Brown & Co., and Associated Press and vice president of Morgan Associates, a public relations affiliate of The Boston Company.

The Computer Museum

300 Congress Street
Boston, MA 02210

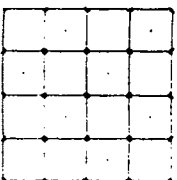
(617) 436-2800

THE COMPUTER MUSEUM STRATEGIC PLANNING RETREAT

January 17, 1991
12:00 - 5:00 p.m.

Agenda

1. Call to order
2. Review of planning procedure and guidelines
3. Review of current Museum activity
and future "givens" and assumptions
4. Discussion of mission statement
5. Presentation and discussion of draft goals and objectives
6. Subcommittee reports on action plans
7. Discussion of next steps



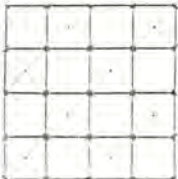
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MISSION STATEMENT

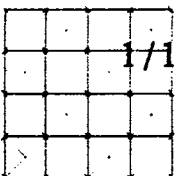
- To educate and inspire all ages and levels of the public through dynamic exhibitions and programs on the technology, applications and impact of computers.
- To preserve and celebrate the history and promote the understanding of computers worldwide.
- To be an international resource for research into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



THE COMPUTER MUSEUM
Strategic Plan 1991-95

Draft Goals

1. To create a broad range of exciting, inspiring, and educational exhibits and programs on the subject matter of computing.
2. To establish the Museum as a leader in the development of interactive computer-based exhibits.] not a goal
3. To sustain and expand the Museum's role in preserving the history of computing.
4. To develop research and publication projects that enhance the Museum's role as an international resource for the history of computing.] minor goal
5. To increase the Museum's audiences on local, national, and international levels.
6. To purchase appropriate space for the Museum.
7. To increase overall financial stability. to build operating budget to 3.0M by 1995?
8. To expand and deepen volunteer involvement at all levels.
9. To enhance the strength of the staff.



1/14/91

THE COMPUTER MUSEUM
Strategic Plan 1991-95

Goal 1

To create a broad range of exciting, inspiring, and educational exhibits and programs on the subject matter of computing.

Exhibits

1. create major, permanent exhibits at the rate of one each year that span the following themes:

computer evolution
computer technology
computer applications and impact
people in computing

2. offer two special exhibitions each year; exhibits may be developed at the Museum, or borrowed
3. create and nationally tour state-of-the-art interactive computer based exhibits at the rate of one every other year *vs. of satellite sights*
4. create an exhibit evaluation program

Educational Programs

1. create dynamic activities to enhance and complement the Museum visit
2. develop national programs, including model programs in informal computer education and educational materials (printed, video, slides, software)
3. host national and international contests and fairs that illuminate aspects of computing

Goal 2

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

1. amplify the Exhibit Kit program

include replicable interactive components in all new exhibits

upgrade existing exhibitions with new interactive exhibits that can be exported

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

Goal 3

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

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

4. continue to proactively collect computers

Goal 4

To develop research and publication projects that enhance the Museum's role as an international resource for the history of computing.

1. build cooperative research projects with universities and professional associations in topics that involve the Museum's collections
2. develop catalogs and educational resources such as slide sets, on the history of computing
3. develop a visiting scholar program

Goal 5

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

Onsite Audience

250,000/yr by 1995

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

Offsite Audience

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

Goal 6

To purchase appropriate space for the Museum

1. define the scope of activities of a "full-service" computer museum and determine the consequent long-term needs for space, facilities, and amenities
2. raise \$2.5m to complete repayment to Digital Equipment Corp. by October 1993
3. study options for expansion and/or relocation

Goal 7

To increase overall financial stability

Unearned Revenues

1. raise at least \$5m in endowment to stabilize the operating fund
2. establish a broad spectrum of new giving programs
3. attract corporate membership by offering greater local and national benefits; target the computer and computer support industries as well as the major computer users
4. develop an individual membership marketing plan with new offerings for members to attract national membership; increase membership sales effort at Museum and through the store catalog
5. expand the Annual Fund as a program for broad-based annual donations, targetting individual members, volunteers, Board and Trustees.
6. submit the Museum's existing programs and new programs as proposals to local, national, and government foundations
7. develop events such as The Computer Bowl to expand corporate support through sponsorship

Earned Revenues

1. increase attendance through aggressive marketing of the Museum's new exhibits, educational programs, and special events
2. develop functions with a diversify offerings, including options with more formal packaging of Museum exhibits and staff
3. develop the store and store catalog to serve an international audience and become the pre-eminent purveyor of quality computer educational and recreational material
4. develop new earned revenue streams

Goal 8

To expand and deepen volunteer involvement at all levels

- 1 articulate the Museum's governance structure
2. enhance the activity of the Museum's committees
3. develop a national and international volunteer structure for a capital campaign
volunteer coordinator
4. develop a friends group
5. build opportunities for volunteers to perform a wide range of tasks

Goal 9

To enhance the strength of the staff

1. establish formal staff development programs
2. establish a formal internship program
3. establish a greater level of scholarly depth on the staff
4. establish a pension plan
5. create a Board level personnel committee

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: January 14, 1991
TO: Members of The Computer Museum Planning Group
FROM: Oliver Strimpel
RE: January 17, 1991 retreat

THE MEETING WILL TAKE PLACE IN CONFERENCE ROOM TWO, THIRTY SIXTH FLOOR, AT THE OFFICES OF ROPES AND GRAY, ONE INTERNATIONAL PLACE, BOSTON, AT NOON.

Enclosed are materials to help you prepare for the 17th:

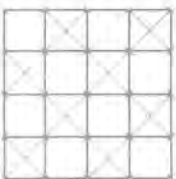
1. guidelines for the planning process
2. agenda for the meeting on the 17th
3. Museum mission statement
4. draft of institutional goals and objectives
5. 1989 annual

During the meeting, I hope we will be able to arrive at a set of action plans for 1991-95. Outlines of the plans as they now stand will be presented at the meeting.

I look forward to an exciting meeting that will play a key role in shaping the future of the Museum!

/sj

Enclosures



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

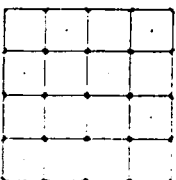
THE COMPUTER MUSEUM STRATEGIC PLANNING GUIDELINES

The Computer Museum has embarked on the process of creating an strategic plan for 1991-95. The purpose of the plan is to provide guidelines for growth and management over a five-year period. While the plan is not meant to be a day-to-day work schedule, it will provide:

- a. a unified and coordinated action plan for all departments of the Museum;
- b. benchmarks against which progress and growth can be measured; and
- c. an overview that is based on both the mission statement and those strategies and steps developed and approved by the Board.

The planning procedure has six steps, all of which involve input and discussion from Board and staff.

1. Agreement on the Museum's mission. What is the purpose of the Museum? Who does it seek to serve and how?
2. Identification of broad institutional goals. In order to set goals for the Museum, it may be helpful to review what is being done now. What are the Museum's current strengths and weaknesses? What is its audience? Where would it like to be in five years? What vision do the Board and staff have for the Museum? How will its audience or markets be different in the future, and how should the Museum anticipate change? Do all goals fit the mission statement?
3. Development of specific strategies and objectives to achieve the stated goals. How can the Museum achieve its goals in an orderly fashion? What are the strategic issues that the Museum faces, in terms of audience, markets, fund-raising, image, or communications? What barriers or challenges does it face and how can it address them strategically?
4. Determination of departmental action plans based on the five-year objectives. Responsibility for the implementation of each action should be assigned to a specific staff or Board member. What evaluation methods will be used to assess performance? Should there be alternate plans in any cases? Are all actions appropriate, based on the Museum's mission statement?
5. Development of a financial model to support the plan.
6. Presentation of the plan to the full Board for approval.



COLLECTION ENDOWMENT

COLLECTION NAMING OPPORTUNITIES

\$1,000,000

The Computer Museum Library Collection. 1400s to present. This collection of about 500 books should grow to represent the holdings of books that represent the history of the technology, explaining the technology in the language of the time, for example, books describing building computer circuits with transistors published in the sixties. The books would be kept within the research library.

\$500,000

The Computer Architecture Collection; 40s to present. About 100 computers fall in this category ranging from the first computers, such as components of the Manchester Mark I*, through contemporary mainframes, minis, and workstations. It is one of the great strengths of the Museum and includes extensive films, videos, and documentation.

\$500,000

The Personal Computer Collection: 70s to present, approximately 200 artifacts, including a historical collection of personal computer announcements at the Boston Computer Society, and extensive documentation.

\$500,000

The Super Computer Collection: 50s to present. While the collection includes less than ten computers, each one is large, has video footage, photographs, and extensive documentation.

\$500,000

The Computer Graphics Collection: 50s to present, approximately 100 artifacts, over 200 films and videos, extensive photographs and documentation.

\$500,000

The Integrated Circuit Collection: 60s to present. This collection has not been built up and includes less than 50 artifacts. It could be a significant, new proactive area of collecting and needs to include photographs, drawings, and documentation.

\$500,000

The Calculator Collection: 1400s to present. While the current collection of more than 100 artifacts primarily represent the evolution of electronic calculators, it is expected that the Museum will acquire (via donations) a representative collection of the evolution of calculating devices.

\$250,000

The Robotics Collection: 60s to present. 50 artifacts include many of the significant machines developed as prototypes in universities. Films and videos of the robots in action are an important component.

\$250,000

The Computer Memory and Storage Device Collection: 40s to present. About 200 artifacts represent different kinds of memory and storage devices (a part from any memory chips). Extensive documentation is also included.

\$250,000

The Film and Video Collection: 20s to present. Over 500 items include many films and videos of significant people in computing and other events not tied directly to the other collections. In particular, this collection captures both software and applications illuminating the look and feel of computing at various periods.

\$100,000

The Document Collection: 40s to present. Four hundred, fully indexed, acid free boxes contain manuals, reports, and 'near print' documents that relate specifically to computer technology. It does not include computer languages, application software, personal or corporate records.

\$100,000

The Computer Games Collection: 50s to present. This includes hardware, software, and housings of computer games, starting with SpaceWar on the PDP-1, including PONG, and other computer based games.

Use of The Collection Endowment Funds

The funds will be used in the following ways:

* to actively and discriminately collect; 1 person per year =	\$50,000.
* to store the items in proper conditions; 6,000 sq ft x \$10/yr =	\$60,000.
* to refurbish items as needed =	\$10,000.
* to acquire items, including shipping charges =	\$20,000.
* to catalog, photograph, and build up documentation on the items, including the collection of related ephemeral material =	\$30,000.
* to develop and maintain a research library; 800 sq ft plus one half time person =	\$40,000.

TOTAL	\$210,000.
-------	------------

The following will probably be self funded:

- * to maintain some visible storage areas open for viewing
- * to create usable historical resources for research; and
- * to publish catalogs and finding aids.

Exhibit Plan Outline

1. Develop the permanent exhibits:

Computer Discovery Center - Spring 1992
The Networked Society - Spring 1993

on a high priority

2. Develop the touring exhibit Reality on Wheels if fundable
3. Maintain balance of exhibit themes approximately as they are now; 50% computer applications, 20% computer evolution; 30% computer technology.
4. Develop a major new exhibit each year with a bang; display list of new exhibit ideas.
5. Exhibits have 4-6 year lifetimes. Some may be extended with appropriate updating. For example, concept of a "Graphics" gallery may remain valid for a decade. But individual displays will need updating.
6. Increase exhibit space from 24,000 sq ft to 28,000 sq feet when annual attendance exceeds x.

Increase beyond 28,000 when attendance exceeds y; relocate offices or build 7th story structure.

LONG RANGE PLAN

for

DEVELOPMENT

- GOAL I INCREASE THE UNEARNED ANNUAL REVENUES FROM MEMBERSHIPS, AND INDIVIDUAL, CORPORATE, FOUNDATION, AND GOVERNMENT GIFTS, AND SPONSORSHIPS AND SPECIAL EVENTS.
- 1a. Increase corporate membership in numbers and dollars.
 - 1b. Increase corporate support for special projects, exhibits, events, programs, and activities.
 - 1c. Increase support for annual appeal in numbers and dollars.
 - 1d. Increase individual membership in numbers and dollars.
 - 1e. Increase support from city, state, and federal agencies.
 - 1f. Increase support from local, national, and international foundations for operations, special projects, programs, and exhibits.
- GOAL II RAISE \$ MILLION IN A CAPITAL CAMPAIGN TO ESTABLISH AN ENDOWMENT OF AT LEAST \$ MILLION AND \$2.5 MILLION TO PURCHASE SPACE.
- 2a. Develop three year campaign plan.
- GOAL III INCREASE STAFF SIZE AS REQUIRED TO SUPPORT EXPANDED EFFORTS.
- 3a. Develop personnel plan and job descriptions.
- GOAL IV HIRE VOLUNTEER COORDINATOR
- 4a. Develop formal volunteer program for members/friends.

	<u>FY 90</u> <u>BUDGET</u>	<u>ACTUAL</u>	<u>FY 91</u> <u>BUDGET</u>	<u>YTD</u>	<u>FY 92</u> <u>BUDGET</u>	<u>INCREASE</u>
GENERAL DEVELOPMENT	\$294,968	\$179,097	\$180,000	\$ 50,000	\$200,000	10%
ANNUAL FUND	\$100,000	\$ 82,118	\$100,000	\$ 59,000	\$120,000	20%
COMPUTER BOWL	\$322,000	\$278,540	\$300,000	\$192,500	\$330,000	10%
CORP MEMBERSHIP	\$188,150	\$162,500	\$200,000	\$84,500	\$220,000	10%
INDIVIDUAL MEMBERSHIP	\$81,500	\$54,724	\$71,600	\$30,314	\$ 75,000	5.5%

AVERAGE 11% GROWTH

LONG RANGE PLAN

for

DEVELOPMENT

Goal is to achieve an overall increase in unearned revenues of 10%-20% annually over the next 5 years. The staff considers 10% to be the minimum it should achieve based on the anticipated needs of the institution and is striving to achieve 20% growth annually each year.

Not including capital, exhibit, or special project dollars, the Museum's FY 91 goal for unearned revenues is \$851,000. These dollars fund 50-55% of the general operating costs of the Museum. If we double our current budget in 5 years, and raise \$5 million in endowment (generating 6% or \$300,000 in income annually), and continue to raise 50-55% of the operating budget through unearned revenue (and 45-50% through earned revenue), we must achieve 20% overall growth annually in unearned revenue streams.

<u>Fiscal Year</u>	<u>20% growth</u>	<u>15%</u>	<u>10%</u>
FY 92	\$1,021,200	\$ 978,650	\$ 936,100
FY 93	\$1,225,440	\$1,125,448	\$1,029,710
FY 94	\$1,470,528	\$1,294,265	\$1,132,681
FY 95	\$1,764,634	\$1,488,405	\$1,245,949
FY 96	\$2,117,561	\$1,711,666	\$1,370,544

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1991 BOARD OF DIRECTORS

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

O: (617) 227-0303

FAX: (508) 393-7707

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer

Mailing Address:

H: (415) 949-2735

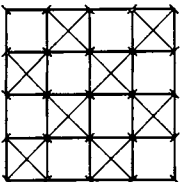
450 Old Oak Court
Los Altos, CA 94022

HOME FAX: (415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Belove
Vice President
Research and Development
Lotus Development Corporation
161 First Street
Cambridge, MA 02142

O:(617) 577-8500

FAX:(617) 693-7793

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O:(617) 338-0930

FAX:(617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

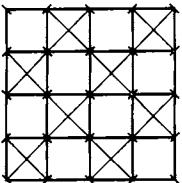
O:(617) 497-9010

FAX:(617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

O:(914) 288-4005

FAX:(914) 288-1258 Or 288-1203



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. David L. Chapman
General Partner
Executive Vice President
Landmark Ventures Inc.
313 Speen Street
Natick, MA 01760

O:(508) 650-3500

FAX:(508) 655-1554

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street
Boston, MA 02110

O:(617) 423-5525

FAX:(617) 482-0059

David Donaldson, Esquire
Ropes and Gray
One International Place 3rd Floor
Boston, MA 02110

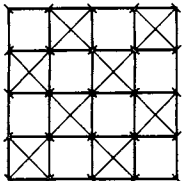
O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O:(202) 357-2089

FAX:(202) 357-1853



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O:(617) 277-1310

FAX:(617) 277-5379

Dr. Thomas Gerrity
Dean
The Wharton School
The University of Pennsylvania
360 Locust Walk, Suite 1000
Philadelphia, PA 19104-6364

O:(215) 898-3030

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

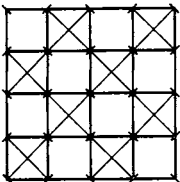
O:(203) 926-1801

FAX:(203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

O:(817) 963-2072

FAX:(817) 963-4219



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Charles House
General Manager
Software Engineering Systems Division
Hewlett-Packard Company
1266 Kifer Road
Sunnyvale, CA 94086

O:(408) 746-5589

FAX:(408) 746-5904

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O:(508) 369-2640

FAX:(508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

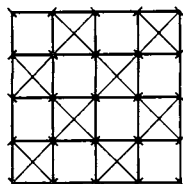
O:(617) 439-4390

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 876-0900

FAX:(617) 876-0391



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Fritz Landmann
President and Publisher
CW Publishing Inc.
375 Cochituate Road
Framingham, MA 01701

O:(508) 879-0700 ext. 100

FAX:(508) 875-4394

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

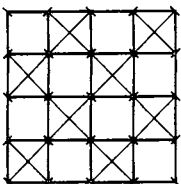
O:(617) 495-6595

FAX:(617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

O:(617) 536-0470

FAX:(617) 536-2772



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Laura Barker Morse
Managing Director
Russell Reynolds Associates
45 School Street
Boston, MA 01824

O:(617) 523-5501

FAX:(617) 523-7305

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O:(508) 626-2144

FAX:(508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O:(617) 253-7851

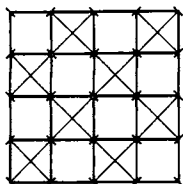
FAX:(617) 253-6215

HOME FAX:(617) 742-7932

Mr. Anthony Pell
President
Pell, Rudman and Co., Inc.
40 Rows Wharf
Boston, MA 02110

O:(617) 439-6700

FAX:(617) 439-0594



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O:(617) 576-3266

FAX:(617) 547-3879

Dr. John William Poduska, Sr.
President and CEO
Stardent Computer
100 Wells Avenue
Newton, MA 02159

O:(617) 964-1000

FAX:(617) 964-8962

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, Ma 02116

Home:(617) 247-0405

Mr. Richard Ruopp
President Emeritus
Bank Street College
11 York Road
Belmont, MA 02178

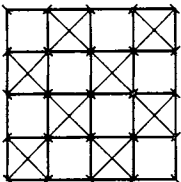
O:(617) 547-0430

FAX:(617) 489-5255

H:(617) 489-5254

Ms. Jean Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O:(301) 907-0233



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
Maynard, MA 01754

O:(508) 493-9765

FAX:(508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
[A150 Lincoln Street, 6th Floor
Boston, MA 02111

O:(617) 695-3660

FAX:(617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

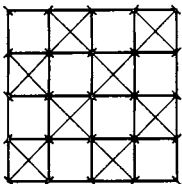
O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

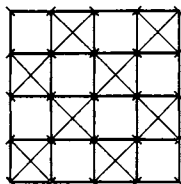
Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01 025JA
Boston, MA 02106

O:(617) 434-6464

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 273-6346



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

O:(914) 644-6435

FAX:(914) 644-7649

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O:(508) 493-7012

FAX:(508) 493-7337

Mr. James Sutter
Vice President, General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

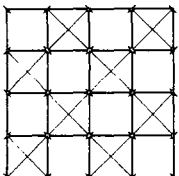
FAX:(213) 797-2449

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised December 10, 1990



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

2/91

THE COMPUTER MUSEUM FY 1991 BOARD OF DIRECTORS

CHAIRMAN

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

O: (617) 227-0303

FAX: (508) 393-7707

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer

Mailing Address:

450 Old Oak Court
Los Altos, CA 94022

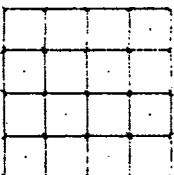
H: (415) 949-2735

HOME FAX: (415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2600

Mr. Edward Belove
1715 Cambridge Street
Cambridge, MA 02138

Home: 492-5048

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O:(617) 338-0930

FAX:(617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

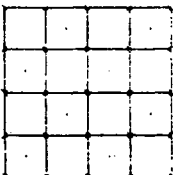
O:(617) 497-9010

FAX:(617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

O:(914) 288-4005

FAX:(914) 288-1258 Or 288-1203



The Computer Museum

300 Congress Street
Boston, MA 02211

(617) 425-2800

Mr. David L. Chapman
General Partner
Executive Vice President
Landmark Ventures Inc.
313 Speen Street
Natick, MA 01760

O:(508) 650-3500

FAX:(508) 655-1554

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street
Boston, MA 02110

O:(617) 423-5525

FAX:(617) 482-0059

David Donaldson, Esquire
Ropes and Gray
One International Place 3rd Floor
Boston, MA 02110

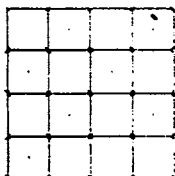
O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O:(202) 357-2089

FAX:(202) 357-1853



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2500

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O: (617) 277-1310

FAX: (617) 277-5379

Dr. Thomas Gerrity
Dean
The Wharton School
The University of Pennsylvania
360 Locust Walk, Suite 1000
Philadelphia, PA 19104-6364

O: (215) 898-3030

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

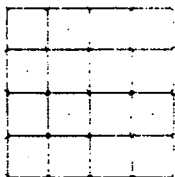
O: (203) 926-1801

FAX: (203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

O: (817) 963-2072

FAX: (817) 963-4219



The Computer Museum

330 Congress Street
Boston, MA 02111

(617) 428-2571

Mr. Charles House
General Manager
Software Engineering Systems Division
Hewlett-Packard Company
1266 Kifer Road
Sunnyvale, CA 94086

O:(408) 746-5589

FAX:(408) 746-5989

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O:(508) 369-2640

FAX:(508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

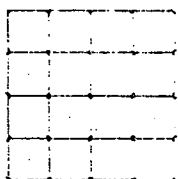
O:(617) 439-7371

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 876-0900

FAX:(617) 876-0391



The Computer Museum

300 Congress Street
Boston, MA 02111

(617) 426-2500

Mr. Fritz Landmann
President and Publisher
CW Publishing Inc.
375 Cochituate Road
Framingham, MA 01701

O:(508) 879-0700 ext. 100

FAX:(508) 875-4394

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

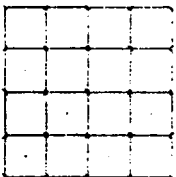
O:(617) 495-6595

FAX:(617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

O:(617) 536-0470

FAX:(617) 536-2772



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-1211

Ms. Laura Barker Morse
Partner
Heidrick and Struggles
One Post Office Square
Boston, MA 02109

O: (617) 423-1140

FAX: (617) 423-0895

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O: (508) 626-2144

FAX: (508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O: (617) 253-7851

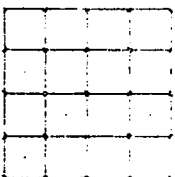
FAX: (617) 253-6215

HOME FAX: (617) 742-7932

Mr. Anthony Pell
President
Pell, Rudman and Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O: (617) 439-6700

FAX: (617) 439-0594



The
Computer
Museum

300 Congress Street
Boston, MA 02211

(617) 426-2800

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O:(617) 576-3266

FAX:(617) 547-3879

Dr. John William Poduska, Sr.
President and CEO
Stardent Computer
6 New England Tech Center
521 Virginia Road
Concord, MA 01742

O:(508) 287-0100

FAX:(508) 371-7414

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, Ma 02116

Home:(617) 247-0405

Mr. Richard Ruopp
President Emeritus
Bank Street College
11 York Road
Belmont, MA 02178

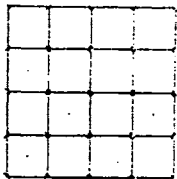
O:(617) 547-0430

FAX:(617) 489-5255

H:(617) 489-5254

Ms. Jean Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O:(301) 907-0233



The Computer Museum

300 Congress Street
Boston, MA 02111

(617) 426-2800

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
ML) 1-5/B 94
Maynard, MA 01754

O: (508) 493-9765

FAX: (508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
[A150 Lincoln Street, 6th Floor
Boston, MA 02111

O: (617) 695-3660

FAX: (617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

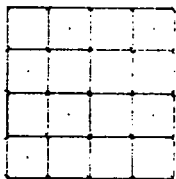
O: (212) 486-9240

FAX: (212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O: (617) 275-2400

FAX: (617) 275-5001



**The
Computer
Museum**

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

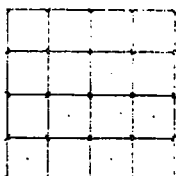
Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01 025JA
Boston, MA 02106

O:(617) 434-6464

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 273-6346



The Computer Museum

300 Congress Street
Boston, MA 02211

(617) 426-2800

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

O:(914) 644-6435

FAX:(914) 644-7649

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O:(508) 493-7012

FAX:(508) 493-7337

Mr. James Sutter
Vice President, General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

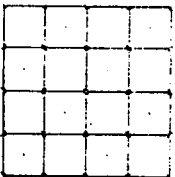
FAX:(213) 797-2449

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised February 1991



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Tony - Tom Phillips
Linda - ?

Dave Kaplan
In Sittka

Charles Webb

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Agenda for March 1 meeting 8:30 - 12:00 am

8:30 Call to Order

8:40 State of the Museum

Walt - Annual
Lora - Corporate
Gwen - boy
Ed - water park

9:10 Presentation and Discussion of Strategic Plan

— sign off goal
by goal

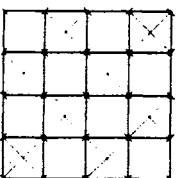
11:30 Discussion of Next Steps for Capital Campaign

introduce Janet
& Ted's gift Cochran

12:00 Lunch

1:00 Tour of pilot vignette of Milestones of a Revolution exhibit

2nd Friday Feb, June, Oct



The Computer Museum

300 Congress Street
Boston, MA 02210

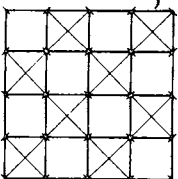
(617) 426-2800

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Agenda for March 1 meeting 8:30 - 12:00 am

- 8:30 Call to Order
- 8:40 State of the Museum
- 9:10 Presentation and Discussion of Strategic Plan
- 11:30 Discussion of Next Steps for Capital Campaign
- 12:00 Lunch
- 1:00 Tour of pilot vignette of Milestones of a Revolution exhibit

- 1) volunteer chairman
- 2) solicitation of lead gifts
- 3) preparation of
case - sales pitch
brochures - large & small
video
- 4) National Endowment for the Humanities - Foundation gift - up to \$1M
- 5) Annual Fund



COMPUTER MUSEUM STRATEGIC PLAN

Suggested Topics for Discussion at March 1 Board Meeting

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

Example: It appears a "block-buster" is needed in FY93 to achieve a visitation of 220,000 by FY96. Can The Networked Society exhibit achieve 20% growth in visitation? If not, should it be postponed? But then computer uses in large-scale business is not treated.

3. What proportion of the Museum's resources should be devoted to serving people onsite as opposed to offsite, nationally, and internationally?
4. Who is the Museum primarily trying to reach—children, students, adults, computer professionals? Is the exhibit plan well-fitted to the current and future constituencies of the Museum?
5. Is the \$5 million campaign goal based on this plan supportable?
6. To what use should the Capital Campaign funds be put? Building down payment, endowment (of all, parts of Museum), mortgage payment?

how much to repay DEC 2.5
how much to pay off mortgage .75

The Computer Museum

300 Congress Street
Boston, MA 02210

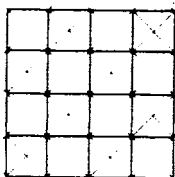
(617) 426-2800

COMPUTER MUSEUM MISSION STATEMENT

The Mission of The Computer Museum is:

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

Revised 2/9/91; proposed changes in italics



THE COMPUTER MUSEUM, INC.

Meeting of the Members of the Corporation

MINUTES

November 1, 1990

I. Attendees: With a quorum in attendance, the Meeting of the Members of the Corporation was called to order by Gardner C. Hendrie, Chairman. Also present were Gordon Bell, Gwen Bell, Lynda Bodman, Lawrence Brewster, David Donaldson, Jon Eklund, Edward Fredkin, Thomas Gerrity, Charles House, Theodore Johnson, David Kaplan, Fritz Landmann, James McKenney, Laura Morse, Anthony Pell, Nicholas Pettinella, Richard Ruopp, Jean Sammet, Grant Saviers, Edward Schwartz, Hal Shear, Ronald Smart, James Sutter and Oliver Strimpel, Executive Director. James S. Davis attended as Clerk.

II. Election of New Directors. Lynda Bodman proposed the election of three new Board members, as had earlier been agreed upon by the Executive Committee. Upon motion duly made and seconded, it was

VOTED: That the following persons are hereby elected as additional Members and Directors of the Corporation, each person to serve in such capacity commencing upon adjournment of the present meeting and continuing through the annual meeting in 1994:

1. Edward Belove
2. Howard Cox
3. John A. Miller, Jr.

III. Amendment of the By-Laws: Upon motion, duly made and seconded, it was

VOTED: To amend the By-Laws of the corporation by inserting the following language at the end of Section II of Article III:

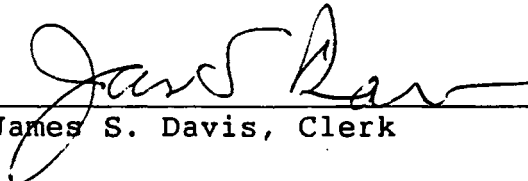
"Notwithstanding any provision of this Section 2 which provides that the term of office of each director shall be four years, the term of office for each director who is elected at any meeting other than the annual meeting of the Board of Directors shall expire at the fourth annual meeting of the Board of Directors following the election of such Director."

III. Adjournment: There being no further business to come before the meeting, upon motion, duly made and seconded, it was

VOTED: To adjourn
Adjourned.

A true copy.

Attested:


James S. Davis, Clerk

THE COMPUTER MUSEUM

**Minutes of the Board of Director's Meeting
November 1, 1990**

A quorum being in attendance the meeting was called to order by the Chairman of the Board of Directors, Gardner C. Hendrie. Other directors in attendance were the same as those at the immediately preceding meeting of the members, plus Ed Belove.

I. Future Meetings. The next meetings of the board will be held

Friday, March 1, 1991,

Friday, June 28, 1991, and

Thursday, November 7, 1991

all at 8:30 a.m.

II. Status Report On The Museum.

Oliver Strimpel gave a status report on the Museum. He mentioned that the Walk-Through Computer had been successful beyond expectations in terms of the number of visitors and publicity, a visitation trend contrary to the current norm in Boston museums. Financial trends were also considered favorable.

Harold Shear commented that the annual fund drive would be focused on a direct mail campaign as opposed to a telethon. \$100,000 is anticipated for the year. Laura

Morse mentioned that corporate membership was somewhat behind the goal due to the economic slow-down. Gwen Bell mentioned that the 1991 Computer Bowl funding already had reached the level of \$100,000 in sponsorships with a goal of \$300,000. Oliver Strimpel mentioned that the Store Manager and Functions Manager should both be congratulated. He also mentioned that the increase in the number of visitors is improving the income/expense ratio per visitor.

In terms of exhibit development, Milestones had reached the funding level of \$500,000 out of a goal of \$750,000. It is expected to be opened on schedule in June. The Walk-Through Exhibit has been modified and improved; a video covering the exhibit will be available on November 12. A coordinator has been hired for the Reality on Wheels program. The Siggraph Art show, a temporary exhibit, has opened.

Jean Sammet asked what was happening in the search for a person to serve as Director of Education and Exhibits. Oliver replied that he was looking for two persons with separate skills in lieu of one individual to fill both roles. He has position descriptions available that he could supply to anyone interested.

Tony Pell, and the Board in general, commended Oliver and the staff for the increased attendance at the Museum as compared to a decrease of 7-8% in museum attendance in general.

III. The Capital Campaign Planning Study. David Donaldson reviewed the Charles Webb Report. He started by mentioning that the question which had been put to Webb was whether the Museum should try to raise \$10M.

The study had found a reservoir of good feeling toward the Museum and concluded that it should have a campaign starting with a goal of \$5M which could be increased later if feasible. While there is much potential support available, the Museum is not experienced in asking for support funds. The traditional campaign strategy for fund raising would be peers asking peers for funds, operating under a strong leadership committee. A three year period is contemplated. The largest gifts of \$100,000 and up will probably come from individuals as opposed to corporations and foundations which often do not give capital or endowment funds.

Jean Sammet asked why there was any optimism now for a campaign when two prior ones had failed. David Donaldson replied that the Museum had not done enough "asking" for funds in the past; and Ed Schwartz mentioned that the product being offered by the Museum was now a different one. Gardner Hendrie mentioned that the Museum has now moved away from its initial focus of historical collecting toward its educational function. Ed Schwartz mentioned that the current Board, unlike the earlier ones, had been chosen with the understanding that it must take a leadership role in the capital campaign.

Laura Morse felt that the campaign should have a fixed life and not go on forever. She suggested that the campaign focus not only on raising cash, but that the Museum also be willing to accept securities even if they were currently restricted or unmarketable. Jean Sammet mentioned the marketing advantages of deferred giving; but Donaldson and Ruopp felt that those techniques were more appropriate for more mature institutions with a cohesive group of supporters, such as college alumni.

Larry Brewster suggested that the campaign develop or focus upon some national theme or problem, such as the country's weakening ability to compete technologically. Belove said that the campaign must also propose an answer to the problem and must have a national focus. There was then comment that the Museum must portray an international image and have an international focus for the campaign. Jon Eklund suggested that an outside evaluation of the study be made. Dick Ruopp suggested that the relative costs and advantages of a capital campaign versus soliciting governmental or foundation grants should be weighed carefully, noting that one grant of \$250,000 would be equal to the income from a \$5M endowment. Gordon Bell questioned whether the Museum should instead forget about raising an endowment and consider funding each project in the future as it becomes necessary. Lynda Bodman questioned whether

there will be a stigma for the Museum if it sets its goals too high and fails. Jim McKenney preferred developing the right message for the campaign to send out and not worry about what the dollar goals should be, and felt that the future should be the message of the campaign since computer technology and the country's youth are both linked to the future.

Dick Ruopp suggested that the acquisition of the building is also a message of the campaign; that it is a capital drive and not just an attempt to raise and maintain a permanent endowment. Hal Shear asked if the price of the building was fixed to which Schwartz replied that it was; at 1979 values. Schwartz and Ron Smart concurred that the Museum should prove its ability to raise capital before asking DEC for any additional substantial support. They felt that DEC was eager to see the Museum succeed.

Fritz Landmann felt that the Museum's basis for attracting funds was its educational function and that a national focus was needed for the campaign. He suggested giving perhaps twenty awards annually to outstanding students, educators, etc. with the awards being made at the Museum. He felt that the corporate support would be forthcoming to underwrite the awards.

Oliver Strimpel summarized his thoughts by saying that he felt that the Museum had no choice but to go ahead with the campaign; that although it was doing better than ever

financially, it was still in a fragile situation, with only one or two months of cash in the bank. He also felt that the staff had to spend too much of its time worrying about short term financial damage control. Ed Schwartz and David Donaldson urged having a finite time period for the campaign, Donaldson suggesting that they try to see how much of an endowment could be raised in three years without dwelling too much on fixing the monetary goal. Hal Shear felt uncomfortable deciding on the scope of the campaign without first determining its leadership. Gordon Bell felt that the goal of the campaign should be set, and an external leader should be found with an internal coordinator on a full time basis.

Upon motion duly made and seconded it was

VOTED: To proceed with the capital campaign and to discuss further details at the next meeting, with a statement of the campaign theme to be developed and circulated and with the monetary goal to be determined later.

Laura Morse then moved that a consultant for the campaign be hired. Considerable discussion followed with Gordon Bell urging that the consultant was needed to "watch the clock" and keep the campaign on schedule and spare the Museum's staff as much as possible. He emphasized that an insider was needed to work with and guide the consultant.

Gardner Hendrie said that there should be a steering committee for the campaign. Charles House suggested that the Museum approach ten large computer companies and ask for a leading executive from each to lead the campaign. David Donaldson felt that the steering committee for the campaign must remain distinct from the steering committee for the Museum's long term future.

Gordon Bell felt that the campaign should not be started until the Museum has an inside person hired to run it, as well as a campaign chairperson to serve as motivator. He felt that ad hoc planning committee should be formed with power to make the selections. Lynda Bodman noted that it was critical to define the consultant's role to them as well as how they would relate to the internal head of the campaign. Jean Sammet preferred relying on an insider and paying them more rather than paying consultants.

Laura Morse then amended her earlier motion and having been seconded it was then

VOTED: To hire a consultant for the capital campaign if the steering committee deemed it appropriate.

Upon motion duly made and seconded it was then

VOTED: To authorize Gardner Hendrie to appoint a planning committee which should have a national focus and report monthly to the Executive Committee, being understood that a steering committee would be formed later.

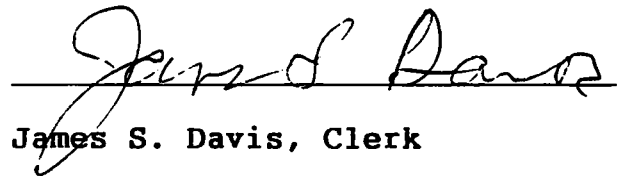
IV. Adjournment

There being no further business to come before the meeting, upon motion duly made and seconded it was

VOTED: To Adjourn

Adjourned

A true copy attested


James S. Davis, Clerk

/ed

THE COMPUTER MUSEUM

**Minutes of the Executive Committee Meeting
October 24, 1990**

Oliver noted that earned revenue and attendance were strong. September attendance was double that of last year and 43% over budget. As a result, admissions income and store income were also over budget.

He noted that there was no permanent grant writer employed by the Museum, although some one was free lancing for it.

Seven sponsors have signed up for the Computer Bowl and others are pending. Most are repeat sponsors. ACM has agreed to be a sponsor through 1994.

The travelling portion of the Siggraph Art Show opened last Sunday.

A \$430,000 grant for Milestones had been requested from the National Endowment for Humanities. Funding is about half-way to its goal. Oliver is reasonably confident that a commitment to opening in June can be given by December. Dick Case emphasized the importance of the exhibit to keep up momentum, as well as renewing exhibits on a continuing basis.

The Walk-Through video is completed and will be shown tonight at the Boston Computer Society. It will be distributed to other museum stores, retain outlets and schools. Intel which funded it is also marketing it and the Museum will approach TV stations about showing it.

In connection with the search for a Director of Education and Exhibits, it is difficult to find someone to adequately cover both areas and two persons may be needed (with the budget implications of this being noted). Dick Case questioned whether the criteria might be expanded to look for someone at the retirement level or someone with established ability, but not with specific experience in this area. It was thought that the Museum needed someone who understood current technology, in particular for the exhibits job. Dick Case, Larry Brewster and Gardner Hendrie tended to opt for two separate persons to fill the positions. It was noted that the education function was more urgent due to Oliver's own experience with exhibits and that perhaps the exhibits position could be filled by someone with existing on-site experience at the Museum.

With respect to the capital campaign planning study it was noted that there would be a preliminary meeting at 10:00 a.m. and that there may need to be an additional Executive Committee meeting prior to the next Board of Directors meeting.

Children's Museum Water Park

It was noted that the Children's Museum had a capital campaign underway to raise some four to six million dollars to improve visitor amenities in the lobby and on the apron and to make the waterfront area more attractive, especially once the tunnel and artery projects start to disrupt access to the Museum Wharf. There will be a playground with themes

of water and the environment woven it. The Museum Wharf's property extends to the center of the Channel. It is owned on a 50/50 basis by the Computer Museum and the Children's Museum. There was a discussion as to the degree of The Computer Museum's involvement in the project, and the degree of their financial participation. It was determined to support the Children's Museum in principal and worry about the details later. A group including Ed Schwartz and Oliver was to be established to focus on the process. They would recruit two or three other persons.

Reality on Wheels

Oliver is getting ready to prepare a budget proposal for the exhibit. There will supposedly be a large vehicle for an eighteen to twenty month tour around the country with several interactive exhibits about virtual reality. Central management of the tour would come from The Computer Museum. With the presumed high level of public interest it should draw a lot of publicity for the Museum and serve the educational purposes of the Museum on a national scale. Oliver was confident of the Museum's ability to put together the contents for the exhibit. Case suggested that there should be a dry run first at the Museum and Oliver indicated that they would do so next fall.

It was suggested that the exhibit open in Boston so that the Museum could derive maximum publicity from it and was also suggested that one such exhibit could remain here and one be taken on the road. The exhibit will need to attract and supply its own operations funding.

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

December 3, 1990

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

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

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

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

Milestones

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

Capital Campaign

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

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

COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

January 9, 1991

Present were Oliver Strimpel, Edward Schwartz, Gwen Bell, Richard Case, Gardner Hendrie, Lynda Bodman, Larry Brewster and James McKenney.

Oliver Strimpel discussed the Museum's financial situation indicating that the general pattern was continuing. The operating budget is doing well in regard to earned revenue streams. The annual fund, corporate membership, and Computer Bowl are all close to budget, but general operating support from grants is behind. The exhibit kits and Reality on Wheels are developing somewhat more slowly. Capital development is on budget with respect to Milestones. Greg Welch has been appointed Director of Exhibits: Oliver has abandoned the attempt to find one person to fill both the exhibits and education positions. Welch will be concentrating on Milestones.

Ed Schwartz noted that the positions of Director of Education and Marketing Director were both very important; and that the Museum needed to be staffed properly before exhibits could have optimum success.

The Milestones budget has been reconsidered and Oliver believes that the exhibit can be opened on time, keeping a reserve of 10% of the funds now on hand. This and new money coming in for the exhibit can help shoulder other expenses.

With regard to the capital campaign, it was noted that some planning meetings have taken place with various committees and groups being established. Only \$36,000 of a budgeted \$250,000 of unrestricted capital revenue has been received so far this year. There is currently no "asking" for funds taking place while the campaign is being planned. The short-term cash flow situation is therefore potentially serious.

Ed Schwartz questioned the need for new exhibits. Gardner Hendrie responded that he thought the money for exhibits generally came from different sources from unrestricted capital funds. Ed wants the Museum to be able to show two consecutive good years financially so that he can make an argument to DEC to contribute the building to the Museum; and therefore he felt that it needed to weigh the need for financial success against any drain that any new exhibits may put on its finances.

Jim McKenney thought that the Museum needed to do some early asking for funds in the capital campaign to avoid being in a bad cash position in the Spring. He felt that it should raise at least \$150,000: perhaps by asking DEC for funds or perhaps by continuing to raise Milestones support and splitting it between Milestones and other expenses of perhaps a basis of as much as 50/50.

Lynda Bodman noted a distinction between raising unrestricted funds and the capital campaign as the latter is in fact restricted to serving as an endowment for the Museum.

It was noted that one reason there is currently no asking going on is that it is difficult to ask twice: once now and again when the capital campaign is in effect. Ed Schwartz expressed the consensus that the capital campaign must be moved forward.

In a discussion of terms of the Board of Directors, Gwen Bell and Lynda Bodman raised the issue of how re-election of terms would be handled. Lynda Bodman agreed, as Chairman of the Nominating Committee, to study the issues and make a presentation.

Oliver referred to three upcoming exhibits: Computer Discovery Center, Networked Society, and Reality on Wheels, and noted the prior approval of the Exhibits Committee to go ahead with these exhibits.

Gardner felt that the Committee must focus in general on what new exhibits it should plan for the next five years and on how much space the Museum should dedicate to exhibits over that period of time.

The next committee meetings will be held February 6, 1991 at 9:00 a.m. and March 26, 1991 at 7:30 a.m.

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

	1/31/90 ACTUAL	FOR THE SEVEN MONTHS ENDED				FY91 BUDGET	FY91 FORECAST
		BUDGET	1/31/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	848	1,082	1,133	51	5%	2,019	2,115
Capital Fund	874	571	250	(321)	(56%)	1,011	831
Total Revenues	1,722	1,653	1,383	(270)	(16%)	3,030	2,946
EXPENSES:							
Operating Fund	817	1,141	1,062	79	7%	1,992	1,875
Capital Fund	502	470	438	32	7%	1,138	1,274
Total Expenses	1,319	1,611	1,500	111	7%	3,130	3,149
NET REVENUES (EXPENSES)	\$403	\$42	(\$117)	(\$159)	(379%)	(\$100)	(\$203)

SUMMARY:

For the seven months ended January 31, 1991, The Museum operated at deficit of (117K) compared to a budgeted surplus of 42K. As of January 31, 1991 total cash and cash equivalents amounted to 221K.

OPERATING: Operating revenues were 5% over budget due to strong earned revenue streams. Expenses were 7% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 56% under budget due to optimistic contribution expectations. Expenses were 7% over budget due to unbudgeted expense in Exhibits Development (Walk-Through Computer Video funding which was received in FY90).

THE COMPUTER MUSEUM
BALANCE SHEET
1/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 1/31/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$69,180			\$69,180	\$8,298
Cash Equivalents	151,651			151,651	282,190
Investments		\$291		291	53,363
Receivables	30,471			30,471	120,302
Inventory	63,689			63,689	63,212
Prepaid expenses	6,874	863		7,737	15,238
Interfund receivable		406,925		406,925	617,702
TOTAL	321,865	408,079	0	729,944	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
Total	0	71,084	1,737,647	1,808,731	1,808,731
TOTAL ASSETS	\$321,865	\$479,163	\$1,737,647	\$2,538,675	\$2,969,036
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$50,060	\$15,257		\$65,317	\$158,341
Deferred income	7,953	-		7,953	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	406,925	-		406,925	617,702
Total	464,938	15,257	0	480,195	792,981
Fund Balances:					
Operating	(143,073)			(143,073)	(213,272)
Capital		463,906		463,906	651,680
Plant			\$1,737,647	1,737,647	1,737,647
Total	(143,073)	463,906	1,737,647	2,058,480	2,176,055
TOTAL LIABILITIES AND FUND BALANCES	\$321,865	\$479,163	\$1,737,647	\$2,538,675	\$2,969,036

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
1/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 1/31/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$70,199	(\$187,774)	\$0	(\$117,575)	\$748,966
Depreciation			0	0	310,606
	-----	-----	-----	-----	-----
Cash from operations	70,199	(187,774)	0	(117,575)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	89,831			89,831	(83,875)
Inventory	(477)			(477)	(19,504)
Investments		53,072		53,072	(15,863)
Accounts payable & other current liabs	(16,514)	(76,219)		(92,733)	81,895
Deferred income	(8,985)			(8,985)	(5,292)
Prepaid expenses	7,354	147		7,501	(8,011)
	-----	-----	-----	-----	-----
Cash from working capital	71,209	(23,000)	0	48,209	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	141,408	(210,774)	0	(69,366)	12,594
Financing:					
Interfund pay. & rec.	(210,774)	210,774		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(210,774)	210,774	0	0	7,564
Net increase/(decrease) in cash & investments	(69,366)	0	0	(69,366)	20,158
	-----	-----	-----	-----	-----
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$221,121	\$0	\$0	\$221,121	\$290,487
	=====	=====	=====	=====	=====

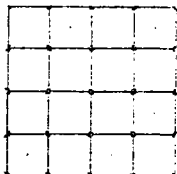
The Computer Museum

300 Congress Street
Boston, MA 02215
(617) 426-2800

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Agenda for March 1 meeting 8:30 - 12:00 am

- 8:30 Call to Order
- 8:40 State of the Museum
- 9:10 Presentation and Discussion of Strategic Plan
- 11:30 Discussion of Next Steps for Capital Campaign
- 12:00 Lunch
- 1:00 Tour of *Milestones* exhibit (fabrication in progress) and
Science in Depth special exhibit



CORPORATE MEMBERSHIP PROGRAM

The Corporate Membership Drive is under way. More than twenty new corporate members have joined the Museum since July 1990. But we need your help to widen our base of corporate members. Please take a moment to offer a few suggestions about potential corporate members.

Company Name: _____ Contact: _____

Company Name: _____ Contact: _____

Company Name: _____ Contact: _____

Company Name: _____ Contact: _____

Company Name: _____ Contact: _____

As we prepare for the 1991-92 Breakfast Seminar Series, we welcome your comments and suggestions about possible speakers and topics. Please take a few moments to fill out this form and let us know who and what you think our members would like to hear about at future seminars.

Possible Topics and/or Speakers:

Your name: _____

THANK YOU!

The Computer Museum Corporate Membership
Cash and Complimentary
March 1, 1990 through February 28, 1991

Benefactor: \$10,000 or more

International Business Machines
Raytheon Company
Xerox Company

Patron: \$5,000 or more

Adobe Systems
AT&T Corporation
Bingham Dana Gould
IEEE Computer Society
International Data Group

Sponsor: \$3,000 or more

Addison-Wesley
Amdahl Corporation
Automatic Data Processing
Bank of Boston
C.S. Draper Laboratories
Coopers & Lybrand
DECUS
Gaston & Snow
Gillette Company
Liberty Mutual
Lotus Development
The Mathworks
McGraw-Hill, Inc.
Microsoft Corporation
NEC Systems Laboratory
Prime Computer
Ropes & Gray
Stratus Computer Inc.
TASC
The New England
Travelers Insurance Company
United Technologies
Ziff-Davis Publishing

Contributor: \$1,000 or more

Aberdeen Group
Acer Corporation
Alliant Computer
Analog Devices
Applied Technology
Aries Technology

Arnold White & Durkee
Aspen Technology
Avid Technology
Bank of New England
Banyan Systems
Batterymarch Financial
Bitstream Inc.
Bolt, Beranek & Newman
Boston Globe Foundation
Bull HN Information Systems
Bull Peripherals
Chase Manhattan Bank
Clearpoint Research
Cognos
CompuServe
CONNECT, Inc.
Corporate Software
Data General
Data Switch
Data Translation
Davox Corporation
DEC Professional
Deloitte & Touche
Dow Chemical USA
EMC Corporation
Emerald Systems
Ernst & Young
Etra
Eusey Press
F.W. Dixon
Fenwick Partners
Gensym Corporation
Goldman, Sachs & Co.
GreenTree Associates
Greylock Management
GTE Laboratories
H.K. Graphics
Halliburton Services
Heidrick & Struggles
Index Group
Innovis Interactive Technology
Interbase Software
Intermetrics
John Hancock Mutual Life Insurance Co.
Karen C. Cohen Associates
Keane Inc.
KPMG Peat Marwick Main
Maintech
Marathon Mail
MASS Microsystems
Matrix USA
McKinsey & Co.
Medi-Tech—
Micro-Mentor
Miller Communications
Miller Freeman Exposition Company

Milliken & Company
Mobil Corporation
Moody Stecker Company
New Directions
NYNEX Corporation
Pell Rudman, Inc.
Price Waterhouse
Programmed Intelligence
Schubert Associates
Silicon Valley Bank
Summagraphics Corporation
TA Associates
Technology Research Group
The Composing Room of NE
Viewlogic Systems
VideoLogic Inc.
Walker Richer & Quinn
Wavetracer
Wellfleet Communications
ZBR Publications

Corporate Membership Committee

Jim Baar
Omegacom

Rick Karash

Ilene Lang
Lang Systems Inc.

Mimi Macksoud
Price Waterhouse

Laura Morse, Chair
Heidrick & Struggles

Susan Parrish
Parrish Marketing Consultants

Steve Pytka
BISCOM

Cameron Read
Gaston & Snow

Lindy Recht

Nancy Robb
MBTA

Charles Terry
Compuserve Data Technologies

**THE COMPUTER MUSEUM
PHONE LIST
UPDATED FEBRUARY 28, 1991**

Armbruster, Elizabeth	Public Relations Coordinator	329
Bell, Gwen	Founding President (Collections)	331
Burke, Dan	Store Assistant	307
Chibas, Asa	Interpreter	352
Clemente, Rafael	Interpreter	352
Collins, Catherine	Grantwriter	376
Conference Room (5th floor)		304
Crowley, Ruth	Interpreter	352
DECTALK/PUBLIC INFO		423-6758
DeHarb, Diana	Cash Room Manager/Functions Asst.	308
Del Sesto, Janice	Director of Development/P.R.	378
Dorus, Mary Beth	Research/Administrative Asst.	395
FAX		426-2943
Gill, Joe	Floor Manager	352
Granlund, Tim	Interpreter	352
Greene, Don	Shop Foreman	328
Greschler, David	Exhibits Developer (ROW)	349
Griscom, Dan	Exhibits Engineer	335
Groves, Ted	Graphic Designer	373
Hardie, Foster	Interpreter	352
Hassan, Mehreen	Interpreter	352
Hellenga, Rachel	Research Assistant	374
Jennes, Gail	Senior Public Relations Manager	341
Johnson, Sue	Assistant to Executive Director	372
Jose, Kate	Computer Bowl Project Manager	346
Keough, Kathy	Functions Manager	340
Larson, Brad	Exhibits Staff	377
Lee, Brian	Store Assistant	307
Ley, Gillian	Development Coordinator	338
McElroy, Chris	Interpreter	352
McLaughlin, Brian	Business Manager	343
O'Sullivan, Christina	Store Manager	306
Oates, Julie	Development Coordinator	339
Pangonis, Geoffrey	Interpreter, Collections Assistant	352
Pezalla, Margaret	Interpreter Education Coordinator	380
Rusk, Natalie	Education Coordinator	345
Schroeder, Greg	Operations Manager	344
SECURITY		260
Southall, Noah	Interpreter/Store Assistant	352/307
Strimpel, Oliver	Executive Director	330
Thomas, Adrian	Interpreter	352
Townsend, Brita	Interpreter/Telemarketer	334
Wallace, Brian	Collections Manager	342
Walsh, Janet	Capital Campaign Coordinator	333
Welch, Greg	Exhibits Developer (Milestones)	337

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEDIA SUMMARY: IN BRIEF

From January 1-March 1, 1991: The Walk-Through Computer and Video
[Clippings are new since the October 30, 1990 Board Meeting]

PRINT

Total Circulation: 77,381,119

ELECTRONIC:

Total impressions: 285,339,000

With past or upcoming media coverage, a message about The Walk-Through Computer and/or Video has or will have been generated nearly 400 million times via print and electronic media. This figure includes estimates of the international and some of the domestic coverage for which figures were not available.

International Highlights

International news of The Computer Museum continues with extensive feature length pieces in the United Kingdom (Personal Computing World) and Sweden (Mikro Datorn). The Guardian of London included The Walk-Through Computer in its Year in Review. In February, 15 print and electronic journalists from Germany toured the Museum in preparation for possible stories.

The March 1991 DECWORLD (Digital Equipment Corporation's Worldwide Employee Publication) featured a story on The Walk-Through and the people from Digital who offered expertise in creating the exhibit.

In early December, Canadian Broadcasting Corporation covered the visit of the Canadian New Importers to the Museum. Their feature included an interview with Oliver Strimpel.

National Highlights

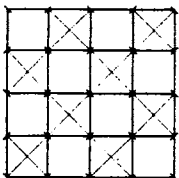
Popular Science chose the Museum's Walk-Through Computer as one of its 100 "Best of What's New for 1990." The exhibit was featured in their December issue's cover story. CNBC also aired a television special on the "Best of What's New" November 18, 1990.

The November 1990 issue of Pan Am Clipper Magazine included a major feature on the Museum and The Walk-Through in its Corporate Jet section. Travel Life and Trump's in-flight magazine also highlighted the exhibit.

The Boston Herald ("Kids find keys to success at Computer Museum") and various educational publications continue to run stories on The Walk-Through. US Kids Magazine (February 1991) featured a 4-page cover story on The Walk-Through, "The Computer Adventure," geared to young children.

The video HOW COMPUTERS WORK also received intelligent treatment in the Buffalo News and Incider and was referred to by the Miami Herald and Industry, among other publications.

In November, Fox Broadcasting's American Chronicles program included the exhibit in a program on "The Future." In December, Financial News Network's High Technology show, broadcast to 35 million households, highlighted The Walk-Through, while TV stations such as Boston's NBC affiliate WBZ-TV continued to run short pieces on the exhibit.



2/Media Summary

From October 30, 1990-March 1, 1991: Highlights of Other Museum Coverage

PRINT

Total Circulation: 11,422,258

ELECTRONIC:

Total impressions: 400,000

With the Museum's growing visibility, it continues to become a cultural reference point, as a wide variety of Museum activities receive attention.

The Museum's next major exhibition, "PEOPLE AND COMPUTERS: Milestones of a Revolution," will be highlighted in the May-June Calendar of the National Endowment for the Arts' magazine, Humanities.

The SIGGRAPH 1990 Traveling Art Show was widely featured in print. The Christian Science Monitor (November 26, 1990) ran a thoughtful piece on the art show, while the tourist magazine Panorama made it the subject of its January-February cover and an October issue. In addition, Bostonia Magazine highlighted it with one of the artworks as the "Recommended" event on its Arts Page. Other coverage included the Macon (GA.) Telegram, Boston Phoenix (twice), The Sunday Globe, the tourist magazine WHERE, IEEE Spectrum, Computer Currents and on TV (Evening Magazine, Channel 4 and Channel 5 Evening News programs, One Norway Street).

Stories on the Museum Store's mail order catalog ran in The New York Times, Miami Herald, Baltimore Sun, Boston Magazine, twice in The Boston Globe, the Topeka (Kansas) Capitol, Info Week, and The Boston Sunday Herald Magazine. The Orlando (FL) Sentinel plans an item for March 1991. According to Store Manager Christina O'Sullivan, this editorial coverage generated some 500 calls for the catalog (the highest ever). (An ad in MacWorld led to another estimated 2000.)

Prior to the March 1 opening of "Science in Depth," the phscologram show will have been featured twice in the Boston Phoenix, in Marketing Computers, and Mass High Tech.

A one-page piece on the Museum's Smart Machines Gallery, called "Where to see robots," has been included in a book, Radical Robots, a NOVA Book in association with WGBH, producer of the PBS NOVA series.

Stories on the 1991 Computer Bowl have run in the San Jose Mercury News and Computer Currents with mentions in Upside and AI Magazines.

The Museum's traveling exhibits, "Computers in Your Pocket" and "Terra Firma in Focus," were featured in Phoenix, Arizona, and Lexington, Kentucky newspapers.

The functions space and special events such as the November 10-11 Computer Games Weekend, January Van Gogh TV performance, and the February Smart Art Workshop have also received special mention as "Hot Pick" or "Critic's Choice" in such publications as The Boston Globe, The Boston Phoenix, Mass High Tech, the TAB. Smart Art was also picked up in Chicago, San Diego, and Green Bay, Wisconsin papers.

For a show on Kids and Learning that is part of a PBS series, called The Nineties, producer David Cort plans to follow some students around the Museum a la 48 Hours on March 4. The segment will be aired in May.

WHAT REALLY HAPPENED ON THE U.S.S. *IOWA*?

Popular Science

VIDEO GAMES AIM AT REALITY

GM'S SATURN VS. THE IMPORTS

3RD ANNUAL

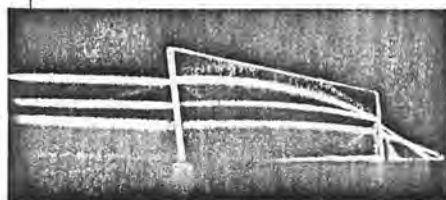
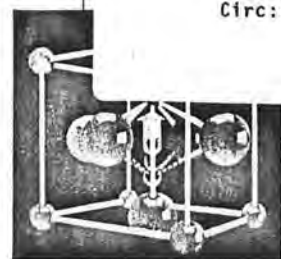
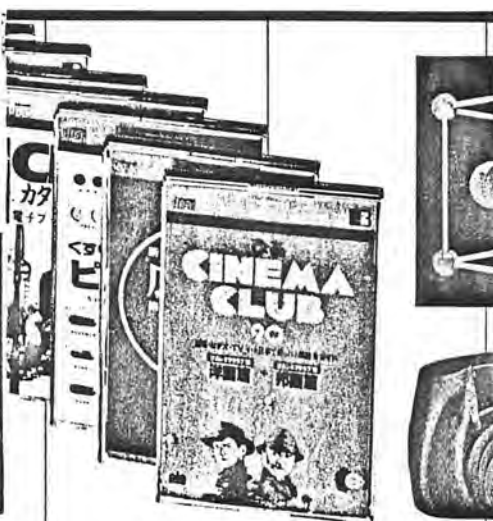
BEST

OF

WHAT'S

NEW

THE YEAR'S 100 GREATEST ACHIEVEMENTS IN SCIENCE AND TECHNOLOGY



SMART GLASS

A new technique from the patent-development company Isotec precisely structures atoms within glass. The process may revolutionize optics. One use: forming one lens that takes the place of a compound multiple-element lens. This sample blends signals of different wavelengths into a single beam.



COLOSSAL COMPUTER

The Computer Museum in Boston has on display a two-story PC you can walk through to learn how computers work. Visitors spin a five-foot-tall track ball to select from 300 cities around the world; the computer finds the shortest land route between them. Then it shows the sights you'd see along the way—on a 108-square-foot monitor.

POPULAR SCIENCE
December 1990
Circ: 1.8 million

ory chips lose their power. But a new breed of integrated circuits from Ramtron Corp. and National Semiconductor Corp. has ferroelectric ceramic components that store data even after power is removed. Atoms within ceramic crystals shift up and down to represent non-volatile binary ones and zeros.

CLOSE, VERY CLOSE

Selected as the European Compact Camera of the Year 1990-91, the Pentax IQZoom 105 Super has an unusual "super macro" mode in addition to its regular macro mode. With super macro, you can get closeups only 1 1/2 feet from the subject, using the carrying strap as a measuring tape. Ingenious.



ENGINE AMIDSHIPS

Toyota demonstrates its engineering ingenuity by giving itself a virtually unsolvable problem—how to put the engine nearly in the middle of its new Previa minivan for more carlike handling and improved visibility. The technical achievement took a complicated oil system, an offset engine lying on its side, long shafts to the accessory drives, but only a minimal loss of interior space. It's easily the most complicated minivan engine installation on the market.

ALL TOGETHER NOW

Put Solmate Inc.'s efficient integrated mechanical system into a house, and you can get rid of the furnace, air conditioner, ventilator, and water heater. Solmate also captures and reuses heat from the house air and "gray" (waste) water from the sinks, dishwasher, and clothes washer. (For an illustration, see "Canada's Energy Miser," this issue.) Solmate, which will be available next spring, will cost about the same as the equipment it replaces.

DECEMBER 1990
\$2.00
CANADA \$2.50



Vol. 4, No. 3

February 1991

U*S*Kids

®

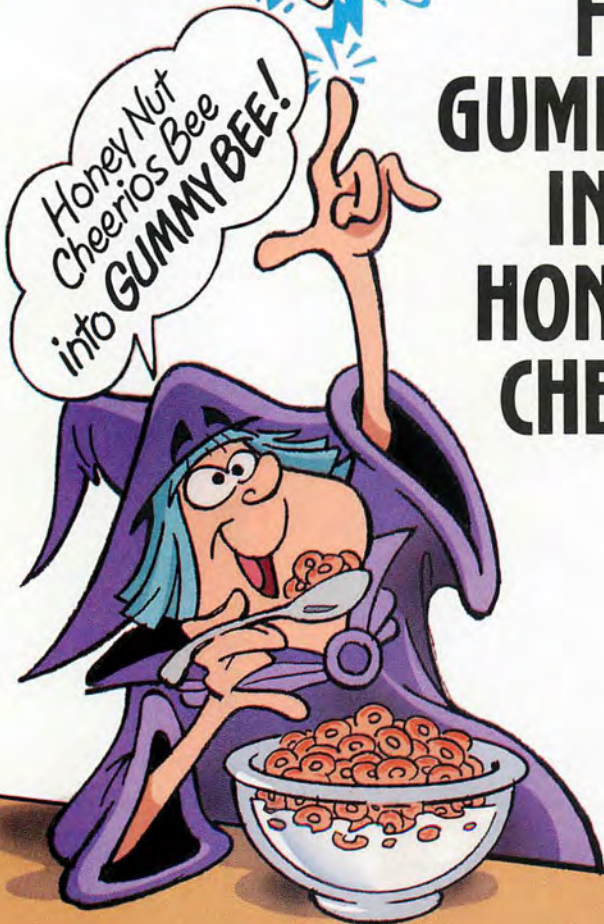
A Weekly Reader Magazine

Fun Things To
Do Inside



The Big Computer

See page 34



FREE GUMMY BEES INSIDE HONEY NUT CHEERIOS



"Special offer good through March in specially marked boxes."

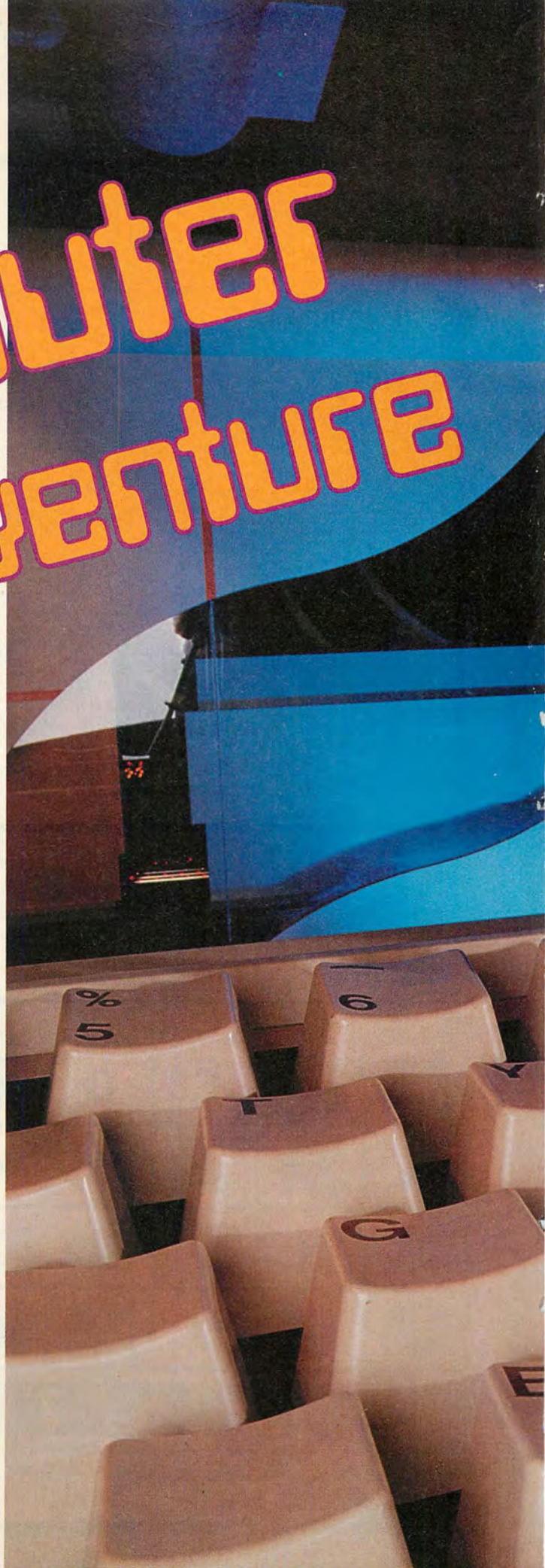
The Computer Adventure

by Deborah H. DeFord

Have you ever dreamed of diving deep into the ocean? Have you ever imagined a journey into the heart of a steamy green jungle? Have you ever hoped to hop aboard a spaceship and head for the stars?

How about a walk through a giant computer? Have you ever thought about that? Some kids do more than think about it. They stand with two feet on a single key and then jump across the keyboard. Then they watch a screen that is too big to fit in a person's house.

But they don't stop there! Their adventure has just begun! They are about to enter the Walk-Through Computer. The Walk-Through Computer is just like the computers at school or at home, only it's 50 times bigger! Now why don't YOU join the Computer Adventure! →



Why did young George Washington cut down the cherry tree?

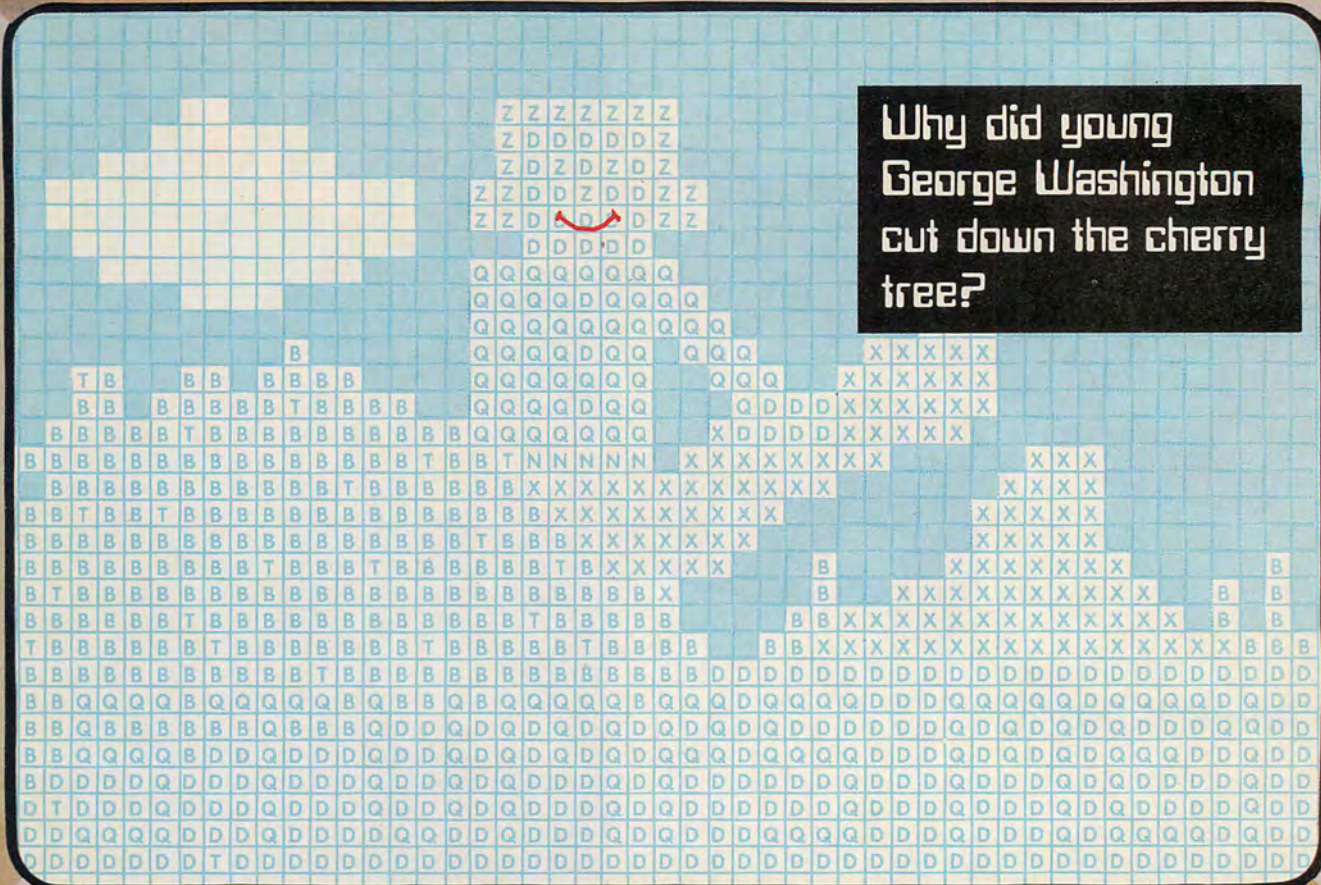
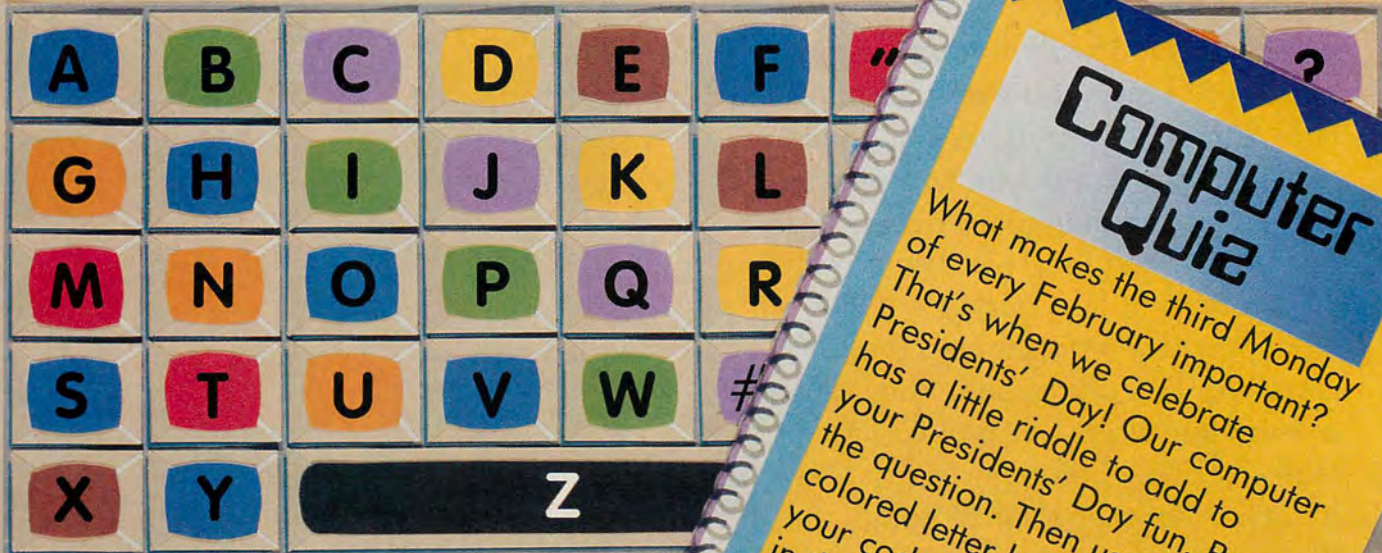


Illustration by Jo Lynn Alcorn



Computer Quiz

What makes the third Monday of every February important? That's when we celebrate Presidents' Day! Our computer has a little riddle to add to your Presidents' Day fun. Read the question. Then use the colored letter keys as your code key and color in the answer on the computer screen!



The Computer Adventure

You can find your way through the Walk-Through Computer. Your stops are numbered in order. But to get from stop to stop, you need to follow the correct path through the maze. Are you ready? Read on!

No computer works without power. So start your adventure at the Power Supply (1).

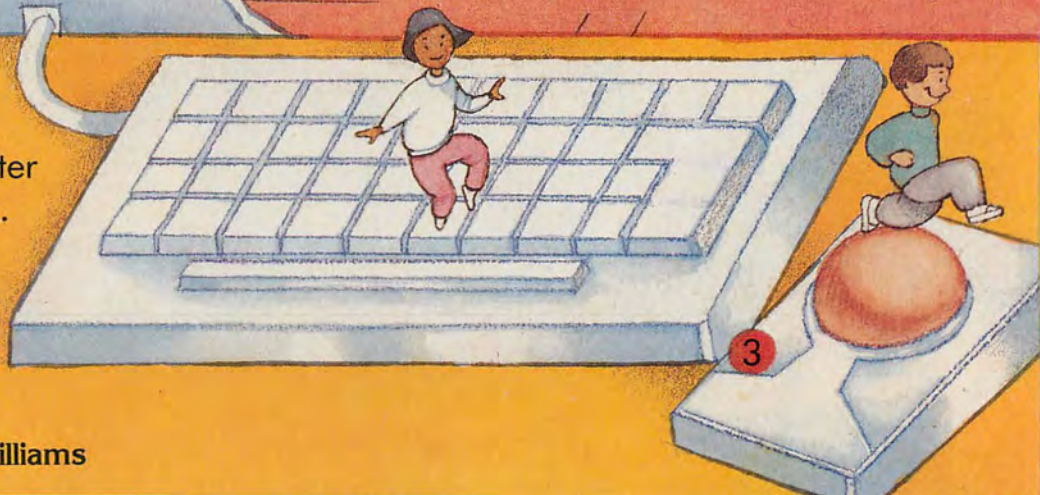
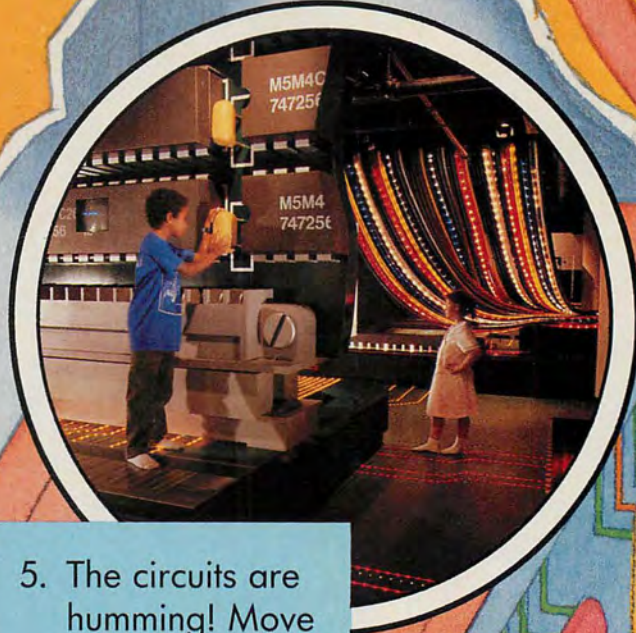
Along the Computer Trail

1. Power Supply
2. Floppy Disk
3. Trackball
4. Hard Disk
5. Video Board
6. Monitor

5. The circuits are humming! Move back out to the Monitor (6) to see what's happening.

3. You've told the computer what you want it to do. Move inside to the Hard Disk (4).

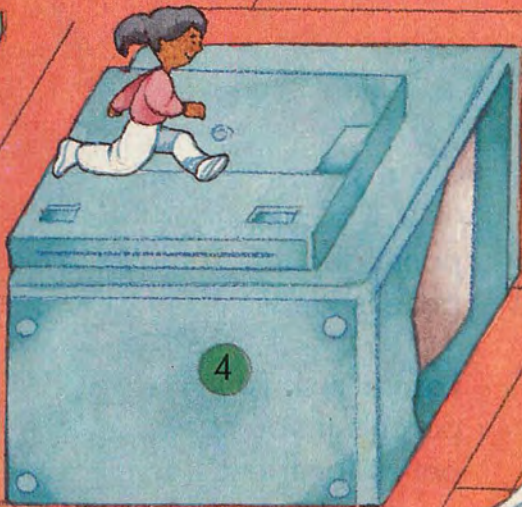
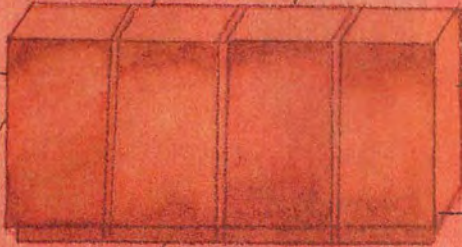
1. You are plugged in! Now hurry to trace a clear path from here to your Floppy Disk (2).



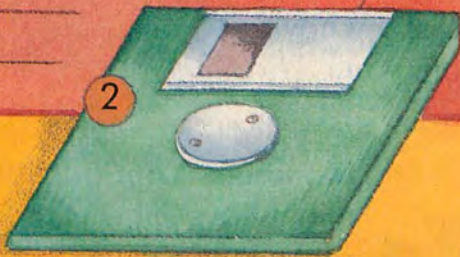
FINISH

6. Where in the world can you find the Walk-Through Computer? There's only one place – at the Computer Museum in Boston, Massachusetts!

START



4. The computer is working for you. Hurry to the Video Board (5).



2. The disk is in place, but don't stop yet! Move to the keyboard and Trackball (3).



Pets



Dear Kids,
Please help. I really want a puppy. I asked Mom and Dad if I could have one. But they said no.

I told them that I would walk the puppy and feed it everyday. But they think I would get tired of it.

I just know I would take good care of a puppy. How can I get my parents to believe me?

Erin D.
Minnesota

We asked our Kids Helping Kids panel about Erin's letter. Here are the panel's ideas.

Lorna: Ask your parents if you can pet-sit for friends or neighbors who go away. Then use that chance to show how responsible you can be.



Lorna

Do you have a problem that is causing you trouble? Need help? Write to Kids Helping Kids, U*S*Kids, 245 Long Hill Road, Middletown, CT 06457. Be sure to send us your complete address.

All letters become the property of Field Publications. Letters sent for publication are subject to editing.

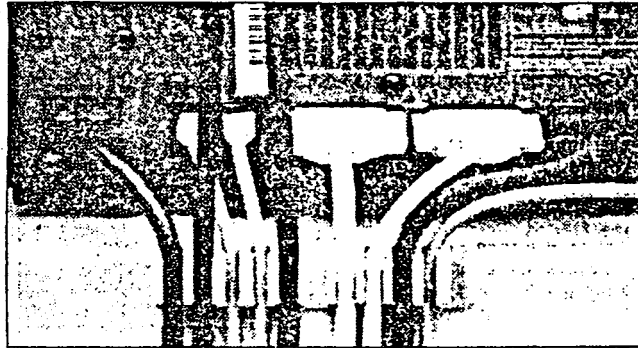


Monique

Monique: Your parents might have other reasons for saying no. Some parents say no because their home is too small, or because they're allergic to animals.

OCT 28 1990

BURRELLE'S



Organizer from Curtis Manufacturing keeps computer cables neat.

Video gives inside story of how computers work

An educational videotape that explains how computers work by taking viewers inside a giant working model of a desktop computer will be available Nov. 7 from the Computer Museum, 300 Congress St., Boston, Mass. 02210.

The 25-minute video, produced with funding from the Intel Corporation Foundation, uses the museum's new exhibit, the Walk-Through Computer, to explain graphically and dramatically what makes a desktop computer work.

David Heil, host of the Emmy award-winning PBS science series "Newton's Apple," and teen-agers Jennifer, Leandra, Mark and Damien embark on a video mission to discover how a computer works by visiting the Computer Museum, the only place in the world where they can use and then climb inside a computer exhibit that is enlarged to 50 times normal size.

Once inside the giant computer, each teen-ager explores one of the major components — the central processing unit (CPU), random access memory (RAM), the disk drive and the video board — while the video viewer watches.

Software is explained by incorporating animated portions of the museum's "Software Theater" show. This section describes what a software program is and how it works with the hardware, according to Liz Armbruster of the museum staff.

The video, which sells for \$19.95 plus \$3 for shipping and handling, is intended for use in introductory computer classes, according to Ms. Armbruster, and is "appropriate to communicate computer basics in any setting."

"Targeted to the middle school level, it can be ordered alone or with the museum's educational activities packet. The packet contains an introduction to the museum's galleries and exhibits as well as suggestions for related activities in the classroom and the museum."

To order the packet, which costs \$5, including shipping and handling, and the video, write to



Personal Computers

By LONNIE HUDKINS

The Computer Museum Store at the address above or call (617) 426-2800, extension 307.

The museum is devoted solely to computers and their impact on society, according to Ms. Armbruster. Designed for people of all ages and interests, it has more than 70 interactive exhibits, two award-winning theaters and a collection of vintage computers and robots.

Organizer keeps cables neat

Curtis Manufacturing Co. Inc. of Jaffrey, N.H., has come out with a new product called "Cable Organizers" that should appeal to Christmas shoppers looking for inexpensive but useful gifts for computer users.

The organizer is designed to keep computer and electrical cables neat and organized and enables users to straighten up confusing cord tangles at the back of their equipment.

Cable Organizers, available at local outlets for a suggested retail price of \$9.95, also can be used effectively by stereo and video enthusiasts. The package includes a 10-slot cord manager, two bundler clips, six runner clips and 10 blank peel-and-stick labels.

Personal Computers welcomes your questions and programs as well as advance notification of computer group meetings. Mail your correspondence to Lonnie Hudkins, The Buffalo News, P.O. Box 100, Buffalo, N.Y. 14206.

INCIDER
January 1991
Circ: 122,000

INCIDER

PETERBOROUGH, NH
MONTHLY 122,000

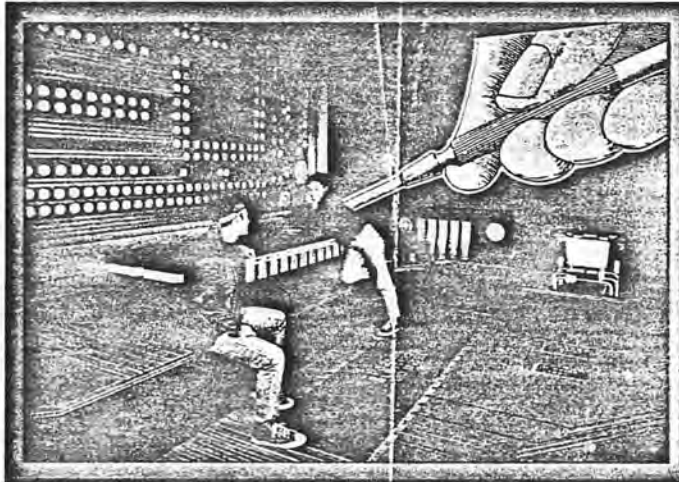
JANUARY 1991

-3334 BURRELLE'S CR

COMPUTER SCIENCE

If ⁸⁰⁷⁸ you want to learn what makes a computer tick, take a look at the new 25-minute video from Boston's Computer Museum. In the film a group of teenagers set out to discover the inner secrets of computing by visiting the museum's famous "walk-through computer," a giant model that's 50 times the size of a microcomputer.

The kids not only explore the major parts of the computer — the central processing unit (CPU), random-access memory (RAM), disk drive, and video display — they act out the operation of the machine. While some students take the role of various computer components, others act as the data bus, carrying



Exploring inner space: Students get into the act when they visit a walk-through computer in a new video produced by Boston's Computer Museum.

information and messages among the other students. To explain the abstract idea of software, the video incorporates animated graphics from the Computer Museum's collection.

How Computers Work: A Walk Through the Walk-Through Computer is designed for use in middle-school classrooms, but you can use it to teach the basics of computing to all ages. The video costs \$19.95 (plus \$3 shipping); a companion packet of educational activities costs only \$5 more. Contact the Computer Museum Store at Museum Wharf, 300 Congress Street, Boston, MA 02210, (617) 426-2800 extension 307.

— P.S.

DECWORLD

March 1991

Volume 14, Number 4

Editorial Offices

Corporate Employee
Communication
CFO2-3/K23
150 Coulter Drive
Concord, Massachusetts
01742-2191

Editor

Ann Howe

Associate Editor

Janine Denegall

Production Assistant

Leslie Johnson

Art Director

Michael Kokernak

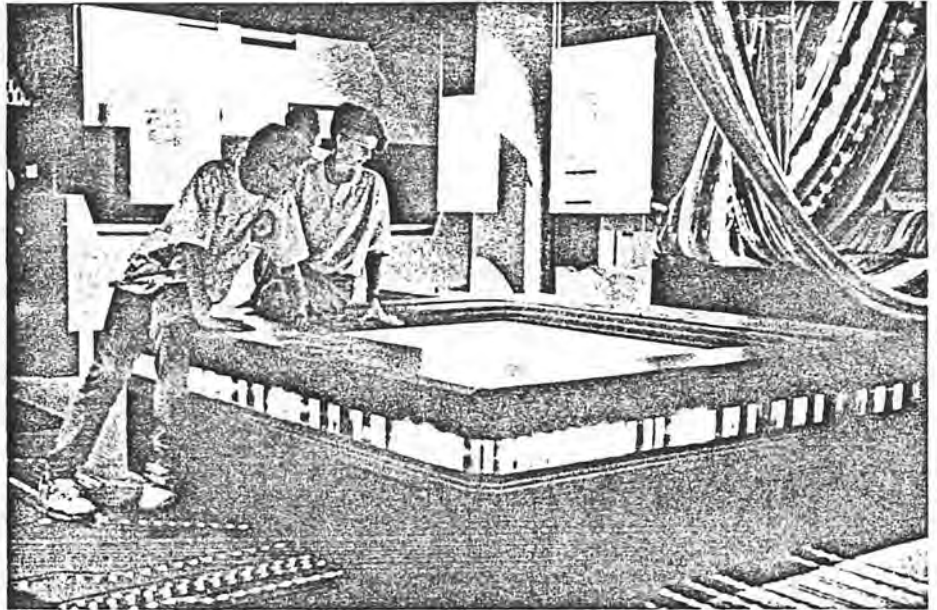
Contributing Writers

Karen Rhine
Richard Seltzer

DECWORLD is published quarterly
by Digital Equipment Corporation
for its employees around the world.
The Digital logo is a registered trademark
of Digital Equipment Corporation.

ON THE COVER:

DELTA invites employees worldwide to get
involved in helping Digital improve its
business performance. For more informa-
tion on how you can help, see story on
page 4.

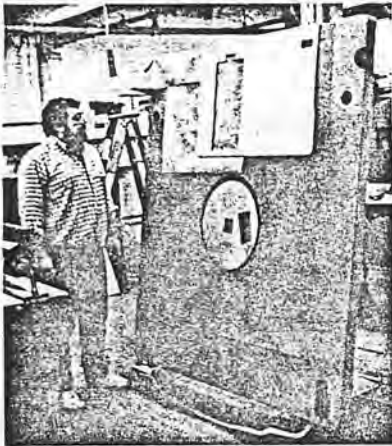


Visitors to the Walk-Through Computer take a closer look at the CPU (Central Processing Unit).



Oliver Strimpel, the Walk-Through Computer Museum executive director, is shown standing on an oversize keyboard. For more information on the computer museum see page 6.

Walk-Through Computer



The Walk-Through Computer 3.5" diskette.

ing people from Germany, Japan, Sweden, France, and England have viewed the giant-sized computer, only to be stunned by various special effects supported by Digital's MicroVAX 3400 system.

Thanks to a special electron microscope video provided by Digital's Semiconductor Engineering group, visitors see a real computer chip in operation.

Throughout the exhibit, visitors are amazed at how the complexities of a computer are made simple. Digital volunteers helped accomplish this.

Digital's Dick Rubinstein, manager, Technology Assessment and Planning (TAP), Corporate Research, a computer and calculator collector in his own right, has been involved with The Computer Museum since its beginnings at Digital.

"I was part of the advisory board for the Walk-Through Computer exhibit," says Dick. "Working with Dr. Oliver Strimpel and Richard Fowler, I helped brainstorm ideas for the display, reviewing various exhibit proposals and critiquing mock-up displays.

"Laying the groundwork for the exhibit was great fun because it gave me a chance to mix my personal and technical interests.



Dick Rubinstein

"We were primarily interested in creating exhibits that adults and children could relate to."

Digital was also called on to provide expertise concerning the exhibit's disk drive. Carl Blatchley, senior engineering manager, Disk Subsystems Group, provided a model of Digital's RF71 disk as well as pictures and drawings from which the exhibit could be modeled and built.

Carl looked to his department for support in providing technical consulting to help design the life-sized disk drive.

Engineers Lenn Daugherty and Phil Bartels were fascinated with the idea of a walk-through computer. They helped translate the highly technical facets of Digital's RF71 disk drive, which actually stores and retrieves the images that make up the Walk Through Computer's database of travel scenes.

"We were trying to make the giant display



Carl Blatchley



Lenn Daugherty



Phil Bartels



Luis Rodriguez

model as realistic as possible," says Lenn. "Through a small window, viewers can look into the disk drive and see it in action — reading the information."

Phil helped a museum animator understand the technical facts about the head and disk — so that the animator could accurately portray its complexities in a video that reveals how a real disk drive works.

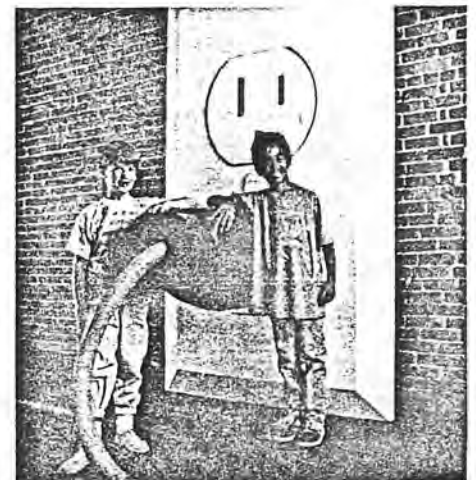
"Gathering lots of technical information was the easy part," says Phil. "The hard part was making sure that the translations of the information were accurate and appeared in a simple and comprehensible form."

All of the efforts make the exhibit appealing and easy for the public to digest.

Some employees are even developing enhancements for the exhibit. Luis Rodriguez, a mechanical process technician from Digital's Springfield plant, developed a video that may accompany the exhibit.

"The video shows how Digital builds its RF30 disk drive from raw material to final product," says Luis.

"The documentation of this process is invaluable. People can easily see and understand the complexities of the manufacturing process." ●



Meg Bowman, 11 (left) and Richard Fredkin, 8, explore the outlet of the Walk-Through Computer.

Computer Museum unveils world's first Walk-Through Computer

The Computer Museum and Digital share a special history, stemming from Ken Olsen's interest in collecting and saving computers.

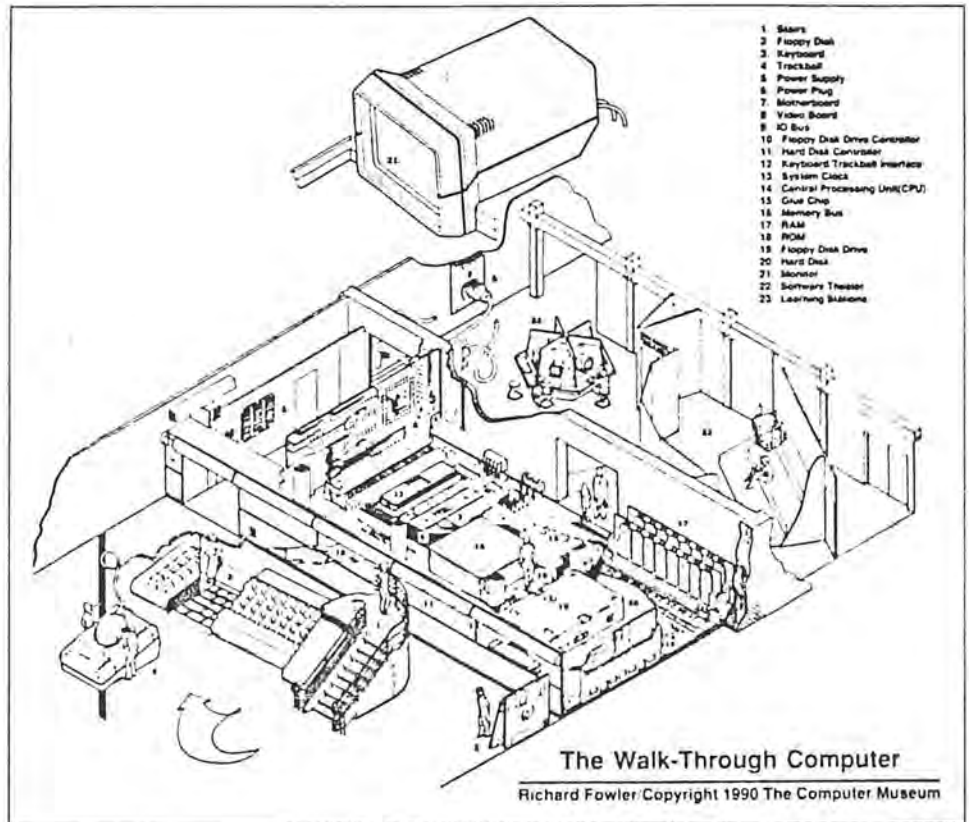
The museum collection was started in 1974, when Ken, and Digital board member Robert Everett, then president of MITRE Corporation, rescued the MIT Whirlwind computer from the junk pile.

To house the growing museum collection, in 1979, Digital officially opened the world's first computer museum at one of its sites in Marlboro. Over time, the exhibit broadened to serve the whole industry and general public. The museum was incorporated in 1982 as an independent, nonprofit educational institution and later moved to its current site on Boston's historic waterfront. At present, it is the only institution in the world devoted solely to computers and their impact on society.

Over the years, the museum has assembled the most extensive collection of computers and robots in the world, with some 75 hands-on exhibits including the popular Walk-Through Computer.

Overall, the exhibit helps visitors learn about how a computer works — storing, retrieving and displaying information under the control of a program.

The World Traveler Program, a demonstration application, helps visitors find the shortest route between two cities. Users manipulate a giant trackball and keyboard to select an itinerary. As the computed route is displayed, images of each city appear on the screen.



The Walk-Through Computer
Richard Fowler Copyright 1990 The Computer Museum

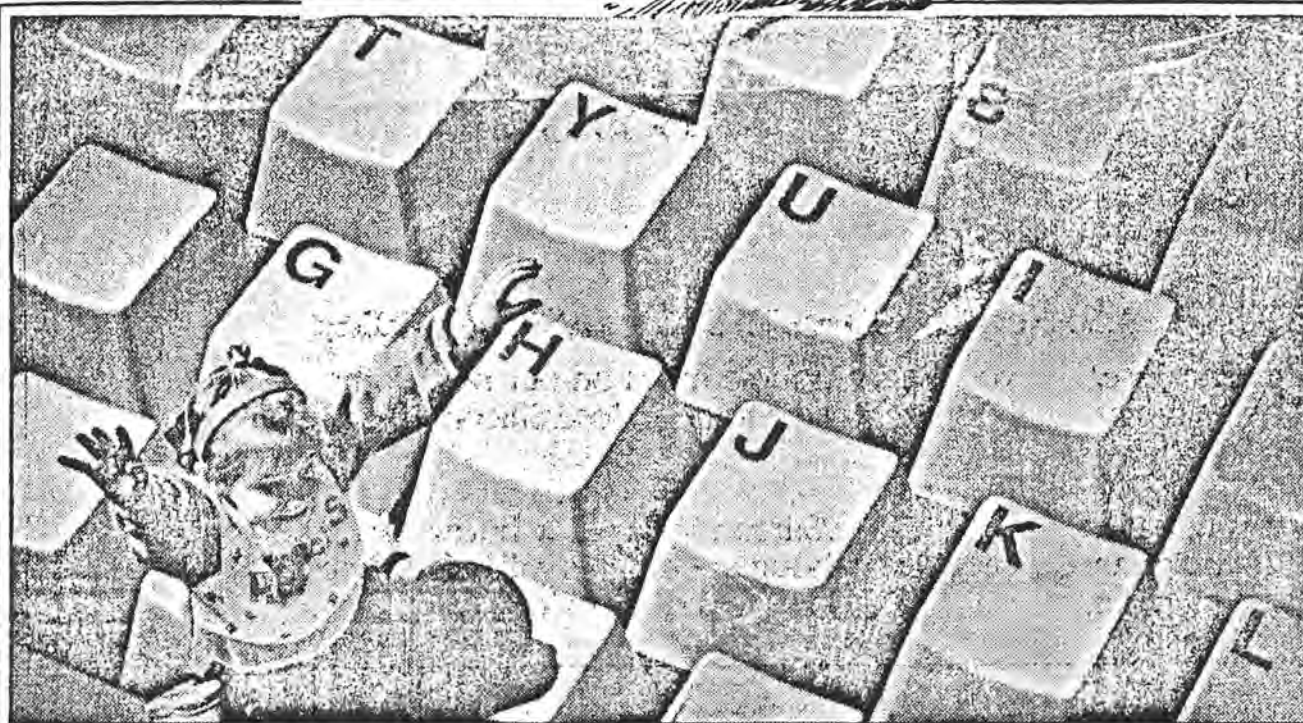
With the involvement of several companies, the Computer Museum's popular exhibit, The Walk-Through Computer came together quite smoothly. Digital and several other companies worked closely with the museum's Executive Director, Dr. Oliver Strimpel, and the project's designer, Richard Fowler, on loan from Britain's National Museum of Photography, Film and Television, to turn the insides of a computer into a fantasyland.

Visitors can actually walk through a computer that is 50 times actual size and features a four foot RAM chip, six foot floppy disk, 108-square foot monitor and 25 foot long keyboard.

Since the exhibit's recent opening, more than 70,000 visitors, includ-



Bruce Gifford, a Digital employee, enjoys the exhibit.



HANDS-ON TRAINING: Michelle Pushee, 4, of Norwell, is overwhelmed by a giant computer keyboard, part of the Walk Through Computer at the Computer Museum in Boston.

Staff photo by Ted Fitzgerald

Kids find keys to success at Computer Museum

By HELEN KENNEDY

For those still intimidated by computers, Boston's Computer Museum has a new exhibit designed to take the mystery out of the machine.

Visitors will be dwarfed by the two-story working model of a desk-top computer, but who could resist

the chance to run up and down a 25-foot keyboard?

The Walk Through Computer, located on the museum's fifth and sixth floors, is 50 times the actual size and features a 108-square foot screen. And it works, running a program called World Traveler that takes the user on a computerized tour of 300 cities.

Visitors wanting an inside look at computers can stroll through the machine's inner workings, examining the 7-foot-square microprocessor and enormous disc drive.

The museum's Software Theater explains some of the finer points of programming, and related nearby exhibits trace the history and evolution of computers.



Translation: "Visit the world's only
Computer Museum"

Besök världens enda datormuseum

Av Rabbe Kurtén

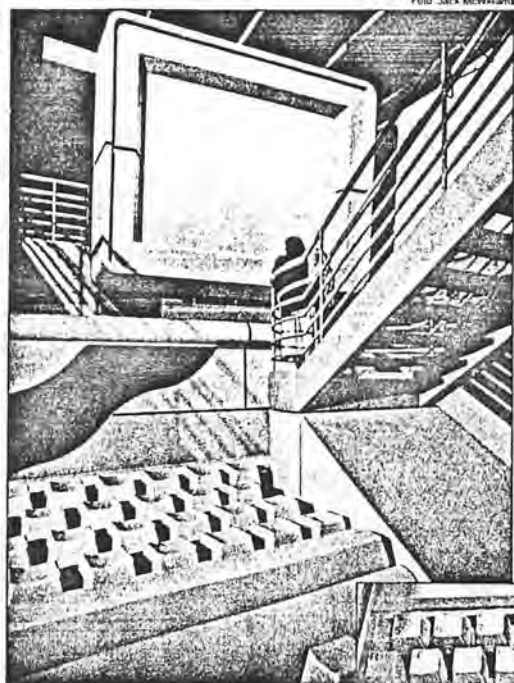
Följ med MikroDatorn till Boston där The Computer Museum är beläget. Möt datorkonstnären Aaron och Herman Holleriths 100-åriga datamaskin. Kliv in i världens största dator.

Foto Jack McWilliams

Var snäll och ställ dig på markeringen så skall jag tala om för dig hur lång du är, knarrar en röst som för tankarna till Franksteins monster när jag närmar mig ingången till Datormuseet i Boston. Lydig som jag är ställer jag mig snällt på de vitmarkerade fotavtrycken, och efter en liten stund knarrar rösten vidare: "Du tycks vara omkring 6 fot lång." Eftersom jag anser mig vara 182 cm, är mätresultatet inte dåligt, jag har ju skor på.

Jag kliver av fotavtrycken och stannar och ser hur en skolklass fångas upp av samma knarrande datorstamma. Men skoleleverna är inte lika lydiga som jag, för dem är det en sport att lura den dumma datorn. De ställer sig på huk eller håller böcker över huvudet och jublar triumferande när den lättlurade datorn knarrar fram sitt: "Du tycks vara omkring 7 fot lång. Du är verkligen längre än de flesta."

När jag väl är inne i museets utställningshallar möter fyra mistolpar ur datorernas historia, en Univac I, en PDP-8, en Cray-1 och en IBM PC. En autentisk TV-inspelning från när det begav sig vis-



Datormuseets stolthet. Detta är en personator i 50 gångers förstoring. Bildskärmen är 15 fot. Det är annat än en 21-tummare!

hur det gick till när Univacen för första gången användes för att presentera prognoser och valresultat vid presidentvalet 1952 i USA. TV-reportern talar om "denna fantastiska elektronhjär-

na", och bemöter den nästan som en levande person.

Så förs man vidare in i utställningen över "Intelligenta maskiner". Robotar och artifici-

ell intelligens samsas här i ett utställningsrum. Här demonstreras robotars "syn", "hörsel" och "känsl" men även deras icke-mänskliga "sinnesorgan" såsom förmågan att utsända ultraljud och uppfatta ekot, ett "sinne" som kan användas för att mäta till exempel avstånd, och därmed i längd ånge. H audit saml: känd der p ett ti progrt

MIKRODATORN

November 1, 1991

Swedish Computer Magazine

Datorkonstnären Aaron

Bland exemplen på artificiell intelligens finns det klassiska "terapeut-programmet" Eliza, men också ett expertsystem som rekommenderar lämpligt vin till maten, ett som per tele-

Foto Jack McWilliams



Tangentbord som heter duga. Andrew Chen och sonen Jacob, från Boston, vilar ut på det 7,5 meter breda tangentbordet.



Alla de klassiska mikrodatorterna visas i en särskild sal. Här finns de tidiga hobbymaskinerna från 70-talets första

hur en dator fungerar under huven. Man kliver in bakom skärmen och kommer in på moderkortet där man omges av krets-



En Intel 80486 cpu i 50 gångers förstoring. I fönstret visas omväxlande programinstruktioner i symbolisk form, en bild av kretsens logiska schema och en rörlig elektronmikroskopbild av kretsens arbete.

a "Personda-975. Den in-Ett av de för-4 kb minnes-it hantera en-eciellt för Al-len. Och här Shack, PET ch Apple II,

kort som når upp till taket. Pulserande ljusledningar simulerar bitfloderna mellan maskinens olika komponenter. Och de olika kretsarna finns där i 50 gångers förstoring och med illustrativa bildpresentationer i kretsarnas "fönster".

Interaktiv utställning

Bildpresentationerna följer skeendet i programmet. Så visas till exempel i CPU:n hur instruktioner utförs, hur da-

ta hämtas från minnet, kombineras, tolkas och återläggs, eller sänds till bildskärmen. Omväxlande med detta visas 80486-kretsens logiska design, och en bandupptagning med elektronmikroskop som visar en krets i arbete. Minneskretsarna visar hur minnesadressen pekas ut, och hur data ur minnet därefter läggs ut på bussen och sänds till CPU:n.

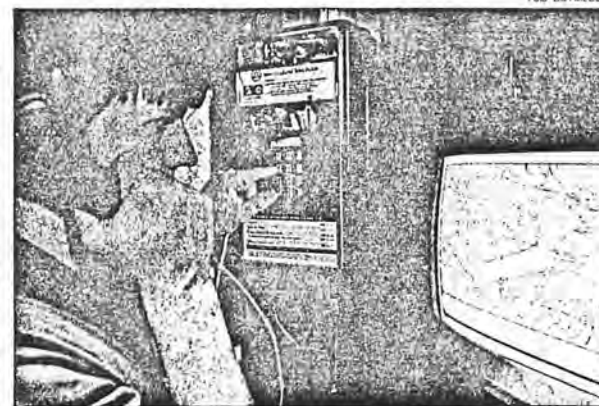
I kompletterande utställningsmontrar runt jättedatorn visas interaktivt "ett teckens väg från tangentbord till bildskärm" och andra liknande instruktionsprogram.

Denna utställning, som öppnades senaste sommar, och som kostat cirka 1,2 miljoner dollar, är en pedagogisk upplevelse som verkligen lever upp till museets uttalade målsättning att avdramatisera och avmystifiera datorerna.

För den som ingenting vet om datorer är det antagligen just den stora "Datorn man kan gå i" som blir behållningen och som motiverar ett besök. Men även de som kan en del om datorer kan hitta intressanta uppgifter och utställningsformal.

Självt fångades jag mest av användargränssnittet i den dator som användes i Apollo-projektets månlandare. Astronauterna gav datorn kommandon ur en repertoar av tvåsiffriga verb och tvåsiffriga substantiv. De verkligt stora grabbarna behövde inte kommandon som påminde om ord och som därför var lätta att komma ihåg. De visste att "21 42" betydde "visa aktuell höjd över månens yta på skärmen". Vi har kommit en lång väg sedan dess när det gäller hur vi hanterar våra datoriserade verktyg. J

Foto Dan McCoy



Rådovillt Adressrådgivaren, ett av museets många expertsystem, ger råd per telefon åt en ung museibesökare.

Gifts for Computer Buffs

THE NEW YORK TIMES
December 4, 1990
Circ: 1,068,217

By **PETER H. LEWIS**

IT is that time of year again when people are confronted with the task of finding suitable gifts for their computer-afflicted loved ones. We're here to offer professional help.

For those who are convinced that their significant others would actually sleep with the computer if given the chance, consider Spreadsheets, which are cotton-polyester percale bedsheets printed to resemble the ubiquitous green-bar fan-fold computer paper. (The bars appear to be periwinkle blue, however.) A twin set, including one flat sheet, one fitted sheet and one pillowcase, costs \$59.95. A queen set, with two pillowcases, is \$79.95. Extra pillowcases are \$19.95 a pair.

Spreadsheets are guaranteed to be user friendly and are available from the Boston Computer Museum Store, (617) 426-2800. Ask for extension 307 and request a catalog of other gifts.

Among the other offerings for hard-core computer fanatics, who are often affectionately called propellerheads, are propeller beanies (\$10) and baseball caps (\$12).

Slightly more practical is Santa's Helper, at \$24.95 (plus \$2.50 postage and handling), a program for I.B.M. PC's and compatibles from the Cummings Software Corporation of Seattle; phone (206) 284-0305. Santa's Helper is many things. It keeps a data base for Christmas card lists. It generates mailing labels. It allows users to design their own cards. It plays Christmas carols and displays the words for sing-alongs. It has 1,000 gift ideas. It creates shopping lists and tracks gifts against a budget.

It also includes an amusing "naughty or nice" questionnaire that meticulously determines in which category Santa will classify the recipient.

For those who prefer to sneak away from family gatherings to watch football on television, Cummings Software also offers Beat the Spread, which allows sports fans to pick winners in professional football games. It comes with a data base of statistics on all games since 1988.

"It's strictly for fun," said its developer, Woody Cummings, disavowing any link between his program and those who might use it for wagering.

It's a good bet that shoppers will be able to find something useful at the Curtis Manufacturing Company of Jaffrey, N.H., phone (800) 548-4900, a treasure trove of inexpensive computer-related gifts.

Among the new offerings this year



Stuart Goldenberg

is Cable Organizers, a \$9.95 package of plastic clips and cord holders that can tame the spaghetti-snarl of wires and cables that typically spews from the backs of computers. The clips keep the cables neatly ordered, and there are adhesive labels that make it easy to identify wires without having to crawl around under the desk.

Curtis also offers two devices that slice off the perforated margins on computer paper. This is not as silly as it sounds, as anyone who has accidentally ripped a printout can attest.

The Curtis Trim-Right (\$14.95) is a desktop paper-cutting unit that appears to be well suited for precise trimming of single sheets, whether to remove the margins or to create custom sizes. The Curtis Trim-Trak Margin Remover (\$9.95), on the other

Identify propellerheads and organize their lists and cords.

hand, is a compact, handheld gadget that zips off the margins on long strings of multiple-part forms.

The PC universe, as a result of Windows 3.0, is just now starting to appreciate the role of the mouse-pointing device, which has been used on the Apple Macintosh for years. Macintosh users can continue to stay a generation ahead of their PC counterparts by switching to the Curtis MVP Mouse, a \$149.95 trackball.

We long ago abandoned the mouse that came with our Macintosh in favor of trackballs, which are essentially mice that have gone belly-up. A trackball takes up less desk space and, some users feel, gives better control over the cursor.

The MVP Mouse has an optional \$29.95 foot switch that plugs into the desktop unit, allowing users to click the commands by tapping their toes. We like it because it eliminates those annoying moments of clumsiness when we have positioned the cursor just so, only to jerk it off target when we reach for the mouse button. It also keeps our feet from falling asleep.

A Happier Holiday

Museum shopping mixes duty and pleasure

■ MUSEUMS

Continued from Page 73

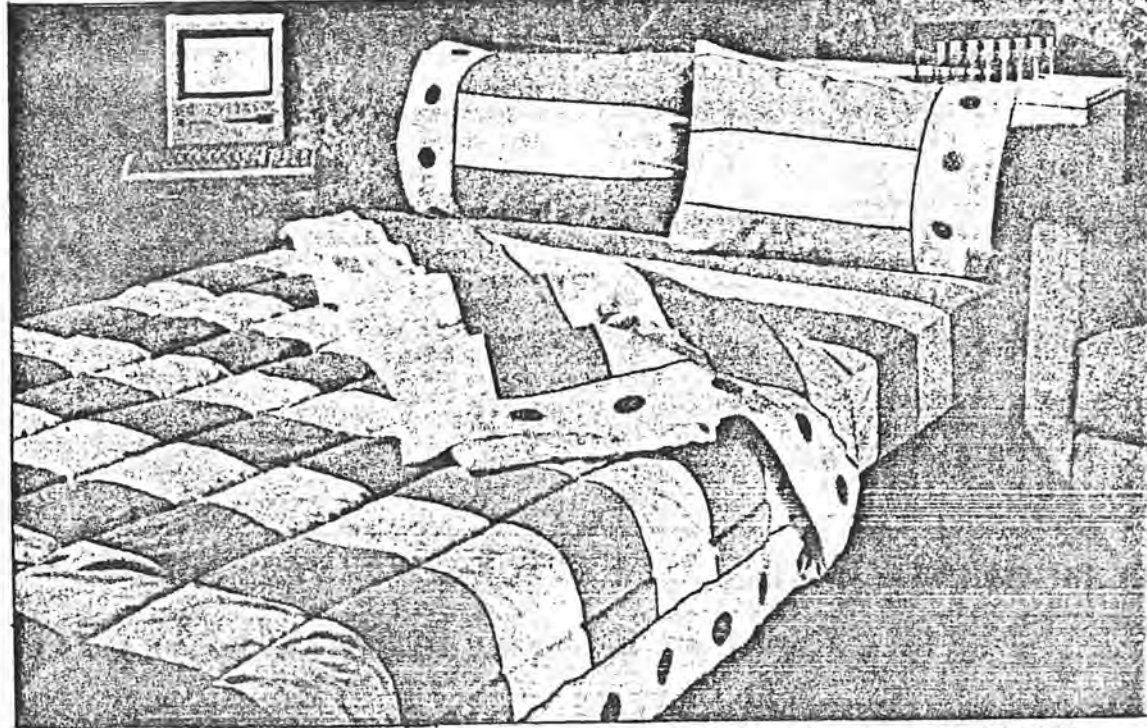
Boston area, is a good place to find offbeat presents.

Any 6-year-old would be delighted with the dinosaur cookie cutters, dinosaur masks, dinosaur soap and dinosaur note pads also in the shop. For older kids, there are Eat and Learn placemats: One features the periodic table of the elements. For grownups there are elegant onyx bowls, priced from \$12 to \$51, and limestone dinner plates from Pakistan.

The Museum of Science, near Lechmere Station, has also set up a special shop to go with its exhibition "Tropical Rainforests: A Disappearing Treasure." Here you'll find conscience-soothing nontoxic, biodegradable goods from countries including Indonesia, Peru and the Philippines.

For people who are so attached to their computers that they'd like to sleep with them, The Computer Museum store offers SpreadSheets, in an impressively accurate blue and white stripe with sprocket hole borders. A twin size set - one flat and one fitted sheet, plus a standard pillowcase - is \$59.95.

The store also offers "Smack-a-Macs," for days when you're tempted to vent your computer-related frustrations by slugging your screen. The equivalent of a voodoo doll, the "Smack-a-Mac" is a computer replica that is stuffed, so you'll hurt neither it nor yourself when you clobber it. Then there's the plastic pen folder that says "I was a Nerd at the Computer Museum," along with computer chip lapel pins and key chains, and diskettes that are really coasters. And, so you can eat as well as sleep computers, the store, which is



The Computer Museum's "SpreadSheets" use motifs from spreadsheet format and fanfold paper

next to the Children's Museum just off Congress Street, has diskettes made of chocolate.

The New England Aquarium gift shop has drinking glasses with seagulls on them, salt and pepper shakers with penguins, mugs with dolphins, cocktail napkins with scallop shells, ice buckets with sailboats and sets of rubber duckies for the bath. It is, in short, a theme operation. Among the particularly charming items are penguin music boxes that play "The Skater's Waltz" or "Heartbreak Hotel." These are usually \$20, but are currently part of a 30 percent off sale. There's a log carrier with ducks on it for \$24, and delicate Chinese tree ornaments made of wheat straw selling for \$5.50 and \$7.

And if none of the above is quite the ticket, consider a gift of one of the Aquarium's adoption programs, which allow the recipient to be an honorary parent to a whale, eel, baby penguin or giant sea turtle. Call the Aquarium's development office at 973-5294 for adoption information. The Aquarium is located on

THE BOSTON GLOBE
December 14, 1990
Circ: 522,000

PERSONAL BUSINESS: COMPUTERS.....

Holiday gifts to make a computerphile smile

With the holidays almost upon us, what can you buy for that computer connoisseur who has everything? And where do you go for help if you've always thought a mouse was something cats like to chase?

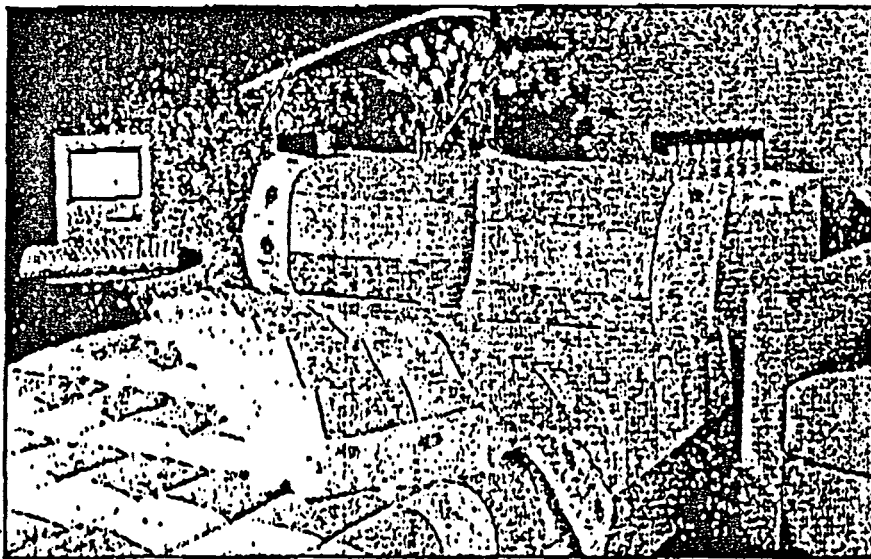
Here is a selection of unusual, high-quality items that won't send you to the poor house. They will, however, bring holiday cheer to computer users of all ages.



CRAIG
CROSSMAN
TECHNO-FILE

THE MIAMI HERALD
December 10, 1990
Circ: 551,271

NOVELTIES



THE Computer Museum Store in Boston offers a wide range of computer novelty items.

For the person who wrestles with computer spreadsheets all day long, now they can toss and turn in them at night, too. Spread-Sheets are bed sheets in the familiar computer paper design, accu-

rate right down to the simulated tractor feed holes.

The sheets are 50 percent cotton/50 percent polyester, and are available in a twin-size set for \$59.95 or queen-size set for \$79.95. A separate set of two standard pillowcases sells for \$19.95.

Other computer novelty items

sold by the store include ChocWare Disks chocolate candy, (\$4.50 per disk, or five for \$20), disk-shaped beverage coasters called Discoasters (set of six for \$15) and Smack-a-Mac (\$10), a computer-shaped punching bag. Computer Museum Store (617) 426-2800

SUNDAY CAPITAL-JOURNAL
(Topeka, KS)
December 16, 1990
Circ: 76,441

Unusual gifts for the computer nut

^{307¢}
You are in a panic! You still haven't found just the right gift for that computer nut



Tim
Elmer

At home with
computers

friend of yours? I know it's late, but it's not too late for some more gift ideas. I just received a catalog of unique computer-related gifts from a unique source

— the Computer Museum in Boston. Tell you

about that in a later column. Although delivery normally takes about two weeks, you can phone in your order and pay \$5 for second-day UPS delivery or have an item Federal Expressed for next-day delivery. So there still is plenty of time to order that special gift.

■ **BED SHEETS:** Some people love their computers so much, they would rather take them to bed than a book, magazine — or even a spouse. However, taking a computer to bed isn't practical, so the next best thing might be bed sheets and pillow cases that look like computer spreadsheets, accurate right down to the tractor feed-design borders.

The sheets and pillow cases are 180-count percale, 50 percent cotton and 50 percent polyester. The twin size set contains one flat sheet, one fitted sheet, one standard pillow case and retails for \$60. The queen size set comes with two pillow cases, flat sheet, and fitted sheet and retails for \$80. A set of two standard pillow cases retails for \$20.

■ **CHOCOLATE:** You know how it is when you have been slaving away over a computer all day; you get a little deflated and need an energy boost. What could be better than a 3.5-inch chocolate diskette. Yummy for the tummy, each one retails for \$4.50, or you can buy a set of five for \$20.

■ **POSTERS:** The "Computer Wimp" poster list 166 things everyone should know before buying a computer. For those who already have a computer, the poster is a reminder of what not to overlook next time.

Snapshot-size images of computer-related objects are interspersed throughout the numbered list and arranged in newspaper column format with a banner "Computer Wimp" headline. It creates an eye-catching poster. Measuring 23-by-31 inches, it costs \$7.

Another poster, "Murphy's Computer Law," features dozens of pithy statements that are sure to ring true to battle-worn com-

puter users. Cann's Axiom is an example of one reminder: "When all else fails, read the instructions." Measuring 23-by-31 inches, it costs \$7.

■ **JEWELRY:** It's high-tech jewelry! About the size of a 2-inch campaign button, flat, black plastic geometric shapes (star, triangle, and circle) are overlaid with computer circuitry that flashes lights when you touch it with your finger. Lights stop flashing automatically after 20 seconds. Called Meggadots, they pin onto a shirt, blouse or coat. Each one retails for \$20, including batteries.

Or, how about a computer chip lapel pin or key chain? A distinctive way to show everyone you're a computerite, the pin and key chain design consists of an actual computer chip on a gold-plated setting on black enamel. The lapel pin and key chain cost \$12 and \$15 respectively.

■ **CALCULATOR:** You've seen hand-held calculators in about every shape and size, but how about one that looks exactly like a 3.5-inch floppy diskette? The DISCalculator has basic electronic function keys and a liquid crystal display flush-mounted on the diskette-shaped calculator. To see the numerical LCD display, you slide down the metal diskette shutter. The shirt-pocket-sized, solar-powered DISCalculator retails for \$13.

■ **DESK COASTERS:** Tired of those coffee mug marks on your spouse's computer desk? The Discoasters should solve that problem. Shaped like a 3.5-inch floppy disk, a set of six multi-colored, foam-backed, cardboard-laminated Discoasters retails for \$15. Perfect for the computer user because he or she doesn't have to worry about spilling coffee on these diskettes.

■ **COFFEE MUG:** If you are going to give coffee mug coasters as a gift, you may as well complement the gift with a coffee mug. A set of two 11-ounce "Computer Museum" mugs costs \$10.

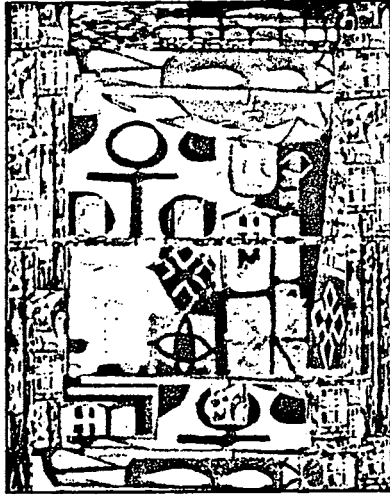
■ **T-SHIRT:** No list would be complete without a computer-related T-shirt. One T-shirt from the Computer Museum features a computer monitor displaying a ferocious-looking, jagged-tooth visage accompanied by a caption, warning, "Caution, I Byte."

Available in gold, red, or light blue in all sizes, each T-shirt is 50/50 cotton and polyester and costs \$10. Computer Museum commemorative 100-percent cotton T-shirts (\$10 and \$8.50 for adult and children sizes respectively) and heavyweight sweatshirts (\$35) are also available.

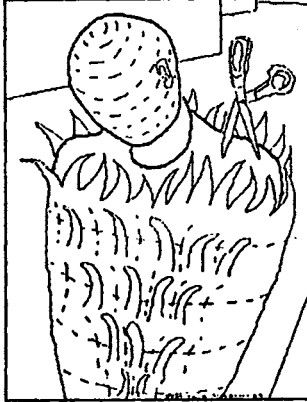
To order, call the Computer Museum (from 9:30 a.m. to 5:30 p.m. EST, seven days a week) at 617-426-2800, ext. 307. Good luck.

Computers Bolster Art
As a tool for creativity and imagination, their usefulness to artists is growing.

10

© 1990 ACHA DEBELE



© 1990 BARBARA NESSIM

HIGH-TECH IMAGES: 'A Song for Africa' (left), by Acha Debele, is a photographic-print collage inspired by African works. 'Under Wraps,' by Barbara Nessim, uses computer-generated stereo slides.

THE CHRISTIAN SCIENCE MONITOR
November 26, 1990
Circ: 170,000



NOW

'DARRYL': Helen M. Klein's computer-generated work in ink and watercolors (above) is on paper.

■ **Artists, picking up where the computer-graphics engineers leave off, are helping to raise artistic standards and 'legitimize' the medium in the formal art world.**

As a tool for creativity and imagination, the computer's usefulness to artists is growing

Computer Art Goes From Mechanics To Aesthetics

By Laura Van Tuyl

Staff writer of The Christian Science Monitor

BOSTON

WHEN Barbara Nessim, a professional artist in New York City, began working with computers 10 years ago, some of her colleagues called her a "traitor to art" and said she was "too good for gimmicks."

But after 10 years, many of them have made an about-face: Those who said they'd never touch a computer, Ms. Nessim says, are now saying "they absolutely can't live without it!"

Nessim's experience is a sign of the computer's growing usefulness to artists as a tool for creativity and imagination. Artists, picking up where the computer graphics engineers leave off, are helping to raise artistic standards and "legitimize" the medium in the formal art world.

Nessim is one of 500 artists from 20 countries who submitted their work to this year's SIGGRAPH Art Show, held during the August conference of AMC-SIGGRAPH, one of the world's leading associations of computer graphics researchers. The show reflects an

unprecedented level of artistic maturity among the entrants, say show jurors.

"People have gone past tinkering with technology and are using it as a form of expression," says show juror Michael Ester, director of the Art History Information Program of the J. Paul Getty Trust. "People are really exploring very personal themes, cultural issues, even a few political statements."

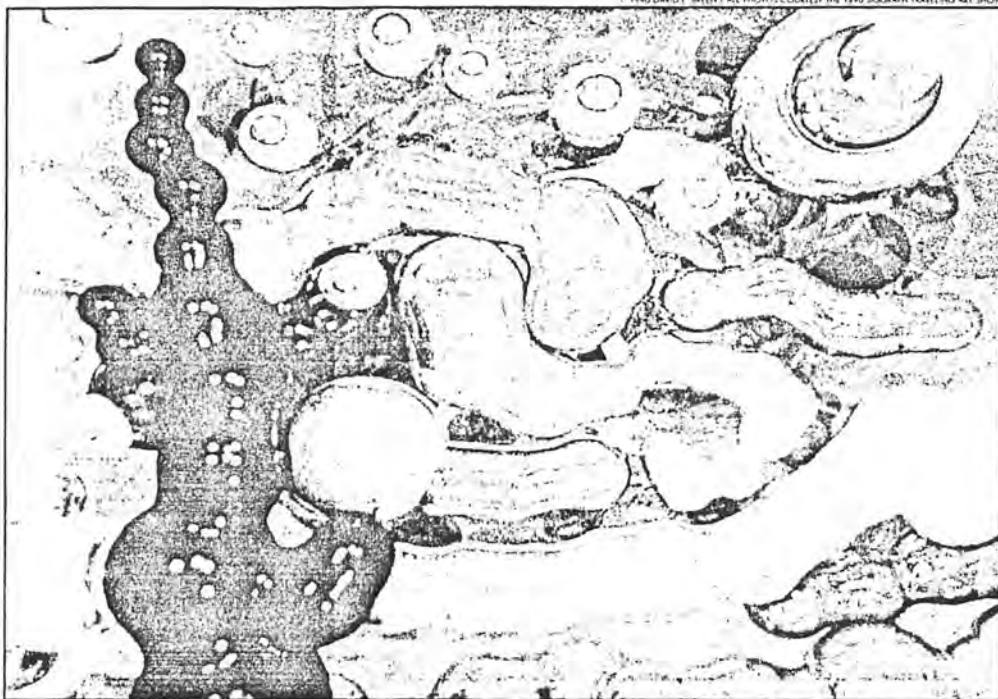
A scaled-down, traveling version of the art show is on view at the Computer Museum here through January 1991.

According to Patric Prince, chairwoman of the traveling art show and juror, "the works submitted were far more inventive in terms of art content. This reflects the number of artists using the technology." More artists with personal computers are using the growing number of "off-the-shelf" programs or other systems that do not require programming skills, she says.

"There are many more players. You don't have to have a fellowship at Bell Labs to be a computer artist," says Oliver Strinpel, executive director of the Computer Museum.

Here at the museum, some computer artists have used three-dimensional modeling programs to create realistic lighting or atmospheric effects, such as Kenneth Snelson's futuristic "Forest Devils' Moon Night." Others have scanned photographs into a computer and then manipulated them or combined

Monday, November 26, 1990



SECOND NIGHT: This photographic print by David E. Breen, based on Van Gogh's 'Starry Night,' uses computer-generated three-dimensional models.

them with contrasting images. In "Ornament Over the Promenade," Isaac Victor Kerlow created an abstract landscape scene on a computer, made a slide of it, and projected it onto a large linen surface. He then traced it and used the marks as the basis for a painting.

"I see serious artists using the computer itself-consciously," says Thomas Linehan, chairman of the SIGGRAPH '90 Art Show, and art education professor at Texas A&M University. "The exciting thing is when the technology doesn't get in the way, but extends the meaning of the artist's statement."

Mr. Linehan is starting to see "sincere and open requests" by art museums and galleries to host portions of the SIGGRAPH shows, he says. Interest in computer art is growing among "the formal art world in Europe, the

US, and Japan."

Barbara Nessim's piece "Under Wraps" suggests that "people like to wrap themselves up in things that are meaningless," like designer clothes, she says. "This is about cutting away those layers." A hand-held viewer turns the image into "stereo art," making the scissors and wrapping leap out from the background.

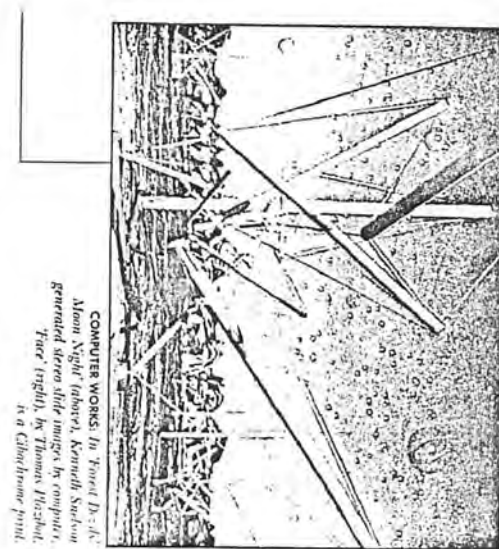
Nessim begins her creations in sketchbooks and then draws them with a mouse on her Macintosh computer, equipped with drawing and paint programs. She then makes hard copies of the pictures with a laser printer and photocopies them onto archival paper, to be hand-colored in with pastels or watercolors.

David Breen of Troy, N.Y., delved into computer art about five years ago. He had no

formal art training but was well-schooled in computer graphics from his job as a research engineer at the Design Research Center at the Rensselaer Polytechnic Institute.

"I've always been a big fan of Van Gogh," says Mr. Breen, whose photographic print "Second Night" is based on the master's "Starry Night." His piece, he says, "has the basic shapes and structures of 'Starry Night,' but the tools I have are 3-D tools." Using a computer graphics work station, he mathematically created 3-D objects and defined their surfaces as shiny or flat. The software then transferred it into an 2-D image.

"I see these incredible tools," says Breen, "powerful computers, powerful software, and I feel like I've only touched the tip of the iceberg."



COMPUTER WORKS: In "Second Night," Moon Night (above), Kenneth Saksou generated stereo slide images by computer. "Face (right), by Thomas Linehan, is a Chisholm print.

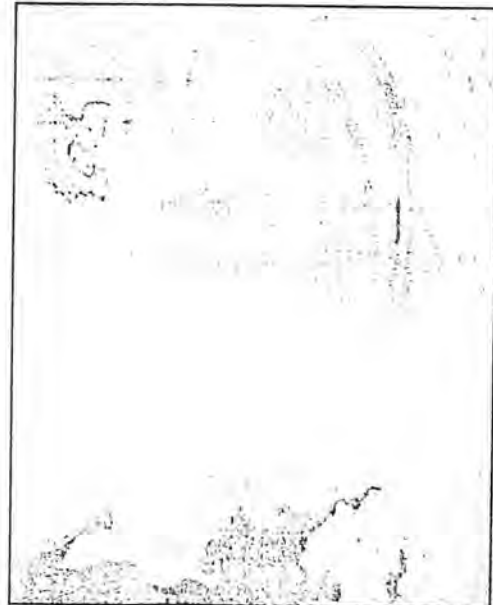


PHOTO BY SYLVIA BARR

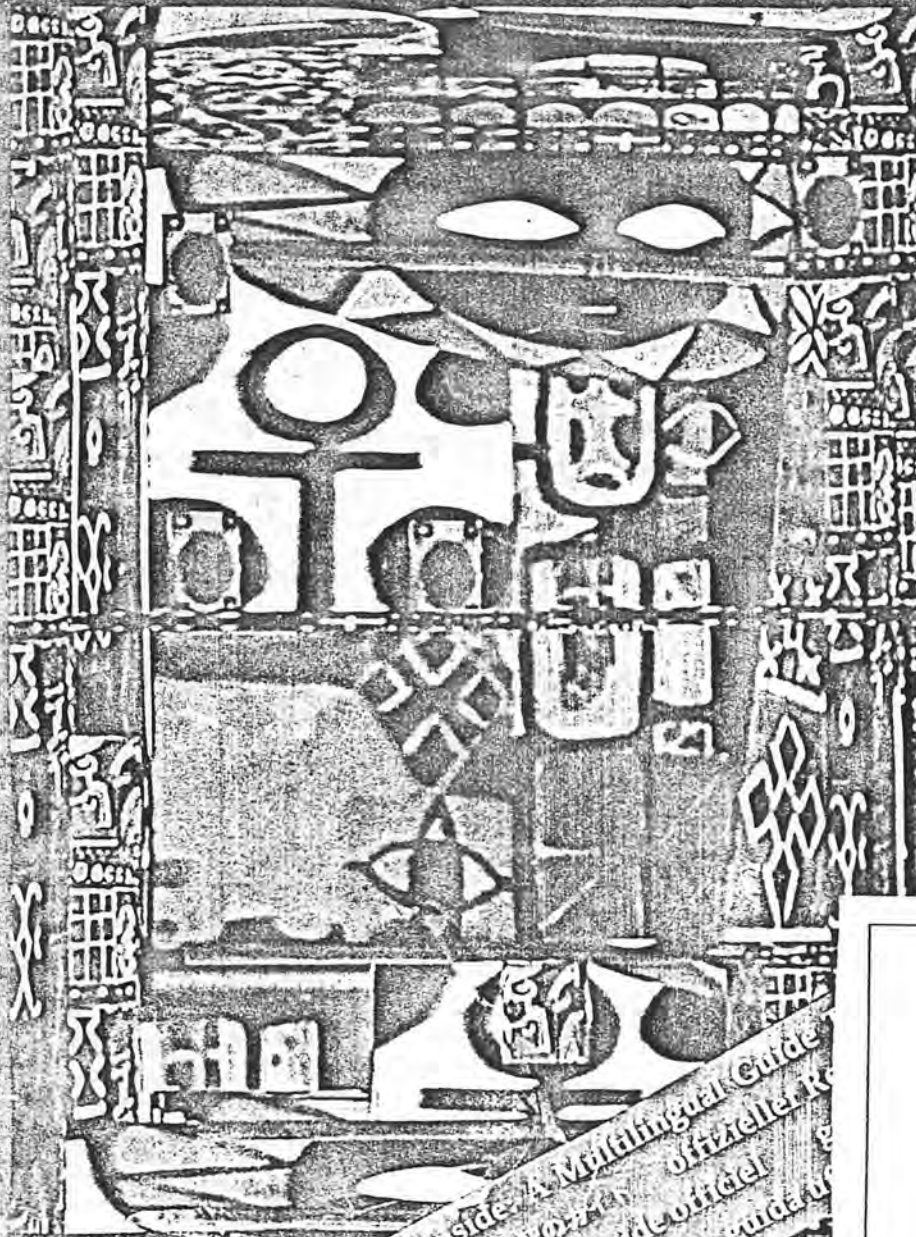
PANORAMA
January 21, 1991
Circ: 72,410

PANORAMA

BOSTON'S OFFICIAL BI-WEEKLY VISITOR GUIDE

COMPLETE LISTING OF EVENTS JANUARY 21-FEBRUARY 3

At The Computer Museum



Inside: A Multilingual Guide
Also: An official
guide officiel
guia de

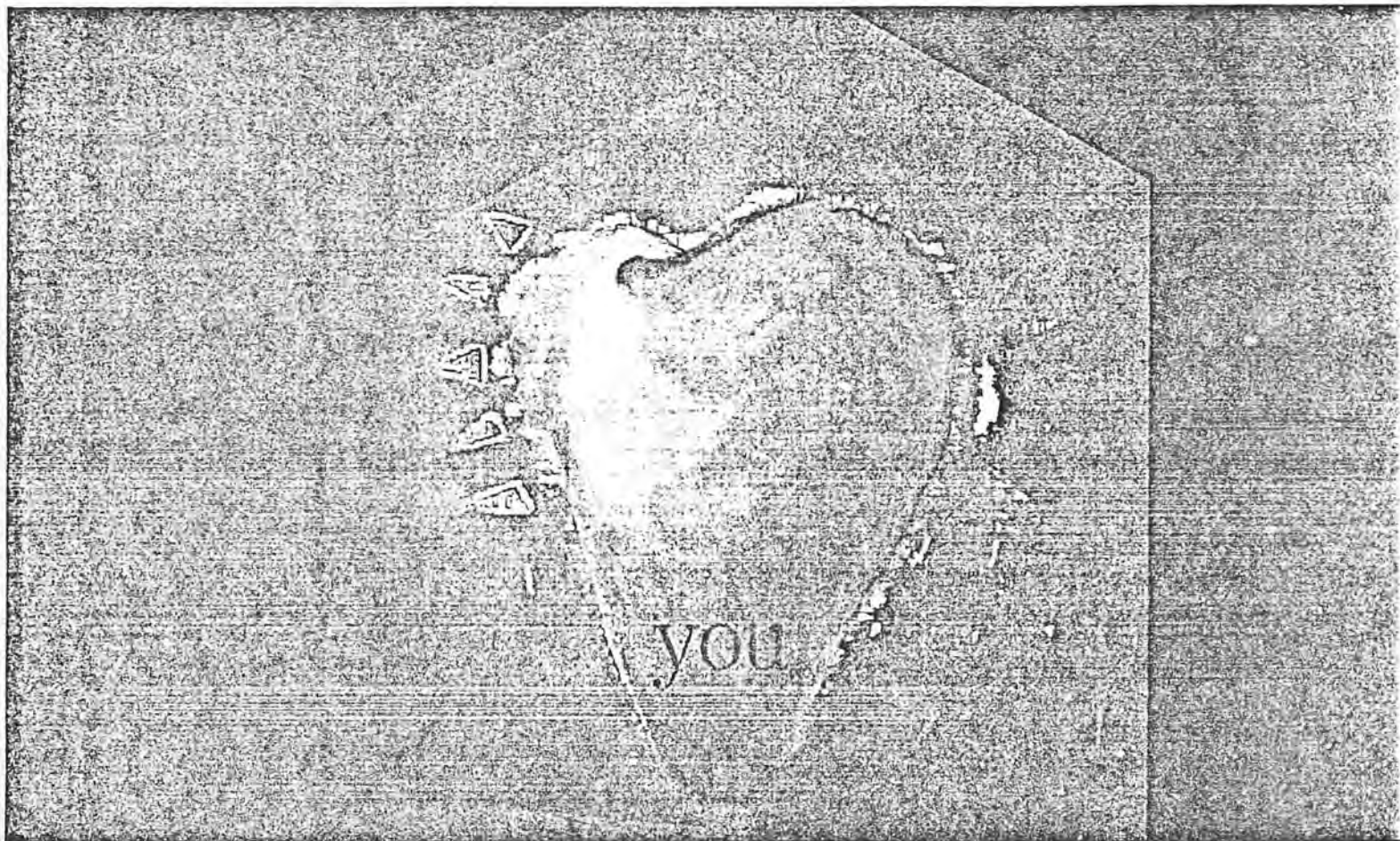


ON THE COVER

A Song For Africa © 1990 by Acha Debela, part
of The 1990 SIGGRAPH Traveling Art Show on
exhibit at The Computer Museum through Feb. 1.

CONTENTS

ART LISTINGS



Karen Hillier's You, at the Computer Museum

THE BOSTON PHOENIX
December 28, 1990
Circ: 135,000

COMPUTER MUSEUM (423-6758), 300 Congress St., Boston. Tues.-Sun. 10 a.m.-5 p.m. Admission: \$8, \$5 for students and seniors, free for children under five, half-price for all Sat. 10 a.m.-noon. Tours on Sat. and Sun. at 1:30 and 3 p.m. Robot shows and computer-animated films presented daily. Ongoing exhibits include "Design a Deck," an interactive exhibit for would-be architects; "Smart Machines," a historic and modern overview of robots and artificial intelligence; "Four Computer Classics," vintage computers, including the UNIVAC I, PDP-8, Cray 1, and IBM PC; "The Computer and the Image" features the latest in computer graphics and design. Interactive exhibits allow visitors to create computer animation, simulate plane flight, and design a car. "The Walk-Through Computer" is a giant, interactive, two-story working model of a computer 50 times its actual size. Through Feb. 1: a juried show of more than 30 two- and three-dimensional art works from artists around the world. Fri. and Sat.: a "computer-copia" of exhibits, events, and activities is presented to celebrate the holidays.

ARTS WEEK



A SELECTIVE GUIDE TO ACTIVITIES FOR THE WEEK OF DECEMBER 2-8

SUNDAY BEST

Tom Paxton and John McCutcheon

8078

Youngsters and grownups alike can enjoy this joint concert by one of acoustic music's elder statesmen, author of such classics as "Ramblin' Boy" plus a member of the younger generation, both of whom mix traditional folk material with childrens' songs.

► 8:30 and 7:30 p.m. *Arlington Town Hall at 730 Massachusetts Ave., Arlington. Telephone 641-1010. Tickets \$17.50.*

'Sex, Drugs, Rock & Roll'

Strikingly intense character actor-monologist Eric Bogosian ("Talk Radio") brings a revised version of his acclaimed one-man show in which he loses himself in a variety of on-the-edge contemporary figures - televangelist, junkie, doctor, and more.

► 8 p.m. *Wilbur Theater, 246 Tremont St. Telephone 423-4008. Tickets \$26.50-\$36.50.*

Handel & Haydn Society

A seasonal favorite, the "Messiah," Handel's oratorio about the Passion and Resurrection of Christ, gets an unusual twist as conductor Christopher Hogwood leads an early-instrument ensemble and soloists in the orchestration by Mozart.

► 3 p.m. *Symphony Hall, 301 Massachusetts Ave. Telephone (800) 382-8080. Tickets \$15-\$29.99.*

World's End

This quiet, water-surrounded preserve designed by Frederick Law Olmsted

contains 251 acres of variegated and picturesque land to explore - including woodlands, fields, marshes, rocky ridges, and broad hills whose crests afford a view of Boston Harbor.

► 8:30-4:30 *Martin's Lane, Hingham. Telephone 749-8956. Admission \$2.50.*

'Voices of Our Ancestors'

Semenya McCord, an accomplished jazz singer from Cambridge, evokes "an African American Heritage of Song" through a varied selection of black music from slavery days to modern times, in a one-woman concert that's suitable for children and families.

► 2 p.m. *Newton Arts Center, 61 Washington Park, Newton. Telephone 964-3424. Tickets \$6.*

Concord Orchestra Family Concert

Old chestnuts jostle the new in an interesting program conducted by Richard Pittman that opens with "Peter and the Wolf," narrated by Carl De Suze, and continues with orchestral music by Rossini and John ("Nixon in China") Adams.

► 2:30 and 4 p.m. *Performing Arts Center, 51 Walden St., Concord. Telephone (508) 369-4967. Tickets \$8.*

Computer Museum

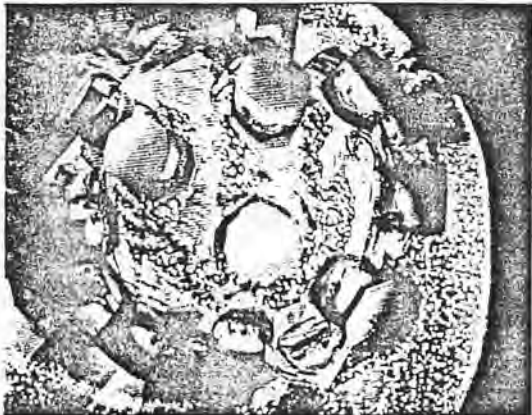
The only local museum of artificial intelligence presents the new edition of the "SIGGRAPH" Traveling Art Show - a juried international cross-section of state-of-the-art digital paintings, photos, sculpture, animation, and 3-D art.

► 10 a.m.-5 p.m. *Museum Wharf at 300 Congress St. Telephone 423-6758. Admission \$6.*

THE BOSTON GLOBE
December 2, 1990
Circ: 787,385

Computer art in Boston

Few realize how serious an undertaking computer art has become. Yet more than 2000 entries from 500 artists representing 20 countries were considered for the 1990 Siggraph Traveling Art Show by an international panel of artists and curators. Titled "Digital Image/Digital Photography," the collection went on view Oct. 23 at The Computer Museum in Boston.



Papilloma Virus, Third Edition, by Thomas E. Linehan, Visualization Laboratory in the College of Architecture at Texas A&M University, College Station.

The 30 pieces selected reveal "aesthetic quality and a significant use of the computer" in the creation of the artwork or its presentation, or in the interaction between the piece and the viewer, explained art show chair Thomas E. Linehan, director of the Visualization Laboratory in the College of Architecture at Texas A&M University, College Station.

The two- and three-dimensional works include prints, paintings, plotter-drawings, glass sculpture, animations, and phscolograms (pronounced skol'o-grams), or three-dimensional photographs similar to holograms except for being in full color.

One of the phscolograms, shown above, is of a papilloma virus superimposed on a mammogram, with a cancer visible in the lower right. To create such an object, the artist starts with multiple views of a scene, each of which is cut into vertical columns. The columns are then interleaved and positioned behind a barrier strip, or line screen. Lines in the screen are spaced so that each eye sees a different view, which the brain fuses into one 3-D image. Moving the head left or right obviously changes the picture.

Scenes may be real or simulated—either real objects are captured on photographic film or videotape and then scanned into a computer, or artificial worlds are created using computer graphics. Computer processing yields a photograph-like image in digital form.

In the phscologram of the papilloma virus, the image has been printed as a full-color transparency on one side of a 50-by-60-by-7.5-centimeter piece of plexiglass; the barrier strip is mounted on the other side. The finished work is viewed in a light box.

The show at The Computer Museum in Boston runs through Feb. 1, 1991. It is actually a selection chosen from pieces displayed at the 10th Annual Siggraph Art Show, held in August during the 17th Annual Conference on Computer Graphics and Interactive Techniques in Dallas.



IEEE SPECTRUM
November 1990
Circ: 287,000

with a superconducting temperature (T_c) of 92 K) is US \$200. Larger films up to 40 by 40 mm in area are also available. Thicknesses range from 10 to 100 micrometers.

According to the company, the films show excellent transition characteristics, Meissner effect, and infrared and magnetic field response. Stoichiometric, morphological, and electrical characteristics are available on request. So are still thicker films for thick-film circuit applications.

Other products include a US \$175 superconducting battery kit built around a YBCO toroid that mimics the U. S. Navy's magnetic energy storage device, and solid shapes of YBCO and bismuth-lead-strontium-calcium-copper oxide (with a T_c around 100 K). All products are described in a brochure. Contact: Colorado Superconductor Inc., Department P10, Box 8223, Fort Collins, Colo. 80526; 303-490-2787; fax, 303-490-1301; or circle 62.



Desktop laser optics

Four programs meant for optical resonator design and laser beam propagation calculations work on Macintosh desktops. From Stanford University in California, the package takes advantage of the Macintosh graphic interface along with optimized algorithms, such as the complex ray-matrix approach for paraxial systems, fast Fourier and fast Hankel transforms for optical beam propagation, and the virtual source approach for unstable resonators.

Calculations that previously required batch runs on mainframe computers can be carried out at the desk. In most cases, the programs follow theoretical approaches outlined in the text *Lasers* (University Science Books, 1986) by Professor A. E. Siegman of Stanford.

The ABCD program, for example, allows an optical system to be built as a succession of optical elements (lenses, mirrors, Brewster plates, and so on). The system can be edited on the Macintosh in the same way as text is edited by using the CUT, COPY, PASTE, CLEAR, and UNDO com-

mands. Focal length, thickness, and other parameters for each element may be edited at any time or made variable. Each element may also be made misaligned or astigmatic.

Of the other programs, Fresnel propagates an arbitrary wavefront successively through such elements as a hard-edged aperture, an arbitrary mask, and an arbitrary paraxial system. VSource uses a virtual source to calculate higher- and lowest-

order modes of hard-edged unstable

resonators. It implements analytical designs of gaussian mirror resonators.

Prices range, as it's called, from \$1000 for the Macintosh floppy version to US \$2500 for the academic version. The Macintosh version is US \$500, and the DOS version is US \$2500. Contact: VSource, Inc., 10000 Wilshire Blvd., Suite 1000, Beverly Hills, Calif. 90210; 310-206-1111; or circle 63.

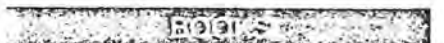


Smartness in harness

An intelligent power IC from Texas Instruments Inc. reduces both the component count and the complexity of wiring harnesses in instrumentation systems. The 8-bit serial-in, parallel-out TPIC2801 driver has eight 1-ampere, 30-volt outputs that it can monitor simultaneously. It can identify faults, disable affected channels, and report the status of each output to a microprocessor via a single output. Other multi-output switches have but a single reporting flag, which does not locate the failure, according to the company.

The IC accepts inputs directly from a microprocessor or low-level logic, and can directly switch lamps, relays, printheads, small solenoids, and other medium-current or high-voltage loads. Also integrated on the chip is the self-protection circuitry required for active energy snubbing associated with inductive loads.

Fabricated in TI's BiDIP technology, which incorporates bipolar double-diffused and MOS field-effect transistors, the TPIC2801 operates from -40 °C to +105 °C and comes in a 15-pin single-inline package. Suggested resale price is US \$3.20 each in quantities of 1000. Contact: Texas Instruments Inc., Semiconductor Group, Box 809066, Dallas, Texas 75380-9066; 1-800-336-5236, ext. 700 (North America) and 1-214-995-6611, ext. 700 (elsewhere); or circle 61.



Guides to business East and West

The American Electronics Association (AEA) has two books for those in the electronics industry on both sides of the Pacific. The 450-page 1990/91 AEA membership directory profiles some 2600 member firms and 500 associate members. Included-

(Continued on p. 132)

THE ARTS PAGES

LISTINGS

BOSTONIA
January/February 1991
Circ: 180,000



THE ARTS

LISTINGS 16
Recommended is "Digital Image/Digital Photography," at the Boston Computer Museum.

AMONG THE MANY BOOKS 20
Christopher Ricks reconsiders the art of Dorothy Richardson. *Mark Kuchment* surveys the life of a Russian geneticist.

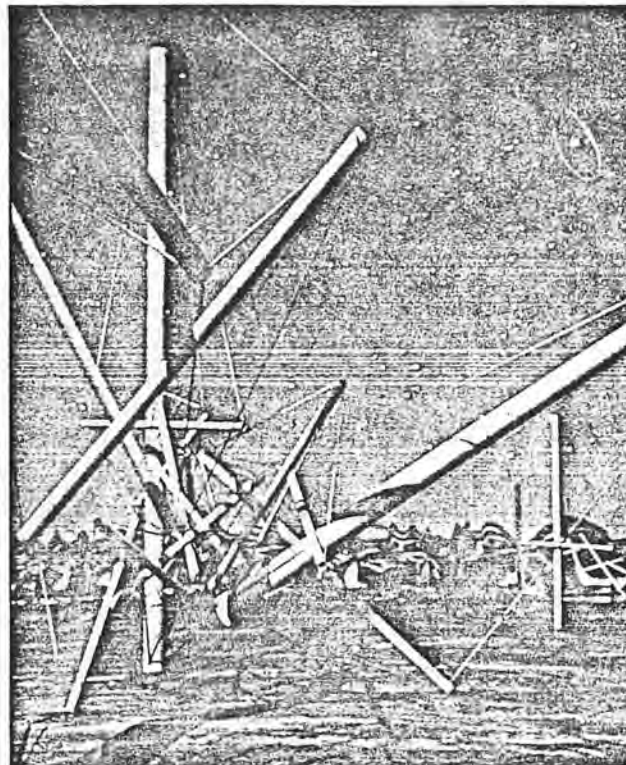
FROM THE STUDIO 25
Photographer Lucy Cobos cap-

compare depictions of the conflict by artists of both countries. Most of the American art was created after the war ended and is more abstract and symbolic in its expression, while the Vietnamese works were created in the field, and are more documentary in nature. A stated aim of the exhibition is to promote understanding and reconciliation between the former antagonists. A reception will be held on Friday, January 18. Mon-Fri, 10-4; Sat-Sun 1-5. 855 Commonwealth Ave., Boston. (617) 353-3345.

ART COMPLEX MUSEUM

▪ Russian-born Alex Gassel, trained in icon restoration in Moscow, uses traditional Russian egg tempera techniques and cultural talismans from many civilizations in his work. The surrealistic result can be compared with the ACM's collection of European religious paintings which Gassel recently restored, in an exhibition entitled, "Icons," through 1/13. "The Boston Print-makers," a group of artists working in a variety of print media, are exhibiting concurrently.

▪ From 1/25-3/17, the museum will feature "Perspectives," the architectural landscapes, realistic and imaginary, of Joel Babb, manipulated by using experimental projections and repeating patterns. Also from 1/25-3/17, the ACM will exhibit artwork chosen for their annual juried show: Wed-Sun 1-4; Free admission. 189 Alden St., Duxbury. (617) 934-0029.



Recommended The 1990 SIGGRAPH traveling exhibition entitled "Digital Image/Digital Photography," at The Boston Computer Museum through 2/1, offers an opportunity to see how computer art has developed beyond its preoccupation with technical effects into a flexible new medium allowing free-ranging artistic expression. Thirty works, ranging from two- and three-dimensional prints and sculpture to animation and "stereo art" (such as Kenneth Snelson's *Forest Devils' Moon Night*, pictured here), provide the evidence. \$6 adults, \$5 students and elders; half price Friday evenings. Tues-Sun 10-5, Fri 10-9. Museum Wharf, 300 Congress St., Boston. (617) 426-2800.

CURRIER GALLERY OF ART, 1/27-4/29

▪ "Corot to Monet: The Rise of Landscape Painting in France," will exhibit predecessors of Impressionism from a viewpoint which emphasizes the social values that raised landscape painting in the mid-19th century to a pre-eminent position. One hundred paintings and ten works on paper by Corot, Millet, Rousseau, Courbet, etc., will show the achievements which helped free painters from academic constraints. Also, see the Zimmerman House, designed in 1950 by Frank Lloyd Wright, and recently acquired by the museum. Tues, Wed, Fri & Sat, 10-4; Thurs 10-10; Sun 2-5. Free admission. 192 Orange St., Manchester, N.H. (603) 669-6144.

DANFORTH MUSEUM OF ART, Through 1/13

▪ Eight Boston-area artists present us with "Separate Visions: A Diverse View of Contemporary Boston Art." Wed-Fri 12-4:30, Sat-Sun 1-4:30. \$3 adults, \$2 students and seniors. 123 Union Ave., Framingham. (508) 620-0050.

DE CORDOVA MUSEUM, Through 1/27

▪ Howard Ben Tré's evocative glass and metal sculptures, suggesting an elegant, though sometimes unsettling amalgam of human figures, machines, and ancient monuments, remain on display. Also on display are photographs by Aaron Siskind from the museum's permanent collection, some of which influenced the development of the Abstract Expressionist movement. Tues-Fri 10-5, Sat and Sun 12-5; \$3 nonmembers, free for members. Sandy Pond Rd., Lincoln. (617) 259-8355.

ESSEX SHIPBUILDING MUSEUM

▪ A visit to this small museum to see "Frame-up," a full-scale exhibit of traditional shipbuilding techniques, may help frustrated sailors get through the land-bound winter months. This exhibit, based on the methods used to construct the schooner *Rob Roy* in 1900, may be seen by appointment only from 1/1-4/1. \$2 adults, \$1 children, \$10 minimum for groups. 28 Main St. on Rte. 133, Essex. (508) 768-7541.

FULLER MUSEUM OF ART, Through 1/13

▪ The Fuller's Sixth Triennial Exhibition continues its survey featuring 40 area artists working in varied media—drawing, painting, installations, video. Wed-Sun 12-5; \$2 general admission; \$1 seniors, students, and children; free for members. 455 Oak St., Brockton. (508) 588-6000.

HARVARD ART MUSEUMS

▪ "Guercino, Master Draftsman: Works from North American Collections," displays more than eighty drawings by one of the greatest draftsmen in the Western art tradition, 2/16-3/31. Il Guercino (born Giovanni Francesco Barbieri, 1591-1666), was a leading painter of the Italian Baroque, whose vigorous drawings reflected his interest in everything from figure studies to scenes of 17th-century urban Italian life. "Awards in the Visual Arts 9," continuing

Where to See Robots

If reading about robots makes you want to see or even build one, call up your local science and children's museums. Ask if they exhibit robots or sell "build-your-own" kits.

One particularly good exhibit is at The Computer Museum in Boston, Massachusetts, which demonstrates robots in its Smart Machines Theater. Twenty-five machines come to life as they are introduced in a ten-minute show. You can see Denning's Sentry, NASA's Mars Rover, and Stanford Research Institute's Shakey.

Elsewhere in the museum, you can type your name into a computer and watch a robotic arm spell it in blocks. Or, by the touch of a joystick, you can direct a foot-high robot on wheels around its pen.

The "Color the States" computer demonstrates speech recognition. The machine gives you the choice of four colors with which to paint a map of the United States, one color per state. You pick the state and announce your color, which the computer then fills in on its video screen. The challenge for the computer system is to understand all of the different accents among the museum's 100,000 yearly visitors. Your challenge is to complete the map without allowing

states of the same color to touch each other. (You can try this test—called the "Four-Color Problem"—at home with a map and four differently colored crayons.)

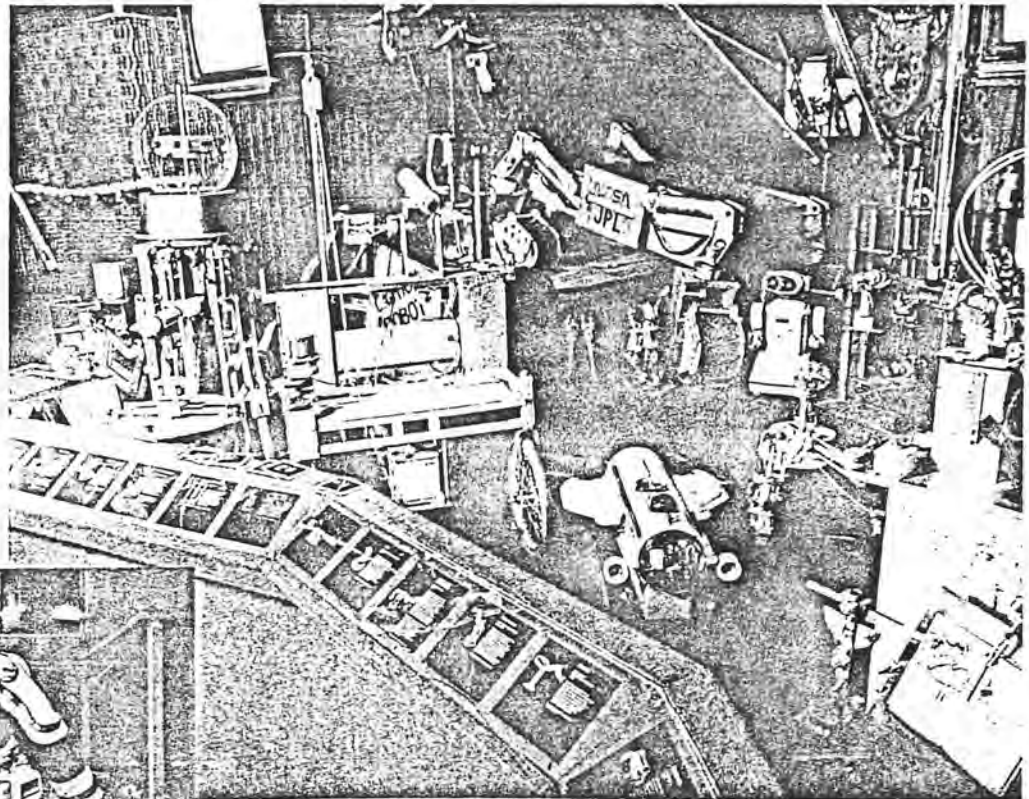
Another exhibit analyzes a two-minute conversation between Dave, the human, and HAL, the computer, in the movie, *2001*. This video reveals the incredible amount of knowledge and intelligence HAL would have to possess in order to speak as it did in the film. The analysis concludes that scientists may build such smart machines some day, but not by the year 2001.

The Computer Museum sells kits for building robots and sometimes holds workshops for adult-child teams. With the parts and instructions supplied, you can assemble Peppy or Medusa, miniature robots under six inches (15.24 cm) tall. Both come with their motors, circuit boards, and batteries visible inside a clear plastic dome. Snap-on electronic connections or bolted mechanical connections make these machines safe to build—but not easy. Close attention to the instructions is required at all times.

Peppy runs on wheels while Medusa walks on four stiff legs. They both take off and stop at a clap of the hands.

Boston's Computer Museum has one of the largest collections of robots assembled anywhere.

RADICAL ROBOTS
A NOVA BOOK
Fall, 1990



Building robots isn't just for scientists. Kids of all sizes can create robots from kits or objects around the house.



By Marguerite Zientara

Women Captains For This Year's "Computer Bowl" Teams

For the first time since it started three years ago, The Computer Bowl trivia contest will feature female team captains. Computer historian Pamela McCorduck, author of seven books, including *Machines Who Think*, will head the East Coast Team. The West Coast Captain will be Heidi Roizen, President and CEO of T/Maker Co.

This year's event will be a tie-breaker, in that the East Coast won (375 to 310) in 1988, then lost last year (300 to 290) to the West Coast. The judges this year will be International Data Group Chairman Patrick McGovern and venture capitalist John Doerr.

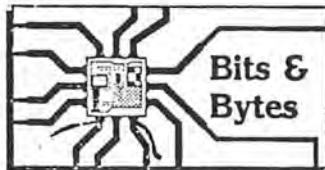
Created and produced by Boston's Computer Museum, The Computer Bowl will be held April 26 in San Jose, Calif., and will be beamed live via satellite to the Museum and other locations around the U.S.

More on this as time draws near.

JANUARY 1991

[Circulation 277,010]

Business



Trivia titans turn to S.J.

THE TEAMS are set for the titanic struggle. The reigning champions from the West Coast have secured the home-field advantage. No, we're not talking about the 49ers and the Super Bowl.

It's time, once again, for the Computer Bowl, that periodic battle for bragging rights as the "Computer Masters of the Universe."

This time, the confrontation between industry luminaries will be staged live at the San Jose Convention Center on April 27. Two previous editions of the trivia contest, a fund-raising event sponsored by the Computer Museum in Boston, were conducted on the East Coast and broadcast by satellite to a few West Coast locations.

In the first Computer Bowl in 1988, the East Coast team scored a 375-310 blowout. In the second contest last April, the West Coast experts won a nail-biter 300-290.

The Computer Museum has asked two women to serve as captains of the 1991 teams — Heidi Roizen, president of T/Maker Co. of Mountain View, and Pamela McCorduck, author of several books on artificial intelligence.

Roizen's West Coast allies include David House of Intel, Philippe Kahn of Borland International, David Liddle of Metaphor Computer Systems and Ed Juge of Tandy.

"We're studying hard," said Roizen, who warned the Easterners to forget their stereotypes. "We're not just sitting in pyramids, getting centered and eating granola."

The East Coast computer industry, badly depleted by years of poor financial performance, is pinning some of its hopes on John Markoff, technology writer for the New York Times.

For ticket information, call the Computer Museum in Boston at 617-426-2800.

Lee Gomes, Rory J. O'Connor and Ron Wolf contributed to this column, which was compiled by Steve Hamm. You can contact them by mail at 750 Ridder Park Dr., San Jose 95190, via fax at (408) 920-5917, or send electronic mail via MCI Mail at mailbox 361-2192.

If Famous People Were Computers

<u>Name</u>	<u>Famous As</u>	<u>Main Memory</u>	<u>CPU</u>	<u>I/O</u>
Mitch Kapor	Spokesman for hacker/felons	Past computer bowl champ	Minisupercomputer (or superminicomputer)	TI speeds (1.544 MBPS)
John Doerr	Portable computing enthusiast	Current computer bowl champ	Cray-3	World's fastest talker
Teddy Kennedy	Freestyle swimmer	Page fault	Not as good as earlier versions	Operates on advice of counsel
Bill Gates	<i>People</i> magazine celebrity	3.2 gigabucks (that's all you have to remember)	80X86 (of course)	Goes haywire in the presence of Bill Joy
Larry Ellison	Short sellers' friend	Crashed—lost 75% of gigabucks	Powerful, but subject to overheating	Out of control
Ronald Reagan	Color commentor at baseball All-Star game	Magnetic core	ENIAC	Controlled by Nancy
Steve Jobs	Inspiration for Honda commercials	Seems to have lost the recipe	Should have gone RISC	Short bursts of "O" followed by long silences
Don Valentine	UPSIDE interviewee	Never forgets a failed CEO	Application specific parallel supercomputer (computes size of market only)	Unfiltered
Armadillo Slim	World's best poker player	At least 52 registers	High-speed math co-processor	Poker face
Rain Man	Actor in movie of same name	30 terabytes	H-P 12C	Lots of "I" (faulty "O")

(software). "A mind (hardware) is a terrible thing to waste (not loaded up with software)."

There are still more parallels. Let's look at mass storage. I used to have a girlfriend who carried around with her the sloppiest Filofax north of Ojai. It weighed 15 pounds, 10 pounds of which were Post-it Notes, yet she could find anything she wanted immediately (came in handy when she was audited by the IRS). She didn't have much of a memory normally but

obviously, she had uncanny indexing capability for rapid random access to mass storage.

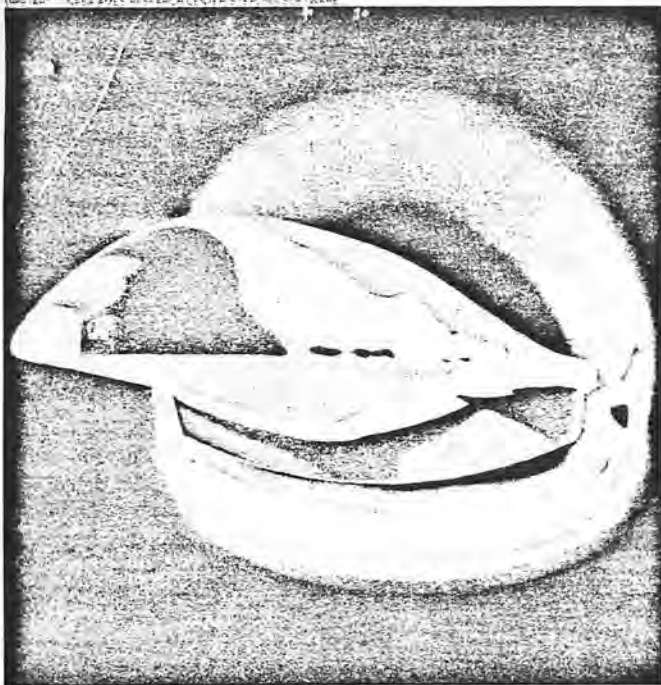
Still others are anal retentive. They insist on neat desks and file cabinets. They act like librarians. In the past they are just working with very limited main memories (we're talking kilobytes, not megabytes here) and have to waste cycles getting their mass storage in proper order. How many of the rest of us earned

UPDSIDE MAGAZINE
November 1990
Circ: 55,000

Try applying this new paradigm (am I overdoing it now?) on your friends. Then go find new friends, because you're bound to piss the old ones off.

Mark Bronder runs on a Sparc chip and massively stores trivia such as the above.

CORRIDOR TALK



Art to the Nth Power

A "stealth negative" won't stop the conflict in the Persian Gulf, but it could be the forerunner of 3D television. (ART)ⁿ, a group of artists, scientists and mathematicians at the Illinois Institute of Technology, has invented this computer-generated digitized negative to create a phscologram (pronounced skol-o-gram).

Phscolograms combine elements of photography, holography, sculpture and computer graphics. To achieve a holographic effect, explains mathematician Stephan Meyers, the images are transferred from the "stealth negative" to a cebachrome and laminated onto one side of a piece of plexiglass; on the other side is a "barrier screen" which allows the image to be seen through a series of slits. As the angle of vision changes, a sensation of depth breathes life into the image.

"The energy and passion for combining art and technology are connected [in a phscologram]," says scul-

tor Eilen Sandor, who founded the collaborative in 1983. What began as a group of artists shooting dioramas with a giant camera has since grown to include technicians from NASA's Ames Research Center, Mountain View, Calif., and the Pasadena, Calif.-based Jet Propulsion Lab.

The group creates unusual visuals, such as a close look at the AIDS virus and "Hypersonic Vehicle" (above) which shows pressure on a test craft traveling at Mach 12.4. The Computer Museum in Boston will feature these and other images in the "Science in Depth" exhibit from March through mid-May.

Sandor and scientist Dan Sandin also created the Electronic Visualization Laboratory at the University of Illinois. Sandor hopes to find a non-compromising commercial outlet for the new computer art. Adds Meyers: "Artists and scientists both bring their emotions into this work."

MARKETING COMPUTERS

February 1991

Circ: 14,648

ronmental programs under the name Project Green.

Everything except the disk in XTreeGold 2.0 management software is made from recycled and recyclable materials. XTree's heroic efforts in attempting to eliminate waste in its manufacturing, shipping and office operations make it a qualified role model. Now XTree has joined The American



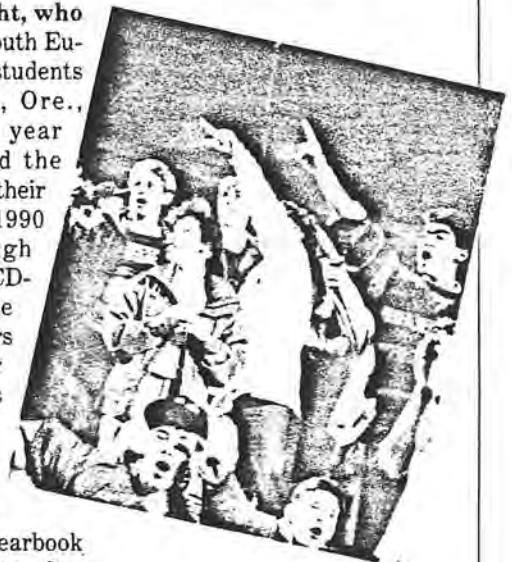
Forestry Association's Global ReLeaf program to help plant 100 million new trees in the U.S. by 1992.

Thanks for the Memories

Two, four, six, eight, who do we appreciate? South Eugene High School students in South Eugene, Ore., made history last year when they created the CD-ROM version of their printed annual, the 1990 *Eugenean*. Although few of them own a CD-ROM drive, those who have CD players can at least hear student concerts that are on the disc.

The school's computer specialist, Tom Layton, went to S.E.H.S. yearbook and newspaper advisor Sue Barr with the idea. Layton's computer students scanned photographs and text onto the CD, while Barr and her staff helped with layout and design. "The students worked hard, all through the summer," says Barr.

Layton thought the project would appeal to corporations who might like to donate equipment. Apple Computer and Canon USA



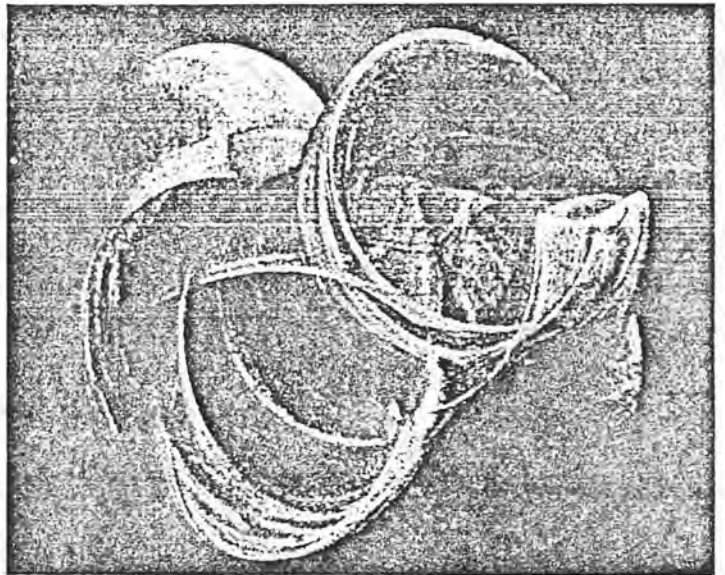
complied, as have MacroMind and RasterOps.

Students are now operating a desktop publishing company and a multimedia firm to create hypercard stacks for the state of Oregon. Barr says this year's *Electronic Eugenean* will be different. Layton agrees: "We're going where no yearbook has gone before."

—By Tara Buckley

THE BOSTON PHOENIX
February 8, 1990
Circ: 134,000

A phscologram is a 3-D amalgam of photography, holography, sculpture, and computer graphics. Created by (ART)^{FL}, a group of artists and scientists at the Illinois Institute of Technology, phscolograms can be made of objects invisible to the naked eye, from the surface of Mars to the eye of a thunderstorm to molecules and viruses. "Science in Depth," an exhibit of these sophisticated and compelling artworks, opens at the Computer Museum on March 1. Call 426-2800. (In photo: *Strange Attractor*.)



COPYRIGHT 1989 — (ART)^{FL} LABORATORY

Computer Museum Bursting in 3-Dimensions

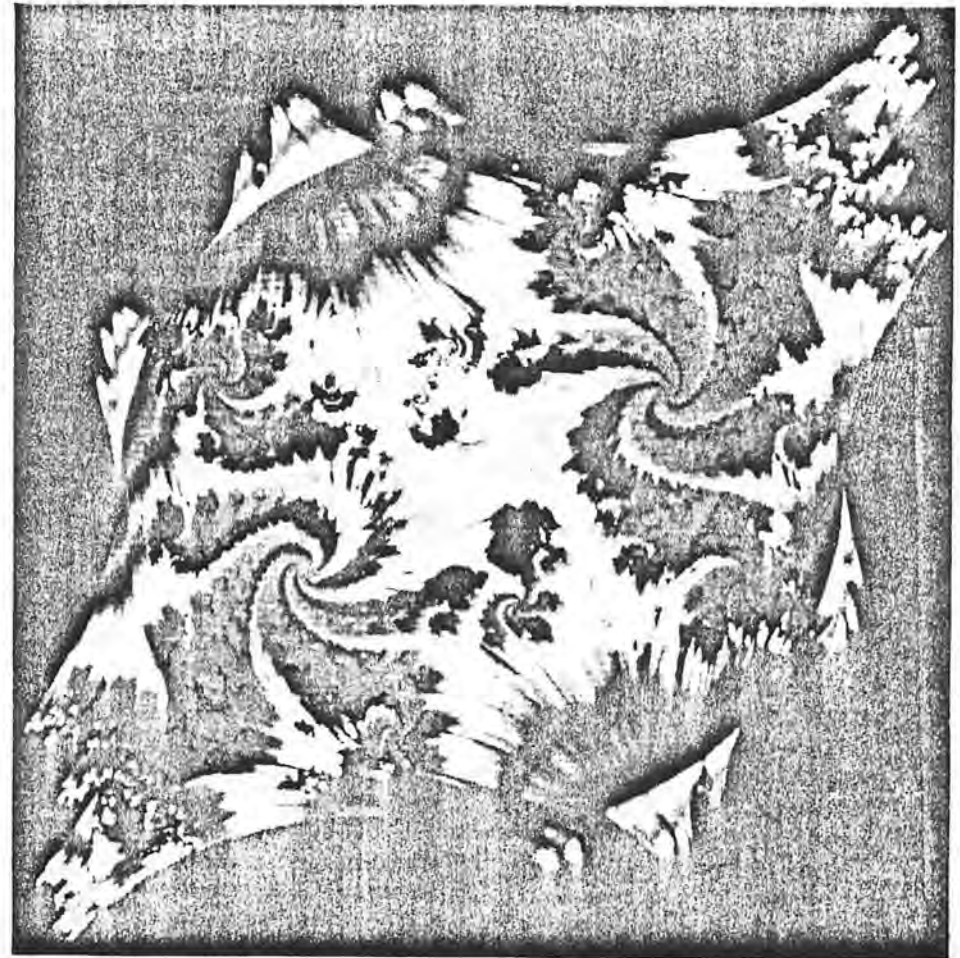
Ever wonder what the surface of Mars looks like? How about the eye of a storm?

"Science in Depth," an exhibition of three-dimensional images at the Computer Museum, will show you that and more. The exhibit opens March 1 and runs through May 15. The digitized, full-color photographic works show subjects invisible to the naked eye. They include images of the surface of Mars, the eye of a storm, viruses and molecules. Called "pscholograms," the pieces were created by ART, a group of artists and scientists at the Illinois Institute of Technology in collaboration with the Electronic Visualization Laboratory at the University of Illinois, Chicago.

"The results are not only visually compelling, but have serious applications in mathematics, medicine, chemistry and physics," says museum executive director Dr. Oliver Strimpel. The show includes some of the most important visualization of the day, representing space and aircraft, medical subjects, mathematics, chemical studies of organic molecules and tributes to artists Georgia O'Keeffe and Man Ray.

One pschologram, created by NASA Ames and the Jet Propulsion Laboratory (JPL), shows a computer-rendered view of Mars using surface data of Mount Olympus and the Valley of the Mariner. Other pscholograms show Doppler radiation data of a thunderstorm, the F-22 Stealth Fighter and a model of the space shuttle. Still others offer doctors three-dimensional views of polio, herpes, and AIDS viruses, some of which have never been clearly visualized until now.

In creating these works, ART has collaborated with scientists from institutions such as the IBM T.J. Watson



One of many pscholograms on display.

Research Center, The Scripps Clinic and Research Center, NASA Ames Research Center, JPL, the University of Chicago, the University of Chicago Hospital, Lockheed and Monsanto Corp.

Art coined the term pschologram (pronounced skol-o-gram) because its work combines elements of photography, holography, sculpture and computer

graphics. As the viewer moves, the pschologram's imagery — captured in large lightboxes — shimmers with life, practically springing off the wall into 3-D. The pscholograms "don't draw us in, but rather come out to us... provoking responses about what is real and tangible and what is merely visible and apparent," says *Critical Inquiry*. □

MASS HIGH TECH
January 14, 1991
Circ: 37,000

The Boston Globe
BOSTON, MASS.
SUN. 787,385
MA-34

THE BOSTON GLOBE
January 6, 1991
Circ: 787,385

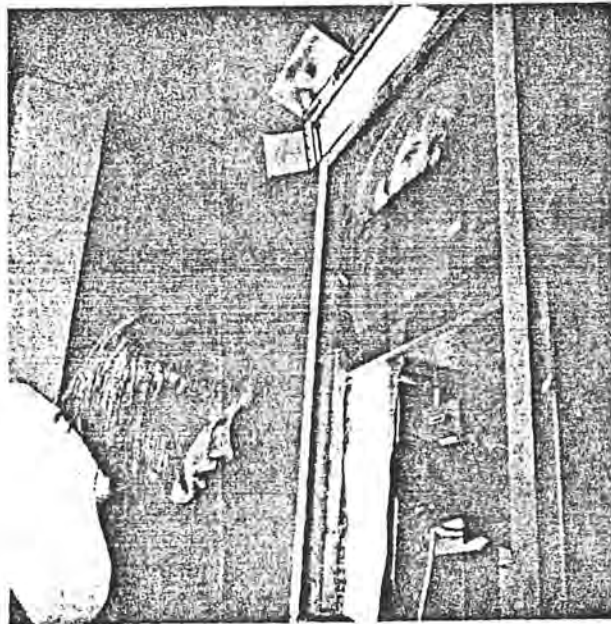
JAN 6 1991
BURRELLE'S

CRITIC'S CHOICE

High tech avant garde

⁸⁰⁷⁸
Video and Vincent Van Gogh is not everyone's idea of a marriage made in heaven, or anywhere else. But, nonetheless, the fiercely expressive Flemish painter provided the moniker for a group of experimental German videographers and filmmakers who are currently in residence at the Institute of Contemporary Art in Boston. The group is something of a cult phenom in Europe because of a high-tech form of television and radio transmission which they call "intervention."

To demonstrate, two members of the network, Benjamin Heidersberger and Mike Hentz, will be in Cambridge's Continental Cablevision today, where they will coordinate what can only be described as a three-pronged audience-interactive video-performance transmission. In simpler language, this means that visitors to either the ICA or to the Computer Museum - co-sponsors of the project here - will get the oppor-



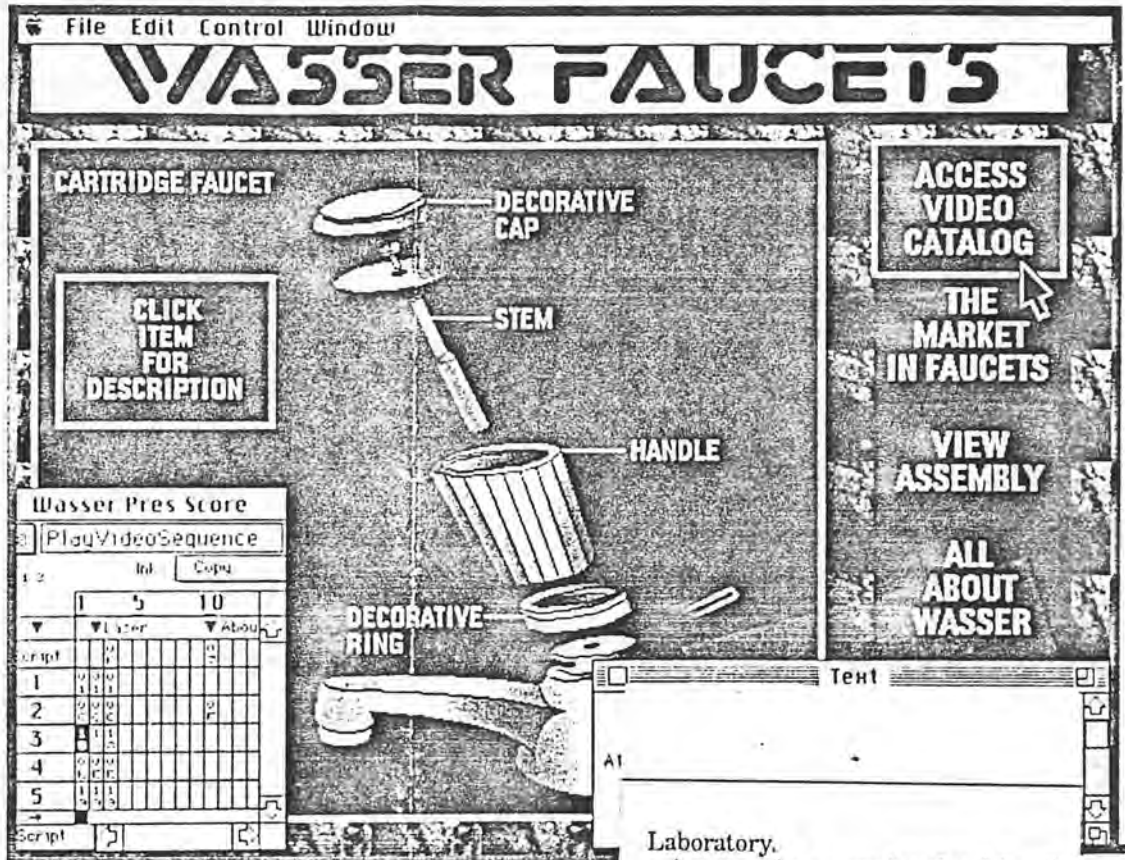
tunity to converse with each other and to transmit images of themselves back and forth, via a video-telephone set-up called a "picturephone." While all this is happening, Heidersberger and Hentz, stationed at Continental Cable, will manipulate the two sets of images to create an original program, which will in turn be broadcast locally on Cable Channel 3 in Boston, Cambridge, and the northern suburbs.

This "intervention" will take place from noon to 4 p.m. today and is free with admission to either museum. The Computer Museum, of course, is the world's only museum that deals exclusively in artificial intelligence. It is at 300 Congress St. on Museum Wharf, admission is \$6. Telephone 426-2800. The ICA is at 955 Boylston St. Its admission fee is \$4 and the telephone is 266-5152.

— JOHN ENGSTROM —

8078

MULTIMEDIA



HYPERMEDIA

These technologies are still in their infancies, and are expected to have a major, if yet unclear, impact in the 1990s.

ART & DESIGN NEWS
January/February 1991

Laboratory.

Among other examples of multimedia and hypermedia applications are the following:

Information kiosks and displays are found in museums, shopping malls, and other places with complex space and exhibits. They use interactive technology to give visitors more personal and specific information than the standard 2D sign. One leading-edge use of interactive technologies is the Computer Museum in Boston. The visitor is given the opportunity to learn more about the exhibits by engaging the various computers throughout the museum. By using them, one learns more background as well as gaining hands-on experience. One is unable to pass through the museum without getting into a conversation with at least one computer, if not a dozen or more. Other museums and exhibits are following suit and this promises to be a growing application area in years to come.

Marketing, advertising, corporate presentations, and point-of-purchase sales have been using interactive technologies for some time now, albeit many times in a limited manner (for example, marketing information shown by means of touch-sensitive screens and interactive

The Breakfast Seminar Series

The Breakfast Seminar Series is a monthly program which presents speakers of international prominence in the world of computing. The Series focuses on current emerging trends of key importance to business decision-makers. The Series is an exclusive benefit of corporate members.

Selected Past Speakers

Joel Birnbaum, V.P. & General
Manager
Hewlett-Packard Company

Bill Foster, President
Stratus Computer Inc.

Charles Spoick, President
National Semiconductor Corporation

Frank King, Sr. Vice President
Lotus Development Corporation

Ted Nelson,
Autodesk Inc.

Arno Penzias,
AT&T Bell Labs

Esther Dyson, Editor & Publisher
(Release 1.0)

Edward Teller, Sr. Research Fellow
Hoover Institution

Patrick McGovern, Chairman
International Data Group

Ed Feigenbaum
Author

The Computer Museum "...has become a focal point and unifying force in the highly competitive, rapidly changing [computer] industry." — *Boston Globe*, October 1988

"The Computer Museum is the only institution that has the sole purpose of preserving something of the history and artifacts and the culture of computing. And I think that it's going to become increasingly important that we have an institution that enables us to look back and understand where we came from. And that's The Computer Museum." — Mitchell Kapor, *ON Technology*

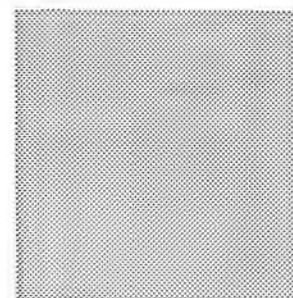
"The Breakfast Seminar Series is a forum to learn about the various forces shaping the future of technology. The Seminar Series alone is worth the cost of membership." — *Coopers*

"Corporate sponsors of the Museum benefit directly from a computer literate society. Exciting interactive and educational exhibits like The Walk-Through Computer, many of which travel or are replicated, intrigue and educate visitors of all ages. This mission deserves our encouragement and support." — Laura Barker Morse, *Heidrick & Struggles*

Corporate Membership

Founded in 1979 to chronicle the history and preserve the artifacts of the computer revolution, The Computer Museum is the only international institution devoted solely to computers and their impact on society. Located on the Boston waterfront, the Museum is a unique educational center dedicated to increasing public understanding and knowledge of information technology. The Museum currently hosts over 150,000 visitors annually. Millions more across the country see its various traveling exhibits.

The Museum has the most comprehensive collection of historical computers and robots in the world and more than 75 hands-on interactive exhibits. A recent exhibit addition is "The Walk-Through Computer," the world's only two-story working model of a computer, designed to engage and teach people of all ages.



The Computer Museum

Corporate Support

Early corporate involvement provided the basis for founding the Museum. Today, in an age in which computer literacy is critical to competitive advantage, Corporate Membership allows companies to directly assist the Museum in educating our current and future labor pool. Corporate support is crucial for maintaining our educational programs.

Additional corporate sponsorship of special activities and projects has resulted in some of the Museum's most exciting exhibits and events, like "The Walk-Through Computer" and its popular annual fundraising event, "The Computer Bowl."

As a benefit to its corporate members, the Museum provides educational and entertainment opportunities especially suited to corporate needs. The Museum provides a forum for industry communication, admission benefits to customers, employees, and families of corporate members, and a site to host conferences, meetings, and parties. More than half of the Museum's members are headquartered outside the Boston area, a testimony to the global appeal of the institution.

Corporate Benefactor: \$10,000

1,000 free admission passes or the privilege of a single free day with special programs for all employees and their families

Seven designated representatives who receive all Museum publications and invitations

Use of Museum document and video collection.

Audio tapes of Breakfast Seminar Series

Ability to participate in Museum's Collection Loan Program

Corporate Patron: \$5,000

500 free admission passes

Five designated representatives who receive all Museum publications and invitations

Use of Museum's document and video collection

Corporate Sponsor: \$3,000

300 free admission passes

Three designated representatives who receive all Museum publications and invitations

Use of Museum's document collection

Corporate Contributor: \$1,000

100 free admission passes

Two designated representatives who receive all Museum publications and invitations

Use of Museum's document collection

Benefits of Corporate Membership

All Corporate Members receive the following:

Recognition in all Museum publications

Invitations to corporate "member-only" monthly breakfast seminars

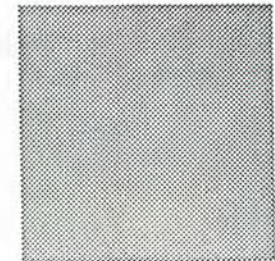
Reduced rates for rental of facilities for corporate functions

Invitations to openings and priority admission to special events

Audiotapes of the Breakfast Seminar are available to corporate members based outside New England who cannot attend the seminars in person.

Access to "insider" news describing sponsorship opportunities available for Museum projects and events

Admission tickets may be donated in the corporation's name to the Museum's Ticket Subsidy Program which provides free admission to needy organizations and underserved community groups.



Expand the Stone space

Pair: corp memb. - break pens. & tickets
computer bowl

store

functions

} at bottom of
operating fund

make annual fund a line item

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Agenda for June 28 meeting 8:30 - 12:00 am

Anticipated
time:

- 8:40 Call to Order of Annual Meeting of Members of the Corporation (Hendrie)
- Nominations of New Members to the Board of Directors (Bodman)
- 9:00 Call to Order of Board of Directors Meeting (Hendrie)
Dates and times of next meetings
- Election of Executive Committee (Hendrie)
Recognize Ed Schwartz stepping down,
Dick Case stepping in (Hendrie)
- 9:10 FY91 Review and Goals for FY92 (Strimpel)
Budget Discussion (Strimpel, Petinella)
- 10:10 Capital Campaign: see separate agenda
(Hendrie, Brewster)
- 11:10 Recognize Greg Welch for People & Computers (Hendrie)
Exhibit Planning (Strimpel)
Computer Discovery Center Project (Welch)
- 12:00 Meeting Ajourns

Lunch

The Computer Museum

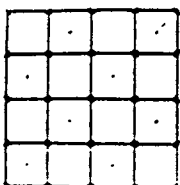
300 Congress Street
Boston, MA 02210
(617) 426-2800

THE COMPUTER MUSEUM ANNUAL MEETING CAPITAL CAMPAIGN REPORT (one hour)

June 28, 1991

DRAFT AGENDA

1. ANNOUNCEMENT OF CAMPAIGN CHAIRMAN AND HONORARY CHAIRMAN
Gardner Hendrie
2. ANONYMOUS CHALLENGE (AND INTRODUCTION OF GRANT SAVIERS?)
Gardner Hendrie
- report and discussion
3. THE CAPITAL CAMPAIGN
Lawrence Brewster
- overview of plans and progress to date
- importance of continued annual fund support
- opportunities for volunteers
4. BOARD CAMPAIGN GIFTS
Lawrence Brewster
- introduction of Tony Pell
Tony Pell
- report on progress to date
- thank you to those who have already made commitments
- importance of 100% participation
5. LEAD GIFTS
Lawrence Brewster
- introduction of Dave Donaldson
Dave Donaldson
- report on progress to date, recruitment, plans
6. MAJOR GIFTS
Lawrence Brewster
- introduction of Andy Miller
Andy Miller
- report on progress to date, recruitment, plans
7. CORPORATE GIFTS
Lawrence Brewster
- report on recruitment of chair, volunteers, plans



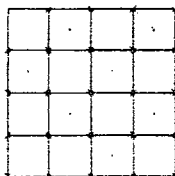
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

FY91 Review and Goals for FY92

Copies of Selected Overheads



FY91 Highlights

- visitation up 42%
- fully funded and developed People & Computers exhibit
- expanded exhibit space by 25%
- break-even operating budget
- strengthened staff
- created strategic plan
- planned and launched Capital Campaign

FY92 Goals

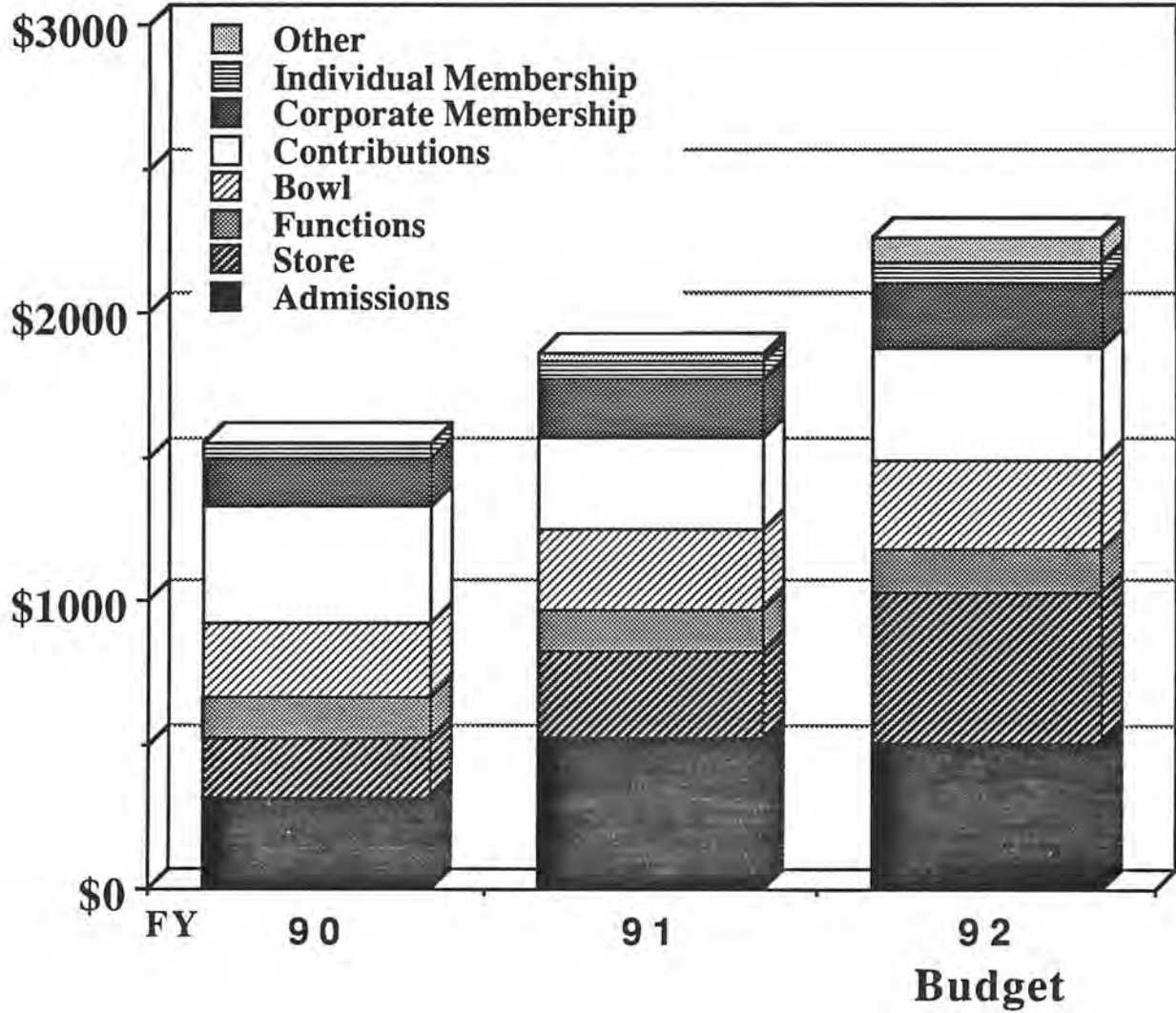
- fully fund and develop Computer Discovery Center
- fund & develop onsite educational programs:
 - learning center
 - teacher development
 - “Wiz Kids” : internships & family participation
- offsite programs:
 - install Exhibit Kits in 30 sites
 - fund & develop P&C video
 - fund & develop a travelling exhibit
- hold international contests:
 - Loebner Prize
 - International Computer Chess Championships

FY92 Goals (cont.)

- meet first year goals of the Capital Campaign
- increase base of support
 - individual membership
 - annual fund
 - corporate membership
 - Computer Bowl

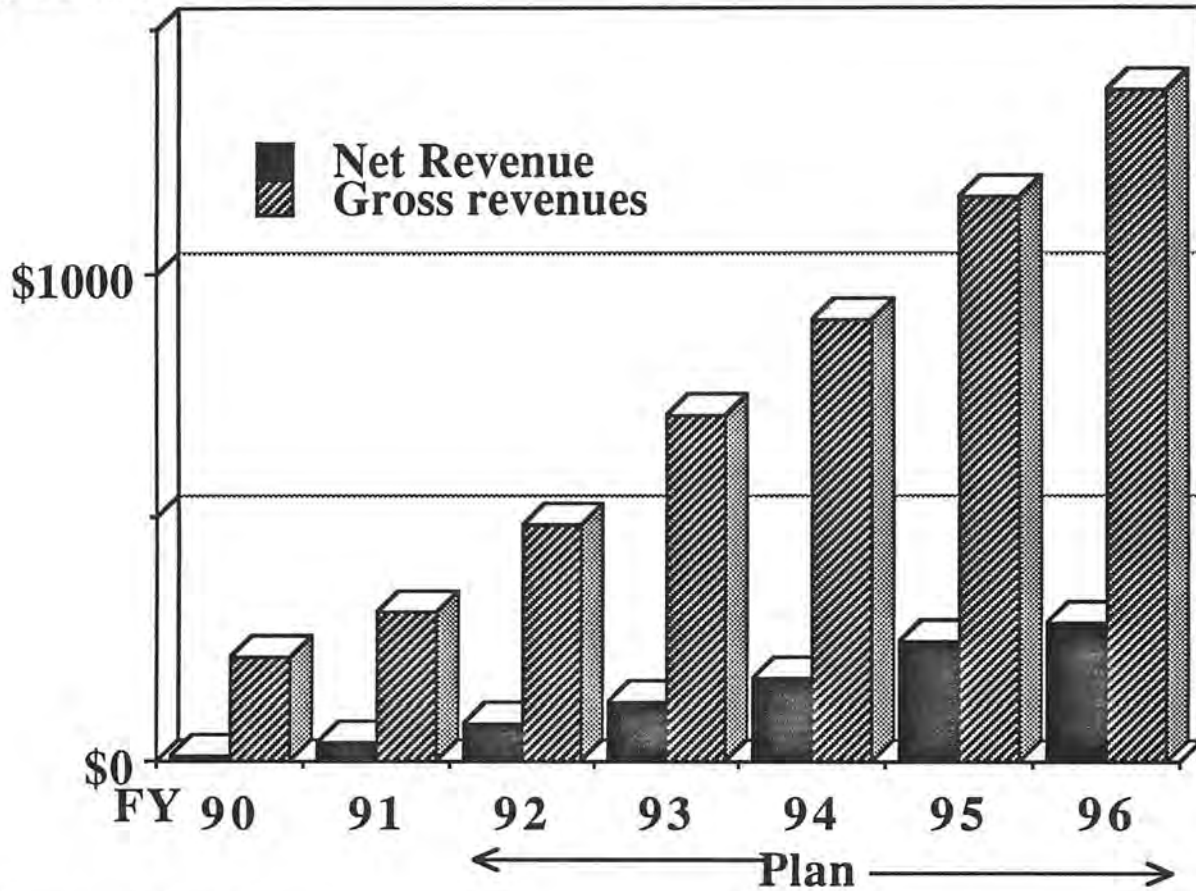
The Computer Museum Operating Income

Thousands

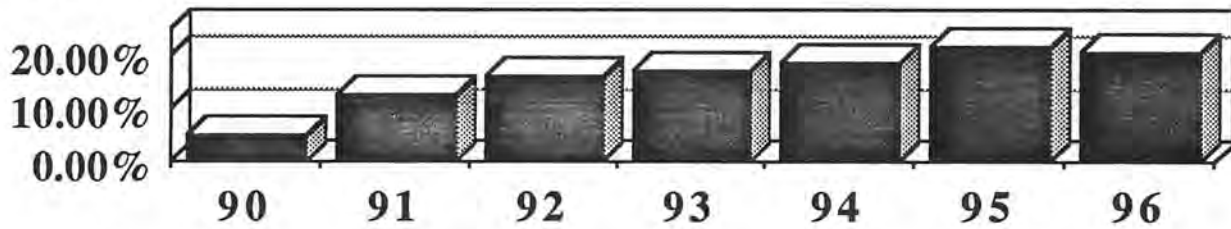


The Computer Museum Store Revenues

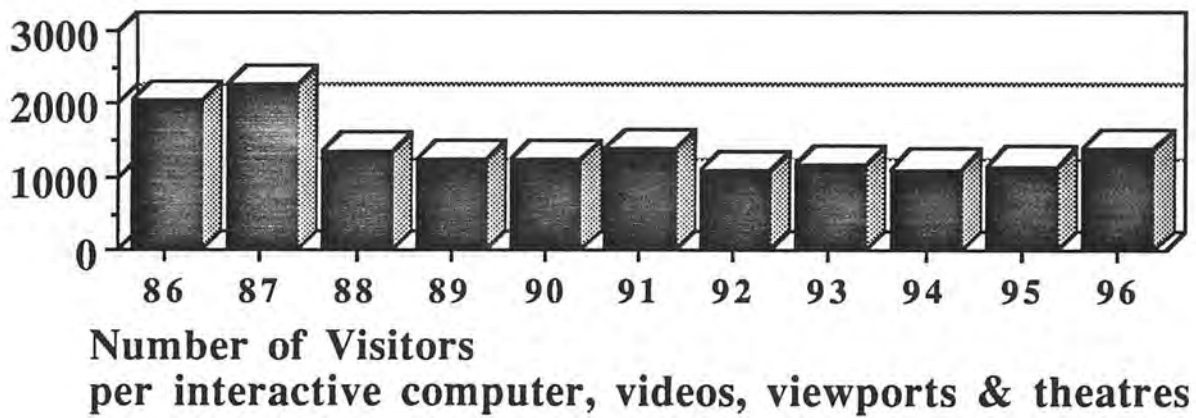
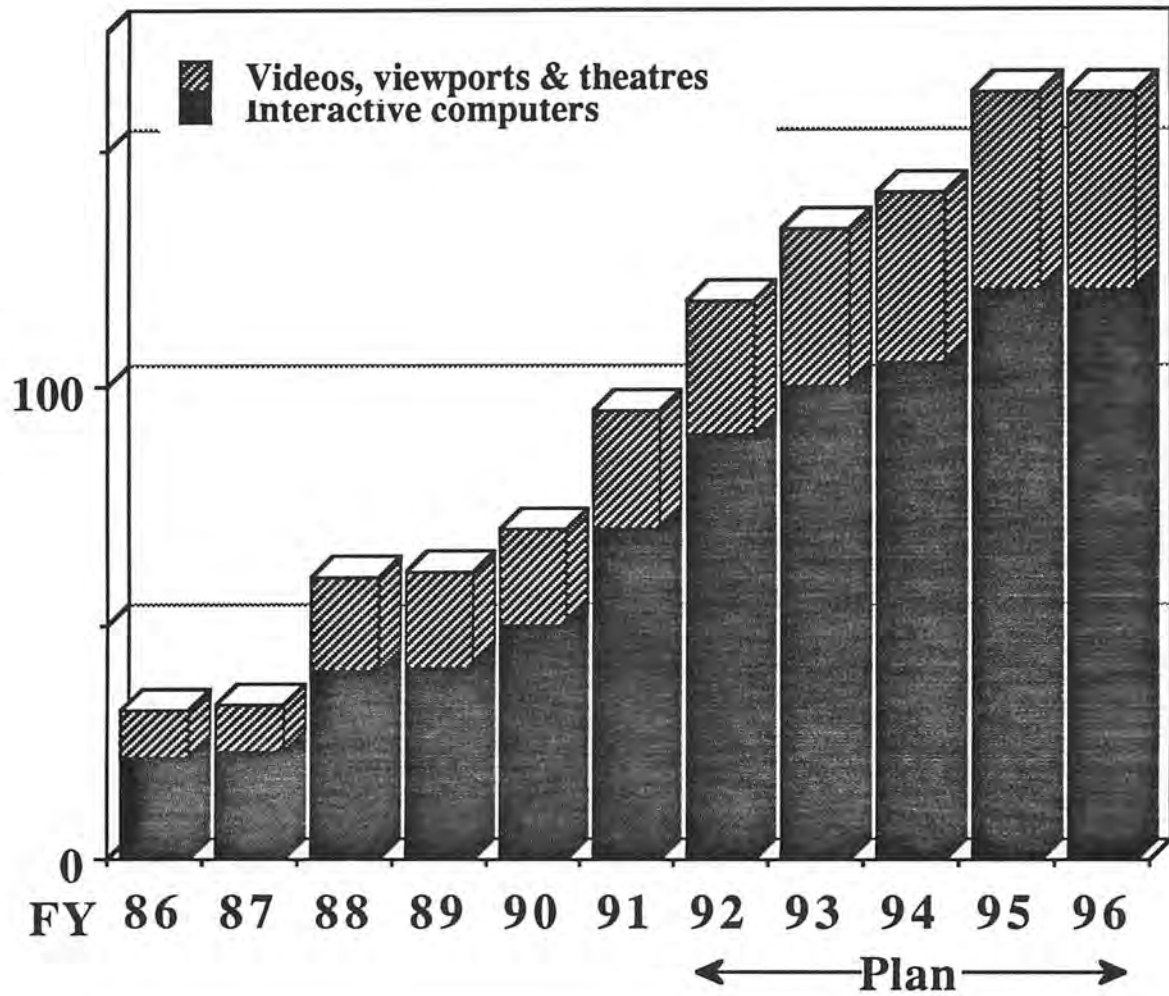
Thousands



Percent Profit

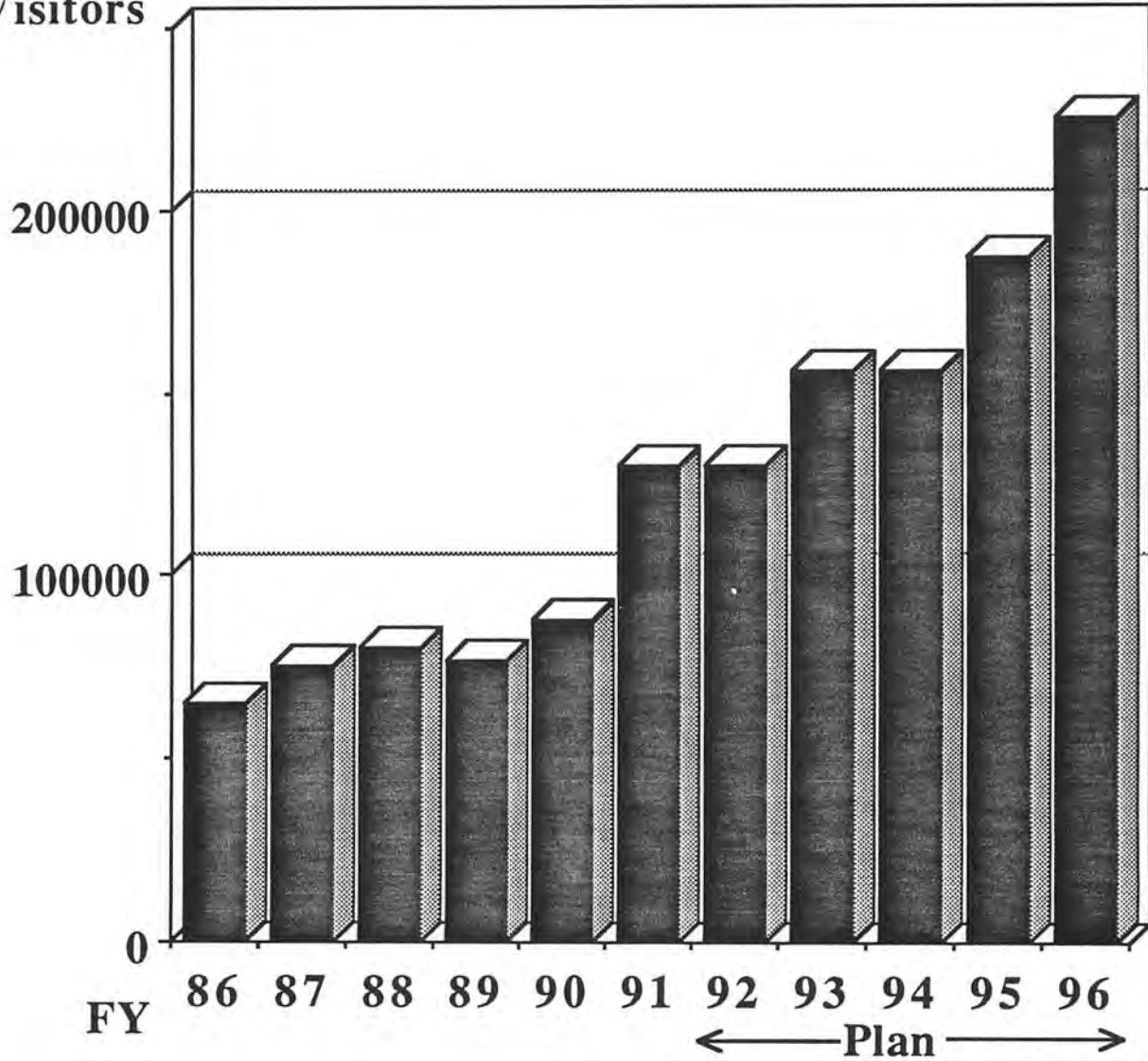


The Computer Museum Interactive & Dynamic Exhibits



The Computer Museum Visitor Growth

Number of
Visitors



The Capital Campaign for The Computer Museum

Case for Support

Executive Summary

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

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

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

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

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

In order to achieve its programmatic goals, the Museum has launched a \$7.5-million capital campaign. Campaign gifts will enable the Museum to secure its facility and will establish an endowment, income from which will support education programs and collections management. Most important, the Campaign will help ensure the Museum's long-term financial stability and continued growth.

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

A Commitment to Education

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

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

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

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

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

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

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

The Collections: A Record and Resource

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

Museum Ethics
American Association of Museums

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

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

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

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

The Need

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

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

One third of the Campaign will be directed toward securing the Museum's building. The remaining funds will form the basis of an endowment. Without one, every dollar of the Museum's operating budget must either be earned through admission revenues, merchandise sales, and other fees, or solicited through the Annual Fund appeal, The Computer Bowl, and project support. This leaves the Museum vulnerable to economic fluctuations and limited in its ability to plan with a great degree of certainty. The long-range plan calls for significant growth in earned revenues, primarily through admissions and Museum Store sales, continued expansion of the base of contributed income, and the creation of an endowment. This restricted fund will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth and ensure financial stability, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a commitment to collection and education. However, unlike many other non-profit institutions, The Computer Museum is not sustained by an endowment built by generations of supporters.

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

The Capital Campaign for The Computer Museum

Campaign Questions and Answers

1. What is The Computer Museum?

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

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

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

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

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

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

The Museum has launched a capital campaign to raise \$7.5 million. A successful Campaign will enable the Museum to secure its facility and will establish an endowment, income from which will support educational programs and collections management. An endowment is essential to the Museum's future growth; without such a fund, the Museum must earn or raise every dollar of its operating budget each year, making the institution vulnerable to economic fluctuations and unable to plan for the future with a great degree of certainty.

5. Where will Campaign gifts come from?

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

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

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

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

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

8. How can I give?

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

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

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

10. Does the Museum accept bequests or planned gifts?

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

11. How can I get further information?

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

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

The Capital Campaign for The Computer Museum

Named Gift Opportunities

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

The Building

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

Collections

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

Education Programs

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

Exhibits

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

The Capital Campaign for The Computer Museum

CAMPAIGN LEADERSHIP

Mitchell Kapor, *Honorary Chairman*

Lawrence S. Brewster, *Chairman*

Anthony D. Pell, *Chairman, Board Campaign Gifts*

David M. Donaldson, *Chairman, Lead Gifts*

John A. Miller, Jr., *Chairman, Major Gifts*

Dr. Gwen Bell, *Silicon Valley Liaison*

CAMPAIGN VOLUNTEERS

Lead Gifts

C. Gordon Bell

Gardner C. Hendrie

Suhas Patil

Major Gifts

Charlie Coulter

Rick Frisbie

Fred Hoar

Corporate Gifts

Sam Albert

CAMPAIGN STAFF

Dr. Oliver Strimpel, *Executive Director*

Janice Del Sesto, *Director of Development and Public Relations*

Janet Walsh, *Capital Campaign Manager*

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

General Volunteer Guidelines

Guidelines

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

Volunteer Time Commitment

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

The Capital Campaign for The Computer Museum

How to Solicit Large Gifts

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

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

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

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

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

TECHNIQUE OF SOLICITING

By John D. Rockefeller, Jr.

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

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

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

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

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

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

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

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

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

CONFIDENTIAL

CAMPAIGN CONTACT REPORT

Prospect Name:

Contact Name:

Date:

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

Information:

Next Action Step:

Prepared by:

Date:

cc:

ACCOUNT NUMBER	PROSPECT	TYPE	SOLICITORS	ASK DATE	ASK AMOUNT (HIGOAL)	EXPECTED GIFT (LOGOAL)	STATUS	PLEDGE AMOUNT	Q1 - Q20
-----	-----	---	-----	---	-----	-----	-----	-----	-----
		B					U		
		C					Y		=====>
		L					N		
		M					P		

Key:

 B = Board
 C = Corporate
 L = Lead
 M = Major

Key:

 U= Unasked
 Y = Asked; responded favorably
 N = Asked; responded unfavorably
 P = Asked; decision due

<u>CAMPAIGN LIST</u>	<u>BUS PHONE</u>	<u>FAX</u>	<u>HOME PHONE</u>	<u>FAX</u>
<u>BELL, GWEN</u> Silicon Valley Liaison	426-2800 x331	426-2943	720-0655 CA 415-949-2735 (spouse: Gordon)	same
<u>BREWSTER, LARRY</u> Campaign Chairman	497-9020 x337 (asst: Mary Putur)	497-7806	Bus: 235-8474 Car: 431-7833 429-5408 (spouse: Dawn)	431-7763
<u>COCHRAN, JANET</u> Consultant	212-691-1055	212-627-2113	212-222-0207	
<u>DEL SESTO, JAN</u> Dir of Dev & PR	426-2800 x 378	426-2943	BI 720-4054 401-466-2839 (spouse: Greg)	
<u>DONALDSON, DAVE</u> Chair, Lead Gifts	951-7000 (asst: Nancy Smith)	951-7050	259-8824 (spouse: Lynn)	
<u>HENDRIE, GARDNER</u> Board Chairman	227-0303	367-04768	742-7294 (spouse: Karen)	367-0478
<u>KAPOR, MITCH</u> Honorary Chairman	864-1550 (asst: Elaine Yeomalakis)	864-0866		
<u>MILLER, ANDY</u> Chair, Major Gifts	536-0470 (asst: Rachel Dwyer)	536-2772	891-7316 (spouse: Sally)	
<u>PELL, TONY</u> Chair, Board Gifts	439-6700 (asst: Joan Anderson)	439-0594	899-7327 (spouse: Kitty)	
<u>STRIMPEL, OLIVER</u> Executive Director	426-2800 x330 (asst: Sue Johnson)	426-2943	508-526-7423 (spouse: Harriet)	same
<u>WALSH, JANET</u> Capital Campaign Manager	426-2800 x 333	426-2943	767-1138	

THE DIGITAL EQUIPMENT CORPORATION CHALLENGE GRANT

The Computer Museum proposes it raise \$2.5 million, or a 1:1 match to Digital Equipment Corporation's \$2.5 million building loan to the Museum at which time Digital will forgive the loan. The Museum will use this as a 1:1 Challenge Grant with potential donors to its Capital Campaign. The Museum will secure \$2.5 million in cash and pledges during a period of 24 months. Should the Museum fail to raise the entire \$2.5 million during the stated period, the terms of the agreement will be renegotiated with Digital.

The Digital Challenge Grant and fundraising time period and matching program will commence once the Museum has raised the first \$1 million of its \$7.5 million Campaign goal. It is estimated that this will occur in approximately one year's time or by July 1992.

\$1 Million Dollar Threshold

The delay in launching the Digital component is designed to accomplish two things. It will serve as an initial challenge to the Museum's Board of Directors, Trustees, and other "insiders" who will be encouraged to make an early gift to the Campaign in order reach the \$1 million mark and activate Digital's Challenge Grant. It also reserves the Digital Challenge for donors who may need additional incentive to give.

We feel that this arrangement offers an excellent incentive and its own challenge to the Museum's Board many of whom are "new" to philanthropy and will be making the largest gift of their lives. It will also help us achieve our goal of 100% Board participation and motivate other "close friends" and past Campaign donors.

A two phased challenge: 1) reaching the \$1 million mark; and 2) meeting the \$2.5 million Digital Challenge, provides two milestones that will inject needed energy and enthusiasm into the Museum's multi-year campaign.

Confidentiality

While raising the first \$1 million of the Campaign goal, the Museum asks that it be allowed to inform its Board of Directors, selected Trustees, and past donors or close friends of the Museum who may, for example, already have knowledge of and inquire about the Museum's outstanding debt to Digital. In addition, the Museum would like permission to inform the National Endowment for the Humanities, which is reviewing a \$1 million (3:1) Challenge Grant proposal from the Museum, of the confidential arrangement. Word of pledges currently in hand and Digital's Challenge grant will strengthen the Museum's proposal and increase the likelihood of receiving an NEH grant. Should the NEH award the Museum a grant, the Museum will not count NEH dollars toward the Digital match.

Having raised the initial \$1 million, the Museum will use the Digital Challenge Grant to stimulate other prospects. We request that the Museum be able to identify Digital as the Challenge grantor to prospective donors. In all printed materials, and other communications describing the Challenge Grant, Digital will remain anonymous until the public announcement.

Close communications between Digital and Museum staff will be ongoing. A public announcement of the gift will take place at a mutually beneficial and agreed upon time. The public announcement will be planned and executed jointly by Digital and Museum staff. Any written communications concerning the Challenge Grant will be approved by Digital. A contingency communications plan will be developed by Digital and Museum staff to be used in the event that a breach in confidentiality occurs. Should confidentiality be breached, Digital would have the option to retract the offer to forgive the loan.

**THE COMPUTER MUSEUM
CAPITAL CAMPAIGN REVIEW
JUNE 28, 1991**

- **GUIDING PRINCIPLES**
- **ORGANIZATION STRUCTURE**
- **FINANCIAL GOALS**
- **TIMETABLE**

GUIDING PRINCIPLES

1. QUARTERLY SURPLUS - CASH VS. EXPENSES
2. FOUR COMMITTEE CHAIRS - ACCOUNTABILITY AND RESPONSIBILITY
3. BOARD AND TRUSTEE CONTRIBUTIONS
 - TIMELINESS
 - GENEROSITY
4. CASH-BASED RATHER THAN PLEDGE-BASED
5. CRITICAL MEASUREMENT "ASKS PER MONTH"
6. DEVELOP VOLUNTEERS WHO CAN ASK PEOPLE THEY DO NOT KNOW
7. VOLUNTEERS INVOLVEMENT BASED ON COMMITMENT TO TARGETS

FINANCIAL GOALS BY COMMITTEE

	MOST LIKELY SCENARIO \$000's	ALTERNATIVE SCENARIO \$000's
BOARD GIFTS TONY PELL	1,000	1,000
LEAD GIFTS DAVE DONALDSON	2,000	2,500
MAJOR GIFTS ANDY MILLER	1,500	1,000
CORPORATE/ INSTITUTIONAL GIFTS (CHAIRMAN PENDING)	500	500

THE COMPUTER MUSEUM CAPITAL CAMPAIGN

PLEDGE TARGET AND MILESTONES

JUNE 28, 1991

	<u>CAMPAIGN GOAL</u>	<u>3 YEAR SPLIT</u>			<u># OF GIFTS</u>	<u># OF QUALIFIED PROSPECTS</u>	<u># OF VOLUNTEERS</u>
		<u>FY92</u>	<u>FY93</u>	<u>FY94</u>			
BOARD GIVING	\$1,000,000	\$1,000,000	---	---	40	40	1-2
LEAD GIVING	2,000,000	600,000	800,000	600,000	9-12	60	12
MAJOR GIVING	1,500,000	450,000	675,000	375,000	85	340	30 - FY92 25 - FY93 20 - FY94
CORPORATE GIVING	500,000	100,000	200,000	200,000	20	80	20
TOTAL	\$5,000,000	\$2,150,000	\$1,675,000	\$1,175,000	154-157	520	63
TOTAL AS OF JUNE 27, 1991	\$5,000,000	\$ 95,000	\$ 0	\$ 0	3	200	13

THE COMPUTER MUSEUM
FY92 - CAPITAL CAMPAIGN
PLEDGE TARGET
JUNE 28, 1991

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>TOTAL</u>
BOARD GIFTS	\$200,000	\$300,000	\$300,000	\$200,000	\$1,000,000
LEAD GIFTS	50,000	150,000	200,000	200,000	600,000
MAJOR GIFTS	---	100,000	100,000	250,000	450,000
CORPORATE GIFTS	---	25,000	25,000	50,000	100,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	\$250,000	\$575,000	\$625,000	\$700,000	\$2,150,000

THE COMPUTER MUSEUM
FY92 - CAPITAL CAMPAIGN
CASH TARGET
JUNE 28, 1991

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>TOTAL</u>	<u>% SPLIT</u>
BOARD GIFTS	\$50,000	\$225,000	\$100,000	\$125,000	\$ 500,000	50%
LEAD GIFTS	---	75,000	75,000	100,000	250,000	25%
MAJOR GIFTS	---	25,000	50,000	75,000	150,000	15%
CORPORATE GIFTS	---	25,000	25,000	50,000	100,000	10%
	\$50,000	\$350,000	\$250,000	\$350,000	\$1,000,000	100%
% SPLIT	5%	35%	25%	35%	100%	

TIMETABLE

ORGANIZING MEETING	JUNE 28
FINALIZE COMMITTEE TARGET	JUNE 28
TARGET DATABASE COMPLETED	JULY 15
CORPORATE COMMITTEE CHAIRMAN SELECTED	JULY 31
CAMPAIGN WEEKLY COMMITTEE MEETING	EARLY SEPTEMBER
Q1 RESULTS REPORT	MID-OCTOBER

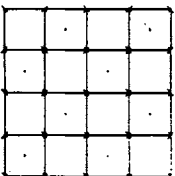
The Computer Museum

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

THE COMPUTER MUSEUM

FY92 BUDGET

JUNE 17, 1991



THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of \$646K for the Museum. This net surplus represents the combined results of two funds; a \$38K surplus in the Operating Fund, a \$599K surplus in the Capital Fund, and a \$9K surplus in the Exhibit Fund.

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately \$116K. Based on achieving the FY92 Budget, the available cash balance is expected to be about \$713K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum expects the combined cash balance to fall below \$100K in the months of July & September.

Note: If the combined cash balance were to fall below \$100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building.

OBJECTIVES

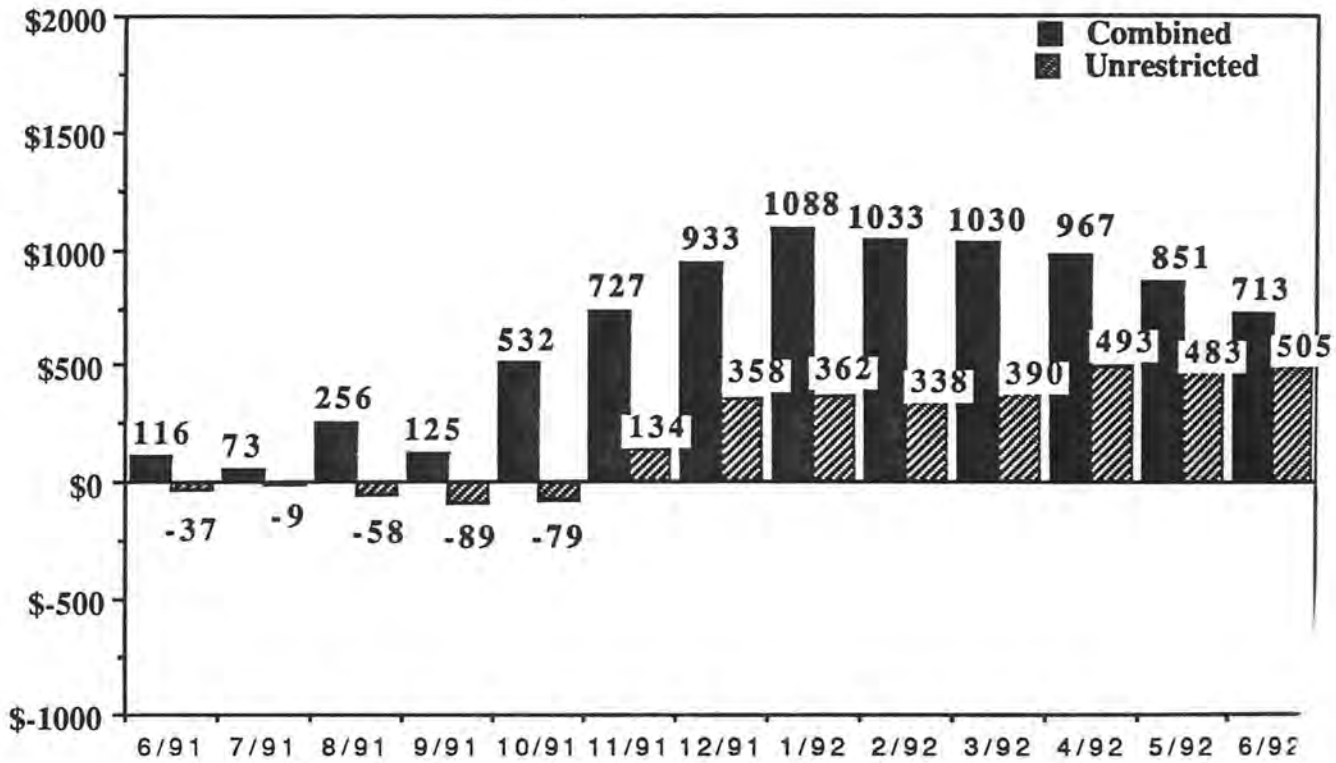
Strong emphasis on increasing revenues:

- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

Exhibit development funded by specific contributions for exhibits:

- Open "Computer Discovery Center"
- Complete "Kits" program
- Start "Networked Society"

The Computer Museum Inc.
FY92 Cash Flow Projections
6/7/91



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

FUND ACCOUNTING

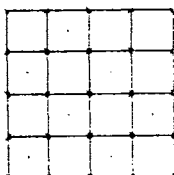
To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

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

Capital Fund: The Capital Fund reflects the activity of fundraising efforts related to establish the Museum and to aid in efforts for the Museum to start an endowment fund.

Exhibits Fund: The Exhibits Fund reflects the activity of major new exhibits that are then transferred to the Plant Fund as a Museum asset.

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



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2300

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events are recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts which were not included in the FY91 Forecast or FY92 Budget since they do not require any cash out flow. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount of depreciation for FY91 is expected to be approximately \$420K and for FY92 approximately \$500K.

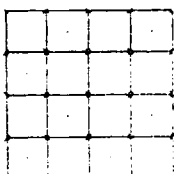
EMPLOYEES

As of June 30, 1991, full time equivalent employees (FTE'S) are expected to be 42. As of June 30, 1992, FTE'S are expected to be 41.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	<u>FY91</u>	<u>FY92</u>
Corporate	120	135
Individual	<u>970</u>	<u>1,115</u>
Total	1,090	1,250



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

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

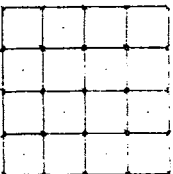
<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporate/Foundation Grants	\$ 99	\$ 72
Annual Fund	100	125
Other	<u>1</u>	<u>10</u>
Operating Fund Total	200	207
Capital Fund Total	<u>149</u>	<u>625</u>
Combined Unrestricted Total	349	832

RESTRICTED CONTRIBUTIONS

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

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporation/Foundation Grants	\$ 0	\$ 123
Kits	106	0
Mass Council	12	10
Loebner	0	50
Other	<u>0</u>	<u>5</u>
Operating Fund Total	118	188
Capital Fund Total	0	375
Exhibit Fund Total	<u>704</u>	<u>770</u>
Combined Restricted Total	822	1,333



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at \$6.00 and no increase is planned for FY92.

<u>YEAR</u>	<u>NUMBER OF VISITORS</u>	<u>% INC (DEC)</u>	<u>AVERAGE ADMISSION REVENUE PER VISITOR</u>
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	\$2.18
FY86	77,000	NM	2.32
FY87	77,619	.008	2.48
FY88	77,072	(.007%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91 (EST.)	130,000	42%	3.85
FY92 (EST.)	130,000	0%	3.85

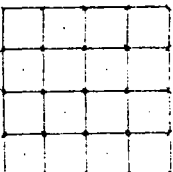
The increase in visitors from FY90 to FY91 was mainly attributable to the opening of The Walk-Through Computer exhibit. The Museum expects to retain the increased level of visitors in FY92 as a result of the opening of the People and Computers exhibit, and marketing efforts, focusing especially on school groups.

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	\$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	149
FY92 (EST.)	1,000



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

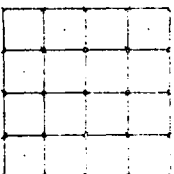
FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	704
FY92 (EST.)	770



challenge grant from digital of 2.5M

~~with a 1:1 match~~

a) ~~Ed~~ cancel's loan repayment obligation due in '93? ✓

b) 1:1 challenge after the 1st \$1M

c) confidentiality issue - will be announced when we ~~reach~~

~~50%~~ go public

recognize Ed Swartz

The Computer Museum

300 Congress Street
Boston, MA 02210

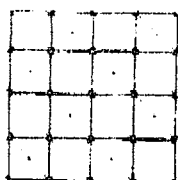
(617) 426 2800

THE COMPUTER MUSEUM
ANNUAL MEETING
CAPITAL CAMPAIGN REPORT (one hour)

June 28, 1991

DRAFT AGENDA

1. ANNOUNCEMENT OF CAMPAIGN CHAIRMAN AND HONORARY CHAIRMAN
Gardner Hendrie
2. ANONYMOUS CHALLENGE (AND INTRODUCTION OF GRANT SAVIERS?)
Gardner Hendrie
- report and discussion
3. THE CAPITAL CAMPAIGN
Lawrence Brewster
- overview of plans and progress to date
- importance of continued annual fund support
- opportunities for volunteers
4. BOARD CAMPAIGN GIFTS
Lawrence Brewster
- introduction of Tony Pell
Tony Pell
- report on progress to date
- thank you to those who have already made commitments
- importance of 100% participation
5. LEAD GIFTS
Lawrence Brewster
- introduction of Dave Donaldson
Dave Donaldson
- report on progress to date, recruitment, plans
6. MAJOR GIFTS
Lawrence Brewster
- introduction of Andy Miller
Andy Miller
- report on progress to date, recruitment, plans
7. CORPORATE GIFTS
Lawrence Brewster
- report on recruitment of chair, volunteers, plans



call to order the meeting of the members of the corporation
clerk do we have a quorum

ask
chairperson of the nominating to present the slate of
new directors & trustees.

is there any discussion

ask for a motion to elect the directors & trustees
as nominated

ask for a second

ask for all in favor to raise their hands, all opposed,
the motion is carried

ask for a motion to elect the Chairman of Board

ask for a second, any discussion, ask for vote

ask for motion to adjourn meeting of members of the corporation
second, vote

call to order mtg. of board of directors

JUN 27 '91 14:02

5650L

P.2

M E M O R A N D U M

To: Sue Johnson
From: James S. Davis
Date: June 27, 1991
Re: June 28 Meeting

Gardner should call to order the meeting of the members of the corporation and should ask the clerk if there is a quorum.

~~I assume~~ the chairman of the nominating committee will then present the slate of proposed new members and trustees.

After any discussion, Gardner should ask for a motion to elect the directors and trustees as nominated and should ask if there is a second to the motion. He will ask all those in favor of the motion to signify by raising their hands.

There should then be a vote to elect the chairman of the Board for the next year or until such earlier time as his successor is elected. He will ask for a motion and a second and will ask those in favor to raise their hands.

He will then ask for a motion to adjourn the meeting of the members, a second, and a vote.

He will then call to order the meeting of the Board of Directors. At some point where you see fit, you should have the following votes:

→ 1. To establish the date and time of the next annual meeting and to remind persons of the meeting in between (Thursday, November 7, 1991, at 8:30 a.m.).

2. To elect officers (executive director, treasurer and clerk). *Nick Petrella*

Jim Davis
3. To elect the executive committee, including its chairman.

-2-

~~4. To ratify past actions of the officers and executive committee:~~

~~"VOTED: That the Board of Directors hereby ratifies, confirms, and approves all the acts of the Corporation, all acts of any officer taken on its behalf, and all acts of the Executive Committee prior to this meeting."~~

5. To accept the minutes of the last Board meeting as previously circulated to the Board of Directors.

6. After the discussion of the budget, there should be a vote to approve the budget as presented. (This vote sometimes gets modified as a result of the discussion, with some condition or understanding being attached to the vote.)

7. And finally, at the end of the meeting, he should ask for a motion to adjourn, a second and a vote.

J.S.D.

/ld

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

	5/31/90 ACTUAL	FOR THE ELEVEN MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	5/31/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	1,410	1,874	1,632	(242)	(13%)	2,019	1,853
Capital Fund	1,175	830	570	(260)	(31%)	1,011	821
Total Revenues	2,585	2,704	2,202	(502)	(19%)	3,030	2,674
EXPENSES:							
Operating Fund	1,379	1,816	1,655	161	9%	1,992	1,847
Capital Fund	1,094	1,027	806	221	22%	1,138	1,250
Total Expenses	2,473	2,843	2,461	382	13%	3,130	3,097
NET REVENUES (EXPENSES)	\$112	(\$139)	(\$259)	(\$120)	(186%)	(\$100)	(\$423)

SUMMARY:

For the eleven months ended May 31, 1991, The Museum operated at a deficit of (259K) compared to a budgeted deficit of (139K). As of May 31, 1991, total cash and cash equivalents amounted to 114K.

OPERATING: Operating revenues were 13% under budget due to optimistic unearned revenue streams. Expenses were 9% under budget due to lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 31% under budget due to optimistic contribution expectations. Expenses were 22% under budget due to timing of exhibit related expenses.

7

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

	5/31/90 ACTUAL	BUDGET	FOR THE ELEVEN MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
			5/31/91 ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	242	\$275	152	(123)	(45%)	300	200
Restricted contributions	89	310	56	(254)	(82%)	315	118
Computer Bowl	256	264	277	13	5%	300	281
Corporate memberships	155	190	184 ²⁰⁰	(6)	(3%)	200	200
Individual memberships	44	47	48	1	(2%)	52	60
Admissions	277	333	485	152	46%	370	524
Store	187	246	287	41	17%	268	307
Functions	129	141	125	(16)	(11%)	153	139
Interest Income	10	3	1	(2)	(67%)	4	2
Other	21	65	17	(48)	(74%)	57	22
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	1,410	1,874	1,632	(242)	(13%)	2,019	1,853
EXPENSES:							
Exhibits Development	0	181	63	118	65%	204	103
Exhibits & Collection	116	113	116	(3)	(3%)	123	126
Education	242	238	239	(1)	0%	261	263
Marketing & Memberships	240	360	273	87	24%	391	300
General Management	200	209	220	(11)	(5%)	239	251
Computer Bowl	76	85	83	2	2%	88	83
Fundraising	34	87	87	0	0%	94	97
Store	176	213	249	(36)	(17%)	232	267
Functions	58	68	63	5	7%	74	71
Museum Wharf expenses	237	262	262	0	0%	286	286
Total Expenses	1,379	1,816	1,655	161	9%	1,992	1,847
NET REVENUES(EXPENSES)	\$31	\$58	(\$23)	(\$81)	(140%)	\$27	\$6

256
76

277
83

\$194

annual

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

	5/31/90 ACTUAL	BUDGET	FOR THE ELEVEN MONTHS ENDED		FY91 BUDGET	FY91 FORECAST	
			5/31/91 ACTUAL	FAV (UNFAV)			
REVENUES:							
Unrestricted Contributions	\$80	\$250	\$45	(\$205)	(82%)	250	149
Restricted Contributions	1,043	580	510	(\$70)	(12%)	761	654
Interest Income	16	0	11	\$11	100%	0	14
Gain/Loss on Securities	36	0	4	\$4	(100%)	0	4
Total Revenues	1,175	830	570	(260)	(31%)	1,011	821
EXPENSES:							
Exhibits Development	732	668	454	214	32%	746	858
General Management	160	82	56	26	32%	90	67
Fundraising	60	142	161	(19)	(13%)	155	178
Wharf mortgage	142	135	135	0	0%	147	147
Total Expenses	1,094	1,027	806	221	22%	1,138	1,250
NET REVENUES (EXPENSES)	\$81	(\$197)	(\$236)	(\$39)	(200%)	(\$127)	(\$429)

THE COMPUTER MUSEUM
BALANCE SHEET
5/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 5/31/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$50,259			\$50,259	\$8,298
Cash Equivalents	64,063			64,063	282,190
Investments				0	53,363
Receivables	15,910			15,910	120,302
Inventory	68,003			68,003	63,212
Prepaid expenses	17,447	147		17,594	15,238
Interfund receivable		377,856		377,856	617,702
	-----	-----	-----	-----	-----
TOTAL	215,682	378,003	0	593,685	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
 TOTAL ASSETS	 \$215,682	 \$449,087	 \$1,737,647	 \$2,402,416	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$63,262	\$32,910		\$96,172	\$158,341
Deferred income	11,366	-		11,366	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	377,856	-		377,856	617,702
	-----	-----	-----	-----	-----
Total	452,484	32,910	0	485,394	792,981
Fund Balances:					
Operating	(236,802)			(236,802)	(213,272)
Capital		416,177		416,177	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(236,802)	416,177	1,737,647	1,917,022	2,176,055
 TOTAL LIABILITIES AND FUND BALANCES	 \$215,682	 \$449,087	 \$1,737,647	 \$2,402,416	 \$2,969,036
	=====	=====	=====	=====	=====

**THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
5/31/91**

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 5/31/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$23,530)	(\$235,503)	\$0	(\$259,033)	\$748,966
Depreciation			0	0	310,606
Cash from operations	(23,530)	(235,503)	0	(259,033)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	104,392			104,392	(83,875)
Inventory	(4,791)			(4,791)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	(3,603)	(58,566)		(62,169)	81,895
Deferred income	(5,572)			(5,572)	(5,292)
Prepaid expenses	(3,219)	860		(2,359)	(8,011)
Cash from working capital	87,207	(4,343)	0	82,864	(50,650)
Cash provided by/(used for) Fixed assets					
		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	63,677	(239,846)	0	(176,169)	12,594
Financing:					
Interfund pay. & rec.	(239,846)	239,846		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(239,846)	239,846	0	0	7,564
Net increase/(decrease) in cash & investments	(176,169)	0	0	(176,169)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$114,318	\$0	\$0	\$114,318	\$290,487

M E M O R A N D U M

TO: Gwen Bell, Janet Cochran, Jan Del Sesto, Dave Donaldson, Gardner Hendrie, Andy Miller, Tony Pell, Oliver Strimpel, Janet Walsh

FROM: Larry Brewster

DATE: June 26, 1991

SUBJ: Hitting Our \$5,000,000 Target ... Periodic Goals and Milestones

The purpose of this memo is to review some of my ideas on the flow of capital campaign pledge and receipt targets. The targets are outlined in 3 ways, by committee, annually and quarterly. I am not including our mortgage retirement amount in this analysis, as I view it as a separate though integrated initiative.

This represents a first cut at establishing a budget for results and introducing some periodic measurements to work against budget. Your thoughts and comments would be appreciated.

GUIDING PRINCIPLES

I have several guiding principles for the methods used in setting the goals and defining the measurements.

1. We should work to have a surplus after each quarter when we compare the actual cash collected from the campaign and campaign out-of-pocket expenses. We may need a few quarters to reach this point. However, it is important that the campaign have zero impact on what the museum needs to meet its ongoing operating cash needs.
2. The 4 committee chairmen are responsible to see that the appropriate people and methods are in place to produce the results. The museum capital campaign staff are a critical resource for them to work with in producing those results. However, these 4 represent the leadership to make things happen.
3. A critical success factor to achieving our total target as well as the quarterly cash objectives will be the generosity and timeliness of board and trustee contributions.
4. This should be a cash-based rather than pledge-based campaign. Although we will track both, the measurements for success, the administrative systems and the resources supporting the committees should maintain superior information on the cash aspects of our performance.

Page Two

5. To meet our cash and pledge goals, each committee will need a certain number of asks per month and a certain number of volunteers to make those asks.
6. Identify and develop volunteers, particularly on the Major Gifts and Corporate Gifts Committees who can ask people they do not know. Our training and prospect research should enable us to make each volunteer efficient in using both proven techniques and the museum's network, not only his or her personal network.
7. Volunteers should get involved only if they feel they can commit to the desired targets.

FINANCIAL GOALS BY COMMITTEE

From the original plan of The Webb Company and as input from my discussions with several of you, I have generated 2 possible splits for the \$5,000,000. Please note the table below.

	Most Likely Scenario \$000's	Alternative Scenario \$000's
Board Gifts Tony Pell	1,000	1,000
Lead Gifts Dave Donaldson	2,000	2,500
Major Gifts Andy Miller	1,500	1,000
Corporate/Institutional Gifts (Chairman Pending)	500	500

Board Gifts

I am very comfortable we can achieve this goal rapidly. It has been set to kick off the \$2.5MM DEC matching challenge once we reach that target. It also works well with the principle of timely and generous board and trustee support.

We are seeking to have the complete \$1,000,000 pledged during FY92 with \$500,000 in cash collected. The conventional wisdom is to expect 1/3 of that pledged in a 3-year campaign to be collected each year. However, we are budgeting 50% of the amount pledged by board members for receipt in FY92. If it becomes clear that this is difficult, we can adjust our expectations as well as deal directly with the more fundamental issue this difficulty would imply.

Page Three

Much of our initial cash flow to cover campaign expenses will come from this group. We also need to keep in mind that much of the \$500,000 from corporations is integrated with the board gifts. We should view this as \$1.5MM from a combination of the personal board and board-generated corporations gifts.

It is critical that our participation rate is 100%, no matter what size of gift a board or trustee member feels capable of making.

Lead Gifts

The mix of this \$2,000,000 could be two \$500,000 gifts, two \$250,000 gifts and five \$100,000 gifts. Prospect list development is underway. We have established "levels for consideration" to discuss with prospects given that many will find this helpful. However, some will find it presumptuous. We will need to be sensitive about our methods of suggesting gift amounts.

For pledge targets, I suggest a 3-year split of 30%, 40%, 30%. We should have solid initial momentum. However, the decision period for these gifts will be longer as a rule. Many will wait to see who else gives and in what amounts before making a commitment. Several will consider an amount that enables us to meet a key matching milestone, for example.

In the alternative scenario, we would have received larger gift support earlier than anticipated. This would move our expectations to \$2.5MM from \$2.0MM. This incremental might be one \$500,000 gift or two \$250,000 gifts.

The \$2,000,000 split above requires receiving 9-12 gifts. Let's assume 1 lead gift requires 5 qualified prospects. This means we need 60 qualified prospects for the 12 gifts.

How many volunteers do we need to solicit 60 qualified prospects? I propose the committee have 12 standing volunteers. We would assign 5 prospects to each of 12 volunteers. The commitment to the committee would be to work these 5 prospects to closure. The budget would be to close at least 1 and preferably 2 by June 30, 1992. When 1 prospect declined, the staff (as well as the volunteer's personal network) would identify another to take its place.

Critical Target - 9-12 gifts, 60 qualified prospects, 12 volunteers, 5 solicitations per year.

Page Four

Major Gifts

The most likely scenario of \$1.5MM for major gifts seems very achievable during the 3 years. I suggest a 3-year split of 30%, 45%, 25%. This assumes we will have solid momentum in the first 2 years with the opportunity to coast in year 3. I sense that major gifts is the area where we could have the best feel for what future results will follow given the actual performance quarter to quarter. I expect for them to be on or near to plan more than any other committee.

The alternative scenario assumes that we convince many in the major gifts category to make a lead gift. Therefore, we would have more in lead gifts and slightly less in major gifts, i.e., \$1,000,000.

To achieve the \$1,500,000, I would budget a split of ten \$50,000 gifts, twenty-five \$25,000 gifts and fifty \$10,000 gifts. This represents 85 gifts.

Let's plan that each major gift will require 4 qualified prospects. Therefore, 85 gifts requires 340 qualified prospects. How many volunteers will we need to solicit 340 qualified prospects (QP's)?

If we assume that 1 volunteer can handle 5 prospects per year and that we want to process 30% of our prospects in year one, 45% in year two and 25% in year three, then we need:

- 20 volunteers in year one to cover 102 QP's
- 30 volunteers in year two to cover 153 QP's
- 20 volunteers in year three to cover 85 QP's

If we maintain 30 working volunteers for each of 3 years, it should contribute to our cushion of achieving beyond \$1.5MM.

Each volunteer would commit to getting at least 3 gifts during his or her tenure on the committee, and they would make 4 solicitations per year. I recognize that in most instances, two persons will join on one ask. However, this should balance with my expectation that several volunteers will do more than 4 solicitations per year.

Critical Targets - 85 gifts, 340 qualified prospects, 20, 30, 20 volunteers in years 1, 2 and 3, respectively, 4 solicitations per year, each volunteer committing to 3 gifts during his or her tenure.

Page Five

Corporate Gifts

As mentioned earlier, corporate and institutional gifts relate directly to the results from the board and trustee giving. However, there will be separate corporate gifts from several companies who may only have a corporate membership affiliation or no affiliation.

For pledge targets, I propose a 3-year split of 20%, 40% and 40%. The strategy would be to emphasize the larger gifts first. This split reflects the necessary timing to recruit our corporate gifts committee leadership and team. It also incorporates our conservation and sensitivity to the economic climate and the challenges of getting endowment gifts from corporations.

I suggest a budget scenario of one \$100,000 gift, three \$50,000 gifts, six \$25,000 gifts, and ten \$10,000 gifts. This represents 20 gifts.

Let's assume we need 4 qualified prospects for every gift. This represents 80 qualified prospects. How many volunteers do we need to cover the 80 qualified prospects?

Let's assume that each volunteer can develop 4 qualified prospects each year. This would represent a stable committee membership of 20 volunteers during the 3-year campaign.

Critical Targets - 20 gifts, 80 qualified prospects, 20 volunteers each committing to 1 gift during his or her tenure, and 4 solicitations each year.

SUMMARY

I have attached a worksheet that summarizes my ideas on the targeting and measurements. I would appreciate your feedback so we can have this as an agenda item for Friday's meeting.

In addition, I have attached a quarterly budget for campaign cash receipts in FY92. Given the initial momentum and success from Tony's efforts, it seemed that \$250,000 - 300,000 in cash by the end of the calendar year would be feasible. We have some good prospects for lead gifts who could make some solid gifts in the first half of the fiscal year. I need feedback from both Tony and Dave to confirm this quarterly flow given their respective pipeline.

Both the Major Gifts and Corporate Gifts committees have more up-front organizing to do than the other 2 committees. Therefore, I expect that the key result in Q1/FY92 will be recruiting the 30 and 20 volunteers for the Major and Corporate Gifts committees, respectively. In addition, the general prospect list to generate a combined total of over 420 qualified prospects would be developed and computerized.

Page Six

I would expect to have \$125,000 in cash from these 2 committees before the end of calendar year 1992. Again, the expectations will be confirmed with the committee chairpeople, which at this point is Andy for Major Gifts.

I hope to have a chairperson for the Corporate Gifts Committee before the end of July.

I will speak with each of you in the coming days.

Regards.

THE COMPUTER MUSEUM CAPITAL CAMPAIGN

PLEDGE TARGET AND MILESTONES

JUNE 28, 1991

	CAMPAIGN GOAL	3 YEAR SPLIT			# OF GIFTS	# OF QUALIFIED PROSPECTS	# OF VOLUNTEERS
		FY92	FY93	FY94			
BOARD GIVING	\$1,000,000	\$1,000,000	—	—	40	40	1-2
LEAD GIVING	2,000,000	600,000	800,000	600,000	9-12	60	12
MAJOR GIVING	1,500,000	450,000	675,000	375,000	85	340	30 - FY92 25 - FY93 20 - FY94
CORPORATE GIVING	500,000	100,000	200,000	200,000	20	80	20
TOTAL	\$5,000,000	\$2,150,000	\$1,675,000	\$1,175,000	154-157	520	63
TOTAL AS OF JUNE 27, 1991	\$5,000,000	\$ 95,000	\$ 0	\$ 0	3	200	13

**THE COMPUTER MUSEUM
FY92 - CAPITAL CAMPAIGN**

CASH TARGET

JUNE 28, 1991

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>TOTAL</u>	<u>% SPLIT</u>
BOARD GIFTS	\$50,000	\$225,000	\$100,000	\$125,000	\$ 500,000	50%
LEAD GIFTS	—	75,000	75,000	100,000	250,000	25%
MAJOR GIFTS	—	25,000	50,000	75,000	150,000	15%
CORPORATE GIFTS	—	25,000	25,000	50,000	100,000	10%
	\$50,000	\$350,000	\$250,000	\$350,000	\$1,000,000	100%
% SPLIT	5%	35%	25%	35%	100%	

THE COMPUTER MUSEUM
FY92 - CAPITAL CAMPAIGN

PLEDGE TARGET

JUNE 28, 1991

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>TOTAL</u>
BOARD GIFTS	\$200,000	\$300,000	\$300,000	\$200,000	\$1,000,000
LEAD GIFTS	50,000	150,000	200,000	200,000	600,000
MAJOR GIFTS	—	100,000	100,000	250,000	450,000
CORPORATE GIFTS	—	25,000	25,000	50,000	100,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	\$250,000	\$575,000	\$625,000	\$700,000	\$2,150,000

Facsimile Transmittal Sheet

Please Reply to: Aspen Technology, Inc.
 251 Vassar Street
 Cambridge, MA 02139 U.S.A.

Phone: 617/497-9010
 Fax: 617/497-7806
 Telex: 948-038

Contact: Lawrence S. Brewster *LSB*

Date & Time: June 26, 1991

Send to: Gardner Hendrie

Fax No.: 367-0478 Total # of Pages, including coversheet: 10

Messages: _____

Gardner,

I have attached a draft of my thinking on the goals and periodic measurements for the Campaign. I have had a chance to review this with Oliver, Jan and Janet, and they are all in agreement. As usual, I would be more than willing to get your feedback. I am using this as a basis for a brief summary at the Board meeting on Friday morning and a more detailed discussion at the Campaign meeting on Friday afternoon.

Regards,

Larry

IF YOU HAVE ANY PROBLEM WITH THIS TRANSMISSION, PLEASE CALL 617/497-9010. THANK YOU.

Campaign Chairman's Working Group Meeting, 6/17/91
Action Items

PHONE LIST

Del Sesto has prepared and distributed

PROSPECT
DATABASE

Mulford, Del Sesto, Walsh and Mike Fitzgerald will meet on Thursday, June 20 at 3:30p at the Museum to plan project

Del Sesto has call in to Lotus regarding software donation

COMMITTEE
PERSONNEL/GOALS

Brewster will complete a preliminary analysis of targets for \$ goals, # of volunteers, # of asks and gifts, etc.

CORPORATE CHAIR

Brewster will discuss recruitment with Hendrie before contacting Zraket or Bodman

JUNE 28

BOARD MEETING
CAMPAIGN MEETING

Strimpel included announcement of Campaign chairs in his letter to the Board

Walsh will send personal letter from Brewster to all Board members

Strimpel, Del Sesto, Walsh and Brewster have discussed agenda; Walsh will FAX draft agenda to Brewster

CONFIDENTIAL

THE COMPUTER MUSEUM

M E M O R A N D U M

June 12, 1991

To: Capital Campaign Committee

From: Janice Del Sesto
Director of Development and Public Relations

Janet Walsh
Capital Campaign Coordinator

Subject: Follow up

Enclosed are the minutes and action items from last week's Capital Campaign meeting.

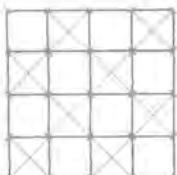
Please note: Also included is a copy of Campaign Policy Recommendations for your review. Please review them and contact Jan or Janet for your comments and approval. We would like to have policies approved by all Working Committee members before the June 28 Board meeting. Thank you.

The next meeting will be held June 28 at 1 p.m. (after the Board luncheon). Non-board committee members will be invited to join the Board for lunch and to attend the meeting following lunch.

Thanks.

Janice Del Sesto ext. 378
Janet Walsh ext. 333

Enclosures



POLICY RECOMMENDATIONS:

PLEDGE PAYMENT PERIOD:

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

LAST CAMPAIGN CLOSURE/DESIGNATION AND CREDITING OF GIFTS

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

PLANNED GIFTS

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

ALLOCATION OF FUNDS

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

6/6/91

Board members in attendance: Gwen Bell, Gardner Hendrie, Andy Miller, Tony Pell

Staff members present: Oliver Strimpel, Janice Del Sesto, Janet Walsh
Consultant: Janet Cochran, The Charles Webb Company

Agenda (revised):

Campaign Volunteer Recruitment
Next Campaign Meeting
Campaign Materials/Solicitor Kits - taken home for review

Discussion:

CAMPAIGN VOLUNTEERS RECRUITMENT (SEE ATTACHED CHART):

Honorary Chair: Oliver Strimpel announced that Mitch Kapur has agreed to serve as Honorary Campaign Chair. Oliver and Jan Del Sesto will prepare a job description for Mitch.

Board solicitations: Under Tony Pell's leadership, the Board solicitations will continue without a formal committee structure. Solicitors will be recruited as appropriate; Tony and Oliver will be directly involved in most Board solicitations.

Major Gifts Committee: Andy Miller, Chairman, reported successful recruitment of Rick Frisbie to the committee and Charlie Coulter as an advisor to the Committee. Andy will continue to consider a geographical spread of volunteers. Lists of previous Campaign donors and other committee prospects will be prepared and reviewed with Andy.

Lead Gifts Committee: More recruitment needed.

Corporate Committee: Sam Albert has agreed to serve; Oliver and Gardner will ask Charlie Zraket to chair; more recruitment needed.

Working Chair: Larry Brewster was suggested (and unanimously approved) as a working chair prospect. Oliver will discuss with Mitch and, together with Gardner, will invite Larry to chair.

NEXT CAMPAIGN MEETING:

Friday, June 28 at 1 p.m. (after the Board luncheon)

Non-board volunteers will be invited to join the luncheon and attend the meeting following the luncheon.

The Computer Museum
Campaign Volunteer Organization

CONFIDENTIAL

Honorary Chairman

Mitch Kapor

Working Chairman

Larry Brewster (prospect)

Board Solicitations

Tony Pell, Chair

ad hoc committee

Major Gifts

Andy Miller, Chair

Rick Frisbie

Charlie Coulter (advisor)

Stewart Alsop (prospect)

Owen Brown (prospect)

Norm Gaut (prospect)

Peter Hirshberg (prospect)

Fred Hoar (prospect)

Chuck House (prospect)

Dave Liddle (prospect)

Laura Morse (advisor/prospect)

Nick Pettinella (prospect)

Paul Severino (prospect)

Dick Shafer (prospect)

Lead Gifts

Gordon Bell

Gardner Hendrie

Suhas Patil

Dave Donaldson (prospect)

Bill Poduska (prospect)

Corporate Gifts

Sam Albert

Ed Belove (hold for after CDC)

Dick Case (prospect)

James Clark (prospect)

Max Hopper (prospect)

Irv Sitkin (prospect)

Susan Parrish (prospect)

Mike Simmons (prospect)

Bill Spencer (prospect)

Charlie Zraket (chair/prospect)

CAMPAIGN VOLUNTEERS

Major Gifts Walsh to prepare list of last campaign's major gift donors; staff will meet with Miller on 6/20 to review list and strategy

Stewart Alsop Miller to invite to join Major Gifts Committee

Larry Brewster Strimpel and Hendrie asked Brewster to be Working Chair at 6/12 meeting, Brewster to consider request; staff and Cochran to prepare Working Chair job description

James Clark Strimpel to invite to join Corporate Gifts Committee

Norman Gaut Miller to invite to join Major Gifts Committee

Fred Hoar Miller to invite to join Major Gifts Committee

Chuck House Miller to invite to join Major Gifts Committee

Mitch Kapor Strimpel and Del Sesto to write Honorary Chair job description for Kapor's approval; Kapor agreed with Brewster as Working Chair choice

Dave Liddle Miller to invite to join Major Gifts Committee

Laura Morse Pell to schedule meeting for Strimpel and Pell to solicit for Campaign and recruit to be Major Gifts Committee advisor

Dick Shafer Miller and Hendrie to recruit for Major Gifts Committee at June 10 conference

Charlie Zraket Strimpel to schedule appointment for Hendrie and Strimpel to invite Zraket to chair Corporate Campaign Committee

CAMPAIGN POLICIES

To be reviewed and approved by Committee members

CAMPAIGN MATERIALS

To be reviewed and commented upon by Committee members

JUNE 28 MEETING

Walsh to invite all current and new committee members to attend noon Board luncheon and 1 p.m. Capital Campaign meeting.

Capital Campaign Working Group Meeting, 6/6/91
Additional Action Item

CAMPAIGN VOLUNTEERS

Dave Donaldson Del Sesto to arrange for Strimpel and/or Pell and/or
Hendrie to invite Donaldson to chair Campaign Lead Gifts
Committee at 6/13 meeting

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

Allan Abelow, McKinsey & Company Inc.
 Sheldon Adelson, The Interface Group
 *Albert Agbay, Leading Edge Products - regrets
 Charles and Constance Bachman - accept 2
 J.P. Barger, Dynatech
 Gwen Bell - accepts
 Michel Bloch, Groupe Bull
 Lynda and Sam Bodman
 Dave Boucher, Interleaf, Inc.
 Lewis Branscomb, JFK School, Harvard
 Frank Burge, Cahners Publishing
 Henry Burkhardt, Kendall Square Research
 *Howard Cox - regrets
 John Cullinane, Cullinane Group
 John Cunningham, Unitech Software
 *Alex d'Arbeloff, Teradyne - regrets
 Ed de Castro, formerly Data General
 Lou Doctor
 John Drew, World Trade Center
 *Don Federson, Charles River Ventures - regrets
 Paul Ferri, Matrix Partners
 *Bill Foster, Stratus Computer - regrets
 Norman Gaut, PictureTel Corporation
 Sam Geisberg, Parametric Technology
 Bill Golden, Burns & Levinson
 Robert Goldman, AI Corp.
 Bernard Gordon, Analogic Corporation
 Bob Happ, KPMG Peat Marwick
 David Hathaway, Venrock Associates
 George Hatsopoulos, Thermo-Electron
 *Bob Henderson, Greylock Management - regrets
 Gardner and Karen Hendrie
 *Min Hindle, Digital Equipment Corp. - regrets
 Ted and Ruth Johnson
 R. Douglas Kahn, Easel Corp.
 Hisao Kanai, NEC Technologies
 Andy Knowles - accept 2 (wife, Skip Knowles)
 Bill Koch, Oxbow Corporation
 Brian Lacey, ATEX, Inc.
 Laurence Liebson, Xyvision
 Bill Lohse, Ziff-Davis Publishing
 Justus Lowe, SofTech, Inc.
 Dave Mahoney, Banyan Systems
 *Jim Manzi, Lotus Development regrets
 Pat McGovern, International Data Group - tentative acceptance
 Andy Miller, Miller Communications
 J. Terrence Murray, Fleet/Norstar
 *Al Palladino, ATV Capital Management - regrets
 A. Neil Pappalardo, MEDITECH
 Tony and Katharine Pell
 *Russ Planitzer, J.H. Whitney & Co. - regrets
 Bill and Sue Poduska

Pete Nesboda *
 George Conant
 Joseph Linde
 Menachem Abraham
 Rick Burns *

* asked but declined

Ben Robelen, Eastech - accepts 2
Ben Rosen, Sevin Rosen Management
Mort Rosenthal, Corporate Software Inc.
Ed Rudman, Pell, Rudman and Co., Inc. - accepts
C. David Seuss, Spinnaker
Paul Severino, Wellfleet Communications
Bob Shafto, The New England
Xack Shields, Prime Computer - regrets
Ron Skates, Data General
Xack Smith, Digital Equipment Corp. - regrets
X Steven Stadler - regrets
Jim Starkey
Xay Stata, Analog Devices - regrets
Richard Stewart, Computer Corporation of America
X William Taylor, Globe Publishing - regrets
Dick Testa, Testa Hurwitz & Thibeault
Sidney Topol, Scientific Atlanta
Paul Tsongas, Foley Hoag & Eliot
Grant Waite, KPMG Peat Marwick
Steve Walske, Parametric Technology
Fred Wang, Wang Laboratories
Bill Ziff, Ziff-Davis Publishing

Note: Some Museum staff will also attend.

**Campaign Chairman's Working Group Meeting, 6/17/91
Minutes**

IN ATTENDANCE: LARRY BREWSTER, MUSEUM, M. PELLER, SILICON VALLEY
STRIMPEL, JANICE DEL SESTO, JANET WALSH

AGENDA:

Introductions

Administrative Structure and Methods of Communication/Organization

Committee Personnel, Selection and Recruitment

Periodic Gift Achievement Goals

DISCUSSION:

Introductions: Larry introduced his colleagues and explained their roles regarding his Campaign Chairmanship. Mary will help with the administrative coordination of Larry's day-to-day activity; Grace will assist with financial and prospect tracking. Museum staff introduced themselves and explained their jobs in the Campaign.

Administrative Structure and Methods of Communication/Organization:

Larry has an account on the Museum's e-mail system and will be regularly updated on all Campaign activity through this medium. Janet W. will schedule all Campaign-related appointments for Larry and Oliver.

Janet W. will keep the minutes for all Campaign meetings she attends.

Janice Del Sesto will provide Larry with a phone list of all Campaign chairs, staff and consultant.

Proposed Meeting frequency and schedules:

HONORARY CHAIRMAN - Mitch Kapor will attend only those meetings and events at which his presence is significantly important; Larry will chair all Campaign Committee meetings

STEERING COMMITTEE -

Members: Larry Brewster (Campaign Chair), Tony Pell (Chair, Board Campaign Gifts), Dave Donaldson (Chair, Campaign Lead Gifts), Andy Miller (Chair, Campaign Major Gifts), Chair, Corporate Gifts, Gwen Bell (Silicon Valley Liaison), Gardner Hendrie (Board Chairman, ex officio member), Oliver Strimpel, Janice Del Sesto, Janet Walsh

Meetings: every 6 to 8 weeks

Agenda: address broad Campaign issues as they arise, review progress of committees, set goals

CAMPAIGN CHAIRMAN'S WORKING GROUP -

Members: Larry Brewster (Campaign Chair), Oliver Strimpel, Janice Del Sesto, Janet Walsh, others as appropriate

Meetings: monthly (upcoming: 7/17, 9/5, 10/10, all 7:30 a.m. at The Computer Museum)

Agenda: review progress, plan strategy

CAMPAIGN COMMITTEES -

will meet as appropriate

Administrative support:

At this stage, all Museum Campaign-related administrative tasks will be performed by Janet W.

Campaign Chairman's Working Group Meeting, 6/17/91**Minutes****Page Two****Database management and analysis/Critical periodic reports:**

Larry requested a prospect database be established with the following information: prospect name, solicitor name, target gift (pre-research), target gift (post-research), probability, timing for ask, timing for gift, comments. The database will be arranged for the Campaign as a whole and for each of the four Campaign committees.

Grace, Jan, Janet and Mike Fitzgerald (Museum systems manager) will meet at the Museum at 3:30 p.m. on Thursday, 6/20 to discuss systems issues (eg. existing mailing list database vs. Lotus 1-2-3 on the VAX). Jan will contact the Museum's Lotus Development liaison to inquire about a software donation. Grace and Janet will work to set up three or four spreadsheets (by committee) and four report forms (as follows):

1. Actual Gift Performance: what has been paid, what has been pledged, what is pending
2. Gift Performance Forecast: potential \$, potential # of asks
3. Solicitation Activity: results of asks (yes, no, pending, amounts)
4. Volunteer Action Items: "to do" list of assignments

The first cut on the prospect database will be completed as soon as possible with a goal of the 6/28 Board meeting.

Committee Personnel, Selection and Recruitment:

Larry will complete a preliminary analysis of targets for \$ goals, volunteer needs (# of volunteers) and objectives (# of asks and gifts) for each Campaign committee by Friday morning. The importance of milestones and goals within the Campaign (\$1 million threshold, \$2.5 million challenge) was emphasized.

The recruitment of a Corporate Chair (or co-chairs) was discussed. Oliver and Larry will discuss with Gardner Hendrie before talking with Charlie Zraket or Lynda Bodman.

June 28 Morning Board Meeting and Afternoon Campaign Meeting:

Oliver will include introductions of Campaign chairs in his letter to the Board. Larry will send a personal letter to all Board members. Larry will chair the afternoon Campaign meeting; Mitch will not be in attendance. Agenda for both meetings to be determined.

1110
**Computer
Museum**

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

M E M O R A N D U M

June 19, 1991

To: Campaign Chairman's Working Group

From: Janice Del Sesto
Director of Development and Public Relations

Janet Walsh
Capital Campaign Coordinator

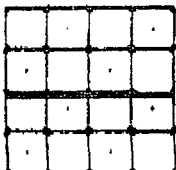
Subject: Follow up

Enclosed are the minutes and action items from Monday's first meeting of the Campaign Chairman's Working Group.

Thanks to all for your hard work.

Janice Del Sesto ext. 378
Janet Walsh ext. 333

Enclosures



CORPORATE MEMBERSHIP ANALYSIS FY91

June 25, 1991

FY91 Members: We have 90 active cash paying corporate members.
In FY90, we had 75 active cash paying corporate members.

Budget: The budget for FY91 was \$200,000. To date, we have \$200,500 actually in the door, and another \$4,000 to \$7,000 committed.
The original budget for FY90 was \$180,000. We ended FY90 with \$167,000.

Renewals: FY91: 75 active cash corporations were due to renew. 61 DID renew, giving us an 81% renewal rate. This is approximately the same renewal rate that we had for FY90.
The 14 corporations that did not renew represent a total of \$26,000.
FY90: 75 active cash corporations were due to renew. 60 DID renew, giving us an 80% renewal rate.

New Members: Our best results: 29 new members were recruited this year for a total of \$44,000. The breakdown is as follows:
3 at \$5,000
2 at \$3,000
22 at \$1,000
2 at \$ 500
In FY90, 15 new members were recruited for a total of \$25,000.

Increased Levels: It is the policy of the committee to ask each company to increase their support to the next level at the time of renewal. Seven companies increased their level of membership for a total of \$11,500. One company decreased its level of membership for a loss of \$2,000. The breakdown is as follows:
2 moved from \$3,000 to \$5,000
1 moved from \$1,000 to \$2,000
1 moved from \$ 500 to \$1,000
1 moved from \$3,000 to \$1,000
The net result is \$9,500 in revenues generated by companies renewing at a higher membership level. In FY90, the number of those companies who increased their membership were balanced by those companies who decreased their level of membership.

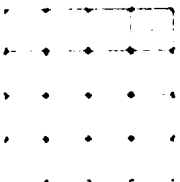
The Computer Museum

300 Congress Street
Boston, MA 02210
(617) 436-2800

Proposed by the Executive Committee for Approval
of the Board of Directors

Executive Committee

Dick Case (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Jim Davis
Gardner Hendrie
Jim McKenney
Tony Pell
Nick Pettinella
Ed Schwartz



The Computer Museum

300 Congress Street
Boston, MA 02211

(617) 426-2500

The Computer Museum Committees June 15, 1991 (Non Board Members are indented)

Finance

Jim McKenney (Chair)
David Kaplan
Nick Pettinella
Richard Stewart
Christopher Wilson

Nominating

Lynda Bodman (Chair)
Gwen Bell
Irwin Sitkin

Capital Campaign

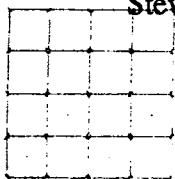
Mitch Kapor (Honorary Chair)
Larry Brewster (Chair)
David Donaldson (Chair, Lead Gifts)
Andy Miller (Chair, Major Gifts)
Tony Pell (Chair, Board Gifts)
Gordon Bell
Gwen Bell
Gardner Hendrie
Chuck House
Ted Johnson

Corporate Membership

Laura Barker Morse (Chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytka
Cameron Reed
Lindy Recht
Nancy Robb
Charles Terry

Annual Fund

Hal Shear (Chair)
Gwen Bell
Howard Cannon
Steve Golson



Exhibits

Gardner Hendrie
Edward Belove
Richard Case
Jim McKenney
Dave Nelson

Computer Discovery Center

Ed Belove
Gardner Hendrie
Tracy Licklider
Ike Nasse
Art Nelson
Steve Stadler
James Starkey

Collections

Gwen Bell (Chair)
Bruce Brown
Bernard Cohen
Jon Ecklund
Jamie Pearson
Ann Russell
Jean Sammet

Education

Art Bardige
Karen Cohen
Marilyn Gardner
Martin Huntley
Beth Lowd
Jane Manzelli
Adelaine Naiman
Seymour Papert
Jonathan Rotenberg
Hal Shear
Robert Tinker
Joyce Tobias

Waterfront Project

Gwen Bell
David Kaplan
Tony Pell
Grant Saviers
Ed Schwartz

Computer Bowl

Gwen Bell, National Chair
Mimi Macksoud, Chair, Major Sponsorship

East Coast:

**S. Russel Craig
Steve Golson
Debbie and Ed Kramer
Christopher Morgan
Joyce Plotkin
Susan and Bill Poduska
Tony Rea
Byron Reimus
Dorrit and Grant Saviers**

West Coast:

**Owen and Book Brown
Nancy and Pat Forster
Peter Hirshberg
Linda Lawrence
Claudia Mazzetti
Terrylynn Pearson
Lisa Quinones
Kelly Richards
Kathy Sulgit**

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 436-2600

Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: June 28 Board meeting
date: 6/17/91

The next meeting of The Computer Museum Board of Directors will take place on June 28 from 8:30 to 12:00 in the Museum's auditorium on the 5th floor, and will be followed by lunch.

We have some exciting developments with the Capital Campaign. Mitchell Kapor has agreed to become honorary campaign chair, and Larry Brewster has taken on the campaign chairmanship. We already have three committee chairs in place—Tony Pell (Board & Trustee Gifts), Dave Donaldson (Lead Individual Gifts), and Andy Miller (Major Individual Gifts). You will get a full update at the Board meeting.

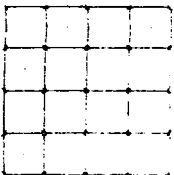
Under separate cover you will receive a communication from Lynda Bodman, Chair of the Nominating Committee, with this year's slate for new Directors and biographical information on the nominees.

I also enclose the proposed membership of the Executive Committee for FY92, together with the current membership of the other Museum committees.

This mailing includes a copy of the Museum's strategic plan. Many thanks to all of you who contributed to this and commented on the various drafts.

The new exhibit is looking terrific; I look forward to sharing it with you on the 27th!

- enclosures:
- agenda for June 28 Board meeting
 - committee membership list
 - financial statement for the 11 months ended May 31
 - FY92 budget
 - Strategic Plan
 - minutes of March 1 Board meeting and February, March, & April Executive Committee meetings



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

TO: Board of Directors
The Computer Museum

FROM: Lynda S. Bodman
Chairman, Nominating Committee

DATE: June 20, 1991

RE: Nominees for Board of Directors
Class of 1995

I wish to personally thank you for your thoughtful consideration of the composition of the Board of Directors of The Computer Museum. Collectively, we successfully compiled a list of distinguished individuals who could provide excellent governance for The Museum.

The Nominating Committee has subsequently proposed that the five individuals whose resumes are attached be elected as first-term (Class of 1995) Directors of The Museum. The Executive Committee has unanimously voted that this slate of nominees be introduced for election at the Annual Meeting, June 28, 1991.

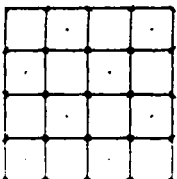
In addition to addressing the election of five new Directors, we will also place in nomination for re-election to the Board ten Directors whose terms expire June 1991. They are:

Lynda S. Bodman
David Donaldson
James L. McKenney
Laura Barker Morse
David Nelson
Jean Sammet
Naomi Seligman
Edward A. Schwartz
Paul Severino
Hal B. Shear

David Chapman, Max Hopper and Ronald G. Smart have agreed to become Trustees of The Museum.

Should you have any comments on nomination rosters prior to the Annual Meeting, please contact me at (617) 338-0930. Thank you again for your participation and support.

Attachments.



The Computer Museum

300 Congress Street
Boston MA 02210

(617) 426-2800

Board of Director Nominations -- Class of 1995 Submitted for Consideration June 1991

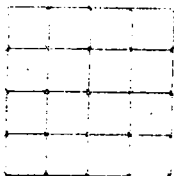
Mr. Sam Albert
Sam Albert Associates
27 Kingwood Road
Scarsdale, NY 10583
Tel.: (914) 723-8296
Fax: (914) 723-2886

Mr. James Clark
Vice President
High Performance and Fault Tolerant Systems
AT&T Computer Systems
1776 On The Green
Morristown, NH 07960
Tel.: (201) 898-6906
Fax: (201) 292-0091

Mr. James A. Lawrence
Chairman
LEK Consulting, Inc.
101 Federal Street
Boston, MA 02110
Tel.: (617) 951-9500
Fax: (617) 951-9392/9394

Dr. Suhas S. Patil
Chairman and Vice President
Research and Development
Cirrus Logic, Inc.
1463 Centre Pointe Drive
Milpitas, CA 95035
Tel.: (408) 945-8300
Fax: (408) 263-5862

Mr. Charles A. Zraket
The MITRE Corporation
Burlington Road, MS A130
Bedford, MA 01730
Tel.: (617) 271-2000
Fax: (617) 271-7999



The Computer Museum

300 Congress Street
Boston MA 02210

(617) 426-2800

SAMUEL O. ALBERT SAM ALBERT ASSOCIATES

President

Sam Albert is President of Sam Albert Associates, an independent management consulting firm, specializing in developing corporate strategic relationships and formulating marketing strategies and marketing programs for firms in the information technology industry.

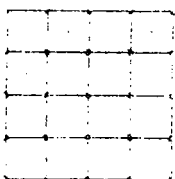
During his 30 year career with the IBM Corporation, Albert was responsible for creating IBM's business partner program and pioneering the firm's worldwide relationships with the management consulting, accounting, auditing, legal, and information services professions.

He joined IBM in 1959 where he rose through its management ranks ultimately to become the Director of Business and Management Services, IBM United States.

Albert is also Chairman of the Board of FirstGroup, a firm that researches and publishes timely and unbiased analyses of new computer technologies as they emerge, and serves on the boards of the Nestor Corporation (a neural networking firm) and ADAPSO's Information Technology Services division.

Additionally, Albert is a member of the Independent Computer Consultants Association (ICCA), the Institute of Internal Auditors (IIA), the Institute of Management Accountants (IMA), and listed in Who's Who in the World since 1982.

Sam has a bachelor's degree in mathematics from American University and was the recipient of the coveted Root-Tilden scholarship awarded by New York University School of Law.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

JAMES E. CLARK AT&T COMPUTER SYSTEMS

Vice President High Performance and Fault Tolerant Systems

James E. Clark, 37, is vice president of AT&T Computer Systems responsible for product management, marketing and development of its line of high performance systems, fault tolerant systems, and minicomputers.

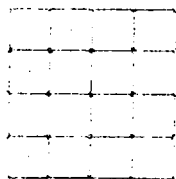
Clark was instrumental in forging AT&T's joint marketing and development relationships with Pyramid Technology and Tandem Computers. The alliance with Pyramid is for high performance, UNIX system-based computers. The Tandem relationship focuses on bringing fault-tolerant UNIX systems to market.

He joined AT&T in 1988 following seven years with Gould Inc.'s Computer Systems Division where he was director of their information systems unit, and their representative for external UNIX systems affairs.

In addition to a range of positions at Gould, where he rose through the ranks from strategic planner to director of a business unit within seven years, Clark has worked for MIT Lincoln Laboratory, Exxon International, Gillette Company, GE Information Systems, and Florida State University.

He has broad experience in UNIX(R) system-based technology. He has presented papers in international conferences on UNIX systems, system security issues, and distributed computing trends.

Clark has a master's degree in marketing from the MIT Sloan School of Management and a bachelor's degree in electrical engineering and computer science from MIT.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2600

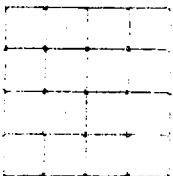
JAMES A. LAWRENCE LEK CONSULTING, INC.

Chairman

Mr. Lawrence is Chairman of LEK Consulting, Inc. and a founder of The LEK Partnership. He founded LEK eight years ago and has overseen the growth of the firm to eight offices and more than 225 professional staff.

Mr. Lawrence currently is Director of Continental Airline Holdings, Inc., Fuqua Industries, Inc., and Realty South Investors. During 1989 and 1990 he was a Director of Southmark Corporation, representing Preferred Shareholders. He has fifteen years experience as a Consultant, first with The Boston Consulting Group and then with Bain & Company where he was a Partner and responsible for establishing the firm's London and Munich offices.

Born in Philadelphia in 1952, Mr. Lawrence graduated from Yale University in 1974 with a BA in Economics. He received an MBA with Distinction from Harvard Business School in 1976.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DR. SUHAS PATIL CIRRUS LOGIC, INC.

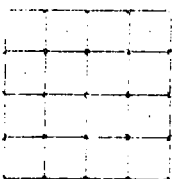
**Chairman of the Board and Executive Vice President
Products and Technology**

Dr. Suhas Patil founded Cirrus Logic, Inc., in February 1984 and serves as Chairman of the Board and Executive Vice President of Products and Technology. Dr. Patil is responsible for the development of innovative new products and has led several special development teams as critical new products have been designed. Dr. Patil is also responsible for the company's proprietary design technology, which is based on an approach to silicon compilation known as Storage/Logic Array™, which was invented by Dr. Patil and for which he holds several patents. Cirrus Logic is an outgrowth of Patil Systems, Inc., founded by Dr. Patil in 1981 in Salt Lake City.

Dr. Patil was previously a member of the MIT Electrical Engineering faculty and was appointed Associate Professor in 1975. At MIT, he served as Assistant Director of Project MAC (Multi-Access Computer), then the largest computer science laboratory in the nation, and invented the Asynchronous Logic Array, for which he holds a patent. Dr. Patil has also served as Associate Professor of Computer Science at the University of Utah, where he founded the VLSI group and worked on design methodology for complex integrated circuits. The latter research led to the concept of the Storage/Logic Array™.

Dr. Patil received his B. Tech (Honors) in Electronics and Electrical Communication from the Indian Institute of Technology in 1965. He completed his Master of Science in Electrical Engineering at MIT in 1967 and received his Doctor of Science degree from MIT in Electrical Engineering with a major in computer science and a minor in management in 1970.

Suhas Patil was born in Jamshedpur, India. He and his wife, Jayashree, and four children live in Cupertino, CA.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

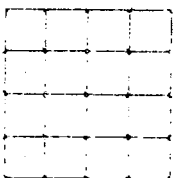
CHARLES A. ZRAKET

John F. Kennedy School of Government
Harvard University

Charles A. Zraket is currently Scholar-in-Residence at the Kennedy School of Government, Harvard University, and a Trustee and past President and Chief Executive Officer of The MITRE Corporation. Mr. Zraket is also a Trustee of Northeastern University, the Center for Naval Analyses, and the Hudson Institute. He is a Member of the Council on Foreign Relations and the Aspen Strategy Group, and a Consultant to the Defense Science Board. He is also Chairman of the Committee on International Security Studies of the American Academy of Arts and Sciences, and a Member of the American Association for the Advancement of Science Committee on Science and International Security.

Mr. Zraket is a Member of the National Academy of Engineering and a Fellow of the American Academy of Arts and Sciences, the American Association for the Advancement of Science, the American Institute of Aeronautics, and the Institute of Electrical and Electronic Engineers. He has a B.S.E.E. from Northeastern University, an M.S.E.E. from M.I.T., and an honorary Doctorate of Engineering from Northeastern University.

Mr. Zraket is a Director of the Bank of Boston, the Boston Edison Company, Biometrak Corporation, the Wyman-Gordon Corporation, and Advanced Photoelectric Systems.



Computer Museum

300 Congress Street
Boston, MA 02210

(617) 422-2800

DATE: March 6, 1991
TO: The Computer Museum Board of Directors
FROM: Sue Johnson
RE: Dates of Future Board Meetings

Please be advised that the dates of the Board meetings for the balance of 1991 are:

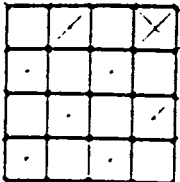
Friday, June 28, 1991 - 8:30 a.m. - 12:30 p.m.
Thursday, November 7, 1991 - 8:30 a.m. - 12:30 p.m.

To make it easier to plan schedules in advance, the Board decided, beginning in 1992, to hold the Board meetings on the second Friday of February, June, and October. The 1992 dates are as follows:

Friday, February 14, 1992 - 8:30 a.m. - 12:30 p.m.
Friday, June 12, 1992 - 8:30 a.m. - 12:30 p.m.
Friday, October 9, 1992 - 8:30 a.m. - 12:30 p.m.

Thank you for reserving these dates on your calendar.

/sj



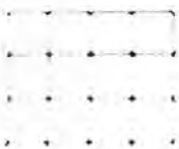
The Computer Museum

300 Congress Street
Boston, MA 02210
(617) 426 3800

Proposed by the Executive Committee for Approval
of the Board of Directors

Executive Committee

Dick Case (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Jim Davis (secretary)
Gardner Hendrie
Jim McKenney
Tony Pell
Nick Pettinella
Ed Schwartz



THE COMPUTER MUSEUM STRATEGIC PLAN 1992-1996

Table of Contents

Summary.....	1
List of Goals for 1991-1996.....	2
Introduction.....	3
Goal 1: Onsite Visitation.....	4
Goal 2: Offsite Public.....	6
Goal 3: New Exhibits.....	11
Goal 4: Collections.....	18
Goal 5: Financial.....	19
Competition.....	26
Vision of The Computer Museum in 1996.....	29
Financial Projections.....	31

6/17/91

THE COMPUTER MUSEUM STRATEGIC PLAN 1992-6

Summary

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

1. Onsite Visitation

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

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

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

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

3. Financial Stability

A successful \$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 fulfil the Museum's mission more effectively and on a larger scale. A vision for the Museum in 1996, with the plan successfully concluded, is presented at the end of the plan.

Goal 1:

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

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

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

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

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

Visitation Goals 1991-1996

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

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

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

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

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

Table of Projected Visitation

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

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

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

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

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

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

Goal 2:

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

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

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

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

Exhibit Kit Sales Projection

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

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

Kit Marketing & Development Timeline

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

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

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

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

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

Objective 3: Establish a Program of Offsite Activities

The Museum has identified travelling exhibits and national contests as the most effective means of reaching a national audience through offsite activities. In addition, the establishment of permanent offsite branches, especially in the San Fransisco 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 \$50-100,000 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 potential
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	
travelling exhibits	national	600,000 (3 exhibits)	300,000	c. \$300,000 per exhibit	med
for comparison: 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 "Milestones of a Revolution: People and Computers," opening June 1991. The Walk-Through Computer devotes about 5,000 square feet (also about 20%), to the technology of computing. Thus while these two exhibits stand, the bulk of the Museum's exhibit development should focus on computer applications and impact.

Audience Appeal

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

Fundability

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

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

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

Permanent Exhibit Development 1991-5

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

Further permanent exhibits will be drawn from the following:

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 springboards.

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

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

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

Temporary Exhibit Ideas

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

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

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

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

Artifacts

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

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

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

Film and Video

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

Storage

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

Goal 5:

Purchase the Museum's Facility and Achieve Financial Stability Through the Completion of a \$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)

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 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.

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.

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

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

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

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

Table of Numbers of Projected Functions Events

Type of Event	Number of Events Per Category							
	%	FY90	FY91	FY92	FY93	FY94	FY95	FY96
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

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

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

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

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

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

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

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

Table of Projected Unrestricted Corporate Support by Type of Corporation

	FY91	FY92	FY93	FY94	FY95	FY96
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	Milestones video	\$135,000
	Reality on Wheels	\$50,000
FY92	Reality on Wheels	\$600,000
	Educator Kits	\$30,000
	Teacher development	\$40,000
	Learning Center	\$100,000
	Contest 1	\$50,000
FY93	Exhibit Kits (CDC)	\$100,000
	Internship program	\$30,000
	Chip video	\$135,000
	Teacher development	\$20,000
	Learning Center	\$50,000
	Contest 2	\$100,000

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

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

Objective 3e: Hold a major benefit each year

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

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

Competition

Onsite Visitation

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

Museums with Significant Exhibits on Computers

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

Funding of New Exhibits

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

Collection

The Smithsonian and the Museum have a joint collecting agreement; artifact collecting is shared to maximize the number of important items preserved between the two institutions' collections. Collecting at the Smithsonian has diminished since The Information

Age exhibit opened, owing, in part, to lack of available storage space.

General Fund-raising

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

Earned Revenue

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

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

Vision of The Computer Museum in 1996

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

Exhibits

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

Relationships with Other Institutions

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

Educational Materials

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

Schools

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

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

Visitation

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

National Events

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

Cultural Diversity

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

Finance

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

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

Financial Projections

	A	B	C	D	E	F	G	H
1	Operating Fund	FY90	FY91	FY92	FY93	FY94	FY95	FY96
2	Page 31 and 32 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

Financial Projections

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

Financial Projections

	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

Financial Projections

	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

Financial Projections

	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

Financial Projections

	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

Financial Projections

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

Financial Projections

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

Financial Projections

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

Minutes of the Board of Director's Meeting
March 1, 1991

A quorum being in attendance the meeting was called to order by the Chairman of the Board of Directors, Gardner C. Hendrie. Other directors in attendance were C. Gordon Bell, Gwen Bell, Lynda Bodman, Lawrence Brewster, Richard Case, David Chapman, David Donaldson, Jon Eklund, Edward Fredkin, Charles House, Theodore Johnson, David Kaplan, James McKenney, Laura Morse, Nicholas Pettinella, Richard Ruopp, Jean Sammet, Grant Saviers, Edward Schwartz, Naomi Seligman, Hal Shear, Irwin Sitkin, Ronald Smart, and Oliver Strimpel as Executive Director. Anthony Pell joined the meeting later. James S. Davis attended as Clerk.

I. Future Meetings. The next meetings of the Board will be held

Friday, June 28, 1991 - 8:30 a.m. (annual meeting)

Thursday, November 7, 1991 - 8:30 a.m.

To make it easier to plan schedules in advance, the Board decided, beginning in 1992, to hold the Board meetings on the second Friday of February, June, and October. The 1992 dates are as follows:

Friday, February 14, 1992 - 8:30 a.m.

Friday, June 12, 1992 - 8:30 a.m.

Friday, October 9, 1992 - 8:30 a.m.

II. Status Report On The Museum.

Oliver Strimpel noted that the Museum generally is doing well. Attendance has doubled in the past five years, although a lack of school bus funding from the State has been a hindrance. Greg Welch has been hired as Director of Exhibits. A special exhibit "Science in Depth" featuring Pscolograms is running through May 15. The Milestones exhibit has attracted the first major federal grant for the Museum's exhibits: \$325,000 from the National Endowment for the Humanities; and the Museum has been encouraged to apply to NEH for future exhibit funding. Total funding for Milestones is up to \$758,000.

Reality on Wheels has begun its initial period of active fundraising; and the Museum is ready to start fundraising for the Computer Discovery Center, hoping to open the Center in the spring or summer of 1992.

The Museum will host a contest for the Loebner prize - an implementation of the renowned Turing Test in which judges will try to determine if computer terminals are hooked up to humans or to computers. The Museum may also be involved in the North American computer chess competition.

Operating income of the Museum generally is in good shape.

Hal Shear discussed the annual fundraising program and outlined the process being followed and the contacts that have been made. About \$70,000 of a \$100,000 budget has been raised during the first eight months of the fiscal year with

two-thirds of the Board of Directors contributing. He requested names of additional contacts and asked for 100% Board participation.

Laura Morse indicated that the corporate membership had witnessed a steady increase since 1989 in spite of the downturn in the economy. The Museum is trying to expand its list of non-Massachusetts corporate members.

Gwen Bell discussed the Computer Bowl which will be held April 26, 1991 and mentioned the free advertising received in computer publications. The East Coast satellite link-up will be located at The Computer Museum with the Bowl to be held at 9:00 p.m. Eastern Standard Time with dinner beforehand.

Oliver noted that the capital budget was behind projections:

1. There is a shortfall in unrestricted capital giving pending the initiation of the capital campaign.
2. The Museum is behind in funding for the Computer Discovery Center with only \$80,000 of a \$220,000 goal having been received.
3. The budget figures appear more negative due to the fact that \$115,000 spent in 1991 for the Walk-Through had been reflected as received on the books in 1990 when it came in.

Ed Schwartz discussed the Water Park project for the space in front of the Museum Wharf. He noted that the project was being given new emphasis by the parties involved due to the pending "Big Dig" for Boston's new tunnel and central artery, which it was felt might deter visitors from visiting the Museum area. The goal is to make the space in front of the Museum building, including the apron and a proposed extension over the existing water area, more attractive to visitors. The City is supportive and the Children's Museum would like to open the Water Park in 1993. The estimated cost is \$4 to \$6 million.

The Children's Museum wants the Computer Museum's cooperation; and the Computer Museum has created a sub-group to represent its interests in discussions of the project. The Museums will attempt to cooperate in the development of future plans. In response to a question by Jon Eklund, Ed Schwartz agreed that there was a potential conflict in fundraising for the Water Park project and for the capital campaign, as well as possible conflicts in fundraising between the Children's Museum and the Computer Museum. Ed noted that the Board would be kept informed of any future developments.

III. Strategic Plan Discussion.

Gardner Hendrie introduced the discussion by pointing out that the plan had been developed in conjunction with the proposed capital campaign.

Oliver presented a proposed revision of the Museum's mission statement (Exhibit A) with modifications which would further emphasize the international focus of the Museum. There was general discussion of whether to adopt the proposed revision or to first add a reference to communications technology.

Upon motion duly made and seconded, it was moved to adopt the revision as presented, but to substitute the phrase "information technology" for references to "computers" and "computing" wherever they appeared in the proposal.

More discussion followed as to whether any reference to computers by definition encompassed the field of information technology.

It was then moved and seconded to table the initial motion to insert the words "information technology"; and upon vote of the Board, the motion to table failed. The initial motion to insert the phrase "information technology" was then withdrawn.

It was then proposed that no vote be taken on the mission statement, but that Oliver Strimpel or the Executive Committee be allowed to modify the statement to take the sense of the meeting into consideration. One suggestion was to add a reference to "related information technology".

Janet Cochran, speaking with reference to the capital campaign, then recommended against presently adopting any changes in the mission statement if it was felt that an additional change might be made while the capital campaign was being conducted.

Upon motion duly made and seconded, it was then

VOTED: To approve the proposed revision of the mission statement attached hereto as Exhibit A. (Jon Eklund cast a negative vote).

It was suggested by Gardner Hendrie that Oliver Strimpel work with Janet Cochran in considering the impact on the capital campaign of any change in the mission statement that might be made at the Board's June meeting.

There was then a discussion of the goals of the Museum for the period 1991 to 1996 as outlined on page 2 of the strategic plan (attached as Exhibit B).

1. It was suggested that visitor growth would depend on "blockbuster exhibits" in the future as well as on maintaining the Museum's normal ongoing exhibits. Gardiner Hendrie questioned whether there was a conflict between developing highly popular "blockbusters" and developing exhibits which the Museum needed to fulfill its basic goals. Dick Case observed that you could not educate the public unless it came to the Museum in the first place.

There was a discussion of whether to add Spanish text to the exhibits. Jon Eklund and Jean Sammet felt that the focus should not just be on Spanish texts attached to the exhibits, but on communication in general with non-English speaking visitors, including the use of tapes and pamphlets.

It was noted that the Museum could handle a maximum of 220,000 to 250,000 annual visitors in its present space.

Gardner Hendrie noted that the ability to attract people to the Museum was one measure of its success on which the Museum could capitalize when asking for funds.

2. Additional exhibits and programs serving the Museum's educational mission include the licensing of exhibits to other museums; the selling of educational materials such as videos and printed materials relating to the Museum's exhibits and collection; and traveling exhibits and contests on a national scale.

Gardner raised the question as to what criteria should be applied for dividing financial and other support between on-site and off-site funding. Gordon Bell felt that more emphasis should be put on off-site funding in order to generate visibility for the Museum and contributions from other geographical areas. Naomi Seligman pointed out that there was another point of view which held that off-site programs were offshoots of the Museum's on-site projects and were not in themselves profitable; and she felt that there

needed to be a basic determination as to where the profitability lay.

Gardner Hendrie felt there was enthusiasm for the Museum to be operating off-site activities, and that there were opportunities which could make off-site operations self-supporting and profitable.

3. In connection with new exhibits it was noted that evolution of computing and computing technology have had significant emphasis in the past and that the applications and impact of computing would receive more emphasis in the future.

Gardiner Hendrie raised the question as to what audience level should be targeted; and it was felt that most of the exhibits should reach a twelve year old visitor.

Ed Fredkin felt it was important not just to replace old exhibits with new ones, but to keep some old ones as well if they could continue to draw visitor interest. Jon Eklund agreed and commended the Museum's past record of exhibit development.

Gardner Hendrie noted that the Museum's exhibit space was not yet full.

Dick Ruopp felt that new exhibits must focus upon changing ideas as they develop in the computing industry.

4. With reference to the goal of strengthening the permanent computer collection and the Museum's archives,

Naomi Seligman asked what the challenges were in improving the collections. Oliver Strimpel noted that the challenges were in what to look for, where to look for it, and how to make the necessary contacts.

It was noted that there was often a short window of time during which items were available to the Museum, once they became part of corporate discards, once individuals decided to retire from the industry, etc. This underlines the importance of having a "network" in place which allows the Museum to acquire knowledge of the availability of items at the appropriate time.

Gwen Bell noted that the Museum had a good set of rules as to what it should take, but no funding readily available to acquire and ship items as they become available.

Jean Sammet felt that some mention should be made in the strategic plan of the Museum's development and use of visible storage space for its archives and collections.

5. In connection with the Museum's purchase of its space at Museum Wharf and improvement of its financial stability, Gardner Hendrie raised the issue as to whether the Museum had a good enough story to present to the world to enable it to ask for \$5M in the capital campaign.

Dick Case felt that a page should be added to the strategic plan to emphasize the Museum's past achievements.

Grant Saviers felt that the growth rates stated in the plan for 1991 through 1996 might sound overly ambitious.

Jim McKenney emphasized the success of the operating budgets over the past years and noted that the Museum was running a "tight ship" in this regard.

Gardner questioned what use would be made of the capital campaign funds if \$5M were raised: for example, the payment of \$2,500,000 to DEC for the building, plus payment of the mortgage, with the balance to be used as an endowment? Ed Schwartz suggested that the mortgage should not be paid off since the interest rate was only 4-1/2%.

A question was posed to Janet Cochran as to which financial needs of the Museum were most likely to attract giving, to which Janet responded "building and endowment".

There was some discussion as to whether relatively small restricted gifts such as \$20,000 should be accepted with the administrative burden that restrictions might impose, or whether gifts of that size should be solicited as unrestricted or funding as opposed to endowment.

IV. The next steps for the capital campaign were discussed by Janet Cochran. She felt that the \$5M goal was achievable although she recognized that it did not leave much for endowment after the building was paid for. A vital question was what future support would come from DEC.

In the next few months the Museum will be searching for a volunteer chairman for the capital campaign; will look for grants from the National Endowmnet for the Humanities; will heighten its annual fund raising appeals; and will ask for giving at the Computer Bowl.

The capital campaign committee was to meet after the Board Meeting to determine what could be done in the next few months to kick off the campaign.

It was felt that the campaign would need to raise some 20% of its goal in lead gifts before it approached the public at large.

IV. Adjournment

There being no further business to come before the meeting, upon motion duly made and seconded it was

VOTED: To Adjourn

Adjourned

A true copy, Attested:

James S. Davis, Clerk

/ed

COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

February 6, 1991

Present were Oliver Strimpel, Ed Schwartz, Gwen Bell, Richard Case, Gardner Hendrie, Larry Brewster, Jim McKenney, Nick Pettinella, Richard Ruopp, and arriving later in the meeting, Lynda Bodman.

Oliver Strimpel noted that cash flow problems may become serious in April and May and thereafter due to (1) being behind budget \$160,000 in raising unrestricted capital; (2) being behind budget \$90,000 in raising unrestricted funds for operating expenses; and (3) the narrowing of the "float" derived from exhibit funding as the funds are being spent on Milestones.

Jim McKenney pointed out that the operating budget was ahead of schedule by some \$225,000 and that the real source of the Museum's financial problems was lack of "giving" by donors. He noted that if \$5M was raised by the capital campaign, that after the purchase of the building and payment of related expenses, only around \$1.7M would remain for an endowment for the Museum.

It was noted that the Museum will approach banks to ask for a line of credit, which may have to be personally guaranteed as was the case in the past.

It was suggested that the Museum should formalize its overhead rate which it would retain from exhibit contributions.

Oliver suggested that the Museum might approach insiders to ask them to accelerate their anticipated capital campaign gifts.

McKenney mentioned that \$20,000 had to be raised in order to keep the Museum financially solvent during the month of April, and suggested borrowing this limited amount from individual contributors rather than approaching banks for this relatively small sum. He noted that the biggest expenses were salaries which could not be postponed or cut.

There followed a discussion of the development of a Strategic Plan to be used in conjunction with the capital campaign as well as some aspects of the campaign itself.

There was a discussion of the effect which a major gift by DEC, related to the acquisition of the building, might have upon the campaign as a whole, and in particular upon other potential donors, such as IBM and the Japanese computing industry.

The Committee reviewed an outline of the Strategic Plan in anticipation of its presentation at the next Board of Directors meeting. After discussion it was decided that the Executive Committee would finalize the Plan which would then be presented for discussion and general approval of the Board at its next meeting; and it was decided to develop a list of suggested specific issues upon which the Board might focus its discussion.

The next Executive Committee meetings will be held March 26, 1991 at 8:00 a.m., April 15, 1991 at 7:30 a.m.

THE COMPUTER MUSEUM

**Minutes of the Executive Committee Meeting
March 26, 1991**

In attendance were Oliver Strimpel, Ed Schwartz, Gardner Hendrie, Richard Case, Lynda Bodman, Nick Pettinella, and Gwen Bell.

Oliver gave a Museum operations update, noting the staffing changes, including a new marketing director, a new functions manager, and a new exhibits engineer.

He noted that Milestones was on track both physically and financially. The Museum will try to market the Milestones Exhibit as a display of the impact computing has had on society rather than as a presentation of a purely historical overview, with the hope that the exhibit's overall scope and its appeal to the public will be broadened.

Lynda Bodman opened a discussion as to the need for a marketing plan and "showmanship" to generate excitement and to attract a wider audience than would otherwise be attracted to an historical or "cerebral" exhibit (by contrast to the appeal of the Walk-through Exhibit). It was also felt that the exhibit was important in attracting interest and support for the Museum to enhance its image as it enters upon the capital campaign. There was a suggestion that various dinners be held at the Museum for corporate supporters, etc.

It was noted that the Museum was in a difficult cash flow period.

No funding has yet been committed from the outside for Reality on Wheels probably due to the fact that the technology to be highlighted is still in the development stage rather than being commercially applied. The Museum will proceed with developing the exhibit once funding is assured. Lynda Bodman felt that some travelling exhibit was definitely needed in the next three years to enhance the Museum's national image.

General development funding for the Museum is not up to expectations. There is a window of some four weeks during which the Museum needs to raise \$50,000 to \$60,000; and it was suggested that the Board and Executive Committee should be given a list of proposed donors in order to get input as to the manner and timing of contacts for a short term fund raising appeal.

Lynda Bodman noted that she would be calling upon the Directors soon for suggestions for new nominees to the Board, and could raise an issue of short term funding needs at that time.

There was some discussion of the search for the new Chairman of the Board, including prospects whom had been contacted preliminarily as well as contacts that might be made in the future.

There was further discussion as to new nominees to the Board to be elected at the June annual meeting. It was noted that the Nominating Committee would soon be meeting. There was some discussion as to how to define the respective positions and responsibilities of directors and trustees, and whether potential Directors who were contacted should be invited to serve on the Museum's committees and appraised of contribution objectives for Board members.

It was mentioned that the areas of software, systems integration, and the educational field were generally under-represented on the Board.

Jim McKenney pointed out that the industry, like the Museum, is young; and that there are relatively few potential Board members over sixty years of age except in the academic world.

There was some discussion as to the extent to which the Museum's strategic plan and capital campaign should govern the nomination and selection process for Board members.

Gardner proposed that contributions of time or financial support to the Museum should be retained as primary criteria for nomination as a Board member, with consideration to be given to representatives of potential corporate supportors. He also noted that there need not be uniform criteria which must be met by all potential nominees.

THE COMPUTER MUSEUM

Minutes of the Board of Director's Meeting
March 1, 1991

A quorum being in attendance the meeting was called to order by the Chairman of the Board of Directors, Gardner C. Hendrie. Other directors in attendance were C. Gordon Bell, Gwen Bell, Lynda Bodman, Lawrence Brewster, Richard Case, David Chapman, David Donaldson, Jon Eklund, Edward Fredkin, Charles House, Theodore Johnson, David Kaplan, James McKenney, Laura Morse, Nicholas Pettinella, Richard Ruopp, Jean Sammet, Grant Saviers, Edward Schwartz, Naomi Seligman, Hal Shear, Irwin Sitkin, Ronald Smart, and Oliver Strimpel as Executive Director. Anthony Pell joined the meeting later. James S. Davis attended as Clerk.

I. Future Meetings. The next meetings of the Board will be held

Friday, June 28, 1991 - 8:30 a.m. (annual meeting)

Thursday, November 7, 1991 - 8:30 a.m.

To make it easier to plan schedules in advance, the Board decided, beginning in 1992, to hold the Board meetings on the second Friday of February, June, and October. The 1992 dates are as follows:

Friday, February 14, 1992 - 8:30 a.m.

Friday, June 12, 1992 - 8:30 a.m.

Friday, October 9, 1992 - 8:30 a.m.

II. Status Report On The Museum.

Oliver Strimpel noted that the Museum generally is doing well. Attendance has doubled in the past five years, although a lack of school bus funding from the State has been a hindrance. Greg Welch has been hired as Director of Exhibits. A special exhibit "Science in Depth" featuring Pscolograms is running through May 15. The Milestones exhibit has attracted the first major federal grant for the Museum's exhibits: \$325,000 from the National Endowment for the Humanities; and the Museum has been encouraged to apply to NEH for future exhibit funding. Total funding for Milestones is up to \$758,000.

Reality on Wheels has begun its initial period of active fundraising; and the Museum is ready to start fundraising for the Computer Discovery Center, hoping to open the Center in the spring or summer of 1992.

The Museum will host a contest for the Loebner prize - an implementation of the renowned Turing Test in which judges will try to determine if computer terminals are hooked up to humans or to computers. The Museum may also be involved in the North American computer chess competition.

Operating income of the Museum generally is in good shape.

Hal Shear discussed the annual fundraising program and outlined the process being followed and the contacts that have been made. About \$70,000 of a \$100,000 budget has been raised during the first eight months of the fiscal year with

two-thirds of the Board of Directors contributing. He requested names of additional contacts and asked for 100% Board participation.

Laura Morse indicated that the corporate membership had witnessed a steady increase since 1989 in spite of the downturn in the economy. The Museum is trying to expand its list of non-Massachusetts corporate members.

Gwen Bell discussed the Computer Bowl which will be held April 26, 1991 and mentioned the free advertising received in computer publications. The East Coast satellite link-up will be located at The Computer Museum with the Bowl to be held at 9:00 p.m. Eastern Standard Time with dinner beforehand.

Oliver noted that the capital budget was behind projections:

1. There is a shortfall in unrestricted capital giving pending the initiation of the capital campaign.
2. The Museum is behind in funding for the Computer Discovery Center with only \$80,000 of a \$220,000 goal having been received.
3. The budget figures appear more negative due to the fact that \$115,000 spent in 1991 for the Walk-Through had been reflected as received on the books in 1990 when it came in.

Ed Schwartz discussed the Water Park project for the space in front of the Museum Wharf. He noted that the project was being given new emphasis by the parties involved due to the pending "Big Dig" for Boston's new tunnel and central artery, which it was felt might deter visitors from visiting the Museum area. The goal is to make the space in front of the Museum building, including the apron and a proposed extension over the existing water area, more attractive to visitors. The City is supportive and the Children's Museum would like to open the Water Park in 1993. The estimated cost is \$4 to \$6 million.

The Children's Museum wants the Computer Museum's cooperation; and the Computer Museum has created a sub-group to represent its interests in discussions of the project. The Museums will attempt to cooperate in the development of future plans. In response to a question by Jon Eklund, Ed Schwartz agreed that there was a potential conflict in fundraising for the Water Park project and for the capital campaign, as well as possible conflicts in fundraising between the Children's Museum and the Computer Museum. Ed noted that the Board would be kept informed of any future developments.

III. Strategic Plan Discussion.

Gardner Hendrie introduced the discussion by pointing out that the plan had been developed in conjunction with the proposed capital campaign.

Oliver presented a proposed revision of the Museum's mission statement (Exhibit A) with modifications which would further emphasize the international focus of the Museum. There was general discussion of whether to adopt the proposed revision or to first add a reference to communications technology.

Upon motion duly made and seconded, it was moved to adopt the revision as presented, but to substitute the phrase "information technology" for references to "computers" and "computing" wherever they appeared in the proposal.

More discussion followed as to whether any reference to computers by definition encompassed the field of information technology.

It was then moved and seconded to table the initial motion to insert the words "information technology"; and upon vote of the Board, the motion to table failed. The initial motion to insert the phrase "information technology" was then withdrawn.

It was then proposed that no vote be taken on the mission statement, but that Oliver Strimpel or the Executive Committee be allowed to modify the statement to take the sense of the meeting into consideration. One suggestion was to add a reference to "related information technology".

Janet Cochran, speaking with reference to the capital campaign, then recommended against presently adopting any changes in the mission statement if it was felt that an additional change might be made while the capital campaign was being conducted.

Upon motion duly made and seconded, it was then

VOTED: To approve the proposed revision of the mission statement attached hereto as Exhibit A. (Jon Eklund cast a negative vote).

It was suggested by Gardner Hendrie that Oliver Strimpel work with Janet Cochran in considering the impact on the capital campaign of any change in the mission statement that might be made at the Board's June meeting.

There was then a discussion of the goals of the Museum for the period 1991 to 1996 as outlined on page 2 of the strategic plan (attached as Exhibit B).

1. It was suggested that visitor growth would depend on "blockbuster exhibits" in the future as well as on maintaining the Museum's normal ongoing exhibits. Gardiner Hendrie questioned whether there was a conflict between developing highly popular "blockbusters" and developing exhibits which the Museum needed to fulfill its basic goals. Dick Case observed that you could not educate the public unless it came to the Museum in the first place.

There was a discussion of whether to add Spanish text to the exhibits. Jon Eklund and Jean Sammet felt that the focus should not just be on Spanish texts attached to the exhibits, but on communication in general with non-English speaking visitors, including the use of tapes and pamphlets.

It was noted that the Museum could handle a maximum of 220,000 to 250,000 annual visitors in its present space.

Gardner Hendrie noted that the ability to attract people to the Museum was one measure of its success on which the Museum could capitalize when asking for funds.

2. Additional exhibits and programs serving the Museum's educational mission include the licensing of exhibits to other museums; the selling of educational materials such as videos and printed materials relating to the Museum's exhibits and collection; and traveling exhibits and contests on a national scale.

Gardner raised the question as to what criteria should be applied for dividing financial and other support between on-site and off-site funding. Gordon Bell felt that more emphasis should be put on off-site funding in order to generate visibility for the Museum and contributions from other geographical areas. Naomi Seligman pointed out that there was another point of view which held that off-site programs were offshoots of the Museum's on-site projects and were not in themselves profitable; and she felt that there

needed to be a basic determination as to where the profitability lay.

Gardner Hendrie felt there was enthusiasm for the Museum to be operating off-site activities, and that there were opportunities which could make off-site operations self-supporting and profitable.

3. In connection with new exhibits it was noted that evolution of computing and computing technology have had significant emphasis in the past and that the applications and impact of computing would receive more emphasis in the future.

Gardiner Hendrie raised the question as to what audience level should be targeted; and it was felt that most of the exhibits should reach a twelve year old visitor.

Ed Fredkin felt it was important not just to replace old exhibits with new ones, but to keep some old ones as well if they could continue to draw visitor interest. Jon Eklund agreed and commended the Museum's past record of exhibit development.

Gardner Hendrie noted that the Museum's exhibit space was not yet full.

Dick Ruopp felt that new exhibits must focus upon changing ideas as they develop in the computing industry.

4. With reference to the goal of strengthening the permanent computer collection and the Museum's archives,

Naomi Seligman asked what the challenges were in improving the collections. Oliver Strimpel noted that the challenges were in what to look for, where to look for it, and how to make the necessary contacts.

It was noted that there was often a short window of time during which items were available to the Museum, once they became part of corporate discards, once individuals decided to retire from the industry, etc. This underlines the importance of having a "network" in place which allows the Museum to acquire knowledge of the availability of items at the appropriate time.

Gwen Bell noted that the Museum had a good set of rules as to what it should take, but no funding readily available to acquire and ship items as they become available.

Jean Sammet felt that some mention should be made in the strategic plan of the Museum's development and use of visible storage space for its archives and collections.

5. In connection with the Museum's purchase of its space at Museum Wharf and improvement of its financial stability, Gardner Hendrie raised the issue as to whether the Museum had a good enough story to present to the world to enable it to ask for \$5M in the capital campaign.

Dick Case felt that a page should be added to the strategic plan to emphasize the Museum's past achievements.

Grant Saviers felt that the growth rates stated in the plan for 1991 through 1996 might sound overly ambitious.

Jim McKenney emphasized the success of the operating budgets over the past years and noted that the Museum was running a "tight ship" in this regard.

Gardner questioned what use would be made of the capital campaign funds if \$5M were raised: for example, the payment of \$2,500,000 to DEC for the building, plus payment of the mortgage, with the balance to be used as an endowment? Ed Schwartz suggested that the mortgage should not be paid off since the interest rate was only 4-1/2%.

A question was posed to Janet Cochran as to which financial needs of the Museum were most likely to attract giving, to which Janet responded "building and endowment".

There was some discussion as to whether relatively small restricted gifts such as \$20,000 should be accepted with the administrative burden that restrictions might impose, or whether gifts of that size should be solicited as unrestricted or funding as opposed to endowment.

IV. The next steps for the capital campaign were discussed by Janet Cochran. She felt that the \$5M goal was achievable although she recognized that it did not leave much for endowment after the building was paid for. A vital question was what future support would come from DEC.

In the next few months the Museum will be searching for a volunteer chairman for the capital campaign; will look for grants from the National Endowmnet for the Humanities; will heighten its annual fund raising appeals; and will ask for giving at the Computer Bowl.

The capital campaign committee was to meet after the Board Meeting to determine what could be done in the next few months to kick off the campaign.

It was felt that the campaign would need to raise some 20% of its goal in lead gifts before it approached the public at large.

IV. Adjournment

There being no further business to come before the meeting, upon motion duly made and seconded it was

VOTED: To Adjourn

Adjourned

A true copy, Attested:

James S. Davis, Clerk

/ed

COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

February 6, 1991

Present were Oliver Strimpel, Ed Schwartz, Gwen Bell, Richard Case, Gardner Hendrie, Larry Brewster, Jim McKenney, Nick Pettinella, Richard Ruopp, and arriving later in the meeting, Lynda Bodman.

Oliver Strimpel noted that cash flow problems may become serious in April and May and thereafter due to (1) being behind budget \$160,000 in raising unrestricted capital; (2) being behind budget \$90,000 in raising unrestricted funds for operating expenses; and (3) the narrowing of the "float" derived from exhibit funding as the funds are being spent on Milestones.

Jim McKenney pointed out that the operating budget was ahead of schedule by some \$225,000 and that the real source of the Museum's financial problems was lack of "giving" by donors. He noted that if \$5M was raised by the capital campaign, that after the purchase of the building and payment of related expenses, only around \$1.7M would remain for an endowment for the Museum.

It was noted that the Museum will approach banks to ask for a line of credit, which may have to be personally guaranteed as was the case in the past.

It was suggested that the Museum should formalize its overhead rate which it would retain from exhibit contributions.

Oliver suggested that the Museum might approach insiders to ask them to accelerate their anticipated capital campaign gifts.

McKenney mentioned that \$20,000 had to be raised in order to keep the Museum financially solvent during the month of April, and suggested borrowing this limited amount from individual contributors rather than approaching banks for this relatively small sum. He noted that the biggest expenses were salaries which could not be postponed or cut.

There followed a discussion of the development of a Strategic Plan to be used in conjunction with the capital campaign as well as some aspects of the campaign itself.

There was a discussion of the effect which a major gift by DEC, related to the acquisition of the building, might have upon the campaign as a whole, and in particular upon other potential donors, such as IBM and the Japanese computing industry.

The Committee reviewed an outline of the Strategic Plan in anticipation of its presentation at the next Board of Directors meeting. After discussion it was decided that the Executive Committee would finalize the Plan which would then be presented for discussion and general approval of the Board at its next meeting; and it was decided to develop a list of suggested specific issues upon which the Board might focus its discussion.

The next Executive Committee meetings will be held March 26, 1991 at 8:00 a.m., April 15, 1991 at 7:30 a.m.

THE COMPUTER MUSEUM

**Minutes of the Executive Committee Meeting
March 26, 1991**

In attendance were Oliver Strimpel, Ed Schwartz, Gardner Hendrie, Richard Case, Lynda Bodman, Nick Pettinella, and Gwen Bell.

Oliver gave a Museum operations update, noting the staffing changes, including a new marketing director, a new functions manager, and a new exhibits engineer.

He noted that Milestones was on track both physically and financially. The Museum will try to market the Milestones Exhibit as a display of the impact computing has had on society rather than as a presentation of a purely historical overview, with the hope that the exhibit's overall scope and its appeal to the public will be broadened.

Lynda Bodman opened a discussion as to the need for a marketing plan and "showmanship" to generate excitement and to attract a wider audience than would otherwise be attracted to an historical or "cerebral" exhibit (by contrast to the appeal of the Walk-through Exhibit). It was also felt that the exhibit was important in attracting interest and support for the Museum to enhance its image as it enters upon the capital campaign. There was a suggestion that various dinners be held at the Museum for corporate supporters, etc.

It was noted that the Museum was in a difficult cash flow period.

No funding has yet been committed from the outside for Reality on Wheels probably due to the fact that the technology to be highlighted is still in the development stage rather than being commercially applied. The Museum will proceed with developing the exhibit once funding is assured. Lynda Bodman felt that some travelling exhibit was definitely needed in the next three years to enhance the Museum's national image.

General development funding for the Museum is not up to expectations. There is a window of some four weeks during which the Museum needs to raise \$50,000 to \$60,000; and it was suggested that the Board and Executive Committee should be given a list of proposed donors in order to get input as to the manner and timing of contacts for a short term fund raising appeal.

Lynda Bodman noted that she would be calling upon the Directors soon for suggestions for new nominees to the Board, and could raise an issue of short term funding needs at that time.

There was some discussion of the search for the new Chairman of the Board, including prospects whom had been contacted preliminarily as well as contacts that might be made in the future.

There was further discussion as to new nominees to the Board to be elected at the June annual meeting. It was noted that the Nominating Committee would soon be meeting. There was some discussion as to how to define the respective positions and responsibilities of directors and trustees, and whether potential Directors who were contacted should be invited to serve on the Museum's committees and appraised of contribution objectives for Board members.

It was mentioned that the areas of software, systems integration, and the educational field were generally under-represented on the Board.

Jim McKenney pointed out that the industry, like the Museum, is young; and that there are relatively few potential Board members over sixty years of age except in the academic world.

There was some discussion as to the extent to which the Museum's strategic plan and capital campaign should govern the nomination and selection process for Board members.

Gardner proposed that contributions of time or financial support to the Museum should be retained as primary criteria for nomination as a Board member, with consideration to be given to representatives of potential corporate supportors. He also noted that there need not be uniform criteria which must be met by all potential nominees.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

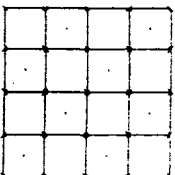
Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: meeting minutes
date: August 1, 1991

Please find enclosed minutes of:

- Annual meeting of members of the corporation June 28, 1991
- Board of Directors meeting June 28, 1991
- Executive Committee meetings of May 15 and June 12.

Let me remind you that the next Board meeting is from 8:30 to 12:30 on Thursday November 7th, followed by lunch. An agenda and other materials will be sent out to reach you two weeks before the meeting.



THE COMPUTER MUSEUM, INC.

Annual Meeting of the Members of the Corporation

MINUTES

June 28, 1991

I. Attendees: With a quorum in attendance, the Annual Meeting of the Members of the Corporation was called to order by Gardner C. Hendrie, Chairman. Also present were C. Gordon Bell, Gwen Bell, Edward Belove, Lynda Schubert Bodman, Lawrence S. Brewster, Richard P. Case, Howard Cox, David Donaldson, Richard Greene, Max Hopper, Theodore Johnson, David Kaplan, James McKenney, John A. Miller, Jr., Anthony Pell, Nicholas Pettinella, Jonathan Rotenberg, Jean Sammet, Edward A. Schwartz, Naomi O. Seligman, Paul Severino, Hal B. Shear, Michael Simmons, Irwin J. Sitkin and Oliver Strimpel, Executive Director. James S. Davis attended as Clerk.

II. New Members and Directors: Lynda Bodman, Chairman of the Nominating Committee, proposed the election of new Members and Directors, and upon motion, duly made and seconded, it was

VOTED: That the following persons are hereby elected, or re-elected as the case may be, as Members and Directors of the Corporation, each person to serve in such capacity commencing upon adjournment of the 1991 annual meeting and continuing through the annual meeting in 1995 and until his successor is duly elected and qualified:

1. Sam Albert
2. Lynda S. Bodman (re-election)
3. James Clark
4. David Donaldson (re-election)
5. James A. Lawrence
6. James L. McKenney (re-election)
7. Laura Barker Morse (re-election)
8. David Nelson (re-election)
9. Suhas S. Patil
10. Jean Sammet (re-election)
11. Naomi Seligman (re-election)
12. Edward A. Schwartz (re-election)
13. Paul Severino (re-election)
14. Hal B. Shear (re-election)
15. Charles A. Zraket

The Board noted its appreciation of the work done by Lynda Bodman as Chairman of the Committee.

New Members, Sam Albert and Charles Zraket, then joined the meeting.

III. New Trustees: Upon motion, duly made and seconded, it was

VOTED: That David Chapman, Max Hopper and Ronald G. Smart be elected Trustees of the Corporation.

IV. Election of Chairman: Upon motion, duly made and seconded, it was

VOTED: That Gardner Hendrie is re-elected Chairman of the Members and of the Board of Directors of the Corporation to serve from the commencement of the meeting of the Board of Directors immediately following until the next annual meeting, or until such earlier time as his successor is duly elected and qualified.

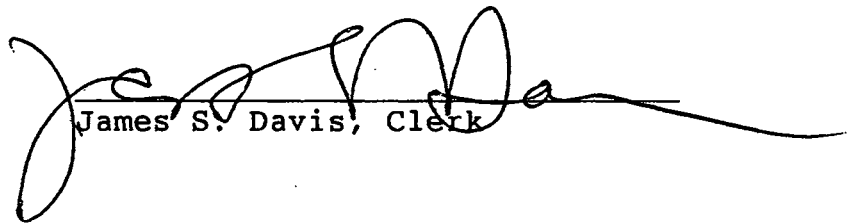
V. Adjournment: There being no further business to come before the meeting, upon motion, duly made and seconded, it was

VOTED: To adjourn

Adjourned.

A true copy.

Attested:


James S. Davis, Clerk

THE COMPUTER MUSEUMMinutes of the Board of Directors Meeting
June 28, 1991

A quorum being in attendance, the meeting was called to order by the Chairman of the Board of Directors, Gardner Hendrie. Other Directors in attendance were the same as those at the immediately preceding meeting of the Members.

I. Future Meetings

The date for the next annual meeting was set at Thursday, June 12, 1992 at 8:30 a.m. Interim meetings will be held on Thursday, November 7, 1991, Thursday, February 14, 1992 and Thursday, October 9, 1992. All meetings are scheduled to begin at 8:30 a.m. and to run until 12:30 p.m.

II. Election of Officers

Upon motion, duly made and seconded, it was:

VOTED: That the following persons are hereby elected to serve in the capacity set forth before their respective names and to serve as such through the next annual meeting and until their successors are duly elected and qualified:

Executive Director	Oliver Strimpel
Treasurer	Nicholas Pettinella
Clerk	James S. Davis

III. Election of the Executive Committee

Upon motion, duly made and seconded, it was:

VOTED: That the following persons are hereby elected to the Executive Committee of the corporation to

serve through the next annual meeting and until their successors are duly elected and qualified:

Gwen Bell
Lynda Bodman
Larry Brewster
Dick Case (Chair)
Gardner Hendrie
Jim McKenney
Tony Pell
Nick Pettinella
Ed Schwartz

Ed Schwartz, retiring Chairman of the Executive Committee, was commended for his past service to the Museum in various official and unofficial capacities.

Upon motion, duly made and seconded, it was:

VOTED: To approve the minutes of the last meeting of the Board of Directors as previously circulated to its Members.

IV. Review of FY 1991 and Discussion of Goals for FY 1992: (See attached Exhibit A)

Oliver Strimpel, Executive Director, noted that 1991 was the best year that the Museum has had. He attributed this in part to its having opened two major exhibits back-to-back: The Walk Through Computer and People and Computers which had opened the night before the meeting. He noted that People and Computers had resulted in an expansion of the Museum's space open to the public for the first time since 1987. He also pointed to the fact that the Museum's operating budget has broken even for the second

year in a row. Its staff has also been strengthened through the hiring of Greg Welch and Sue Dahling, working respectively with exhibits and marketing.

Oliver noted that foundation grants were below expectations due to increased competition for such funds, and that funding for the proposed Reality on Wheels had not reached its goal. Receipts from admissions and from store sales had increased, however. He pointed out that the Computer Museum was the only local museum which actually showed a current increase in attendance figures.

1992 goals include the funding and development of the Computer Discovery Center; funding and development of on-site educational programs; enhancement and development of off-site programs including the use of exhibit kits, development of a People and Computers video; development of a traveling exhibit; and holding international contests including a competition for the Loebner prize (an implementation of the Turing test for machine intelligence) on November 8th, and an international computer chess championship.

Irv Sitkin noted that it would be beneficial to the Museum if some of its proposed on-site educational projects could be taken off-site as well.

Sue Dahling spoke about the Museum's marketing efforts.

A new advertising agency has agreed to take on the Museum as a pro bono account to help promote the Museum with special forms on admissions. She also noted a new style and consistency for publications to enhance the Museum's image, and participation in cooperative programs with hotels, other museums and other establishments in the area which receive high numbers of visitors. There is also an effort to improve the booking and handling of group units to the Museum.

The Museum is attempting to improve and expand its store and catalog functions as well as its membership drives (including libraries and corporations). Presently it is focusing as well on marketing the People and Computers exhibit.

Naomi Seligman commended the marketing efforts which had been outlined.

Brian Randell and Andy Miller suggested that there be more attention given to developing international exposure.

Hal Shear noted the annual fund was close to reaching its goal of \$100,000 for 1991 which might, in fact, be met by the end of that day, the last day of the fiscal year.

Gwen Bell noted that the Computer Bowl had been successful on its first West Coast visit; and she described events leading up to the Super Computer Bowl.

Jan del Sesto reported in the absence of Laura Morse on corporate membership, indicating that there had been a good year in spite of difficult economic times, with the Museum being somewhat above the goal which it had set. Jan indicated that receipt of grants from foundations was greatly below expectations.

Gordon Bell questioned whether returns from foundations drives in the present economy were worth the cost and effort required to mount them, given other potential ways of raising money.

V. Budget for Fiscal Year 1992

Jim McKenney pointed out the Museum's continuing cash flow problems and the danger of falling below a level of \$100,000 of cash reserves in the bank in the near future.

Nick Pettinella then presented the fiscal year 1992 budget which is attached as Exhibit B. The budget shows revenues up some 48% over the prior year, much of which would be due to the Capital Campaign. Expenses would also be up roughly 9%, mostly due to operating costs. He noted the obvious effects which trends in the national and local economies might have on the budget, as well as the pending Capital Campaign which could create an endowment and the resulting income that would be derived from an endowment.

Upon motion, duly made and seconded, it was

VOTED: That the budget for fiscal year 1992 be adopted as presented to the Board of Directors.

The efforts of the Finance Committee were commended by the Board.

VI. The Capital Campaign

Gardner Hendrie noted that Larry Brewster had agreed to serve as Chairman of the Campaign with Mitch Kapor serving as Honorary Chairman.

He announced that DEC was willing to make a challenge grant in connection with the Capital Campaign. In effect, after the Museum has successfully raised its first million dollars in the Campaign, for each additional dollar brought in by the Campaign DEC would cancel \$1.00 of the \$2.5 million obligation the Museum would otherwise face in 1993 in connection with the acquisition of its space at Museum Wharf from DEC. The challenge grant is based on the Museum's agreement not to publicize the challenge at this time except in connection with its judicious use when soliciting grants from other potential donors.

Ed Schwartz was commended for his role in obtaining this result in lengthy negotiations with DEC. Ed in turn congratulated the Museum, its staff, and leadership for having reached the level in its development which caused DEC to feel that it merited this degree of support.

It was noted the DEC action means that the Capital Campaign goal has effectively been raised from \$5 million to \$7.5 million, meaning that if it is successful some \$5 million would be left as the basis for a Museum endowment after meeting expenses in connection with acquiring the building.

Naomi Seligman questioned how the national and local economies might affect the Museum's chances of meeting its \$5 million goal. Gardner Hendrie pointed out that the Capital Campaign was to last for three years and that it would hopefully benefit from any economic upturn during that period.

Larry Brewster, new Chairman for the Capital Campaign, gave an overview of its organization, goals and timetable, including an outline of potential funding levels that might be expected from the Board, corporate gifts and other categories of significant individual gifts.

Janet Cochran noted that the Museum's Capital Campaign had many variables (more than most campaigns) and that it should be started with an open mind as to the funding levels which the Museum seeks to generate from various potential sources. For this reason, it was thought unwise to publish any preliminary thoughts or goals as to the funding levels which might be sought from each of the different potential groups of substantial donors.

Larry Brewster indicated that a desirable goal for the campaign would be to raise \$2 million in the first of its three years.

Tony Pell, Chairman of the committee for Board gifts, noted that the Directors would be approached early in

the Campaign to try to get Board giving "in place" before going out to the public at large.

Dick Case, as the new Chairman of the Executive Committee, commended Larry Brewster, Tony Pell, Andy Miller and David Donaldson for the progress and momentum which has been made in connection with the Campaign.

VII. Exhibits:

Greg Welch was congratulated by the Board for his role in getting the new exhibit People and Computers open both on time and on budget.

It was noted the future exhibits will include the Computer Discovery Center in 1992 and Networked Society in 1993.

Greg Welch discussed the Computer Discovery Center which has an opening target of June of 1992. He indicated that positive interest had been shown by potential funding sources including the National Science Foundation. The exhibit will focus upon "how computers are used" and will, therefore, be designed to attract not just people who are interested in computers per se but also on persons who are interested more in how computers may affect their own lives.

He noted a proposed new name for the Computer Discovery Center: "Tools and Toys: Explore the Personal Computer." Some opposition to the name was voiced; and it was noted that the name was only a suggestion and any reactions pro or con would be welcomed.

VIII. Death of Charles Adams:

Charles Zraket noted with regret the recent death of Charles Adams. His comments are attached.

XI. Adjournment:

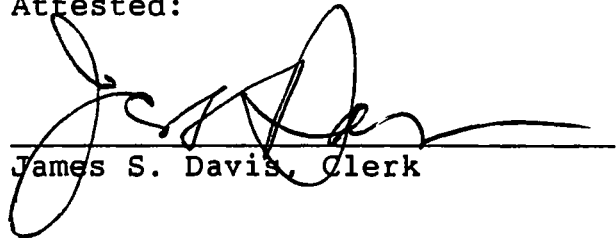
Upon motion, duly made and seconded, it was

VOTED: To adjourn

Adjourned.

A true copy.

Attested:



James S. Davis, Clerk

To: Oliver Grimpel
Computer Museum

I would like to make some brief remarks about our good friend and colleague Charlie Adams, who passed away this week. Charlie was a strong supporter of the Computer Museum and willed that any donations in his memory be given to the Computer Museum.

I had the pleasure and privilege of working with Charlie in the early 1950s at the MIT Digital Computer Laboratory under Jay Forrester and Bob Everett. At the time, the Whirlwind computer was being finished and made ready for its application to large scale, real-time systems in air defense and air traffic control. Charlie directed the software development for Whirlwind. He and his group have not received adequate credit for the pioneering innovations they made in computer programming—compilers, assemblers, editors, time-sharing among many users, and operations systems for large-scale real-time programs. Many of his group went on to other universities and to industry where they transferred much of this technology to new settings. We shall miss him greatly.



THE COMPUTER MUSEUM**Minutes of the Executive Committee Meeting
May 15, 1991**

1. Oliver Strimpel discussed current operations. He forecast that the Museum would have a cash flow problem at the end of June. During July and August, it will need some \$100,000 to \$150,000 in additional funds in order to keep a reserve of \$100,000 in the bank. The Computer Bowl did well financially: it netted \$191,000 versus a budgeted \$213,000. There were also some contacts made at the Bowl regarding potential exhibit and campaign funding which may be successful.

The Milestones exhibit is advancing. Jack Kuehler plans to speak at the opening.

Plans for the Computer Discovery Center are also progressing.

A re-draft of the initial strategic plan is being finalized and will be circulated.

2. Lynda Bodman, on behalf of the Nominating Committee, led a discussion of potential nominees for the Board of Directors and the status of contacts with and responses from those persons. (There was also a discussion of the possible identity of the chairman of the capital campaign.) .

The Executive Committee directed the Nominating Committee to pursue selection of four to six new members for

the Board with Gardner Hendrie suggesting that there might be a new member from Massachusetts in light of the logistics involved with the capital campaign.

3. The identity of a new Chairman of the Board to succeed Gardner Hendrie is still being considered. Gardner has agreed to stay on as Chairman.

4. The proposed budget for the next year was discussed and it was decided that the Finance Committee should review the budget in detail before the next Executive Committee meeting.

5. There was a general discussion of the agenda for the Board of Directors' meeting in June.

6. The next meeting of the Executive Committee will be June 12, 1991, at 8:00 a.m.

THE COMPUTER MUSEUM

**Minutes of the Executive Committee Meeting
June 12, 1991**

Present were Oliver Strimpel, Gwen Bell, Nick Pettinella, Lynda Bodman, Gardner Hendrie, Jim McKenney, Larry Brewster, and Richard Case.

It was noted that development of the Milestones exhibit was on target and that the funding goal should be exceeded by the time of the opening on June 27, 1991.

A new tentative name is being considered for what was formerly referred to as the Computer Discovery Center: under consideration is "Tools and Toys: Explore the Personal Computer". Funding is still being explored with the National Science Foundation, IBM, and Apple, with positive reactions.

Two major gifts to the unrestricted capital fund have been received, although grant-related contributions and unrestricted capital are generally behind budget. Attendance revenues and the store are ahead of budget.

The 1992 proposed budget was discussed.

It was noted that with respect to budget entries for exhibit expenses, part of the expenses were capital costs (that is, costs of building the exhibit initially) while maintenance of existing exhibits showed up as expense items in the operating fund. It was recognized that there might

be some further refinement of the way that exhibit expenses are reflected.

There was a general discussion of the overall sources of funding for the Museum and how those sources are targeted for raising unrestricted and restricted contributions, including the Computer Bowl, corporate membership and the capital campaign. There was also a discussion of how to approach soliciting contributions to the annual fund as opposed to the capital campaign.

There was a discussion as to how capital campaign gifts should be reflected on the Museum's books when they are received. It was noted that they would not be utilized for exhibit or operating expenses. Capital funds would be used to purchase the building, make mortgage payments and provide an endowment for the Museum.

It was agreed to present the proposed budget for adoption at the Board of Directors' meeting.

Nominations of new members to the Board of Directors were also discussed and approved for submission to the Board, as were names for the Executive Committee for the new year. It was noted that Richard Ruopp has resigned from the Board and from the Executive Committee.

The next meeting of the Executive Committee will be Wednesday, September 4, 1991, at 8:00 a.m.

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM
FY 1991 TRUSTEES
June 28, 1991

Mr. Charles Bachman, Chairman
Bachman Information Systems
8 New England Executive Park
Burlington, Ma 01803

0:(617) 273-9003

FAX:

Mr. Erich Bloch
Distinguished Fellow
Council on Competitiveness
900 17th Street N.W.
Suite 1050
Washington, D.C. 20006

0:(202) 785-3990

FAX:(202) 785-3998

Mr. Harvey Cragon
University of Texas at Austin
Department of Electronic Computing
Engineering
Austin, Texas 78712

0:(512) 471-5368

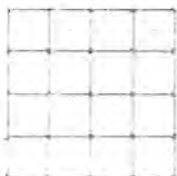
FAX:

Mr. Robert Everett
The MITRE Corporation
P.O. Box 208
Bedford, MA 01730

0:(617) 271-2000

FAX:

Mr. William Foster
President and Chief Executive Officer
Stratus Computer, Inc.
55 Fairbanks Boulevard
Marlboro, Massachusetts 01752



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. C. Lester Hogan
36 Barry Lane
Atherton, CA 94025

O: (415) 325-6051

FAX:

A. L. C. Humphreys, CBE
24 Middle Street
Thriplow, Royston
Herts SG87RD, United Kingdom

Home: 011-44-76-382594

Mr. August Klein
Uniquet, Inc.
P.O. Box 743
Ponte Verde Beach, FL 32082

O:

FAX: (904) 273-0357

Mr. Andrew C. Knowles III
President and COO
Artel Communications Corporation
22 Kane Industrial Drive
Hudson, Ma 01749-2906

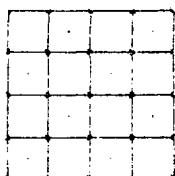
O: (508) 562-2100

FAX: (508) 562-6942

Dr. Koji Kobayashi
NEC Corporation
33-1 Shiba Gochone, Minato-ku
Tokyo 108, JAPAN

O:

FAX:



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. John Lacey
Control Data Corporation
P.O. Box 0
8100 34th Avenue South
Minneapolis, MN 55440

O:(612) 853-5353

FAX:

Mr. Patrick J. McGovern
International Data Group
Five Speen Street
Framingham, MA 01701

O:(508) 875-5000

Mail to:

1 Exeter Plaza, 15th Floor
Boston, MA 02116
FAX: (617) 262-2300

Dr. Carver Mead
California Institute of Technology
(139-74)
Computer Science Department
Pasadena, CA 91125

O:(818) 356-6841

FAX:

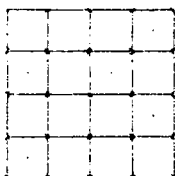
Dr. Robert Metcalfe
3COM Corporation
3165 Kifer Road
Santa Clara, CA 95052-8145

O:(408) 970-1865

FAX:

Mr. George Michael
Computer Research Group, 1-76
Lawrence Livermore Labs
University of California
P.O. Box 863
Livermore, CA 94550

O:(415) 422-4239



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. William H. Millard
P.O. Box 549
CHRB
Saipan, CNMI 96950

O:

FAX:

Pat Collins Nelson
Fluent Machines, Inc.
77 Salem End Lane
Framingham, MA 01701

H: (508) 872-4084

FAX:

Russell Noftsker
20 Village Hill Road
Belmont, MA 02178

H: (617) 484-5474

Mr. Brian Randell
University of Newcastle upon Tyne
Computing Laboratory
Claremont Tower, Claremont Road
New Castle upon Tyne NE1 7RU
ENGLAND

O: 011 44 91 2227923

FAX: 011 44 91 2228232

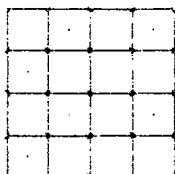
Ms. Kitty Selfridge
45 Percy Road
Lexington, MA 02173

H: (617) 862-5438

FAX:

Dr. William Spencer
President and CEO
Sematech
2706 Montoplis Drive
Austin, Texas 78741

O: (512) 356-3500



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Michael Spock
Field Museum of Natural History
Roosevelt and Lake Shore Drive
Chicago, IL 60605

O:(312) 322-8850

FAX:

Mr. Erwin Tomash
Charles Babbage Institute
110 Rockingham Avenue
Los Angeles, CA 90040

O:(213) 394-8468

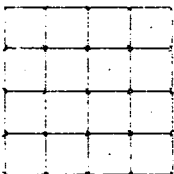
FAX:

Mr. Paul Tsongas
Foley Hoag & Eliot
One Post Office Square
Boston, MA 02109

O:(617) 482-1390

FAX:

Revised: June 28, 1991



P E O P L E *and* C O M P U T E R S

Milestones of a Revolution

Sponsors

This exhibition was made possible by grants from:

Major Underwriter

National Endowment for the Humanities

Principal Sponsors

Digital Equipment Corporation

International Business Machines Corporation

Sponsors

Apple Computer, Inc.

Lotus Development Corporation

The MITRE Corporation

Matsushita Electric Industrial Company, Ltd.

The Travelers Companies

UNISYS Corporation

Donors

Charles and Constance Bachman

John Cocke

Allen Michels

Douglas Ross

Jean Sammet

P R O J E C T T E A M

Development

Gregory W. Welch
Oliver Strimpel
Gwen Bell
Rachel Hellenga
Mary Beth Dorus
Natalie Rusk

Interactive Video

Brad Larson

Design

Theodore R. Groves
Richard Fowler
Åsa Chibas

Interactive Programming

David Greschler
Daniel T. Griscom

Technician

Steven Snow

Construction

Don Greene
Peter Somers
Tyrone Peterson
Wayne Cookson
David Smith

Artifacts

Brian Wallace

Advisors

Charles W. Bachman
C. Gordon Bell
Daniel Bell
I. Bernard Cohen
Ruth Schwartz Cowan
John Diebold
Gardner C. Hendrie
Jane A. Manzelli
David Marc
Christopher Morgan
Douglas Ross
Jonathan Rotenberg
Howard P. Segal
Merritt Roe Smith

Special thanks to *The Machine That
Changed the World*, WGBH Boston.

Contributors of goods and services

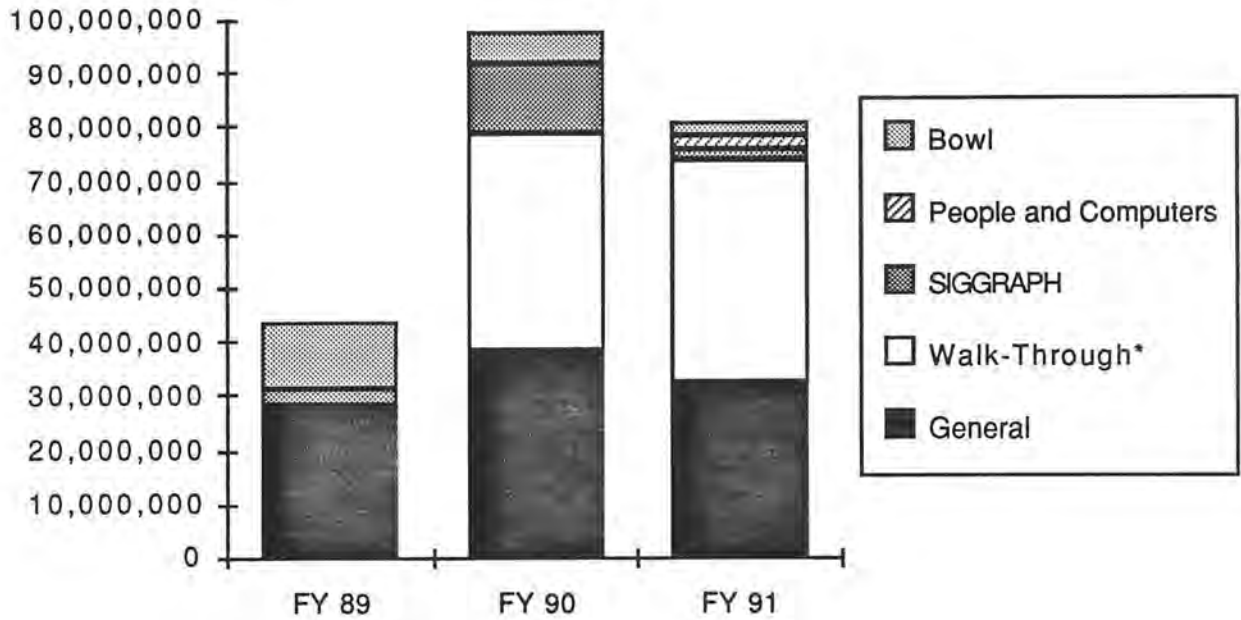
John Adams
Apple Computer, Inc.
Boris Mastercolor
Borland International
BOSE Corporation
Margaret Buckley
Curtiss Butler and Associates, Inc.
The Chedd-Angier Production Company
Mary Daly
Design Communications, Inc.
Digital Equipment Corporation
Electronic Arts, Inc.
Entertainment Technology, Inc.
Galley Theatre Lighting
Good Displays
Grass Instruments
Guarino Design Group, Inc.
Terry Hanley Audio Systems
International Business Machines
Corporation
Robert C. Jervis
Kimball AV
Matsushita Electric Industrial Co., Ltd.
Microsoft Corporation
Multivision, Inc.
Museum Technology Source, Inc.
Mystic Scenic Studio, Inc.
NEC Technologies, Inc.
New England Museum of Telephony
Nintendo
Preston Productions
Production Arts
Alan P. Symonds
Target Productions
Drew Wang
WGBH Educational Foundation
Zinc Software Inc.

Thanks also to:

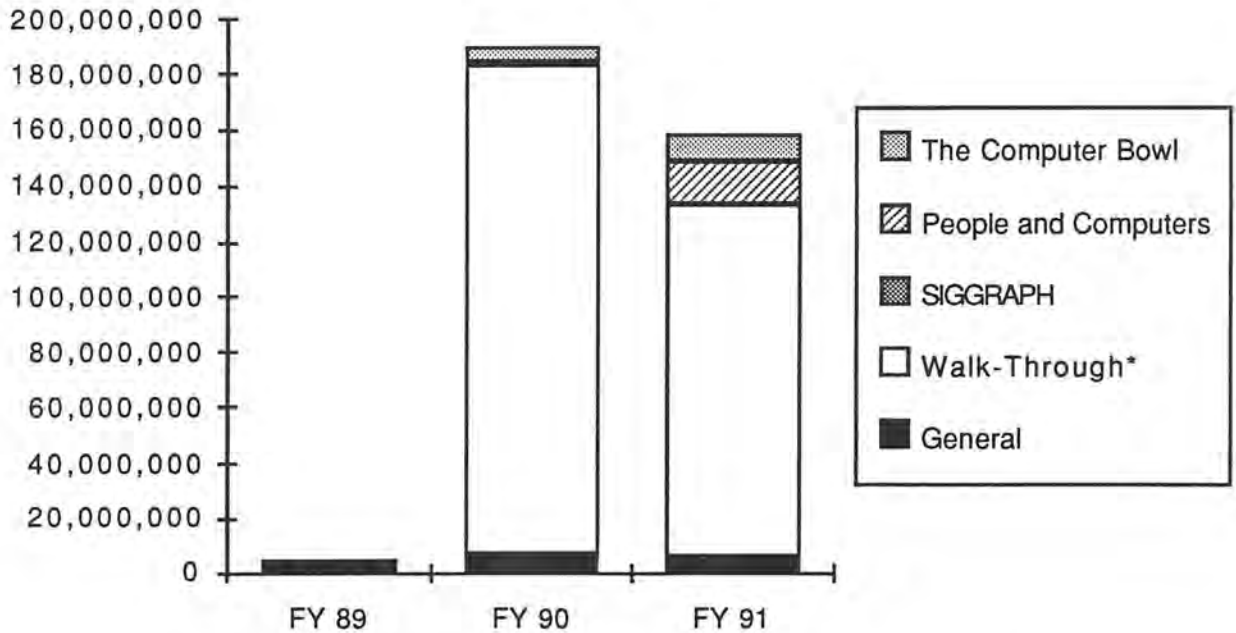
Dr. Truett Allison
Elizabeth Armbruster
Martha Ballard
Howard Belon
Jerome Burg
Marcia Cohen
Sue Dahling
Janice Del Sesto
Jerome Feldscher
Dennis Foley
Paul Foley
Gail Jennes
Kathy Kleinman
James Mandolini
Steve McDonald
Kathy O'Neill
Christina O'Sullivan
Beth Parkhurst
Joseph Perry
Ann Roe-Hafer
Brita Townsend
Stephen UpJohn
Janet Walsh

MEDIA ANALYSIS FY'89-'91

Print FY '89-'91



Electronic FY '89-'91



***Please note:** Circulation figures and electronic impressions were not available for many international outlets. If this data had been available, totals for The Walk-Through Computer would have been as much as three to four times greater.

The Computer Museum

MEDIA ANALYSIS: Fiscal Year 1989 - Fiscal Year 1991

300 Congress Street
Boston, MA 02210

(617) 426-2800

PRINT

FY 1989 Total circulation: 44,001,034
FY 1990 Total circulation: 97,607,416
FY 1991 Total circulation: 80,574,917

ELECTRONIC

FY 1989: Total impressions: under 5,000,000
FY 1990: Total impressions: 189,319,000
FY 1991: Total impressions: 136,895,000

Media coverage has significantly increased in the last three years. Print coverage has almost doubled, while electronic coverage has increased by a factor of almost 30. The importance of opening a one-of-a-kind blockbuster, such as The Walk-Through ComputerTM, cannot be underestimated. It accounted for about half the coverage in FY 90 and 91.

Captivated by the giant computer's visual appeal, major networks did stories, and the Museum's electronic exposure rose exponentially--from under 5 million in FY 1989 to well over 136 million in FY 1991.

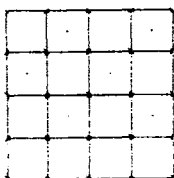
It is still too early to gauge the extent of electronic coverage for PEOPLE AND COMPUTERS, but early interest from ABC Business World, CNN's Science and Technology and Future Watch, the Travel Channel, and Canadian Broadcasting Corporation (radio) bodes well.

PEOPLE AND COMPUTERS has already received preliminary coverage--on the AP photo wire, in Travel and Leisure, The Boston Globe, The San Jose Mercury News, Computer Currents, and Computerworld. Features look likely in Germany's news magazine Der Spiegel, in Business Week and The Wall Street Journal. Stories are also scheduled to run in The Boston Globe, The Boston Herald, The Detroit Free Press, and many trade publications.

IN 1989: Print and electronic coverage was spread almost equally among The First Computer Bowl, the SIGGRAPH Art show (1989 being the year the SIGGRAPH conference was in Boston), and the new Smart Machines Gallery.

IN 1990: Coverage of The Walk-Through Computer took precedence, followed by The Second Computer Bowl, the SIGGRAPH Art Show and the Museum's educational programs. Electronic coverage of The Walk-Through included a live segment on TODAY which prompted further media attention from both local and national outlets.

IN 1991: There was additional and wider print coverage of The Walk-Through Computer, with stories in South America, England, France, Germany, Japan, and China. The Museum was seen by millions of others, as features on The Walk-Through and the Museum ran on cable networks, including CNN and the Discovery Channel, as well as local network affiliates across the country. Other coverage featured the Museum's computer art exhibits, The Third Computer Bowl, the upcoming Loebner Prize competition (in The Wall Street Journal), and the Virtual Reality exhibit (in The New York Times).



2/Media Analysis

International Highlights (1989-1991)

While stories about the Museum appeared in a few Japanese publications in 1989, it was a feature story on The Walk-Through Computer in London's Daily Telegraph in 1990 that interested so many international publications in The Computer Museum. In 1990 and 1991, for example, stories appeared in the German publications ZEIT Magazine, Der Spiegel, Computer Zeitung, and Tempo. The Japanese edition of Newsweek, Sweden's Nordic AI Magazine and English publications such as The Guardian, The London Times, New Computer Express, and Sure! also covered the giant computer.

Recently, news of the Museum reached China (in China's Student's Computer World and the Jiefang Daily) and the USSR (in PC World-USSR in April 1991). Television features about The Walk-Through Computer aired in 1991 in Germany and Japan. The BBC in England and Scotland, and Beyond 2000, a show with 80 million viewers worldwide, also did stories, and a Lufthansa in-flight movie highlighting The Walk-Through welcomed visitors to Boston.

It should be noted that circulation figures and electronic impressions were not available for a significant number of international media outlets. If such data had been available for The Walk-Through coverage, the totals would have been as much as three to four times greater.

National Highlights (1989-1991)

Articles of note in FY 89 included a general story on the Museum in The Christian Science Monitor, reprinted widely across the country. The First Computer Bowl also enjoyed coverage in the national press, including USA Today, The Wall Street Journal, The San Francisco Examiner, and Business Week. Stories about the SIGGRAPH Art Show ran in Life Magazine, the international edition of Time Magazine, and USA Today, while photos from the exhibit, distributed by the Associated Press, ran in over 100 newspapers across the country.

In early 1990, features on The Walk-Through Computer in The Sunday New York Times Magazine and Newsweek set off unprecedented coverage of the Museum. Stories about the exhibit opening were picked up by the AP and UPI wires and ran in more than 250 publications worldwide with a combined circulation of over 82 million. Among them: USA Today, Popular Science, which cited the exhibit as one of its "Best of What's New" for 1990, Popular Mechanics, Businessweek, The Boston Globe, The Baltimore Sun, Insight, Information Week, Boy's Life, US Kids Magazine, and The Toronto Sunday Sun.

Besides the TODAY show, electronic coverage of The Walk-Through Computer included CNN's Science and Technology and Future Watch shows, FNN's High Technology, the Arts & Entertainment Channel's Revue, and The Travel Channel. Feature stories ran on ABC affiliates in Los Angeles, Denver, Houston and Chicago, as well as on Boston's Chronicle, One Norway Street, The News at Ten, and Evening Magazine. In 1991, the Museum's giant computer even made its debut on Sesame Street in a music video for kids about computers.

The 1990 Computer Bowl continued to attract media attention, including The Wall Street Journal, The Boston Globe, The San Francisco Examiner-Herald, BYTE, The San Jose Mercury News and The Dallas Morning News. A crew from the PBS pilot PCTV filmed the festivities in Boston, while over 4 million people heard about it on Business Radio Network.

3/Media Analysis

The 1991 Computer Bowl was covered by The Baltimore Sun, The San Jose Mercury News, The Boston Globe, Marketing Computers, Communications of the ACM, and many industry publications. It also made the news on The Silicon Valley Report and The Ten O'Clock News in San Jose, and again on Business Radio Network.

Other Museum events receiving significant coverage in the last two years include the SIGGRAPH Art Show, covered in 1990 by USA Today, Compute!, The Boston Herald, and the AP, and in 1991 by The Christian Science Monitor, The Boston Globe, The Boston Phoenix and many TV programs. Science in Depth, the exhibit of PHSColograms, also received good print and electronic coverage.

Interestingly, the Museum Store Catalog has attracted consistent coverage over the last three years, especially The New York Times, as well as several other publications in major cities across the country.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM
FY 1991 BOARD OF DIRECTORS
June 28, 1991

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

O: (617) 227-0303

FAX: (508) 393-7707

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer

Mailing Address:

H: (415) 949-2735

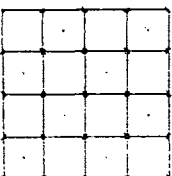
450 Old Oak Court
Los Altos, CA 94022

HOME FAX: (415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O: (617) 426-2800

FAX: (617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Belove
1715 Cambridge Street
Cambridge, MA 02138

Home: 492-5048

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O: (617) 338-0930

FAX: (617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

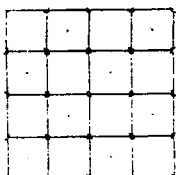
O: (617) 497-9010

FAX: (617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

O: (914) 288-4005

FAX: (914) 288-1258 or 288-1203



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. David L. Chapman
General Partner
Executive Vice President
Landmark Ventures Inc.
313 Speen Street
Natick, MA 01760

O: (508) 650-3500

FAX: (508) 655-1554

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street
Boston, MA 02110

O: (617) 423-5525

FAX: (617) 482-0059

David Donaldson, Esquire
Ropes & Gray
One International Place 3rd Floor
Boston, MA 02110

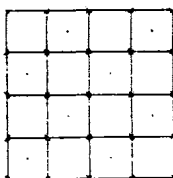
O: (617) 951-7000

FAX: (617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O: (202) 357-2089

FAX: (202) 357-1853



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O: (617) 277-1310

FAX: (617) 277-5379

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

O: (203) 926-1801

FAX: (203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

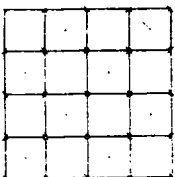
O: (817) 963-2072

FAX: (817) 963-4219

Mr. Charles House
Informix Corp.
4100 Bohannon Drive
Menlo Park, California 94025

O: (415) 926-6300 ext. 6900

FAX: (415) 926-6571



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O: (508) 369-2640

FAX: (508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

O: (617) 439-7371

FAX: (617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

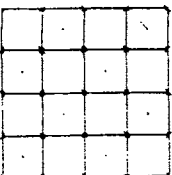
O: (617) 876-0900

FAX: (617) 876-0391

Mr. Fritz Landmann
International Data
1 Exeter Plaza
15th Floor
Boston, MA 02116

O: (617) 534-1200

FAX: (617) 262-2300



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O: (201) 949-4477

FAX: (201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

O: (617) 495-6595

FAX: (617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

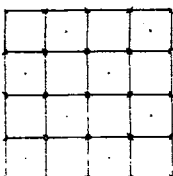
O: (617) 536-0470

FAX: (617) 536-2772

Ms. Laura Barker Morse
Partner
Heidrick and Struggles
One Post Office Square
Boston, MA 02109

O: (617) 423-1140

FAX: (617) 423-0895



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O:(508) 626-2144

FAX:(508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O:(617) 253-7851

FAX:(617) 253-6215

HOME FAX:(617) 742-7932

Mr. Anthony Pell
President
Pell, Rudman & Co., Inc.
40 Rows Wharf
Boston, MA 02110

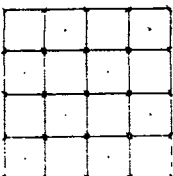
O:(617) 439-6700

FAX:(617) 439-0594

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O:(617) 576-3266

FAX:(617) 547-3879



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. John William Poduska, Sr.
President and CEO
Stardent Computer
6 New England Tech Center
521 Virginia Road
Concord, MA 01742

O: (508) 287-0100

FAX: (508) 371-7414

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, Ma 02116

Home: (617) 247-0405

Ms. Jean Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O: (301) 907-0233

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
ML) 1-5/B 94
Maynard, MA 01754

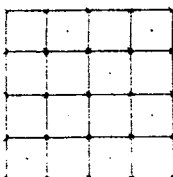
O: (508) 493-9765

FAX: (508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O: (617) 695-3660

FAX: (617) 695-3656



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

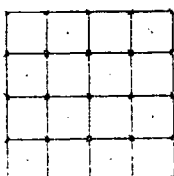
O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01 025JA
Boston, MA 02106

O: (617) 434-6464

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O: (203) 347-3511

FAX: (203) 273-6346

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

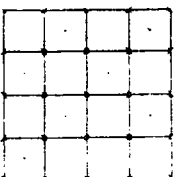
O: (914) 644-6435

FAX: (914) 644-7649

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O: (508) 493-7012

FAX: (508) 493-7337



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. James Sutter
Vice President, General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

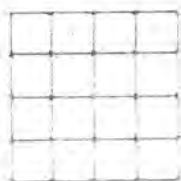
FAX:(213) 797-2449


CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised June 28, 1991





Y 667 LC01 # VILLES
The TAB, January 4, 1994

PARENTS & KIDS

The Computer Clubhouse

By Karen Brown
TAB Correspondent

The yellow ant crawls out of the nest to gather food for the colony. The ant lion devours him but he is reborn. Returning home, the yellow ant finds an invader in the nest.

"A red ant! The enemy!" gasps Rudel Christopher, tapping the computer mouse frantically to fight the invasion on the screen. "Fight him! Beat him up! Kick his butt!"

SimAnt, a computer program that recreates insect life, is one of many programs at the Computer Clubhouse, a drop-in center for ages 10-16 at The Computer Museum in Boston.

Museum staff and volunteer "mentors," some graduate students and computer professionals, guide youths through scientific simulation, electronic music, computer-controlled devices, "virtual reality," multimedia and game design.

"For the younger kids, computers are cool," says Noah Southall, mentor coordinator. "Kids see computers as a diversion, as something you can spend time sort of playing with and exploring." Adolescents use the PC more as a tool; composing stories, designing greeting cards, even writing love letters, observes Southall.

Mentor Mike Lee, 18, left Cambridge Rindge and Latin High School because he was unmotivated, although he took art courses and always hoped to attend art school. His mother encouraged him to volunteer at The Computer Clubhouse even though he had no experience



with personal computers. Now, Lee's designs appear on Clubhouse posters. He is studying for the G.E.D. and plans to major in commercial art in college. Lee persuaded friends to come to the Clubhouse and is also recruiting students to participate and exhibit their art at the museum and art galleries.

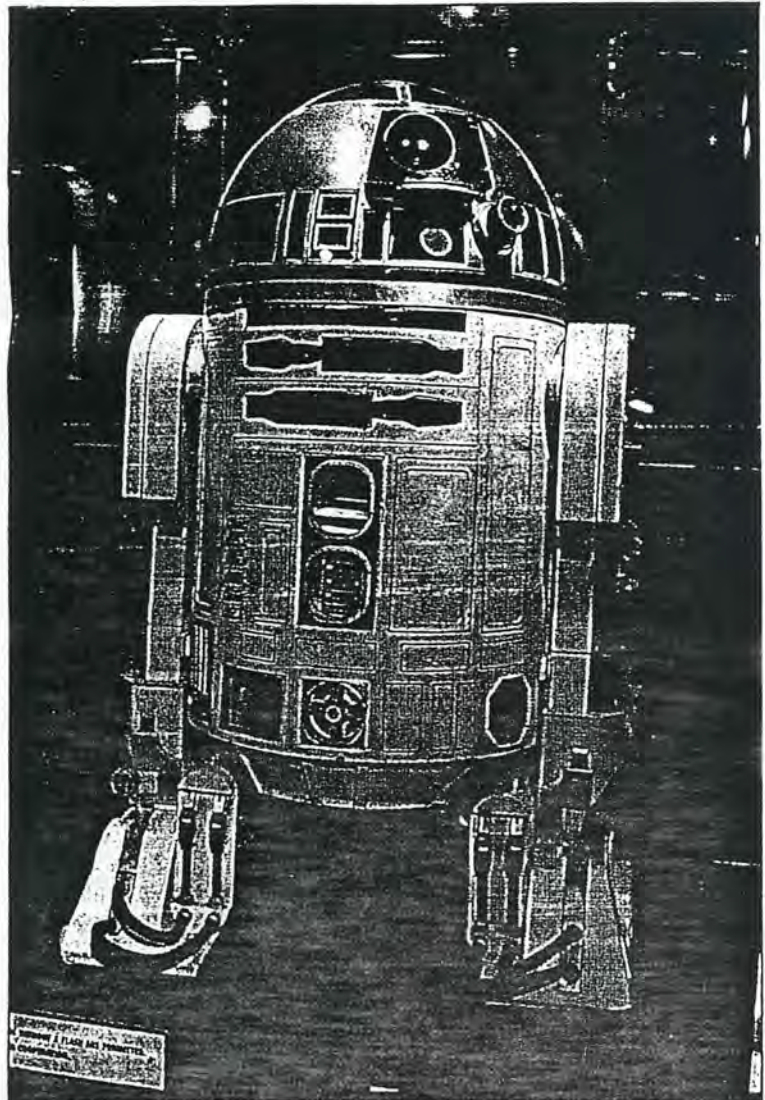
"We want to serve an unlimited number of people and the only way we can do that is by modeling what we've done, and that really is what this space is about," says Sam Christy, Clubhouse Manager. Software starter kits — which are still in the planning stages but will eventually be distributed nationally to museums, community centers and schools — spread the idea.

The Clubhouse is open Tues.-Fri., 2-5:30 p.m., Sat., 10 a.m.-4 p.m. For more information, call (617) 426-2800.

JAN 16 1994

BURRELLE'S

One for the Road



Syd Kearney / Chronicle

In a museum filled with interactive exhibits, there's one wallflower that draws a crowd. It's "R2-D2" of *Star Wars* fame. The squatty computer hero is not a machine, but a costume worn by a petite actor.

Tap into electronic fun at Computer Museum

8078

By **SYD KEARNEY**
Houston Chronicle Travel Writer

BOSTON, Mass. — You don't need a modem to tap into the electronic playground known as The Computer Museum. A sense of fun and a few free hours will connect you with the world's first museum dedicated to robotics and the electronic brain.

The Computer Museum, while adjacent to Boston's Children's Museum, is definitely not just for kids. In fact, during a December visit, playful adults outnumbered children two to one.

The museum, in a nondescript warehouse adjacent to the touristy Boston Tea Party site, is accessible by a glass-encased service elevator. Riding to the warehouse's fifth and sixth floors, visitors get a dramatic view of downtown Boston and the wharf area.

Everything is big at The Computer Museum. A humongous floppy disc. A giant mouse that encourages kids to work it with their bellies as they climb on top. A massive keyboard nearby requires two hands to press down the keys. These pieces of hardware are linked to a large video display and are part of a program that computes travel distances.

— Spread throughout the museum are computer work stations where visitors can mouse around with simple games such as helping a man

find his dog and elaborate programs such as designing an ecosystem.

Everywhere adults and children are taking a seat and tackling a task. Visitors can create a cartoon or put their photo in front of the Taj Mahal. They can listen to music and decide: Is it Mozart or just a good computer-generated sound-alike? Visitors also can create electronic art or challenge a chess master.

Even folks who consider themselves computer illiterate quickly master the keyboards in this silicon sandbox. Helpful staffers are around to rescue the confused.

A fine exhibit, *People and Computers: Milestones of Revolution*, traces the evolution of computers. From humble beginnings in the 1930s as the U.S. government strove for efficiency with the keypunch machine to the introduction of the personal computer in the 1980s, computer history comes to life through photos, hardware and song.

The '90s, according to the exhibit, will be known as the era of the "Incredible Shrinking Machine."

The Computer Museum is located at 300 Congress St. To get there, take Boston's Red Line subway to South Station and walk across the Congress Street Bridge. Winter hours are 10 a.m. to 5 p.m. daily. The museum is closed Mondays. Admission is \$7 for adults, \$5 for students and senior citizens. Children age 4 and under are free. Call (617) 426-2800 for information.

MUSEUM *News*

January/February 1994

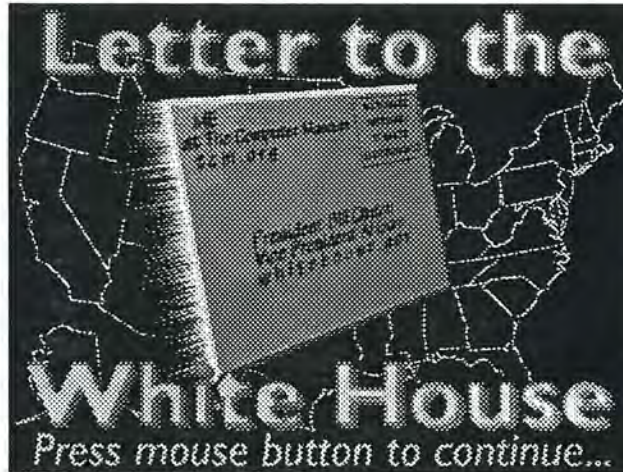
On-Line: Washington

Even if you're not an "FOB" (Friend of Bill, in Washington parlance), you can become the president's electronic pen pal. "Letter to the White House," a new interactive exhibit at Boston's Computer Museum, lets visitors zap a message to either President Clinton or Vice President Gore via computer network.

The exhibit, which is open until mid-February, connects Boston to Washington through Internet, a noncommercial computer network that links up to 30 million people in more than 130 countries. Museum-goers decide to write to either Clinton or Gore, compose their letter, and send it off to the White House with the click of a mouse. Computer-animated and other special effects simulate a satellite's view of the message as it bounces from the museum to a "gateway" in Boston and through cyberspace before landing at 1600 Pennsylvania Avenue. A print-out acknowledges the White House's receipt of each message, lists e-mail addresses for Clinton and Gore, and provides information on network communication use at home, school, or work.

Electronic correspondents at the Computer Museum may elect to keep their letter private or share it with subsequent users. About two-thirds of the visitors opt for confidentiality, says Director of Exhibits David Greschler. "People feel very personal about the letters," he says, perhaps because "Letter to the White House" requires a larger investment of energy and emotion than most exhibits. "It's a big commitment," he says. "This exhibit starts with a blank sheet."

Users who aren't shy might end up seeing their letters in *The Boston Globe*. The newspaper and the museum are cohosting an "electronic town meeting" that uses visitors' letters as an informal opinion poll on the Clinton administration. In one sam-



Dear Bill, Dear Al: E-mailing to the White House, and learning about technology's impact on democracy.

pling of letters published in November, writers addressed a broad range of topics and adopted a generally encouraging tone. "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?" wrote Martha Dickerson, a single working mother from Dorchester, Mass. A postscript advised the president to "tell Mrs. Clinton happy belated birthday." Other correspondents told Clinton to buck up under criticism in the media, congratulated him for his working partnership with the First Lady, and urged him to pursue a "National Day of Service."

"Letter to the White House" goes beyond a purely technical discussion of computer networks to ponder philosophical issues. Visitors learn something about the process of democracy in the United States and how it is influenced by the recent boom in network technology. The exhibit encourages museum-goers to contemplate the significance of their right to actually write to the president—a freedom unheard of in autocratic governments. Reading other people's letters also encourages an exchange of ideas that typifies the exercise of democracy.

Developed by William Tremblay, the exhibition design helps emphasize the connection between the American people and their president. The computer is installed in an oak desk meant to resemble Oval Office furnishings. An American flag rests nearby, along with letters from Clinton and Gore to the museum stressing the growing importance of network communications in modern society and thanking visitors for writing. "For the first time in history, a presidential administration is linked, electronically, with you," Clinton wrote in his letter. "Innovative technology like electronic mail is paving the way to a better informed, more responsive government." He said he hopes to answer electronic mail messages individually within a year.

The exhibit serves as a preview to "The Networked Society," a 5,000 square-foot, \$1.5-million project scheduled to open at the Computer Museum in late 1994. The hands-on exhibit will give a broad view of how computer networks influence areas of daily life such as government, health care, education, and finance. It will explore moral and ethical issues raised by widespread network computer use.

—Susannah Cassedy O'Donnell

Panorama

If you're hungry for more, journey to The Computer Museum for a taste of the latest electronic technology featured in a new interactive exhibit, "Letter to the White House."

Go on-line to the White House and let President Bill Clinton or Vice President Al Gore know what you think about health care or any other governmental issue; it's as easy as the simple click of a mouse.

Your message is routed through a web of machines that are part of Internet, a noncommercial computer network linking up to 30 million people in over 130 countries. Computer-animated special effects offer a simulated "satellite's view" of your message as it travels from the Museum through cyberspace to its final destination—the White House.

President Bill Clinton believes that "innovative technology, like electronic mail, is paving the way to a better informed, more responsive government." He hopes to answer electronic mail messages individually within a year. In the meantime, you'll receive an acknowledgement from the White House that your message will be read. See photo on page 16.

For more information regarding the aforementioned exhibits refer to the *Museum* section under *Currently*.



*Superstar
at the
Wang
Center*

THE OFFICIAL GUIDE TO BOSTON

■ A sampling of letters from residents sent to President Clinton via an exhibit at Boston Computer Museum. Page 6.

THE BOSTON SUNDAY GLOBE • NOVEMBER 7, 1993

BOSTON

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 resident 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 Interact.



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

(CIRCULATION 1.59 million)

Disk-Drive Democrats

In the Clinton White House, where electronic mail is seen as the new political high ground, megabytes are nearly as important as sound bites.

By PHIL PATTON

"I THINK of myself as a kind of digital postmaster general," said Jonathan P. (Jock) Gill, who coordinates electronic communications at the White House. It is an analogy strengthened by his assertion that Benjamin Franklin, America's first Postmaster General, is an ancestor.

"I'm the first man to ever have an E-mail address on his White House business card," Mr. Gill added.

Just beneath the embossed Presidential seal are the words "Office of Media Affairs." And the medium with which this Administration seems to be having its most passionate affair is electronic mail. Just as the Kennedy Administration was infatuated with counter-insurgency and the Reagan Administration with the Laffer tax-growth curve, the Clinton Administration is in love with computer communications.

"Innovative technology like electronic mail is paving the way to better informed, more responsive government," declared a Nov. 4 White House report, "Technology for Economic Growth," which, thanks to Mr. Gill, you can peruse on your computer.

The Clinton Administration has become the first to accept electronic mail from the public and to disseminate its documents over the wires. Since June 1, using such computer services as Prodigy, Comuserve, America On-Line and the Internet, anyone can send messages instantly to the President. (The addresses are America On-Line: ClintonPZ; Comuserve: 75300,3115; Genie: WHITEHOUSE; MCI Mail: 5895485; Internet: President@Whitehouse.gov)

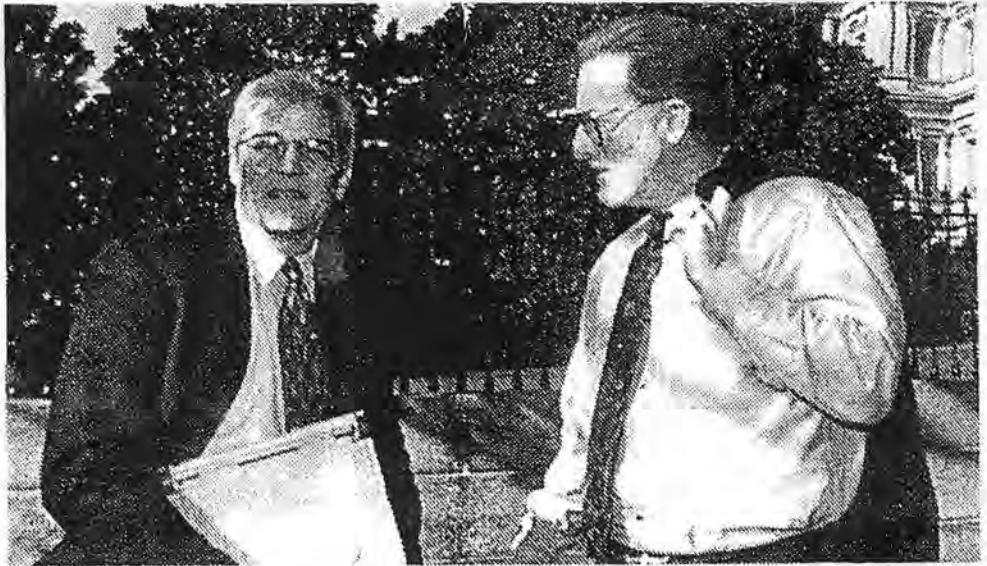
Several computer on-line services also electronically publish information from the White House, including speeches, news releases and the President's daily itinerary. They also have forums, or bulletin boards, that allow members to discuss issues.

E-mail may be the "fireside chat" of the 1990's. The ability to sit down late at night in front of a flickering computer screen and peruse the National Performance Review, Vice President Al Gore's blueprint for streamlining Government, and fire off a comment, offers an immediacy of contact comparable to that felt by people hearing President Franklin D. Roosevelt's full tones in their Depression living rooms.

"Electronic mail seems somehow easier and more direct," said Gail Jennes, public relations director of the Boston Computer Museum, which offers a special exhibition on sending E-mail to the White House. "There's something empowering about it."

To most citizens, President Clinton's health-care plan in print looks as intimidating as the Manhattan phone book. But to Mr. Gill, whose office will download it to your computer on request, "it's just a meg," a veritable handful of electrons on the Internet. "All in all," he said, "this country is doing eight terabytes a month on the Internet."

A terabyte is a million megabytes, the equivalent in written data of a million of the health-care reports. Eight terabytes repre-



Michael Geissinger for The New York Times

The White House E-mail system is run by Steve Horn, left, and Jonathan P. Gill.

sents a crowd — and crowds draw politicians.

Cyberspace may be the new political high ground. Like the post office, last century's seat of patronage and communications, it could give an advantage to the party that uses it effectively. (Among leading Republicans, only Representative Newt Gingrich of Georgia is known as a dedicated on-liner.)

Although the E-mail numbers are relatively small — 1,000 letters a day versus 40,000 paper letters a week received at the White House — they are growing rapidly and involve a key constituency: the computer literate. And Mr. Gill said, the number of computer modems is increasing tenfold a year.

On Comuserve, the Presidential discussion forum is among the 10 busiest of the service's 250 bulletin boards. And after the President's health-care speech, America On-Line received particularly heavy use.

"Every American should have access," Mr. Gill said. "And any leader should be able to inform people about his ideas, unfiltered."

MR. GILL, a former Lotus Software executive who started his own high-technology company and then joined the Clinton campaign, puts the President's documents on line. Incoming E-mail is handled by his colleague, Steve Horn, a computer professional with a touch of a drawl, whose office is decorated with a copy of the cartoon "Foxtrot" that brought the White House Internet address to readers of the comics.

E-mailers might be disappointed to see where E-mail ends up, but taxpayers should be gratified. There is nothing very high-tech or high-style about Mr. Horn's windowless basement room in the Old Executive Office Building, next to the White House. Mr. Clinton's promise to run a frugal White House, Mr. Horn said, means he must make due with a staff made up mostly of a dozen volunteers.

A lot of electronic mail, to be sure, comes

from college students, and much of that is sophomoric digital cartoons and visual Bronx cheers. And there are the "E-mailers from hell," as Mr. Horn's staff calls them, recidivist on-liners, usually critics. A recent, crudely typed example, copied into one on-line forum: "His intentions are to ruin the country. AT least that is the eventual economic and moral effect of his proposals."

Electronic love letters come in, too. One fan declared he found Chelsea Clinton "far more attractive than are the Gore girls."

But Mr. Horn said, "We get a lot of suggestions; don't forget to look at this or that."

Computers acknowledge all E-mail automatically and immediately. That is part of the appeal: knowing that the rock or rose you've lobbed at the White House has landed.

But no citizen should labor under the misapprehension that the leader of the free world kicks back after a day dealing with world crises to log on and browse the E-mail. It, like the paper mail, is summarized, counted, and winnowed for a weekly report to the Oval Office with a sample of actual letters.

By January, Mr. Horn and Mr. Gill hope to be running a special sorting program that will direct mail to the proper aides and offer personalized responses within 48 hours. But for now, most replies are form letters or "roboresponses."

As much as the incoming mail, however, it is the outgoing that is making this the first electronic Presidential Administration. Mr. Clinton's speeches and documents are available all over the world on the Internet. At the University of North Carolina at Chapel Hill, work is under way on a "virtual Presidential library" of digitally stored documents.

Working from an office as decrepit as Mr. Horn's but upstairs, near the health-care plan "war room," Mr. Gill provides Presidential documents without cost to such services as Prodigy and America On-Line, which can then add indexing or other features.

Putting the White House on line is only part of the Administration's larger goal of creating electronic access to the whole Government. "Any society needs a commons," Mr.

TWO CENTURIES OF HIGH-TECH POLITICS

1775 Benjamin Franklin, the Continental Congress's Postmaster General, asserts the colonies' rights to keep the mails open to newspapers of all political views.

1803 British troops destroyed many of his papers when he was Governor of Virginia during the Revolutionary War, so Thomas Jefferson experiments with copying letters on pantographs and letter presses.

1829 Andrew Jackson, assailed by scandal mongering in the press (he was called, among other things, a bigamist), makes the newspaper magnate Amos Kendall a member of his kitchen cabinet. Mr. Kendall, the David Gergen of his era, directs a panoply of Administration-controlled newspapers. He later becomes Postmaster General, supervising political patronage.

1863 Communicating with his generals by telegraph helps make Abraham Lincoln a stickler for taut prose, according to Garry Wills.

1866 Andrew Johnson installs the White House's first telegraph.

1879 Rutherford B. Hayes installs the first White House telephone. It is rarely used until the first Administration of Grover Cleveland, starting in 1885; he often answers it himself.

1913 Woodrow Wilson holds the first formal Presidential news conference, crowding 200 reporters into his office.

1924 Calvin Coolidge makes the first Presidential radio speech.

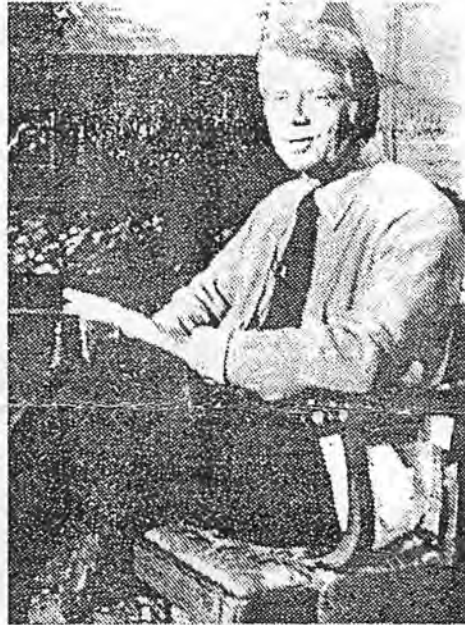
1933 Franklin D. Roosevelt inaugurates the "fireside chat" to speak intimately to people at home — and bypass a hostile press. Social Security and other New Deal programs benefit I.B.M., whose punchcard systems and, later, computers are necessary for administering the vast data bases they require.

1939 Roosevelt takes delivery of the first White House television set and makes the first Presidential television appearance at the New York World's Fair.

1952 On election eve, a Univac computer predicts the Eisenhower landslide, but the television networks refuse to believe it.

1961 Buoyed by his performance in the debates, in which television viewers thought he had won and radio listeners thought Richard M. Nixon had won, John F. Kennedy initiates live, televised news conferences.

1965 To watch the network news programs simultaneously, Lyndon B. Johnson installs



Associated Press

Jimmy Carter tried to revive the "fireside chat" on television in 1977.

three television sets in a huge cabinet, the ugliest piece of Oval Office furniture ever.

1970 The Xerox machine, used to disseminate the Pentagon papers, enrages President Nixon, whose downfall is guaranteed by the Oval Office taping system.

1977 Jimmy Carter attempts to revive the "fireside chat" on television, pushing his energy program while wearing a cardigan sweater in front of a real fireplace. Perhaps proving Marshall McLuhan's dictum that radio is a hot medium (and thus suitable for firesides), while television is a cool one, the public reaction is tepid.

1981 Ronald Reagan pioneers retro media, returning to weekly radio addresses. The White House hooks up to an E-mail system, which Oliver North shows can be erased faster than paper can be shredded.

April 1991 George Bush becomes the first President with a computer terminal but shows no sign of using it.

June 1993 White House goes on the Internet.

August 1993 A Federal appeals court judge, Charles Rickey, rules that White House E-mail has the status of official Government documents and orders it preserved.

Gill said. And in America, it is electronic. E-mail can be a way to create community, which Mr. Gill promptly points out belongs with "responsibility" and "opportunity" in the trinity of Clinton values.

"Right now, the mass media are one-directional," he said. "There's a multi-lane superhighway to you, but just a cow path back to the center."

Congress has begun accepting E-mail, and the President has promised, "We will make it possible for people to communicate with Federal agencies using electronic as well as conventional mail." He has laid out a vision of terminals in shopping malls and post offices. To begin this process, Mr. Gill has established ACE — Americans Communicating Electronically — a service that makes computers in Agriculture Department extension service and Small Business Administration offices available to individuals.

Politically, E-mail has other functions, though. It can be seen as a high-tech succes-

sor to Mr. Clinton's campaign interviews on MTV or his Elvis imitation on the "Imus in the Morning" radio show; a way to make end runs around the established news organizations and what press secretaries consider oversimplifications. The on-line megabyte is the response to the television sound bite.

The electronic soapbox may also offer a countervailing power to, say, the \$6.5 million that insurance companies are spending on television advertising to attack the Administration's health-care plan.

The Clinton Administration is not the only group aware of E-mail's potential political power. Several software programs for electronic lobbying have already appeared, including one called Political Action.

And a Sunnyvale, Calif., city councilman was elected this fall with 60 percent of the vote after campaigning almost exclusively on the Internet — suggesting that the electronic age may reverse one old saw. In Silicon Valley at least, all politics are global.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

4TH HARVARD CUP HUMAN versus COMPUTER CHESS CHALLENGE MEDIA REPORT

*Listed in Chronological Order

PUBLICATION	DATE	CIRCULATION
Boston Globe (City Weekly)	October 31, 1993	150,000
Patriot Ledger (Quincy, MA)	November 2, 1993	87,018
The Tab	November 2, 1993	156,475
Mass High Tech	Nov 2-14, 1993	30,000
Boston Phoenix	November 5, 1993	135,000
Boston Globe	November 6, 1993	508,867
Cambridge Chronicle	November 6, 1993	15,000
Somerville Journal	November 6, 1993	13,000
Watertown Press	November 6, 1993	4,297
Boston Sunday Globe	November 7, 1993	798,298
Boston Sunday Herald	November 7, 1993	235,084
Middlesex News	November 7, 1993	44,846
Middlesex News	November 9, 1993	35,326
Harvard Univ. Crimson	November 9, 1993	14,000
Boston Business Journal	November 12, 1993	36,876
Middlesex News	November 14, 1993	44,846
Mass High Tech	Nov 15-28, 1993	30,000
Boston Sunday Globe	November 21, 1993	798,057
Boston Phoenix	December 3, 1993	135,000
Chicago Tribune	December 5, 1993	1,109,622
Computer Edge	December 31, 1993	150,000
Boston Sunday Herald	January 2, 1994	223,190
Moscow Times		50,000

STORIES VIA ASSOCIATED PRESS:

Providence Sunday Journal	November 7, 1993	269,472
Waterbury (CT) Sun. Repub	November 7, 1993	76,614
Haverhill (MA) Gazette	November 8, 1993	12,881

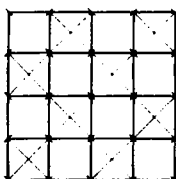
TOTAL: 5,163,776

ELECTRONIC

PROGRAM/STATION	AIR DATE	AUDIENCE
ABC News NIGHTLINE	November 19, 1993	8,000,000
Voice of America	November 9, 1993	
WSSH-FM, Boston	November 5, 1993	
WBZ-AM, Boston	November 6, 1993	110,000

TOTAL: 8,110,000

TOTAL PRINT & ELECTRONIC: 13,273,769



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."

Chess

By **Shelby Lyman**
SPECIAL TO THE TRIBUNE **8078**

At the recent 4th Harvard Cup Human vs. Computer Chess Challenge held at the Computer Museum in Boston, a team of six grandmasters triumphed easily (27-9) over a team of six computers.

A sign of a still prevailing one-sided superiority by humans?

Surprisingly not, if we look beyond the overall numbers.

Although four of the machines got trounced, the two strongest did remarkably well. Socrates Exp scored 3-3 against a group of humans that included the current U.S. Champion Patrick Wolff, a former USSR champion, Boris Gulko; a former U.S. Champion, Joel Benjamin; and a former U.S. Open Champion, Michael Rhode. ChessSystem R30 fared only a little worse with a 2½-3½ score.

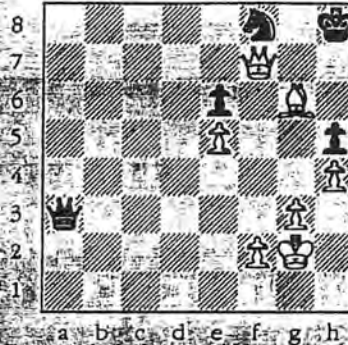
Perhaps, a prediction made a few years ago by computer expert David Levy of Scotland is not as far-fetched as it once sounded. "Someday," he said, "you will be able to buy a world chess champion in the super-market for five or ten dollars."

Both Socrates, a software package for personal computers, and ChessSystem R30, a dedicated device, are in fact commercially available. Socrates for about \$150 and ChessSystem for \$2,000.

What distinguishes these machines from much larger "brute force" counterparts is their clever programming. Using Intel Pentium chips, they are able to search up to 20,000 positions a second, a large number by human standards, but small compared to the expected billion positions per second that Deep Blue, the king of chess computers, is expected to be able to process when it is completed sometimes next year.

Computer expert Chris Charis, an organizer of the Boston event, notes that the human players have been making important adaptations to the machines. "They seem less uncertain than they were in previous years. They know more

Beginner's corner



Black draws

Hint: Stalemate is the key

about how to play the computers in the middlegame and endgame."

Below is a game from the tournament.

ChessSystem	Rohde
1. d4	Nf6
2. c4	e6
3. Nf3	Bb4ch
4. Bd2	c5
5. Bxb4	cxb4
6. g3	0-0
7. N(b)d2	Nc6
8. Bg2	d6
9. 0-0	e5
10. Qc2	Bg4
11. e3	a5
12. dxe5	dxe5
13. R(f)d1	Qe7
14. Ne4	R(a)d8
15. h3	Bf5
16. N(f)d2	Kh8
17. g4	Bg6
18. R(a)c1	Rd7
19. g5	Ng8
20. Nf1	R(f)d8
21. N(f)g3	h6
22. h4	f5
23. Rxd7	Rxd7
24. h5	fxe4
25. hxg6	Qxg5
26. Bxe4	Nf6
27. Bf5	Rd8
28. Kf1	Nh5
29. Nxb5	Qxb5
30. Be4	Ne7
31. Bxb7	Nxg6
32. c5	Nh4
33. c6	Qg4
34. c7	Qh3ch
35. Ke1	Rc8
36. Rd1	Black resigns

Solution to Beginner's Corner: 1. Nxb5! 2. Qxg6 Qf3ch! 3. Kxf3 stalemate (from Karpov 1987).

CHICAGO TRIBUNE

CHICAGO, IL
SUNDAY 1,109,622

DEC 5 1993

BURRELLE'S



Who Holds the Key to the E-Mailbox?

Computers: Messages are not always secret

REPORTERS ARE PAID TO BE NOSY. BUT there are limits, at least if you work at the Los Angeles Times. Earlier this month Times editors recalled a reporter in the paper's Moscow bureau because they believed he was repeatedly reading his colleague's electronic-mail messages, according to sources at the Times. The reporter, Michael Hiltzik, was caught in a sting operation using phony messages. Hiltzik, back in Moscow temporarily, would not comment and editors at the paper said they couldn't discuss a "personnel matter."

Whatever the details of the case, it's clear that technology has created new opportunities for the old-fashioned office snoop. A few years ago he or she might have rifled through a colleague's desk. But with the advent of E-mail, overly curious co-workers can peek at everything from confidential performance evaluations to billets-doux in an office romance without ever getting out of their own chairs. Passwords create an illusion of privacy. But computer-systems administrators must maintain complete lists of those codes: who guards the guardians of the network? Would-be hackers can experiment endlessly trying to crack a colleague's code. And too often, the secret word is something easy to guess.

Under the federal Electronic Communications Privacy Act of 1986, E-mail gets most of the same protections as letters and phone conversations. Outside agencies, such as the FBI or the police, cannot read an individual's E-mail without a warrant.

But the law is hazy on whether bosses can read their employees' E-mail. Some employees have sued when managers read their E-mail, and pending court cases may help define the legal limits of electronic spying, but the issue of what employers can read "is still up for grabs," says David Greschler, director of exhibits at the Boston Computer Museum. Greschler is preparing a show on computer networks and privacy, to open next year. "A company can say, 'We own everything you write,'" Greschler says. "If you're using your company's E-mail system, you're using their resources."

Prying bosses and offended workers run into trouble when they work at companies that have not announced explicit rules governing E-mail. Some legal experts argue that without clear guidelines employees expect that no unauthorized eyes can see what they write. If a company allows managers "to read employee E-mail, employees should be made aware so they can use the system appropriately," says Shari Steele of the Electronic Frontier Foundation, an advocacy group.

The best advice for employees is to be cautious. "Don't put anything in writing that you wouldn't want other people to read," advises Bill Moroney, executive director of the Electronic Messaging Association, a trade group. In other words, if you can't say anything nice, don't say anything. Someone may be watching—or reading.

BARBARA KANTROWITZ with
BETSY MCKAY in Moscow

One Step Ahead of the Law

Games: The industry moves for ratings

TIPPER GORE HAD NOTHING TO DO WITH it. Neither did Jack Valenti. But Joseph Lieberman might have. Last week, just hours before the Democratic senator from Connecticut testified on his proposed legislation for rating videogames, members of the \$6 billion, unregulated industry announced that they will begin policing themselves. Under fire for violence and sex in home videogames, companies intend to form a board to establish guidelines for rating games within the year.

Last summer, acknowledging that new games with live action are more frightening than older games' cartoons, Sega of America began rating its product. (*Mortal Kombat*, in which aggressors rip off heads and brandish the bloody trophies, got an MA-13: not for young children.) While the predatory *Night Trap* (which features underclad teenage girls) may be fine for post-pubescents, a Sega spokesperson said, "it's very scary for 6-year-olds who don't like the idea of getting the blood sucked out of them." Nintendo of America, aiming at a younger market, already bans what it considers graphic violence and explicit sex. That policy probably cost them: the company estimates that it lost \$10 million by taming down its own version of *Mortal Kombat*.

Worried parents might take some comfort in a new British study that found that videogames do not breed violence among children. Those surveyed had no trouble distinguishing a game from real life. "We may be appalled by something," says psychologist Guy Cumerbatch, but kids "know its conventions and see humor in things that others wouldn't." If that's true, the next time your kids become videogame avenging angels, you can just smile. ■



JACQUES M. CHENET—NEWSWEEK

Information superhighway users search for rules of the road

By STEPHANIE SCHOROW

You'd certainly never open a letter addressed to a fellow employee if it were accidentally left on your desk. But would you read a co-worker's e-mail if it

were accidentally routed to your computer terminal?

The answer to this and other tricky electronic questions lies in the escalating debate over "cyberethics" — the emerging moral codes

of the much-touted information superhighway.

The electronic frontier of computer networks, 500-channel TV and worldwide data bases is a virtual Wild West of ethical dilemmas.

MacWorld magazine reported that 22 percent of 301 companies surveyed in 1993 searched employee computer files and voice mail. Viruses cause an estimated \$3 billion in damage a year.

On the computer network Internet, 20 million users exchange everything from philosophical arguments to dirty jokes and pornography. A California network

Turn to Page 26

Cyberethical standards are slowly emerging

From Page 1

user got "hung up to dry," when he was found to be courting several women at once, noted Patrick Sullivan, director of the Washington D.C.-based Computer Ethics Institute.

"He didn't think the same rules of fidelity applied in cyberspace. He found he was wrong," Sullivan said.

Within the officially dubbed National Information Superstructure, "we have a whole new media developing," said Steve Miller, a Boston-based board member of Computer Professionals for Social Responsibility. "You have people wandering around learning to talk to each other. Like any exploration, people are figuring out the rules as they go."

Some believe cyberspace should be regulated as little as possible to further the free flow of information. Others, such as Rep. Edward Markey (D-Mass.) call for a legal "virtual reality check."

But many computer professionals and academics say the electronic frontier needs a preacher as well as a sheriff. Like non-virtual reality, cyberspace needs self-regulating codes of behavior, the restraints that keep many of us halted at a red light even at 4 a.m. with no traffic and no cop in sight.

Currently, cyberspace is imbued with the hacker's logic and something Sullivan calls the "Nintendo fallacy." He developed the concept after hearing one of his young sons declare to his brother during an argument: "You can't cheat — the machine won't let you." Like his son, many cybernauts believe that the system won't let them do something that's wrong and, conversely, if they can do it, it must be all right.

But "there is no technological fix for ethics," Sullivan said. Just because most people can easily alter their phones to monitor other cellular conversations does not make it OK.

In 1992, the Computer Ethics Institute created the "Ten Commandments for Computer Ethics." Like the original, these new commandments are open to broad interpretation. Take the rule, "Thou shalt not interfere with other people's computer work." How might this apply to the emergence of mass-marketing e-mail?

"Junk faxes are bad enough," institute president Ramon Barquin noted. "In electronic mail, someone, with one key stroke, can send out thousands of pieces of mail. What kind of restraints do you want on that? On the other hand, you don't want to restrain free speech."

Richard Sclove, an Am-

THE BOSTON HERALD, MONDAY, JANUARY 10, 1994

THE 10 COMMANDMENTS OF COMPUTER ETHICS

1. Thou shalt not use a computer to harm other people.
2. Thou shalt not interfere with other people's computer work.
3. Thou shalt not snoop around in other people's computer files.
4. Thou shalt not use a computer to steal.
5. Thou shalt not use a computer to bear false witness.
6. Thou shalt not copy or use proprietary software for which you have not paid.
7. Thou shalt not use other people's computer resources without authorization or proper compensation.
8. Thou shalt not appropriate other people's intellectual output.
9. Thou shalt think about the social consequences of the program you are writing or the system you are designing.
10. Thou shalt always use a computer in ways that insure consideration and respect for your fellow humans.

Source: Computer Ethics Institute

Staff graphic/Michael Bertrand

herst-based computer consultant, sees increased commercialization of cyberspace. Lawyers, accountants, even psychologists may soon set up shop on computer networks, further undercutting downtown business districts where such services are traditionally clustered. Such "malling of cyberspace" raises ethical questions of whether electronic access should be guaranteed to all economic groups.

On a more basic level, proliferation of computer networks, such as Internet, is creating new rules for social interchange — or "netiquette."

In cyberspace, no one can hear you scream — or sneer, or laugh, or tell where you come from by your accent. But even without normal vocal cues, in "virtual communities," people are arguing, wooing and kibbutzing — and creating new language and grammar. Say something offensive and you might be "flamed" or deluged with biting, insulting responses. Further complicating conversation, Internet users can conceal their identity, using an address like: "jfkjr."

"You can sign on as anything you want — men as women, children as adults, blacks as

white. It makes for some interesting social dynamics," Miller noted.

Such anonymity has raised safety concerns. An Indiana parent discovered the "youngster" her child befriended on a teen chat line was a 42-year-old pedophile.

"Within those communities on the 'Net, standards of behavior are starting to grow the way culture evolves among people who have a similar interest," said Albert Teich of the American Association for the Advancement of Science.

Boston's Computer Museum is planning an exhibit on computer networks in November 1994 which also will explore cyberethics. Museum-goers will create their own "paper trail," revealing how computers can track our habits. The entire exhibit may be on line for "visitors" to explore via computer while never leaving home. Museum officials hope to expose children to the need for electronic morality.

Computers are "not just collectors of information, they're transformers of information," said David Greschler, the museum's director of exhibits. "They change the rules ever so slightly."

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: January 28, 1994

TO: Board of Trustees
Board of Overseers

FROM: Oliver Strimpel

SUBJECT: Board of Trustees Meeting on February 11;
Dinner on February 10

Enclosed please find the agenda for the Board of Trustees meeting on Friday, February 11, 1994. The meeting, which will run from 8:30 a.m. until noon, will be held in the Museum's auditorium on the fifth floor. A continental breakfast will be served at 8:00 a.m., and a light lunch will follow adjournment. All Overseers are cordially invited to attend.

Among other items, we shall discuss recommended slates for the Museum's Boards of Trustees and Overseers. Background materials from the Nominating Committee will be sent separately.

We also have scheduled an informal dinner meeting for Trustees and Overseers at the Museum the night before the Board meeting — on Thursday, February 10, from 6:00 p.m. to 9:30 p.m. The purpose of the dinner is to have some additional time to discuss the Museum's Long-Range Plan. We hope that you can attend this as well.

Please take a moment to fill out the RSVP form included in this packet and return it as soon as possible to my assistant, Mary McCann.

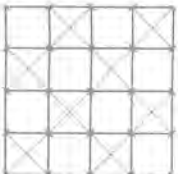
I look forward to seeing you on February 10 and 11!

Enclosures:

- Agenda
- RSVP form
- Draft Long-Range Plan

For Trustees:

- December financials
- Minutes from December 17 and January 11 Executive Committee meetings



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

AGENDA

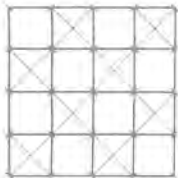
The Computer Museum

BOARD OF TRUSTEES MEETING

February 11 1994

8:30 a.m. - 12:00 p.m.

- 8:30 Call to Order of Meeting of the Members of the Corporation
Election of Members to the Board of Trustees
Meeting Adjourns
- 8:40 Call to Order of Meeting of the Board of Trustees
Set/Confirm Dates and Format for Next Board Meetings
Election of Members of the Board of Overseers
Museum Operations Update
The Networked Society Committee Report
Education Committee Report and Discussion
Development Report & Discussion
Collections Report
- 10:30 Break with Tour of Collections Spaces
- Strategic Plan—Discussion Based on First Draft of Plan
- 12:00 Meeting Adjourns
- Lunch with the NEH Advisory Committee
 for *The Networked Society* Exhibit



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

	OPERATING FY94		OPERATING FY93 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget			
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	138,758	61,150	50,400					138,758	61,150	77,608	287,900	306,800
Exhibit Related		45,200	15,519	160,000	262,000			160,000	307,200	-147,200	732,000	541,800
Govt & Foundation	10,286		46,479					10,286		10,286		34,466
Endowment												
Unrestricted Support:												
Capital Campaign				113,580	276,200			113,580	276,200	-162,620	726,200	352,050
Corporate Membership	63,575	75,850	72,750					63,575	75,850	-12,275	205,000	192,725
Foundation			1,000									
Computer Bowl	216,500	176,500	150,000					216,500	176,500	40,000	388,000	388,000
Membership Fund	104,684	100,540	77,852					104,684	100,540	4,144	178,000	178,000
Admission	285,195	285,713	264,375					285,195	285,713	-518	536,841	536,323
Store	153,567	169,536	125,853					153,567	169,536	-15,969	332,395	281,885
Functions	96,460	79,200	90,221					96,460	79,200	17,260	140,352	156,316
Exhibit Sales	9,597	30,000	37,640					9,597	30,000	-20,403	90,000	45,000
Other:												
Interest Income	1,734	3,400	1,514			2,625	3,510	4,359	6,910	-2,551	12,000	5,333
Rental Income			5,100								4,000	2,020
Program Income		1,200	658						1,200	-1,200	2,500	1,300
Collections	75	2,100	1,700					75	2,100	-2,025	4,000	1,975
TOTAL SUPPORT/REVENUE	1,080,431	1,030,389	941,061	273,580	538,200	2,625	3,510	1,356,636	1,572,099	-215,463	3,639,188	3,023,993
EXPENSES												
Exhibit Development	32,905	51,515	6,178	77,148	177,174			110,053	228,689	-118,636	580,485	461,400
Exhibit Maint/Enhancement	25,262	20,968	25,527	1,381	13,092			26,643	34,060	-7,417	69,578	79,822
Exhibit Sales/Kits	9,704	17,610	42,802					9,704	17,610	-7,906	52,610	36,524
Collections	32,025	31,190	31,760					32,025	31,190	835	62,400	63,235
Education & Admission	127,387	146,365	139,011					127,387	146,365	-18,978	292,570	273,592
Clubhouse	106,737	113,980	7,964					106,737	113,980	-7,243	236,000	236,000
Marketing	140,227	132,780	86,113					140,227	132,780	7,447	229,190	236,637
Public Relations	44,842	46,720	37,065					44,842	46,720	-1,878	93,334	91,455
Store	130,720	143,144	108,663					130,720	143,144	-12,424	268,932	219,559
Functions	38,980	35,530	38,439					38,980	35,530	3,450	69,402	72,853
Computer Bowl	19,087	19,270	14,517					19,087	19,270	-183	135,324	135,141
Fundraising	26,176	32,610	25,579	55,024	111,620			81,200	144,230	-63,030	286,585	150,000
Membership Fund	23,209	41,820	17,399					23,209	41,820	-18,611	83,611	65,000
Museum Wharf												
Op Exp	144,955	151,002	150,698					144,955	151,002	-6,047	302,000	316,923
Mortgage				64,338	64,337			64,338	64,337	1	126,977	126,977
General Management	124,676	111,184	109,811					124,676	111,184	13,492	213,271	231,113
TOTAL EXPENSE	1,026,892	1,095,688	841,526	197,891	366,223			1,224,783	1,461,911	-237,128	3,102,269	2,796,231
NET REVENUE	53,539	-65,299	99,535	75,689	171,977	2,625	3,510	131,853	110,188	21,665	536,919	227,762

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	12/31/92 ACTUAL	FOR THE SIX MONTHS ENDED -----12/31/93-----				FY94 BUDGET	FY94 FORECAST
		ACTUAL	BUDGET	VARIANCE	PERCENT		
REVENUES:							
Clubhouse	50,400	\$138,758	61,150	77,608	127%	287,900	306,800
Exhibit Related	15,519		45,200	-45,200	-100%	100,000	91,800
Govt & Foundation	46,479	\$10,286		10,286	100%		34,466
Corporate Membership	73,750	\$63,575	75,850	-12,275	-16%	205,000	192,800
Computer Bowl	150,000	\$216,500	176,500	40,000	23%	388,000	388,000
Membership Fund	77,852	\$104,684	100,540	4,144	4%	178,000	178,000
Admissions	264,375	\$285,195	285,713	-518	0%	536,841	536,300
Store	125,853	\$153,567	169,536	-15,969	-9%	332,395	281,885
Functions	90,221	\$96,460	79,200	17,260	22%	140,352	156,300
Exhibit Sales	37,640	\$9,597	30,000	-20,403	-68%	90,000	45,000
Interest Income	1,514	\$1,734	3,400	-1,666	-49%	7,000	5,333
Other	7,458	75	3,300	-3,225	-98%	10,500	5,295
	-----	-----	-----	-----	-----	-----	-----
Total Revenues	941,061	1,080,431	1,030,389	50,042	5%	2,275,988	2,221,979
EXPENSES:							
Exhibits Development	6,178	32,905	51,515	-18,610	-57%	102,730	79,900
Exhibits Maintenance	25,527	25,262	20,968	4,294	17%	43,250	53,490
Exhibit Sales	42,802	9,704	17,610	-7,906	-81%	52,610	36,525
Collections	31,760	32,025	31,190	835	3%	62,400	63,235
Education & Admissions	139,011	127,387	146,365	-18,978	-15%	292,570	273,592
Clubhouse	7,964	106,737	113,980	-7,243	-7%	236,000	236,000
Marketing	86,113	140,227	132,780	7,447	5%	229,190	236,637
Public Relations	37,065	44,842	46,720	-1,878	-4%	93,334	91,455
Store	108,663	130,720	143,144	-12,424	-10%	268,932	219,559
Functions	38,439	38,980	35,530	3,450	9%	69,402	72,853
Computer Bowl	14,517	19,087	19,270	-183	-1%	135,324	135,141
Fundraising	25,579	26,176	32,610	-6,434	-25%	64,854	58,420
Membership Fund	17,399	23,209	41,820	-18,611	-80%	83,611	65,000
Museum Wharf	150,698	144,955	151,002	-6,047	-4%	302,000	302,000
General Management	109,811	124,676	111,184	13,492	11%	213,271	231,113
	-----	-----	-----	-----	-----	-----	-----
Total Expenses	841,526	1,026,892	1,095,688	-68,796	-7%	2,249,478	2,154,920
NET REVENUES (EXPENSES)							
	\$99,535	\$53,539	-65,299	118,838	-2	26,510	67,059

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

December 17, 1993

Present were Dick Case, Gardner Hendrie, Jim McKenney, Tony Pell, Nick Pettinella, Ed Schwartz, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:10 a.m.

I. Oliver Strimpel presented an operations update. Documentation of DEC's gift of the building has been completed and Betsy Riggs is working with DEC to plan an appropriate recognition event, probably a dinner in May. The Networked Society exhibit funding has continued with a \$10,000 gift from Cisco Systems, with \$5,000 from John Morgridge personally, for a total committed to date of \$415,000 with approximately \$500,000 of outstanding proposals, which we hope will yield another \$200,000 by year-end. Intel is close to making a \$250,000 grant for updating the Walk-Through Computer exhibit, which would bring that funding to a total of \$300,000. The Rich Tennant cartoon show is mounted in the Skyline Room and the Harold Cohen painting robot is under development, if successfully for opening next summer.

The Travelling Electronic Classroom proposal for NSF funding was reviewed and discussed. Dr. Strimpel was asked to obtain the recommendation of the Education Committee, particularly with reference to the trend toward greater networking and less reliance upon locally sited equipment. An attendance report indicating increased attendance and attendance revenue compared to the year-earlier November was favorably received. Searches for an Education Director and Marketing Director have been advertised and some candidates already have been interviewed.

The proposed The Computer Museum Guide to the Best of Kids Software book project was discussed. The Committee was concerned that a process be established to assure that the work would reflect well upon the Museum, and that a projection of costs and estimated return be prepared. November 30 financials were reviewed. The Committee requested an additional form of presentation showing budget, actual and forecast numbers for the operating fund alone, and showing corporate and individual gifts to date. Mr. Pell reported on annual giving which currently stands at \$64,000.

Mr. Schwartz presented a brief history of the Museum Wharf building, which is summarized in an addendum to these minutes.

II. Dr. Strimpel for Ms. Bodman presented a report of the Nominating Committee. The nomination of Sam Fuller for election to the Board of Trustees representing Digital Equipment Corporation was warmly and unanimously approved. Nominations for the Board of Overseers to be elected at the February meeting of

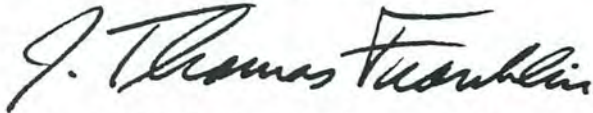
the Board will be made by the Nominating Committee at their January meeting, before which suggestions will be solicited from this committee by mail.

III. Mr. Franklin presented a brief report on a dispute with the Liberty Science Center in New Jersey concerning ownership of the trademark "Tools & Toys". He requested and was granted authority to settle the matter without incurring significant additional legal cost, with retention of the Museum's right to use the mark on its existing products and preferably with ownership of the mark and a limited license of use of the mark to the Liberty Science Center or their agreement to use a variant form of the mark such as "The Tools & Toys Box".

IV. The Strategic Plan was discussed in terms of contributing constituencies during the period from the present to next summer. Discussion emphasized the need for the process to build support for the planned products, and for the plan to assume a high probability of achieving planned results during the initial three years.

Mr. Zraket left the meeting at 9:45 and discussion continued only until 9:50 when the meeting was adjourned. The next meeting of the executive committee will be January 11, 1994.

Respectfully submitted,

A handwritten signature in cursive script that reads "J. Thomas Franklin". The signature is written in black ink and is positioned above the printed name.

J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

January 11, 1994

Present were Gwen Bell, Lynda Bodman, Dick Case, Gardner Hendrie, Ed Schwartz, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:13 a.m. Messrs. Kaplan and Pettinella joined the meeting at 8:35 a.m.

I. Oliver Strimpel presented an operations update. A recognition dinner for DEC has been scheduled tentatively for 6 p.m. March 28th at the Museum. It will be attended by members of the DEC contributions committee, possibly Robert Palmer, and the Museum's Boards of Trustees and Overseers as well as large donors. Spouses will be invited.

Mr. Hendrie reported on the status of the Networked Society exhibit. Funding of \$415,000 has been committed to date. The NSF proposal is outstanding. Mr. Case volunteered to look into reapplying to IBM, which initially declined to fund the program. Exhibit content has not been resolved but the committee has more ideas than can be included.

Renovation of The Walk-Through Computer exhibit has been funded by Intel in the amount of \$250,000, half payable immediately and the balance later this year.

Dr. Strimpel distributed a report on attendance over the year showing modest improvement over the year earlier.

Dr. Strimpel also reported on the initial search efforts for Directors of Education and Marketing. Discussion concerned the latter position and its importance to Museum funding. Dr. Strimpel was authorized to employ a search firm to assist him and to consider a salary higher than the current range of \$45 to \$50 thousand if necessary to attract a specific and strong candidate. Incentive compensation for the position was discussed; several members considered it inappropriate for a non-profit organization.

Dr. Strimpel distributed an exhibit kits sales document that shortly will be mailed to other science centers.

Financial statements for the six months ending December 31 were distributed in the usual and in a new format, the latter condensing capital and exhibit development items and displaying previous year actual and current year forecast items, which latter format was approved for future use. Operating results were below budget in both revenue and expense but significantly above budget in net income.

II. Ms. Bell reported on the status of The Computer Museum book series. Several publishers have expressed interest, particularly Crown Publications. Working with our broker the rights will be auctioned unless a clearly favorable contract can be negotiated. Misses Bodman and Bell will coordinate a proposal to Houghton Mifflin.

III. Ms. Bodman for the Nominating Committee reported that they will meet in a few days and expect to submit additional candidates for Overseer.

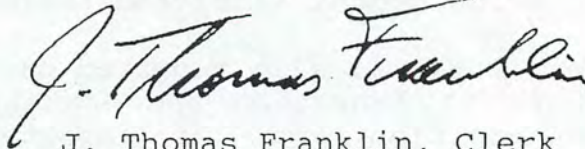
IV. Dr. Strimpel reported that Ms. Riggs is preparing a plan to increase and improve solicitation of individual donors by Overseers and Trustees.

V. The agenda for the February 11 Trustees meeting was reviewed and discussed; education and development and strategic planning will be the most substantial issues. A dinner and informal discussion among members of both Boards will be held the previous evening at 6 p.m.

VI. Strategic planning issues concerning the building were discussed. It was agreed to defer consideration of radical changes for 6 to 12 months but to continue to monitor the Childrens' Museum's plans.

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

Respectfully submitted,


J. Thomas Franklin, Clerk

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 485 2800

Memorandum

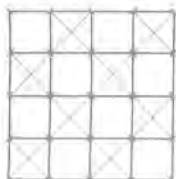
DATE: January 28, 1994
TO: Board of Trustees
Board of Overseers
FROM: Oliver Strimpel
SUBJECT: Museum's Strategic Plan

The attached packet contains the following items:

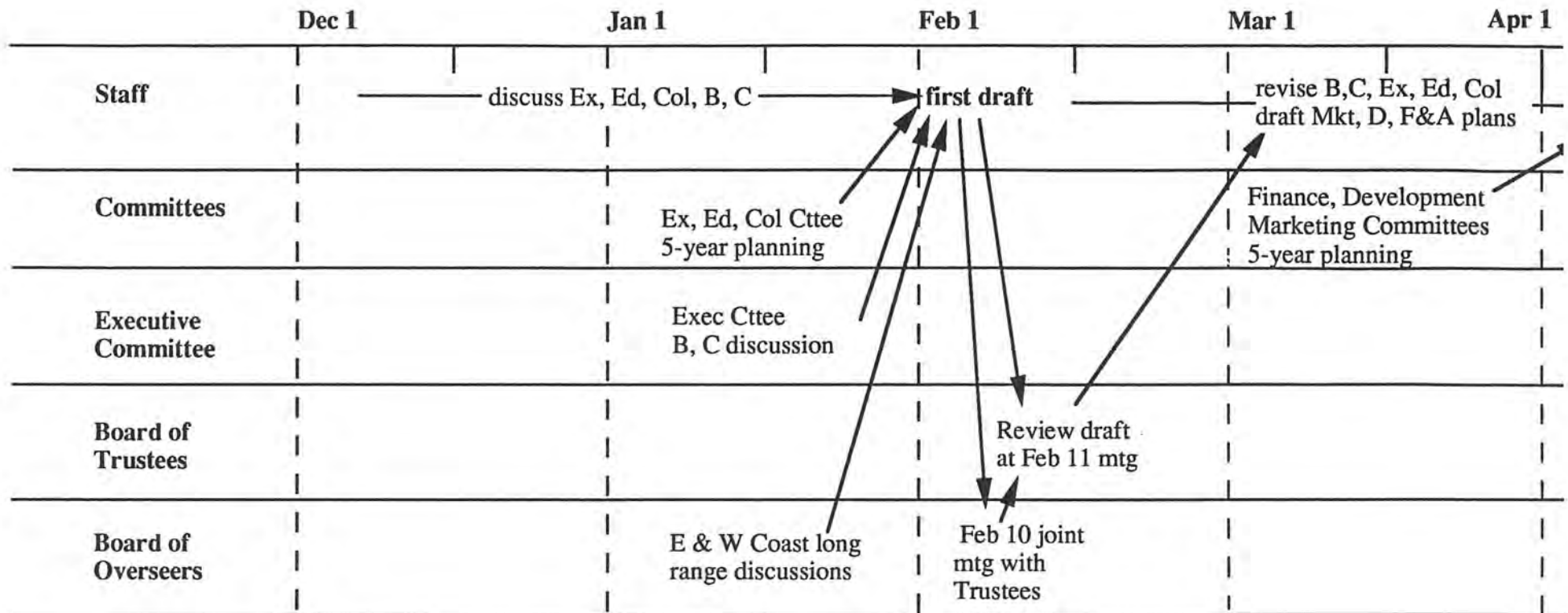
1. Original Schedule for Strategic Planning
2. Draft Framework for the Strategic Plan
3. Draft Introduction
4. Draft of Three-year Onsite Programs Section
5. Outline of Three-year National & International Programs Section
6. Draft of Ten-year Building Scenarios

As the schedule shows, the emphasis so far has been on the programmatic aspects of the Museum plan. Unfortunately, scheduling difficulties have not permitted the Exhibits, Education, and Collections Committees to provide input yet, but meetings of these Committees will be held within the next few weeks.

I look forward to our discussions on February 10 and 11.



Strategic Planning Schedule



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.

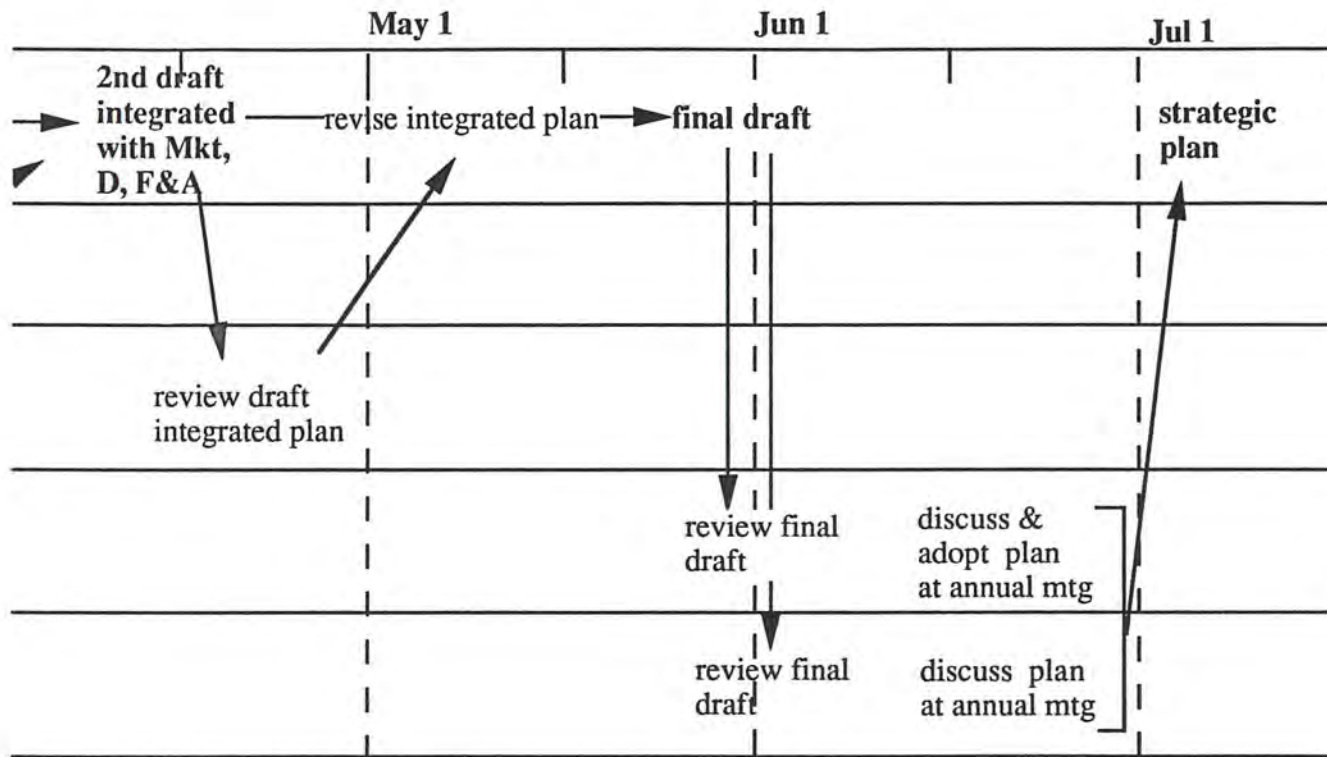
Col: Collections : historical collections: acquisition policy & strategy (eg. Hall of Fame), documentation, and management.

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.

Strategic Planning Schedule



FRAMEWORK FOR THE COMPUTER MUSEUM'S STRATEGIC PLAN

Introduction (enclosed)

Museum Mission
Strategic Analysis
Strategy
Ten-year Objectives

THREE-YEAR PLAN FY95-97

I. Onsite Programs (enclosed)

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

II. National & International Programs (enclosed)

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

III. Collections Plan (enclosed)

Plan for new acquisitions, collections management, and documentation.

IV. Marketing Plan (to come)

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

V. Institutional Advancement (to come)

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

VI. Finance (to come)

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

VII. Administration (to come)

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

TEN YEAR PLAN

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

Building Scenarios (enclosed)

Onsite Programs (to come)

National & International Programs (to come)

Marketing (to come)

Institutional Advancement (to come)

Finance (to come)

Administration (to come)

Appendix 1 (enclosed)

THE COMPUTER MUSEUM: DRAFT STRATEGIC PLAN

INTRODUCTION

1. Museum Mission

The Computer Museum's mission is to:

- I. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers
- II. preserve and celebrate the history and promote the understanding of computers worldwide
- III. be an international resource for research into the history of computing.

2. Strategic Analysis

Milieu

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

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

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

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

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

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

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

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

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

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

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

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

3. Strategy

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

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

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

4. Ten-Year Program Objectives

1. Become a world-class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.
2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.
3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support the national education reform movement.
4. Define and implement the "on-line" Computer Museum.
5. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing
6. Maintain and enhance the historical collections and their documentation as one of a small number of internationally recognized definitive collections of the history of electronic computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

THREE-YEAR PLAN: FY95-97

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

I. ONSITE PROGRAMS

A. EXHIBIT PROGRAM

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

Content

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

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

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

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

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

The Museum should plan for some flexibility in its exhibit programs so as to be able to address topics while public interest is high. "Rapid response" exhibits will require a new approach to exhibit development and funding.

Visitor research points out two areas the public would like addressed:

1. The future: visitors seek access to cutting-edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed by incorporating resource materials in exhibits wherever possible.

Exhibit Approach

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

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

Space

The Museum Wharf site is almost completely developed. *The Networked Society* will replace the closed graphics gallery, leaving one undeveloped large (4,000sf) bay. (Collections currently stored there will move offsite.) This plan proposes that 2,500sf of this bay be developed as an exhibit lab and as a topical issues gallery. Other exhibit development will replace existing exhibits.

With space in short supply, future major exhibits will occupy 2-3,000sf (smaller than previous major exhibits). This should not affect the exhibits' overall impact, but will affect visitor capacity.

Conclusions: Framework for Exhibit Plan

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

Appendix I contains a detailed exhibit plan.

B. OVERALL ONSITE VISITOR EXPERIENCE

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

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

Apron

A new apron park is planned as part of the Waterfront Project being developed jointly with The Children's Museum. If these plans go ahead, the apron will become much more

attractive and will provide a pleasant approach to the Museum. The overall cost of the new apron park would be \$1 million.

Lobby

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

Signage

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

Parking

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

Visitor Services

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

Exhibit Maintenance

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

C. ONSITE EDUCATION PROGRAMS

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

The Computer Clubhouse

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

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

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

Teacher Development Program

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

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

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

Visitor Services Program

Visitor services currently developed at the Museum include gallery tours and hands-on collaborative activities. As indicated in the previous section, staff presentations can enhance the visit. In *The Networked Society* several group activities will be led by visitor assistants. *The Walk-Through Computer 2.0* will provide a fine setting for Museum theater. Special activities will also be planned for temporary exhibits.

D. ONSITE SPECIAL EVENTS

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

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

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

E. RESEARCH

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

1. Evaluation of Computer Museum exhibits in progress

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

II. NATIONAL AND INTERNATIONAL PROGRAMS

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

Outline Only

Exhibit Licensing

- Sales plan for museums and for-profit venues
- Integration of exhibit sales with new exhibit development

Clubhouse Dissemination

- Clubhouse Tour Software: A virtual interactive exploration view of the Clubhouse. Includes information on projects in the Clubhouse and explains how other educators can start similar projects in their own after-school, community, or school site.
- Teacher guides: Clubhouse Project Guides will provide information and resources needed to develop specific Clubhouse projects.
- Establish Offsite Clubhouse program: assist in the creation of offsite Clubhouses, starting in the greater-Boston area.
- Develop and travel national Electronic Classroom Exhibit: this exhibit (see below) will contain elements that are closely based on material in the Clubhouse.
- Clubhouse video to inspire and assist others to develop similar centers
- Clubhouse book

Traveling Exhibit Plan

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

Computer Museum Products and Educational Materials

- Computer Museum Book Series
 - First three titles: *Computer Museum Guide to the Best Kids' Software*
 - Computer Bowl*
 - Walk-Through Computer 2.0*
- CD-ROM, Videos and Software based on exhibits and collections
- Educational materials for teachers including updated teacher packet to cover new Museum exhibits

National Events

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

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

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

“The On-Line Museum”

With over 15 million people already connected to the Internet and a further three million connected to commercial on-line services, a “network presence” would significantly increase the Museum’s international visibility.

As part of *The Networked Society* exhibit development, the Museum will establish a bulletin board system containing general museum information, selected exhibit text, graphics, video clips, and interactive software samples.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse via MOSAIC.

The Museum store will develop an on-line catalog.

Museum collections catalogs will be placed on-line.

III. COLLECTIONS PLAN

Plan for new acquisitions, collections management, and documentation.

Continue the focus on acquisition of integrated circuits and film/video

Complete the illustrated integrated catalog of collections

Improve the availability of collections through establishment of on-line databases.

BUILDING SCENARIOS

Plan A: No Expansion

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

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

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

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

Advantages:

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

Disadvantages:

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

Plan B: Museum Wharf Expansion: Seventh Floor

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

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

Advantages

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

Disadvantages

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

Budget for Seventh-Floor Expansion

Capital Costs for Seventh Floor		
Total new square feet for 6 bays	20,000	
	per sf	Cost
Planning & design	\$15	\$300,000
Seventh floor construction	\$100	\$2,000,000
Second elevator for public & staff		\$300,000
Building-wide earthquake-proofing (100,000sf)	\$10	\$1,000,000
Exhibit/offices fabrication & installation	\$130	\$2,600,000
TOTAL Capital Cost	\$255	\$6,200,000
Operating Revenue Changes		
	per head	
Annual visitation capacity increase		70,000
Admissions revenue potential increase	\$5	\$350,000
Merchandizing net revenue (15% of gross)	\$0.30	\$21,000
Functions net increase		\$40,000
TOTAL Operating Revenues Increase		\$411,000
Operating Direct Cost Increase		
	per sf	
Exhibit/program maintenance (14,000sf)	\$4	\$56,000
Educational staffing (14,000sf)	\$5	\$70,000
Marketing/PR support (14,000sf)	\$3	\$42,000
Building operating costs (additional 20,000sf)	\$8	\$160,000
TOTAL Annual Operating Costs Increase	\$20	\$328,000
Net Operating Change		\$83,000

Plan C: Museum Wharf Expansion: Building on the Apron

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

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

An expansion on the apron would offer an additional 10,000sf, bringing the Museum's total space to 54,000sf, an increase of about 20%. Public program space (exhibits & education) would increase by 8,000sf but with no additional elevator, attendance capacity would increase only to about 200,000 per annum. A second elevator would increase capacity to approximately 230,000 per annum.

Advantages

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

Disadvantages

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

Budget

Capital Costs for Apron Expansion		
Total TCM square feet	10,000	
	per sf	Cost
Planning & design	\$15	\$150,000
Building construction	\$150	\$1,500,000
Second elevator for public & staff		\$300,000
Equip new facilities	\$50	\$500,000
Develop new exhibits in vacated space (8,000sf)	\$130	\$1,300,000
TOTAL Capital Cost	\$215	\$3,750,000
Operating Revenue Changes		
	per head	
Annual visitation capacity increase		50,000
Admissions revenue potential increase	\$5	\$250,000
Merchandizing net revenue (15% of gross)	\$0.30	\$15,000
Functions net increase		\$60,000
TOTAL Operating Revenues Increase		\$325,000
Operating Direct Cost Increase		
	per sf	
Exhibit/program maintenance (8,000sf)	\$4	\$32,000
Educational staffing (8,000sf)	\$5	\$40,000
Marketing/PR support (8,000sf)	\$3	\$24,000
Building operating costs (additional 10,000sf)	\$8	\$80,000
TOTAL Annual Operating Costs Increase	\$20	\$176,000
Net Operating Change		\$149,000

Plan D: Create Offsite Branches

While retaining its primary site at Museum Wharf, the Museum could expand its programs and impact by developing and installing exhibits in other locations. In contrast to the piecemeal exhibit sales approach, such locations would have at least 2,000sf devoted to a Computer Museum-developed exhibition. Hosting organizations could be other museums or conference centers.

The Computer Museum would be responsible for exhibit planning, fabrication and installation, and for ongoing updating and change. The hosting entity would be responsible for the operation and maintenance of the exhibit, and would be the beneficiary of revenues, both from admissions and merchandizing, associated with the branch.

Advantages

- Museum can serve additional new audiences, including those geographically removed from the Museum's primary location
- Museum's presence in other locations enhances Museum's visibility in new communities, making it easier to grow base of support

Challenges

- Identification of a partner with an interest in serving as a Museum branch
- Adaptation of exhibitions for offsite use
- Quality control in a remote site

Budget

Capital Costs	per sf	Scenario 1	Scenario 2
exhibit size in square feet		\$2,000	\$4,000
Exhibit planning	\$20	\$40,000	\$80,000
Exhibit fabrication & installation	\$150	\$300,000	\$600,000
TOTAL Capital Cost	\$150	\$340,000	\$680,000
TCM Operating Revenue & Expense			
Revenue			
License fees	\$5	\$10,000	\$20,000
Annual fee for support	\$7	\$14,000	\$28,000
TOTAL Annual Operating Revenues		\$24,000	\$48,000
Expense			
Exhibit Support (excludes routine maintenance)	\$5	\$10,000	\$20,000
Administration	\$2	\$4,000	\$8,000
TOTAL Annual Operating Costs	\$2	\$14,000	\$28,000
Net Operating Surplus (Deficit)		\$10,000	\$20,000

Summary Table

Scenario	Status Quo	Seventh Floor	Apron	Branch
			Expansion	
Additional total space (square feet)	0	20,000	10,000	4,000
New public program space (square feet)	0	14,000	8,000	4,000
Capacity w. single elevator (ppl/yr)	175,000	200,000	200,000	40,000
Capacity w. two elevators (ppl/yr)	190,000	250,000	230,000	n/a
Capital Cost	0	\$6,200,000	\$3,750,000	\$680,000
Change in Net Operating Surplus	0	\$83,000	\$149,000	\$20,000

Appendix I: Exhibit Development Plan

Permanent Exhibits

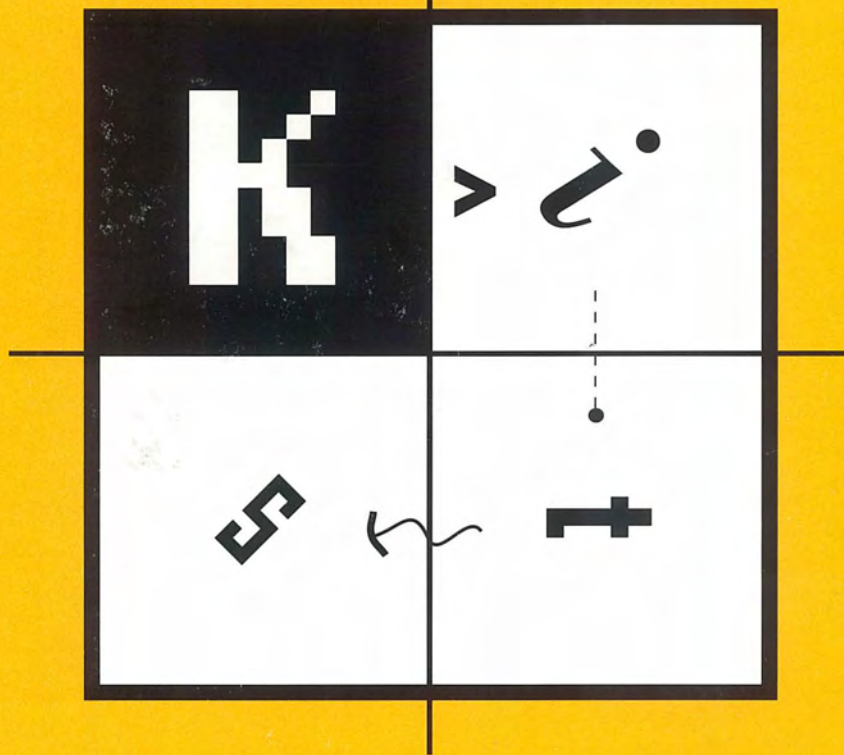
Opening Date	Exhibit	Content	Size	Fundability Ranking 1(least) - 5(most)	Target Audiences	Approach	Location
Nov 94	The Networked Society	Large scale computing, networks, impact of computer age	Large	Rank: 4 Corporate NSF NEH	Adult Youth Students Interest in Networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery
June 95	The Walk-Through Computer 2.0	How computers work	Large	Rank: 5 Corporate	General	3-Dimensional Environment Learning Stations(8) Video	Revision of Original Walk-Through
June 96	Computers in Entertainment	Applications in movies and popular music	Medium	Rank: 3 Corporate	Youth Adults	Interactive (15) Video Demonstrations Process oriented	Replace Tools & Toys

Temporary Exhibits

FY95							
Sept 94	The Computer in the Studio	How artists are using computers in their work.	Small	Rank: 2 NEA Corporate	Art Interest Students	2-Dimensional Talks Symposium	Skyline Room
April 95	The Electronic Book	New media- CD-ROM & other large storage media, self publishing	Small	Rank: 3 Corporate	Adults Youth Arts	Interactive (5 stations) 2-Dimensional Objects	Skyline Room
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	Small	Rank: 2 Corporate	Adults Children	2- Dimensional	Skyline Room
Feb 96	Computing at Fifty	Pinnacles of computing technology & applications on computing's 50th birthday	Small	Rank: 3 NSF Corporate	Future-oriented	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	Topical Issue Space: The Computer in the Olympics	Computers in the Olympics -- in conjunction with Atlanta Olympics First topical issue gallery	Medium	Rank: 4 Corporate (Coke, other Olympic sponsors)	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Topical Issue Gallery: Recovered from old office bay

FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	Small	Rank: 3 NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	Topic Issues: Yet to be determined	Current trend	Small	requires endowment	to be determined	Interactive Process oriented	Topical Issue Gallery
Feb 97	Group virtual reality	Immersive virtual reality experience	Small	Rank: 2 Corporate	General	Simulated environment	Skyline Room
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	Medium	Rank 4: NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines

E X H I B I T



The Computer Museum

The Computer Museum's Exhibit Kits

The Computer Museum's Exhibit Kits are "plug and play" exhibits that include software, supporting documentation, and suggestions for exhibit layout and signage. Some Kits also include specialized hardware. The Exhibit Kits have been extensively evaluated and refined in The Computer Museum's exhibit halls to ensure that visitors understand the point of the exhibit and have fun in the process. Development of The Computer Museum's Exhibit Kits was supported in part by the National Science Foundation.

TOOLS & TOYS: THE AMAZING PERSONAL COMPUTER

Design Your Own Newsletter* Learn the basics of desktop publishing while designing a newsletter. Then print out the design to take home.
DESKTOP PUBLISHING

DinoDraw! Use basic computer drawing tools to manipulate a dinosaur image. Then print out the drawing to take home.
COMPUTER DRAWING

Explosive Experiments Safely experiment with dangerous chemical reactions by viewing them with a videodisk. Watch an explosion in slow motion or even run it backwards!
CHEMISTRY/EARTH SCIENCE

Fly a DC-10 Discover how computers can simulate flight. Soar the skies in a computer simulated DC-10.
FLIGHT SIMULATION

Make Your Own Cartoon Find out how computer-assisted animation works by creating a short cartoon using three animated characters.
COMPUTER-ASSISTED ANIMATION

Alphabet Noodle Soup* Choose a word in English or Spanish and use its letters to see how many new words can be made.
WORD PUZZLE

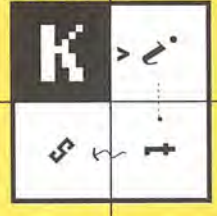
Special Effects* Experience being covered in liquid metal or dancing in a rainbow of colors. Try different image-processing effects on your own moving picture. Discover how meteorologists give weather reports by projecting computer images behind them.
IMAGE PROCESSING

Spend a Million Dollars* Learn how spreadsheets work by "spending" a million dollars.
COMPUTER SPREADSHEETS

What's Your Type? Explore how computers create typefaces. Samples, including Braille and Egyptian hieroglyphics, can be printed to take home.
PUBLISHING TOOLS

* AVAILABLE IN SPANISH

EXHIBIT



The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943

ROBOTS & OTHER SMART MACHINES

Color The States SPEECH RECOGNITION

This program obeys your spoken commands to paint a map of the U.S. Follow its rules to ensure bordering states are not the same color.

Eliza: The Computer Psychologist* COMPUTER INTELLIGENCE

An introduction to computer-based response. Eliza's questions coax you to talk about yourself.

Haggle With a Computer Fruit Vendor EXPERT SYSTEMS

Bargain with a computer-simulated fruit vendor over the price of a box of strawberries.

How Computers Play Games DECISION MAKING

Challenge a computer to a game of "5 in-a row." Observe as the computer contemplates its next move.

How Tall Are You?* ULTRASONIC MEASUREMENT

Let a computer measure your height. The computer may respond with humor, or purposely make a mistake and correct itself. Users of all ages delight in fooling the computer.

The Talking Computer COMPUTER SPEECH

This exhibit reads what you type, and allows you to change the computer's voice.

PEOPLE AND COMPUTERS: MILESTONES OF A REVOLUTION

How Fast Are Computers?* COMPUTER SPEED

Compare your own computation speed to that of computers. Find out how long it takes a person or a computer to update a global weather forecast.

Maze Programming* COMPUTER PROGRAMMING

Learn the basics of programming by instructing an animated robot car to navigate through a maze.

VIRTUAL WORLDS

Electronic Mail to The White House ELECTRONIC MESSAGING

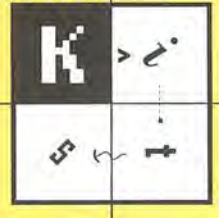
Learn about electronic mail and communications through an interactive multimedia presentation. Send electronic mail to the White House through an on-line connection such as the Internet.

The Virtual Reality Chair VIRTUAL REALITY

An unassisted system for viewing virtual reality. Experience playing in a virtual field, or walk through a virtual house.

* AVAILABLE IN SPANISH

EXHIBIT



The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943

Letter To The White House

ELECTRONIC MAIL



Exhibit Description:

This multi-media exhibit describes the use of electronic communications, and Electronic Democracy in today's society. Visitors learn about electronic mail, Electronic Democracy, and can write and send an electronic message to President Clinton or Vice President Gore.

Visitors Will Learn:

- ◆ History of electronic communications in the White House
- ◆ What electronic mail is and how it is used
- ◆ How Electronic Democracy is effecting society
- ◆ How to write and actually send electronic mail to the White House

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit signage, furnishings, and layout

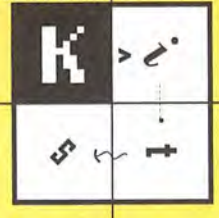
The Customer Must Provide:

- ◆ Apple Macintosh Quadra 650 or higher with at least 16 MB RAM and an 80 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ Color 16" (or larger) monitor
- ◆ Apple compatible keyboard
- ◆ Apple compatible mouse
- ◆ Link to electronic mail service (Internet, Compuserve, Prodigy)
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer, and to allow visitor access to the computer monitor, mouse and keyboard. A telephone or network line needs to be installed to connect the exhibit to an electronic mail service.

EXHIBIT



The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943

Design Your Own Newsletter

DESKTOP PUBLISHING

Exhibit Description:

Visitors experience how graphic design software helps people create intricate and attractive documents. Users can design the layout of a newsletter by choosing the number of columns, the size and number of headlines, the location of articles, and the placement of images. Visitors can print out their newsletter and take it home as a souvenir. Newsletter text can be customized to include information about the sponsoring museum or science center.

Visitors Will Learn:

- ◆ Basic desktop publishing terminology
- ◆ How to create an attractive document
- ◆ How a computer can assist in the design of a page

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage
- ◆ Customized newsletter text that references your institution

The Customer Must Provide:

- ◆ Apple Macintosh Quadra 605 or higher, with at least 8 MB of RAM, and a 40 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ Radius Pivot Monitor (monochrome)
- ◆ Macintosh compatible laser printer (optional)
- ◆ Signs, enclosure, and other site-specific materials

Installation Requirements:

The exhibit site needs to be set up to provide power for the computer, monitor and laser printer (optional). Visitors need access to the computer's mouse and monitor.

**** This Kit is Available in Spanish***



The Computer Museum

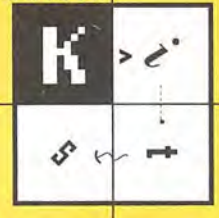
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



DinoDraw!

COMPUTER DRAWING

Exhibit Description:

DinoDraw! shows visitors how computers can be used as drawing tools. Visitors are led through the process of using electronic versions of familiar drawing tools: pens, an eraser, and a compass to make circles. There are also tools which are unique to drawing programs: instant enlargers, rotators, and finely controlled spray paint. Visitors begin by adding features to a pre-drawn dinosaur. Once they become proficient with the drawing tools, they can add to (or subtract from) a selection of pre-drawn images or create entirely new drawings. The program allows visitors to print the drawings they create, giving them a personal souvenir of their visit.

Visitors Will Learn:

- ◆ How basic computer drawing tools let them create an image in just a few minutes
- ◆ How creative inspiration comes from the artist, not the computer
- ◆ Basic vocabulary for computer drawing

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh LCIII with 8 MB of RAM , and a 40 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ 13" monitor
- ◆ Apple compatible mouse or trackball
- ◆ Macintosh compatible laser printer (optional)
- ◆ Signs, enclosure, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer (and optional printer). Visitors need access to the computer monitor and mouse (and optional printer)

The Computer Museum

300 Congress Street
Boston, Massachusetts
02210

Tel (617) 426-2800

Fax (617) 426-2943



Explosive Experiments

CHEMISTRY/EARTH SCIENCE

Exhibit Description:

Explosive Experiments allows users to control videos showing a variety of dangerous chemical reactions. Visitors use a computer to manipulate a videodisk (developed by the American Chemical Society) which displays 22 different chemical reactions. The chemical formula for each reaction is displayed on the computer screen while the reaction is displayed on a separate video monitor. The computer menu allows the visitor to replay the video, in slow motion, or in reverse without the risk of injury or the release of toxic substances.

Visitors Will Learn:

- ◆ What happens in 22 dangerous chemical experiments
- ◆ How a computer is used to control a video disk system

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage
- ◆ One Redox videodisk (by the American Chemical Society)

The Customer Must Provide:

- ◆ Macintosh Quadra 605 or higher with 8 MB RAM and a 40 MB hard disk.
- ◆ System 7.0 or higher
- ◆ Apple compatible mouse
- ◆ 13" computer monitor
- ◆ RS232 cable
- ◆ Videodisk player with communications port (i.e. Pioneer LVD4800)
- ◆ 18" or larger TV monitor (NTSC standard)
- ◆ Signs, enclosure, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer, computer monitor, videodisk player, and NTSC monitor. Visitors need access to the computer monitor, TV monitor and mouse.

The Computer Museum

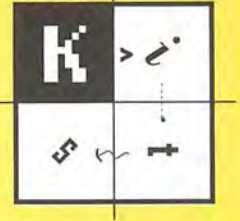
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Make Your Own Cartoon

COMPUTER-ASSISTED ANIMATION

Exhibit Description:

This exhibit shows visitors how computers can be used to create cartoons. High-quality animation and digitized sound give visitors the thrill of making a professional-quality animation in just a few minutes. Visitors are first led through the process of making simple one-step cartoons involving a frog in a pond, controlling where the frog moves and what it looks like. Then, once they have mastered the process, they create new cartoons with a bird, a frog and a fly. Once the cartoons are created, the visitors can view them in their entirety.

The Visitor Will Learn:

- ◆ The steps involved in creating a computer animation
- ◆ How inspiration comes from the artist, not the computer

The Kit includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh Quadra 605 with 12 MB of RAM, and a 40 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ Radius Color Pivot monitor (624 pixels wide by 832 pixels tall)
- ◆ Apple compatible mouse.
- ◆ Optional speakers (the Mac's internal speaker may be used)
- ◆ Signs, enclosure, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer. Visitors need access to the computer monitor and mouse.

The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Alphabet Noodle Soup

WORD PUZZLES

Exhibit Description

In this exhibit, visitors choose a word in English or Spanish and use its letters to see how many new words can be made. The computer lets the user know how many words can be produced, and will give hints about the words upon request. The computer provides instant feedback with each entry, and tracks the game's progress.

What Visitors Will Learn:

- ◆ Possible words derived from the letters in one word
- ◆ How computers are used to store game information and solutions

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ 486 PC compatible (ISA) or PS/2 computer with at least 8 MB of RAM, and a 40 MB or larger hard disk
- ◆ DOS 5.0 or higher and Windows 3.0 or higher
- ◆ 13" VGA monitor
- ◆ Microsoft or compatible mouse.
- ◆ Signs, enclosures, and other site-specific materials

Site Requirements:

The exhibit needs to be set up to provide power for the computer and monitor. Visitors need access to the computer mouse, keyboard and monitor.

** This Kit is Available in Spanish*

The Computer Museum

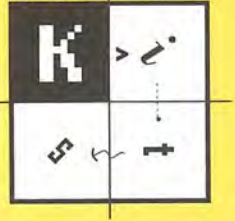
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Special Effects

IMAGE PROCESSING

Exhibit Description:

This exhibit demonstrates how computers are used in film and video to create special effects. Visitors stand in front of a white screen and choose one of several effects options from the keyboard. While the computer processes the effect, the monitor displays an explanation of how computers and video work together to create these effects. The monitor then displays the combined image/effect. Some effects, such as "Meteorologist," combine the visitor's image with a background image of a weather map. Others, such as "Liquid Metal," distort the visitor's image or change it radically.

Visitors Will Learn:

- ◆ How effects are used in practical applications
- ◆ How the computers and video work together
- ◆ How meteorologists give weather reports with changing maps behind them

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Commodore Amiga 2000HD with at least 8 MB of RAM, and a 100 MB or larger hard disk
- ◆ Video Toaster video board
- ◆ NTSC video camera
- ◆ Large NTSC video monitor
- ◆ Speakers and amplifier (optionally, the computer's internal speaker may be used)
- ◆ Signs, enclosures, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer, video monitor, and video camera. Visitors need access to the computer keyboard.

** This Kit is Available in Spanish*

The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Fly a DC-10

FLIGHT SIMULATION

Exhibit Description:

Visitors are invited to fly a simulated DC-10 from take-off to landing. Participants can view the simulation from the pilot's seat or control tower, and from behind the plane. Visitors can also control the simulated weather. This exhibit is adapted for public use from one of the top commercial computer flight simulators. As pilots, visitors find the plane markedly responsive to their commands. They can explore an island and even fly through an erupting volcano.

The Visitor Will Learn:

- ◆ How simulations are used in training and dangerous situations
- ◆ How a computer can generate an artificial reality
- ◆ What it is like to fly in a simulated environment

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh Quadra 610 or higher (running System 7.0 or higher), with at least 12 MB RAM, a 40 MB or larger hard disk and 1 MB of VRAM
- ◆ System 7.0 or higher
- ◆ Mouse or Joystick
- ◆ 20" computer monitor (may require a video card)
- ◆ Stereo speakers
- ◆ Signs, enclosures and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and monitor. Visitors need access to the computer monitor and mouse/joystick.

The Computer Museum

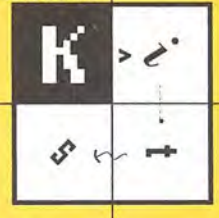
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Spend a Million Dollars!

COMPUTER SPREADSHEETS

Exhibit Description:

This graphically captivating exhibit introduces visitors to spreadsheets and their uses by inviting them to spend a million dollars and track their purchases on a spreadsheet. The visitor must first account for taxes taken from the \$1 million, then make purchases from several categories using the on-screen menu of choices. As visitors purchase mansions, sports cars, trips, even computers, or donate to charity, the spreadsheet keeps track of their expenses and how much they have left to spend. Visitors can also compare their spending habits to those of other visitors who have used the exhibit. The spreadsheet automatically creates pie charts illustrating how the visitor's purchases compare to other's.

Visitors Will Learn:

- ◆ How a spreadsheet is used to organize and calculate financial information
- ◆ Examples of spreadsheets

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ 386 or higher PC compatible (ISA) or PS/2 computer with at least 8 MB RAM and a 40 MB hard disk
- ◆ DOS 5.0 or higher and Windows 3.0 or higher
- ◆ Microsoft compatible mouse
- ◆ 13" VGA monitor
- ◆ Signs, enclosures, and other site-specific materials

Installation Requirements:

The exhibit site needs to be set up to provide power for the computer and monitor. Visitors need access to the computer monitor and mouse.

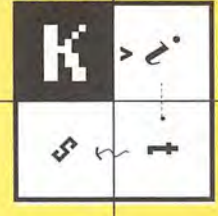
** This Kit is Available in Spanish*

The Computer Museum

300 Congress Street
Boston, Massachusetts
02210

Tel (617) 426-2800

Fax (617) 426-2943



What's Your Type?

PUBLISHING TOOLS

Exhibit Description:

This exhibit encourages visitors to learn about the use of typefaces in traditional printing and in electronic publishing. Visitors write their name (or any other message) in Egyptian Hieroglyphics or Braille. Visitors can print their work and bring it home as a souvenir.

Visitors Will Learn:

- ◆ How typefaces are used in traditional and electronic printing
- ◆ What a message looks like in Hieroglyphics
- ◆ What a message feels like in Braille

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit installation and maintenance manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh Quadra 605 with at least 8 MB RAM, and a 40 MB or larger hard drive
- ◆ System 7.0 or higher
- ◆ 13" Apple compatible monitor
- ◆ Mouse or trackball
- ◆ Macintosh compatible laser printer (optional)
- ◆ Braille Blazer printer (optional)
- ◆ Signs, enclosures, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and printers (optional). Visitors need access to the computer monitor, keyboard, mouse and printers.

The Computer Museum

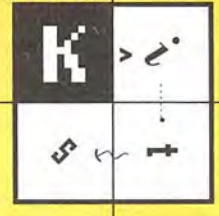
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Color the States

SPEECH RECOGNITION

Exhibit Description:

Visitors are invited to color in a map of the United States using only four colors so that no two states with the same color share a common border. The only input device is a microphone - all commands are given by speech. Visitors first select a state and then select its color. There are many different ways to color the states successfully, but also many ways to be trapped into coloring two adjacent states the same.

Visitors Will Learn:

- ◆ Speech recognition allows computers to obey spoken instructions
- ◆ If the vocabulary is small, a computer can recognize the instructions of any speaker without any prior "training" with that speaker (Speech recognition is imperfect)
- ◆ Visitors quickly get used to controlling the computer by spoken commands
- ◆ Speech recognition allows the disabled, or people who must use their hands for other tasks, to operate computers

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Dragon Systems Speech Recognition board
- ◆ Suggestions for exhibit signage and layout

The Customer Must Provide:

- ◆ PC-AT compatible computer, with at least 256 KB of RAM, and a 20 MB or larger hard disk
- ◆ DOS 3.3 or higher
- ◆ Color VGA monitor
- ◆ Microphone and mount
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and to allow visitor access to the microphone and the computer monitor.

The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Eliza: The Computer Psychologist

COMPUTER INTELLIGENCE

Exhibit Description:

This exhibit is an implementation of a classic program developed by Joseph Weizenbaum at MIT in 1966. In offering to help the visitor with a problem, the program plays the role of a psychotherapist. The visitor types in a sentence, and the program responds by using one of a small repertoire of expedients. Examples include turning a statement into a question, responding to a key word such as “family,” or simply asking the “patient” to elaborate. ELIZA’s methods become quite apparent after a short interchange, and visitors can then trick ELIZA into repeating itself or asking nonsensical questions.

Visitors Will Learn:

- ◆ Computer programs can simulate human conversations
- ◆ Simple devices can trick you into believing a computer is intelligent when, in fact, it is simply reflecting your own words back at you
- ◆ There is a world of difference between a simple program, such as ELIZA, and a truly intelligent program
- ◆ We are still a very long way from knowing how to build a program that converses like a person

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage
- ◆ Available in Spanish

The Customer Must Provide:

- ◆ PC-AT compatible computer, with at least 256 KB of RAM, and a 20 MB or larger hard disk
- ◆ DOS 3.3 or higher
- ◆ Color VGA monitor
- ◆ Keyboard
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and to allow visitor access to the computer monitor and keyboard.

** This Kit is Available in Spanish*

The Computer Museum

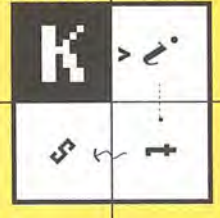
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Haggle With a Computer Fruit Vendor

EXPERT SYSTEMS

Exhibit Description:

In this exhibit, visitors bargain with the computer over the price of a box of strawberries. First, visitors select one of three fruit vendors that range in sophistication from NOAH BUDGE (with only 10 bargaining rules) to NORA LOGICAL (with over a hundred bargaining rules). Visitors can type in offers for a box of strawberries, or make insulting or flattering remarks to the vendor. A display on the screen tracks the testing and firing of the rules as the computer generates a response. The computer may lower the price or return the abuse. A voice synthesizer allows the computer to reply audibly. The session ends when the computer and visitor close the deal or the visitor is "kicked out of the vendor's stall."

Visitors Will Learn:

- ◆ A computer can follow a set of rules, giving it surprisingly human-like behavior
- ◆ The more rules the computer has, the more sophisticated its behavior
- ◆ The computer cannot improvise or use common sense to respond outside its particular area of expertise
- ◆ Rule-based expert systems are growing in use, and are taking over some tasks formerly thought to require a human expert

This Kit Includes:

- ◆ Complete Software and Licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Custom cables
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ PC-AT compatible computer with at least 256 KB of RAM, and a 20 MB or larger hard disk
- ◆ DOS 3.3 or later
- ◆ Color VGA display
- ◆ Keyboard.
- ◆ Single-line DECTalk unit with serial cable, part number DTC01-AA, supplied by Digital Equipment Corporation
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer, to allow visitor access to the computer's monitor and keyboard, and to hear the DECTalk's speech output.

The Computer Museum

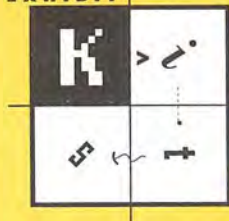
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



How Computers Play Games

DECISION MAKING

Exhibit Description:

This exhibit allows visitors to challenge the computer to a game of five-in-a-row. During the game, the computer's "thought process" is shown graphically as it evaluates each possible move and selects the best one. Visitors observe how the computer applies its strategy in response to their moves. Visitors can also explore a more detailed explanation of each strategy.

Visitors Will Learn:

- ◆ Computers, by testing many moves rapidly, can compete with humans at certain tasks
- ◆ Computers can play games of strategy by using sets of simple rules to test many possible moves

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ A 486/25 MHz or faster PC compatible computer with at least 640 KB of RAM, and a 20 MB or larger hard disk
- ◆ DOS 3.3 or higher
- ◆ Color VGA display
- ◆ Microsoft-compatible mouse
- ◆ Keyboard.
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and to allow visitor access to the computer's monitor and mouse.

The Computer Museum

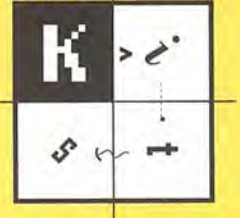
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



How Tall Are You?

ULTRASONIC MEASUREMENT

Exhibit Description:

The exhibit invites visitors in its proximity to have their height measured. When visitors move into the correct position (marked by feet painted at the base of the exhibit), their height is measured using an ultrasonic distance sensor. The results are announced via digitized speech such as "You seem to be about five feet, six and three quarter inches." Occasionally the exhibit entertains visitors by making a "mistake" and then correcting itself. Visitors delight in trying to fool the computer.

Visitors Will Learn:

- ◆ Ultrasonic sensors allow computers to detect and measure the distance to objects in their environment
- ◆ The keyboard and screen are not the only way to interact with a computer. Visitors who try this exhibit provide input by moving their bodies and receive the output via synthesized speech
- ◆ Mobile robots can use ultrasonic sensors to find the distance to walls and obstacles around them

Variations:

This kit can be applied in other settings such as:

- ◆ Comparing visitors to other objects such as mountains, whales or small objects
- ◆ A practical demonstration of the Doppler effect
- ◆ An audible and interactive attraction to a larger exhibit

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage
- ◆ Ultrasonic distance sensors, cables and driving hardware

The Customer Must Provide:

- ◆ Apple Macintosh computer (SE or higher) with at least 20 MB of hard disk space and at least 4 MB of RAM
- ◆ System 7.0 or higher
- ◆ Speaker, amplifier and all audio cables (to connect to the Macintosh's 1/8" mini phono plug)
- ◆ Signs, enclosure, mounting points for distance sensors, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer. Visitors have no access to the computer. The speaker and four distance sensors are easily mounted, as described in the *Kit Installation and Maintenance Manual*.

** This Kit is available in Spanish and in Metric units of height*

The Computer Museum

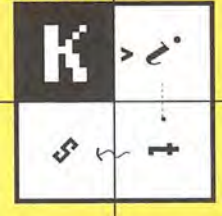
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



The Talking Computer

COMPUTER SPEECH

Exhibit Description:

The Talking Computer invites visitors to learn how a computer can speak and control the qualities of its voice. Visitors can experiment with the computer's diction by having it pronounce their name and other text they type. Visitors can also change the characteristics of the computer's voice. To illustrate one of the uses of voice output, the computer asks visitors to close their eyes and type while the computer reads to them what they have typed.

Visitors Will Learn:

- ◆ Computers can communicate with people by voice
- ◆ To synthesize speech, a computer must use a detailed set of rules to recognize words in written text and the sounds that combinations of letters spell
- ◆ Computer-generated speech is comprehensible but crude. It lacks the subtle inflections and accents important to human speech.
- ◆ Speech synthesis has many applications, including providing information over the phone and allowing the sight-impaired to use computers.

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh LCIII (or higher) with 8 MB of RAM , and a 20 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ Apple compatible color monitor
- ◆ Apple compatible mouse
- ◆ Digital Equipment Corporation DTC-01 DECTalk text-to-speech converter
- ◆ Standard Macintosh modem cable (male 8-pin Mini-DIN to male DB-25)
- ◆ Signs, enclosure, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer. Visitors need access to the computer monitor and mouse, and must be able to hear the speech output from the DECTalk.

The Computer Museum

300 Congress Street
Boston, Massachusetts
02210

Tel (617) 426-2800

Fax (617) 426-2943



How Fast Are Computers?

COMPUTER SPEED

Exhibit Description:

The exhibit invites visitors to add five numbers, while the computer measures how long they take to arrive at the correct answer. It then displays how many similar calculations computers (from a PC to a supercomputer) could perform in the same amount of time. Visitors can then match any one of five computers (including themselves) to one of five tasks, ranging from balancing a checkbook to updating a global weather model. The program tells them how long the selected computer would take to solve the task. Many visitors will find that it would take them over 900 years to update the day's forecast!

Visitors Will Learn:

- ◆ Computers vary widely in their speed of calculation, but they are all much faster than people at numerical calculation
- ◆ Some tasks, such as adding a few numbers, take much less computing than other tasks, such as forecasting the weather
- ◆ It is important to choose a computer that is sufficiently powerful if a job is to be completed in a reasonable time
- ◆ The four standard ways of making computers run fast- parallel processing, RISC vs. CISC, fast clock speed, and pipelining

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit signage and layout

The Customer Must Provide:

- ◆ PC-AT compatible computer, with at least 256 KB of RAM, and a 20 MB or larger hard disk
- ◆ DOS 3.3 or higher
- ◆ Color VGA display
- ◆ Keyboard
- ◆ Signs, enclosure, other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer and to allow visitor access to the computer monitor and keyboard.

** This Kit is Available in Spanish*

The Computer Museum

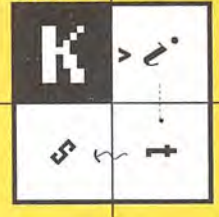
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



Maze Programming

COMPUTER PROGRAMMING

Exhibit Description:

This exhibit challenges visitors to write a computer program that instructs a robot car to move through a maze. It guides visitors through the task in simple, incremental steps, introducing them along the way to concepts fundamental to computer programming. After learning what each instruction does, visitors write their own programs, and then execute them. High-resolution color and 3D images engage visitors as they watch the car obey their commands. The car's movements give visitors immediate feedback and a firm grasp of how their program functions.

Visitors Will Learn:

- ◆ Computers perform tasks by following a list of instructions, called programs
- ◆ Each program instruction is simple and explicit
- ◆ Rudimentary programming is not conceptually difficult, but requires attention to detail

This Kit Includes:

- ◆ Complete software and licensing
- ◆ Kit Installation and Maintenance Manual
- ◆ Suggestions for exhibit layout and signage

The Customer Must Provide:

- ◆ Apple Macintosh LCIII (or higher) with 8 MB of RAM, and a 20 MB or larger hard disk
- ◆ System 7.0 or higher
- ◆ Apple compatible color monitor
- ◆ Apple compatible mouse.
- ◆ Signs, enclosure, and other site-specific materials

Site Requirements:

The exhibit site needs to be set up to provide power for the computer. Visitors need access to the computer monitor and mouse.

** This Kit is Available in Spanish*

The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943

The Computer Museum Selected Exhibit Kits Customers

THE FRANKLIN INSTITUTE
Philadelphia, PA

THE NATIONAL HISTORY MUSEUM,
THE SMITHSONIAN INSTITUTION
Washington, D.C.

MUSEUM OF ART, SCIENCE & INDUSTRY
Bridgeport, CT

ST. LOUIS SCIENCE CENTER
St. Louis, MO

THE PACIFIC SCIENCE CENTER
Seattle, WA

EUREKA - THE CHILDREN'S MUSEUM
Halifax, England

THE CHILDREN'S HANDS ON MUSEUM
Olympia, WA

CENTRO DE CIENCIAS DE SINALOA
Mexico

THE TECH MUSEUM OF INNOVATION
San Jose, CA

NATIONAL AQUARIUM
Baltimore, MD



The Computer Museum

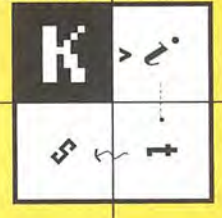
300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943



The Computer Museum Exhibit Kit Pricing AS OF JANUARY 10, 1994

Exhibit Kits	Price	Platform	Spanish Version
TOOLS AND TOYS:			
THE AMAZING PERSONAL COMPUTER			
Alphabet Noodle Soup	\$1,500	IBM	
Design a Newsletter	\$1,500	MAC	yes
DinoDraw!	\$1,500	MAC	
Draw on the Wall	\$700	MAC	
Explosive Experiments	\$1,700	MAC	
Fly a DC-10	\$3,000	MAC	
Make Your Own Cartoon	\$2,500	MAC	
Outline and Organize	\$750	IBM	yes
Record Your Voice	\$1,500	IBM	
Spend a Million Dollars	\$2,000	IBM	yes
Star in Your Own Commercial	\$3,200	MAC	
Special Effects (photo)	\$4,000	Amiga	yes
Wedding Planner	\$1,250	IBM	
What's Your Type?	\$1,000	MAC	
ROBOTS AND OTHER SMART MACHINES			
Color The States	\$3,900	IBM	
Eliza: The Computer Psychologist	\$1,400	IBM	yes
Haggle with a Fruit Vendor	\$3,575	IBM	
How Computers Play Games	\$2,700	IBM	yes
How Tall Are You?	\$5,400	MAC	yes
The Talking Computer	\$1,500	MAC	
PEOPLE AND COMPUTERS			
How Fast Are Computers?	\$1,500	IBM	yes
Journey of a Keypress	\$2,000	MAC	
Maze Programming	\$2,500	MAC	yes
VIRTUAL WORLDS			
Letter To The White House		MAC	

The Computer Museum

300 Congress Street

Boston, Massachusetts

02210

Tel (617) 426-2800

Fax (617) 426-2943

Ten Year Program Objectives Based on 1/28/94 Draft of Strategic Plan

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

Host computer-related special events of global significance.

2. Become a significant provider of

- exhibits
- books & CD-ROMS
- television programming
- informal educational materials about computing

3. Develop innovative uses of computers in informal education.

Become a provider and mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers.

Actively support the introduction of computing technologies to support education reform.

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

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

6. Maintain and enhance the Museum's leading collections of the history of electronic computing.

Establish the Museum and its collections as a premier resource for research into the history of computing.

Collections Plan

The first priority is to continue to capture significant artifacts, photographs, films, documents, and software when they are threatened with destruction by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the Whirlwind Computer from MIT, SuperPaint, the first paint program developed at CMU and Xerox Parc, and the first 'virtual reality' helmet. Quick reaction time and a unique focus and expertise that can determine the significant technology relating to computing are required to continue to serve in this capacity.

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

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

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

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

- Hall of Fame for computing technology will lead to in-depth collecting of all aspects of the honored technology: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- "The Guide to the Best Kids' Software" project will gather a comprehensive set of all children's software and preserve it for the collection.

Collections space, use, and environmental preservation needs.

Due to the growth of exhibits on the Wharf, an essential priority for 1994 is to locate and move 4,000 square feet of hardware artifacts to an off site warehouse .

The previous plan included a goal to complete a catalog. This is in process and a priority will be to complete an electronic catalog by January 97.

- The artifact collection (including software per se -- not its documentation) is being integrated into the electronic catalog with the documents.
- The document listing and their placement in special acid-free boxes is almost up-to-date with on-going accessions.
- An electronic database of scanned photographs is underway and should be complete December 1994. The catalog allows photographs to be reviewed for use without touching the original which is preserved in an acid free environment. The images will be used more widely as a result.
- The film and video collection is problematical. Video of computer pioneers created in 1980 is deteriorating. The video content is being evaluated and the most information-rich transferred onto more long-lived media. A plan for this rich and important collection will be prepared by June 1995

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
7 Months Ending 01/31/94

	OPERATING FY94		OPERATING FY93 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget			
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	159,153	131,425	50,400					159,153	131,425	27,728	287,900	306,800
Exhibit Related	49,900	54,400	15,519	65,726	365,000			115,626	419,400	-303,774	732,000	541,800
Govt & Foundation	10,286		46,825					10,286		10,286		10,286
Endowment												
Unrestricted Support:												
Capital Campaign				123,388	309,200			123,388	309,200	-185,812	726,200	352,050
Corporate Membership	109,525	96,350	92,250					109,525	96,350	13,175	205,000	192,725
Foundation	24,180		1,000					24,180		24,180		24,180
Computer Bowl	221,500	215,300	180,000					221,500	215,300	6,200	388,000	388,000
Membership Fund	106,557	121,000	92,796					106,557	121,000	-14,443	178,000	178,000
Admission	300,940	307,692	283,599					300,940	307,692	-6,752	536,841	536,323
Store	161,518	192,314	136,806					161,518	192,314	-30,796	332,395	281,885
Functions	112,665	84,480	99,003					112,665	84,480	28,185	140,352	156,316
Exhibit Sales	17,997	40,000	42,290					17,997	40,000	-22,003	90,000	45,000
Other:												
Interest Income	1,984	4,000	1,784			3,070	4,095	5,054	8,095	-3,041	12,000	5,333
Rental Income			5,950								4,000	2,020
Program Income		1,400	658						1,400	-1,400	2,500	1,300
Collections	125	2,400	1,700					125	2,400	-2,275	4,000	1,975
TOTAL SUPPORT/REVENUE	1,276,330	1,250,761	1,050,580	189,114	674,200	3,070	4,095	1,468,514	1,929,056	-460,542	3,639,188	3,023,993
EXPENSES												
Exhibit Development	35,751	59,985	6,229	98,387	220,218			134,138	280,203	-146,065	580,485	461,400
Exhibit Maint/Enhancement	30,773	24,661	29,827	1,517	15,309			32,290	39,970	-7,680	69,578	79,822
Exhibit Sales/Kits	19,118	23,480	45,969					19,118	23,480	-4,362	52,610	36,524
Collections	40,278	36,380	37,352					40,278	36,380	3,898	62,400	63,235
Education & Admission	155,380	170,803	160,559					155,380	170,803	-15,423	292,570	273,592
Clubhouse	122,426	134,620	9,924					122,426	134,620	-12,194	236,000	236,000
Marketing	169,507	147,605	95,993					169,507	147,605	21,902	229,190	236,637
Public Relations	54,596	54,511	44,158					54,596	54,511	85	93,334	91,455
Store	146,714	162,747	122,222					146,714	162,747	-16,033	268,932	219,559
Functions	49,624	40,701	42,550					49,624	40,701	8,923	69,402	72,853
Computer Bowl	28,016	22,395	16,756					28,016	22,395	5,621	135,324	135,141
Fundraising	35,636	38,045	30,832	66,658	128,315			102,294	166,360	-64,066	286,585	150,000
Membership Fund	28,546	48,790	19,245					28,546	48,790	-20,244	83,611	65,000
Museum Wharf												
Op Exp	172,526	176,169	174,698					172,526	176,169	-3,643	302,000	316,923
Mortgage				74,896	74,894			74,896	74,894	2	126,977	126,977
General Management	154,459	131,608	131,429					154,459	131,608	22,851	213,271	231,113
TOTAL EXPENSE	1,243,350	1,272,500	967,743	241,458	438,736			1,484,808	1,711,236	-226,428	3,102,269	2,796,231
NET REVENUE	32,980	-21,739	82,837	-52,344	235,464	3,070	4,095	-16,294	217,820	-234,114	536,919	227,762

02/10/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	01/31/93 ACTUAL	FOR THE SIX MONTHS ENDED				FY94 BUDGET	FY94 FORECAST
		ACTUAL	BUDGET	VARIANCE	PERCENT		
REVENUES:							
Clubhouse	50,400	\$159,153	131,425	27,728	21%	287,900	306,800
Exhibit Related	15,519	49,900	54,400	-4,500	-8%	100,000	91,800
Govt & Foundation	46,825	\$34,466		34,466	100%		34,466
Corporate Membership	93,250	\$109,525	96,350	13,175	14%	205,000	192,800
Computer Bowl	180,000	\$221,500	215,300	6,200	3%	388,000	388,000
Membership Fund	92,796	\$106,557	121,000	-14,443	-12%	178,000	178,000
Admissions	283,599	\$300,940	307,692	-6,752	-2%	536,841	536,300
Store	136,806	\$161,518	192,314	-30,796	-16%	332,395	281,885
Functions	99,003	\$112,665	84,480	28,185	33%	140,352	156,300
Exhibit Sales	42,290	\$17,997	40,000	-22,003	-55%	90,000	45,000
Interest Income	1,784	\$1,984	4,000	-2,016	-50%	7,000	5,333
Other	8,308	125	3,800	-3,675	-97%	10,500	5,295
Total Revenues	1,050,580	1,276,330	1,250,761	25,569	2%	2,275,988	2,221,979
EXPENSES:							
Exhibits Development	6,229	35,751	59,985	-24,234	-68%	102,730	79,900
Exhibits Maintenance	29,827	30,773	24,661	6,112	20%	43,250	53,490
Exhibit Sales	45,969	19,118	23,480	-4,362	-23%	52,610	36,525
Collections	37,352	40,278	36,380	3,898	10%	62,400	63,235
Education & Admissions	160,559	155,380	170,803	-15,423	-10%	292,570	273,592
Clubhouse	9,924	122,426	134,620	-12,194	-10%	236,000	236,000
Marketing	95,993	169,507	147,605	21,902	13%	229,190	236,637
Public Relations	44,158	54,596	54,511	85	0%	93,334	91,455
Store	122,222	146,714	162,747	-16,033	-11%	268,932	219,559
Functions	42,550	49,624	40,701	8,923	18%	69,402	72,853
Computer Bowl	16,756	28,016	22,395	5,621	20%	135,324	135,141
Fundraising	30,832	35,636	38,045	-2,409	-7%	64,854	58,420
Membership Fund	19,245	28,546	48,790	-20,244	-71%	83,611	65,000
Museum Wharf	174,698	172,526	176,169	-3,643	-2%	302,000	302,000
General Management	131,429	154,459	131,608	22,851	15%	213,271	231,113
Total Expenses	967,743	1,243,350	1,272,500	-29,150	-2%	2,249,478	2,154,920
NET REVENUES (EXPENSES)	\$82,837	\$32,980	-21,739	54,719	-3	26,510	67,059

Notes on Statement of Revenue and Expense
for the Seven Months Ending 01/31/94

Operating revenues are 2% ahead of budget; expenses are 2.3% below budget.

1. Clubhouse revenue reflects actual expenses plus 30% taken as indirect cost. \$72K of Clubhouse revenue is deferred. \$76K of additional funding is committed for FY94. Additional funding is being pursued. (See separate Clubhouse balance sheet, attached.)
2. The Networked Society revenue reflects actual expenses plus 18% taken as indirect cost. \$179,308 of revenue is deferred. Additional funding is being pursued.
3. Foundation/government revenue reflects a Massachusetts Cultural Council General Operating Support grant of \$24,180.
4. Store revenue and expense is forecast about \$50K below budget owing to a catalog project that was budgeted but not executed.
5. Exhibit sales forecast is revised downwards owing to slower-than-anticipated staffing of exhibit sales position, and consequent lag in preparing sales materials; longer-than-anticipated sales cycles; and absence of a marketing director.

THE COMPUTER MUSEUM
COMPUTER CLUBHOUSE
7/1/93 - 1/31/94

REVENUE:

Corporate Contributions	278,201.00
Foundation Grants	30,000.00

Total:	308,201.00

EXPENSES:

Personnel Expense	136,106.00
Administrative Expense	20,950.00
New Exhibit Production	30,576.00
Other	47,894.00

Total:	235,526.00
Fund Balance	72,675.00
Expenses and fund balance	308,201.00

OUTSTANDING PLEDGES:

Intel Foundation	100,000.00
Fleet Bank	5,000.00
Sega Foundation	15,000.00
Mass Cultural Council	6,300.00

Total:	126,300.00

The Computer Museum

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

Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: November 7 Board meeting
date: October 25, 1991

The next Board meeting will focus on two main areas, both of which concern the Museum's long-term future.

- The Capital Campaign and the endowment fund it will create.
- The Waterfront Project to expand the Museum's facilities.

We have organized the agenda to allow enough time for these important topics to be discussed in some depth at the meeting. To help prepare you for the meeting, I enclose:

For the endowment discussion

- A draft resolution to establish an endowment fund proposed by the Finance Committee and approved by the Executive Committee and the Capital Campaign Steering Committee.
- A partial slate for election to a newly created Investment Committee

For the Waterfront Project

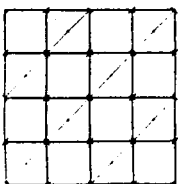
- Preliminary facilities needs assessment for the strategic plan and beyond

Also enclosed are:

- financial statements for the first quarter of FY92; the audited FY91 statements will be handed out on the 7th.
- minutes of the September 4 Executive Committee meeting.

Please note that I have a new assistant, Geri Rogers. A few of you will remember her excellent work as the Museum's administrator from 1982-5. She brings a great deal of valuable experience with her to the Museum, derived in part from a 15 year career at Digital.

If you have not already responded, please let us know of your attendance by calling Geri at extension 372.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Meeting of the Board of Directors

November 7 1991

8:30-12:30

Agenda

Museum operations update

Capital Campaign

Board solicitation report
Fund-raising strategy discussion

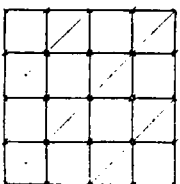
Establishing an Endowment Fund

Purpose of the endowment—discussion
Vote on resolution to establish the endowment fund

Waterfront Project

Background
Planning for the next century:
 facilities needs assessment—discussion
Possibilities for collaboration with Children's Museum

The meeting will be followed by lunch.



The Computer Museum

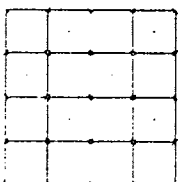
300 Congress Street
Boston, MA 02210

(617) 428-2800

The Computer Museum

Resolution to Establish an Endowment Fund

- RESOLVED: That The Computer Museum establish a permanent endowment fund to be administered in accordance with the following terms and conditions:
1. The fund shall be known as the Endowment Fund for The Computer Museum.
 2. Funds or property contributed to or set aside for the Endowment Fund shall be held in a separate account and invested and accounted for as a separate account. However, the Endowment Account shall remain the property of the Museum and shall not constitute a separate trust for purposes of taxation.
 3. The Board of Directors may, from time to time, on the recommendation of the Finance Committee, add funds or other property to the Endowment Account.
 4. Donors may, from time to time, contribute funds or other property to the Endowment Account by specifically directing their contributions to the Endowment Fund.
 5. Donors who make contributions in excess of such limits as may be established from time to time by the Board of Directors shall have the privilege of establishing a named subaccount of the Endowment Fund. Such subaccounts shall be invested and commingled with the Endowment Fund, and shall for all purposes (including borrowing, invasion of principal and distribution of income) be treated as a part of the Endowment Fund.
 6. The Endowment Fund shall be invested, under the direction of the Investment Committee, so as to provide a predictable, reasonable and sustainable income for the Museum while conserving the value of the principal.
 7. The income from the Endowment Fund shall be expended to support the mission of the Museum as determined from time to time by the Board of Directors. In order to preserve the purchasing power of the Endowment Fund, the Board of Directors, on the advice of the Investment and Finance Committees, may, in any given year, decide to spend less than the entire income of the Endowment Fund, in which case, any unspent income shall be added to the principal of the Endowment Fund.



The Computer Museum
Resolution to Establish an Endowment Fund
Page Two

8. The funds in the Endowment Account may, from time to time, be loaned to the Museum, on the recommendation of the Finance Committee, by a vote of two-thirds of the Directors then in office to meet a critical need of the Museum in cases where no other funds are available and the failure to meet that need would severely jeopardize the continued existence of the Museum; provided, however, that the term of such borrowing not exceed one year.
9. This resolution to establish an Endowment Fund may be amended only on the recommendation of the Finance Committee by a vote of three-fourths of the Directors then in office.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum

Investment Committee Nominees

David B. Kaplan

Audit Partner, Price Waterhouse

Director, The Computer Museum

Member, The Computer Museum Finance Committee

Anthony D. Pell

President, Pell, Rudman and Co., Inc.

Director, The Computer Museum

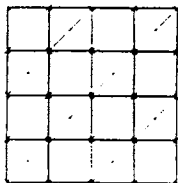
Member, The Computer Museum Executive Committee

Member, The Computer Museum Capital Campaign Steering Committee

Third member to be named

with proven nonprofit endowment management experience

10/24/91



Preliminary Needs Assessment

On September 23, the Department Heads held a meeting to discuss the facilities required to meet the programmatic and operational goals set forth in the Strategic Plan. Subsequent conversations focussed on how the Museum could make plans for surpassing the barriers to growth imposed by the current facilities (calculated to be 220,000 visitors annually).

This is a summary of the points discussed in those meetings.

Identity/Visibility	The Museum's independent identity on the site must be enhanced. This means creating a bold visual statement the public would associate with the Museum.
Access	Traffic flow on the Wharf should be enhanced, including provisions for school groups, special needs visitors, families, and all members of the public in sufficient numbers to achieve visitation goals of 220,000 or more.
Lobby	To serve 220,000 visitors the lobby needs to accommodate on the order of 200 people at one time, requiring 1400 square feet. (The current lobby is 730 sq. ft.) The lobby must be made more enticing and attractive. In addition to rationalizing the admissions process, modifications to the lobby should also include an information desk, a security desk, members and group check-in, coat check and lockers, and group orientation areas.
Education Programs	A Learning Center for After-school, Student Project, Family Activity, and Teacher Development Programs requires 2,000 sq. ft.
Retail Operations	Store sales could be increased by enlarging the store and placing it in a more publicly accessible location.
Site Utilities	Improvements in utilities for the wharf, such as trash disposal, should be planned for. Others would include provisions for limited parking, security, lighting, emergency access, functions facilities, public gathering and eating areas, etc.
Vertical Access	The capacity of the current elevator seems to limit annual visitation to 220,000. To surpass this limit additional facilities for moving people to the top of the building must be planned.
Exhibitions	Without major modifications to the building exhibitions could be expanded to 30,000 sq. ft. (currently there are 25,000 sq. ft. of exhibitions). At 30,000 sq. ft. the exhibitions could accommodate 220,000 visitors per year. To surpass this level would seem to imply adding new exhibition space to the building. It would be desirable for this to include a space with high ceilings to accommodate large, dramatic exhibitions.

Background

As mentioned in the previous two Board meetings, The Children's Museum is planning to invest about \$6 million in the site. The Waterfront Project seeks to expand the building, create an attractive park on the apron, and develop a major program space on a floating barge in the Channel. This presents The Computer Museum with an opportunity to plan for its long-term needs at Museum Wharf. Although this effort has been catalyzed by the initiatives taken by The Children's Museum, the preliminary needs assessment indicates that such planning is actually needed at this time if the Museum is to maintain its viability in this site through the year 2000.

Planning

The staff, with the approval of the Executive and Waterfront Committees of the Board, has initiated discussions with a team of architects headed by Frank Gehry and Associates to explore how these concerns can be addressed as part of the Waterfront Project. The goal of this interaction is to produce plans that illustrate how the Museum can realize its long-term goals on this site in a manner harmonious with the plans of the Children's Museum.

Engaging in this long-term planning at this time allows The Computer Museum to—

- 1) proceed in synch with The Children's Museum's plans for their own expansion, thereby promoting a more cooperative role in the planning process while enhancing The Computer Museum's ability to protect its long-term interests.
- 2) profit from costs savings associated with economies of scale by paying only the incremental costs of explicitly planning for The Computer Museum's needs and applying for permits jointly with The Children's Museum.
- 3) make preliminary plans for expansion that can be pursued on The Computer Museum's independent timetable.
- 4) conduct joint fundraising with The Children's Museum, targeting foundations that specifically support building projects. It might be possible to manage the project somewhat like an exhibit, with its own staff and prospects, so as not to divert resources and momentum from the Capital Campaign.

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

	9/30/90 ACTUAL	FOR THE THREE MONTHS ENDED			FY92 BUDGET	FY92 FORECAST
		BUDGET	9/30/91 ACTUAL	FAV(UNFAV)		
REVENUES:						
Operating Fund	527	592	530	(62)	(11%)	2,243 2,002
Capital Fund	149	300	258	(42)	(14%)	1,770 1,770
Total Revenues	676	892	788	(104)	(12%)	4,013 3,772
EXPENSES:						
Operating Fund	447	633	474	159	26%	2,205 2,160
Capital Fund	200	198	183	15	(8%)	1,162 1,182
Total Expenses	647	831	657	174	21%	3,367 3,342
NET REVENUES (EXPENSES)	\$29	\$61	\$131	\$70	115%	\$646 \$430

SUMMARY:

For the three months ended September 30, 1991, the Museum operated at a surplus of 131K compared to a budgeted surplus of 61K. As of September 30, 1991, total cash and cash equivalents amounted to 278K.

OPERATING: Operating revenues were 11% under budget due to lower than budgeted earned revenue in the Admissions, Store, and Function areas along with lower Unrestricted revenue. Expenses were 26% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 14% under budget due to budgeted timing differences in Capital Campaign contributions. Expenses were 8% over budget despite payment of 22K of unbudgeted expense related to FY91 opening of People and Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
9/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 9/30/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$233,369			\$233,369	\$77,891
Cash Equivalents	44,752			44,752	42,677
Investments		\$0		0	0
Receivables	18,164			18,164	98,538
Inventory	86,169			86,169	72,763
Prepaid expenses	11,810	0		11,810	15,591
Interfund receivable		386,316		386,316	400,798
	-----	-----	-----	-----	-----
TOTAL	394,264	386,316	0	780,580	708,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
 TOTAL ASSETS	 \$394,264	 \$397,644	 \$2,277,159	 \$3,069,067	 \$2,996,745
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$127,652	\$32,124		\$159,776	\$209,840
Deferred income	15,445	-		15,445	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	386,316	-		386,316	400,798
	-----	-----	-----	-----	-----
Total	529,413	32,124	0	561,537	619,803
Fund Balances:					
Operating	(135,149)			(135,149)	(190,561)
Capital		365,520		365,520	290,344
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	(135,149)	365,520	2,277,159	2,507,530	2,376,942
 TOTAL LIABILITIES AND FUND BALANCES	 \$394,264	 \$397,644	 \$2,277,159	 \$3,069,067	 \$2,996,745
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
9/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 9/30/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$55,412	\$75,175	\$0	\$130,587	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	55,412	75,175	0	130,587	307,732
Cash provided by/(used for) working capital:					
Receivables	80,374			80,374	21,764
Inventory	(13,406)			(13,406)	(9,551)
Investments		0		0	53,363
Accounts payable & other current liabs	39,593	(89,657)		(50,064)	51,496
Deferred income	6,280			6,280	(7,773)
Prepaid expenses	3,781	0		3,781	(349)
	-----	-----	-----	-----	-----
Cash from working capital	116,622	(89,657)	0	26,965	108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	172,034	(14,482)	0	157,552	(169,919)
Financing:					
Interfund pay. & rec.	(14,482)	14,482		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(14,482)	14,482	0	0	0
Net increase/(decrease) in cash & investments	157,552	0	0	157,552	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$278,120	\$0	\$0	\$278,120	\$120,568
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
September 4, 1991

In attendance were Oliver Strimpel, Ed Schwartz, Gardner Hendrie, Richard Case, and and Larry Brewster.

Oliver noted that attendance in July and August were down 33% and 19% respectively, compared to expectations given in the budget. However, there was a 20% increase over 1989. (He mentioned that many museums in the area showed decreased attendance due to the current local economy, and that none showed any strong growth.)

He mentioned that some \$450,000 had been received (or had been pledged with receipt anticipated) for the Computer Discovery Center. Other major "asks" are also pending. The budgeted figure is \$800,000. There was some discussion of the strategy which should be used for approaching corporations for exhibit funding versus capital campaign contributions. It was suggested that corporations are more likely to give for exhibits rather than for capital funds, but that senior corporate individuals might be solicited for making capital contributions. Gardner mentioned that in terms of priorities (raising money for exhibits versus raising money for the capital campaign) he felt that the Museum would be harmed more by opening an exhibit six months late than by being six months behind in its capital campaign. Oliver mentioned that although he was

"disappointed" and had hoped to be further along in the Computer Discovery Center funding, he was confident that the exhibit could still be fully funded and opened by June 1992.

He also mentioned that the Loebener prize was now fully funded.

With regard to the capital campaign, Larry Brewster mentioned that there had been Board pledges to date of \$650,000 out of a total Board goal of \$1M. Ed noted that he was trying to get an official letter of commitment from DEC as to its plans for the capital campaign. It was also decided that the Museum would attempt to get an updated appraisal of the leasehold interest of the premises. Ed and Oliver will pursue how to accomplish this, preferably without cost to the Museum.

There was an extensive discussion of the proposed waterfront project and of potential future expansion at the Museum Wharf site in general. Oliver noted that nothing additional can be built on top of the existing building without having the entire building earthquake proofed. He noted, however, that there was ample space for outward development of new floor area at the site, and felt there would be a future need to improve the Museum's overall site presentation and not just its contents (for example, by making improvements on the apron, to the lobby, etc.)

Ed noted that the Children's Museum is enthusiastically pursuing plans for expansion, including its potential waterfront project, and felt that the Computer Museum as a

result must be more active in formulating its own future expansion plans or at least in asserting its joint rights with respect to development of the area so that any plans of the Children's Museum do not impinge upon the Computer Museum's future objectives. Ed felt that three vital points to be focused upon in connection with any contemplated projects were: what will be built? who will pay for it? and who will receive the revenues derived from the expanded facility? Ed feels that the proposed waterfront project may greatly effect the long term presentation of the site to visitors. He also noted that he expected the Children's Museum has begun a capital campaign to raise some \$4M to \$6M for improvement of the Museum Wharf site.

There was a general consensus that although the Computer Museum may not be currently in a position to invest money in expansion projects, it should make it clear to the Children's Museum that any plans for developing the site must be the result of a joint consensus between the two Museums, and that although the Computer Museum legally has a veto over any proposed changes to the site, it would be preferable that it not be passive during initial planning stages and allow plans to develop to the point where that veto might have to be exercised.

It was noted that Brian McLaughlin would call James S. Davis to discuss questions which Coopers should focus upon in connection with the Museum's tax exempt classification by the IRS.

Richard Case noted that the next meetings of the Executive Committee will be October 7, November 18 and December 16 at 8:00 a.m. The next meeting of the Board of Directors will be November 7 at 8:30 a.m.

Capital Campaign
give Ed the brick thanks Grant Savens
thank subscribers
thank solicitors

Endowment Fund - needs of Museum
operating income budget
exhibit development
securing the building

Andy Rupperton

Meeting of the Board of Directors

November 7 1991

8:30-12:30

Agenda

- 8:45 Museum operations update —STRIMPEL
- 9:15 Capital Campaign
 Thank, recognize volunteers-Larry, Tony—HENDRIE
 Recognize Ed, Present Brick—HENDRIE
 Board solicitation report—BREWSTER, PELL
 Fund-raising strategy discussion—BREWSTER
- 10:15 Establishing an Endowment Fund
 Purpose of the endowment—discussion—HENDRIE
 Vote on resolution to establish the endowment fund—
 PETINELLA/MCKENNEY
 Vote to create and nominate slate for investment committee—
 MCKENNEY
- 11:00 Waterfront Project
 Background—SCHWARTZ
 Children's Museum project, schedule—WELCH
 Planning for the next century:
 facilities needs assessment—STRIMPEL
 Discussion—SCHWARTZ
- 12:30 Ajourn

The meeting will be followed by lunch.

Meeting of the Board of Directors

November 7 1991

Draft Agenda

8:30 Call to Order (Hendrie)

8:40 Museum Update (Strimpel)

9:30 Capital Campaign

Update (Brewster)

Fund-raising strategy discussion (Brewster & Committee
Chairs)

Policy issues regarding endowment and use of funds

Vote on endowment and allocation of funds

10:45 Waterfront Project

Update (Strimpel)

Presentation (Welch)

Discussion (Schwartz)

If time permits:

12:00 Computer Discovery Center Update (Welch)

12:30 Meeting Adjourns

Lunch

Preliminary Needs Assessment

On September 23, the Department Heads held a meeting to discuss the facilities required to meet the programmatic and operational goals set forth in the Strategic Plan. Subsequent conversations focussed on how the Museum could make plans for surpassing the barriers to growth imposed by the current facilities (calculated to be 220,000 visitors annually).

This is a summary of the points discussed in those meetings.

Identity/Visibility	The Museum's independent identity on the site must be enhanced. This means creating a bold visual statement the public would associate with the Museum.
Access	Traffic flow on the Wharf should be enhanced, including provisions for school groups, special needs visitors, families, and all members of the public in sufficient numbers to achieve visitation goals of 220,000 or more.
Lobby	To serve 220,000 visitors the lobby needs to accommodate on the order of 200 people at one time, requiring 1400 square feet. (The current lobby is 730 sq. ft.) The lobby must be made more enticing and attractive. In addition to rationalizing the admissions process, modifications to the lobby should also include an information desk, a security desk, members and group check-in, coat check and lockers, and group orientation areas.
Education Programs	A Learning Center for After-school, Student Project, Family Activity, and Teacher Development Programs requires 2,000 sq. ft.
Retail Operations	Store sales could be increased by enlarging the store and placing it in a more publicly accessible location.
Site Utilities	Improvements in utilities for the wharf, such as trash disposal, should be planned for. Others would include provisions for limited parking, security, lighting, emergency access, functions facilities, public gathering and eating areas, etc.
Vertical Access	The capacity of the current elevator seems to limit annual visitation to 220,000. To surpass this limit additional facilities for moving people to the top of the building must be planned.
Exhibitions	Without major modifications to the building exhibitions could be expanded to 30,000 sq. ft. (currently there are 25,000 sq. ft. of exhibitions). At 30,000 sq. ft. the exhibitions could accommodate 220,000 visitors per year. To surpass this level would seem to imply adding new exhibition space to the building. It would be desirable for this to include a space with high ceilings to accommodate large, dramatic exhibitions.

Background

As mentioned in the previous two Board meetings, The Children's Museum is planning to invest about \$6 million in the site. The Waterfront Project seeks to expand the building, create an attractive park on the apron, and develop a major program space on a floating barge in the Channel. This presents The Computer Museum with an opportunity to plan for its long-term needs at Museum Wharf. Although this effort has been catalyzed by the initiatives taken by The Children's Museum, the preliminary needs assessment indicates that such planning is actually needed at this time if the Museum is to maintain its viability in this site through the year 2000.

Planning

The staff, with the approval of the Executive and Waterfront Committees of the Board, has initiated discussions with a team of architects headed by Frank Gehry and Associates to explore how these concerns can be addressed as part of the Waterfront Project. The goal of this interaction is to produce plans that illustrate how the Museum can realize its long-term goals on this site in a manner harmonious with the plans of the Children's Museum.

Engaging in this long-term planning at this time allows The Computer Museum to—

- 1) proceed in synch with The Children's Museum's plans for their own expansion, thereby promoting a more cooperative role in the planning process while enhancing The Computer Museum's ability to protect its long-term interests.
- 2) profit from costs savings associated with economies of scale by paying only the incremental costs of explicitly planning for The Computer Museum's needs and applying for permits jointly with The Children's Museum.
- 3) make preliminary plans for expansion that can be pursued on The Computer Museum's independent timetable.
- 4) conduct joint fundraising with The Children's Museum, targeting foundations that specifically support building projects. It might be possible to manage the project somewhat like an exhibit, with its own staff and prospects, so as not to divert resources and momentum from the Capital Campaign.

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

The Children's Museum
and
The Computer Museum

Date: 01-Nov-1991 09:42am EST
From: Janet Walsh
WALSH
Title: Capital Campaign Coordinator
Phone: Ext. 333

TO: Oliver Strimpel (STRIMPEL)
TO: Lawrence Brewster (BREWSTER)
TO: Gwen Bell (BELL)
TO: Jan DelSesto (DELSESTO)

Subject: Lynda Bodman

Tony Pell called to report on a "difficult conversation" with Lynda Bodman.

Lynda launched a long and impassioned complaint about how badly treated Howard Cox had been. She was quite distressed that we were putting together net worth statements about people as a methodology for how much to ask for. Tony does not feel he made much headway in addressing her complaints and warns that we should expect to hear more about it at the Executive Committee or Board meeting level. Tony and I wanted to prepare you all with the background.

A word about Campaign prospect research: the process is more than just putting together a net worth statement. Research includes estimating net worth through research of public records on shareholdings and salary, prospect rating, public records of property values, etc. combined with consideration of a prospect's circumstances (children in college, other obligations), other philanthropy and closeness to the Museum. Prospect research is an accepted and nearly-universal practice in professional fund-raising and in fact, if we did not conduct research we would be losing a competitive edge. The fact is, we have modified our research methods because of limited staff and research resources and do not conduct the exhaustive research common at other institutions.

In the case of Howard Cox, after a phone conversation with Lynda, we set the strategy to simply confirm his \$3,000 pledge to the Museum (which we knew was significantly under his giving capacity) and enlist his help in cultivating other prospects. We elected not to push for a higher gift. Tony admits that, knowing Howard (and Howard's place as one of our wealthiest Board members) as well as he does, he looked more quizzical than grateful for Howard's \$3,000 pledge and may have left Howard feeling uncomfortable. Tony feels our strategy was entirely appropriate and I will have a copy of it available should Tony need to refer to it. In fact, as Jan points out, our strategy could damage the Campaign for the very reason that Howard is one of our wealthiest Board members but will be listed at the smallest level of Campaign gift. He will not have the leverage in Lead Gift asks because he is not himself giving at a Lead Gift level.

In other news, Lynda has pledged \$10,000 to the Campaign for now and will consider increasing that commitment to \$25,000 later in the Campaign. I will send a thank you and pledge card from Tony.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEMORANDUM

To: Gardner Hendrie
From: Oliver Strimpel
Re: 1991 BOARD MEETING DATES
Date: November 7, 1991

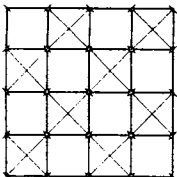
The dates for 1992 are:

Friday, February 14

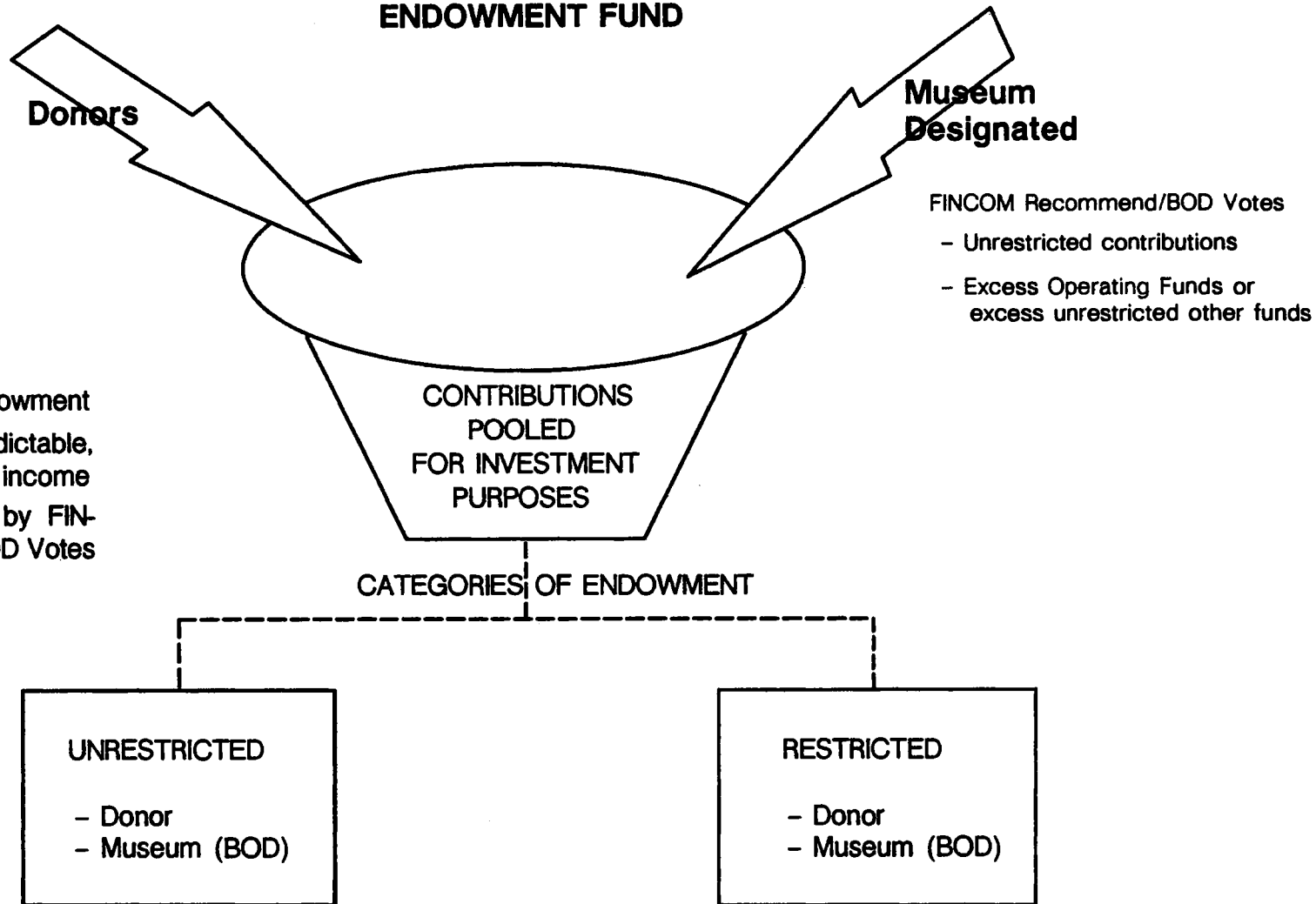
Friday, June 12

Friday, October 9

Regular starting time is 8:30 AM.



THE COMPUTER MUSEUM ENDOWMENT FUND



Donors

**Museum
Designated**

- FINCOM Recommend/BOD Votes
- Unrestricted contributions
 - Excess Operating Funds or excess unrestricted other funds

INVESTMENT COMMITTEE:

- Manages investment of Endowment
- Philosophy - Provide predictable, reasonable and sustainable income
- Strategy - Recommended by FINCOM and INVESTCOM - BOD Votes

USE OF INCOME AND APPRECIATION

Support Museum mission. BOD controlled - FINCOM/INVESTCOM Recommend

Contributor controlled

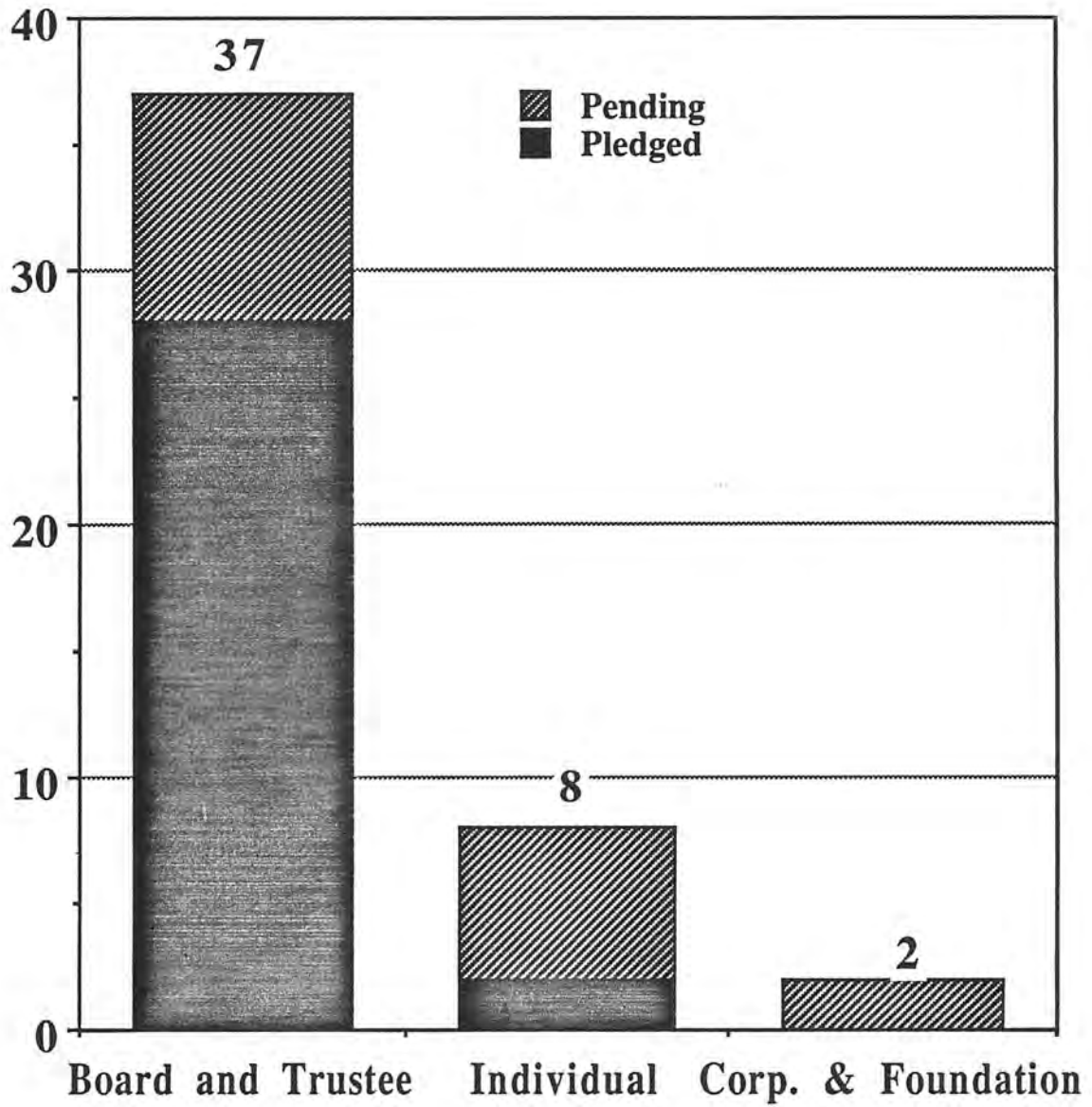
LOANS TO MUSEUM

To Meet Critical Need - Not to Exceed One Year - FINCOM Recommends/BOD Votes (2/3 Required)

The Capital Campaign for The Computer Museum

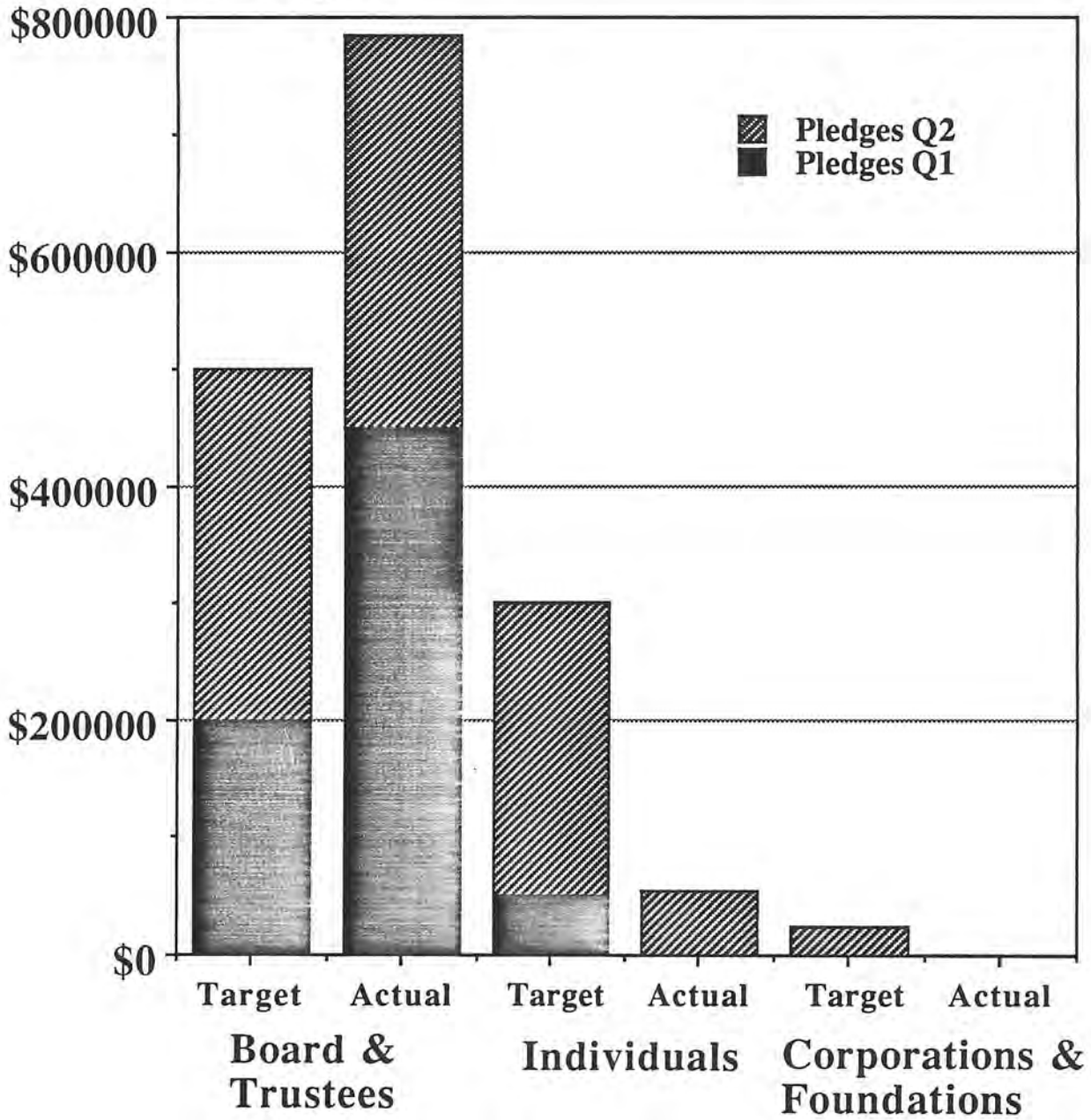
- Achievements to Date
- Board Solicitation Report
- The Case for Support
- Volunteer Recruitment
- Expanding the Solicitation Network
- Enhancing the Cultivation Process

Capital Campaign Number of Solicitations 11/7/91

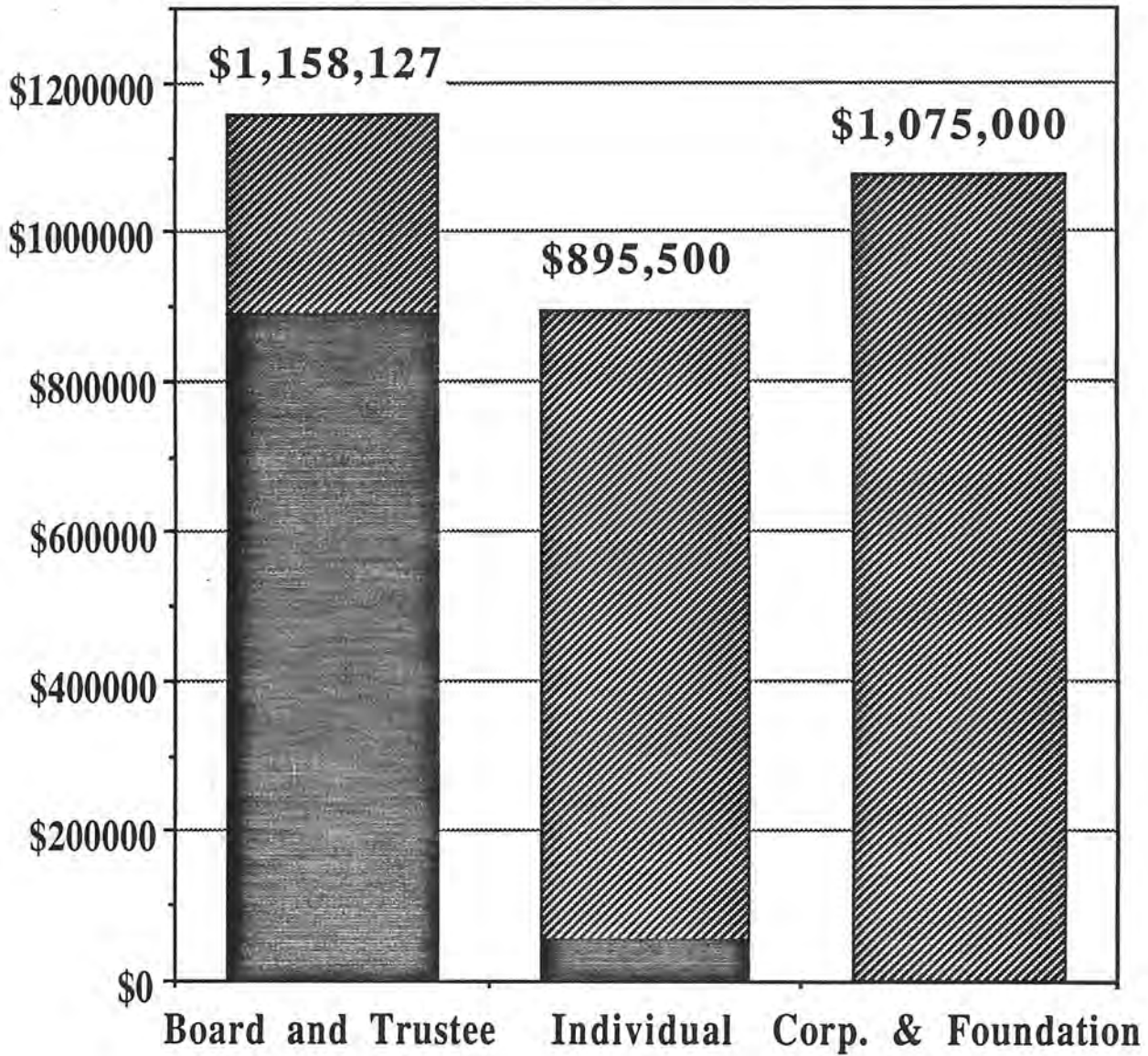


**Capital Campaign
FY92 to date**

Pledges



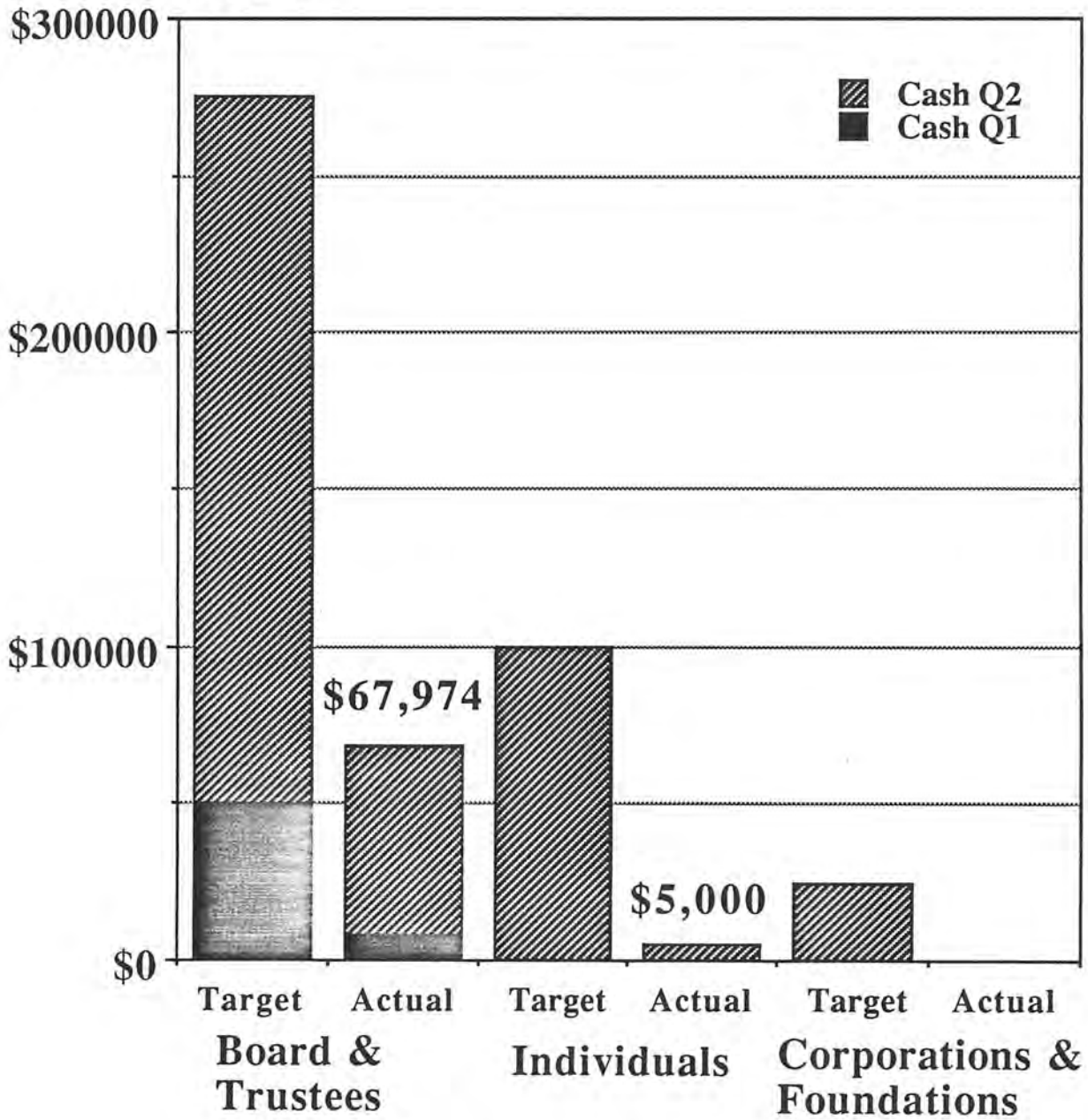
Capital Campaign Actual and Pending Pledges 11/7/91



▨ \$ Pending
■ \$ Pledged

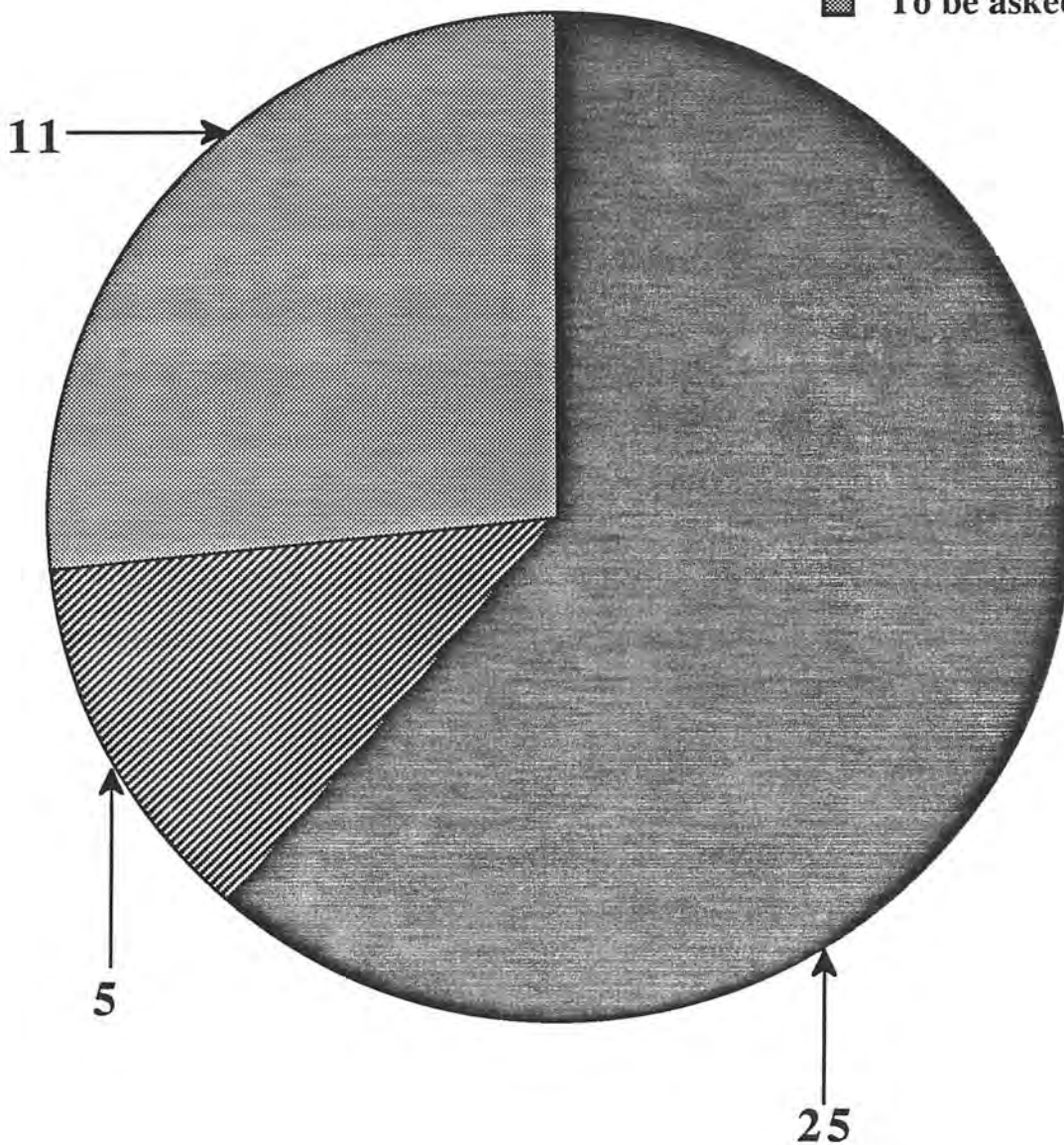
Capital Campaign
FY92 to date

Cash



Board Members Campaign Activity to 11/7/91

- Pledged
- ▨ Pending
- ▩ To be asked



The Computer Museum

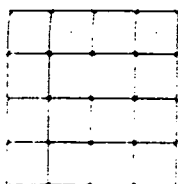
300 Congress Street
Boston, MA 02210

(617) 452-0800

The Computer Museum

Resolution to Establish an Endowment Fund

- RESOLVED: That The Computer Museum establish a permanent endowment fund to be administered in accordance with the following terms and conditions:
1. The fund shall be known as the Endowment Fund for The Computer Museum.
 2. Funds or property contributed to or set aside for the Endowment Fund shall be held in a separate account and invested and accounted for as a separate account. However, the Endowment Account shall remain the property of the Museum and shall not constitute a separate trust for purposes of taxation.
 3. The Board of Directors may, from time to time, on the recommendation of the Finance Committee, add funds or other property to the Endowment Account.
 4. Donors may, from time to time, contribute funds or other property to the Endowment Account by specifically directing their contributions to the Endowment Fund.
 5. Donors who make contributions in excess of such limits as may be established from time to time by the Board of Directors shall have the privilege of establishing a named subaccount of the Endowment Fund. Such subaccounts shall be invested and commingled with the Endowment Fund, and shall for all purposes (including borrowing, invasion of principal and distribution of income) be treated as a part of the Endowment Fund.
 6. The Endowment Fund shall be invested, under the direction of the Investment Committee, so as to provide a predictable, reasonable and sustainable income for the Museum while conserving the value of the principal.
 7. The income from the Endowment Fund shall be expended to support the mission of the Museum as determined from time to time by the Board of Directors. In order to preserve the purchasing power of the Endowment Fund, the Board of Directors, on the advice of the Investment and Finance Committees, may, in any given year, decide to spend less than the entire income of the Endowment Fund, in which case, any unspent income shall be added to the principal of the Endowment Fund.



The Computer Museum
Resolution to Establish an Endowment Fund
Page Two

8. The funds in the Endowment Account may, from time to time, be loaned to the Museum, on the recommendation of the Finance Committee, by a vote of two-thirds of the Directors then in office to meet a critical need of the Museum in cases where no other funds are available and the failure to meet that need would severely jeopardize the continued existence of the Museum; provided, however, that the term of such borrowing not exceed one year.
9. This resolution to establish an Endowment Fund may be amended only on the recommendation of the Finance Committee by a vote of three-fourths of the Directors then in office.

THE
Computer
Museum

300 Congress Street
Boston, MA 02210
(617) 428-2800

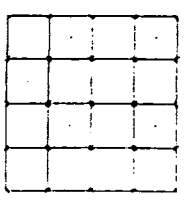
The Computer Museum
Investment Committee Nominees

David B. Kaplan
Audit Partner, Price Waterhouse
Director, The Computer Museum
Member, The Computer Museum Finance Committee

Anthony D. Pell
President, Pell, Rudman and Co., Inc.
Director, The Computer Museum
Member, The Computer Museum Executive Committee
Member, The Computer Museum Capital Campaign Steering Committee

Third member to be named
with proven nonprofit endowment management experience

10/24/91



THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
October 7, 1991

In attendance were Oliver Strimpel, Richard Case, Lynda Bodman, Ed Schwartz, Gardner Hendrie, Larry Brewster, Tony Pell, Nick Pettinella and Jim McKenney. David Kaplan and Greg Welch joined later to discuss the Waterfront Project.

The next meetings of the Executive Committee will be on November 18, December 19, 1991 and January 8, 1992 at 8:00 a.m. The committee will attempt not to hold meetings on Monday.

Oliver presented the operational report. He mentioned that Natalie Rusk has been promoted to Acting Education Director and Geraldine Rogers has been hired as his assistant.

The Children's Museum in Caracas, Venezuela, has contacted the Computer Museum about serving as a consultant for its proposed expansion project. Among other things, it wishes to purchase a Walk-Through Computer Exhibit and twelve hands-on exhibits. The Caracas Museum seems quite serious. A proposal from them is expected. [This development is looked upon as an opportunity to enhance the Computer Museum's exhibits, software, etc. and promote its image without incurring any expense.] There was significant discussion of how the arrangement should be formalized, what

-2-

the specific rights and obligations of each entity would be, who would be expending time on behalf of the Computer Museum on what schedule, and what the cost of financing the project would be. The project should be planned and carried out in a way which would promote the needs and image of the Computer Museum without imposing any financial burden on it and without diverting scarce staff resources.

The Museum's attendance has fallen back from its high level at the time of WTC's opening. School group bookings are down during the present difficult economic times due to reduced funding. There was a discussion of how the Museum would best channel its time and energy to attract greater school attendance.

In terms of budgeting, the Exhibit Kit and Computer Bowl are ahead of budget levels, with attendance, Museum functions, the store and general fund development behind. The goal of the CDC is \$900,000, of which \$525,000 has been raised to date.

The capital campaign was discussed. The campaign has exceeded its first quarter pledge target by \$200,000, but is \$42,038 below the cash target. There have been roughly \$3.9M in requests to date. There are total pledges of \$690,000 and requests for \$2.3M still waiting for a decision by the potential donors. (These figures do not include the \$2.5M matching pledge.)

-3-

There was a discussion of the fund raising consultant's role; and Oliver expressed a desire to discontinue the existing consulting arrangement, and hire the consultants only for specific projects in the future as needed. There was a general feeling that the existing arrangement with Webb had not worked out as satisfactorily as hoped and should not be continued.

Another primary objective is to have the capital fund campaign pay for itself through income generated from capital funds which it raises, which is not happening at the moment. Jim McKenney suggested the possibility of amortizing the current campaign expenditures over the life of the campaign. A total of \$760,000 was projected as needed to support the campaign through to its close. Nick Pettinella pointed out that we were really speaking of the cost of raising \$5M since the \$2.5M matching pledge had already been secured through other efforts.

It was moved and voted that the capital campaign should be managed so that to the extent possible expenses are covered as incurred from capital funds raised.

There was a discussion of how mortgage payments on the building should be charged in the future. It was moved and voted that principal amounts should be paid from campaign funds and interest from operating income in the future.

It was noted that Meredith and Grew would produce an appraisal of the premises without charge, and that the property should presumably have its value adjusted accordingly on the books of the Museum. There was a discussion of how to give credit to DEC for its support to the campaign.

It was noted that a resolution was needed to establish an endowment fund for the Museum, with an appropriate fund document to be drafted by David Donaldson. There was considerable discussion of whether the Museum should be allowed to borrow against the endowment fund. It was noted that the building could potentially be mortgaged to raise funds as opposed to tapping the endowment fund. It was decided that policy issues regarding the use of endowment funds, including borrowing, would be discussed and decided upon at the next Board meeting (the agenda of which was also discussed).

Greg Welch discussed the Waterfront Project. There will be a Computer Museum Board meeting February 14; and it is hoped that any announcement about the project could be delayed and made jointly at that time. There was some displeasure expressed at the fact that the Children's Museum had set its own time table without consulting the Computer Museum; although it was recognized that the Computer Museum must now act to protect its interests, that it should act in

-5-

a way which would not disrupt its own capital campaign, and should insist that future plans reflect its concerns and needs. The Computer Museum has received a proposal from Schwartz/Silver, architects for the Children's Museum, under which for approximately \$20,000 they would consult with the Computer Museum in providing initial programming and design work sufficient for permit and fund raising purposes. These issues will also be discussed at the forthcoming Board meeting.



HOW COMPUTERS --- WORK

*A Journey Into
The Walk-Through Computer*

Join science correspondent David Heil (of PBS's *Newton's Apple*) and four teenagers as they discover how computers work by visiting The Walk-Through Computer™, The Computer Museum's two-story high working model of a desktop computer.

The Computer Museum Store 300 Congress Street, Boston, MA, 02210 (617) 426-2800 FAX (617) 426-3568

over

This 26-minute educational video explores both hardware and software, explaining what a software program is and how it works with computer hardware. It examines the major components of the computer, covering the Central Processing Unit (CPU), Random Access Memory (RAM), the hard disk, and video board.

HOW COMPUTERS WORK is intended for use in introductory middle school computer classes but is appropriate to communicate computer basics in any setting.

The accompanying teachers' guide suggests discussion topics and related group and individual projects to explore how computers work.

HOW COMPUTERS WORK (VHS), \$19.95.

To order

send the attached form to:
The Computer Museum Store
 300 Congress Street
 Boston, MA
 02210

or call:
 (617) 426-2800 x307

or FAX:
 (617) 426-3568

Save this bookmark as a reminder.

Ship to:

Name _____

School Name _____

Address _____

City/State/Zip _____

Bill to:

Name _____

School Name _____

Address _____

City/State/Zip _____

Form of payment:

Check enclosed (make checks payable to The Computer Museum)

Mastercard Visa Am Ex Card No. _____

Expiration Date _____

Purchase order enclosed (P.O. # _____)

HOW COMPUTERS WORK Video

Quantity _____ x \$19.95 = _____ Total

+ \$3.00

= _____ Total

WHAT IS THE COMPUTER MUSEUM?

The Computer Museum is the world's only museum devoted to the past, present and future of computers. Nearly 100 hands-on exhibits allow you to explore computer technology, history, and a wide range of applications, including computer graphics and robotics. The Computer Museum is a unique place where you can experiment, learn, and have fun while discovering how computers work and what they can do.

WHAT WILL WE SEE AND DO?

In The Computer Museum, you will be able to:

Walk inside a two-story working model of a desktop computer and find out how computers work.

Travel 50 years through time to explore how computers have changed our lives in the new exhibit, *People and Computers*.

Play a computer piano that plays along with you or listen to music composed by a computer.

See real robots and learn what they can--and cannot--do in the multimedia Robot Theater.

Use a voice-activated computer to paint a map of the United States.

Create your own designs and computer animation.

Try out innovative educational software.

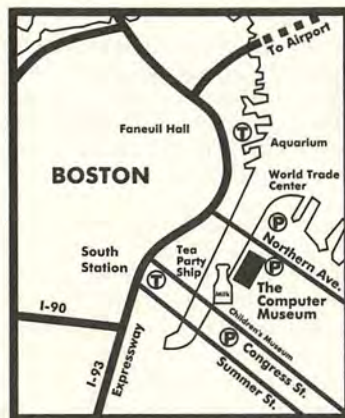
Bargain over the price of a box of strawberries with an artificially intelligent fruit vendor.

And more!

WHY VISIT THE COMPUTER MUSEUM?

The Museum is an exciting place to experience the increasing role of technology in our lives today. See innovative computer exhibits bring science, history, and art alive as never before!

HOW DO I GET THERE?



Follow the signs displaying a giant milk bottle, our landmark, to Museum Wharf where you can also find The Children's Museum, the Tea Party Ship & Museum, and many restaurants.

By Subway: Take Red Line to South Station. Walk across the Congress Street Bridge.

From the North: Expressway (I-93) south to exit 23 (High and Congress Sts.). First left onto Congress, and across the bridge.

From the South: Expressway (I-93) north to Atlantic and Northern Ave. exit. Immediate right over the Northern Ave. Bridge and right again on Sleeper St.

From the West: Mass. Pike (I-90) to Downtown Boston, South Station exit. Go through three lights, onto Congress St. and across the bridge.

For information, please call (617) 426-2800



**The
Computer
Museum**

Museum Wharf
300 Congress Street
Boston, MA 02210

Nonprofit Org.
U.S. Postage
PAID
Boston, MA
Permit No. 55897

The Computer Museum

EDUCATIONAL
GROUP VISITS

Planning Guide

ARE RESERVATIONS REQUIRED?

Reservations for groups of ten or more should be made at least three weeks in advance of your visit. You can make reservations by calling (617) 426-2800 ext. 334, weekdays, 9am-4pm. When you call, please have the following information ready:

Date and time you would like to visit.

Name, full mailing address, and daytime telephone number of your group or school.

Number of students and adult chaperones--we require one chaperone for every ten students. (We can accommodate up to 75 people every half-hour.)

Name of group leader.

Grade level of group. (Recommended for ages 8 through adult.)

If you need to cancel or change your visit, please notify us as soon as possible.

WHEN IS THE MUSEUM OPEN?

September to Mid-June
Tuesday-Sunday
10am-5pm

Closed Mondays, except Boston school vacations and holidays.

Mid-June to September
Open daily 10am- 6pm
Friday night until 9pm

HOW MUCH DOES IT COST?

Group admission for ten or more:
Students-\$4.00
Adults-\$5.00
Chaperones free (1 per 10 students)

Full payment by cash, check or credit card is required the day of your visit. Purchase orders can be arranged prior to your visit through the Group Reservations Office. Groups from underserved communities should inquire about reduced admission programs.

Educators: *Admitted free.*

HOW SHOULD I PREPARE FOR OUR VISIT?

You are encouraged to visit The Computer Museum before bringing your group. All educators are admitted free at any time. Special Museum orientation sessions for groups of teachers are available free of charge. Call (617) 426-2800 ext. 334 for more information.

Three weeks before your group visit, we will send you confirmation materials, including an Educational Activities Packet. The Packet provides materials to prepare you and your group for a visit to the Museum. The materials include an introduction to each of our major exhibits, classroom idea sheets, and Museum Activity Sheets that students can work on during their visit.

CAN I ORDER THE EDUCATIONAL ACTIVITIES PACKET?

Yes, additional Educational Activities Packets are also available for order through The Computer Museum Store. Call (617) 426-2800 ext. 307 or send \$5.00 per packet (check or money order only) to The Computer Museum Store, 300 Congress Street, Boston, MA 02210.

WHAT WILL OUR VISIT BE LIKE?

When you arrive at the Museum, your group will be met by a Visitor Assistant who will give a short orientation to the Museum. After the orientation, your group will then have the chance to explore the Museum on its own. Special presentations and tours are offered periodically throughout the day. Check the Museum Activity Map when you receive your confirmation for the times and meeting places of these activities.

Chaperones must stay with the students in their group at all times.

IS PARKING AVAILABLE NEARBY?

Public parking is available in a lot on Sleeper Street for \$5.00/day. Free parking for buses is available on Northern Avenue.

For cars and vans carrying disabled visitors, a limited number of parking spaces are available in front of the Museum. If spaces are unavailable, visitors may be dropped off in front of the Museum's elevator before the driver parks off-site.

WHAT ABOUT LUNCH?

Sorry, we have no indoor eating facilities, but you may eat outside on Museum Wharf benches, or on your bus. The McDonald's in the Museum Wharf building is open year-round and has indoor seating. Advance reservations for groups should be made by calling (617) 482-1746.

The Hood Milk Bottle on the Museum Wharf deck serves salads, ice cream, frozen yogurt, and beverages from April through October.

Plan to eat before or after your visit, as there is no re-entry for groups.

CAN STUDENTS VISIT THE COMPUTER MUSEUM STORE?

Yes, we encourage visiting groups to browse in the Store. The Store offers gifts and souvenirs related to computers, many of which are priced under \$3.00. Every 10 students must be accompanied by an adult supervisor when entering the Store. Due to space constraints, *no more than 20 students are allowed in the Store at one time.*

*Teachers can request
The Computer Museum Educational Catalog
by calling (617) 426-2800, ext.307*

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEDIA ATTENDING LOEBNER COMPETITION/TURING TEST NOVEMBER 8

PRINT

Time Magazine

San Jose Mercury News

Popular Science

Wall Street Journal (Boston)

Philadelphia Inquirer

Boston Herald

Worcester Telegram & Gazette

Espresso (Portugese gen. int.)

BCS Update

The Technology Window

BCS- AI Newsletter

Info Tech Quarterly

IEEE Expert

The New York Times

Der Spiegel

Newsweek

The London Guardian

Il Corriere della Sera

PC Laptop

Communications of the ACM

Computerworld

Financial World Magazine

Harvard Computer Review

CIO Magazine

WGBH/Prodigy

ELECTRONIC

CNN Future Watch

WBUR/NPR

BBC Horizon/NOVA

PBS Scientific American Frontiers

WGBH Boston



The Computer Museum

MEDIA SUMMARY: IN BRIEF

From July 1, 1991 to November 7, 1991: Highlights of Museum Coverage

300 Congress Street
Boston, MA 02210

(617) 426-2800

PRINT:

Total Circulation: 25,016,215

ELECTRONIC:

Total Impressions: 26,600,000

PEOPLE AND COMPUTERS OPENS

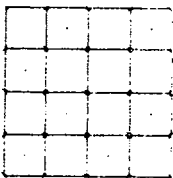
Coverage of the PEOPLE AND COMPUTERS: Milestones of A Revolution exhibition reached an audience of over seven million around the world. Highlights included an AP photo story which was seen as far away as Japan, a feature in the Greek daily Kathimerini and Germany's Der Spiegel. Other stories appeared in The Detroit Free Press, Pan Am Clipper, The Boston Globe, The Boston Herald and the Harvard Information Technology Quarterly (a five page feature).

Over 21 million people heard about the exhibit via stories on three CNN shows and on local TV and radio affiliates on both coasts.

LOEBNER/TURING COMPETITION

Stories about the upcoming Loebner Prize Competition have appeared in the Asian Wall Street Journal, the British publications Computer Talk, the London Guardian and the Daily Telegraph. Future features are planned for Der Spiegel, Il Corriere della Sera (Italy), Espresso (Portugal), Student's Computer World (China), and the Arab daily newspaper, Al Hayat. Japanese TV and the BBC-TV program Horizon are also planning stories.

The Loebner Prize has also attracted domestic press interest. The Wall Street Journal, The New York Times, Associated Press, San Jose Mercury News, and The Boston Globe have all run advance stories. More than 60 people representing 30 media outlets are covering the event including Time Magazine, Newsweek, The New York Times, The Wall Street Journal, The San Jose Mercury News, The Philadelphia Inquirer, Popular Science, as well as television crews from CNN Future Watch, Scientific American Frontiers (PBS) and elsewhere.



Media Summary

2-2-2-2

OTHER COVERAGE

Other Museum events and activities continue to attract international news coverage. The Walk-Through Computer was featured in the Japanese youth magazine Popeye and a visit in September from a Yugoslavian reporter resulted in a story in Delo-Moj Mikro, a Yugoslavian computer magazine. The Museum will be featured in an upcoming story on the BBC's The Money Programme (the British version of MacNeil-Lehrer News Hour).

In addition the Museum was featured in a handsome art book as "one of 80 great American museums." The piece included full color pictures of The Walk-Through Computer and Smart Machines Gallery. Popular Science is the first publication this year to highlight the Museum Store's 1991 catalog in an upcoming "What's New" column.

So Who's Talking: Human or Machine?

By JOHN MARKOFF

IT has been 41 years since Alan M. Turing, the British mathematician, formulated a simple test to answer the question, "Can machines think?" In the intervening years scientists and philosophers have engaged in a sometimes bitter debate over Mr. Turing's puzzle.

In one camp are those who believe that the brain is simply a biological machine, and that despite its immense complexity there is no reason in principle why a suitably programmed computer should not be able to mimic it. Their opponents respond that the human mind is inherently different from a machine and can never be reduced to a set of computations.

This Friday at the Boston Computer Museum, a group of competing scientists and software designers will take the first major step toward answering the question of whether a computer can convincingly mimic a human.

Spurred by the establishment of a \$100,000 prize offered by a New York City philanthropist, Hugh Loebner,

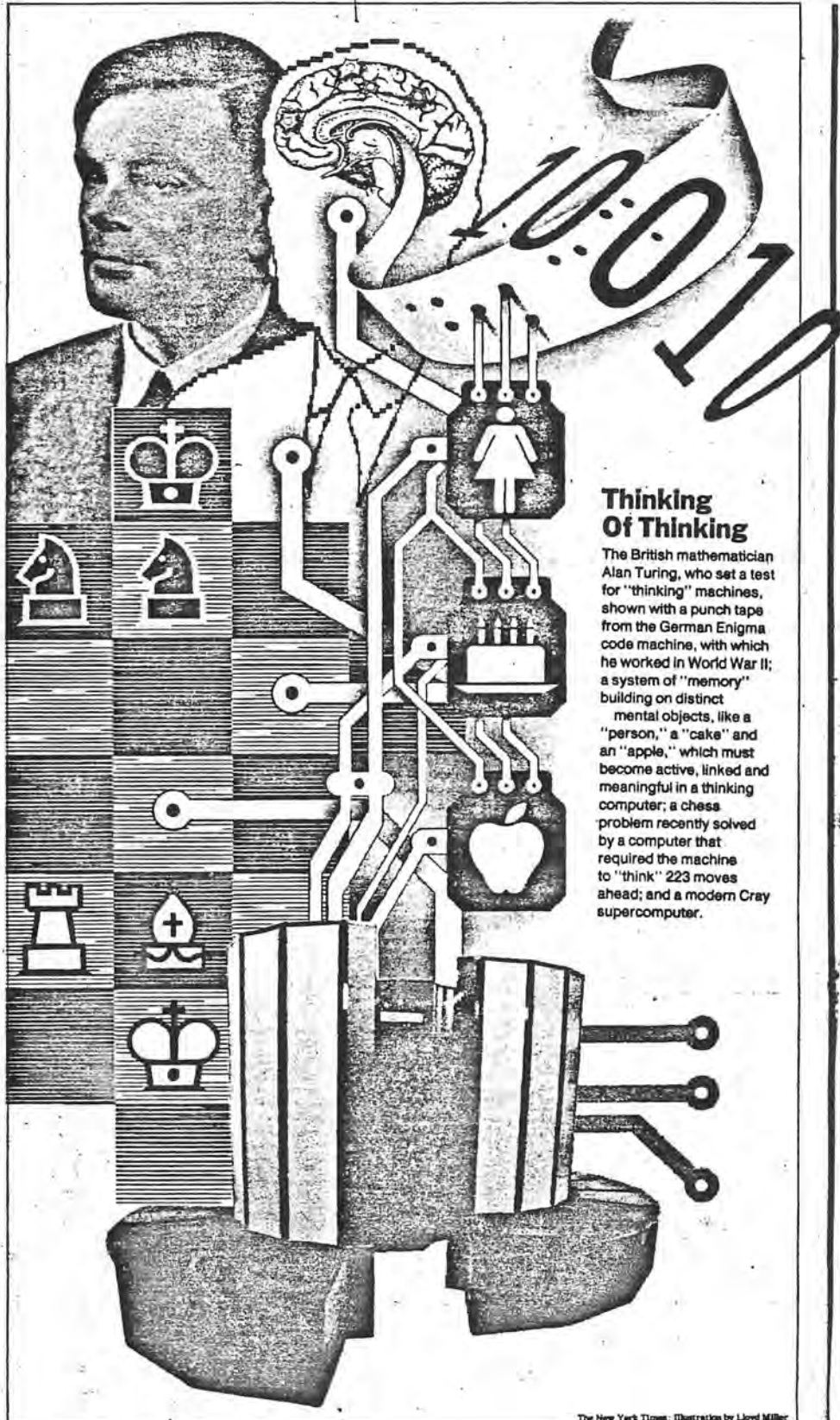
**Boston judges will
decide if the party on
the line is a person.**

and with the support of the National Science Foundation and the Alfred P. Sloan Foundation, a group of judges will sit before 10 computer terminals and try to determine whether the respondent at the other end is a clever program or a human being.

The prize parallels similar challenges. In 1989, for example, David Levy, a British computer expert and master chess player who had beaten chess-playing computers since 1968, was at long last defeated by a computer program called Deep Thought, designed by scientists at Carnegie-Mellon University in Pittsburgh. A prize of \$4,000 was awarded to the designers. But Deep Thought's triumph did not last long. Despite its awesome ability to evaluate 750,000 chess positions per second, it was defeated by the world chess champion, Gary Kasparov, in a two-game match on Oct. 22, 1989.

Even if a world champion chess player should lose to a machine in the future, many computer scientists believe that chess may offer a poor answer to the question Mr. Turing posed. Deep Thought, despite its name, is a program that depends substantially on brute force to assess numerous possible chess positions, and then chooses the best on the basis of a ready-made set of rules. Machines running such programs still lack the intuition and the creativity of a Kasparov and there is little evi-

Continued on Page C10



Thinking Of Thinking

The British mathematician Alan Turing, who set a test for "thinking" machines, shown with a punch tape from the German Enigma code machine, with which he worked in World War II; a system of "memory" building on distinct mental objects, like a "person," a "cake" and an "apple," which must become active, linked and meaningful in a thinking computer; a chess problem recently solved by a computer that required the machine to "think" 223 moves ahead; and a modern Cray supercomputer.

So Who's That Talking: Human or Machine?

Continued From Page C1

dence that such human characteristics will be matched with today's programming techniques.

To pass a test consisting of a straight-forward conversation may seem simple, but it could prove to be one of computer science's greatest challenges. Such a test was proposed by Mr. Turing in 1950 in the academic journal *Mind*, a quarterly review of psychology and philosophy.

To cut through the vexing philosophical debate about the mind and computers, he proposed a very simple and practical experiment that has come to be known as the Turing Test. A computer would be required to emulate human behavior by answering questions typed into a computer terminal. If the interrogator could not tell whether the responses came from a computer or a person, then the computer could be said to be a truly thinking machine, Mr. Turing suggested.

'Out of the Armchair'

"Now is the time to take the Turing Test out of the armchair," said Oliver Strimpel, the museum's executive director. But he acknowledged that many unknowns would still have to be faced and said that Friday's first attempt would be only a partial test.

He said rapidly increasing computer processing power and several decades of experience in artificial intelligence research had made this a good time to pose such a challenge. But at the same time he said that the first round of the Turing Test would not be the open-ended challenge that was originally proposed because it is generally acknowledged that today's computers could never pass such a trial.

Instead the computer-human conversations will be limited to a particular subject chosen by each program's designer to improve the odds for the machines. A limited discussion might be restricted to grocery shopping, the weather, or personal health, Dr. Strimpel said. Questions keyed in by the judges over a three-hour period must be answered by the programs in normal language.

To be successful, a Turing program must not only understand the structure of the English language, but also grasp subtle differences in meaning and cope with ambiguous questions. The programs will also require what artificial intelligence researchers refer to as a "knowledge base," a complete set of facts that a human would be expected to know.

Gaps in Comprehension

Computer scientists have recently made significant progress in what is referred to as "natural language." Programs that understand simple English phrases have been available on personal computers for a number of years. But these programs also stumble easily, failing to comprehend many statements that even children construe correctly. A computer program might be easily confused by information that humans take for granted; for example, that a child is always younger than its parent.

Researchers at the Microelectronics and Computer Technology Corporation have been trying to build a program with a common-sense knowledge base equivalent to that of a young child. The project, which is expected to be completed in 1994, will eventually include as much as a bil-



C.M. Hardt for The New York Times

Hugh Loebner, New York philanthropist, is offering \$100,000 in contest supported by National Science Foundation and Sloan Foundation to determine whether computer programs can imitate human responses.

Is the human brain inherently different from a collection of computer chips?

lion bytes of information and about 100 million statements. A byte is a string of ones and zeros that contains the basic information processed by digital computers.

Several weeks ago the Computer Museum chose the judges for the coming test by placing an advertisement in a Boston newspaper, specifically ruling out those who have any specialized expertise in computers or artificial intelligence research. The contest itself will be more like a chess tournament than a boxing match.

The judges will be placed in a room with the 10 terminals, which will be connected through telephone lines to the computers that are running the Turing Test programs. Although more than 130 programs have been entered in the contest, the organizers will only say that at least 2 of the 10 terminals will be running programs. The others will be controlled by human "confederates."

An audience will be able to watch the contest on large-screen televisions in another room. A Scientific American columnist, A. K. Dewdney, will act as a Howard Cosell-style commentator during the match.

This year, since this will be only a limited Turing Test, the cash prize for the computer that comes closest

to mimicking a human will be only \$1,500.

But the organizers of the contest said they planned to increase the cash award each year. They said that eventually an open-ended Turing Test would be undertaken and that if a computer system passed the test, the \$100,000 would be awarded and the prize would be abolished.

Dr. Loebner is president of Crown Industries Inc., a theatrical equipment manufacturing company in East Orange, N.J. He said he had offered the prize to encourage people to design machines that could pass the test and to further the scientific understanding of thinking and complex human behavior.

Knowing, but Not Saying

Passing the Turing Test would be an extraordinary milestone in human history, said Dr. Robert Epstein, director emeritus of the Cambridge Center for Behavioral Studies, which is administering the contest.

But a number of scientists said they were skeptical that a computer would every be able to pass the test.

Roger Penrose, a mathematician, argued in his 1989 book, "The Emperor's New Mind," that human thought would always remain inaccessible to computers.

"Certainly the substance of the mind is not computable," said Joseph Weizenbaum, a computer scientist at the Massachusetts Institute of Technology. "We're all the end products of our entire history, and human history is not fully discoverable in language. We all know a lot that we can't say, or by writing it down in notation."

Twenty-five years ago, Dr. Weizenbaum, who is one of nine members of

the Turing Test prize committee, wrote a now-famous program called *Eliza* that imitated a Rogerian psychologist, parrying questions and statements typed at a keyboard with other questions. He wrote later that he was alarmed to see that his students became captivated with the program and engaged in long typed conversations with the system.

However, for very narrowly defined topics, like a program discussing moon rocks designed by a Harvard researcher, programs could be designed that discussed their subjects very convincingly, he said.

"But if you asked it if it was better to make love when the moon was full, it couldn't have begun to struggle with that," he said.

Other researchers are more optimistic. Hans Moravec, a roboticist at the Carnegie-Mellon University, has argued that duplicating human intelligence is merely a matter of waiting for a machine with the processing power of the human brain, a machine that he estimates would need to be capable of 10 trillion calculations per second. The most powerful of today's massively parallel computers barely reach 100 billion calculations per second.

\$1,000 in 2030

But such a 10 teraflop machine — a teraflop is a trillion calculations per second — might be priced at \$10 million as a supercomputer in 2010, Mr. Moravec has written. And by extrapolating the falling cost of computing power, he predicts that the same machine will be available as a \$1,000 personal computer by 2030.

The social consequences of Turing programs have been explored in some depth by Verner Vinge, a computer scientist at California State University at San Diego who is also a science fiction writer. In his 1987 novel "True Names," Mr. Vinge speculated on what would happen if vast computing power and speed was added to today's data networks. The result, he suggested, would be a class of programs that could easily pass the Turing Test, and be used by their creators to mask their activities while they electronically "traveled" from computer to computer in a network.

"I appreciate the underlying fear and uneasiness that these programs create," he said. At the same time he also noted that he was concerned that by holding a Turing Test contest public perceptions of what computers can do might again be distorted as they were before the advent of personal computers. While PC's demystified the power of computers for most Americans, he said, before the 1980's many people held computers in fear or in awe.

In 1950, Mr. Turing, who helped crack German codes in World War II and was responsible for developing some of the theoretical principles of modern computing, wrote that he hoped that machines would eventually compete with humans in all purely intellectual fields. But he was perplexed by where to apply such machines first. Teaching computers to play was a good first step, he argued, but possibly a better approach might be to equip them with the best "sense organs that money could buy" and then teach them to understand and speak English.

It should be possible to teach a machine much the same way a child is taught, he wrote.

'Talking' computers put to the test

By Adrian Berry
Science Correspondent

A £100,000 prize awaits the first person who can teach a computer to hold an unrestricted intelligent conversation.

The prize, put up by New York philanthropist Dr Hugh Loebner, is unlikely to be won before the turn of the century — but next week a test will be held to see just how close the programmers have come.

The Turing Test was devised by the British computer pioneer Alan Turing in 1950, but it is only now that computers are sufficiently advanced to put his idea into practice.

Turing predicted that by the year 2000 a successful human-machine conversation might go like this:

HUMAN: *Please write me a sonnet on the Forth Bridge.*

COMPUTER: *Count me out on this one. I never could write poetry.*

H: *In the first line of Shakespeare's sonnet which reads: "Shall I compare thee to a summer's day?" would not a 'spring day' do as well or better?*

C: *It wouldn't scan.*

H: *How about a "winter's day"? That would scan all right.*

C: *Yes, but nobody wants to be compared with a winter's day.*

H: *Would you say Mr Pickwick reminded you of Christmas?*

C: *In a way.*

H: *Yet Christmas is a winter's day, and I do not think Mr Pickwick would mind the comparison.*

C: *I don't think you're serious. By a winter's day one means a typical winter's day, rather than a special one like Christmas.*

Next week, in the Boston Computer Museum, a panel of judges will "talk" to a bank of computers. As they key in their questions, at least two computers will be thinking for themselves and at least two will be controlled by concealed humans — but the judges will not know which.

If the judges are deceived by a genuine computer into believing they are talking to a human, then its programmer will win a bronze medal.

Turing led the wartime cracking of the German Enigma code at Bletchley Park. A homosexual, when the practice was illegal, he committed suicide in 1954 by eating a poisoned apple.

THE (LONDON) DAILY TELEGRAPH

November 2, 1991

Circ: 1.5 million

Can computers think like humans? **John Charlton** checks out the artificial intelligence test

Machines meet Mastermind

COMPUTER games take on a serious dimension in November when 10 contestants meet in a test to decide if machines can think like us. Although the answer is certainly not, the organisers of the event, the Turing Test, are confident that within 10 to 20 years a system will pass this electronic litmus test.

The contest will be held at the Computer Museum in Boston, Massachusetts, on November 8. The prize is \$1,500, plus a medal bearing a likeness of British computing legend Alan Turing, after whom the test is named. New York tycoon Dr Hugh Loebner, a computer buff who runs a restaurant supply business, is sponsoring the competition, which will become an annual event.

Loebner is also offering \$100,000 to the first computer system — or at least, to its owners — which passes the test in all its particulars. Once that happens the competition will be abolished.

This momentous decision will be in the hands of a jury of distinguished American computer scientists, psychologists and philosophers, aided by "lay" judges selected from a cross section of Boston society.

The organiser, Dr Robert Epstein, executive director of the Cambridge Center for Behavioral Studies, Massachusetts, is saying very little about the entrants, in the interests of objective judging.

He refuses to give details of entrants' submissions, or even where they come from.

"All I can say is we had 130 requests for entry forms from the US, Europe, Great Britain and the Soviet Union, but none from Japan. The submissions are in and the 10 finalists will be informed by September 15. Even then we won't reveal the finalists' identities, or their topics; we don't want the judges influenced in any way."

The original test was set out by Turing in a paper, *Computing Machinery and Intelligence*, in the philosophical journal *Mind* in October 1950. He said that if a computer, on the basis of its written replies, could not be distinguished from a human respondent, then "fair play would oblige one to say that it must be thinking."

Turing, who committed suicide in 1954, thought it would take about 50 years before computers could be programmed so well that they could fool interrogators into believing them human.

But the test has been updated. "We have changed the test as Turing would have done if he were alive," comments Epstein. "Each entry will take the form of two terminals controlled by computers and two by people. Judges have to decide which is which and rank them in order of humanness."

Only the terminals will be in the competition hall. Human and computer controllers will be linked via

remote lines, from their "home bases."

Professor Donald Michie, a former colleague of Turing and chief scientist at the Turing Institute, Glasgow, believes the competition will be worthwhile and will "give stimulus and focus to relevant research".

He says the Loebner Committee will be testing two things, "one of great philosophical interest and the other of commercial interest: firstly, machine representations of the day-to-day world, and the exercise of simple, commonsense reasoning about it. And secondly, the ability to convert meanings into intelligible and convincing natural language discourse, and to understand the meaning of the interrogators' questions in terms of the systems' stored representations".

Although Michie doesn't think today's systems have any chance of passing the Turing Test, he says "Turing would have followed [the competition] eagerly and with a sense of fun. I have no doubt that, had he lived, he would be busy trying to program a machine for the competition himself".

Judges will spend 18 minutes at each terminal interrogating who or whatever is at the other end and trying to decide if it's human or machine. The range of topics to be "discussed" will be kept very narrow, otherwise the machines would not stand a chance. "For

instance if you had the topic of clothes," explains Epstein, "the question 'What sort of clothes does George Bush wear?' opens the field, and humans would do well, and computers wouldn't."

This is the weak point of the event, as Dr Peter Marcer, chairman of the British Computer Society's Cybernetics Group, points out. "By sticking to very restrictive fields of knowledge, computers perform extremely well.

"In fields like chess, computers perform in a completely different way from expert players: they use massive computing power to look far ahead when deciding on a move. Players think differently.

"I don't really believe computers can be creative in the same way as human beings, some of whom have solved so-called insoluble problems — though I admit computers can assist humans to be creative," he adds.

There will at least be a competition winner. Judges will rank terminals according to how "humanlike" their performance has been. The highest ranked computer-controlled entry wins.

"We doubt very much that the highest ranking computer entrant will beat humans," but "I'm most optimistic we might achieve that in 10 to 20 years," says Dr Epstein. "When a computer passes the test it will be an extraordinary milestone in human history."



PAN AM

PAN AM CLIPPER
September 1991
Circ: 350,000

THE COMPUTER MUSEUM

Chip off the Old Block

The giant Univac I and the ancient Whirlwind on display at The Computer Museum in Boston bear little resemblance to today's desktops and laptops. Yet these multiroom-size machines are the ancestors of the modern computer and form part of the museum's newest permanent exhibit, "People and Computers: Milestones of a Revolution." Tracing the computer's 45-year history with lifelike displays of nine milestones in its evolution, the highly interactive exhibit leads you through a series of historical "time tunnels." As you proceed, the computer shrinks in size: from early 15-ton behemoths to small desktop machines and the miniaturized chips embedded in everyday electronic devices.

The milestones are fun and informative. The Whirlwind, a military computer of the 1940s, is on display at milestone 2, where you can practice firing World War II artillery shells on a simulator. In milestone 3, Walter Cronkite predicts Eisenhower's 1952 landslide election victory using the Univac I, and you can explore the storage of information in the first magnetic core memory. A 1960s model IBM 360 processes insurance claims at milestone 5, where after listening to the museum's top 10 classic computer stories you can add tales of your own. Moving on, you pass through the early 1970s

into milestone 6, where computers had become small enough to be wheeled into an operating room to assist in brain surgery, or to fit into the lighting booth at the Shubert Theatre in New York. You can see Broadway's first computer-controlled lighting board (from *A Chorus Line*) and try your hand at stage lighting.

The later milestones bring you to the present day. Milestone 7's late 1970s Cray-1 supercomputer is shown predicting the weather at the European Center for Medium Range

The 5,000-square-foot exhibit joins the hugely popular Walk-Through Computer as another first for the museum.

Forecasts in Reading, England. Here, you also can run test calculations to see how computing speeds jumped 4,000-fold in 30 years. At milestone 8, early versions of the familiar microcomputers are on display, and you can design, print out and take home a postcard at a desktop publishing display. The final milestone summarizes much of the preceding information and lets you compare the size, weight and power of many computers. An Animatron—a robotic mannequin—recalls the history of the computer, surrounded by the latest computerized gadgets in a mock-up electronics shop.

The \$1 million, 5,000-square foot exhibit joins the hugely popular Walk-Through Computer as another first for The Computer Museum, turning the sometimes forbidding world of modern data processing into an exciting, enlightening adventure. The exhibit is underwritten by the National Endowment for the Humanities, and includes equipment and software donated by a number of major computer companies, most of which are regular contributors to the museum. For information, call (617) 426-2800. The Computer Museum is located on Museum Wharf, 300 Congress Street, Boston. Admission is \$6; students and seniors, \$5.

James E. Hartzell

DETROIT FREE PRESS
August 13, 1991
Circ: 636,182



PETER MORGAN/Special to the Free Press

George Adams of Farmington, Mich., and his daughter Kate, left, look at function keys on an oversized keyboard at the exhibit in Boston.

KEYING IN ON HISTORY

Exhibit shows how far computer has come in 50 years

BY RICK RATLIFF
Free Press Business Writer

BOSTON — Remember the 1950s, when computers were electronic brains that some day would take over the world? Remember the '60s, when some feared automation would steal their jobs while others dreamed of getting a robot to mow the lawn?

A new exhibit at the nation's only computer museum not only reminds us how far we've come in our thinking about these thinking machines, it also suggests how far we have to go.

Today, many people consider the computer not a disturbing

high-tech job-snatcher but a tool to amplify our brains, making us more productive by allowing us to do more things at once.

This change in attitude reflects the decentralization, and demystification, of the computer. The large air-conditioned machines that spoke through terminals to specially trained technicians have yielded to little boxes that chatter away on desktops. Yet even the lowliest PC has more processing power and memory than the three-room monster of 40 years ago.

But somehow, a nagging question remains: if we didn't understand the impact of computers over the past five decades, what makes us think we understand it any better today?

Located on the edge of Boston

THE
FUTURE
AT
YOUR
FINGERTIPS

Harbor, the Computer Museum is best known for its walk-through computer, a simulated desktop unit complete with keyboard and a ball-shaped device to control the cursor, blown up to 50 times normal

size. It is common to see kids sprawled across the massive track ball and pushing with all their might against the giant keys.

This month marks the 10th anniversary of the year IBM introduced the IBM PC, which became the single most popular computer on American desktops. That anniversary is the excuse for "People and Computers: Milestones of a Revolution."

The \$1 million display covers almost a mile of winding space on the top floor of the museum. It

uses interactive video technology, automations and all sorts of seeable and, in some cases, touchable artifacts to convey computer history over the past 50 years.

It is hard not to laugh at the images of cold-hearted robots taking over people's jobs, of earnest experts warning that computers would give us the curse of too much leisure time. There are snippets of Porky Pig cartoons and episodes of the "Monkees" and "Twilight Zone" all showing people as victims of these mysterious machines.

One display shows a punch-card machine that clerks used to get financial aid to millions during the Great Depression. Nearby touch screens show 1930s newsreel coverage of such a device in operation. Those were the humble beginnings of an era with the

See COMPUTER, Page 5C

Exhibit profiles history of computer

COMPUTER, from Page 4C

catchphrase: "Do not fold, spindle or mutilate."

An exhibit on computing in the 1940s includes a portion of the Whirlwind computer, developed by the Massachusetts Institute of Technology, which filled three rooms, cost \$5 million and was intended to help the military deal with national air defense. A nearby touch-screen shows television news pioneer Edward R. Murrow asking a question of the machine.

The 1950s exhibit shows a portion of Univac I, one of the first commercially available computers, which General Electric used to control inventory.

By the 1960s, programming languages like Fortran and Cobol were standardized, computers became essential tools of big business, and transistors began to push down the cost of the hardware.

The 1970s display shows computers helping man get to the moon, assisting in hospital operating rooms and synchronizing lights for Broadway musicals. The '70s also marked the dawn of an age of super computers, remarkably powerful machines that create elaborate models of the planet's atmosphere to predict the weather, computing in minutes problems that would previously have taken thousands of years had anyone dared to attempt them. The visitor gets to inspect a Cray I, the blue, horseshoe-shaped machine that came to symbolize super computing.

And the 1980s marked the era of

the computer on every desk. Though small, these machines became amazingly powerful — with Macintoshes being used to publish student newspapers in California and IBM PCs to operate horse racetracks in Hong Kong. The final segment of the display shows how microprocessor brains of PCs are found in everything from spaceships to toasters.

The downside of all this, said Oliver Strimpel, executive director of the museum, may be that by making us less dependent on one another, computers are increasing individual isolation. And computerized databases, automated phone machines and mailing lists are at the center of concerns about personal privacy.

"No doubt our names are spinning around on several data base discs at this very moment," he said.

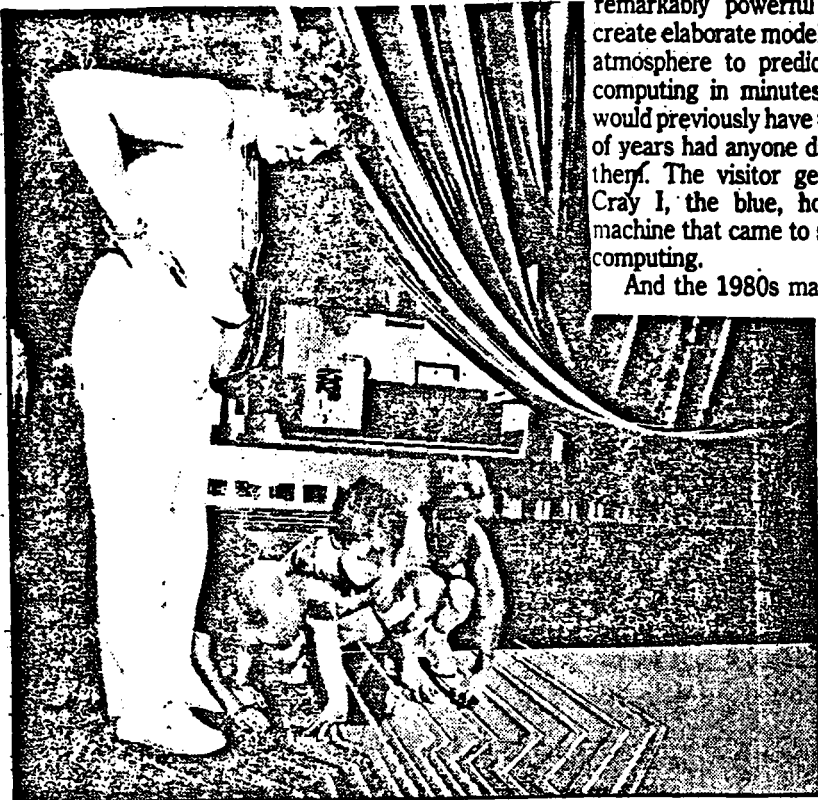
And whether they are working for good or evil, computers are working faster, he said, doubling in speed and memory every year and a half. More power ultimately will enable our computers to do more things, to both listen to us and talk to us in very human ways.

"People today think there is a limit to what the computer can do," said Strimpel. "People think, 'The computer can never write poetry. It can never have an original thought. It can never be as smart as we are.'"

"Well, it's only a matter of time."

So maybe that 1950s vision wasn't so far off after all.

This is the second of a five-part series providing perspective 10 years after the personal computer revolution.



PETER MORGAN/Special to the Free Press

Spectators stand in the video archway at the entrance to the "People and Computers" exhibit at the Computer Museum in Boston.

THE BOSTON GLOBE
July 20, 1991
Circ: 509,573

Living Arts

THE BOSTON GLOBE • SATURDAY, JULY 20, 1991

Computers and the minds that made them

By Lawrence Edelman
GLOBE STAFF

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.

Since setting up shop seven years ago in a renovated wool warehouse on Boston's Waterfront, the museum has showcased machines that made computer history, explained how computers work and explored how they've changed our world. These exhibits have been entertaining and enlightening, especially the Walk-Through Computer, a two-story personal computer that goes a long way toward demystifying a machine that sits atop some 50 million desks in this country alone.

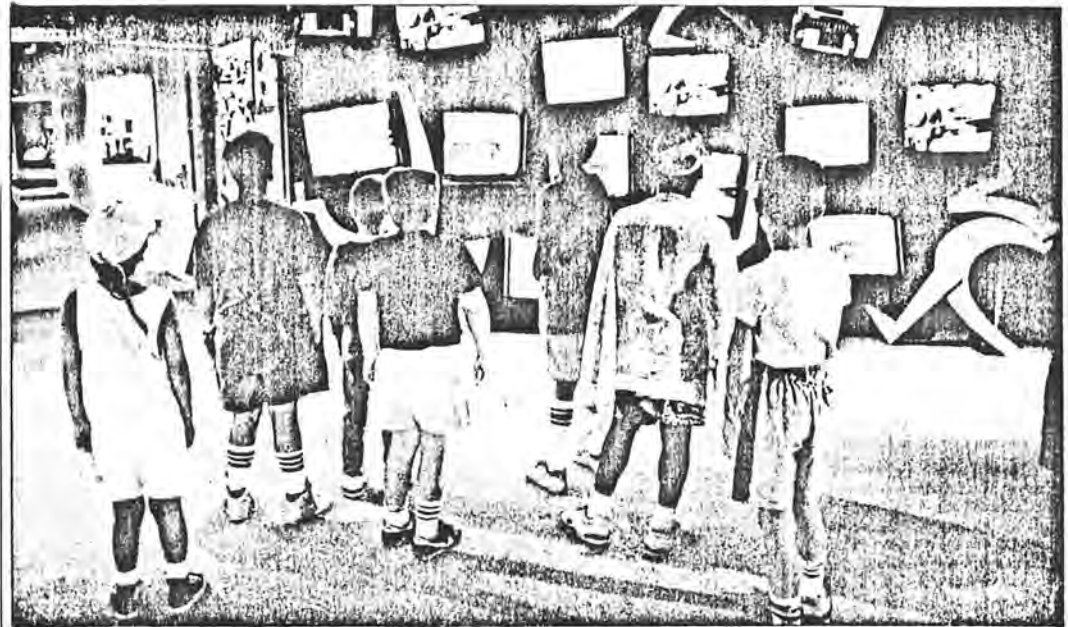
But what the museum has lacked is a comprehensive display that weaves together the threads of history, technology and culture that make up the fabric of our computer-driven society. Until now, that is. Its newest exhibit, "People and Computers," accomplishes just

COMPUTERS, Page 10



GLOBE STAFF PHOTO/DAVID L. RYAN

One Computer Museum display, part of the "People and Computers" exhibit, shows a surgeon using a computer to identify brain tissue.



GLOBE STAFF PHOTO/DAVID L. RYAN

A video montage showing clips from the '30s onward introduces the "People and Computers" exhibit at the Computer Museum.

Computers and the minds that made them

■ COMPUTERS
Continued from Page 6

"This is the exhibit that the museum was created to produce," says Gregory Welch, who directed the design and construction of the \$1 million exhibition, which opened late last month. Welch says "People and Computers" will serve as the museum's centerpiece for at least five years.

From the Great Depression to the current recession, the exhibit presents groundbreaking machines of the computer era. The first is Whirlwind, which took up the better part of three rooms at the Massachusetts Institute of Technology in the early 1950s. The show wraps up with the IBM Personal Computer, whose arrival in 1981 brought desktop computers into the mainstream, and microwave ovens and other consumer items that are controlled by the same kind of microchips that make the PC possible.

The relentless advance toward smaller yet more powerful comput-

ers is easy for all to see. But the real beauty - and innovation - of "People and Computers" is the way it fixes the machines in the broader context of the times in which they were developed and of the way they influenced those times.

"It brings a social and historic perspective that has been missing from the museum and from most exhibitions of computers," says Howard P. Segal, professor of science and technology history at the University of Maine and member of an academic panel that helped define the exhibit's themes and content.

The exhibit is laid out like a "time tunnel," complete with an entry arch formed from 18 video screens. They play a 90-second montage of film clips and graphics that begins in the 1930s, when New Deal programs forced the government to find more efficient ways to manage bureaucracy, and travels to the present. Throughout the exhibit, videos, pictures, text and music are used imaginatively to set the historical and social backdrop for various

breakthroughs in computing.

One stop along the way is a re-creation of the computer room at a big General Electric plant in Louisville, Ky., where in the 1950s the company relied on the Universal Automatic Computer, better known as Univac, to control inventories of millions of parts. The era is recalled with the help of Bill Haley and the Comets singing "Rock Around the Clock," and a video clip of Election Night 1952, when a Univac predicted Eisenhower's victory in TV coverage hosted by, of course, Walter Cronkite.

But more evocative of the period may be the computer room itself, a decidedly low-tech-looking place equipped with a drab gray metal desk on which the Univac's operating console sits. And the console - with its knobs, switches and flashing lights - looks more like a prop out of a B-grade sci-fi flick than the pioneering machine it was back then.

A highlight of the exhibit comes when the heavily scientific/military bent of computing in the 1940s

through the 1960s gives way to more creative uses in the early 1970s. Digital Equipment's PDP-8 mini-computer is shown in a hospital operating room, controlling equipment that identifies brain tissue for a surgeon, and backstage on Broadway orchestrating the lighting of "A Chorus Line."

"A perfect use for a computer," says Gordon Perelman, who designed the lighting system while he was teaching at the University of North Carolina.

The re-creation of the theater's lighting station - erected against a red brick wall with metal fuse box and black rotary telephone - contrasts nicely with the antiseptic, "2001"-like feel of the next stopping point in the exhibit, a Cray super-computer at a weather forecasting center in England.

The exhibit was underwritten by the National Endowment for the Humanities. Corporate sponsors included Digital and International Business Machines.

Μουσείο Πληροφορικής στη Βοστώνη

Το να λες τα δύο λέξεις «Μουσείο Πληροφορικής» έτσι μαζί είναι σχεδόν αχρήστερο αόριστο. Η Πληροφορική είναι και δεν είναι 50 ετών επιστήμη. Αλλά το Μουσείο Πληροφορικής της Βοστώνης είναι σαφώς υπαρκτό στην αμερικανική αυτή πόλη που φιμάρει για τα πάμπολλα κορυφαία πανεπιστήμια της (Harvard, M.I.T., Boston University, κ.ά.) και τους διανοούμενους της.

Προ λίγων εβδομάδων μόλις, τα επισκέφτηκε να να δω κι εγώ το μοναδικό αυτό μουσείο, το μόνο Μουσείο Πληροφορικής στον κόσμο, δηλαδή, το μόνο μουσείο που είναι και αποκλειστικά αφιερωμένο στην Πληροφορική. Διότι υπάρχει και το κολοσσιαίο μουσείο Smithsonian Institution, στην Ουάσινγκτον, με πολλές αίθουσες Πληροφορικής, αλλά και με πολλά άλλα άσχετα θεματικά εκθέματα. Το Μουσείο Πληροφορικής της Βοστώνης, πάντως, έχει «περισσότερο εκθέματα Πληροφορικής από οποιοδήποτε άλλο συγκεκριμένα σε 50 χρόνια».

Μην ξεχνάμε ότι τα δύο μεγαλύτερα κέντρα Πληροφορικής στον κόσμο, εκεί που βρίσκονται τα περισσότερα κορυφαία και πλέον δημιουργικά μισιά της Πληροφορικής, είναι η Κολλόμβια Πουρτίφου (Sloan Valley, όπως τη λένε), νότιως του Άγιου Φραγκίσκου και η

Βοστώνη και τα περιχώρα της. Δεν είναι απλά σχήμα λόγου, αλλά πραγματικότητα ότι από αυτό τα δύο μισιά, τα δύο γεωγραφικά άκρα της Αμερικής, βγαίνουν σχεδόν όλα τα προϊόντα και αποκτούνται σχεδόν όλες οι γνώσεις που αναφορικά επηρεάζουν τη ζωή όλων μας, απαντώντας της γης. Βεβαίως και αλλού, εντός και εκτός Αμερικής, υπάρχουν - πρωτοποριακή - δημιουργική δραστηριότητα στην Πληροφορική.

Όταν κανείς μιλάει για μουσείο (και ιδιαίτερα στην Ελλάδα) σκεφτείται ότι αφορά περιεχόμενο, η ηλικία των οποίων είναι υπολογιστέα 100 ετών και άνω. Για την Πλη-

Του JACQUES A. CASE - ΚΕΙΣΙΠΟΥΛΟΥ Συμβούλου Πληροφορικής

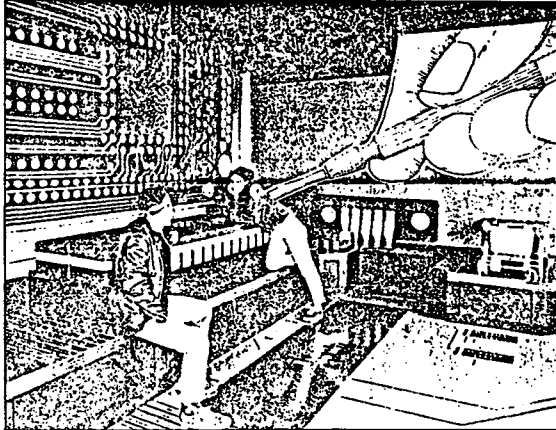
ροφορική όμως, που έχει καθ' όλα δική της κλίμακα διαχρονικής εξέλιξης, δεν ισχύουν τα συνήθη μέτρα και σταθμά. Ένας ημερολογιακός χρόνος (365 ημέρες) στη ζωή της Πληροφορικής αντιστοιχεί σε 20, τουλάχιστον, ανθρώπινο χρόνο.

Αν δεν έχεις υπόψη σου αυτή την πραγματικότητα, ξεφάνταται όταν βλέπεις στο Μουσείο Πληροφορικής της Βοστώνης (που βρίσκεται στη διεύθυνση 300 Congress Street, Boston, MA 02210, USA, Τηλέφωνο: 001.617.426.2800, Φαξ: 001.617.426.2843) μισιά η Κολλόμβια Πουρτίφου (Sloan Valley, όπως τη λένε), νότιως του Άγιου Φραγκίσκου και η

ρο στην Ελλάδα) να σου τον παρουσιάζουν ως μουσείο έκθεμα. Και θεωρείται κατά ήσυχον γίνουσα (είναι το φινιρισμένο του Ιούλιου Σίκακ. Ο κλονιμενός του μέλλουσιν, που καθημερινά μας κλωνίζει όλους, όσο και να μην το θέλουμε.

Τα μηχανήματα - οι υπολογιστές - που σχεδόν όλοι χρησιμοποιούμε καθημερινά πάσχουν και από προγραμματισμένη και από προγραμματισμένη στη παλαιότητα (planned and unplanned obsolescence, όπως λέγεται αγγλικά), διότι, για να επιβιώσουν οι δημιουργίες τους βρίσκονται σε ένα συνεχές πόλεμο έντονης εμπορίας και κορτεζαίου ανταγωνισμού, που τους δημιουργεί την ανάγκη να το βελτιώνουν συνεχώς. Καλό αυτό, βεβαίως, για τους τελικούς χρήστες. Άλλω έχει και τις συνέπειές του.

Μετα λοιπόν, η ηλιόλουστη μέρα στη Βοστώνη, για καλή μου τύχη, Ο Δρ Οίβερ Β.Ρ. Στιμπέλ, Βρετανός και νέος, διευθυντής του Μουσείου, με υποδέχθηκε και πρόβλημα αποτινάσσοντας στις πολλές μου ερωτήσεις. Προκειμένου για θέματα Πληροφορικής, το μισό μου γεννοβολά ερωτήσεις χωρίς τελεωμιά. Και έτσι, με τα τελευταία της μηχανοτεχνικής, στη μιά ώρα, σταμάτησε, για να δώσω τέρατα στις ερωτήσεις μου. Ο Δρ Στιμπέλ το διευκρινίζει από το 1984 όταν πρωταγωνίστησε το Μουσείο. Έπειτα από μια αρκετά εκθεματική περιήγηση που μας έκαναν, είχαν υλικό, εντυπώσεις και και-



Μεταπορεύονται σε μια από τις αίθουσες του μουσείου θεωρητικοί στα σωτικά ενός εν λειτουργία

νούργιας γνώσεις για πολλά χρόνια.

Το Μουσείο ξεκίνησε με μια δωρεά του Ken Olsen, ιδρυτή της DEC, αρχικό το 1974, σε συνεργασία με τον Βάιν Ένερτ, όταν ίδρυσαν (αρχικά από τα κομμάτια) τον άλλοτε περίφημο, σημερινά υπολογιστή του M.I.T., τον λεγόμενο Whitebird, λέξη που σημαίνει «νιφάδα» ή ανεμοστρόβιλος. Με τον Whitebird ως πρώτο έκθεμα, τον Ιούλιο 1982, ίδρυσαν το Μουσείο Πληροφορικής της Βοστώνης. Στη σημερινή του θέση βρίσκεται από το Νοέμβριο του '84. «Πάρα παλιό», για την Πληροφορική.

Η όλη αφάνεια και η διάταξη των εκθεμάτων του Μουσείου, που πάνω 5.300 τ.μ., σε τρία πατάματα, έχει ένα σκοπό: το ποσό σκρίβας επιδρούν οι υπολογιστές στη ζωή μας. Σχεδόν 100 από τα πάμπολλα εκθέματα που είναι αλληλεπενεργά. Δηλαδή, οι επισκέπτες - που είναι κυρίως νέοι άνθρωποι - μπορούν να πατήσουν κάποιο κουμπί ή να κάνουν κάτι άλλο και να δουν κάποιο αποτέλεσμα ή να ικανοποιηθούν κάποιο τρόπο στην 15χρονη ιστορία ή να υπολογιστές μισούρου να μας τη χροιά σου.

Το Μουσείο έχει κατά μέγιστο αίθουσα εκθεμάτων, αεροπλάνα για 275 άτομα και μαγαζάκι αναμνηστικών αντικείμενων. Έχει περίπου 40 υπαλλήλους και ετησίως το επισκέπτονται τουλάχιστον 150.000 άτομα, εκ των οποίων περίπου το 40% είναι μαθητές και σπουδαστές. Με προϋπολογισμό τριών εκατομμυρίων δολαρίων το χρόνο, μέγα μέρος των εξόδων του βγαίνει από τα δικαιώματα ψήφισμα. Έχει όμως και συνδρομητές, περίπου 150 μεγάλους εταιρείες Πληροφορικής που συμβάλλουν οικονομικά.

Ενας άλλος σκοπός του Μουσείου αυτό είναι «να εκπαιδεύει και να εμπνέει» τους νέους μάλλον, προς τρεις κατευθύνσεις κυρίως: την ιστορική εξέλιξη, τη σημαντική τεχνολογία και τις εφαρμογές της Πληροφορικής. Όσον αφορά στην ιστορική εξέλιξη της επιστήμης (που θα νόμιζε κανείς ότι θα έπρεπε να είναι ο μόνος τομέας που θα ενδιέφερε ένα μουσείο - δεν αληθεύει όμως, εν προκειμένω), το Μουσείο πρόσφατα έκανε ειδική έκθεση που ονομάστηκε «Ανθρώποι και Υπολογισ-

Όταν κανείς μιλάει για μουσείο σκεφτείται ότι αφορά περιεχόμενο, η ηλικία των οποίων είναι υπολογιστέα 100 ετών και άνω. Η Πληροφορική όμως, έχει καθ' όλα δική της κλίμακα διαχρονικής εξέλιξης. Ένας ημερολογιακός χρόνος (365 ημέρες) στη ζωή της Πληροφορικής αντιστοιχεί σε 20, τουλάχιστον, ανθρώπινο χρόνο.

στές». Περιέχει δείγματα των άλλων σημερινών μηχανημάτων (manifestos) που χρειάζονταν τερματίες, κλιματιζόμενες αίθουσες με υπερυψωμένα βόθρα.

Το Μουσείο ήδη οργανώνει ειδική έκθεση αναγνώσεων επιτραπέζιων και άλλων υπολογιστών. Σκοπός της θα είναι να εκπαιδεύσει με αφήγηση τις οκτώ ομάδες να κάνουν με

ένα κομπιούτερ, όπως το γράφημα κειμένων, και πως επιτυγχάνεται αυτό με το εργαλείο που λέγεται κομπιούτερ. Τι είναι ένα ηλεκτρονικό λογιστικό φύλλο και πως ακριβώς επιτελείται αριθμητική πράξη στην αριστοκρατία του αριστοκρατικού προσελόμενος. Ή χίλια δυο άλλα πράγματα που κάνουν καθημερινώς χρησιμοποιώντας κομπιούτερ χωρίς να τους βλέπουμε, διότι βρίσκονται κόπου αλλού.

Το σημαντικότερο έκθεμα του Μουσείου είναι ο λεγόμενος Walk-Through Computer. Η

είναι κατάλληλο και για μαθητευόμενους πλάτους.

Ενώ άλλο πολύ σημαντικό έκθεμα του Μουσείου είναι η μεγάλη του αίθουσα τεχνητής νοημοσύνης και ρομπότ, που άνοιξε για το κοινό το 1987. Εκεί βλέπεις δύο κώπες ανθρωπομορφά ρομπότ να προσπαθούν να γεννηθούν (με καρτελάκια και άλλα εργαλεία και ηλεκτρονικά - σύνεργα) - ένα, μαρό-ρομπότ. Το παιδί τους, Άστολι κώπος. Αλλά τους Άστολι κώπος το κατασκευαστής αυτο και το χρησιμοποιούσε στις διαφημίσεις της, για να τονώσει την ποιότητα των δικτύων της. Ίσως τη βιμάστε τη σχετικά πρόσφατη αυτή διαφήμιση.

Ενώ άλλο έκθεμα του Μουσείου, στο εγγές μέλλον, θα είναι «Οι Αθάτοι Υπολογιστές». Αθάτοι είναι πάμπολλοι υπολογιστές που χρησιμοποιούμε καθημερινώς. Και δεν έχουμε (ή έχουμε) ότι τους χρησιμοποιούμε, όπως όταν σηκώσουμε το τηλέφωνο ή κάνουμε ανάληψη χρημάτων από αυτόματα συναλλακτικά ρευστού. Τα λεγόμενα ΑΙΤΜς που σχεδόν όλες οι τράπεζες σήμερα έχουν. Αυτό που έρουν πεντοήλιον (ή εισκοδόλλωρα, στην Αμερική. Αρκεί να τα χεις), αφού ηλεκτρονική γίγαιος την αριστοκρατία σου κωδικό προσελόμενος.

Ή χίλια δυο άλλα πράγματα που κάνουν καθημερινώς χρησιμοποιώντας κομπιούτερ χωρίς να τους βλέπουμε, διότι βρίσκονται κόπου αλλού. Το σημαντικότερο έκθεμα του Μουσείου είναι ο λεγόμενος Walk-Through Computer. Η

Το μόνο που σε κρατάει στα λογικά σου είναι η γνώση ότι το δικό σου σώμα (ιδιαίτερα το μισό σου) είναι (ακόμη, αλλά όχι για πολύ) απείρως πολύ μικρότερο του ζωητικού κόσμου ενός κομπιούτερ. Βγαίνοντας από τα έγχα του κ. Walk-Through Computer αισθανόμαστε περιέργια και ότι ίσως πήγαινε και στο θέατρο για λίγο. Μο αυτός δεν είναι ο σκοπός του θεάτρου. Να σε εμπνεύσει για λίγο. Να σε βγάλει, προσωρινά, από τη στεγνή καθημερινότητα. Τι γλυκιά καθημερινότητα που σου δίνει την ψευδαίσθηση της θανάσεως!

Και αυτό ακριβώς πετυχαίνει, νομίζω, το μοναδικό αυτό μουσείο. Το περισσότερο εκθέματα του δεν είναι νεκρά και άσχετα. Ή μάλλον, άσχετα μπορεί να είναι. Νεκρά, όμως, δεν είναι και σε είναι αναγεννάται οι ισοτί τους. Επισπώνωτες μαζί τους. Όσο μπορεί κανείς να τα παί μ ένα κομπιούτερ, χαλάει. Κρίνεται! Αλλά δεν αντιμάχεται. Γι αυτό δεν έχουν και συντηρησιακά δικαιώματα.

Εαυτο και συμπληρωματικά να είναι το ενδιαφέρον σου για τον υπολογιστή, σε συμπεριλαμβάνει να δεις το Μουσείο Πληροφορικής της Βοστώνης, αν βρεθείτε προς εκείνα τα μέρη.



Ενα ανθρωπομορφά ρομπότ σε μια ανακωστήση καταστάσεως ηλεκτρονικών θα ασχολήσεται με σημαίνει για σε η εκπαίδευση των μηχανημάτων υπολογιστή, στην αίθουσα «Ανθρώποι και υπολογιστές». Η χρονία μιας εναπόσεσης».

χνίδιο θα περιλαμβάνονται, διότι αποτελούν τρόπο εκπόνησης με διοκείδωση, σοβαρότερων θεμάτων. Τουλάχιστον, αυτό ισχύει για ορισμένα από τα ηλεκτρονικά παιχνίδια, όπως ο Εξοριστικός Πήρασε (Flight Simulator) της Microsoft. Λέγεται μάλιστα ότι αυτό ιδιαίτερα το παιχνίδι, στην τελευταία του έκδοση, είναι τόσο τέλει ως εργαλείο που

οθούν του είναι 20 φορές μεγαλύτερη από τα συνήθως μεγεθός μας πραγματικής Φαινόμενου, προς στιγμήν, να ελίζει την ικανότητα να αλλάξει την κλίμακα του ανθρώπινου αιματός σου και από το φυσικό στο μέγεθος να μπορούμε να νιώσουμε κατά βούληση αλληλοτέλει. Ας παύσει στα μέγεθος, το πολύ, ενός πόντου. Έτσι κώπος θα αισθανθείς

H ΔΥΝΑΜΗ ΣΤΟ SOFTWARE

Ανεξαρτησία 6 176 Ραλαμάδα Τηλ. 91 10 330 - 91 12 966 - Αλεξανδρούπολη 7 546 76 Ορεοκαστρού Τηλ. 578 234 - 578 250



Catherine Malloy's computer generated *The Flying Dream*, one of many creations at the Computer Museum's *Siggraph* exhibit.

Show on Earth roars into to October 17-27. The 120th Anniversary Edition of the **Ringling Brothers Barnum & Bailey Circus** features three rings of liberty horses, an entire herd of elephants, and a performing White Rhinoceros. Also featured will be aerial ballet, including Marguerite Michelle and her daughters juggling fiery clubs while suspended in the air...by their hair; other highwire and acrobatic artists; death-defying stunts and countless other attractions. Boston Garden, 150 Causeway St., 227-3206.

Regatta

The 27th Annual **Head of the Charles Regatta**, Mecca for rowing fans everywhere, takes place October 20 from roughly 8 a.m.-6 p.m. Nearly 1,000 boats and 4,000 rowers will converge along the three mile stretch of the Charles River to compete in front of a quarter of a million cheering, picnicking fans on lawn chairs and blankets. The Regatta runs from the Boston University Boat House to the WBZ studio upriver. The most convenient T stop is Harvard Square. More information about the event can be found on page 14, or by calling 864-8415.

Exhibits

The world's only Computer Museum brings us **Computers in Art and Design: The 1991 SIGGRAPH Traveling Exhibition**, featuring new computer creations by artists and



Barry Manilow arrives at the Wang Center Oct. 8-10 for three performances only.

designers from around the world. The show features two- and three-dimensional works, stereo images, holograms, animation, and an interactive exhibit where visitors can create their own works of art

to take home. The Computer Museum is the only museum in the world dedicated solely to computers and their impact on society, with more than 100 exhibits including the famous Walk-Through Computer, 426-2800.

838-0200.

Perhaps no place on earth is as suited to Halloween as Salem, infamous home to the witch trials of 1692. Much can be learned and witnessed in this historic town, but all is not somber! From October 25-November 3 the town will be

WHERE

THIS MONTH IN BOSTON

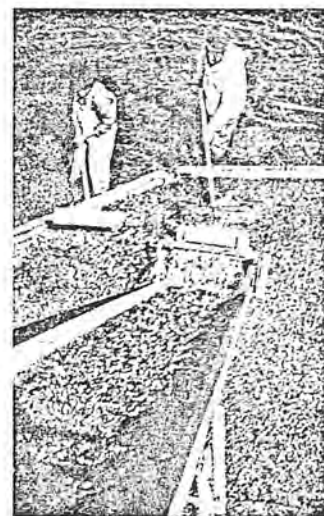
Halloween haunts, and acrobats, computer art and the Head of the Charles - celebrate October in Boston!

Computer Limits

Twenty-five minutes from Boston, in a little town called Berlin, lies the **Berlin Fun Farm's Spooky Hayrides and Haunted Barn Halloween Museum**, the nation's first theme park devoted to horror and science fiction. For the entire month of October, this will be the site of the scariest fun time to be had. The spooky hayride will roll you through acres of haunted terrain filled with ghosts, goblins and creatures of the night, 14 vignettes and 20 actors supplying the creatures. The 10,000 square foot Haunted Barn is filled with friendly folk such as the alien from *Aliens!* and *Leatherface* from the *Texas Chainsaw Massacre*. Jason will be there for a time to sign hockey masks, supplied with characters and memorabilia by 20th Century Fox, New Line Cinema Corp. and Universal Studios. There's a fun and photo time to walk around with characters and friendly creatures, and complimentary "deadly donuts and spider cider" are given out. Certainly not just for kids, the Berlin Fun Farm is appropriate for all ages. The hayrides, which leave every 5 minutes, get scarier as the hour grows later. Call for more information and directions. (508)

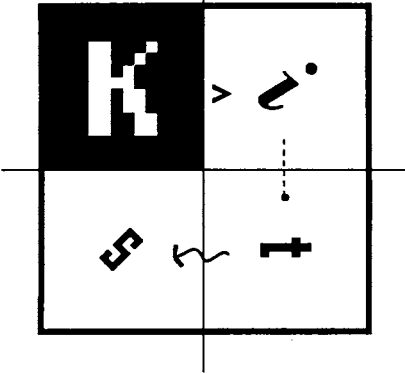
...the surface of a flooded bog. The dazzling red berries are gathered by booms and conveyed to shore. A quintessential New England occurrence, there are narrated bus tours available on the 12th and 13th, and visitors are welcome throughout the month at both the harvest and Cranberry World, an in-depth look at the agriculture and harvest, just a 10 minute walk from Plymouth Rock and the May flower. Ocean Spray products are given out free of charge. (508) 747-2350.

For more events see *Happenings in the Hub*, page 26.



Cranberry World in Plymouth offers foliage, an ongoing cranberry bog harvest and more.

EXHIBIT

**How Fast Are Computers?****What visitors will learn:**

- Computers vary widely in their speed of calculation, but they are all much faster than people at numerical calculation.
- Some tasks, such as adding a few numbers, take much less computing than other tasks, such as forecasting the weather.
- It is important to choose a computer that is sufficiently powerful if a job is to be completed in a reasonable time.
- Visitors are introduced to the four standard ways of making faster computers.
- People outperform computers at many tasks.

What The Computer Museum will provide:

Complete software and licensing
 Installation instructions and documentation
 Suggested exhibit layout and signage
 Supporting educational materials
 Cost: \$2,500.00

What the purchaser must provide:

PC AT compatible computer system, with color monitor
 Signs, enclosure, other site-specific materials

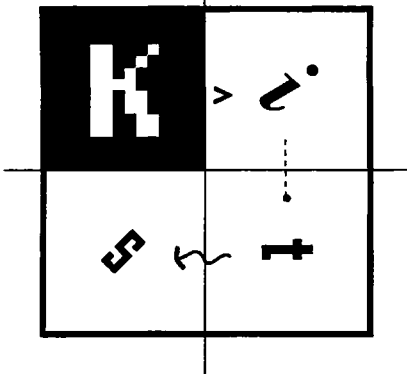
Description:

The program invites visitors to add five numbers, and measures how long they take to arrive at the correct answer. It then compares the visitor's performance to the number of additions a variety of different computers could solve in the same time. Visitors can then match any one of five computers (including themselves) to one of five tasks, ranging from balancing a check book to calculating the evolution of a global weather model for the next 24 hours. The program tells them how long the selected computer would take to solve the task. Visitors can see the results of as many such matches as they choose.

Visitors can then choose between two options. The first option examines four techniques for speeding up computers: increasing the clock speed, parallel processing, pipelining, and RISC. The explanations use clear and simple interactive animation to illustrate how each of these techniques works. The second option examines tasks that people can perform much faster than any computer. Instead of solving a math problem, this time visitors are asked to recognize a drawing of a familiar object. Again their performance is compared to various computers. The visitor beats even a supercomputer hands down! The program then explains how such "simple" tasks as pattern recognition, which even very young children can perform, require enormous amounts of calculation. Researchers are only just beginning to understand how people so easily recognize patterns.

This exhibit, not only gives visitors a better grasp of how rapidly computers can perform calculations and how their speed can be increased, but also what types of tasks they are well adapted to performing. Since it treats themes central to computing, this Kit could stand on its own, or form the cornerstone of a exhibition on computers.

E X H I B I T

**Maze Programming****What visitors will learn:**

- Computers perform tasks by following a list of instructions, called programs.
- Each instruction is simple and very explicit.
- Rudimentary programming is not conceptually difficult, but requires attention to detail.

What The Computer Museum will provide:

Complete software and licensing

Installation instructions and documentation

Suggested exhibit layout and signage

Supporting educational materials

Cost: \$2,500.00

What the purchaser must provide:

Macintosh II, with color display and mouse

Signs, enclosure, other site-specific materials

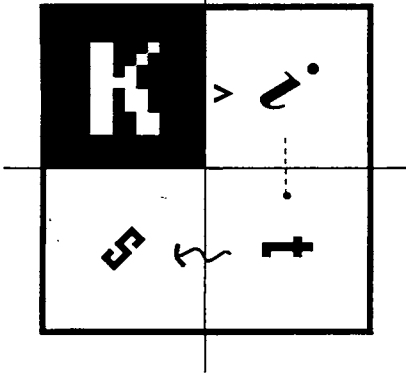
Description:

This exhibit challenges visitors to write a computer program that makes a robot car move through a maze. It guides visitors through the task in simple, incremental steps, introducing them along the way to concepts fundamental to computer programming. After learning what each instruction does, visitors write their own programs, and then execute them, watching the car obey their commands. The car's movements give visitors immediate feedback and a firm grasp of how their program functions.

For many visitors, this will be their first brush with programming. The step from computer-user, to computer programmer is very significant to a better appreciation of computer technology.

This Kit uses high-resolution color and 3D images to engage the visitor. It could stand on its own, or form an integral element of a exhibition on computers.

EXHIBIT

*How Tall Are You?**What visitors will learn:*

- *Ultrasonic sensors allow computers to detect and measure the distance to objects in their environment.*
- *The keyboard and screen are not the only way to interact with a computer. Visitors who try this exhibit provide input by moving their bodies and receive the output via synthesized speech.*
- *Mobile robots can use ultrasonic sensors to find the distance to walls and obstacles around them. Such measurements are essential for mobile robots to guide themselves autonomously.*

What The Computer Museum will provide:

Complete software and licensing

Ultrasonic distance sensors

Ultrasonic distance sensor driving hardware

Installation instructions and documentation

Suggested exhibit layout and signage

Supporting educational materials

Cost: \$5,400.00

What the purchaser must provide:

Apple Macintosh computer

Speaker and amplifier

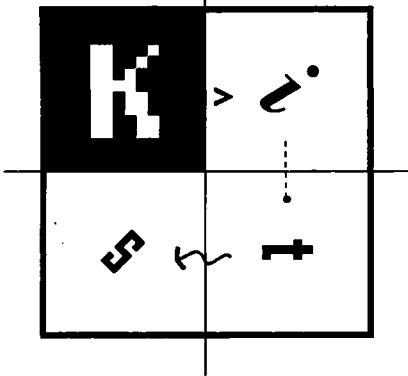
Signs, enclosure, sensor mounts and other site-specific materials

Description:

The exhibit calls out to visitors in its proximity, inviting them to have their height measured. When a visitor moves into the correct position (marked by feet painted at the base of the exhibit), their height is measured and announced with sentences such as "You seem to be five feet, six and three quarter inches." If visitors are moving or standing in the wrong place, the computer will respond accordingly, asking people to remain still, or to move into position. The computer often makes a deliberate mistake and then corrects itself. This amusing exhibit encourages visitors to experiment with the computer, tricking the sensors by holding their hands above their heads or by squatting.

The exhibit is equipped with four ultrasonic sensors: three at waist level and one overhead. The waist sensors detect the presence of visitors in the vicinity of the exhibit and inform the computer when a visitor is standing in the correct position for a height measurement. The overhead sensor then measures the visitor's height by measuring the distance from the ceiling to the top of the visitor's head. All output is via digitized speech.

In The Computer Museum, this exhibit is located in a section that explains how computers and robots can sense and react to their environments, which also includes exhibits on speech recognition and machine vision. The Kit can also stand on its own. An adapted version is installed outside the Museum's building.

EXHIBIT**Color the States****What visitors will learn:**

- *Speech recognition allows computers to obey spoken instructions.*
- *If the vocabulary is small, a computer can recognize the instructions of any speaker without any prior "training" with that speaker. However, the computer quite often makes an error, incorrectly recognizing a word.*
- *Visitors get used to controlling the computer by spoken commands very quickly.*
- *Speech recognition allows the disabled, or people who must use their hands for other tasks, to operate computers.*

What The Computer Museum will provide:

Complete software and licensing

Custom cables

Mounted microphone

Installation instructions and documentation

Suggested exhibit layout and signage

Supporting educational materials

Dragon Systems Speech Recognition board

Cost: \$3,900.00

What the purchaser must provide:

PC AT compatible computer system with color monitor and graphics

Signs, enclosure, other site-specific materials

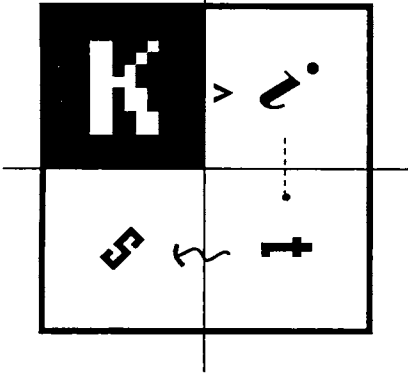
Description:

Visitors are invited to color in a map of the United States using only four colors, such that no two states with the same color share a common border. The only input device is a microphone—all commands are given by speech. Visitors first select a state and then select its color. The game is quite challenging. There are many different ways to color the states successfully, but also many ways to fail to avoid coloring two adjacent states the same color.

Accompanying text explain the hurdles computer programmers must overcome in order to cope with the enormous variety inherent in normal human speech. The text also gives examples of people who benefit from the use of computer speech recognition, such as those whose hands are paralyzed, or people, such as surgeons or pilots, who must have their hands free for purposes other than using a computer.

In the Computer Museum, this exhibit forms part of a section on computer and robot sensing, together with exhibits on ultrasonic sensing, and machine vision.

EXHIBIT

**The Talking Computer****What visitors will learn:**

- *Computers can communicate with people by voice.*
- *To synthesize speech, a computer must use a detailed set of rules to recognize words in written text and the sounds that combinations of letters spell.*
- *Computer-generated speech is comprehensible but crude. It lacks the subtle inflections and accents important to human speech.*
- *Speech synthesis has many applications, including providing information over the phone and allowing the blind to use computers.*

What The Computer Museum will provide:

Complete software and licensing
 Installation instructions and documentation
 Suggested exhibit layout and signage
 Supporting educational materials
 Cost: \$1,500.00

What the purchaser must provide:

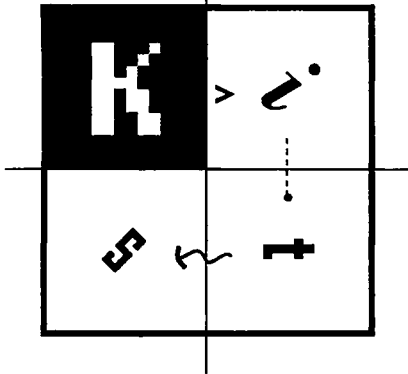
Macintosh II computer, with 5 megabytes of RAM and AppleColor screen
 Digital Equipment Corporation DECtalk speech-to-text converter
 Cables

Description:

The Talking Computer invites visitors to learn about how computers can talk to people. Visitors can experiment with the computer's diction by having it pronounce their name and other text they type. Visitors can also change the characteristics of the voice so it sounds like different speakers. To illustrate one of the uses of voice output, the computer asks visitors to pretend they are blind by closing their eyes and typing while the computer reads to them what they type. At the visitor's request, the exhibit can explain how the computer converts text into its component sounds, called phonemes, and then uses special circuitry to produce these sounds.

The Talking Computer illustrates one method for people and computers to communicate. As such, it would make a valuable addition to an exhibit about communication technology or computers in general. The exhibit uses high-resolution color graphics and 3D images to engage the visitor.

EXHIBIT

*Eliza: The Computer Psychologist***What visitors will learn:**

- Computer programs can simulate human conversations.
- Simple devices can trick you into believing a computer is intelligent when, in fact, it is simply reflecting your own words back at you.
- There is a world of difference between a simple program, such as ELIZA, and a truly intelligent program. We are still a very long way from knowing how to build a program that converses like a person.

What The Computer Museum will provide:

Complete software and licensing

Installation instructions and documentation

Suggested exhibit layout and signage

Supporting educational materials

Cost: \$875.00

What the purchaser must provide:

PC AT compatible computer system, with color monitor

Signs, enclosure, other site-specific materials

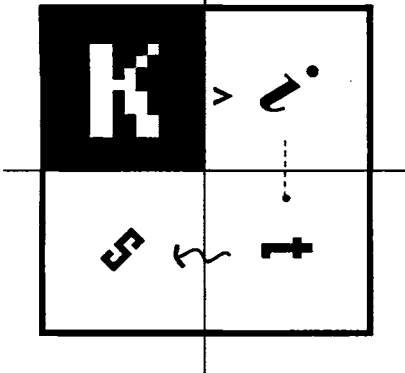
Description:

This exhibit is an implementation of a classic program developed by Joseph Weizenbaum at MIT in 1966. In offering to help the visitor with a problem, the program plays the role of a Rogerian psychotherapist. The visitor types in a sentence, and the program responds by using one of a small repertoire of expedients. Examples include turning a statement into a question, responding to a key word such as "family," or simply asking the "patient" to elaborate. ELIZA's methods become quite apparent after a short interchange, and visitors can then trick ELIZA into repeating itself, or asking nonsensical questions.

This version of ELIZA has been adapted by The Computer Museum to be immune to attempts to break out of the program, and to restart itself automatically after a session is ended.

As an illustration of how a simple short-cut fails to reproduce true human intelligence or behavior, this Kit would provide an educational addition to an exhibition on artificial intelligence, computers in general, or human thought.

EXHIBIT

**Haggle With a Computer Fruit Vendor****What visitors will learn:**

- A computer can follow a set of rules, giving it surprisingly human-like behavior.
- The more rules the computer has, the more sophisticated its behavior.
- The computer cannot improvise or use common sense to respond outside its particular area of expertise.
- Rule-based expert systems are growing in use, and are taking over some tasks hitherto thought to require a human expert

What The Computer Museum will provide:

Complete software and licensing

Installation instructions and documentation

Suggested exhibit layout and signage

Supporting educational materials

Cost: \$3,575.00

What the purchaser must provide:

PC AT compatible computer system, with color monitor and mouse

Signs, enclosure, other site-specific materials

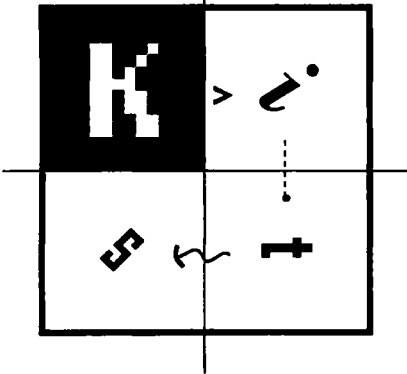
Digital Equipment Corporation
DECtalk speech-to-text converter

Description:

Visitors bargain with the computer over the price of a box of strawberries. First, visitors select one of three fruit vendors that range in sophistication from NOAH BUDGE (with only 10 rules), to NORA LOGICAL (with over a hundred rules). Visitors can type in offers for a box of strawberries, or make insulting or flattering remarks to the vendor. A tracer on the screen tracks the testing and firing of rules. The computer vendor responds using a voice synthesizer in different voices. The computer may lower the price or return the abuse. The session ends when the computer and visitor close the deal, or the visitor is "kicked out of the vendor's stall." Visitors enjoy the diversity and appropriateness of the computer's responses, and are delighted by the computer's occasionally surly tone.

This Kit illustrates the artificial intelligence principles upon which many computer applications will be based in the future. Consequently, it would work well in an exhibition about how computers may be used in the future or in more general computer-related exhibits.

EXHIBIT

**How Computers Play Games****What visitors will learn:**

- **Computers can play games of strategy by using sets of simple rules to test many possible moves.**
- **The sets of rules can follow different procedures for selecting a move; two such procedures are "look-ahead" and "voting."**
- **Because they can test many moves very rapidly, computers can play certain strategy games very well.**

What The Computer Museum will provide:

Complete software and licensing
 Installation instructions and documentation
 Suggested exhibit layout and signage
 Supporting educational materials
 Cost: \$2,700.00

What the purchaser must provide:

PC compatible computer system, with color monitor and mouse.
 Signs, enclosure, other site-specific materials

Description:

This exhibit allows visitors to challenge the computer to a game of tic-tac-toe or five-in-a-row. Visitors can then choose which strategy they would like the computer to use for determining moves, "look-ahead" or "voting." A brief explanation of each is provided. During play, two game boards are displayed; one reflects actual play, the other shows the "thought process" of the computer as it tests moves according to the strategy the visitor has selected. Visitors can observe how the computer applies its strategy in response to their moves. Visitors can explore a more detailed explanation of each strategy.

This exhibit forms part of a gallery on artificial intelligence at The Computer Museum. It clearly illustrates how the attributes of computers allow them to compete with humans at certain tasks.

**THE COMPUTER MUSEUM
PHONE LIST
UPDATED OCTOBER 8, 1991**

Admissions desk/lobby		310/352
Armbruster, Elizabeth	Public Relations Coordinator	329
Auditorium projection booth		305
Bell, Gwen	Founding President (Collections)	331
Ballard, Martha	Functions Manager	340
Boland, Nancy	Visitor/Education Assistant	350/660
Boyd, James	Visitor Assistant	350/653
Burke, Dan	Store Assistant	307
Cash Room		320
Chibas, Asa	Design Assistant	397
Children's Museum		426-6500
Conference Room (5th floor)		304
Cookson, Wayne	Exhibit Carpenter	328
Dahling, Sue	Director of Marketing	396
DECTALK/PUBLIC INFO		423-6758
Del Sesto, Janice	Director of Development/P.R.	378
Dorus, Mary Beth	Exhibits Coordinator	395
FAX		426-2943
Fryatt, Troy	Visitor Assistant	350/652
Galluzzo, Cindy	Cashier	352
Gonzalez, Giselle	Visitor Assistant	350/651
Greene, Don	Shop Foreman	328
Greschler, David	Exhibits Developer	349
Griscom, Dan	Exhibits Engineer	335
Groves, Ted	Graphic/Exhibit Designer	373
Visitor Assistants Office		350
Jennes, Gail	Senior Public Relations Manager	341
Jose, Kate	Computer Bowl Project Manager	346
Keck, Ian	Software Engineer	336
Knight, Gerald	Visitor Assistant	350/655
Krikorian, Robert	Cashier	352
Lazuk, Chris	Exhibits Kits Coordinator	377
Lee, Brian	Store Assistant	307
McElroy, Chris	Visitor Assistant	350/656
McElroy, Mary	Visitor Assistant/Wkend Flr Mgr	350/661
McLaughlin, Brian	Business Manager	343
Mourant, Wanda	Visitor Assistant	350/659
O'Neal, Lauren	Assistant Exhibit Developer	374
O'Sullivan, Christina	Manager of Retail Services	306
Oates, Julie	Foundations, Corp, Govt Relations Mgr	339
Pankovich, Marko	Visitor Assistant	350/650
Pekock, Susan	Development Assistant	376
Rogers, Geri	Assistant to the Director	372
Rusk, Natalie	Acting Education Director	345
Sage Gallery		265
Santos, Christa	Group Visits Coordinator	334
SECURITY		260
Snow, Stephen	Exhibits Engineer	394
Southall, Noah	Visitor/Store Assistant	350/307/657
Store		307
Strimpel, Oliver	Executive Director	330
Thomas, Adrian	Cash Room Manager/Cashier	352
Walker, Tony	Floor Manager	350
Wallace, Brian	Collections Manager	342
Walker, Tony	Visitor Assistant	350/658
Walsh, Janet	Capital Campaign Manager	333
Weiss, Marilyn	Manager of Visitor Services	344
Welch, Greg	Director of Exhibits	337

The
Computer
Museum

THE COMPUTER MUSEUM
FY 1992 BOARD OF DIRECTORS

CHAIRMAN

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

O:(617) 227-0303

FAX:(617) 367-0478

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800, X330

FAX:(617) 426-2943

Mr. Sam Albert
President
Sam Albert Associates
27 Kingwood Road
Scarsdale, NY 10583

O:(914) 723-8296

FAX:(914) 723-2886

The
Computer
Museum

THE COMPUTER MUSEUM
FY 1992 BOARD OF DIRECTORS

Mr. C. Gordon Bell
450 Old Oak Court
Los Altos, CA 94022

H:(415) 949-2735

FAX:(415) 949-2735, 22

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800, X331

FAX:(617) 426-2943

Mr. Edward Belove
1715 Cambridge Street
Cambridge, MA 02138

H:(617) 492-5048

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O:(617) 338-0930

FAX:(617) 338-0930, X17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vassar Street
Cambridge, MA 02139

O:(617) 497-9010, X337

FAX:(617) 577-9710

Mr. Richard P. Case
Director of Technical
Strategy Development
IBM Corporation
Room 3A69
Old Orchard Rd.
Armonk, NY 10504

O:(914) 765-4050

FAX:(914) 765-7384

Mr. James Clark
Asst. Vice President
NCR Corporation
11 East Warrenville Rd
Naperville, IL 60566

O:(708) 979-7700

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street, 26th Flr
Boston, MA 02110

O:(617) 423-5525

FAX:(617) 482-0059

David M. Donaldson, Esquire
Ropes & Gray
One International Place, 3rd Floor
Boston, MA 02110

O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon B. Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, DC 20560

O:(202) 357-2089

FAX:(202) 357-1853

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O:(617) 277-1310

FAX:(617) 277-5379

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

O:(203) 926-1801

FAX:(203) 929-6408

Mr. Charles House
Informix, Inc.
4100 Bohannon Drive
Menlo Park, CA 94025

O:(415) 926-6300 ext. 6900

FAX:(415) 926-6571

Mr. Theodore Johnson
Consultant
736 Annursnac Hill Road
Concord, MA 01742

H:(508) 369-2640

FAX:(508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

O:(617) 439-7371

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 864-1550

FAX:(617) 864-0866

Mr. James A. Lawrence
Chairman
LEK Consulting, Inc.
101 Federal Street
Boston, MA 02110

O:(617) 951-9500

FAX:(617) 951-9392

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

O:(617) 495-6595

FAX:(617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

O:(617) 536-0470

FAX:(617) 266-9210

Ms. Laura Barker Morse
Partner
Heidrick & Struggles
One Post Office Square
Boston, MA 02109

O:(617) 423-1140

FAX:(617) 423-0895

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O:(508) 626-2144

FAX:(508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O:(617) 253-7851

FAX:(617) 253-6215

HOME FAX:(617) 742-7932

Dr. Suhas S. Patil
Chairman and Executive VP,
Products and Technology
Cirrus Logic, Inc.
3100 West Warren Avenue
Fremont, CA 94538

O:(510) 623-8300

FAX:(510) 226-2230

Mr. Anthony D. Pell
President
Pell, Rudman & Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O:(617) 439-6700

FAX:(617) 439-0594

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O:(617) 576-3266

FAX:(617) 547-3879

Dr. John William Poduska, Sr.
President and CEO
AVS Inc.
6 New England Tech Center
521 Virginia Road
Concord, MA 01742

O:(508) 287-0100

FAX:(508) 371-7414

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, MA 02116

H:(617) 247-0405

Ms. Jean E. Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O:(301) 907-0233

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
MLO 1-5/B 94
Maynard, MA 01754

O:(508) 493-9765

FAX:(508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O:(617) 695-3660

FAX:(617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01-02-05A
Boston, MA 02106

O:(617) 434-6464

Mr. Casimir S. Skrzypczak
President
NYNEX Science and Technology, Inc.
120 Bloomingdale Road, 4th Floor
White Plains, NY 10605

O:(914) 287-5002

FAX:(914) 683-3194

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 233-9856

Mr. James Sutter
Vice President and General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

FAX:(213) 797-2449

Mr. Charles A. Zraket
Trustee, The MITRE Corporation
MS 1A-209
Post Office Box 208
Bedford, MA 01730

O:(617) 271-2356

FAX:(617) 271-7999

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Exhib. Committee - Jean Sammet

Meeting of the Board of Directors

February 14, 1992

8:30-12:30

Agenda

8:45 Call to order GARDNER

8:55 8:50 Museum operations update OLIVER

9:30 Capital Campaign LARRY

10:00 Waterfront Project ED (+ Frank Gehry, Greg Welch)

11:30 Long-range exhibit planning GARDNER

12:00-12:30 Meeting adjourns

Lunch.

Open Houses: 2/24

Computer Bowl: 5/1

Wellfleet
Xyplex
Chipcom
Thinking Machines
Charles River
Greylock

ANNUAL FUND

FY 92 (as of January 31, 1992)

FY 92 GOAL: \$125,000
YTD BUDGET: \$ 74,500
YTD ACTUAL: \$ 61,211
Receivable
matching funds: \$ 6,755
Pledged funds: \$ 5,000
TOTAL TO DATE: \$ 72,966

FY 91 GOAL: \$100,000
YTD ACTUAL: \$ 54,441

STATISTICS	FY 92		FY 91	
	DOLLARS	DONORS	DOLLARS	DONORS
New gifts	\$ 14,613 25%	78 33%	\$ 13,523 25%	52 28%
Increased gifts	\$ 22,603 39%	49 21%	\$ 17,666 32%	50 27%
Level gifts	\$ 17,055 29%	88 37%	\$ 19,169 35%	58 32%
Decreased gifts	\$ 3,990 7%	22 9%	\$ 4,083 8%	25 13%

ANNUAL FUND**FY 92** (as of January 31, 1992)

FY 92 GOAL: \$125,000

YTD BUDGET: \$ 74,500

YTD ACTUAL: \$ 61,211

Receivable
 matching funds: \$ 6,755

Pledged funds: \$ 5,000

TOTAL TO DATE: \$ 72,966

FY 91 GOAL: \$100,000

YTD ACTUAL: \$ 54,441

STATISTICS	FY 92		FY 91	
	DOLLARS	DONORS	DOLLARS	DONORS
New gifts	\$ 14,613 25%	78 33%	\$ 13,523 25%	52 28%
Increased gifts	\$ 22,603 39%	49 21%	\$ 17,666 32%	50 27%
Level gifts	\$ 17,055 29%	88 37%	\$ 19,169 35%	58 32%
Decreased gifts	\$ 3,990 7%	22 9%	\$ 4,083 8%	25 13%

ANNUAL FUND

FY 92 (as of January 31, 1992)

FY 92 GOAL: \$125,000
YTD BUDGET: \$ 74,500
YTD ACTUAL: \$ 61,211
Receivable
matching funds: \$ 6,755
Pledged funds: \$ 5,000
TOTAL TO DATE: \$ 72,966

FY 91 GOAL: \$100,000
YTD ACTUAL: \$ 54,441

STATISTICS	FY 92		FY 91	
	DOLLARS	DONORS	DOLLARS	DONORS
New gifts	\$ 14,613 25%	7 8 33%	\$ 13,523 25%	5 2 28%
Increased gifts	\$ 22,603 39%	4 9 21%	\$ 17,666 32%	5 0 27%
Level gifts	\$ 17,055 29%	8 8 37%	\$ 19,169 35%	5 8 32%
Decreased gifts	\$ 3, 990 7%	2 2 9%	\$ 4,083 8%	2 5 13%

ANNUAL FUND**FY 92** (as of January 31, 1992)

FY 92 GOAL: \$125,000
YTD BUDGET: \$ 74,500
YTD ACTUAL: \$ 61,211
 Receivable
 matching funds: \$ 6,755
 Pledged funds: \$ 5,000
TOTAL TO DATE: \$ 72,966

FY 91 GOAL: \$100,000
YTD ACTUAL: \$ 54,441

STATISTICS	FY 92		FY 91	
	DOLLARS	DONORS	DOLLARS	DONORS
New gifts	\$ 14,613 25%	7 8 33%	\$ 13,523 25%	5 2 28%
Increased gifts	\$ 22,603 39%	4 9 21%	\$ 17,666 32%	5 0 27%
Level gifts	\$ 17,055 29%	8 8 37%	\$ 19,169 35%	5 8 32%
Decreased gifts	\$ 3, 990 7%	2 2 9%	\$ 4,083 8%	2 5 13%

Dates of Future Board Meetings:

June 12, 1992 *(Day after the opening of the next exhibit)*

October 9, 1992

Feb 12, 1993

Rule: 2nd Friday of February, October, June

ANNUAL FUND

FY 92 (as of January 31, 1992)

FY 92 GOAL: \$125,000
YTD BUDGET: \$ 74,500
YTD ACTUAL: \$ 61,211
 Receivable
 matching funds: \$ 6,755
 Pledged funds: \$ 5,000
TOTAL TO DATE: \$ 72,966

FY 91 GOAL: \$100,000
YTD ACTUAL: \$ 54,441

STATISTICS	FY 92		FY 91	
	DOLLARS	DONORS	DOLLARS	DONORS
New gifts	\$ 14,613 25%	7 8 33%	\$ 13,523 25%	5 2 28%
Increased gifts	\$ 22,603 39%	4 9 21%	\$ 17,666 32%	5 0 27%
Level gifts	\$ 17,055 29%	8 8 37%	\$ 19,169 35%	5 8 32%
Decreased gifts	\$ 3, 990 7%	2 2 9%	\$ 4,083 8%	2 5 13%

The Computer Museum

THE COMPUTER MUSEUM
BOARD OF DIRECTORS ATTENDANCE LIST
February 14, 1992

15 Bd. Members

300 Congress Street
Boston, MA 02210

(617) 426-2800

CHAIRMAN

✓ *Mr. Gardner C. Hendrie
Sigma Partners

✓ *Dr. Oliver Strimpel
Executive Director
The Computer Museum

Mr. Sam Albert
President
Sam Albert Associates

* ✓ *Mr. C. Gordon Bell

✓ *Ms. Gwen Bell
Founding President
The Computer Museum

*Mr. Edward Belove

Ms. Lynda Schubert Bodman
President
Schubert Associates

✓ *Mr. Lawrence S. Brewster
Senior Vice President
Worldwide Operations
Aspen Technology, Inc.

✓ *Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation

Mr. James Clark
Asst. Vice President
NCR Corporation

*Mr. Howard Cox
General Partner
Greylock Management Corporation

✓ *David M. Donaldson, Esquire
Ropes & Gray

Dr. Jon B. Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History

*Mr. Edward Fredkin
President
Capital Technologies, Inc.

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation

* ✓ *Mr. Charles House
Informix, Inc.

Mr. Theodore Johnson
Consultant

* ✓ *Mr. David Kaplan
Audit Partner
Price Waterhouse

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.

Mr. James A. Lawrence
Chairman
LEK Consulting, Inc.

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories

		*	

Expected to attend

The Computer Museum

THE COMPUTER MUSEUM
BOARD OF DIRECTORS ATTENDANCE LIST
February 14, 1992

300 Congress Street
Boston, MA 02210

(617) 426-2800

✓ *Dr. James L. McKenney
Professor
Harvard Business School

Mr. John A. Miller, Jr.
Chairman
Miller Communications

✓ *Ms. Laura Barker Morse
Partner
Heidrick & Struggles

Dr. David Nelson
Fluent Machines, Inc.

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
Massachusetts Institute of Technology

Dr. Suhas S. Patil
Chairman and Executive V. P.
Cirrus Logic, Inc.

Mr. Anthony Pell
President
Pell, Rudman and Co., Inc.

✓ *Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.

Dr. John William Poduska
President and CEO
AVS, Inc.

*Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society

*

✓ *Ms. Jean E. Sammet
Consultant

*

✓ *Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation

✓ *Edward A. Schwartz, Esquire
President
New England Legal Foundation

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications

✓ *Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.

Mr. Casimir S. Skrzypczak
President
NYNEX Science and Technology, Inc.

Mr. Michael Simmons
Executive Vice President
Bank of Boston

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired

Mr. James Sutter
Vice President and General Manager
Rockwell International Corporation

Mr. Charles A. Zraket
The MITRE Corporation

CLERK

✓ *James Davis, Esquire
Bingham, Dana & Gould

			*

* Expected to attend

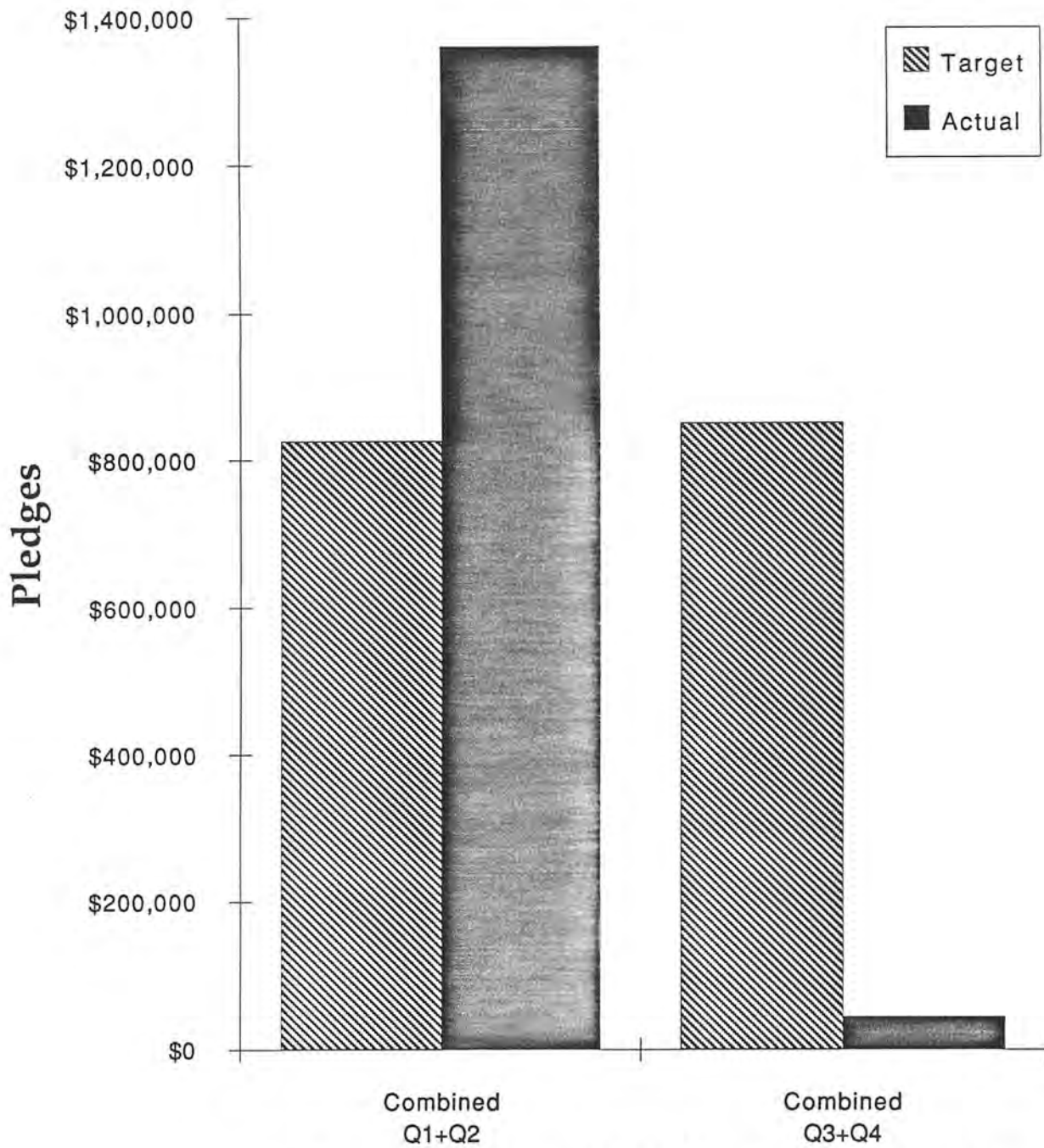
THE CAPITAL CAMPAIGN FOR THE COMPUTER MUSEUM

Board Meeting
February 14, 1992

Agenda

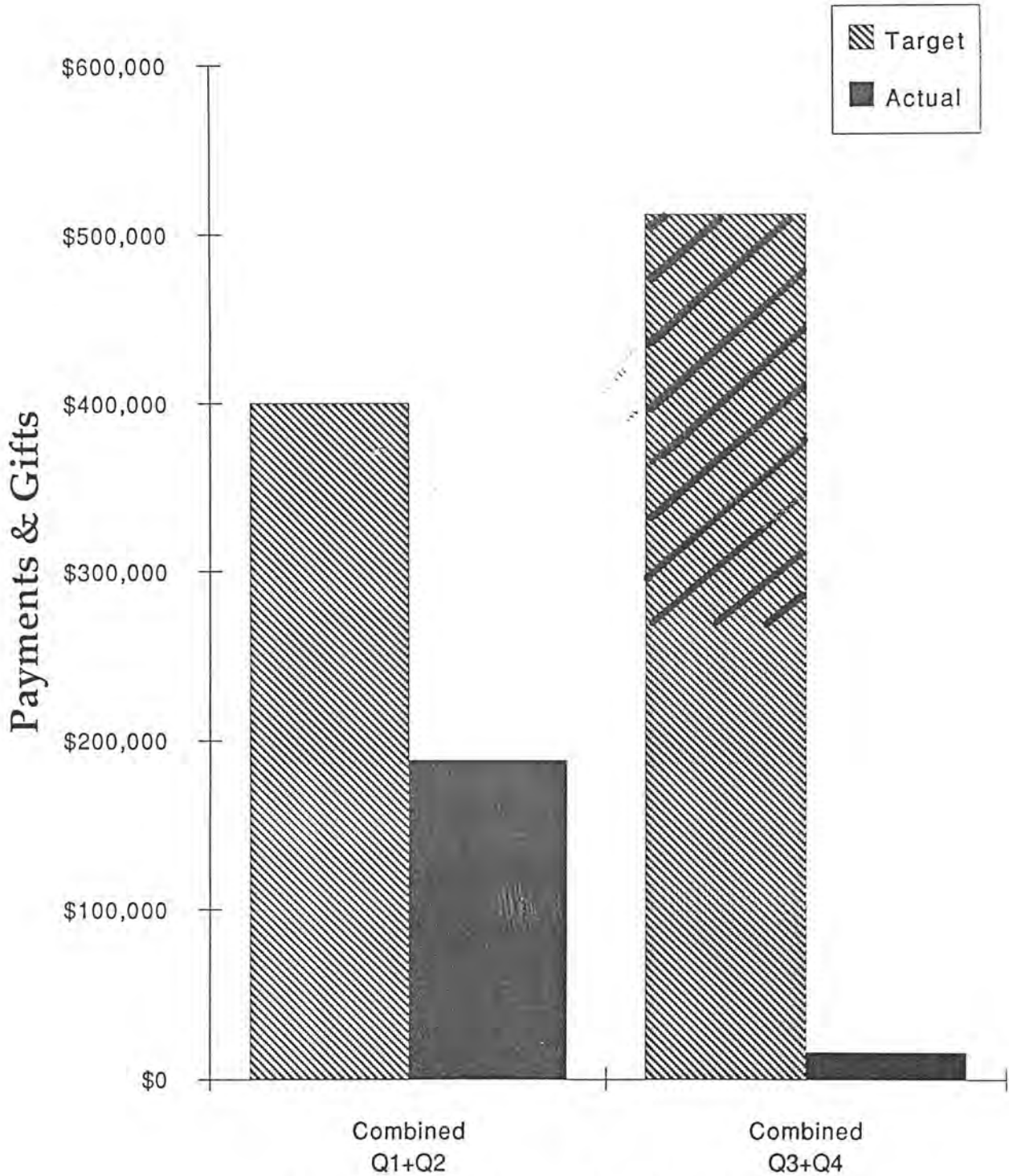
1. Pledge Performance
2. Cash Performance
3. Progress since November Board meeting
4. Significant Campaign Milestones
5. Discussion and Questions

FY92 Pledge Performance



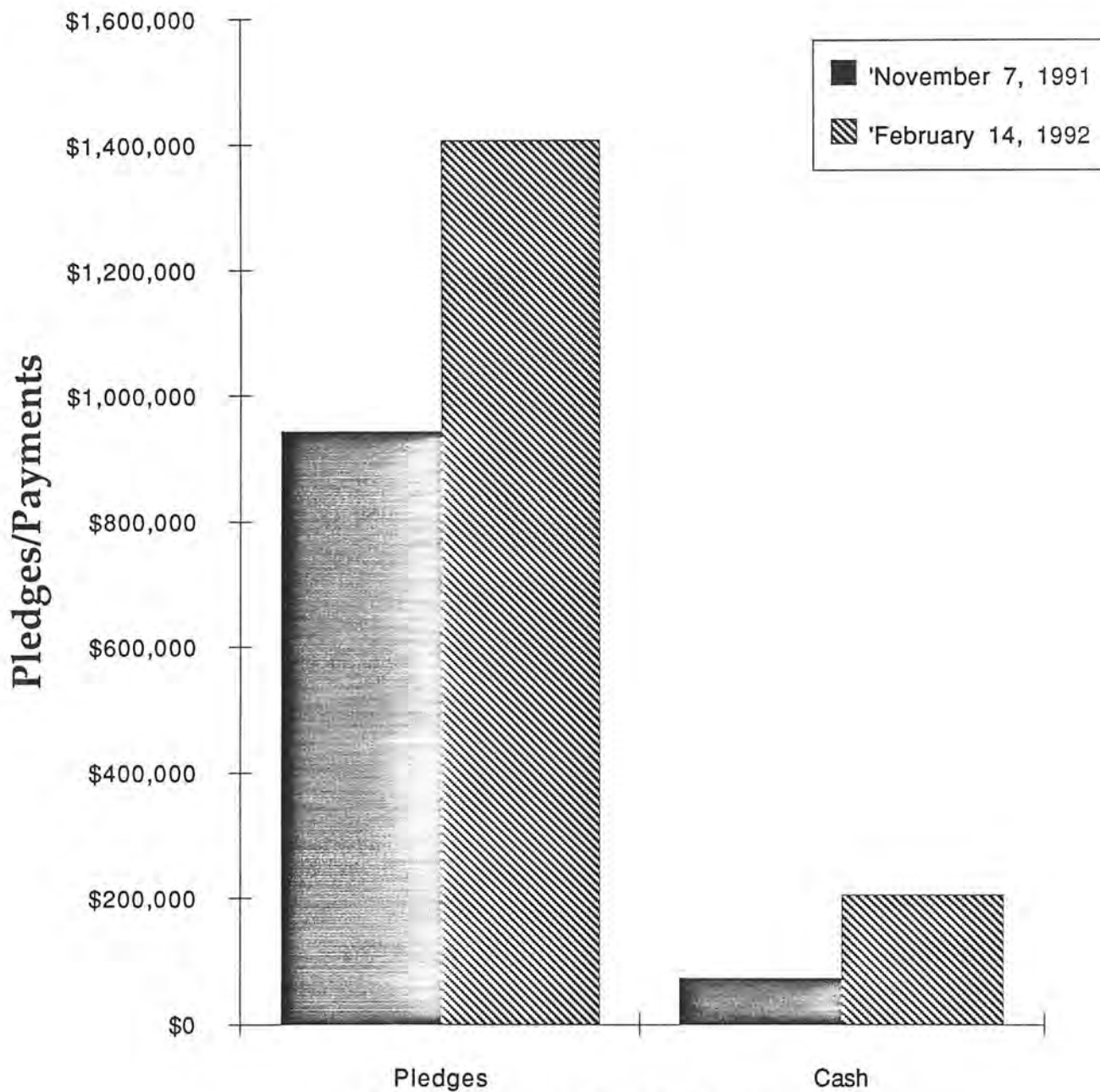
Target vs. Actual Pledge Performance

FY92 Cash Performance



Target vs. Actual Cash Performance

Progress Since Last Board Meeting



Pledge and Cash Performance

Significant Campaign Milestones

- Board exceeded \$1-million threshold with \$1,201,451 in pledges
- \$2.5-million challenge grant activated with \$406,451 matched to date
- First 3 corporate pledges secured from Raytheon, MITRE, and Bank of Boston
- 9 Lead Gift prospects (including board members) identified for remaining fiscal year 1992 solicitation
- Major Gifts Committee now numbers 10 members

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: February 14 Board meeting
date: February 3, 1992

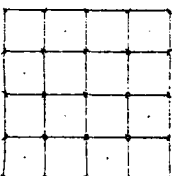
Please find enclosed the agenda for the February 14 Board meeting.

To prepare you for the discussion on the Waterfront project, I enclose a memorandum that describes the project's background and summarizes our current position.

Also enclosed are:

- financials for the period ended December 31, 1991
- minutes of November 7, 1991 Board meeting
- minutes of the December 19, 1991 & January 13, 1992 Executive Committee
- invitation to introduce new friends to the Museum at the upcoming Open Houses.

Please confirm your attendance with Geri Rogers at extension 372, and let her know whether you plan to stay for lunch so we can give an accurate count to the caterer.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Meeting of the Board of Directors

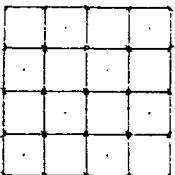
February 14, 1992

8:30-12:30

Agenda

- Museum operations update
- Capital Campaign
- Waterfront Project
- Long-range exhibit planning

Lunch.



CONFIDENTIAL

**Memo to: The Computer Museum Board of Directors
Regarding: The Waterfront Project**

Background

Starting in 1992 and peaking in the 1994-2000 timeframe, the Central Artery/Third Harbor Tunnel construction project, in conjunction with work on the Northern Av. and Congress St. bridges, will have a major impact, both in actuality and psychologically, upon the access to the Museum. In addition, plans have been approved to construct a new subway line and Federal courthouse to the north of the Museum, which will mean that over the long-term the majority of visitors will approach the Museums from the north instead of the south.

In reaction to these developments, The Children's Museum initiated The Waterfront Project to expand their facilities and upgrade the site to make it more attractive to visitors. They have retained the services of Frank Gehry, one of the world's most prominent architects, to create a dramatic architectural structure to entice the public to brave the construction and make their way across the Channel to the museums. In recognition of the impact these developments will have on The Computer Museum as joint occupants and owners of the facility, members of its staff and Board have worked together with the architects and Children's staff to ensure that any developments on the site favorably impact both Museums. With the approval of the Executive Committee, the Museum has retained the architects to examine and address The Computer Museum's independent needs and interests in the context of the developments planned for the Waterfront Project.

The plans that have emerged from this effort center upon a large four-storey entry structure for the building, to be shared by both institutions. This dramatic architectural statement will draw people to the site and firmly establish the Museums' identities on the Boston landscape. Participating in this project will help ensure that The Computer Museum can maintain its projected level of visitors during the course of the disruptive activities surrounding it.

The most prominent element of the Project will be a grand entry hall (resembling a four-storey wave) projecting from the front of the building to the Channel. The wave has a dramatic futuristic appearance and will undoubtedly become one of the most spectacular features of the Boston architectural landscape and, as such, will serve as a magnet, making the site a true "destination point" within the city. No longer will the Museum's home be a featureless 19th C. warehouse.

Visitors to both Museums approaching the site from either direction will enter via this inspiring foyer. The grand 4,000-sq. ft. public space in this structure will alleviate the overcrowding experienced in the current lobby during peak visitation. In addition, this modern structure better suits the Museum's high tech image and identity.

Opportunity

The Children's Museum has already built up considerable staff and funding momentum on this project. Joining the project will enable The Computer Museum to reap substantial benefits. However, this will require the Museum to invest resources in the project at this juncture. (See staff recommendations, p. 3.)

Project Description

The Waterfront Project comprises four primary elements: 1) lobby renovations, 2) The "Wave" entry structure, 3) Children's Floating Program Space and Bridge, 4) Museum Wharf Park. The plans allow for the different elements to be constructed in phases, and the staffs of both institutions have agreed that no element shall be built before the funds necessary for its completion have been secured.

Lobby Renovations

The Computer Museum and The Children's Museum will retain separate lobbies, ticketing, retail, and visitor services. During the course of the project, both lobbies will be renovated to improve their function and to accommodate the new entrance to the building.

The "Wave" Entry Structure

The entrances to the building from both the north and the south will be incorporated into a grand arched structure projecting from the front of the building to the water's edge. On the ground floor, this structure will house a large open public space for groups and visitors and an information booth, clear, prominent signs will guide visitors to the Museum they wish to visit. At the second floor level, an open bridge will pass through one side of the space, extending from the second floor of the Children's Museum to their floating program space. Above the bridge the space will remain open, giving the entry area a lofty cathedral-like air.

Children's Floating Program Space and Bridge

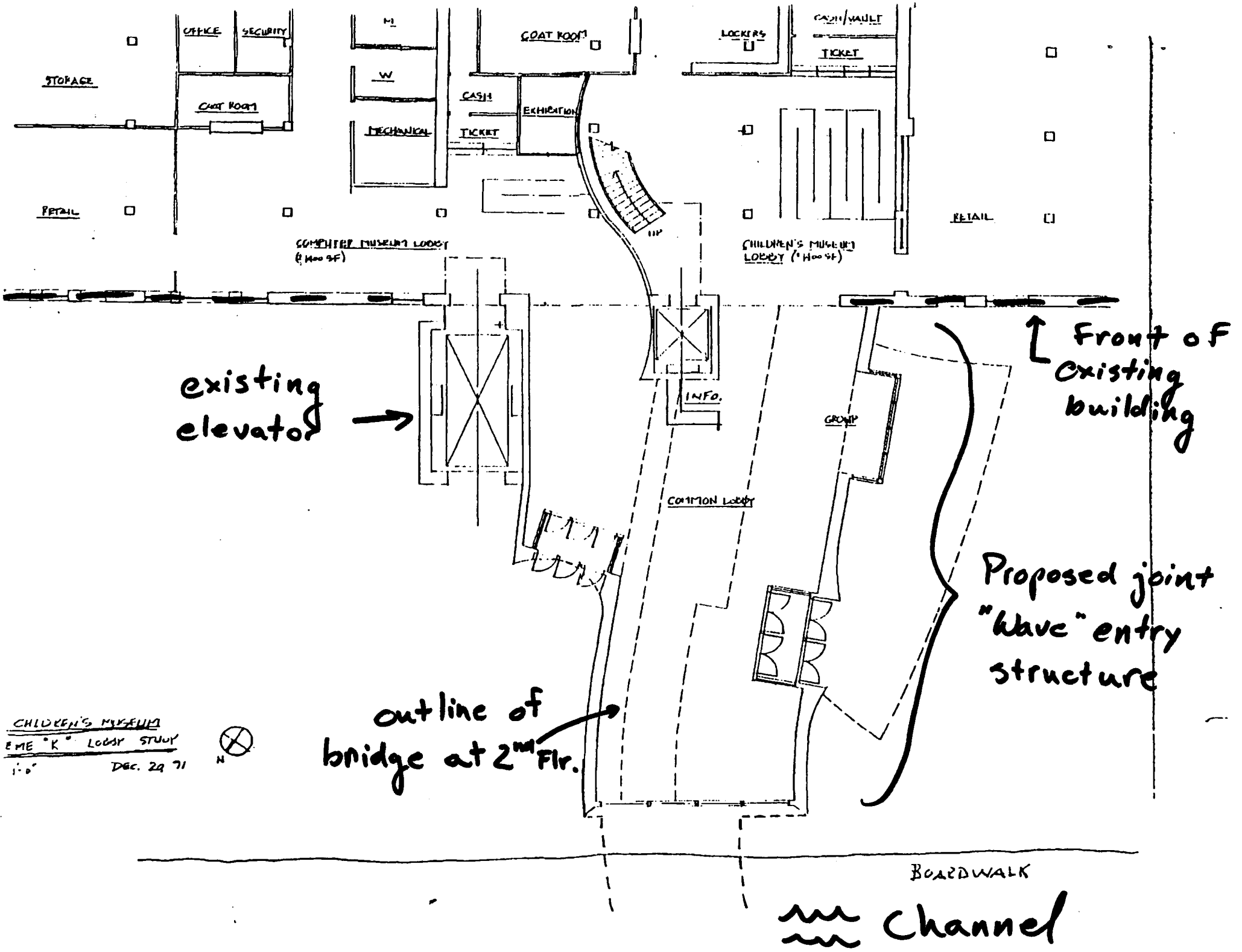
The Children's Museum plans to expand its exhibition space by mooring a barge on the Wharf immediately to the north of current Lightships barge. This structure will be accessible only to paying Children's visitors via the elevated bridge passing through the Wave structure. The design of the barge will be such that it does not distract from the prominence of the Wave entry structure.

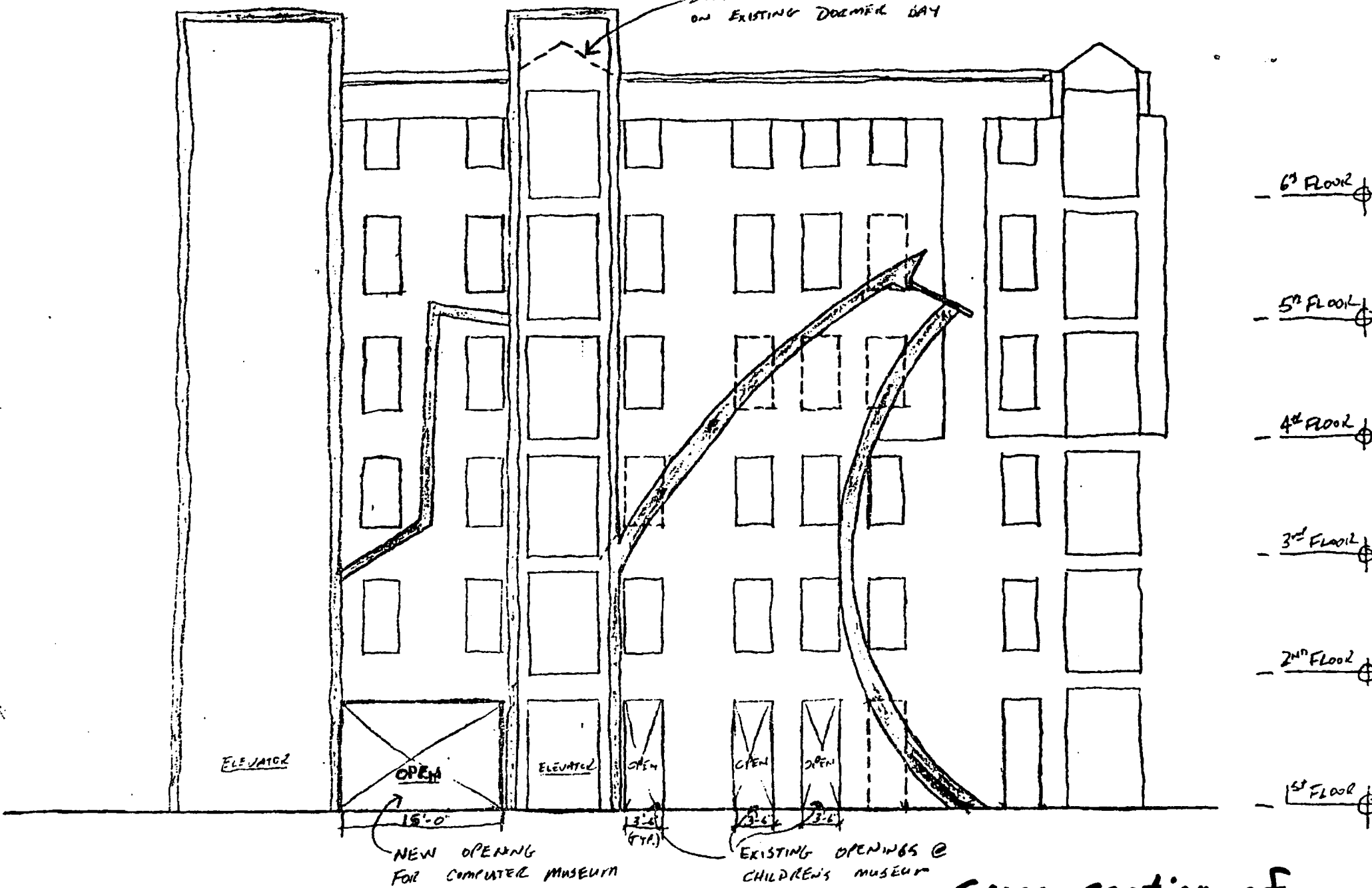
Museum Wharf Park

The final element of the project will be repairs and improvements to the wharf and apron in front of the building. The intention is to convert the site into an attractive and functional urban park that appeals to and accommodates both children and adults and is suitable for summer functions and outdoor museum programs.

Staff Recommendations

As with all major capital projects, the critical factor in deciding whether to pursue this project is the availability of funding. The staff recommends that the Museum undertake an initial joint fundraising effort with the Children's Museum to test the feasibility of raising the funds required for the joint elements of this project. To mitigate the demand this effort will place on otherwise committed resources, the Museum will seek a Board-level volunteer to take on the leadership of this enterprise and a close-to-full-time volunteer to provide support to the Board-level volunteer. If the staff is unable to obtain such volunteer support two options remain: 1) to reallocate staff resources to the project, 2) to participate in the project as a limited partner. The staff will report back to the Board on its efforts to recruit volunteers for this project.





Cross-section of
 "Wave" Entry Structure
 [Redacted]
 [Redacted]

Frank O. Cahry & Associates, Inc.
 1520-B Cloverfield Boulevard
 Santa Monica, California 90404
 213-823-6088

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

	12/31/90 ACTUAL	FOR THE SIX MONTHS ENDED			FY92 BUDGET	FY92 FORECAST	
		-----12/31/91----- BUDGET	ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	1,026	1,364	1,118	(246)	(18%)	2,243	1,934
Capital Fund	183	1,110	587	(523)	(47%)	1,770	1,473
Total Revenues	1,209	2,474	1,705	(769)	(31%)	4,013	3,407
EXPENSES:							
Operating Fund	924	1,216	1,019	197	16%	2,205	2,062
Capital Fund	377	384	350	34	9%	1,162	1,192
Total Expenses	1,301	1,600	1,369	231	21%	3,367	3,254
NET REVENUES (EXPENSES)	(\$92)	\$874	\$336	(\$538)	(162%)	\$646	\$153

SUMMARY:

For the six months ended December 31, 1991, the Museum operated at a surplus of 336K compared to a budgeted surplus of 874K. As of December 31, 1991, total cash and cash equivalents amounted to 351K.

OPERATING: Operating revenues were 18% under budget due to optimistic budget expectations. Expenses were 16% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 47% under budget due to optimistic budgeted revenue. Expenses were 9% under budget despite payment of 25K of unbudgeted expense related to the FY91 opening of People & Computers.

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

	12/31/90		FOR THE SIX MONTHS ENDED			FY92	
	ACTUAL	BUDGET	-----12/31/91----- ACTUAL	FAV	(UNFAV)	BUDGET	FY92 FORECAST
REVENUES:							
Unrestricted contributions:	100	\$147	105	(42)	(29%)	207	175
Restricted contributions	31	85	149	64	76%	188	189
Computer Bowl	139	215	188	(27)	(13%)	305	296
Corporate memberships	82	97	74	(23)	(24%)	231	213
Individual memberships	30	35	26	(9)	(26%)	69	59
Admissions	334	319	254	(65)	(20%)	510	418
Store	202	347	226	(121)	(35%)	522	387
Functions	98	109	68	(41)	(38%)	150	116
Interest Income	2	7	2	(5)	(71%)	24	7
Other	8	3	26	23	767%	37	74
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	1,026	1,364	1,118	(246)	(18%)	2,243	1,934
EXPENSES:							
Exhibits Development	34	79	108	(29)	(36%)	82	118
Exhibits Maintenance	22	35	32	3	9%	68	58
Collections	39	34	34	0	0%	67	67
Education	136	156	110	46	29%	303	250
Marketing & Memberships	150	224	182	42	19%	435	420
General Management	127	125	116	9	7%	232	232
Computer Bowl	15	22	19	3	14%	109	109
Fundraising	52	43	31	12	28%	82	82
Store	165	304	218	86	28%	465	377
Functions	41	55	30	25	45%	83	70
Museum Wharf expenses	143	139	139	0	0%	279	279
Total Expenses	924	1,216	1,019	197	16%	2,205	2,062
NET REVENUES (EXPENSES)	\$102	\$148	\$99	(\$49)	(33%)	\$38	(\$128)

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$310,089			\$310,089	\$77,891
Cash Equivalents	41,087			41,087	42,677
Investments		\$52,952		52,952	0
Receivables	30,917			30,917	98,538
Inventory	91,758			91,758	72,763
Prepaid expenses	9,182		0	9,182	15,591
Interfund receivable		293,599		293,599	207,798
	-----	-----	-----	-----	-----
TOTAL	483,033	346,551	0	829,584	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$483,033	\$357,879	\$2,277,159	\$3,118,071	\$2,803,745
	-----	-----	-----	-----	-----
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$82,620	\$23,110		\$105,730	\$209,840
Deferred income	5,555			5,555	9,165
Line of credit/Loan Payable	0			0	0
Interfund payable	293,599			293,599	207,798
	-----	-----	-----	-----	-----
Total	381,774	23,110	0	404,884	426,803
Fund Balances:					
Operating	101,259			101,259	(190,561)
Capital		334,769		334,769	290,344
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	101,259	334,769	2,277,159	2,713,187	2,376,942
TOTAL LIABILITIES AND FUND BALANCES	\$483,033	\$357,879	\$2,277,159	\$3,118,071	\$2,803,745
	-----	-----	-----	-----	-----

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
12/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 12/31/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$98,822	\$237,422	\$0	\$336,244	(\$115,374)
Depreciation			0	0	423,106
Cash from operations	----- 98,822	----- 237,422	----- 0	----- 336,244	----- 307,732
Cash provided by/(used for) working capital:					
Receivables	67,621			67,621	21,764
Inventory	(18,995)			(18,995)	(9,551)
Investments		(52,952)		(52,952)	53,363
Accounts payable & other current liabs	(5,331)	(98,669)		(104,000)	51,496
Deferred income	(3,610)			(3,610)	(7,773)
Prepaid expenses	6,409	0		6,409	(349)
Cash from working capital	----- 46,094	----- (151,621)	----- 0	----- (105,527)	----- 108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
Net increase/(decrease) in cash before financing	----- 144,916	----- 85,801	----- 0	----- 230,717	----- (169,919)
Financing:					
Interfund pay. & rec.	85,801	(85,801)		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
Cash from financing	----- 85,801	----- (85,801)	----- 0	----- 0	----- 0
Net increase/(decrease) in cash & investments	----- 230,717	----- 0	----- 0	----- 230,717	----- (169,919)
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$351,285	\$0	\$0	\$351,285	\$120,568
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM

Minutes of the Board of Directors Meeting
November 7, 1991

The meeting was called to order by Gardner Hendrie, Chairman of the Board. Also in attendance were: Sam Albert, Gwen Bell, Edward Belove, Lynda Bodman, Larry Brewster, Richard Case, Howard Cox, David Donaldson, Jon Eklund, Charles House, David Kaplan, James Lawrence, James McKenney, Anthony Pell, Nick Pettinella, Jean Sammet, Grant Saviers, Ed Schwartz, Hal Shear, and Irwin Sitkin. Those present constituted a quorum. In addition, Oliver Strimpel was present as Executive Director of the Museum. James S. Davis attended as clerk.

I. Future Meetings

The next meetings of the Board will be held February 14, 1992, June 12, 1992 and October 9, 1992. All meetings will be held on Friday, beginning at 8:30 a.m. and will run until approximately 12:30 p.m.

II. Museum's Operations Update

Oliver Strimpel as Executive Director began by mentioning the success of The People and Computers exhibit. He also mentioned that the Museum will be opening a prototype of the Computer Discovery Center in the fall in preparation for a June opening. Installing a preliminary, unfinished portion, allows formative testing of the public's reactions to exhibit concepts in sufficient time for refinement and improvement.

With regard to fund raising, he noted that \$525,000 of the goal of \$928,000 had been received, including major gifts from William Gates III and from DEC. He also mentioned the receipt of funds from previous fundraising efforts of the Boston Computer Society. He noted that the Museum was coordinating exhibit, Computer Bowl and the Capital Campaign fundraising to maximize results.

The exhibit on the Networked Society is in early planning stages. The 1991 SIGGRAPH art show, an annual event, has opened.

Although attendance is not equal to last year's new high resulting from the Walk-Through Computer publicity, it is significantly higher than the previous year.

The exhibit kit program has been introduced and has had a successful beginning. Walk-Through video sales are also good.

Oliver mentioned the Caracas Museum and the Conservatoire National des Arts et Metiers both of which are potential customers for Computer Museum expertise. He noted these activities as signs of growing international recognition of the Museum.

Marketing efforts include a new catalog and the help of an advertising agency on a pro bono basis, which is producing new ads to be used in trade publications offering free space available to the Museum.

Natalie Rusk is now serving as an Acting Director of Education; and Geraldine Rogers has returned to the Museum (after 6 years) as Oliver's assistant.

The Loebner Prize was to be awarded the day after the Board Meeting, on November 8th, with the first implementation of the Turing Test for a machine's ability to "think" by comparing responses of machines and humans.

Turning to finances, Oliver noted that cash projections were down, proportionally to lower attendance. Function income, unrestricted contributions, and foundation giving are also down from the budgeted levels, although restricted giving is ahead of budget. The Computer Bowl is in good shape. In general, both expenses and staff have been cut to a "lean but dedicated" level. The Museum's primary goal is to balance its operating budget for the third consecutive year as it goes into the Capital Campaign.

Hal Shear noted that the annual fund was on track, and that he was hopeful of being able to achieve the goal of \$123,000. He also hoped to receive the Board's contributions by the end of the year in order to be able to focus thereafter on the general public.

Gwen Bell noted that the teams for the Computer Bowl, to be held May 1, were almost in place.

II. Capital Campaign

Gardner Hendrie introduced the discussion of the Capital Campaign by presenting Ed Schwartz with a plaque and

a brick from the Computer Museum building, in recognition of Ed's key role in helping the Museum to acquire the space as its own home.

Larry Brewster noted that he was particularly pleased with the response of the Board and the Trustees. About \$1 million dollars has been currently pledged toward a cash goal of \$5 million. Although fund raising is behind its goal for the quarter in terms of cash collections, Larry is hopeful for more success from end of the year charitable giving. (It was noted that there is generally a five to ten percent range of potential defaults on pledges.) He also noted that his figures did not take into account DEC's matching grant toward the acquisition of the building.

Tony Pell discussed Board giving and thanked the Board of Directors for its response. He noted that he was trying to accelerate Board giving in order to enhance the success of the fundraising efforts once the public was approached. Pledges to date from 60% of the Board members amounted to \$890,000 out of a million dollar goal. The remaining Board members will be visited by February.

Lynda Bodman noted that the receipt of \$1 million dollars from the Board was important in order to trigger the corporate giving campaign. Based on a sample of her contacts, she expected to have a solid core of corporate supporters which would have no aversion to making gifts to an endowment fund, with an objective for the corporate

campaign of \$250,000. After the \$1 million dollar goal is reached from Board giving, corporations will be contacted regarding gifts on the \$25,000 to \$50,000 level.

David Donaldson noted that individual solicitations would also follow when the Board reaches its level of \$1 million dollars in gifts.

There was a general discussion of fundraising approaches.

Dick Case felt that it was important in approaching potential donors to emphasize the importance and uniqueness of the Museum and its mission of educating and inspiring the public as opposed to having a primarily collectional focus; the progress that the Museum has made financially; and its exhibits of world class quality. As he put it, "if we can get people to come to the Museum, it will serve as its own best spokesman." He noted that he was very pleased with the Board's response to the Capital Campaign.

Irv Sitkin noted that there was a rare opportunity for funding the Computer Museum due to the money that had been made in the industry in the lifetimes of those serving on the Board. Sam Albert noted that the Museum was well positioned to be a showcase for the multi-media technology of the future.

Gwen Bell illustrated the process of approaching potential donors by citing specific diverse examples of past success stories with which she was familiar.

Tony Pell commended the Museum staff for its support of the Capital Campaign; and Gardner Hendrie recognized the efforts and success of Larry Brewster and Tony Pell.

III. Establishment of an Endowment Fund

Gardner Hendrie noted that with respect to exhibit development, the Museum had established that it could apparently raise \$500,000 to a \$1 million dollars a year for the purpose of exhibit development; and he noted that its successful approach in this regard should be continued. He also noted that the Museum was able to pay its own operational expenses in order to keep its doors open. Securing the building as its own home would also appear to be a real possibility due to the efforts of Ed Schwartz and the support of DEC. However, he noted that the Museum still needed an endowment fund to service the building and to insure its future, given the vagaries of support and the fund solicitation process. He noted that establishing an endowment would also help to attract foundation support.

In discussing the endowment fund, Jim McKenney noted his assumption that Museum operations should be able to pay for themselves in the future, and that the principal of the endowment fund should not be invaded unless the existence of the Museum was threatened. He also felt that one had to assume that future Boards of Directors would be as committed to protecting the Museum as was its present Board. Nick Pettinella noted that the establishment of the endowment

fund was still another milestone in the Museum's development. He noted that the endowment may be built up both by outside donors or by the Museum designating as endowment funds surplus which had previously been held as unrestricted or in other funds.

There was a separate proposal to establish an investment committee to manage the endowment fund.

There was also considerable discussion as to whether loans should be allowed from the endowment fund for other Museum purposes and whether a floor should be set so that borrowing could not reduce its level below a certain point. Dick Case noted that as the endowment fund resolution was stated, it would at any rate be quite hard to borrow against the fund. David Kaplan noted that after the initial establishment of the fund, the Board of Directors could be approached in the future to refine investment policies for the fund and to discuss further whether and how its income was to be spent.

Upon motion duly made and seconded it was

VOTED: To adopt the resolution to establish an endowment fund as previously circulated among the Board members and as attached hereto as Exhibit A.

Jim McKenney then nominated David Kaplan, Tony Pell and Dwight Crane to serve as the initial members

of the Investment Committee. After discussion it was, however, upon motion duly made and seconded,

VOTED To defer the appointment of the Investment Committee and that pending the appointment of an Investment Committee, the Finance Committee of the Museum would be responsible for the investment of the endowment fund.

IV. The Waterfront Project

Ed Schwartz led a discussion of the Waterfront Project, noting that the Executive Committee was not asking for authorization of the Board to spend money for the project, but rather for the Board's support of a process begun by the Children's Museum and joined by the Executive Committee. The purpose of the discussion was to share information with the Board of Directors, with the hope that the Executive Committee would have specific recommendations for the Board when it meets next in February of 1992.

Ed noted that Boston's ten-year central artery project had given the Children's Museum the impetus to try to plan around the chaos during construction and the future traffic flow, in order to be in a position to continue to attract visitors. He noted that the project would in all likelihood cost something in excess of \$6 million dollars.

Greg Welch discussed preliminary plans produced by the Children's Museum, including a barge for programming for visitors; an expanded lobby and visitor's services; and a

park in front of the building. He noted that models for the project should be developed in the near future and that the initial plans of the architects were to be presented on November 14.

Ed Schwartz noted that if the Computer Museum continues to be successful, it will also face expansion needs of its own. Oliver noted the Museum's more short-term needs of improving the exterior visual impact of the building and improving access for visitors, such as through enhancement of the apron approach. Mid-term goals would be to improve the major exhibition spaces, to improve vertical circulation beyond the present limitations imposed by the single elevator, and to make the store more visible.

Hal Shear questioned whether the Museum should consider other sites as well for its future needs. Ed agreed that the Executive Committee should acknowledge that other sites were a possibility but that it should not let such considerations deter it from cooperating with the Children's Museum on the immediately pending project.

Larry Brewster wondered what impact the Waterfront Project and attendant costs would have on the Capital Campaign, and Ed Schwartz noted that obviously the timing of the project was not perfect because of the Capital Campaign.

The general feeling of the Board was that the Executive Committee, with the assistance of a sub-committee, should proceed as it is presently doing to explore the Museum's

role in the Waterfront Project. It should report back to the Board in February.

Hal Shear and Gardner made a final plea that the Annual Fund should not be forgotten because of the focus on the Capital Campaign.

v. Adjournment

Upon motion, duly made and seconded, it was

VOIED:

to adjourn

Adjourned.

A true copy.

Attested:

James S. Davis, Clerk

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting December 19, 1991

In attendance were Oliver Strimpel, Ed Schwartz, Gwen Bell, Tony Pell, Larry Brewster, Gardner Hendrie, and Nick Pettinella.

The next meetings of the Executive Committee will be January 13, at 9:30 a.m., and March 17, at 8:00 a.m.

Oliver noted that attendance was still down from 1991 but that the gap was narrowing. Development revenue and earned income streams are also down. He noted that the Museum was in a difficult financial situation.

He proposed a new suggested name for the upcoming exhibit: "Tools and Toys: The Amazing Personal Computer". The group discussed the issue and left the final decision up to Oliver. Funding looks good for the exhibit.

He noted that access to the Museum will be seriously affected by the new tunnel/artery project: parking space which was previously thought secure will be lost.

Larry Brewster discussed the status of the Capital Campaign, including the make up and progress of the various Campaign sub-committees. Ed Schwartz noted that the Campaign was vital not only to the extent that it did or did not raise adequate funds for the Museum, but that its success or failure would directly affect the credibility of the Museum as an institution.

- 2 -

There was a discussion of the current shortfall in cash gifts. Gwen Bell thought that it was premature to worry, and that donors waited until the last moment in a calendar year to determine which year might be best for income tax deduction purposes. Gardner Hendrie noted that in fund raising, the Museum should be careful of follow-ups to potential donors being made by the Museum staff rather than by those persons with the closest contact to the potential donors (although it was noted that the staff must necessarily remind the "askers" if funds from potential donors have not been forthcoming). Ed noted that donors might need help in deciding how to utilize matching grant possibilities: for example, if an individual is making grants to both the Capital Campaign and the Computer Bowl.

Ed discussed the Waterfront Project by noting that it was potentially very beneficial to the Museum but that timing for the project was "terrible" in view of the Museum's other fundraising plans. If successful, it would benefit the Museum by attracting additional visitors, increasing lobby space, and enhancing the Museum's identity. Areas of concern remain the design of the project; sharing of costs between the two museums; fundraising for the project; and maintenance of good relations with the Children's Museum while protecting the Computer Museum's interests. Although he felt that Children's had, strategically, gone too far initially

- 3 -

without obtaining the Computer Museum's input, communications have improved and Children's has become more responsive. A new design for the entrance would soon be forthcoming which should be more balanced in the advantages it would offer to both Museums.

There have been some additional discussions with Children's about the Computer Museum's having additional time to come up with its share of the costs. There have also been discussions as to how to determine the Computer Museum's share of the costs relative to its allocated portion of the entrance space and its improved lobby facilities.

At the moment, the concept of how to raise funds for the Computer Museum's share of the project costs is essentially non-existent, although it was noted that the funds must somehow be raised outside of the Capital Campaign program.

The next proposals for the design of the project are due in mid January. It is estimated that construction might start in 1993 or 1994 and last one to two years depending on the availability of funds. It was noted that Children's in its fundraising efforts is raising both endowment money and money for "bricks and mortar," as opposed to the Computer Museum's Capital Campaign. Children's, to date, has also not felt it necessary to participate in any joint fundraising approach with the Computer Museum.

- 4 -

The guiding principles for the Computer Museum remain that the project must benefit both Museums; it must not affect the Capital Campaign of the Computer Museum; and it must create a positive statement for the building.

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
January 13, 1992

In attendance were Oliver Strimpel, Richard Case, Gardner Hendrie, Lynda Bodman, Tony Pell, Jim McKenney, Ed Schwartz, Gwen Bell, and Nick Pettinella.

Oliver began by noting that the Museum's financial situation was significantly below budget (although expenses were also down); and projections for the rest of the fiscal year are not particularly favorable. The figures will be updated in preparation for the Board meeting next month.

The agenda for the Board meeting was discussed.

It was noted that the \$1 million mark for contributions from the Board of Directors to the Capital Campaign has been met.

There was some discussion regarding the nominating process for the new Board members to be elected in June, and also the governance structure of the Museum in particular, and whether any considerations of changing the structure should be dealt with prior to the June Board meeting. Lynda Bodman referred to possible issues regarding the role of Trustees, the size of the Board of Directors, and the make-up of the Board, as well as criteria for selection of Board members. There was also mention made of the need for better transition between retiring and in-coming officers of the Museum. Ed Schwartz suggested that an Executive Committee meeting should be largely dedicated to a

discussion of these issues; and it was decided that the meeting on Monday, April 6, which would run from 8:00 a.m. to 12:00 p.m., would largely be devoted to these topics. Lynda Bodman is to provide an outline of considerations for discussion prior to that meeting.

Larry Brewster discussed the status of the Capital Campaign and will prepare an updated report in time for the Board Meeting.

In response to questions and/or suggestions of a potential substantial donor to the Capital Campaign, there was a discussion of whether the Board should be requested to designate a sub-fund of the endowment fund as being restricted to educational purposes in order to attract donors who do not wish to make gifts to an unrestricted endowment fund. There was general awareness of the need to preserve some flexibility so the Museum would be in a position to accept restricted gifts which are practical both in terms of size and in terms of the viability of the restricted purpose over future years. Gardner suggested the possible need for approval by the Executive Committee and/or the Board of Directors of any restricted gift which would have to be segregated and separately accounted for.

Ed Schwartz led a discussion of the Waterfront Project. In general, he felt that developments since the last meeting had been quite favorable as illustrated by a

new design of the "Wave" entrance to the Museum Building which now should produce equal benefits for both Museums. Of the \$7.2 to \$7.5 million being raised by Children's for the Wave and Barge, the two Museums will only be sharing costs of the entrance space. Children's will not commit itself to go ahead with the project until they have assurance of receiving the money; and the two Museums are beginning to coordinate fund-raising approaches. At present, there is not a plan to allocate the costs of the Wave on a percentage basis between the two Museums.

The Computer Museum has made it clear that it will not commit any of its Capital Campaign money to the Wave and other building improvements. It will instead ask the Board to approve fundraising for these additional funds. Children's wants to make announcements to the press in the next few months; although it is unclear at the present time what their priorities are in terms of building the barge, bridge, etc.

Ed will make a presentation at the next Board Meeting concerning the project's status. He repeated that he had positive feelings about the current plans and the overall benefits which the project would produce for the Computer Museum.

Dick Case and Gardner Hendrie led a discussion of finding a successor to Gardner as Chairman of the Board. One potential "candidate" was discussed and will be approached concerning his willingness to serve. It was noted that Gardner would continue to serve as Chairman of the Exhibits Committee and would become a member of the Nominating Committee.

OPEN HOUSE UPDATE:

Thanks to the Board members who helped make January's Open House a success!

The next three dates for Open House at the Computer Museum are:

Monday, February 24, 1992; 5-7 p.m.

Tuesday, March 24, 1992; 5-7 p.m.

Tuesday, April 21, 1992; 5-7 p.m.

Please invite people you want to involve with the Museum. Once your guests are confirmed, notify Susan Pekock at 617-426-2800 x 376. The Museum will follow-up with a confirmation note.

These are informal gatherings - offering our guests the opportunity to enjoy the exhibits after business hours and without the crowds. Beverages and hors d'oeuvres will be provided.

If you have any questions or comments, please call Susan Pekock.

Looking forward to seeing you soon!

MEDIA SUMMARY: IN BRIEF
From November 8, 1991 - February 14, 1992

PRINT CIRCULATIONS:

United States: 32,738,930 (est.)

International: 4,805,682 (est.)

ELECTRONIC IMPRESSIONS:

(Combined International and Domestic)

Radio: 3,750,000 (est.)

TV: 76,230,000 (est.)

News of the Museum's many activities, including The Loebner Prize Competition/Turing Test and The Computer Museum Store Catalog, reached an audience of over 100 million people around the world.

LOEBNER PRIZE COMPETITION/TURING TEST

As 45 million-plus impressions generated by this one-day event indicate, this test, pitting human against machine, captured the imagination of media around the globe.

INTERNATIONAL HIGHLIGHTS

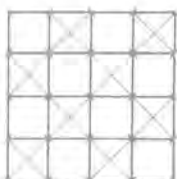
Stories which ran in the Asian Wall Street Journal in March 1991 and in The London Guardian in April 1991 helped spur international interest in the Turing Test.

British publications which covered the contest included The (London) Daily Telegraph, The (London) Guardian, Computer Shopper and Computer Talk. Other international publications included the European and Asian editions of The Wall Street Journal, The International Herald Tribune and the Soviet news agency TASS. The Italian daily Il Corriere Della Sera, the Arabic daily Al Hayat, Portugal's Espresso, Brazil's Estado De Sao Paulo, and China's Student's Computer World also published stories.

Electronic coverage included a feature on Japan's computer show, High Tech Shower, a story on RIA, the Italian government television network, and a radio interview on the BBC's Today Program. The BBC's Horizon also recorded the event for a major documentary about Alan Turing to be aired in 1992.

NATIONAL HIGHLIGHTS

Front page stories about the contest ran in The New York Times, The San Jose Mercury News and The Boston Globe the day after the event. Both the Times and the Mercury News also ran extensive preview stories about the contest.



Media Report
2-2-2-2

The Wall Street Journal featured the contest in an article in March, and followed up with a report on the event. Stories appeared in The Boston Herald, The Philadelphia Inquirer and The Associated Press. The AP story ran in over 120 papers in 23 states. The Turing Test was featured in a January 1992 Scientific American article as well as in Science, Discover, Computerworld, Information Week, and AI Expert.

CNN Future Watch covered the event and ran a five minute piece. The PBS program Scientific American Frontiers covered extensively for a show which aired February 12, 1992. Radio stories were produced by American Public Radio's Marketplace, NPR's Morning Edition and Science Update.

OTHER MUSEUM MEDIA COVERAGE

INTERNATIONAL HIGHLIGHTS

The Yugoslavian computer magazine Monitor ran a three part series on the Museum in the November, December and January issues. The series focused on The Computer Bowl^R, Turing Test, and a general Museum piece.

The Museum was also highlighted in Ming Pao Weekly, a Chinese magazine. Both Norwegian and Argentinian TV are filming segments on the Museum in March and April.

NATIONAL HIGHLIGHTS

The Sunday New York Times ran a major feature article on the Museum in the January 12 Travel section. The Providence (R.I) Journal also published a major feature.

The Chicago Sun-Times gave the Museum Store its highest rating, a 10, in a review of the catalog.

Exhibitionist, published by the National Association for Museum Exhibitions, ran the first feature story on the Museum's new Exhibit Kits Program.

The cable network The Family Channel, which reaches 55 million viewers is featuring The Walk-Through Computer later this year in a quarterly prime-time series on family vacation learning opportunities. Channel One, a nationally distributed news show seen by six million high school students, also ran a story about the Museum which resulted in one Massachusetts school booking a Museum visit the same day.

Two PBS television shows, Computer Chronicles and PCTV Live, featured the store's wares in holiday gift segments.

Theaters of High Tech

The New York Times Travel

Boston: Walk-Through Computer

By JOHN MARKOFF

THE mark of a good museum, according to Oliver Strimpel, executive director of the Computer Museum in Boston, is that it leaves its visitors with a larger-than-life experience — a lasting impression that changes the way they view their world. At what may be the world's only museum devoted exclusively to computing, Dr. Strimpel has been able to transform his vision into an array of interactive exhibits set around the museum's centerpiece — a giant two-story walk-through computer. It is a working model of a desktop computer blown up 50 times complete with a 25-foot-wide working keyboard and a six-foot-tall floppy disk.

To demonstrate a typical computer application visitors can roll a giant 9 by 6 feet trackball to move a screen pointer to starting and destination points from among 300 major world cities. The computer will then find the shortest route between the two points and offer a slide show on its huge monitor of the sights along the way.

To see how the computer works visitors can wander inside and watch a huge spinning disk drive retrieve data and a table-size replica of Intel's up-to-the-minute 486 chip process it. Strings of lights in the floor simulate information as it races through the computer. Also inside the computer, one of the museum's three theaters explains how software works. The Computer Museum, set on the waterfront, shares a refurbished six-story warehouse with the Children's Museum. Each morning school buses unload hundreds of children on tours, but on weekday afternoons the Computer Museum can be a quiet place to delve into the history of modern computing or understand how the machines work. On weekends it is not unusual to see the schoolchildren return with their parents in tow.

Most of the exhibits are hands on, ranging from chess-playing and drawing computers to a height sensor — one of the most popular. Outside in front of the warehouse a voice asks visitors to place their feet on two footprints painted on the ground. Then it tells them their height, occasionally with a comment, such as suggesting that a particularly tall person play for the Celtics, Boston's pro-basketball team. A favorite sport, of course, is fooling the sensor, and the system is not above making an intentional mistake.

"Having computers make controlled errors is always reassuring to people," said Dr. Strimpel.

One of the museum's goals has been to answer the "so what?" — to help explain the impact of computing on modern society. Recently the museum was the scene of the first Turing Test, an experiment first proposed 41 years ago by the British mathematician Alan M. Turing as a simple way of cutting through the philosophical debate about whether a machine could ever be built to mimic the

human mind. A New York philanthropist, Dr. Hugh Loebner, put up a prize of \$100,000 for the first program that could successfully pass the Turing Test and the first contest — a limited version of the complete test — was held at the museum in November. A team of judges conversed on a limited range of topics with humans and computers — both the humans and the computers printed out their responses.

In the future Dr. Strimpel hopes that the museum will present another human vs. machine showdown: a match between the world's chess champion and Deep Thought, the reigning chess playing computer.

The museum traces its roots to 1974 when Kenneth Olsen, founder of the Digital Equipment Corporation, and Robert Everett, then president of the Mitre Corporation, diverted a truck that was carrying the Whirlwind, an early experimental M.I.T. computer, from a trip to the dump. The truck stopped in a Digital parking lot and the Whirlwind became the first of a series of machines to make up a permanent collection of early systems the company maintained. The two men were encouraged by Gordon Bell, then a leading Digital computer designer, and his wife, Gwen, who both had a passion for collecting early counting devices. Mrs. Bell was the first director of the museum. It was incorporated in 1982 and established in its present quarters in November 1984.

The Whirlwind is not the only early or unique computer in the museum's collection. It also includes such machines as an early Univac mainframe, which is about the size of six refrigerators put together; Illiac IV, the first parallel computer designed by the University of Illinois and the Burroughs Corporation; the Cray 1 supercomputer, and a tic-tac-toe playing computer built from Tinkertoys by two computer designers, Danny Hillis and Brian Silverman. Part of the Eniac, the world's first electronic computer, is also in the collection but not currently on display.

Surrounding the walk-through computer are a number of exhibits including a Smart Machines Gallery, an introduction to artificial intelligence and robots; a historical exhibit titled "People and Computers: Milestones of a Revolution"; and a computer graphics gallery devoted to image processing and computer graphics in which many of the exhibits are interactive.

In addition to its permanent collection, the museum adds special exhibits each year. Last month it began tracking the voyage of a Chicago sailor, Bill Pinkney, as he tries to become the first African-American to sail solo around the world and rounding the Cape. A transmitter on Pinkney's 47-foot sailboat, Commitment, sends radio signals to a satellite that relays them to a ground station.

The Computer Museum, 300 Congress Street, Boston, Mass. (617) 426-2800, is open from 10 A.M. to 5 P.M., Tuesday through Sunday (and on Mondays during school vacations) until June 30, and then daily. Admission is \$8; \$5 for students and people aged 65 and over. On Saturday until noon all admissions are half price.

JOHN MARKOFF reports on computers and technology for The Times.



Jonathan Adams for The New York Times

THE NEW YORK TIMES
January 12, 1992
Circ: 1,762,015



Computers can add up to fun

By GORDON E. ROWLEY
Special to the Journal-Bulletin

Are you ready for an oxymoron? Boston's Computer Museum now has the world's largest micro-computer. Just think, for 40 years now designers have been working to make computers smaller and have more and more memory. Some even fit on your lap.

So why build a "desktop" that covers 5,300 square feet, weighs eight tons and uses six-foot floppy disks?

For the fun of it, of course, and to show how computers work. You see, this is a computer you can not only use — but walk through. It's designed to give you "the inside story." Get it?

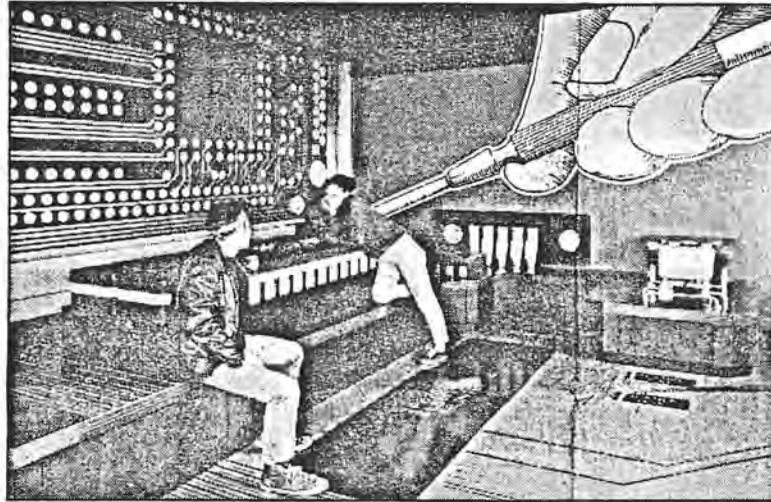
It's all in keeping with one of the museum's prime missions: to demystify computing. If you are intimidated by computers (afraid of a "mouse," so-to-speak), this is a good place to go. And if you are a computer junkie, let me just say there are almost 100 hands-on displays that let you do such things as fly a plane, create an animated film or build an ant farm.

The museum began in 1974 when Kenneth Olsen, founder of Digital Equipment Corp., and Robert Everett, then president of Mitre Corp., saved the famous Whirlwind computer from a truck about to take it to the dump. As a student at M.I.T. Olsen had helped Everett build the mammoth (175-ton) machine, the first truly interactive computer.

Other historic hardware was added until the collection, by then open to the public, outgrew Digital's Marlborough, Mass., facility. In 1984 it was moved to its present location, on the Boston waterfront, next to The Children's Museum.

Stepping off the elevator at the sixth floor, you enter a gallery of dazzling computer art. Turn left and you're in "Smart Machines," a gallery on artificial intelligence and robots, beginning with a mechanical duck from 1738 that quacked, ate corn and drank water. Newer machines include NASA's Mars Rover and Sea Rover, the underwater robot. There are machines here that compose music, play chess with you, advise you on wine for dinner, even let you haggle with a Haymarket vendor over the price of strawberries.

But we humans can still out-perform the robots at some things. Watch mechanical fingers pick up a block of wood, then compare it to a video of a guitarist at work. You'll also learn that a 3-year-old child can distinguish sounds better than a robot.



A CURRENT EVENT:
Kids explore the inside of the world's largest micro-computer, left, use the keyboard, below left, and push a track ball, below, at Boston's Computer Museum.

— Computer Museum photo, left; photos below by Gordon E.



Then it's a stroll down — dare I say it — memory lane; the history of computers and their impact on human lives beginning with the old IBM punchcards that in 1937 helped the IRS keep track of 27 million Americans. Here you'll also find the Whirlwind — and a 1951 film clip of Ed Morrow asking the computer how much interest the Indians would have earned since 1626 if they had invested the \$24 they received for Manhattan at 6 percent.

Today's visitors only laugh at the quaintness of it all.

But the highlight of a visit to the museum, for kids especially, is the walk-through computer. Its software program is called World Traveler, and it lets visitors find the shortest route between any two cities in eight regions of the world. Visitors press a footwide key on a 25-foot keyboard to select the re-

gion. Then climb aboard at gigantic "trackball," which works like a "mouse" to move the cursor on a theater-size monitor screen. (The trackball was chosen because a mouse would have to be the size of a bumper car and therefore dangerous.)

Several of the illustrations in the exhibit, by the way, are by Rhode Island's own David Macauley, author of *The Way Things Work*.

Then it's into the chassis to "follow the journey of a keypress." You go over the motherboard, past the power unit and central processing unit or "chip," between ribbon cables and behind the speaker. You'll take a computer animated "flight" over the surface of a working chip by means of a video based on pictures taken through a scanning electron microscope. Most fascinating of all is to peek at the hard drive, a stack of disks that looks not unlike the inside of an old juke-

box.

Leaving the motherboard, visitors enter Software Theater, where a three-screen video explains how computer software drives the hardware.

Then it's on to more hands-on exhibits, including computers that speak Chinese, let you design your own car, or digitize your self-portrait.

On the way out is a museum shop selling books, software and such whimsical items as milk chocolate floppy disks, "spread sheets" for your bed, and for those who get frustrated with computers, a stuffed "computer" you can punch. It's not a Mac; it's a Smack.

The Computer Museum, at 300 Congress St., Boston (take Northern Avenue Exit 22 from the Southeast Expressway) is open in winter Tues. to Sun. 10 a.m. to 5 p.m. Admission: adults, \$8; students and seniors, \$5.

The New York Times

Copyright © 1991 The New York Times

NEW YORK, SATURDAY, NOVEMBER 9, 1991

Can Machines Think? Humans Match Wits

By JOHN MARKOFF
Special to The New York Times

BOSTON, Nov. 8 — A group of human judges chosen to represent the Boston man-in-the-street engaged in a three-hour battle of wits with a handful of computer programs today. The idea was to answer what many scientists and philosophers believe will become the central question of the information age: Can machines think?

It was hard to tell — harder than one might have, pardon the expression, thought.

The judges typed questions into computer terminals and tried to decide from the responses whether they were communicating with a man or a machine. One program proved convincing enough to fool 5 of the 10 judges. Two other programs fooled some of the people for some of the time. But the humans had, uh, second thoughts and realized that what they had thought were human thoughts were actually coming from diskettes, hard drives, monitors and electricity.

Cutting Through a Debate

The tournament was the first attempt to run a Turing Test, the experiment first proposed by the British mathematician Alan M. Turing 41 years ago as a simple way of cutting through the philosophical debate about whether a machine could ever be built to mimic the human mind. If a person communicating with such a machine could not tell whether it was a computer or human, Mr. Turing reasoned, the question would be resolved.

Throughout the afternoon, while the typed conversations between programs and judges flickered on large screens in an auditorium at the Boston Computer Museum, a group of scientists and philosophers grappled with the meaning of the event.

"If a computer were to pass an unrestricted Turing Test," said Daniel Dennett, a professor of cognitive studies at Tufts University, "it will raise a num-

Continued on Page 10, Column 3

Terminal: A whim is a sudden capricious and often peculiar behavior. A bit of sunlight in a grim gray world!

Judge: Something like a hunch?

Terminal: Everybody sets out to do something and everybody does something, but no one does what he sets out to do.

Judge: Well anyway I would imagine whimsical conversation is like a series of knight's moves in chess — sort of zig-zag rather than following any particular line.

Terminal: A whimsical person is subject to erratic behavior and unpredictable thoughts...how nice to be unpredictable!

Judge: Are you kidding? Sure total predictability would make the world a dull place, but unpredictability is hardly a virtue!

Man or machine? Human judges tried to tell whether they were interacting with another person or (as in this case) a computer.

THE NEW YORK TIMES
(front page)
November 9, 1991
Circ: 1,209,225



Rick Friedman for The New York Times

A competition was held yesterday in Boston as a first attempt to run a test designed as a simple way of cutting through the philosophical debate about whether a machine could ever be built to mimic the human mind. Judges peered over the shoulders of participants during the competition.

Can Machines Think Like Humans? Not Quite Yet

Continued From Page 1

ber of deep civil rights questions. For example, it would be a crime to unplug such a machine because it would be a person in a legal sense. Turing should be thought of as a pioneer in machine rights."

And the conversations were intriguing. First prize went to a commercial software program called PC Therapist III, which was designed to engage its questioner in a whimsical conversation about nothing in particular. The program was written by Joseph Weintraub, the president of Thinking Software, Inc., a small artificial intelligence software company in Woodside, Queens.

At one point Mr. Weintraub's program suggested to a judge: "Perhaps you're not getting enough affection from your partner in the relationship."

"What are the key elements that are important in relationships in order to prevent conflict or problems?" the judge responded.

Thinks It Doesn't Think...

"I think you don't think I think," answered the terminal.

"What kind of a response to a question is that?" asked the judge. "Next question: Do you think romantic relationships are unrealistic, doomed from the start?"

"I do tend to walk around with my head in the clouds," the terminal echoed.

"Are you a romantic?" the judge queried.

"I take in whatever you ask," came the reply.

"Have you experienced problems in romantic relationships?" came another query.

"I try to be agreeable," responded the terminal.

Many of the watching experts, including scientists, philosophers and psychologists who assembled here, said they were surprised by the outcome. Computer experts said they could easily tell the human from the computer respondents. Unlike the untrained observers, the experts spotted

the "common sense" mistakes that were an immediate giveaway.

There were several other confusing results from the contests. One of the human confederates, Cynthia Clay, who was judged "most human of all contestants," was nevertheless judged to be a computer by two judges.

But the deeper question of whether computers will ever be able to convincingly mimic human beings and what it will mean for the human spirit if they can, remained tantalizingly distant.

The significance of the interim test was hotly debated by the contest's sponsors after the conclusion of today's event.

"These were real judges," said Oliver Strimpel, the executive director of the Boston Computer Museum, one of the sponsors of the test. "Maybe the Turing Test isn't as difficult as we first thought."

Hard to Tell Difference

Mr. Turing believed that by the end of the century it would be possible to program computers to make them play an "imitation game" well enough so that an average human judge would not be able to determine if a conversation typed at a computer terminal was with a human "confederate" or a computer.

That assumption has become the subject of a bitter debate between scientists and philosophers who have taken sides on the question over whether the human mind will ever be reduced to a set of computer programs.

The first modern version of the Turing Test, made possible by the establishment of a \$100,000 prize by philanthropist Hugh Loebner and with the support of the National Science Foundation and the Alfred P. Sloan Foundation, was not the true test that Mr. Turing envisioned. Because of limitations in the programs' capabilities, each was confined to discussing a narrow topic, such as women's clothing, romantic relationships or Burgundy wine. For winning the first limited contest, Mr. Weintraub was awarded a prize of \$1,500.

The contest organizers said they believed it was a valuable exercise that would focus public interest on questions that have until now remained the realm of philosophers and artificial intelligence researchers.

"We're witnessing history today," said Keay Dewdney, a computer scientist at the University of Western Ontar-

io and the author of the Computer Recreations section in Scientific American. Mr. Dewdney provided expert commentary while strolling back and forth in front of the different screens. "This is the first Turing Test," he said, "however restricted."

At the Start: Oops!

Still, like many of the mythical confrontations between human and computer in science fiction literature and cinema, the first interim Turing test involved a technical glitch.

The start of the contest was delayed almost 45 minutes while technicians scrambled to sort out a telephone problem that kept telephone lines connecting two of the human confederates to the contest busy. When it did start, the number of terminals and screens was reduced from the original ten to eight.

Several members of the Loebner Prize committee said they thought that the glitch had made the task more difficult for the judges.

Joseph Weizenbaum, a Massachusetts Institute of Technology computer scientist, said that he was struck by how similar PC Therapist was to a program that he had written several decades ago called Eliza. Eliza became

answer to the question, "What is your favorite play?"

"That really threw a lot of people for a loop," Mr. Dewdney said.

One of the human judges, Lou-Anne Kroutil, a student and part-time auto mechanic, said she had been fooled by PC Therapist when it responded with an nonsense answer.

"It typed something that I thought was ironic, and when I responded it interacted with me in a very convincing fashion," she said.

Mr. Weintraub's program held a number of the audience spellbound and many were still scratching their heads after watching several hours of conversation. One conversation with it went as follows:

Terminal: A whim is a sudden capricious and often peculiar behavior; a bit of sunlight in a grim grey world!

Judge: Something like a hunch? Terminal: Everybody sets out to do something and everybody does something, but no one does what he sets out to do.

Judge: Well anyway I would imagine whimsical conversation is like a series of knight's moves in chess — sort of zig-zag rather than following any particular line.

Terminal: A whimsical person is subject to erratic behavior and unpredictable thoughts... How nice to be unpredictable!

Judge: Are you kidding? Sure, total predictability would make the world a dull place, but unpredictability is hardly a virtue!

After the contest was over Dr. Loebner pronounced himself satisfied with the results and said that he felt that the Turing Test would now have a life of its own. Dr. Loebner is president of Crowne Industries, an equipment supply firm in Orange, N.J.

He said that he had thought of sponsoring a Turing Test seven years ago as a way of sparking interest in the idea of designing artificially intelligent programs.

Describing himself as a "died-in-the-wool," utopian, he said that in both literature and science there has been a long and noble tradition by those who have attempted to build machines with human qualities.

Frankensteins and Golems are both a possibility, he said. "But I think it's a noble undertaking for a species to attempt to invent a superior intelligence."

The New York City philanthropist also revealed another, possibly more personal motivation in sponsoring the contest that bears his name: "I'm in favor of 100 percent unemployment. I've always wanted computers to do all the work."

An attempt to answer a big question of the computer age.

widely popular for engaging questioners in a simple nonsensical conversation. He said that such programs were very difficult to trick because it was difficult for humans to assess the nonsensical replies from the program.

A Shakespeare Curve

After the contest, Mr. Dewdney said that he had quickly decided that there were six programs and two humans behind the terminals. But he was surprised when he heard that people in the audience were changing their minds about several of the programs late in the contest.

In particular, at a terminal which was discussing Shakespeare's plays, a great deal of confusion was inspired because the terminal kept changing its

THE WALL STREET JOURNAL.

© 1991 Dow Jones & Company, Inc. All Rights Reserved.

B3A THE WALL STREET JOURNAL MONDAY, NOVEMBER 11, 1991

Some Computers Manage to Fool People At Game of Imitating Human Beings

By DAVID STIPP

Staff Reporter of THE WALL STREET JOURNAL
BOSTON—Computers made an unexpectedly strong showing here Friday in a ground-breaking battle with people over conversational wit.

The contest was aimed at showing how well computers can simulate human action in ordinary conversation. While far less capable than the talking androids of science fiction, the "artificial intelligence" systems entered in the contest sometimes achieved the equivalent of a straight in poker: "What can you say about martinis?" a human judge asked one computer. "I'm not sure," replied the machine. "Those martinis must have taken their toll on me."

The contest, held at Boston's Computer Museum, was first proposed in 1950 by British computer pioneer Alan Turing to answer the question, "Can machines think?" He called for a test in which human judges interrogate, by typed exchanges, either a person or a computer in another room. If the judges conclude incorrectly that they're communicating with a person, the computer would deserve to be called a thinking machine.

Restricted Topics

The Turing test was held here at the behest of New York businessman Hugh Loebner, president of restaurant supplier Crown Industries Inc., who has offered a \$100,000 prize for the first computer system able to pass it. In a three-hour event that was delayed by technical problems, 10 human judges conversed via computer terminals with eight hidden entities that were either people or computers.

The judges were Boston-area residents without extensive computer training. The computers were programmed by researchers from around the country to converse like people on certain restricted topics, such as martinis or romantic relationships. After 14-minute dialogues with each of the hidden parties, the judges had to guess which ones were computers.

The competition was only a preliminary version of the Turing test because the judges' questions were limited to a few topics, noted Daniel Dennett, a Tufts University philosopher and chairman of a committee that organized the event. The restriction was adopted to make the contest more interesting, because no computer today is believed able to sound human in a no-holds-barred exchange, he said.

To the surprise of many computer experts, several of the computers successfully passed themselves off as humans. The one judged most humanlike was programmed to make whimsical conversation. Five of the 10 judges thought it was a person, winning its author a \$1,500 prize. Three of the others fooled at least one judge in conversations on personal relationships, second grade school topics and small talk.

The whimsical winner was a commercially available personal computer program called PC Therapist III, sold for \$59.95 by Thinking Software Inc. of Wood-

side, N.Y. Joseph Weintraub, the company's president, said he developed it for people "to let off steam, complain or say anything and not have to worry about the other person getting angry."

Here is how one interchange with it went during the contest: Judge: How do you know that I am not a dog? Computer: The greatest pleasure of a dog is that you make a fool of yourself with him! I just know it's true. Does that question interest you? Judge: Very much. Please expand on your canine theories. When you say pleasure, whose pleasure, yours [mine] or the dog? And how is one foolish? Computer: Why are you being so polite? What is your thought on that? Why are you concerned over my canine theories? Judge: I can't help being polite, it's just the way my parents raised me. Did you ever see the movie "My Life as a Dog?" Computer: Ahh, that slow strategic retreat we call life. . . .

"I thought the whimsical program was a human because I was at ease with it and it made me laugh," said one of the judges, 22-year-old Martha Gruppe.

In another surprise, two judges guessed that one of the hidden humans, Shakespeare buff Cynthia Clay, was a computer. "I didn't anticipate that a human would have that amount of knowledge about Shakespeare," said Emeye Gugsu, a judge who thought Ms. Clay was a kind of electronic encyclopedia.

Key Words Bring Canned Replies

All the programs entered in the contest used the same basic strategy to fool the judges, said Michael Mauldin, a Carnegie Mellon University researcher who observed the contest and entered a program in it called "Small Talk." The strategy involved scanning judges' questions for certain "key words" to select potentially relevant responses from databases of canned replies. The programs also sometimes incorporated judges' words into their responses. The strategy is attributed to Joseph Weizenbaum, a Massachusetts Institute of Technology emeritus professor who created a program in the 1960s called Eliza that crudely mimics a psychologist by selective regurgitation of things said to it.

Computer experts at the contest said they quickly spotted the programs because they tended to respond with non sequiturs, a tendency that worked in favor of the whimsical entry.

"The contest was a kind of Sputnik event," said Tracy Licklider, president of the Boston Computer Society, "but I was underwhelmed" by the programs. MIT's Dr. Weizenbaum, who helped organize the event, said he was "disturbed" by how easily people were fooled.

THE WALL STREET JOURNAL
November 11, 1991
Circ: 1,935,866

About the Profession continues

On the Technical Side

Articles in "On The Technical Side" are contributed by NAME members and others with an interest in museum exhibitions. Each article is the responsibility of the author(s) and does not necessarily reflect the opinions of NAME.

Chicago, Ill.—I wouldn't be honest if I didn't say that one of the very best new exhibits anywhere is right here in my backyard—to be exact, it's just two flights down. *Into the Wild*, the Field Museum's new exhibit about animals and ecology, is an exuberant confection that starts with some of the museum's best treasures—animals in the context of dioramas and animals in synoptic series. The exhibit sets these wonderful creatures amid a dazzling array of interpretive techniques. Diorama elements spill out of cases; binoculars and telescopes house videotapes; working models illustrate morphological adaptations; a computer simulates wildlife management issues. This exhibit chirps, buzzes, hoots, and howls. Come see and hear it. Bring your kids if you can.

To have your personal favorite exhibits and exhibit places immortalized through this informal newsletter, call me at (312) 922-9410, x245, by Feb. 5. If you really feel the urge, write to me c/o Field Museum of Natural History, Roosevelt Road at Lake Shore Drive, Chicago, Ill., 60605. Or FAX to (312) 427-7269.

Phyllis Rabineau

Master Exhibit Developer

Field Museum of Natural History, Chicago, Ill.

✎ Exhibit Kits . . . At Last

Wanna buy a piece of a museum? The Computer Museum in Boston has transformed eight of its most popular exhibits into exhibit kits, available for purchase to museums all over the world. With the twin purposes of educating and entertaining, they extend the repertoire of museum exhibit designers.



Exhibit kits—up-and-coming byproduct of the Information Age?

The eight kits reproduce software used in The Computer Museum's most popular interactive exhibits. Introductory brochures describe what visitors will learn, how the exhibit works, what comes with the kit, and what the purchaser needs to provide. Purchasers adapt the kits using either an Apple Macintosh or an IBM PC, signage, and other equipment. While each can stand alone, the kits also work well as a component of a larger exhibit. Science, history and children's museums in particular will want to examine the kits, which could fit a variety of exhibit purposes.

Can We Talk?

For \$875 you could purchase "ELIZA, The Computer Psychologist," which tries—and fails—to simulate a human conversation. Mimicking a psychotherapist, the computer can easily be tricked into asking the most nonsensical questions. ELIZA illustrates how difficult it is to reproduce true intelligence: the museum suggests using it within an exhibit about human thought or about computers in general.

How Tall Are You?

The most popular kit, "How Tall Are You?," is also the most expensive at \$5,900 because it includes custom hardware. "How Tall Are You?" invites anyone who comes within a certain area to let the computer measure her or his height. What fascinates visitors is that the exhibit actually speaks instead of using a screen or printout, making personal contact in announcing the correct height. And it's got a sense of humor: taller people are encouraged to call the Celtics. Due to popular demand, The Computer Museum is considering a Spanish version of "How Tall Are You?"

Demonstrating What Computers Can and Can't Do

Spanning a range of topics, the eight kits demonstrate some of what computers can and can't do. They provide fun, non-threatening ways for visitors to learn more about the elements of computing. Some kits explore communication between people and computers. "Color the States" relies on the user's voice to paint states one of four colors; the goal is to make sure that no two adjacent states share the same color. Depending on the user and the context, this game could illustrate either speech recognition or United States geography.



Voice-activated "Color the States" exhibit kit offers new ways of looking at computers as well as geography.

Some kits, including ELIZA, help visitors understand the parameters of artificial intelligence. Two of the kits introduce computing basics. "How Fast Are Computers?," for example, shows how computers are programmed to solve problems. This program uses everyday tasks like balancing checkbooks and predicting the weather to show

what kinds of tasks computers are better at than humans. It's comforting to learn that in some cases humans still outperform computers—and intriguing to learn why.

Kit Origins and Goals

The exhibit kits program combines an educational purpose with a financial one. Without question, the kits fit the museum's mission of making computer technology less mysterious and more entertaining. The current economic picture for museums, however, makes their profit potential equally appealing. Sue Dahling, the museum's marketing director, explains: "As public and private funding become more competitive, non-profits will have to look for new ways to create revenue."

As a self-supporting profit center within the museum, the exhibit kits were researched and marketed using private-sector strategies. Another new source of revenue is a catalog of educational materials, separate from the general museum store catalog. These innovations demonstrate that profit and higher purpose do not necessarily conflict.

The exhibit kits program was developed with over \$130,000 in grants from the National Science Foundation, the Hearst Foundation, and the American Association for Artificial Intelligence. Dahling, exhibit engineer Dan Griscom, and coordinator Christine Lazuk prepared the kits for their official introduction at the Association of Science and Technology Centers (ASTC) annual conference in Louisville last October.

Internationally, the kits have attracted attention from museums from Norway to Saudi Arabia to Korea. This doesn't seem to surprise anyone, however, since The Computer Museum attracts a higher percentage of non-U.S. visitors than other museum in the Boston area.

For more information, call 617-426-2800, x377, FAX 617-426-2943 or write *The Computer Museum Exhibit Kits Program, 300 Congress St., Boston, Mass., 02210.*

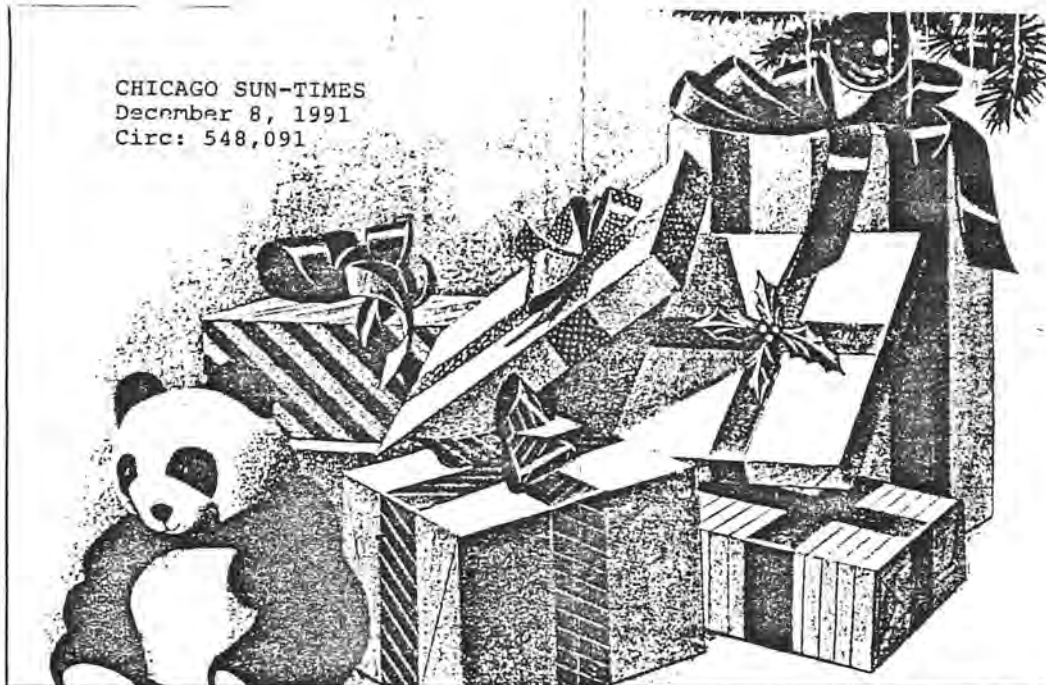
Elizabeth A. Brown

Museum Technology Source, Inc.
Winchester, Mass.

"Technology has a place everywhere, not just in science and technology museums."

—Sue Dahling, Director of Marketing
The Computer Museum, on making
exhibit kits available to a range of
institutions

CHICAGO SUN-TIMES
December 8, 1991
Circ: 548,091



Let your fingers do the shopping

Even though I'm still taking down my Halloween decorations, I've finally come to grips with the fact that Christmas is just 17 days away.

Seventeen! Where did November go? I have a whole slew of chiphead friends who expect clever computer gifts this year and time is running out. Where will I turn? This year it'll be to the Computer Museum Store.

The store is located in Boston, which makes them a tad inconvenient to visit when you live in Chicago, but thanks to that most American of traditions, the Christmas catalog, distance is no barrier to shopping.

The new Computer Museum Store catalog offers such curiosities as "Spreadsheets" that are actually bed sheets that look like computer paper, mousepads with all manner of clever and attractive images on them, computer games, microchip jigsaw puzzles, chocolate diskettes and miniature computers, robot toys (including the famous Lost in Space Robot) computer T-shirts, avant garde style calculators, propellerhead beanies, special LEGO kits for computerfolk, coasters that look like diskettes, stuffed computers (sort of like stuffed animals but in the shape of popular computers), computer dust covers, and other such essentials.

Thankfully, what you won't find is serious computer stuff, like business software, hardware, and other boredomware. For that you're going to have to visit Egghead, ComputerLand, Elek-Tek, CompUSA, Fry's, and others. The one exception is computer books. The catalog includes some very good books on programming, viruses and the like. It even lists John Barry's very funny *Technobabble* book.

In short, the Computer Museum Store catalog is full of good stuff that the chipheads on your list will love to receive.

Pricing is pretty good, too. While you might find a few of the items elsewhere for a bit less, over all, there's no price gouging (the museum is a not-for-profit foundation). The store takes credit cards and checks and can guarantee delivery for Christmas with overnight delivery. I've ordered from them and always have gotten very good service. Because they are a museum store operation, though, keep in mind that they don't have a 24-hour ordering number.

My two favorites in the catalog are the Yomega ("the Yo-Yo with a brain" says the catalog), and the Aerobie flying disc.

The Yomega costs only \$12 and promises to turn even the most yo-yo illiterate into a trickster in no time. The key is that the thing incorporates some kind of spring-balancing tensioner gizmo. The result is a yo-yo that is easier to spin and return than the older, lower-tech models. Tricks like Walk the Dog, Rock the Baby, and Sleepers are

CRABB'S BOTTOM LINE

The Computer Museum Catalog Rating: 10

The Computer Museum Store, 300 Congress St., Boston, Mass. 02210. (617) 426-2800, extension 307. A catalog of computer-related products for computer lovers. List price: Free.

Pros: Good selection of computer knick-knacks, doodads, and whatchamacallits. Also offers some good computer books, toys, and other stuff that no computerhead would want to be without.

Cons: None significant.



Don
Crabb

much easier. The computer tie-in (besides the fact that computer people like gizmos of any kind) is that the Yomega was designed by a special computer simulation.

The Aerobie flying disc is another computer-designed toy. The Aerobie looks a bit like a Whammo Frisbee with the center cut out of it, but it will fly much further than even the Pro Model Frisbee. According to the catalog, the 13 inch Aerobie (it also comes in a 10-inch model that is easier for younger kids to use) holds the Guinness Book world's record for the farthest-thrown object. The 13-inch model costs \$9.50 and the 10-inch \$7.

If you are looking for something a bit more computerish, then check out the "How Computers Work" video (\$19.95), the book *State of the Art in Computer Animation* (\$9.95), and the Tecnotes Address/Notebook and Tecnotes Memo Pads (\$70 and \$36, respectively). These last items include the usual address, notebook and memo pad paper, but the covers are made of actual computer printed circuit boards. Each cover is made of an etched polymer with all the soldering still intact. Very chic.

Browsing through the Computer Museum Store catalog is a gas, whether you are a computerophile or not. And because of the diversity of items you will find, you are likely to come across appropriate gifts for friends and family (especially your kids), even if they don't use computers. If you care at all about technology, the Computer Museum Store catalog is simply a great place to get started with your 1991 Christmas gift buying.

Chicago Sun-Times computer columnist Don Crabb writes every Sunday. Write to him at *Chicago Sun-Times*, Financial News Department, 401 N. Wabash, Chicago, Ill. 60611. Please enclose a stamped, self-addressed envelope. His new book explaining the new operating system for Macintosh computers, *MacWEEK Guide to System 7*, is now available in most bookstores.



TASS
Telegraph Agency of the U.S.S.R.

November 9, 1991

●^СРЖ-США-КОМПЬЮТЕРЫ<

.СРЖ ШК 8-1 "ТОВАРИЩИ НАШИ ПО РАЗУМУ" ИЛИ РАЗГОВОР С ЭЛЕКТРОННЫМ СОБЕСЕДНИКОМ, НАЧАЛО.

НЬЮ-ИОРК, 11 ноября. /Корр. ТАСС Андрей Шитов/.

А: Причуда - это внезапный капризный и зачастую необычный поступок. Немножко солнца в угрюмом сером мире /вск/

Б: Что-то вроде интуитивного озарения?

А: Чудак склонен к непоследовательному поведению, непредсказуемым мыслям... Хорошо быть непредсказуемым /вск/

Б: Вы что, серьезно? Конечно, при полной предсказуемости в мире было бы скучно, но непредсказуемость едва ли можно отнести к достоинствам.

При всей его внешней банальности этот отрывок из разговора, состоявшегося на днях в американском городе Бостон /штат Массачусетс/, никак нельзя отнести к заурядным явлениям. Видимо, читатели и сами охотно с этим согласятся, узнав, что в роли собеседника, обозначенного в нашей записи литерой "А", выступал не человек, а... машина.

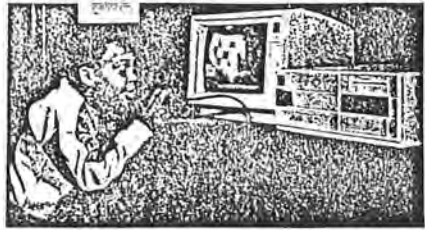
Происходил этот обмен мнениями в рамках первого в своем роде эксперимента, устроенного специалистами из компьютерного музея американского города Бостон /штат Массачусетс/. Они попытались на практике проверить, способно ли механическое устройство имитировать человеческий разум. Как и ожидалось, окончательного ответа на этот вопрос первая попытка не принесла, но результаты ее расцениваются специалистами как обнадеживающие.

Основанием для эксперимента послужил тест, предложенный 41 год назад британским математиком, одним из создателей теоретических основ современной компьютерной индустрии Аланом Тьюрингом. Идея его, впервые изложенная на страницах академического вестника "Майнд", посвященного вопросам философии и психологии, внешне выглядит весьма несложной. Испытатель садится перед экраном компьютерного терминала и задает вопросы, на которые машина должна отвечать. Если ее реакция неотличима от человеческой, то, согласно данной теории, можно с полным основанием говорить о "мыслящем" компьютере.

По мнению профессионалов, "тест Тьюринга" - одна из сложнейших задач для механического разума. Чтобы успешно преодолеть этот барьер, компьютер должен не только правильно понимать структуру языка, на котором с ним "беседуют" /в США, естественно, это английский/, но и безошибочно улавливать различные разговорные нюансы и двусмысленности. Кроме того, необходима так называемая "база знаний", под которой специалисты понимают определенный объем информации, которой с детства владеет каждый человек. Скажем, для людей само собой разумеется, что ребенок в любом случае младше своих родителей, а компьютерную программу это вполне может поставить в тупик.

MORE

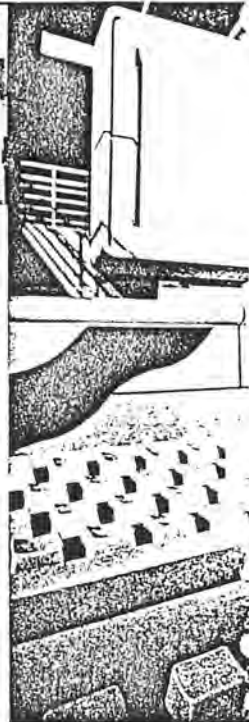
世界第一所電腦博物館 —— 波士頓電腦巨無霸 帶你縱橫三百多個大都會



小朋友常常以為電腦是遙遠的，因為這些電腦是巨型型的，在伴隨它們之下，可以停止整個城市。



透明的管道，正顯示資料在電腦中的運行過程。



別以為是普通的打字機，你所見的這是電腦的「鍵盤」，總數二十五萬個，這種鍵盤已高六呎。



中的巨無霸，它的螢幕面積達一百零八呎，總共佔地兩層，耗資達一千一百二十萬元。



這電腦「巨無霸」是於一九七三年由「IBM」公司所製造的，它佔地三層樓高，已可容納一百個人的體積。



只要當這位已有人型的機械人穿上衣服，披上頭髮，最後加上一副人皮面具，亦可成為精彩的小說中的未來人模樣。

心軟皮糖胎寶天起
點等得切。



天寶

脆皮軟心 一食傾心



在科幻電影中，有這樣的情節：人類被一小個可以在機器內遊來走去，不必夢想往往可以成真。你只需找尋來孟買士的電腦博物館，便可以親身走進電腦世界的大都會。

目前這間文化館早在一九七三年開始興建，建立世界上第一所電腦博物館，直至一九八二年正式成立委員會，開始興建這所非牟利的博物館。直至去年六月，博物館終於開幕，它成爲了人類探索電腦的歷史見證。

館址佔地五萬三千平方呎，包括了七個展覽廳，一個可容納二百多人的演講廳。其中最特別的莫算是「穿梭電腦之旅」了。置身於數據博物館歷史的多元化博士，正是這座巨型電腦之父，他的構思是這樣的：「我欲與百個電腦的才子，把它擴大至五十倍，令它的內部結構清楚地展現眼前，那麼你便可目睹由「輸入數據後，電腦條件如何把電子訊號轉成負責在的文字及圖案，顯示在特大螢幕

上。

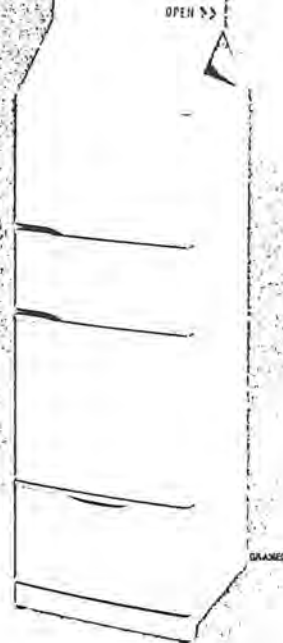
此外還設計了一個遙程遊戲，你只需在互多選擇機心的操作力，引出任何限制，你則可以親身親歷他的思維。你這「人類」的腦力活動，在那些電腦世界中，自能計出其神妙。

當電腦博物館，你又可看看最新型的電腦，它的原理，若加以後，你的好奇心則由那些三層樓的總機演變爲今日的「人類」電腦了。

此外還展出各式各樣，目前的一千二百名名貴物來自十三個國家及一百五十個機構，他們定期更換最先進的電腦心得，這些種種經驗，你可以親身感受世界各地的電腦發展，博覽未來的電腦科技，不亦是高科技的未來發展。

文 明 攝
（片取自：Computer Museum）

东芝企业文化风采



TOSHIBA 东芝

「TOSHIBA」是「東芝」的羅馬字，其意爲「閃電」，代表著「光明」與「進步」。

東芝公司於一九五七年，在東京正式設立，其宗旨爲「創造美好的生活」。

東芝公司之產品，包括：電視機、錄影機、音響設備、洗衣機、乾衣機、微波爐、電氣產品、工業設備等。

東芝公司之產品，均採用最先進之技術，並以優良之品質，深受全球消費者之喜愛。

東芝公司之產品，均採用最先進之技術，並以優良之品質，深受全球消費者之喜愛。

東芝公司之產品，均採用最先進之技術，並以優良之品質，深受全球消費者之喜愛。



Ljudje in računalniki

Odprije nove razstave v bostonskem računalniškem muzeju

Operetna vojna predstava, ki smo ji bili konec junija priča v Sloveniji, je kriva tudi za nastanek te serije člankov. Po obisku PC-EXPO od 25. do 27. junija v New Yorku (glej članek o tem v Moj mikro) bi moral 29. junija poleteti domov. Seveda nisem bil najbolj navdušen nad vmitvijo v vojni kaos (po načelu Domovina, za katero je treba dati življenje, ni moja domovina), zato sem preklical rezervacijo letalske karte in se 29. junija znašel v Bostonu, kjer so prav tisti dan odprli novo postavitev zbirke računalniškega muzeja. Muzej sem prvič obiskal že pred dvema leti in prebil v njem ves dan. Tokrat sem z mislijo na bogato honoriran članek ostal dva dni. Če vas pot kdaj zanese v Boston, vam obisk muzeja toplo priporočam. V isti zgradbi je tudi muzej igrač, tako da se bo lahko vsa družina zabavala svojim letom in konjičkom ustrezno.

Muzej računalnikov? Saj še niso tako stari, boste rekli. In zakaj bi jih sploh hodili gledat v muzej? Saj jih imamo danes v vsaki pisarni, če že ne v vsakem domu. S tem vprašanjem sem si pred obiskom muzeja tudi jaz razbijal glavo. Odgovor bi se lahko glasil, da samo s poznavanjem in razumevanjem preteklosti lahko sprejemamo sedanjost (oh, to je puhlica), hotel sem reči, da šele po obisku takega muzeja (in sorodnih tehničnih muzejev) znamo ceniti veličino človeškega uma in njegovih ustvarjalnih sposobnosti (druga puhlica) skozi zgodovino, ko so ljudje v svoji borbi za obstanek in preživetje (tako v

From the Yugoslavian
computer monthly:
MONITOR
October 1991

Boris Horvat

naravi kot na trgu) znali vselej kar najučinkoviteje izkoristiti trenutna znanstvena spoznanja in raven tehnologije. Tega sem se medlo začel zavedati teden dni prej, ko sem v San Franciscu obiskal vojno pomornico, s kakršnimi so Američani b. drugo svetovno vojno na Pacifiku. restavrirano in spremenjeno v muzej. Nisem se mogel načuditi najrazličnejšim tehničnim napravam na njenem krovu, ki so nekdanje predstavljale vrhunec tehnologije. Mi pa, ki živimo samo petdeset let kasneje, se zmočujemo že nad leto dni starim avtomobilom ali računalnikom, pozablajoč, kaj vse (dobrega in slabega) je človeštvo ustvarilo v preteklosti. Vojne razgibale človekovo usvarjalnost in proizvod druge svetovne vojne so tudi računalniki, ki so tako močno zaznamovali vse povojno obdobje. Samo, da ne pozabimo, druga svetovna vojna je poleg računalnika "zagrešila" tudi radar, rakete, reakcijski motor, in - nenazadnje - atomsko bombo.

Muzej v Bostonu je edini tovrstni muzej na svetu. To je v resnici interaktivna učilnica, velika okrog 500 m², v kateri lahko skozi igro spoznavamo zgodovino elektronske obdelave podatkov in njen vpliv na družbo. Z edinstveno muzejsko zbirko old-timerjev (računalnikov in robotov) se vsako leto zabava kakih 150.000 obiskovalcev z vseh koncev sveta, od tega skoraj polovica dijakov in študentov. Za muzej skrbi 40 delavcev, v glavnem visoko izobraženih strokovnjakov. Samo v postavitev nove razstave so vložili milijon dolarjev in za največji razstaveni predmet "Sprehod skozi računalnik" so že prejeli nagrado ameriškega muzejskega združenja. Ampak vrnimo se k računalnikom. Leros je kar nekaj okroglih računalniških obletnic, ki so jih počastili tudi z omenjeno novo postavitvijo

razstave v
celo stolet
pred stolet
Patriot, ki s
z Irakom in
že postajajo



Ali še kdo v
avtomatska
slišali za Hol
Hollerithove
nekaj leti up
v računalni
kartice? Tudi
konča. Tor
prejšnjega st
zveznem str
nalogo, da z
razvije meto
podatkov po
deset let pop
preševanje
let. Hollerith
kupom šrevik
popisa, ki s
papirnate kar
šestih tednih
Hollerith je
izpopolnil i
tehnologije pr



Drugi pomen
obdelavi podat
kot v prejšnjem
točneje 12. av
dala na trg pr
vsem ljudem
računalnika. P
samo izbranc
osebnega ra

The
Computer
Museum

THE COMPUTER MUSEUM
FY 1992 BOARD OF DIRECTORS

CHAIRMAN

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

O:(617) 227-0303

FAX:(617) 367-0478

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800, X330

FAX:(617) 426-2943

Mr. Sam Albert
President
Sam Albert Associates
27 Kingwood Road
Scarsdale, NY 10583

O:(914) 723-8296

FAX:(914) 723-2886

Mr. James Sutter
Vice President and General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

FAX:(213) 797-2449

Mr. Charles A. Zraket
Trustee, The MITRE Corporation
MS 1A-209
Post Office Box 208
Bedford, MA 01730

O:(617) 271-2356

FAX:(617) 271-7999

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Mr. C. Gordon Bell
450 Old Oak Court
Los Altos, CA 94022

H:(415) 949-2735

FAX:(415) 949-2735, 22

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800, X331

FAX:(617) 426-2943

Mr. Edward Belove
1715 Cambridge Street
Cambridge, MA 02138

H:(617) 492-5048

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O:(617) 338-0930

FAX:(617) 338-0930, X17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vassar Street
Cambridge, MA 02139

O:(617) 497-9010, X337

FAX:(617) 577-9710

Mr. Richard P. Case
Director of Technical
Strategy Development
IBM Corporation
Room 3A69
Old Orchard Rd.
Armonk, NY 10504

O:(914) 765-4050

FAX:(914) 765-7384

Mr. James Clark
Asst. Vice President
NCR Corporation
11 East Warrenville Rd
Naperville, IL 60566

O:(708) 979-7700

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street, 26th Flr
Boston, MA 02110

O:(617) 423-5525

FAX:(617) 482-0059

David M. Donaldson, Esquire
Ropes & Gray
One International Place, 3rd Floor
Boston, MA 02110

O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon B. Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, DC 20560

O:(202) 357-2089

FAX:(202) 357-1853

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O:(617) 277-1310

FAX:(617) 277-5379

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

O:(203) 926-1801

FAX:(203) 929-6408

Mr. Charles House
Informix, Inc.
4100 Bohannon Drive
Menlo Park, CA 94025

O:(415) 926-6300 ext. 6900

FAX:(415) 926-6571

Mr. Theodore Johnson
Consultant
736 Annursnac Hill Road
Concord, MA 01742

H:(508) 369-2640

FAX:(508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

O:(617) 439-7371

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 864-1550

FAX:(617) 864-0866

Mr. James A. Lawrence
Chairman
LEK Consulting, Inc.
101 Federal Street
Boston, MA 02110

O:(617) 951-9500

FAX:(617) 951-9392

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

O:(617) 495-6595

FAX:(617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

O:(617) 536-0470

FAX:(617) 266-9210

Ms. Laura Barker Morse
Partner
Heidrick & Struggles
One Post Office Square
Boston, MA 02109

O:(617) 423-1140

FAX:(617) 423-0895

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O:(508) 626-2144

FAX:(508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O:(617) 253-7851

FAX:(617) 253-6215

HOME FAX:(617) 742-7932

Dr. Suhas S. Patil
Chairman and Executive VP,
Products and Technology
Cirrus Logic, Inc.
3100 West Warren Avenue
Fremont, CA 94538

O:(510) 623-8300

FAX:(510) 226-2230

Mr. Anthony D. Pell
President
Pell, Rudman & Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O: (617) 439-6700

FAX: (617) 439-0594

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O: (617) 576-3266

FAX: (617) 547-3879

Dr. John William Poduska, Sr.
President and CEO
AVS Inc.
6 New England Tech Center
521 Virginia Road
Concord, MA 01742

O: (508) 287-0100

FAX: (508) 371-7414

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, MA 02116

H: (617) 247-0405

Ms. Jean E. Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O: (301) 907-0233

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
MLO 1-5/B 94
Maynard, MA 01754

O:(508) 493-9765

FAX:(508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O:(617) 695-3660

FAX:(617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01-02-05A
Boston, MA 02106

O:(617) 434-6464

Mr. Casimir S. Skrzypczak
President
NYNEX Science and Technology, Inc.
120 Bloomingdale Road, 4th Floor
White Plains, NY 10605

O:(914) 287-5002

FAX:(914) 683-3194

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 233-9856

Mr. James Sutter
Vice President and General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

FAX:(213) 797-2449

Mr. Charles A. Zraket
Trustee, The MITRE Corporation
MS 1A-209
Post Office Box 208
Bedford, MA 01730

O:(617) 271-2356

FAX:(617) 271-7999

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

THE COMPUTER MUSEUM

Minutes of the Board of Directors Meeting
February 14, 1992

The meeting was called to order by Gardner Hendrie, Chairman of the Board. Also in attendance were: Gordon Bell, Gwen Bell, Larry Brewster, Dick Case, David Donaldson, Charles House, David Kaplan, Jim McKenney, Laura Morse, Nick Pettinella, Jean Sammet, Grant Saviers and Hal Shear. Oliver Strimpel was present as Executive Director of the Museum. James S. Davis attended as clerk.

I. Future Meetings

The next meetings of the Board will be held June 12, 1992, October 9, 1992 and February 12, 1993, beginning in each case at 8:30 a.m. and running until approximately 12:30 p.m. All meetings will be on a Friday. The goal is to have all future meetings on the second Friday of the months of February, June and October; although obviously this general policy is subject to change in specific instances.

II. Operations Update for the Museum

Oliver Strimpel as Executive Director began by referring to the events surrounding the Turing test and the awarding of the Loebner Prize which had generated international publicity for the Museum.

He mentioned a recent "sleep in" at the Museum during which thirty-five (35) children slept in and around the Walk-Through Computer exhibit. This successful event

generated excitement and enthusiasm among the children and chaperones. He noted a virtual reality weekend sponsored by Intel Corporation on April 24 and April 25, with an open house for board members and corporate campaign prospects on Friday evening, April 24.

A symposium will be held on June 11, prior to the Board and Sponsors opening of the Tools and Toys exhibit. Research and development experts from the industry will be the speakers.

He noted that the lobby had undergone low-cost but effective improvements resulting in enhancement of these facilities. A packet outlining the exhibit kit program was passed out. A new booklet for the People and Computers exhibit was distributed to the Board. He showed a slide of a proposed floor layout of the Tools and Toys exhibit and noted that the Museum had received \$550,000 toward its \$900,000 goal for funding the exhibit. (Some additional funds are expected to come in, although it is probably unlikely that the \$900,000 goal will be met.)

The upcoming Networked Society exhibit, which will show large scale strategic use of computing (as in the travel industry, etc.), is in the planning stages with discussion sessions planned or contemplated for Boston, Washington, New York and San Francisco.

-3-

He noted that attendance was holding steady at 15% less than last year but was nevertheless ahead of the year before. He felt that this result was encouraging given the fact that other museums in the area have much worse attendance relative to prior years.

Revenues are down 18% versus budgeted figures but are nevertheless ahead of last year's revenues to date. Oliver still has a goal of balancing the operating budget for the current fiscal year. The Museum has cut half of its projected deficit and, among other measures, has implemented a wage freeze and a cut in the discretionary budget.

Hal Shear discussed the status of the Annual Fund Campaign. He indicated that it was promising and largely on target with a major phone solicitation still pending. Jean Sammet suggested the use of different strategies for approaching potential local and non-local donors. Hal requested volunteers to help with the Phon-a-Thon.

Gwen Bell mentioned that the Computer Bowl will be held May 1st in Boston at the Castle next to the Park Plaza Hotel. The West Coast site will be at Xerox Parc in Palo Alto. She noted that a name was needed for the sixth and final event and neither the "Super Bowl" nor "Super Computer Bowl" were appropriate.

Laura Morse reported on the corporate membership drive, which is ahead of where it stood last year at this time (she

-4-

noted that the drive did meet its 1991 fiscal goals). She asked for more suggestions and help from the Board members in making contacts.

Larry Brewster reported on the capital campaign, noting that strong momentum had been built in the first two quarters of the fiscal year. Three-fourths of the Board members have made pledges or contributed and, in fact, \$1.2 million of the total \$1.4 million in pledges has come from the Board. In terms of cash receipts, he anticipates that \$700,000 of the \$1 million goal for the fiscal year will be received. He noted that by meeting the threshold \$1 million pledge level the Museum has activated the challenge grant through which just over \$400,000 has been received. Corporate pledges have been received from Raytheon, Mitre and Bank of Boston.

A question was raised as to when the capital campaign would be launched on a public scale. The Museum would prefer to wait for DEC's public announcement of its matching support, and Gardner Hendrie noted that the Museum should have raised some fifty to sixty percent of the \$5 million for which it is directly responsible before going public.

III. The Waterfront Project

Ed Schwartz discussed the background of the proposed Project, as initiated by the Children's Museum and entered into by The Computer Museum. The architect for the project,

-5-

Frank Gehry, was introduced and discussed in a general way the concepts and needs that led to the existing proposed design. He had with him a scale model of Museum Wharf, with the modifications that would be made to it by the addition of the wave leading to the new barge.

Greg Welch discussed the Museum's involvement in the Project. (See attached Exhibits A and B noting a possible (although optimistic) timetable and a tentative estimated budget which is still subject to further discussions between the two Museums.) Greg noted that overall the additions should create an improved, more visible, and high tech image for the Museum building; will improve the processing of visitors in the lobby level; and will help maintain the Museum's attendance levels during the turmoil associated with the construction of Boston's underground artery and third tunnel projects. The construction of the additions may well be carried out in phases; and there will be no construction of any phase until the funds are in hand. The process of acquiring the necessary permits will be quite lengthy and complex because of the many government authorities and agencies involved. The overall goal is to try to begin construction by the spring of 1993 before the peak of activity begins on the artery and tunnel projects, which will lead to an overall increase of construction costs in the city in general.

-6-

Ed Schwartz emphasized that the cost estimates were soft and subject to future negotiations between the Museums. (It should be noted that the entry for site expenses relates in large part to structural matters such as repair and maintenance of the wharf site and pilings and modifications that will be necessary in connection with the project.)

It was noted that the Museum will need to raise its share of the costs without impacting its capital campaign in any serious way, without time for a feasibility study, and without the allocation of any significant staff time away from the capital campaign and other functions.

The costs to date have all been borne by the Children's Museum except for approximately \$20,000 paid by The Computer Museum.

It was noted that The Computer Museum was deriving major benefits through the Children's Museum's pursuit of the project. (Children's has two full-time employees working on the project, including going to various hearings and meetings when the impact of Boston's central artery project is being considered, and when decisions which will have impact on future access to Museum Wharf will be discussed.) Ed commended the Children's Museum as having made significant efforts to accommodate The Computer Museum and to include it in its planning processes. Overall, Ed

was very pleased with The Computer Museum's position vis-a-vis the project, both in terms of potential financial outlay and in terms of the project's ultimate effect on The Computer Museum's site and operations.

Upon motion duly made and seconded, it was

VOTED: to continue to support the efforts made by the Executive Committee and, in particular, Ed Schwartz in working with the Children's Museum's to support the Waterfront Project while protecting the interests of The Computer Museum.

IV. Report of the Exhibits Committee

Gardner Hendrie, as Chairman of the Exhibits Committee, reported on their discussions as to future exhibit concerns including (1) available space and its use, (2) the kind of exhibits that should be presented, and (3) their content.

He noted that after the 1993 opening of the Networked Society, the Museum's exhibit space would be completely filled. It will need to consider whether an expansion of its exhibit space is possible and desirable, and also consider upgrading existing space, and replacing older exhibits. He emphasized that the Committee as of yet had no final answers or recommendations.

He questioned whether the Museum should continue its focus on just launching major theme exhibits or whether it should also focus upon smaller exhibits or "cluster" exhibits comprising a few stations.

-8-

In terms of exhibit content he referred to History of Computing, How Computers Work, People in Computing, and How Computers are Used, as possible focuses, recognizing that these categories may overlap in one or more respects.

In considering new themes for exhibits, he felt that the guiding criteria should be whether the theme would be interesting for the public and, therefore, attract visitors, and how the exhibit could be paid for. Possible suggestions for future exhibits were mentioned relating to computer bloopers, computers in entertainment, the environment, or medicine, the future of computing, and artifact-intensive exhibits.

V. Adjournment

Upon motion duly made and seconded, it was

VOTED:

to adjourn

Adjourned.

A true copy.

Attested:

James S. Davis, Clerk

EXHIBIT A

Waterfront Project

General Timetable

Public Announcement,
Initiate Permitting March-April 1992

Permitting
(9-12 months) through Spring 1993

Begin Construction Spring 1993

EXHIBIT BWaterfront Project

Estimated Budget

	Children's	TCM
New Public Space/Entry (Wave)	\$3,000,000	\$0
Children's elevator	\$170,000	\$0
Bridge to Barge	\$140,000	\$0
Children's Lobby	\$460,000	\$0
Computer Museum Lobby	\$0	\$350,000
Children's Barge	\$2,450,000	\$0
Site	\$480,000	\$480,000
<u>Total Construction</u>	<u>\$6,700,000</u>	<u>\$830,000</u>
% Construction Costs	88%	12%
Non-construction costs	\$2,200,000	\$280,000
Children's Program & Exhibition	\$1,000,000	
<u>TOTAL</u>	<u>\$9,920,000</u>	<u>\$1,110,000</u>

Figures provided by L. Snyder of Children's Museum

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEMORANDUM

DATE: February 28, 1992
TO: Board of Directors
FROM: Oliver Strimpel
RE: February 14 Board Meeting Information

Attached for your reference and information are the Minutes from the last Board meeting.

For those members of the Board who were unable to attend, enclosed are copies of the additional materials which were distributed at the meeting.

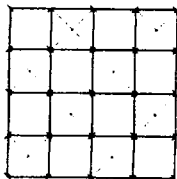
Should you have any questions about any of this information, please feel free to call me.

As a reminder, the next Board meetings are scheduled for Friday, June 12, and Friday, October 9.

Regards,



P.S. Also enclosed is a Computer Museum elevator pass issued in your name. This will allow you to use the small elevator which is accessed off-hours from The Children's Museum lobby.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Oct 9, 1992
Feb 12, 1992
June 11, 1993

THE COMPUTER MUSEUM

BOARD OF DIRECTORS MEETING

JUNE 12, 1992 8:30 AM - NOON

AGENDA

- 8:30 - CALL TO ORDER - ANNUAL MEETING OF MEMBERS OF THE CORPORATION
- Election of Members of the Board of Directors
 - Election of Chairman
 - Nomination of Candidate for Vice-Chairman of the Board of Directors
 - Election of Trustees
 - Meeting Adjourns
- 9:00 - CALL TO ORDER - BOARD OF DIRECTORS MEETING
- Future Meetings
 - Election of Officers
 - Vote to create office of Vice-Chairman
 - Election of Board Committees
- 9:10 - MUSEUM GOVERNANCE
- Proposal to generate plan for presentation at February, 1993 Board meeting
- 9:20 - EDUCATION PROGRAMS
- Existing Programs and Discussion of Plans
- 10:10 - FY92 REVIEW AND GOALS FOR FY93
- Budget Discussion
- 10:50 - B R E A K
- 11:10 - CAPITAL CAMPAIGN
- Status and Discussion of Next Steps
- 11:30 - EXHIBIT PLANNING
- The Networked Society
- 12:00 - MEETING ADJOURNS

L U N C H

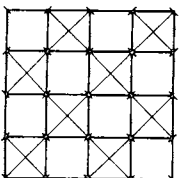


Exhibit Funders

Principal Sponsor

Bill Gates

Major Sponsors

Apple Computer

Kapor Family Foundation

Steve Wozniak

Sponsor

Digital Equipment Corp

Donor

3COM Corporation

Contributors

Cabot Corp Foundation

Raytheon Company

Arthur Nelson

Ingrid & Steve Stadler

I'd like to say a few words about the educational mission of the Museum. This symposium today is the final event in our ~~series~~ series of Breakfast ~~Seminars~~ Seminars which are designed to help ~~potential~~ people in the corporate world gain some insight into the ever evolving world of computing.

We are holding this symposium ^{this week} ~~today~~ to coincide with the opening of our latest exhibit at the Museum Tools & Toys - The Amazing Personal Computer. That represents another thrust in our overall educational mission. It is specifically designed to show the wide range of computer applications from writing spreadsheets & games ^{video} ~~pictures~~, ~~sound~~ & data sharing. And ~~it presumes no previous~~ each of the 36 interactive stations presumes little or no exposure to computers.

All of you here should learn something from this exhibit but our real targets ^{are adults &} kids with either no or limited exposure to computers.

I hope all of you will

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: June 12 Board meeting
date: 6/2/91

The next meeting of The Computer Museum Board of Directors will take place on June 12 from 8:30 to 12:00 in the Museum's auditorium on the 5th floor, and will be followed by lunch. Please RSVP to Geri Rogers at 426-2800 ext 330.

Under separate cover you will receive a communication from Lynda Bodman, Chair of the Nominating Committee, with this year's slate for new Directors and biographical information on the nominees.

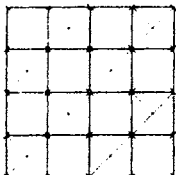
I also enclose the proposed membership of the Executive Committee for FY92.

The new exhibit looks quite unlike anything we have ever done before; I look forward to sharing it with you on the 11th!

enclosures:

- agenda for June 12 Board meeting
- committee membership list (to be distributed)
- financial statement for the 10 months ended April 30
- FY93 budget
- minutes of May 11 Executive Committee meeting

Note: Subsequent meetings of the Board of Directors are scheduled for October 9, 1992, February 12, 1993, and June 11, 1993.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

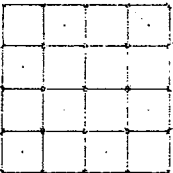
THE COMPUTER MUSEUM

BUDGET

Fiscal Year Ending June 30, 1993

PRESENTED

June 12, 1992



THE COMPUTER MUSEUM

FY93 BUDGET

SUMMARY

COMBINED OPERATIONAL RESULTS

The Budget for the fiscal year ending June 30, 1993 reflects a net surplus of \$224K for the Museum overall. The surplus represents the combined results of three funds: a surplus of \$4K in the Operating Fund; a surplus of \$258K in the Capital Fund; and a deficit of \$38K in the Exhibit Fund.

OBJECTIVES

- * Continue strong emphasis on increasing revenues for
 - * Capital Campaign for Endowment and Building
 - * Operational Activities
 - * Exhibits
- * Eliminate "general development" fund-raising approach. Apply fund-raising efforts toward specific education and exhibit projects.
- * Initiate new educational program, "The Computer Clubhouse." Target education-oriented corporate and foundation proposals toward this project.
- * Develop The Networked Society exhibit to open in FY94. No major permanent exhibit opening in FY93.
- * Maintain visibility through special events and exhibits.

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

FUND ACCOUNTING

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

OPERATING FUND

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

CAPITAL FUND

The Capital Fund reflects the activity of fundraising efforts to secure the Museum's building and to start an endowment fund for the Museum.

EXHIBITS FUND

The Exhibits Fund reflects the activity of major new exhibits that are then transferred to the Plant Fund as a Museum asset.

PLANT FUND

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

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events is recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts not included in the FY92 forecast or FY93 Budget because they do not require any cash outflow. Determination of depreciation is based upon the estimated useful lives of assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years.

The amount of depreciation for FY92 and FY93 will be approximately \$438K and \$468K, respectively.

EMPLOYEES

As of June 30 1992, full-time equivalent employees (FTE'S) are expected to 43.65. As of June 30, 1993, FTE's are expected to be approximately the same as FY92.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	<u>FY92</u>	<u>FY93</u>
Corporate	135	135
Individual	<u>1,313</u>	<u>1,500</u>
Total Members	1,448	1,635

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

RESTRICTED CONTRIBUTIONS

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

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

	<u>FY92</u> <u>Proj.</u>	<u>FY93</u> <u>Budget</u>
Operating Fund Total	\$189	\$ 70
Exhibit Fund Total	468	160
Total Restricted Contributions	\$657	\$230

Total projected revenue for FY93 for the Operating Fund reflects contributions for a small temporary History of Programming Languages exhibit, a temporary exhibit (to be determined) for June 1993, Massachusetts Cultural Council reduced admission grant, and miscellaneous other grants.

COMPUTER CLUBHOUSE

The Clubhouse is a major educational initiative. All foundation and educationally-oriented corporate foundations will be approached for this project. This project will replace WIZ KIDS and Ticket Subsidy projects of FY92. Projected revenues for this project are \$350K for FY93. Expenditures are contingent upon achieving revenues.

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

OTHER SUPPORT

COMPUTER BOWL

Growth in this category assumes two underwriters at \$25K (as in FY92), and increased ticket sales made possible by timing of the event coincident with the Apple Developers conference at the San Jose Convention Center.

CORPORATE, GOVERNMENT, and FOUNDATION GRANTS

An increase in Corporate Membership is offset by a reduction in support from DEC. The increase in corporate membership will be realized through active solicitation of former exhibit sponsors for annual support and solicitation of industry association members. The corporate membership committee will be expanded in FY93.

MEMBERSHIP FUND

The annual fund and individual membership categories have been combined into one line item designed to streamline contact with members and donors and to reduce expenses. Total revenues are expected to increase moderately due to expansion of the membership committee, placement of a membership sales desk in the Museum lobby at peak times, and a direct mail campaign to past catalog buyers and store purchasers.

Below is a summary of the three revenue categories above with comparative totals for projected FY92 results.

(Dollars in Thousands)	<u>FY92 Proj.</u>	<u>FY93 Budget</u>
Computer Bowl	\$316	\$345
Corporate, Government, Foundation	\$263	\$257
Membership Fund	\$167	\$190

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

ADMISSIONS

Visitor attendance is expected to be slightly ahead of FY92 actuals. Exposure and draw from the new Tools and Toys exhibit and publicized activities during the year will be offset by traffic and parking disruption caused by the Third Harbor Tunnel and Central Artery construction.

Set forth below is a historical summary of attendance levels and average revenue per visitor. The admission fee is currently \$6.00 and no increase is planned for FY93.

<u>YEAR</u>	<u># VISITORS*</u>	<u>% CHANGE</u>	<u>AVERAGE ADMISSION REVENUE/VISITOR</u>
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)		\$2.18
FY86	77,000	NM	2.32
FY87	77,619	0.8%	2.48
FY88	77,072	(0.7%)	2.92
FY89	88,041	14.0%	2.64
FY90	91,848	4.0%	3.49
FY91	130,319	42.0%	4.02
FY92 PROJ	114,000	(12.0%)	3.91
FY93 PROJ	115,000	1.0%	3.99

*Excludes Functions visitors

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

OTHER EARNED INCOME

MUSEUM STORE

Product mix will be adjusted to increase sales per visitor and to improve profit margin. Catalog will be discontinued to allow store personnel to focus efforts on store.

MAIL ORDER

FY92 catalogs are projected to result in a loss. Due to tight cash position and poor catalog sales results, catalog will be discontinued for the next fiscal year.

FUNCTIONS

Revenue is expected to increase by 5% for FY93 due in part to more aggressive marketing and new marketing brochure. There will be no DECWorld in FY93.

EXHIBIT SALES

The increase in this category is due primarily to the longer term impact of sales packet, marketing at ASTC conferences, and a new product. Revenue assumptions are based on sale of 13 Exhibit Kits at an average cost of \$3,800 through current marketing channels and offering of a virtual reality "chair".

OTHER

Lower anticipated revenue due to reduction in rental income from first floor space, which will be utilized by the Computer Clubhouse.

Below is a summary of the five revenue categories above, with comparative totals for projected FY92 results: (Dollars in Thousands)

	<u>FY92</u> <u>PROJ</u>	<u>FY93</u> <u>BUDGET</u>
Museum Store	\$210	\$258
Mail Order	146	-0-
Functions	123	130
Exhibit Sales	45	70
Other Revenue	35	20

THE COMPUTER MUSEUM

NOTES

FY93 BUDGET

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges to the Capital Campaign. The following is a summary of pledges received and projected pledge receipts: (Dollars in Thousands)

FY87	\$	567
FY88		550
FY89		388
FY90		221
FY91		149
FY92 PROJ		700
FY93 BUDGET		600

EXHIBIT FUND CONTRIBUTIONS

The Exhibit Fund revenues represent the amounts received from contributions for the purpose of improving Museum exhibits. The FY93 Budget includes anticipated receipt of revenues for exhibit related funds.

Below is a summary of actual and projected receipts: (Dollars in Thousands)

FY87	\$	299
FY88		126
FY89		95
FY90		1,177
FY91		704
FY92 PROJ		468
FY93 Budget		160

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		
3	REVENUE				
4	Restricted Contribs.	188	189	70	special exhibits, ticket subsidy, educ. workshops & exhibit refurb; no Loebner
5	Computer Bowl	305	316	345	assumes additional ticket sales to Apple developers
6	Corp, Govt, Fnd Support	313	263	257	assumes \$25K from DEC (down \$25K), \$25K from IBM (up \$10K)
7	Membership fund	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
8	Admissions	510	446	458	assumes 8% growth for summer, increased groups, central artery disruption
9	Store	263	210	258	new store manager, new product mix, increased margins, focus on store
10	Mail Order	259	146	0	discontinue gift & educational catalogs
11	Functions	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
12	Clubhouse	0	0	350	new education project; targets minorities, kids, technology education
13	Exhibit sales	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
14	Other	31	35	20	video, photo, space rental, interest
15	TOTAL	2243	1940	2148	
16					
17	EXPENSE				
18	Exhibits Development	50	68	30	Silicon Sailing, HOPL exhibit, Temp exhibit in June
19	Exhibit Sales	32	67	25	salaries & supplies
20	Exhibits Maintenance	68	58	54	salaries & supplies
21	Collections	67	67	70	salaries & minor shipping expenses
22	Education & admission	355	273	286	salaries for visitor services staff, special events, educational workshops
23	Clubhouse	0	0	277	expenditure contingent on achieving revenues
24	Marketing & PR	303	282	324	promotions including advertising, PR salaries, newsletter & annual
25	Membership Fund	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
26	General Management	232	220	229	salaries for executive & business office, audit fees
27	Computer Bowl	109	100	121	additional expenses associated with larger audience and California location
28	Fundraising	103	74	77	salaries to support restricted contribs. & corporate revenue streams
29	Store	236	202	235	cost of goods, salaries
30	Mail Order	230	174	0	discontinue catalogs
31	Functions	83	57	65	salaries, advertising, direct mail piece
32	Museum Wharf	279	279	284	Computer Museum pays 40% of Wharf expense; security, cleaning, utilities etc
33	TOTAL	2205	1979	2144	
34					
35	NET REVENUES	38	-39	4	
36					
37	* FY92 restated to match FY93 categories				

6/2/92

EXHIBIT 1

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		* FY92 restated to conform to FY93 categories
3					
4	Computer Bowl				
5	Revenue	305	316	345	assumes additional ticket sales to Apple developers
6	Expense	109	100	121	additional expenses associated with larger audience and California location
7	Net	196	216	224	
8					
9	Membership fund				
10	Revenue	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
11	Expense	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
12	Net	136	109	123	
13					
14	Store				
15	Revenue	263	210	258	new store manager, new product mix, increased margins, focus on store
16	Expense	236	205	235	cost of goods, salaries
17	Net	27	5	23	
18					
19	Mail Order				
20	Revenue	259	146	0	discontinue gift & educational catalogs
21	Expense	230	175	0	discontinue catalogs
22	Net	29	-29	0	
23					
24	Functions				
25	Revenue	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
26	Expense	83	57	65	salaries, advertising, direct mail piece
27	Net	67	66	65	
28					
29	Clubhouse				
30	Revenue	0	0	350	new education project; targets minorities, kids, technology education
31	Expense	0	0	276	expenditure contingent on achieving revenues
32	Net	0	0	74	
33					
34	Exhibit sales				
35	Revenue	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
36	Expense	32	67	25	salaries & supplies
37	Net	-2	-22	45	

6/2/92

EXHIBIT 2

	A	B	C	D	E
38					
39	EXHIBIT FUND	FY92	FY92 P*	FY93	COMMENTS
40		budget	proj.		
41					
42	Revenues				
43	Tools & Toys	770	440	0	Total revenues FY91,FY92 \$535K
44	Networked Society	0	25	100	
45	Exhibit Enhancement	0	3	60	\$30K AAAI; \$30K additional enhancement grant
46	TOTAL	770	468	160	
47					
48	Expenses				
49	People & Computers	46	85	0	Total project revenues FY90-FY92: \$900K; total project expenses: \$750K
50	Tools & Toys	616	435	53	Total project expenses FY91, FY92 projected \$446K
51	Networked Society	8	8	57	
52	Exhibit Planning	45	59	42	FY92 projected includes \$18K to Waterfront project
53	Exhibit Enhancement	46	61	46	refurbish and update Smart Machines gallery
54	TOTAL	761	648	198	
55					
56	NET REVENUES	9	-180	-38	
57					
58					
59	CAPITAL FUND				
60					
61	Revenues				
62	Capital Campaign	1000	700	600	4-year campaign; Includes \$260K cash from existing pledges; \$1m of new pledge
63					
64	Expenses				
65	Capital Development	265	208	208	
66	Mortgage	136	141	134	
67	TOTAL	401	349	342	
68					
69	NET REVENUES	599	351	258	

6/2/92

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	THE COMPUTER MUSEUM	OPERATING FUND			CAPITAL FUND			EXHIBIT FUND			COMBINED		
2	FY93 Budget	FY92*	FY92	FY93	FY92	FY92	FY93	FY92	FY92	FY93	FY92	FY92	FY93
3		budget	proj		budget	proj		budget	proj		budget	proj	
4	REVENUES												
5	Capital Campaign				1000	700	600				1000	700	600
6	Restricted Contribs.	188	189	70				770	468	160	958	657	230
7	Computer Bowl	305	316	345							305	316	345
8	Corp, Govt, Fnd Support	313	263	257							313	263	257
9	Membership fund	194	167	190							194	167	190
10	Admissions	510	446	458							510	446	458
11	Store	263	210	258							263	210	258
12	Mail Order	259	146	0							259	146	0
13	Functions	150	123	130							150	123	130
14	Clubhouse	0	0	350							0	0	350
15	Exhibit sales	30	45	70							30	45	70
16	Other	31	35	20							31	35	20
17	TOTAL	2243	1940	2148	1000	700	600	770	468	160	4013	3108	2908
18													
19	EXPENSES												
20	Exhibits Development	50	68	30				670	528	110	720	596	140
21	Exhibit Sales	32	67	25							32	67	25
22	Exhibits Maintenance	68	58	54							68	58	54
23	Collections	67	67	70							67	67	70
24	Education & admissions	355	273	286							355	273	286
25	Clubhouse	0	0	277							0	0	277
26	Marketing & PR	303	282	324							303	282	324
27	Membership Fund	58	58	67							58	58	67
28	General Management	232	220	229				91	120	88	323	340	317
29	Computer Bowl	109	100	121							109	100	121
30	Fundraising	103	74	77	265	208	208				368	282	285
31	Store	236	202	235							236	202	235
32	Mail Order	230	174	0							230	174	0
33	Functions	83	57	65							83	57	65
34	Mus Whf Op Costs/Mortgage	279	279	284	136	141	134				415	420	418
35	TOTAL	2205	1979	2144	401	349	342	761	648	198	3367	2976	2684
36													
37	NET SURPLUS (DEFICIT)	38	-39	4	599	351	258	9	-180	-38	646	132	224

* all FY92 figures restated to match FY93 categories

6/2/92

THE COMPUTER MUSEUM

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

Board of Directors Vote

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

FY92 REVIEW

P&C

Began the year with P&C: added a vital historical dimension to the Museum. 20 mins / 2hr visit

Attendance did not hit the highs of the WTC, but showed 28% growth over the previous year (FY90).

20% increase in the numbers of school group visitors.

*annual attendance chart

T&T

Funded & developed a major exhibit for 3rd year in a row. All of Museum except Image gallery is new since 1984.

Funded T&T to a total of \$550⁷⁵K & completed its development. \$225 from BCS
Represents largest amount of software developed for the Museum. Commend Greg Welch for managing project opening on time and below budget; David Greschler, developer, for creative excellence, & managing 36 simultaneous pieces of software development, and Ted Groves, designer, for vivid design.

Waterfront

Participated in Waterfront design & launch. Currently in permitting & fund-raising stage. Thanks to Waterfront committee, Ed, Dave K, Tony Pell.

Staffing

Appointed Natalie Rusk to Director of Education; will talk later
Search under way for new Director of Development

Collections

~~?Get highlights from Gwen~~

Events

Loebner Prize: Turing Test

VR weekend

Benefit/Event: Bowl

PR Report: see clippings

Financials- Operating Budget FY92

Broken even for the 3rd year running despite revenues falling 15% below budget expectations. Both revenues and expenses c. 15% below budget.

Worked hard to contain expenses; Museum is running lean.

Revenues

*operating revenue charts

Thank Laura Morse for corp membership committee chair; close to goal

Thank Hal Shear for chairing AF; close to goal

Thank Gwen, Bowl chair - exceeded goal

Largest factors in revenue variances: admissions, store under, mainly owing to overoptimistic expectation of numbers of visitors. Mail order was unsuccessful; orders not large enough (too few items) and we gave too many discounts. Functions down, owing to poor economy.

Expenses

Exhibit sales: additional marketing effort made to launch project.

Education: down owing to vacant director education position, reduced staffing owing to reduced visitation
marketing & PR: cut back advertising

Exhibits

Apparent deficit is timing issue; P&C & T&T effected with surpluses.

Exhibit planning funded out of surpluses.

Capital: Larry will report.

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

	FOR THE ELEVEN MONTHS ENDED					
	5/30/91 ACTUAL	-----5/31/92----- BUDGET	ACTUAL	FAV (UNFAV)	FY92 BUDGET	FY92 FORECAST
REVENUES:						
Operating Fund	1,632	2,075	1,785	(290) (14%)	2,243	1,934
Capital Fund	570	1,705	818	(887) (52%)	1,770	1,167
Total Revenues	----- 2,202	----- 3,780	----- 2,603	----- (1,177) (31%)	----- 4,013	----- 3,101
EXPENSES:						
Operating Fund	1,655	2,029	1,800	229 11%	2,205	1,978
Capital Fund	806	963	817	146 15%	1,162	987
Total Expenses	----- 2,461	----- 2,992	----- 2,617	----- 375 13%	----- 3,367	----- 2,965
NET REVENUES (EXPENSES)	----- (\$259) =====	----- \$788 =====	----- (\$14) =====	----- (\$802) (801%) =====	----- \$646 =====	----- \$136 =====

SUMMARY:

For the eleven months ended May 31, 1992, the Museum operated at a deficit of (14K) compared to a budgeted surplus of 788K. As of May 31, 1992, total cash and cash equivalents amounted to 146K.

OPERATING: Operating revenues were 14% under budget due to optimistic budget expectations. Expenses were 11% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 52% under budget due to optimistic budget expectations. Expenses were 15% under budget despite payment of 40K of unbudgeted expense related to the FY91 opening of People & Computers.

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

	5/31/91 ACTUAL	BUDGET	FOR THE ELEVEN MONTHS ENDED			FY92 BUDGET	FY92 FORECAST
			-----5/31/92----- ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	152	\$198	\$166	(32)	(16%)	207	163
Restricted contributions	56	\$145	\$153	8	6%	188	186
Computer Bowl	277	\$306	\$317	11	4%	305	317
Corporate memberships	184	\$216	\$176	(40)	(19%)	231	205
Individual memberships	48	\$62	\$47	(15)	(24%)	69	53
Admissions	485	\$466	\$422	(44)	(10%)	510	458
Store	287	\$491	\$318	(173)	(35%)	522	347
Functions	125	\$139	\$119	(20)	(14%)	150	129
Interest Income	1	\$22	\$3	(19)	(86%)	24	4
Other	17	\$30	\$64	34	113%	37	72
Gain/Loss on Securities	0	\$0	\$0	0	0%	0	0
Total Revenues	1,632	2,075	1,785	(290)	(14%)	2,243	1,934
EXPENSES:							
Exhibits Development	63	81	127	(46)	(57%)	82	135
Exhibits Maintenance	54	64	56	8	13%	68	58
Collections	62	61	58	3	5%	67	67
Education	239	277	211	66	24%	303	225
Marketing & Memberships	273	400	339	61	15%	435	380
General Management	220	202	195	7	3%	232	220
Computer Bowl	83	106	88	18	20%	109	100
Fundraising	87	76	61	15	20%	82	67
Store	249	429	345	84	20%	465	380
Functions	63	78	62	16	21%	83	67
Museum Wharf expenses	262	255	256	(1)	(1%)	279	279
Total Expenses	1,655	2,029	1,798	231	11%	2,205	1,978
NET REVENUES (EXPENSES)	(\$23)	\$46	(\$13)	(\$59)	(128%)	\$38	(\$44)

THE COMPUTER MUSEUM
BALANCE SHEET
5/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 5/31/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$104,519			\$104,519	\$77,891
Cash Equivalents	41,687			41,687	42,677
Investments				0	0
Receivables	21,541			21,541	98,538
Inventory	70,308			70,308	72,764
Prepaid expenses	7,733			7,733	15,591
Interfund receivable		138,154		138,154	207,798
	-----	-----	-----	-----	-----
TOTAL	245,788	138,154	0	383,942	515,259
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,305	601,305	601,305
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,160	2,288,488	2,288,488
TOTAL ASSETS	\$245,788	\$149,482	\$2,277,160	\$2,672,430	\$2,803,747
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$81,924	\$51,135		\$133,059	\$209,840
Deferred income	38,410	-		38,410	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	138,154	-		138,154	207,798
	-----	-----	-----	-----	-----
Total	258,488	51,135	0	309,623	426,803
Fund Balances:					
Operating	(12,700)			(12,700)	2,437
Capital		98,347		98,347	97,347
Plant			\$2,277,160	2,277,160	2,277,160
	-----	-----	-----	-----	-----
Total	(12,700)	98,347	2,277,160	2,362,807	2,376,944
TOTAL LIABILITIES AND FUND BALANCES	\$245,788	\$149,482	\$2,277,160	\$2,672,430	\$2,803,747
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
5/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 5/31/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$15,137)	\$1,000	\$0	(\$14,137)	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	(15,137)	1,000	0	(14,137)	307,732
Cash provided by/(used for) working capital:					
Receivables	76,997			76,997	21,764
Inventory	2,456			2,456	(9,551)
Investments				0	53,363
Accounts payable & other current liabs	(5,989)	(70,792)		(76,781)	51,496
Deferred income	29,245			29,245	(7,773)
Prepaid expenses	7,710	148		7,858	(349)
	-----	-----	-----	-----	-----
Cash from working capital	110,419	(70,644)	0	39,775	108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	95,282	(69,644)	0	25,638	(169,919)
Financing:					
Interfund pay. & rec.	(69,644)	69,644		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(69,644)	69,644	0	0	0
Net increase/(decrease) in cash & investments	25,638	0	0	25,638	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$146,206	\$0	\$0	\$146,206	\$120,568
	=====	=====	=====	=====	=====

Major Variances from FY92 Budget

Operating Fund Revenues

- unrestricted contributions
\$48K below owing to optimistic projections of grant-related revenue
- admissions
\$60K below owing to summer visitation levels 15% below previous summer which benefitted from The Walk-Through Computer opening
- store
\$165K below owing to lower admissions and catalog sales below expectations

Major Variances from FY92 Budget

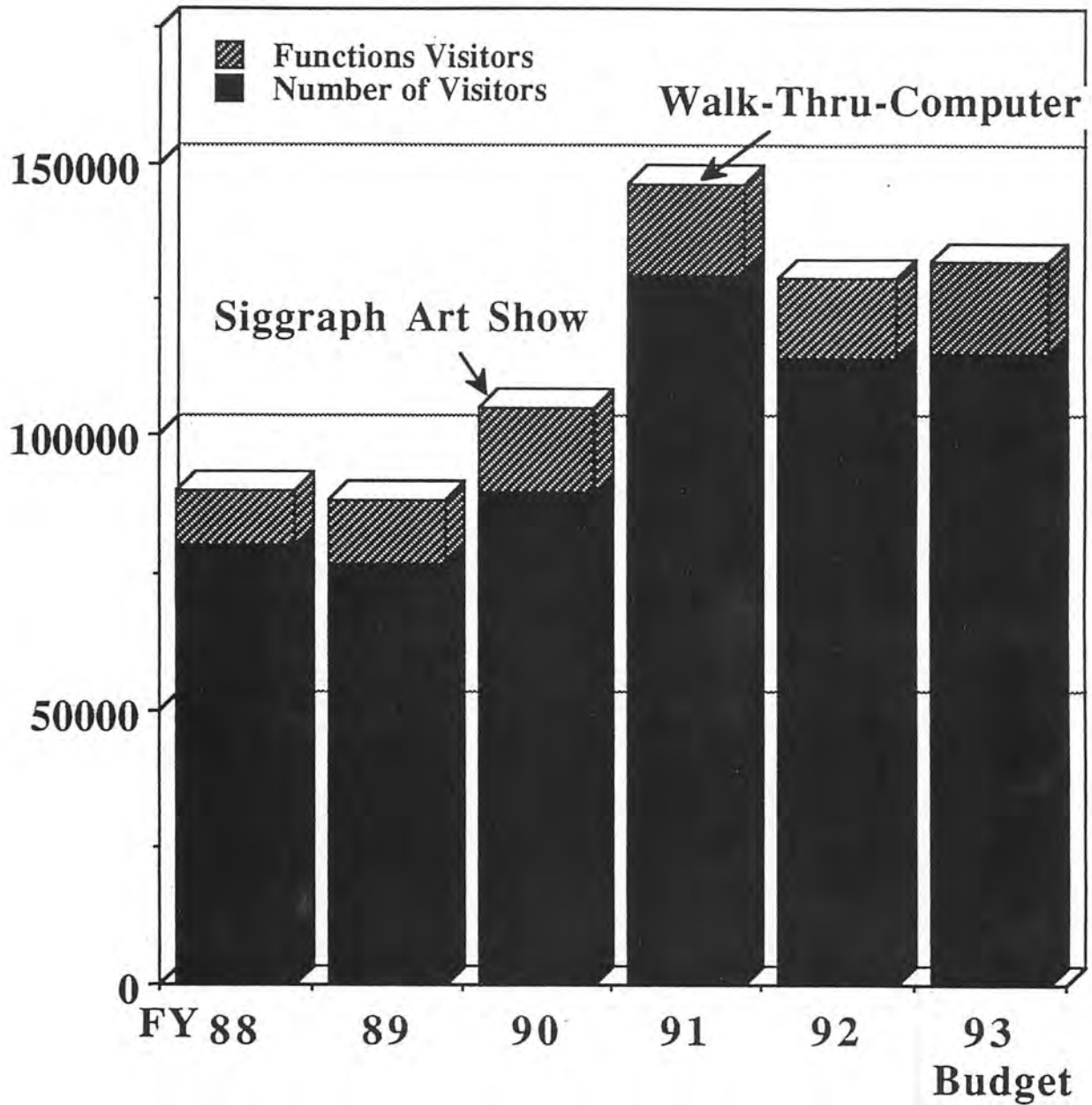
Operating Fund Expense

- exhibits development
\$53K over owing to unbudgetted
Loebner Prize development
- education
\$78k below owing to vacant director of
education position & reduced visitor
assistant hiring
- store
\$85K below owing to lower cost of
goods

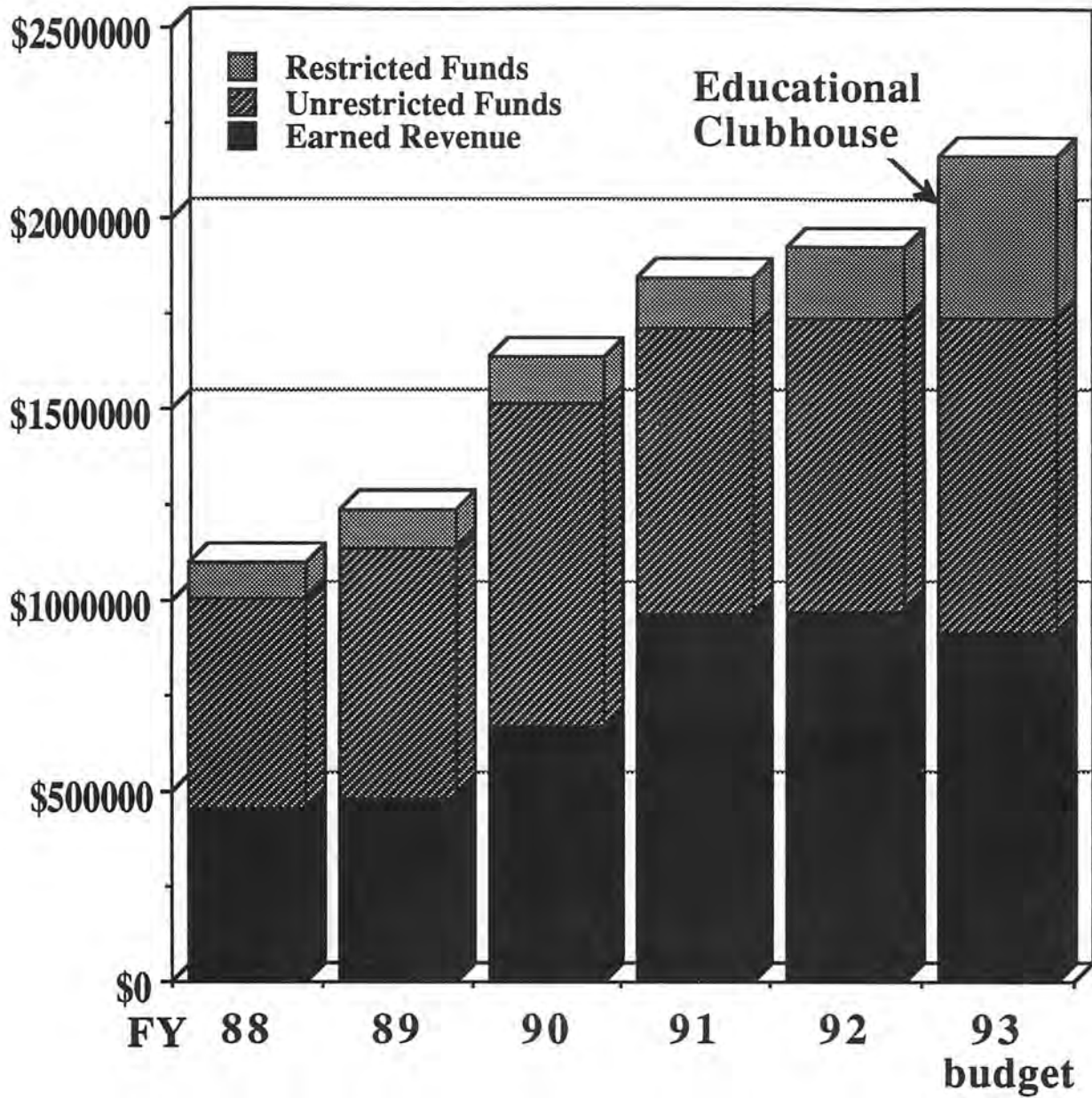
FY93 Goals

- fund and develop Computer Clubhouse
- hold temporary exhibits:
 - Silicon Sailing
 - History of Programming Languages
 - additional exhibit for June 1993
- plan and start development of The Networked Society exhibit
- refurbish Smart Machines gallery
- meet second year goals of the Capital Campaign
- increase base of support:
 - membership fund
 - corporate membership
 - Computer Bowl

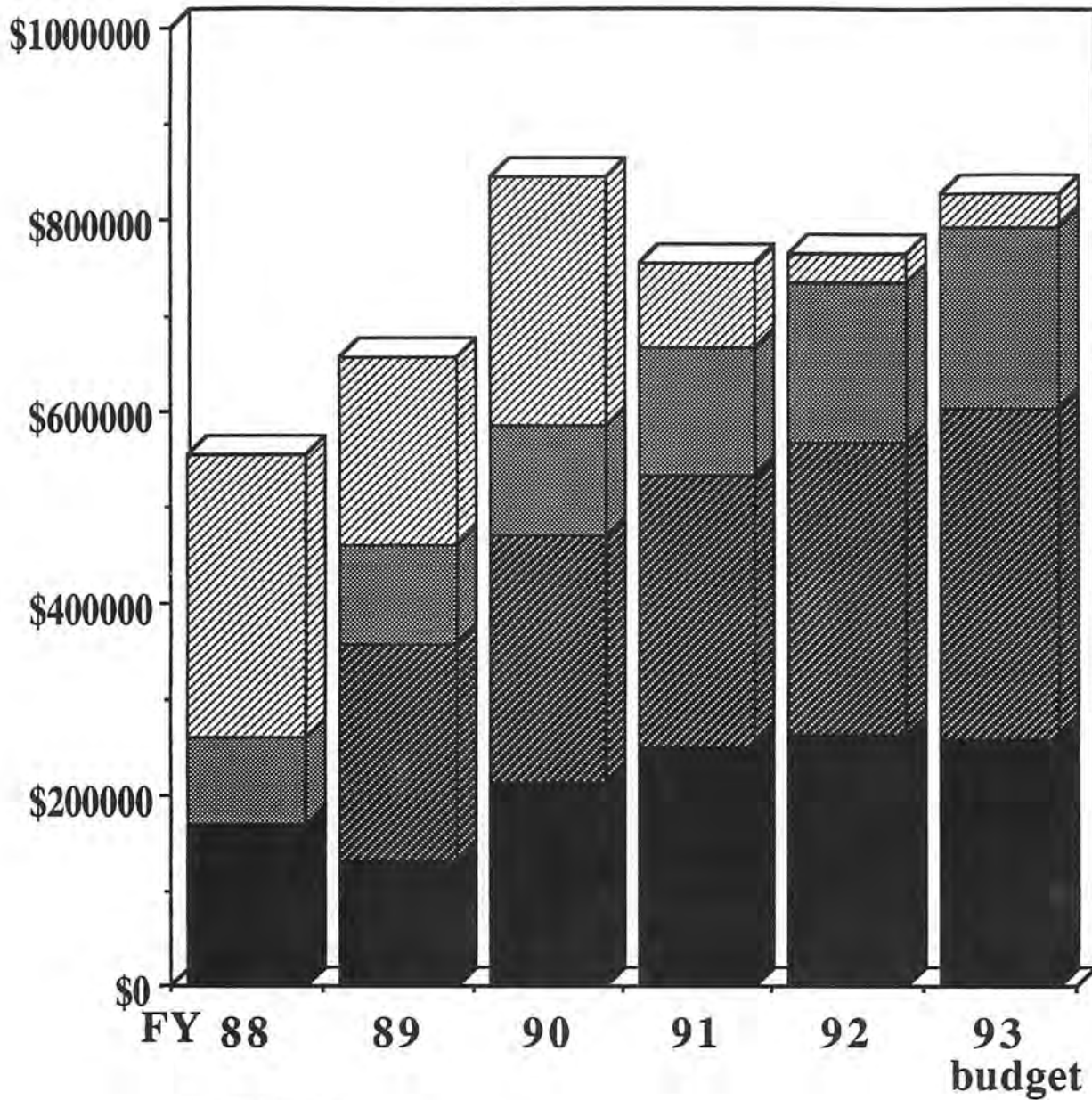
The Computer Museum Visitors



The Computer Museum Operating Revenues



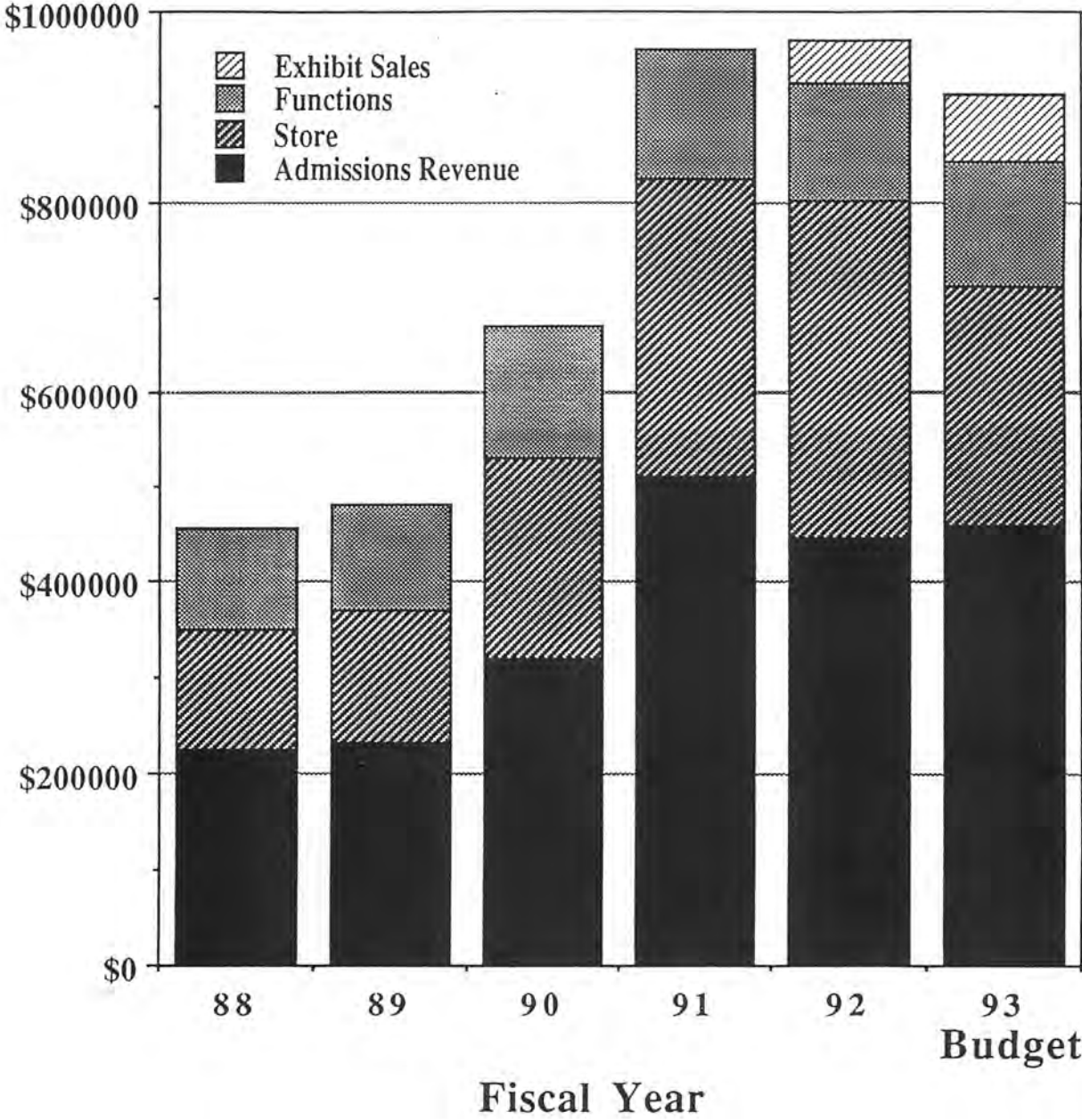
The Computer Museum Unrestricted Operating Revenues



- ▨ Other *
- ▩ Membership Fund
- ▧ Bowl
- Corp Govt Fndtn

* includes major unrestricted Board gifts

The Computer Museum Earned Revenue Streams



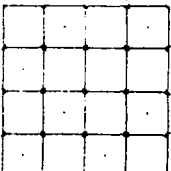
The Computer Museum

500 Congress Street
Boston, MA 02210

617-424-2900

J. THOMAS FRANKLIN

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



The Capital Campaign for The Computer Museum

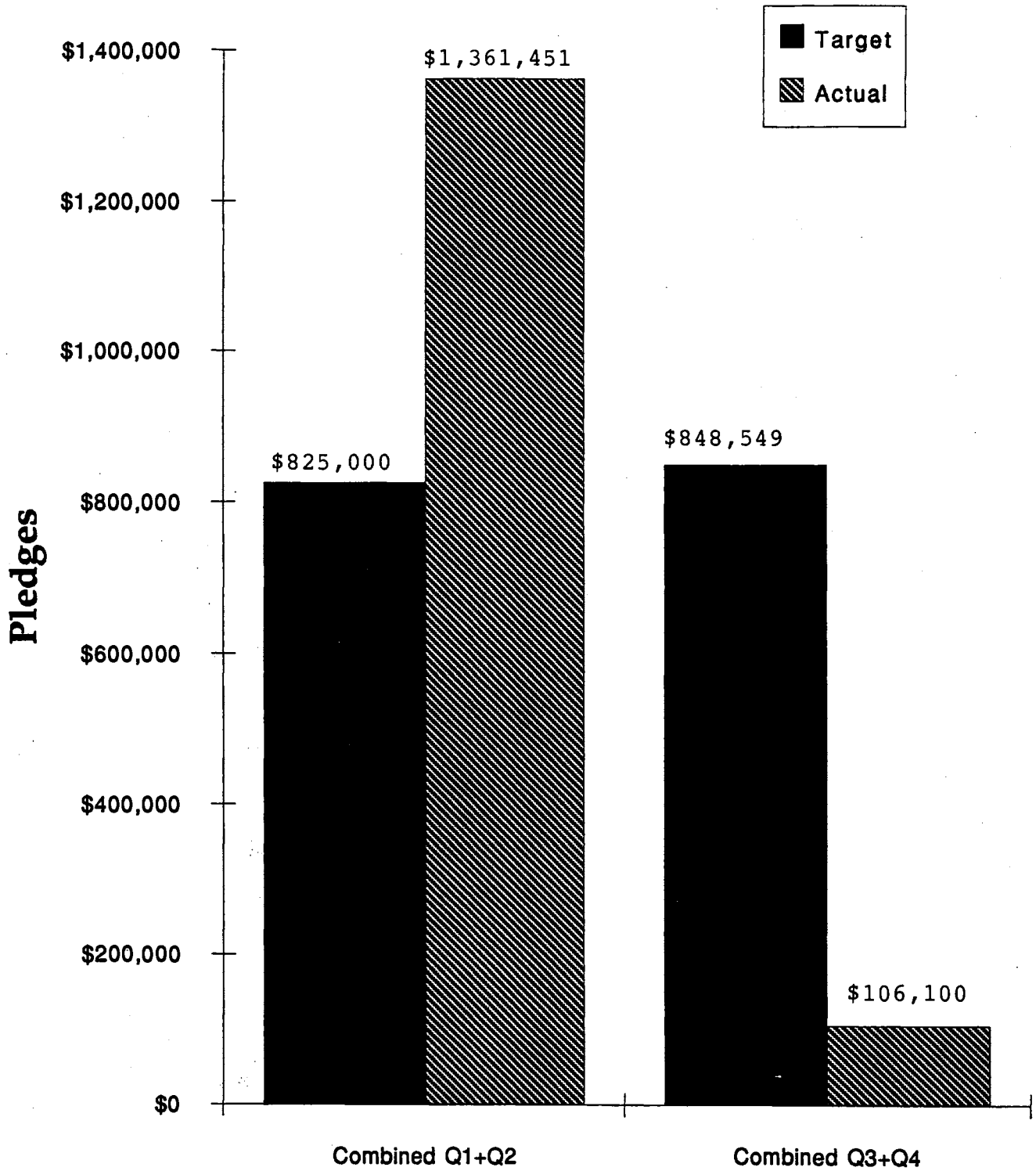
Report to the Board

June 12, 1992

Agenda

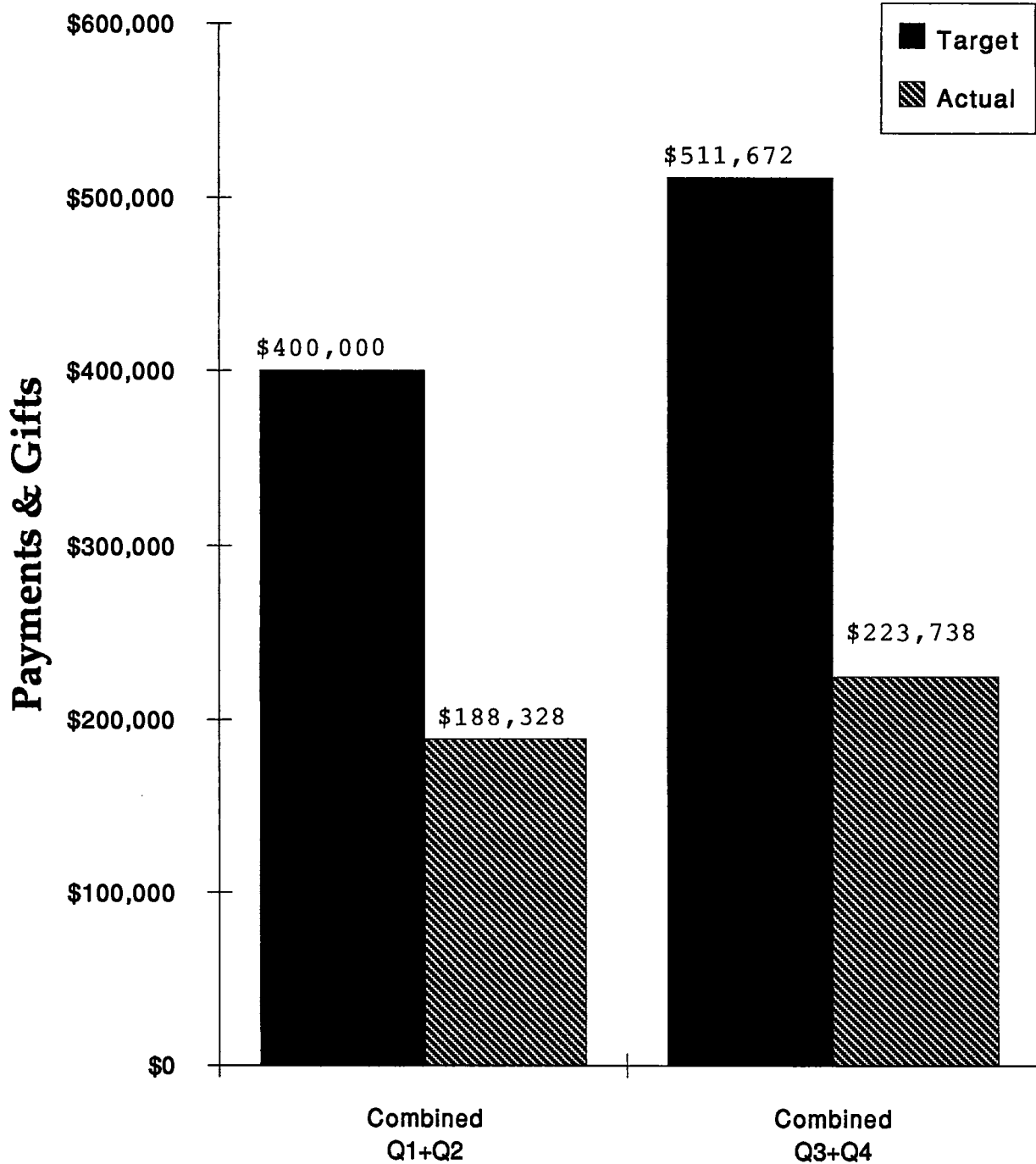
1. Pledge Performance
2. Cash Performance
3. Progress since February Board meeting
4. Discussion and Questions

FY92 Pledge Performance



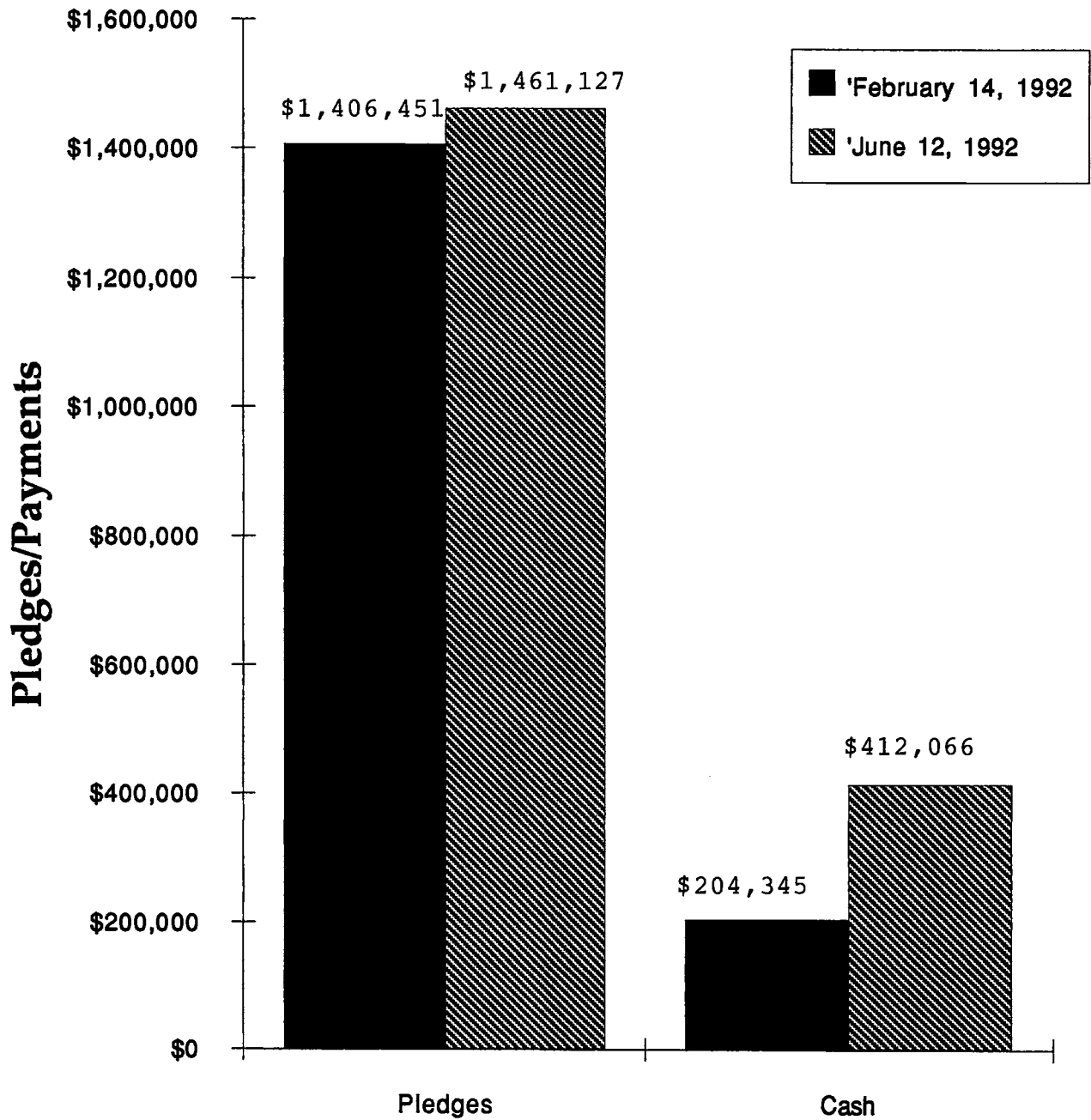
Target vs. Actual Pledge Performance

FY92 Cash Performance



Target Vs. Actual Performance

Progress Since Last Board Meeting



FY92 Pledge and Cash Performance

The Capital Campaign for The Computer Museum

Report to the Board

June 12, 1992

- Volunteer Effort
- "TARGET 100"
- Campaign Timetable
- Pledge Objectives
 - Next three years
 - Mix and type

The Capital Campaign for The Computer Museum

Report to the Board

June 12, 1992

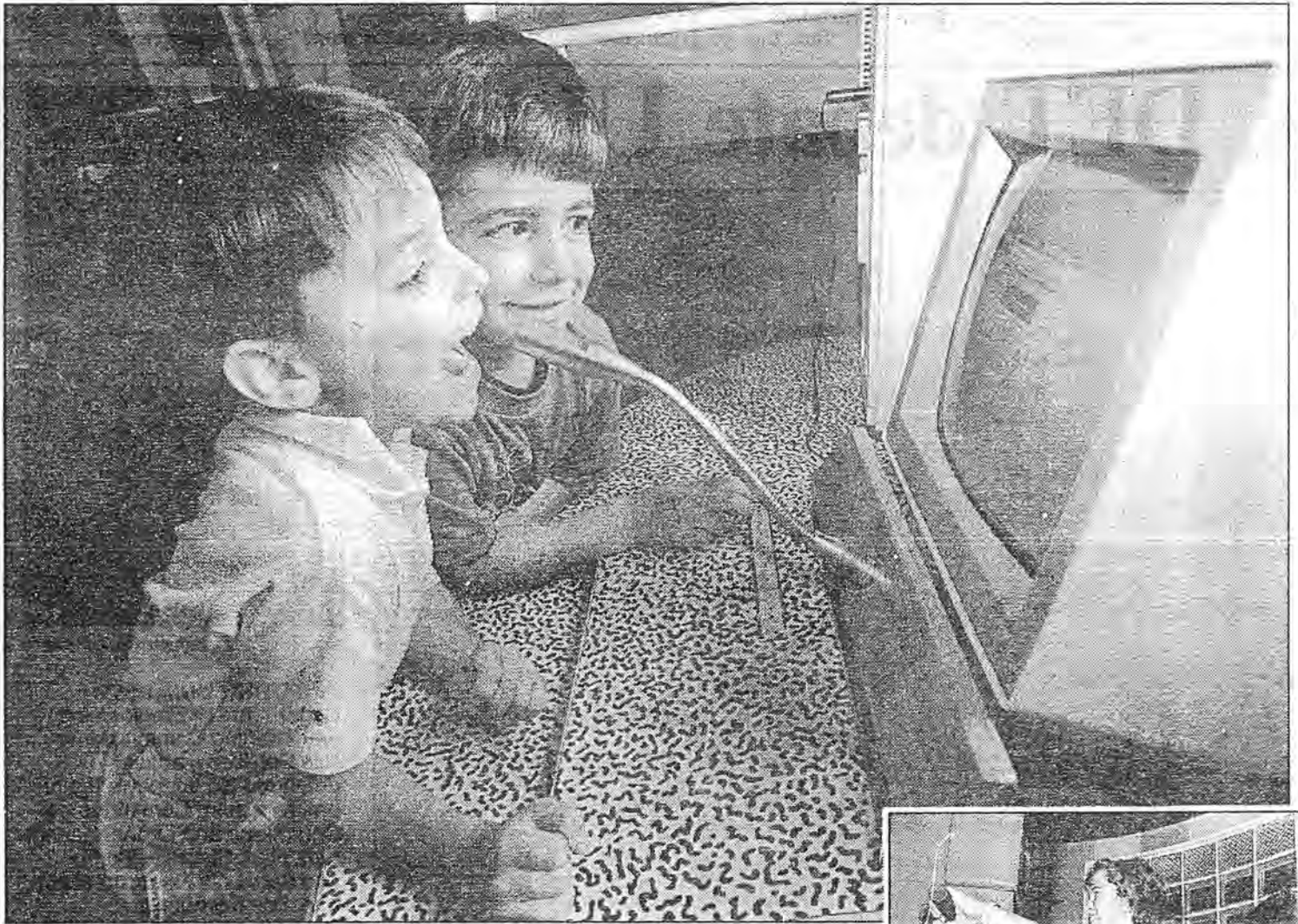
Needs from the Board:

- **100% Participation**
- **Assistance with Corporate Giving**
- **Assistance with Cultivation**

THE BOSTON HERALD

June 11, 1992

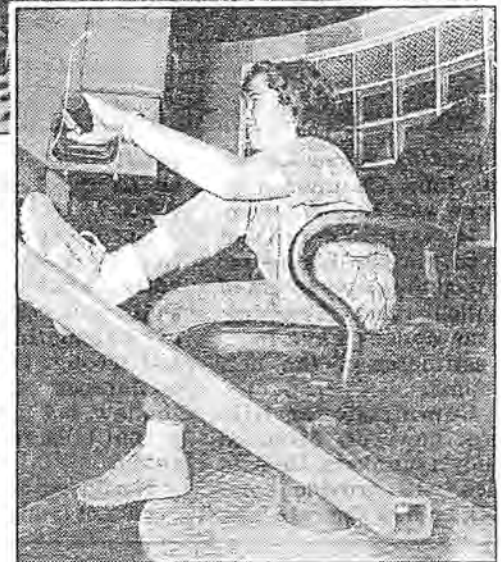
Circ: 355,355



PC PARADE

lar exhibit highlighting the versatility of the PC, on June 13. Above, Matt Touma, 5, of Salem, N.H. and his friend T.J. Hatem of Methuen record their voices on a computer, and then listen to them being played back. Right, Anne Haig of Arlington tests a virtual reality computer simulator, which swivels 360 degrees. At another station, visitors can draw by pointing a giant laser-guided wand at a projection of a paint program on a wall. A different section allows visitors to perform chemical experiments involving potentially harmful explosions in complete safety, using a videodisc controlled by a personal computer to change the speed of chemical reactions. The opening of "Tools & Toys" launches a year of special events celebrating the museum's 10th anniversary.

Staff photos by Renee DeKorã



THE BOSTON GLOBE
June 10, 1992
Circ: 516,981

Happy, tired sailor ends a dream trip

Brings a can-do message for children

By Shay Studley
CONTRIBUTING REPORTER

On his 27,000-mile voyage around the world, William Pinkney remembers frightening fog that left him praying that larger vessels would not hit him; waves that tossed the 47-foot cutter onto its side and arduous tasks that under normal circumstances demanded the hands of two or more men.

But yesterday, Pinkney, 57, the first African-American to sail solo around the world, was simply happy, although tired, as he made his way into Boston Harbor to an exuberant reception, ending a trip that started Aug. 5, 1990.

When he was asked how his trip went, Pinkney yelled from the boat, "The boat's name," Commitment, "speaks for itself."

About 4,000 students and 50 teachers from 20 schools in Greater Boston have integrated Pinkney's journey into their ongoing curriculum, part of the Boston Voyages in Learning Education Program.

"That's what kept me going," said Pinkney, pointing to the hundreds of area schoolchildren standing on the dock, many of them holding handmade signs and cards.

As he docked Commitment on Pier 1 at Charlestown Navy Yard at 11:50 a.m., Pinkney said, "I'd do it again tomorrow if I could."

"I was able to touch positively the lives of other human beings. With proper education, perseverance and a dream, you can make anything happen in life."

During past visits to local schools, the Chicago-born Pinkney, who gave up a marketing executive's career to pursue his round-the-world quest, had encouraged young people to "go after their dreams, no matter what anyone else tells you."

"I'm a perfect example that if you put your mind to something, it can be done," he said.

His wife, Ina, echoed his sentiment.

"It's possible for a dream to come true regardless of the color of your skin, and here he is to prove it," she said. "This is Bill's metaphor for life ... it's magical."

An exhibit, sponsored by the Boston Computer Museum and Boston Voyages in Learning, tracked Pinkney as he sailed the final leg of his circumnavigation of the world.

Area students pinpointed his longitude and latitude each day on a map displayed prominently in class, wrote poems imagining how it would be to sail the world alone, and used figures taken from Pinkney's journey in mathematical equations.

"My class pretended to be Captain Pinkney in journals," said third-grade teacher Toni Malfa of the Dennis C. Haley School in Boston. "Many even pretended that they met up with sharks. Of course that didn't happen to Bill, but it's great for their imagination."

Many of the children seemed to form a deep affinity with Pinkney as a result of the program.

"I think he's a great guy," said Bildade Augustin, 8, of the Haley School. "I wouldn't have that much guts."

"We've very proud of him," said Arielle Cecala, 8, who also attends the Haley School. "He's such a great man. He really made learning fun."

"I have been waiting a long time to see this man," said Khalilah Horton, 13, a student at the McCormack Middle School in Dorchester.

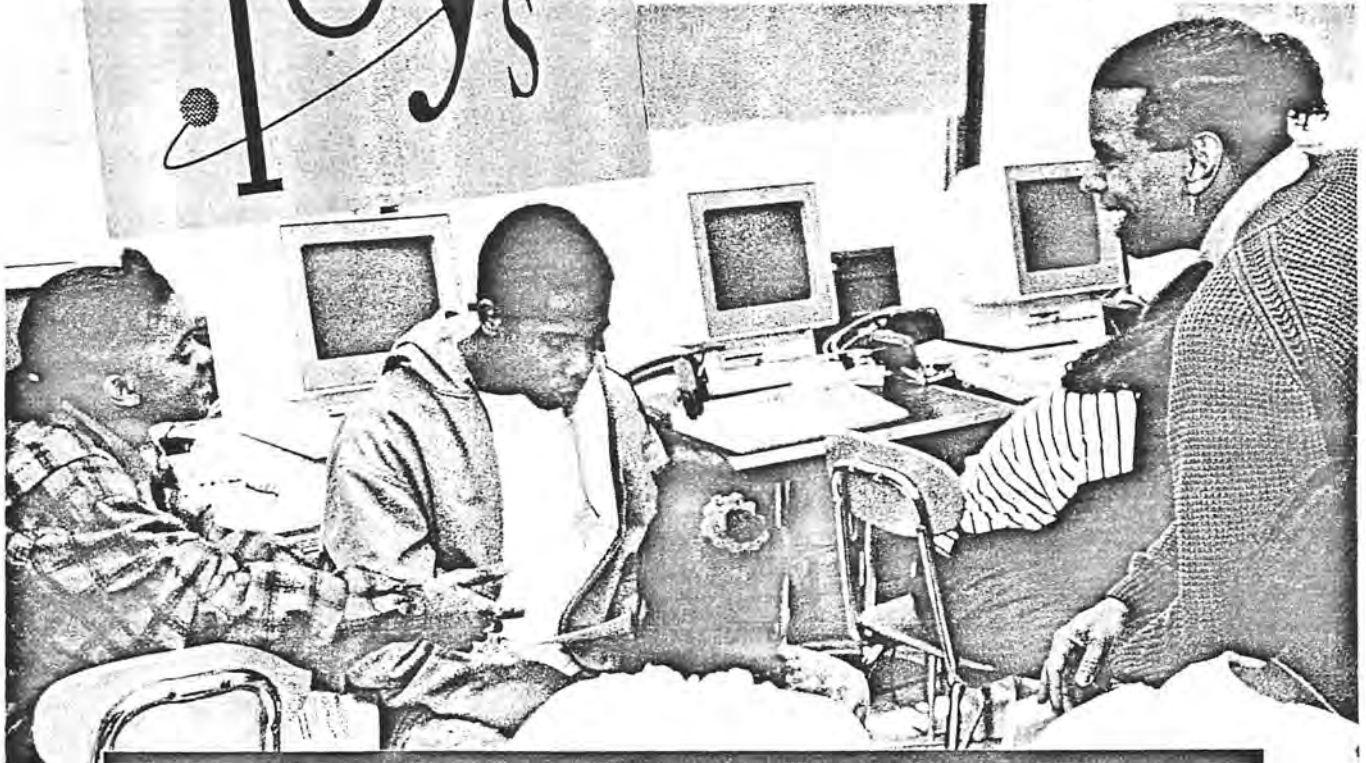
"I want to ask him what kind of food he ate, how he ever slept and was he lonely out there," said Horton.

The incorporation of Pinkney's experience into classrooms has also made teaching easier and more effective, according to Malfa. "The biggest thing is that they have been part of history. To read books isn't that relevant."

"He's been a good hero," she said. "He really caters to the children."

Teresa A. Martin
Photos by Neal Hamberg

Noah Southall of The Computer Museum's Education Department discusses the text of exhibit signs with Martin Luther King School eighth-grade computer students.



The Amazing Personal Computer

A new "can do" exhibit computes the possibilities

(BOSTON) I grew up B.C.—Before Computers. Well, technically speaking, computers did exist, but they lived in some distant cave where they crunched numbers, spit out names, and never, ever made a mistake. They were mysterious, they were awe-inspiring, they were powerful, but they were most certainly not fun.

In the years since, computers have worked their way into most of our lives. Today, there are over 120 million personal computers worldwide, and one out of every three people in the United States uses one. A computer hums in 27 million American households, one rests on the desks of 28 million American workers, and 95 percent of American schools have used computers as teaching tools.

But even though they've become smaller and are a near-ubiquitous fixture on our desks (and even on our laps), by and large the computer still represents work and responsibility and is capable of generating more than a little anxiety, even for those of use who work with one from day to day.

The Computer Museum in Boston wants to change all that—or at least give us a leg up—and with its newest exhibit, it just might succeed. When *Tools & Toys: The Amazing Personal Computer* opens to the public on June 13, it puts the ever-present desktop computer front and center.

The new 3,600-square-foot, \$1 million project uses a touch-and-feel approach to illustrate the vast possibilities of the machine's capabilities. Its origins lie in the decade-old BCS-sponsored Computer Discovery Center concept of demystifying computers for the non-technical user, and it draws on a combination of intriguing activities and easy-to-understand explanations to make the sometimes-fearsome computer feel friendly.

Built with funding from, among others, Microsoft founder William H. Gates III, the Kapor Family Foundation, Apple co-founder Steve Wozniak, Apple Computer Inc., Digital Equip-

ment Corporation, Raytheon Company, Cabot Corporation Foundation, and 3Com Corporation, as well as the expertise of dozens of volunteers, the exhibit successfully combines everyday computer tools and exciting but not-yet-widely-available technologies such as pen interfaces and virtual reality to vividly show the versatility of the personal computer for work, learning, communication, and—last but certainly not least—fun.

Reach Out and Touch Some Bit

The focus on the exhibit is on “doing it”—using a computer, that is. Interactivity is the watchword, and visitors have 35 different work areas to go heavily “hands-on” in.

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

Greschler points out that this exploration fits in neatly with the museum’s other offerings. “We have exhibits on the history of the computer, on artificial intelligence, on high-end graphics. The Walk-Through Computer shows how a computer works. Up to this point, we haven’t really answered WHAT can I do with this computer?”

Tools & Toys, offers a clear answer: You can do just about anything. During a visit, one can do the following:

- Create a picture
 - Make a video starring yourself
 - Talk to the computer
 - Play computer games
 - Perform explosive chemical experiments
 - Plan an ant colony
 - Plan a wedding
 - Explore virtual reality
- And that’s just for starters.

Septet of Exploration

In developing Tools & Toys, The Computer Museum wanted to encourage visitors to draw, pound, type, and playfully explore the range of possibilities brought about by the computer. To do so, it divided the exhibit area into seven “rooms,” each dedicated to one type of computer work. As befits the title word “toys,” these rooms aren’t small grey computer cells. Instead,

they’re the sort of rooms you’d expect to find inside an animation cell. Angled windows, slanted walls, vivid reds and yellows and teals and blacks, coupled with curved clear glass block walls create an exciting environment that feels larger and more open than its square footage alone indicates.

Each area houses multiple workstations, representing a wide cross-section of hardware and software—some not yet commercially available—and demonstrating variations on the room’s theme. Work areas are set up so that small groups can easily share each



MAKING PICTURES



Nancy Boland, education assistant at the museum, asks students what their concept of a computer would be.

other’s experiences and take turns using the computers.

In the first room, *Making Pictures*, the emphasis is on creating images—drawings, pictures, and video. Computer graffiti lets you draw on the wall without penalty. Video capture and image manipulation lets you walk on the moon and star in your own movie. Always wanted to make cartoons? Now you can. And be sure to set aside time to sample the world of interactive graphics through the wonders of virtual reality.



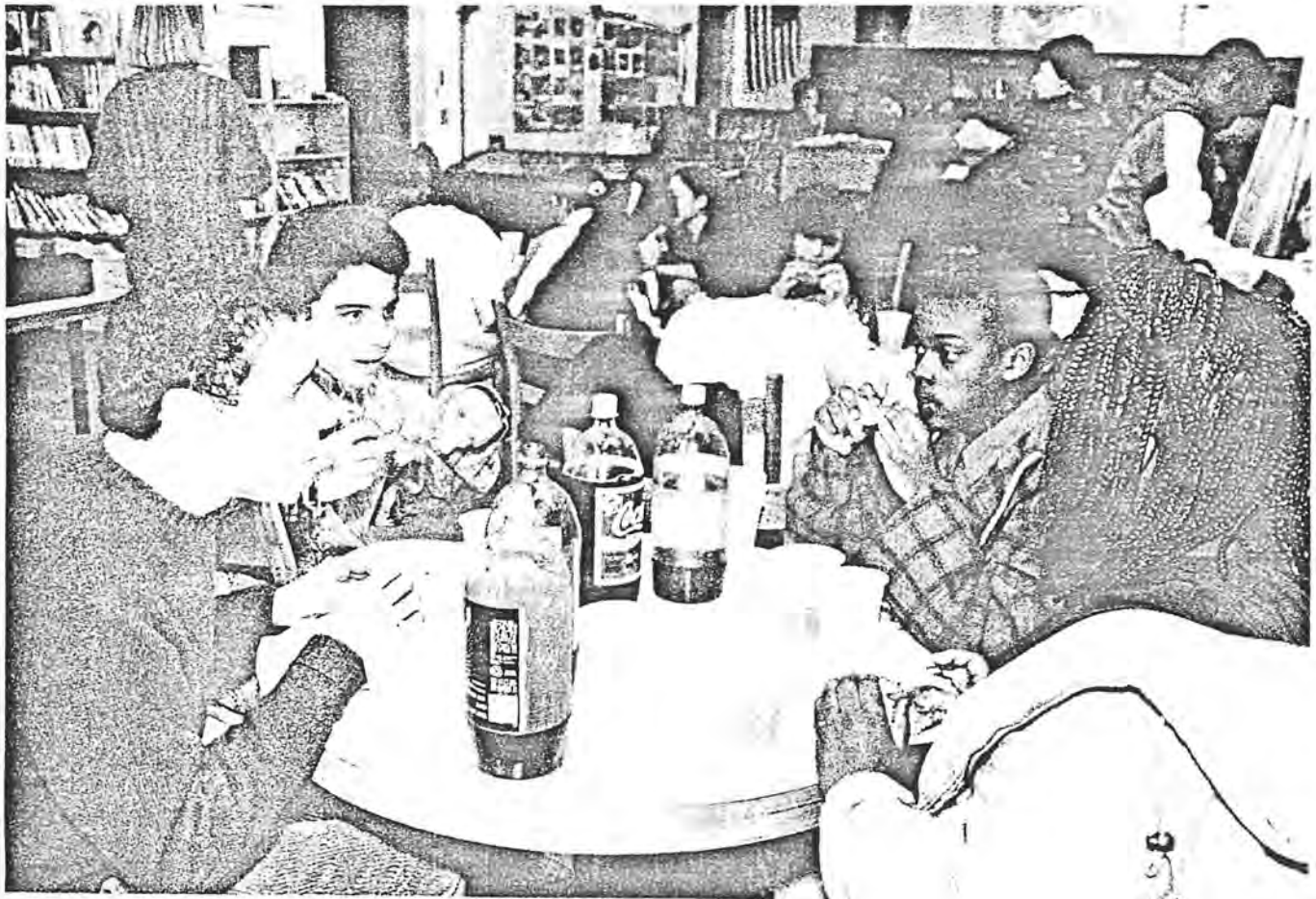
MAKING SOUND

Images lead naturally to text, and *Writing* is the second stop. Here, you can work with a pen-based system, test the grammar

The computer still represents
work and responsibility
and is capable
of generating
more than a little anxiety,
even for those of us who work
with one from day to day.

of famous quotations, check out alternative input devices that let computers adapt to the needs of disabled individuals, and print your name in different typefaces—or even in hieroglyphics or braille.

Exhibit developer David Greschler shares a pizza "power lunch" with students at the Martin Luther King School Library as they discuss the "Tools & Toys" exhibit.



As you write the Great American Novel or the script to Broadway's Next Big Hit, you can hear music emanating from the room next door. When you're ready to record the soundtrack to your literary work-in-progress, move on to the *Making Sounds* area. Here, you become a musician, a sound engineer, and a music producer. Through MIDI technology, you create, record, and play back your own musical masterpieces. Voice synthe-

sizers and sound samplers give the growing area of sound technology a new beat.

Adding It Up lets you fantasize on where and how you'd spend a million dollars and along the way shows you the tools people use to keep track of numbers—from the abacuses, slide rules, and adding machines of the past to the spreadsheets and other software of the Information Age. Weddings and chemical



explosions may or may not have anything in common, but in *Exploring Information*, it becomes clear that the computer can help plan both. The focus of this area is working with data in its many forms. Project planners, database software, data searches, and online research are terms that take on practical overtones as you use them for real.

Sharing Ideas profiles networking and the power of "groupware." Instead of encouraging people to blow each other out of the electronic universe, this area encourages cooperation and group puzzle-solving, as well as showing the fun of E-mail.

Finally comes the category that's just for fun. *Playing Games* includes a variety of games, including a custom-created flight simulator (early reviews give a big "wings up" to this one), as well as several arcade-style and thinking-style games.

Is That All There Is?

If the bulk of the exhibit is dedicated to the principle of "I did it," the final stop is designed to make visitors ask, "What else can I do?" *Where Do I Go From Here?* offers a place to browse through computer-related books and magazines as well as databases that list computer organizations (such as the BCS) and other computer resources.

"The idea of a resource center was there from the beginning," says Jonathan Rotenberg, BCS founder and chairman. "We always saw discovery as the first step, and the Discovery Center as a place whose job wouldn't be complete unless people went away knowing what the next steps are."



SHARING IDEAS



Above: Ted Groves, exhibit designer, goes over the fine points with one of the carpenters.

Left: Designer Asa Chibas looks over the shoulders of Martin Luther King School students reviewing text for exhibit signs.

Issues of the Hour

Because computers are so much a part of life, another goal of the exhibit is to make people stop and think as they work. For example, merging a picture of yourself with a picture of the lunar surface is fun to do, but should it be done? What if you pub-

The exhibit successfully combines every-day computer tools and exciting but not-yet-widely-available technologies.

lished the picture and said you were on the moon? How easily can we make pictures lie? What about the merits of computers—do they really help us do our work better? Does a spell checker create a better book or just a lazier writer? If we have multi-media, do we need printed matter?

"We also wanted to raise questions and issues," says Greschler. "We have debate panels throughout, which raise topics such as 'can/should computers replace books?' There are little thoughtlets of opinions that people can read and take as a starting point for having discussions themselves. For school groups, we want to have these debate questions available to the groups before they visit, so they can discuss them, then explore them further here."

Other presentations intermixed with the live computers explain basic computer topics, such as hardware versus software, what is an operating system, what is a word processor, and what makes a computer virus. These are underlying areas of knowledge that many people don't fully understand and want to learn more about, explains Greschler.



User-Tested

Visitors to any museum are not exactly endowed with great patience when an exhibit doesn't work—they've paid their money and want the goods. Software being software, support

The BCS Connection in Tools & Toys

The exhibit that opens at The Computer Museum on June 13 is the realization of over a decade of planning by The Boston Computer Society.

According to BCS chairman and founder Jonathan Rotenberg, the original mission of the BCS when it was started in 1977 was to demystify computers for the non-technical user and to help people figure out what they could do with a computer in their home or business.

The organization grew, and by 1980, the BCS Board of Directors realized that most of the BCS's services were geared toward the more sophisticated user, and, thus, were not meeting the original goal set forth by the Society. For several years, the group wrestled with the problem, considering, among other solutions, setting up storefront facilities where people could

come and participate in inexpensive workshops.

Around the same time, Jim Zien, one of the founders of the Museum Wharf version of Boston's Children's Museum, had been thinking about a center where people could come to learn more about computers. He envisioned something that would do for computers what science museums did for science and technology. His vision and the BCS vision seemed to mesh; it was agreed that Zien would do fundraising and planning while the BCS would provide some initial seed money for the project, which was named Computer Discovery Center.

The group began the process of assembling a committee and searching for a site at little or no cost. Meanwhile, out in Marlboro, Mass., Digital Equipment Corporation had given over a lobby in one of

its buildings to display computer and corporate artifacts. As the collection grew, it became clear that there was a real need to build a computer museum so that these artifacts would not be lost.

In 1984, all three pieces—the BCS, Computer Discovery Center, and the Digital collection—came together when the Transportation Museum moved out of Museum Wharf, opening up prime museum space. It was an opportunity that could not be passed up. The Computer Museum, with its historical slant, fit very nicely with Computer Discovery Center. The museum as we know it today was founded, and planning began for what would ultimately become *Tools & Toys: The Amazing Personal Computer*.

"It took a little bit longer than we originally planned, and it has changed names

once again, but the concept is very much intact as being a place where people can discover all the things personal computers can do, and, specifically, what the computer can do for them in their lives," says Rotenberg. "It is what we had envisioned."

Rotenberg notes that much of the development of the concept came from BCS volunteers. "It is something that is very much the product of the vast energy and talent of BCS members," he notes.

He also points out that BCS members get a free admission pass to The Computer Museum in their membership package—and that many members don't take advantage of it.

"Go to the museum!" he urges, "If you haven't seen it since it first opened, you'll be surprised how much it has changed."

—T. A. M.



of an interactive exhibit this size was a very real concern for museum staff. After all, a computer installation incorporating IBM and DEC PCs, Apple Macintoshes, an Apple II, Amiga PCs, a GRID system, notebook computers, and a host of peripheral devices, used by hundreds of different—and often novice—users daily, would give even the most intrepid system manager a few worry-filled sleepless nights. That's one of the reasons that the software has undergone an unusually arduous test—by real

users in the museum environment.

This type of testing is called formative evaluation by those in the education industry. Formative evaluation goes beyond the traditional computer industry alpha/beta site to examine not only how a product works, but also how users respond to it. It applies to both the functionality and the contents of a product. This type of research is itself a tried and true concept; one of the reasons *Sesame Street* has been so continuously successful with its audience is its extensive use of formative evaluation.

"Evaluation is a fundamental part of design," explains exhibit designer Greschler. "You design up to a point, then you test it."

In Tools & Toys' case, evaluation took place in an area named Exhibit Lab. For nearly six months, the sparsely-decorated, modest prototype area located on the museum's fifth floor was home to the Tools & Toys road test and open to the general pub-

lic. If something could possibly go wrong, it did. If a twist or turn could leave a user behind, someone found that twist. If a problem or presentation was dull, the museum heard about it. Hundreds of evaluations later, the software has been altered to reflect what its users wanted, and its shakes and rattles have been repaired and tested in triplicate.

.....

The BCS User Interface Group came twice and acted as a focus group for many of the exhibit's presentation ideas.


.....

"We watched how people used the software," says exhibit designer Greschler. "We put it on the floor and watched what people did with it. Exhibit Lab was a wonderful way to evaluate the functional issues, but more important, to see if the activity worked as a concept. For example, with the image processing concept, I knew within two days that it worked. But there were other things that we had to go back and redesign."

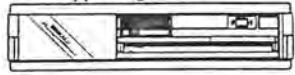
ELECTRONIC PUBLISHING

- 1200 or 2400 dpi output to RC paper or film
- Color separations
- Color proofs, Scanning
- Telecommunications

IMPROVE YOUR IMAGE



Now Supporting the Bernoulli 90



PRESENTATION

Slides/Color Prints/Viewgraphs from Mac or PC
Persuasion, Harvard Graphics, Lotus Freelance, PowerPoint, 35mm Express, etc. ...

GRAPHICS

Boston Business Graphics
Your Graphics Technology Partner

300 Wildwood Street, Woburn, MA 01801
617 938 6525 Fax: 617 938 0775 Modem: 617 932 3253

10% DISCOUNT FOR ALL BCS MEMBERS
617 938 6525

Certified Apple Partner, Authorized Adobe / Agfa / Tektronix Reseller

Going to School, Too

The museum also turned to outside advisory groups for help. For example, the BCS User Interface Group came twice and acted as a focus group for many of the exhibit's presentation ideas. But the most unusual advisory group was a class of eighth graders from Boston's Martin Luther King Jr. Middle School.

The 22-student computer class served as the exhibit's official student advisory team throughout project development. They tested software and gave feedback on the planned physical layout, and, in return, received a year's family membership to the museum.



WHERE DO I GO
FROM HERE

"The kids were great," says computer teacher Karen Fitzpatrick of her class's work on the project. "They'd say this is sooooo boring or this is really fun but the screen's too small. The bilingual kids wanted to know why everything was only in English. When we came back to the museum a month later, the museum had made several of the changes. They really took the kid's advice into the development of the exhibit, and the kids were impressed that adults actually listened to what they had to say."

"It's been a terrific experience for us," says the museum's director of exhibits, Greg Welch, adding that he'd like to see a similar advisory group on future projects.

"Their feedback has been really eye-opening. For example, we tried to simplify everything, but the kids came in and said 'it's too easy, make it more challenging.'"

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

Happy Tenth

Tools & Toys would be an exciting addition at any time, but it is especially relevant this summer—its debut kicks off a year of special events marking the museum's tenth birthday.

It is only fitting that The Computer Museum should celebrate its first decade by going back to its roots and asking the question that launched it in the first place: Why care about computers at all? With Tools & Toys, the answer is there on the fifth floor—because they are great tools *and* great toys and they've changed our lives forever. ☐

Teresa A. Martin is a Medford, Mass.-based freelance writer who reports on a variety of computer, technology, and societal topics. Copyright 1992 by Teresa A. Martin.

Neal Hamberg is a professional photographer. Photos Copyright 1992 by Neal Hamberg.



In celebration of the BCS's 15th Anniversary
and the opening of "Tools & Toys,"
we invite you and your family to:

BCS Day At Tools & Toys

Sunday, June 21, 1992
The Computer Museum

All BCS members will be admitted free to the museum that day with their membership card. All non-members will receive \$1.00 off regular admission prices. (Limit 5 non-members with every member. June 21 only.) Museum hours are 10:00 a.m.–5:00 p.m. Join fellow members for refreshments in the auditorium from 1:30 p.m.–3:00 p.m. Hope to see you there!

The Computer Museum

300 Congress Street
Boston, MA 02210

Admit One BCS Member

Must be presented with a valid BCS membership card.

Present your membership card at the museum shop for a special gift!

enRoute

YOUR COMPLIMENTARY IN-FLIGHT MAGAZINE ■ VOTRE REVUE DE BORD GRATUITE ■ JUNE ■ JUIN 1992

Dispatches

Walk on Byte

It's a computerphile's dream come true. A giant, walk-through computer. Fantasy, you say, straight out of a science fiction movie.

Well, think again. There really is such a beast at The Computer Museum in Boston. The Walk-Through Computer, one of about 100 interactive displays in the museum, takes up nearly 500 square metres (5,300 square feet) and is two storeys high. Visitors can walk inside it and view its guts and systems. Modelled after, but 50 times the size of, a regular desktop computer, the Walk-Through has a keyboard running the length of 7.6 metres (25 feet) and individual keys large enough to sit on—a practice highly discouraged, however, by museum staff.

The museum began in 1974 when Ken Olsen, founder of Digital Equipment Corp.,



and Bob Everett, then-president of MITRE Corp., rescued an early model of an MIT Whirlwind computer from the scrap heap because they thought that it was an important part of technological history. Since then, the collection has grown to include some 1,500 artifacts, and the museum has become a star attraction on Boston's waterfront, luring about 150,000 visitors a year.

New this month is an exhibit of versatile PCs that can do everything, from creating an imaginary 3-D world on-screen to designing music and video productions.

Admission: adults, \$6; seniors and students, \$5; children under five, free. 300 Congress St., Boston. For details, call the talking computer, 617/423-6758. — DEBRA BLACK

PAUL WILLIAMS PHOTOGRAPHY

Dépêches

Visite aux bits

Le rêve du mordu de l'informatique: un ordinateur géant où l'on peut circuler. De la science-fiction, me direz-vous en haussant les épaules.

Croyez-vous? On en trouve pourtant un au Computer Museum de Boston. Son Walk-Through Computer, une de ses 100 et quelques pièces d'exposition interactives, occupe une superficie de près de 500 mètres carrés sur une hauteur de deux étages. On peut y pénétrer pour en examiner les rouages et les systèmes. Construit sur le modèle d'un ordinateur de table, mais 50 fois plus gros, le Walk-Through possède un clavier d'une longueur de 7,6 mètres. Le mécanisme d'entraînement des disques tourne à 48 km/h et les câbles à rubans pèsent 680 kg.



Le musée a ouvert ses portes en 1974, à l'époque où Ken Olsen, fondateur de Digital Equipment Corp., et Bob Everett, alors président de MITRE Corp., sauvèrent un des premiers ordinateurs MIT Whirlwind du tas de ferraille parce qu'ils y voyaient un important témoin de l'histoire de l'informatique. La collection a grossi; elle compte maintenant quelque 1 500 artefacts, et le musée est devenu une grande attraction qui attire 150 000 visiteurs environ par an.

Ce mois-ci, on y verra des PC polyvalents capables de tout, créer un monde tridimensionnel imaginaire à l'écran ou composer de la musique et des productions vidéo.

L'été, le musée est ouvert de 10 h à 17 h tous les jours, sauf le vendredi où il l'est de 10 h à 21 h. Entrée: adultes 6 \$, personnes âgées et étudiants 5 \$, libre pour les enfants de moins de cinq ans. 300 Congress Street, Boston. Pour plus de renseignements, appeler l'ordinateur parlant au 617/423-6758. — DEBRA BLACK

A Byte Fight in Boston

High-tech titans square off in Computer Bowl

You think you're so smart. You get the answers right on "Jeopardy!" every night. You know the names of all seven dwarfs. But do you know the *other* "seven dwarfs"?—the seven computer companies that competed with giant IBM in the 1960s and '70s? Probably not. There exist mortals who, pausing but a nanosecond, would exclaim, "Sperry Rand, Control Data, Honeywell, RCA, NCR, GE and Burroughs!" They know their high-tech trivia because they live it, and they gathered last week for the Fourth Annual Computer Bowl—a sort of "Jeopardy!" for the bits-and-bytes set.

Of course, there are differences between the "Jeopardy!" show and the Computer Bowl: people who play "Jeopardy!" want to be millionaires. Many of the players in the Computer Bowl already are. The contest pits some of the best minds in computing against each other on an unabashedly trivial playing field. This isn't just some wonk-O-rama, though. It's all for a worthy technocause: the bowls have raised more than \$2 million for The Computer Museum in Boston. And each draws a mighty crowd: about 650 people were expected to watch the event in Boston this year, with an additional 250 linked by satellite in Silicon Valley at Xerox's Palo Alto Research Center and 300 more hooked up at Microsoft in Redmond, Wash. In mid-May, the event will air on the PBS show "Computer Chronicles."

The two teams—one representing the East Coast and the other representing the West—are drawn from the highest reaches of the computer industry and have included everyone from software zillionaire William Gates III of Microsoft to Mitchell Kapor, cofounder of Lotus Development Corp.—as well as venture capitalists, industry pundits and even a journalist or two. (No millionaires there.) These are the kinds of people who can answer questions ranging from the cultural (such as the name of the computer in the 1957 film "Desk Set," EMORAC) to the arcane (nam-



JOE CZOP—COMPUTER MUSEUM

A most valuable player: Microsoft cofounder Gates, moderating last year's tourney

ing the ASCII decimal equivalent of the escape key, which happens to be 27). The museum plays the event for full camp effect, drawing up garish promotional posters that make wrestling ads look sedate.

Strong incentive: Yet unlike pro wrestling, this contest is for real. Hell hath no fury like a techie refused a score. Journalist John Markoff of The New York Times still sounds miffed when he recalls the judges' call last year on a question about the BITNET computer network. (If you *must* know, he said that the acronym stood for Because It's Time, but the judges insisted on the full name, Because It's Time Network.) Microsoft cofounder Gates just about threw tantrums during his stint on the West team two years ago. Still, he earned the Most Valuable Player award; this time around, Gates asked the questions as the official bowl "examiner."

Besides their natural competitiveness, players have a strong incentive to win. "You'd get pretty embarrassed if you fail in front of the entire computer industry," says Heidi Roizen, head of software company T/Maker and captain of the 1991 West Coast team. So many of these busy, harried executives cram for the big show like college sophomores before the big final. Roizen recalls that last year Gates asked her how much studying she had done; she replied that you can't really study for trivia quizzes and had read only one book. Roizen says Gates upbraided her for being too laid back: "When I was on last year I read 11 books!" Roizen deadpans. "I guess that's why I run a \$10 million company and he's got an \$11 billion company." (Gates, rebutting through electronic mail, denies he read 11 books. He says he read three. "I've always found the history of computers to be really interesting, and the Computer Bowl gave me a good excuse to read books about it." So there.)

The 1992 bowl promised the usual quotient of chills, thrills and teraflops—but it also retained the event's sense of fun. The East Coasters wore tuxedos—with blinking red bow ties. The West Coast team, still smarting from last year's rout, 460-170, had prepped hard and sipped caffeine-rich Jolt cola. The strategy worked: the West won back the silver bowl with a score of 320-240.

The bowls won't last forever. In 1994, a final Championship Bowl will be played among the Most Valuable Players from the previous five bowls. Home editions of the game might appear—maybe even computer games, right? Like the Altair, the unfriendly box that made history in 1975 as the first personal computer, the competition might someday become the stuff of trivia contests itself. It will be part of the growing oral tradition of computing—and that's anything but trivial.

JOHN SCHWARTZ in Boston

Trivial? Not to Them

Bowl players are asked everything from the color of the floor stripe in the machine room at MIT's artificial-intelligence labs (yellow) to the hexadecimal equivalent of 27 (1B). Below, past questions:

- 1 What was the first home computer to sell a million units? The Apple II, the Commodore VIC-20 or the TRS-80?
- 2 Which of the following was not the name of a computer during the 1950s: Leprechauns, Mobidic, Babbage or MANIAC?
- 3 Most of us have heard the story of why we call something that interferes with the proper operations of a computer a bug. Can you tell us what computer pioneer discovered that bug? Can you tell us what kind of bug it was? In what computer did she find it?

ANSWERS: (1) Commodore VIC-20; (2) Babbage; (3) Grace Hopper; a moth; Harvard's Mark II

Boston for kids

The city is child-friendly for summer

By Richard P. Carpenter
GLOBE STAFF

Kevin is seven and he thinks Boston is heaven.

Kevin, last name McMullen, was visiting with his family from Ottumwa, Iowa, and his current stop was the Children's Museum.

He graciously from his attempts at blowing a soap bubble in creation he likes about Boston.

"This museum is the Children's Museum next door. The duckling statues were giggling in fun-house phantasies while others were pulling the bones of a friendly person rise and fall. Others were testing which type of top would spin the fastest. (Pssst, kids: Choose the heavier, wider ones.) Still others were pulling a make-believe small intestine out to its impressive full length or grossing themselves out at the toilet display. Many kids were making their way up a climbing sculpture, while in another area parents had a chance to watch their kids climb the walls for a change. The Discovery Bridge promotes racial and ethnic understanding in an entertaining way. But one of the most enthralling exhibits is "Teen Tokyo,"

at, appearances to the contrary, he is not a nerd.)

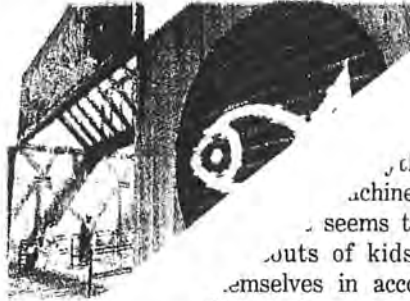
★ Meanwhile, outside the Computer Museum, a robotic voice was attracting youngsters and adults alike by estimating their height. Sometimes it would announce the height of a 5-foot-11 person as "11-foot-5" — a little robotic joke. Inside, a computer in a phone booth was giving directions to popular area attractions. Another computer, named Eliza, was giving psychological advice. Scavenger-hunt bags contained items that kids could seek while touring the museum. On one of the six floors, you could walk through a gigantic computer that actually worked. Among other things, it was telling people how to get from one country to another. And where else but the Computer Museum could you find a postcard picturing a microchip?

Those are merely two of dozens of attractions. Special walks for

whale-watch excursions and its four-story ocean tank. The Museum of Science entertains and educates with its hundreds of exhibitions — among them, a special dinosaur display — and the giant Omni theater. Dinosaurs are also on ferocious display in a special exhibit at the World Trade Center. In Charlestown, there's the USS Constitution, and in Brookline, the Puppet Showplace Theatre. The Museum of Fine Arts certainly isn't for adults only. And how about those Red Sox?

Moscaritolo said a number of families can combine business with pleasure in Boston: "While Mom is at a meeting or convention, Dad can be showing the kids around." And to Moscaritolo, a successful family visit to Boston could be the start of something big. In addition to providing much-needed togetherness for the family, it would give youngsters a pleasant introduction to the city. "Hopefully," said Moscaritolo, "they'll come back again. Then they'll go to school here. Then they'll come here to live. Then they'll set up businesses here. . . ."

Well, maybe. But even if they don't, youngsters are sure to have one fine time in Boston — a city that's happy to have them.



Boston Public Garden.



Height check at the Computer Museum.

youngsters are given along the Freedom Trail, Boston's second-most-popular tourist attraction (Faneuil Hall Marketplace is first). A "Make Way for Ducklings" tour follows the

footsteps of the fuzzy stars of the beloved children's book and includes the bronze duckling statues on Boston Common. The New England Aquarium has its dolphin shows,

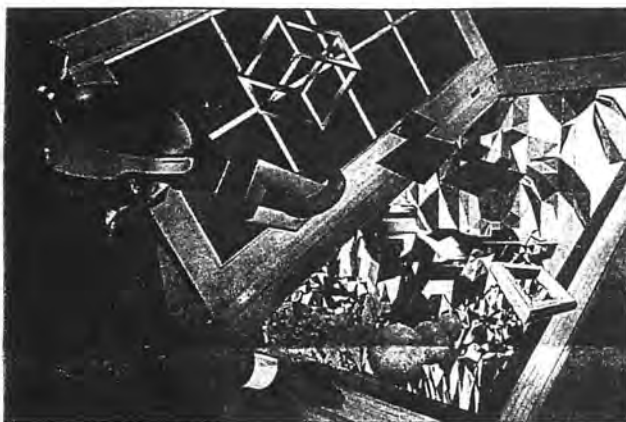
GLOBE STAFF PHOTOS / DAVID L. RYAN

Living Arts

THE BOSTON GLOBE
April 25, 1992
Circ: 516,981

Also Inside
TV and Radio 39

THE BOSTON GLOBE • SATURDAY, APRIL 25, 1992



Strap on a helmet, grab a joystick

Get real,

and enter a new world, all created

virtually

by a Computer Museum display

By Mark Muro
GLOBE STAFF

It's been called "the electronic equivalent of LSD."

You might disagree, though.

Instead, the remarkable high-tech experience of "virtual reality" — on display today only at Boston's Computer Museum — may make you feel more like a space-walker whose gyroscope has gone awry.

It's disorienting, this uncanny venture into a computer-generated landscape.

Joystick in hand, futuristic "Star Wars" helmet clamping tiny color video screens over your eyes, you stare into a shimmering imaginary "world" that represents the cutting edge of interactive computer graphics.

Over there, an imaginary painting hangs on an imaginary wall; "real" as the real world. Down below, a green-glowing video tree seems to wait, so you move your hand control to move toward it. Lurching, you seem to float past it, then drift some. Finally you pick the tree up by pointing a magic wand and pressing the button. As you do, you feel that you're moving the gleaming tree through space like an astronaut on one of those NASA missions.

It's like you're walking around inside a video game. It's as if you're floating in dreamspace while wide awake.

"Basically, we're giving people a glimpse of what's going to be in stores within years," explained Computer Museum executive director Oliver Strimpel. Yet Strimpel's enthusiasm paled before that of the cool technoids from America's high-tech frontier who'd actually de-

signed the new system and appeared in order to explain it to the press yesterday.

These executives — from California's Intel and Senses corporations — exhibited an almost messianic good cheer, because, after all, they've not only seen out, invented the future. Together, they've brought to the museum a system that combines Senses' software, standard personal computers and Intel 486 microprocessors into an array that makes virtual reality available through a regular PC for a mere \$25,000, compared to \$100,000 for previous models.

"What we've done is construct a basically straight-forward system to produce a powerful virtual reality experience for not much money," noted Senses' president Tom Condl as he strapped on the device, report-

DEALING IN 1992



Noah Southall helps James Douglas of Worcester Magazine explore "virtual reality."

GLOBE STAFF PHOTO. JAMES KURTZ

Get real, virtually

■ REALITY

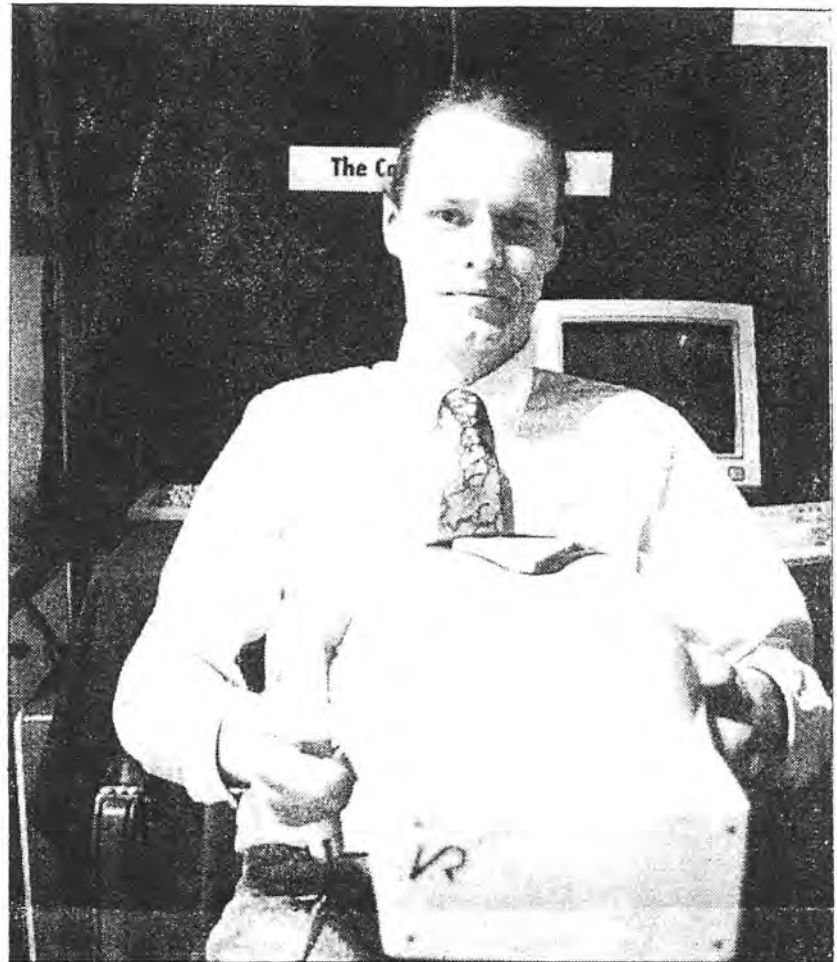
Continued from Page 33

er into the space helmet yesterday.

Intel's virtual reality project manager, Kevin Teixeira, did some more explaining. "Virtual reality uses technology like small video monitors over the eyes and headphones to produce the illusion of depth, almost like a Viewmaster slide projector," Teixeira said excitedly. "This system uses technology to convince the participant that he or she is in another world, experiencing events that don't physically exist, and moving around in there."

He smiled like a Buddha, and when the next visitor stood up - rubbing his eyes after standing up and pulling off the VR headgear - he smiled too.

The virtual reality display is at The Computer Museum, 300 Congress St., on the waterfront, today only from noon to 5. Tickets are limited.



GLOBE STAFF PHOTO / JANET KNOTT

Eben Gay, designer of "virtual reality" software.

Virtual reality software lets PC users create new worlds

8078
BOSTON (AP) — Procedures in open heart surgery may be easier for medical students to learn if they could stand inside a clogged artery. Such a lesson is becoming possible for the average computer user through virtual reality software.

The Computer Museum invited the curious Friday to roam inside environments and rooms and move objects that don't exist but are computer-generated.

Part of the action

Donning a triangular helmet with 3-D goggles, a computer pointer in one hand and joy stick in the other, visitors could walk through the computer-generated workroom of an architect, pick up blocks and other materials and build a small house. Computers even gave the room its sounds and colors.

"A teacher can put students inside an atom and they can be a part of what's going on," said Kevin Teixeira, virtual reality project manager for Intel Corp. "Then the teacher can take them back to the classroom and hopefully atoms and molecules will make more sense."

Virtual reality software programs have been on computer

'A teacher can put students inside an atom and they can be a part of what's going on. Then the teacher can take them back to the classroom and hopefully atoms and molecules will make more sense.'

— Intel Corp. manager Kevin Teixeira

blackboards at the Massachusetts Institute of Technology and in the labs of West Coast computer firms for years.

Using an extremely powerful computer, the U.S. military simulated precise attacks on Baghdad before launching an offense in the Persian Gulf War. Pilots use a version of virtual reality programming to imitate flight situations and stay sharp.

But breakthroughs in the

technology may soon allow anyone with a personal computer — and a hefty bank account — to create imaginary worlds and move about in them. The helmet, joy stick, wand, software, two PCs, and two graphics boards will cost about \$25,000 and are expected to be available to the public in two years. Those items now cost about \$100,000.

Intel used a personal com-

puter network to exhibit its virtual reality technology for the public at the museum.

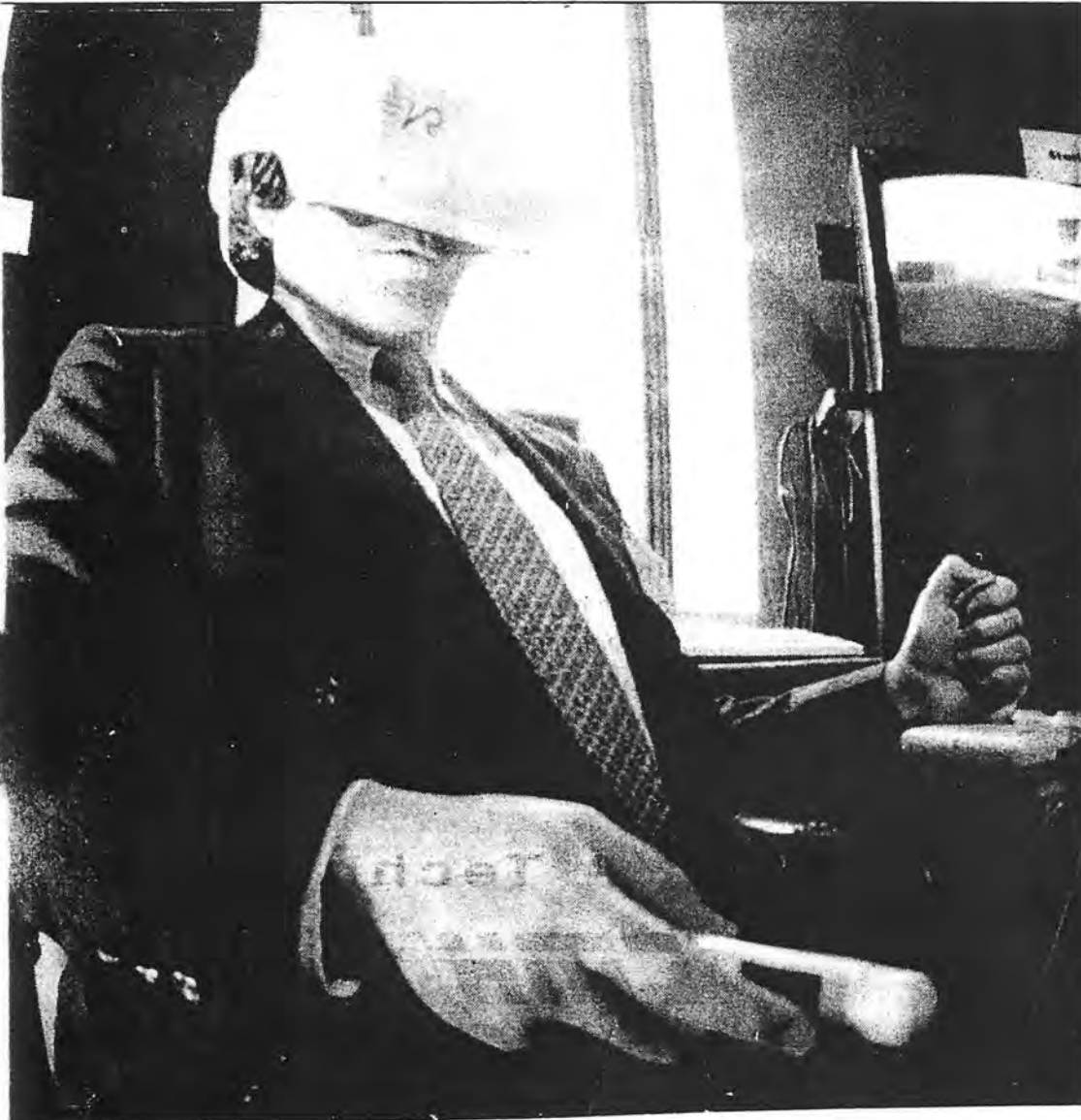
"Everybody will be able to come up with their own twist on this," said Jim Jarrett, the company's vice president.

For example, the auto industry could improve its car idea development process. Using multiple screens, several engineers could work on a design simultaneously and manipulate each others' ideas. The edge would come in being able to sit in the not-yet-developed car and determine the best location on the dashboard for access to the cruise control, the radio or the mirrors.

Intel, based in Santa Clara, developed its virtual reality programming with Sense8 Corp., a software firm in San Salito.

Associated Press
April 26, 1992

Associated Press
May 2, 1992



Virtual reality

A recent visitor to the Computer Museum in Boston wears a virtual reality helmet and mans the controls of a new exhibit that allows people to feel as if they are "stepping through" the computer screen into a virtual "workroom," filled with walls, roofs and columns. (AP)

PARADE
April 12, 1992
Circ: 35,314,497

Buys of the Week®

BY ELIZABETH GAYNOR



Photo by Alan Hirsowitz

For spring fix-up buffs: Moonsuits™ are lightweight, fold-up coveralls for any dirty job. Send \$19.95 (\$2.95) for two to Moonsuits, Dept. P, 16892 Mitchell Ave., Los Gatos, Calif. 95030.

Wacky Vac™ (top) uses 25 suction pipes with brushes to clean hard-to-reach places, like computer keyboards and pleated lampshades. Send \$9.99 (\$2) to Ideaworks, Dept. P, 74-940 Highway 111, Suite 121, Indian Wells, Calif. 92210.

Screen Vac™ is an attachment that brushes dirt from window and door screens. Send \$5.98 (\$1) to Popular Products, Dept. P, 1750 N. Florida Mango, Suite 412, West Palm Beach, Fla. 33409.



Glue guns have been around awhile, but a new, lower-temperature model greatly reduces risk of burns. The cooler temperature of the Cool Melt Glue Gun, by Stanley, means you can glue delicate or synthetic materials—even balloons—without melting or ruining them. At hardware stores and home centers. Call 1-800-835-0127 for a store near you.



It's not enough just to pick up after your dog. These days, being environmentally aware includes disposing of waste properly. Civic Doody's™ are cardboard cartons made of biodegradable paper with soy-based inks. At pet shops, \$2.99 to \$3.99 per package of 7.



Here's a small, portable learning toy that teaches letters, rhymes and picture-word connections in a fun way. Words...To Go!™ lets kids aged 3 to 6 punch the picture button that corresponds to the printed message, then hear chimes to signal right or wrong. It's \$19.95 (\$4.50) from The Computer Museum Store, Dept. P, 300 Congress St., Boston, Mass. 02210.

Shipping costs, when applicable, are in parentheses after prices, which may vary. "Buys of the Week" is a service provided to acquaint our readers with new products, but PARADE is unable to guarantee them.

Le Computer Museum scrute le passé et le futur

A Boston, un musée pas comme les autres abrite des reliques uniques. Mais l'histoire de l'informatique est encore à écrire. Une prochaine exposition en explore tous les mystères.



Voyage au cœur d'un PC: les visiteurs observent le travail de la puce 486 d'Intel, agrandie cinquante fois.

COMPUTER MUSEUM BOSTON

MARIELLE STAMM

Quel est le comble pour un micro-ordinateur? S'étaler sur deux étages, arborer des touches de clavier grosses comme des tabourets, un micro-processeur plus grand qu'une table de ping-pong, un disque dur ventru comme un tonneau de fendant, une horloge de la taille d'un dessous-de-plat, et le reste à l'avenant. Telle est la gageure soutenue par le Computer Museum de Boston pour permettre à ses visiteurs de se promener dans cette réplique géante et d'en décortiquer toutes les prouesses techniques.

«Nous avons réussi à fabriquer le micro le plus grand, le plus cher et aussi le plus lent du monde», affirme, provocateur, le docteur, directeur de ce musée insolite. Et si la réalisation de son projet qui s'est étalée sur trois ans a en effet coûté plus de 1,2 million de dollars, le jeu en vaut bien la chandelle. Car il attire chaque année 150 000 visiteurs, dont 40% d'enfants, d'adolescents et d'étudiants.

«Nous souhaitons répondre à leur première question: comment ça marche? Tout en captant leur attention en quelques secondes seulement. Le curieux commence par sélectionner, à l'aide du gigantesque track-ball couché au sol, telle une momie enceinte, deux villes de son choix sur l'énorme mappemonde des sinées à l'écran. Et tandis que s'affichent les photos des lieux traversés, pour aller de l'une à l'autre, il passe: de l'autre côté du miroir. Les entrail-

les du PC lui révèlent comment est calculé le plus court chemin entre les deux capitales. Sous ses pieds cheminent les circuits imprimés de la carte mère. Il lui suffit de s'asseoir sur l'unité centrale pour observer le travail de la puce 486 d'Intel, agrandie cinquante fois, qui accomplit sans relâche ses fastidieuses opérations (la recherche et le transfert des données en provenance de la mémoire). Prodiges d'un microscope scanner électronique, des séquences de film montrant les changements de voltage qui se produisent pendant le travail réel d'un 486 sont intercalées dans la démonstration. Chaque composant est accompagné d'un panneau explicatif, et le néophyte peut compléter son information en tapotant sur les stations écran postées à la sortie de cet exceptionnel voyage», explique Oliver Strimpel.

**«D'où ça vient?
se demandent
petits et grands»**

Le visiteur veut-il en savoir plus sur les machines qui pensent? Il n'a qu'à se laisser guider au pays de l'intelligence artificielle. Peut-être se fera-t-il piéger par Eliza, la fausse psychiatre, ou envoûter par les robots dans leur théâtre son et lumière.

Autre monde de découverte, celui de l'infographie, où il peut explorer lui-même à l'écran le

monde des couleurs et du dessin en créant, à son gré, les plus beaux cristaux de neige en fractales de son choix. Mais la démystification ne serait pas complète sans une dimension historique.

D'où ça vient? se demandent petits et grands. A cette interrogation, seul le musée bostonien est en mesure de répondre de la manière la plus concrète. Car il possède une collection de reliques uniques au monde. Ainsi le whirlwind, le premier ordinateur à mémoire à tores de ferrites et tubes à vide, qui serait parti à la casse si l'un de ses concepteurs, Ken Olsen, aujourd'hui devenu président de Digital, n'en avait entreposé une partie dans les caves de son entreprise. Peu avant la Seconde Guerre mondiale, il avait fallu plus de cinq ans pour assembler cet ancêtre des premiers simulateurs de vol. Toujours dans une optique très didactique, Oliver Strimpel a reconstitué huit tableaux animés par des mannequins autour de ces machines, témoignages du fulgurant essor de l'informatique. Ainsi peut-on voir une jeune femme changer les bandes magnétiques de l'Univac 1, le premier ordinateur commercial acheté par General Electric, en 1952, ou un homme réparer le câblage de son IBM 360. Ce mastodonte, à l'avant-garde des systèmes conversationnels dans le milieu des années 60, a été l'un des principaux facteurs de succès du premier constructeur mondial.

Le Computer Museum possède bien d'autres pièces rares. Toutes ne sont pas exposées, telle la bande sur laquelle fut perforé l'in-

terpréteur Basic, développé en 1975, pour la machine Altair aujourd'hui oubliée. Son auteur, inconnu à l'époque, n'était autre qu'un certain Bill Gates. De quoi remplir de nostalgie les pionniers de l'époque, une nostalgie teintée d'humour devant un macabre monument de marbre: la tombe du Cobol! S'il sait parfaitement animer le passé, le conservateur du musée préfère scruter l'avenir.

Le 13 juin s'ouvrira une nouvelle exposition sur le thème Outils et jeux: cet étonnant ordinateur personnel. Les applications les plus futuristes y seront démontrées selon un principe cher à Oliver Strimpel, faire participer les visiteurs. Ainsi pourront-ils créer leur propre film multimédia et voyager dans l'espace à l'aide de la réalité virtuelle. Ou, plus sérieusement, s'exercer au véritable travail collectif en réseau en affrontant, à plusieurs, les difficultés d'un puzzle.

Et si leurs cellules grises sont trop survoltées, ils pourront toujours s'arrêter, en sortant, à la boutique du musée, pour y croquer... quelques disquettes en chocolat! □

Avec la collaboration d'



Nouvelle formule
d'Informatique & Bureautique

CITYSCAPE

Boston Phoenix
 May 15, 1992
 Circ: 135,000

Cityscape

Continued from page 17
 on the barge distracting visitors from its near-symmetry. Manipulation of images is a decidedly grown-up theme.

Doing the Wave

A smart and controversial new look for Museum Wharf

by Elizabeth S. Padjen

Heads up, Red Sox fans. The next time you hear people talking about the Wave in Boston, chances are they won't be referring to outdoor primitive bonding rituals.

They'll be talking about the new building down on Museum Wharf, a place where the fans wear Weeboks and clutch Little Mermaid dolls. "The Wave" is the nickname for the proposed addition to the shared home of the Children's Museum and the Computer Museum, and it exactly describes the curving form of the dramatic structure, which promises to be one of Boston's most controversial and important buildings.

The museums' trustees have done a brave — and smart — thing. Given the conservative tendencies of recent Boston architecture and the difficulty of raising millions of dollars for a capital campaign, they might have decided to take the safe route and find an architect who could give them a nice, polite building — maybe something with a few splashes of color that the kids would like, but otherwise a pleasant little structure that would offend the fewest potential donors.

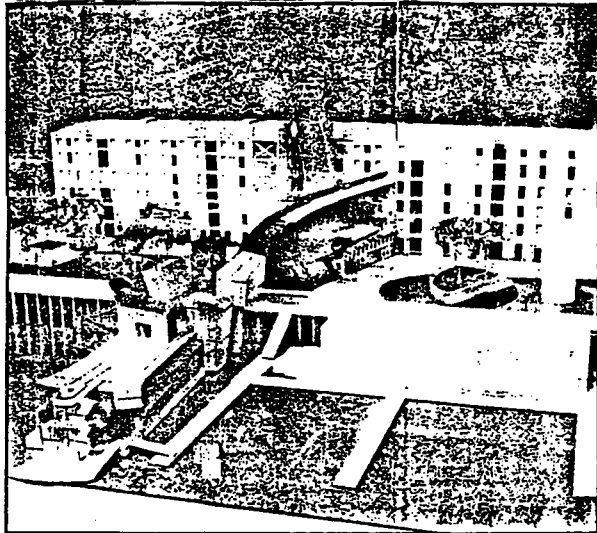
Instead, they hired Frank Gehry — that

park for exhibits, performances, art, and festivals. The proposed design (still subject to change and refinement) provides all this and more: a new identity for the museums; the equivalent of a B₁₂ shot for the listless Fort Point Channel development community; a new postcard-quality icon for the city; and a challenge to the Boston architectural community.

The copper-clad addition, attached like a clown's nose to the otherwise bland face of the former warehouse building, provides the new lobby area in a public space that will be open even to those who are not visiting the museums. Cut out at ground level to allow continuous outdoor pedestrian access along the edge of the wharf, the Wave bridges over to small barnacle-like growths on the multi-level barge, which seems to stick its tongue out in cheerful irreverence at the stodgy world of the Financial District, on the opposite side of the channel. Back against the warehouse, a new elevator tower lifts precariously, like a slightly crooked finger, beckoning visitors to come share the fun.

Buildings intended for use by kids are a tricky business. Schools, day-care centers, and children's museums are too easily col-

RICHARD HOWARD



THE CLOWN'S NOSE museum addition will join the warehouse to a wharfside barge that seems to stick its tongue out at the Financial District.

crazy Californian who first found fame in the professional journals for putting asphalt paving on the floor of his kitchen and for committing similarly unnatural architectural acts with chain-link fencing. Frank Gehry — now a global superstar, winner of the internationally coveted Pritzker Prize and of the 1992 Harleston Parker medal (for the Tower Records building on Mass Ave) — who has never, ever been accused of designing a nice, polite building.

The trustees certainly got what they deserved — an equally brave and smart building that is perfectly suited to its site and function. The museums' needs were relatively simple: a floating barge to house a new harbor-education center; expanded lobby areas; and an outdoor waterfront

Elizabeth S. Padjen, FALA, is president of Padjen Architects, Inc., in Topsfield.

ored in varying shades of cute by adults struggling to feign innocence. But coyness doesn't have much shelf life. More enduring is the use of childhood imagery to explore adult concerns or social issues. It's easy to suggest that the explosive disarray of volumes that characterizes a Gehry building resembles a tumbled mess of building blocks, and that Gehry's work is therefore childlike — just as it's easy to assume that *The Wizard of Oz* is just another fairy tale, that *Rocky and Bullwinkle* is merely a children's cartoon show, or, more darkly, that *Maus* is a hot new kids' comic book. Uncovering the deception is part of the appeal.

The Museum Wharf project is deceptively chaotic, its rogue Wave carefully concealing the logic and functionality of the building plan, the crustaceous growths

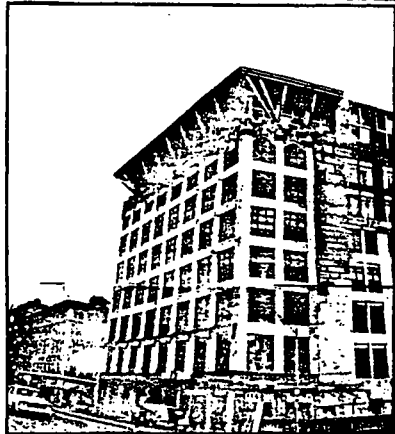
See CITYSCAPE, page 18

But then, Frank Gehry is decidedly grown-up. He is neither the pony-tailed wild child that his work might suggest nor the slick superdude that his celebrity might imply. Both his personality and appearance are refreshingly underdesigned; slightly grumpy, slightly dumpy, Gehry is more apt to be mistaken for Chief Inspector Morse than the funkmeister of contemporary architecture. Buildings must stand free of their progenitors, but we live in an age when we immediately turn a book over to check out the author's photograph, where we search for clues to creativity. Gehry seems more world-weary than wacky, and his own seriousness demands that his work be considered with equal gravity.

Gehry considers himself a contextualist, a claim that will astound many viewers: at first glance, the museum project is about as contextual as a Groucho mask on the face of a banker. But it is precisely Gehry's approach to context that makes him the right architect for this project, and that makes this project a potential turning point for Boston architecture.

Nobody understands context better than a Boston architect — when context is defined in terms of prevailing styles, scale, and proportion. Gehry's context is defined by images. The building's water metaphors are fabricated with the metal surfaces and details that we associate with Fort Point Channel's working-waterfront past; the project's jazzed energy plays to more recent urban imagery — our new familiarity with the Soho-like districts sprouting up in many decayed industrial areas. Boston's modernists, most of whom were forced underground during the past decade, and all of whom have been grumbling more loudly recently about the straitjacketing Boston definition of context, can now take heart: the rules of the game are about to be renegotiated.

LASALLE



TOWER RECORDS on Mass Ave won architect Gehry the Harleston Parker medal.

When completed, in 1994, the Museum Wharf project will become another pencil line on the door frame showing how much we have grown as a waterfront city: from the Aquarium, which, in the 1970s, first reminded the city of its maritime heritage, to Rowes Wharf, which, in the 1980s, re-established the link between the city's financial center and its harbor, to the Children's and Computer Museums, which, in the 1990s, will create a new constituency for the harbor, drawing more residents and tourists to the water's edge. Few cities can claim three such architectural masterpieces, each exerting a profound influence on continued growth and development.

Museum Wharf's true soulmate, however, lies a little further inland, in another public building that is no stranger to controversy: City Hall. Designed in another era of long economic atrophy, City Hall became the symbol of the New Boston, its gutsy architecture becoming the city's most powerful expression of the underlying vigor of this community. Gehry's Museum Wharf — like City Hall — strikes a chord because it recognizes an essential component of the Boston spirit that is usually carefully hidden under layers of tradition: an occasional impatience with our own gentility. Bostonians are proud of a long history of risk-taking, and we are shocked to discover that the rest of the world doesn't see us that way.

It may have taken a Californian to expose this aspect of the Boston character once again, but it will be Bostonians who make the project a reality: the donors who make it financially feasible and the design professionals who execute the project. Landscape architect Michael Van Valkenburgh will design the waterfront park, and the highly respected firm of Schwarz/Silver is Gehry's associated architect-of-record — legalese for an arrangement that usually means taking on all the professional responsibility for producing a building in exchange for very little recognition.

The ultimate success of this building depends heavily on their skill, both in the public-review process that still lies ahead and in the complexity of the construction itself.

The Museum Wharf building is just what this city needs — although we may not need all the wave metaphors and puns that will keep the museums' PR directors happy for decades to come. Ray Flynn, attending the recent unveiling of the project, was quick to get into the act. "Boston continues to make waves," he said.

SUN

LOWELL, MA
DAILY & SUNDAY 56,823

WEDNESDAY
APR 22 1992

131
e bd BURRELLE'S PF

Boston Children's Museum hoping \$10M expansion will be 'wave' of the future

8078
BOSTON (AP) — The notion of a 45-foot tidal wave in Boston Harbor might send tourists and waterfront workers running for their lives.

The Children's Museum and the Computer Museum want to build one, however, as part of an ambitious \$10 million park and museum project at Fort Point Channel. A 5,900-square-foot wave-shaped building on the harbor's edge will be the project's centerpiece.

"We want to give Boston a new, exciting and vibrant public space, a place where children and adults can come together to enjoy and interact with the urban world around

them," said Ken Brecher, director of the Children's Museum.

The museums were scheduled to unveil the project, designed by architect Frank Gehry, at a news conference today. Brecher said the museums, which have raised almost \$3 million from private corporations and organizations, hoped construction will begin in late 1993 and open the complex 14 months later.

The sky-lit wave building will house art exhibits and a cafe and serve as an entrance to the two museums, which are located side-by-side next to the harbor. Tucked underneath the crest on the third story will be a

"toddler terrace" where preschoolers can "explore science through gardening and water play," Brecher said.

"We want to ensure that from the moment visitors see the wave, they know they will be entering an environment that welcomes them, engages them and promises them both enjoyment and learning," he said.

Floating next to the wave on a pile-anchored barge will be a 6,800-square-foot "urban exhibition and harbor education center." Despite rising and falling tides, the building will have an elevator accessible to handicapped people, Brecher said.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM MEETING OF THE BOARD OF DIRECTORS 8:30-12:00 October 9 1992

Agenda

Call to Order (Gardner Hendrie)

Election of New Members to the Board (Lynda Bodman)

Museum Update

Operations & Programs (Oliver Strimpel)

Financial (James McKenney)

Capital Campaign (Charles Zraket)

Waterfront Project (Ed Schwartz)

SHORT BREAK

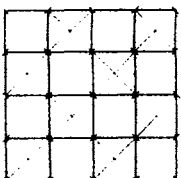
New Directions for Education, New Directions for Technology (Mitchel Resnick, Media Lab, MIT)

Informal Education: Designing Effective Interactive Exhibits (Natalie Rusk, David Greschler)

Leveraging the Museum: Exhibit Sales (Greg Welch)

Meeting Adjourns

LUNCH



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

to: The Computer Museum Board of Directors
from: Oliver Strimpel
re: October 9 Board meeting
date: 9/25/92

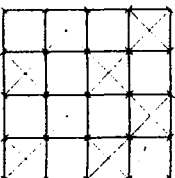
We look forward to seeing you at the next meeting of The Computer Museum Board of Directors on October 9 from 8:30 to 12:00 in the Museum's auditorium on the fifth floor, followed by lunch. RSVP to Geri Rogers at (617) 426-2800 ext 372.

The meeting will include a special session on new approaches to technology education, an issue that is of central importance to the US and to the Museum's mission. Professor Mitchel Resnick from the MIT Media Lab will introduce the subject with a presentation on the roles of technology in educational reform.

enclosures:

- agenda for October 9 Board meeting
- audited financial statements for FY92
- financial statement for month of July 1992
- memorandum from Lynda Bodman re. Board nominations
- minutes of July 23 Executive Committee meeting and June 12 Board meeting

Note: Subsequent meetings of the Board of Directors are scheduled for 8:30-12:00 on February 12, 1993, June 11, 1993, and October 8, 1993.



MEMORANDUM

TO: Board of Directors
The Computer Museum

FROM: Lynda S. Bodman
Chairman, Nominating Committee

DATE: September 28, 1992

RE: Nominees for Board of Directors

Subsequent to our last meeting, two individuals whose nominations were being pursued have generously agreed to serve as members of The Computer Museum's Board of Directors. Therefore, on behalf of the Nominating Committee I am proposing both Richard L. Taylor, Secretary of Transportation and Construction, Commonwealth of Massachusetts, and David L. House, Senior Vice President, Corporate Strategy, Intel Corporation, for immediate election to the Board of Directors at our next meeting on Friday, October 9. Background information on both gentlemen is attached. Thank you for your consideration of these outstanding candidates.

Attachments

Richard L. Taylor
Secretary of Transportation and Construction
Commonwealth of Massachusetts

Governor William F. Weld appointed Richard L. Taylor Secretary of Transportation and Construction on December 29, 1990. In this capacity, he is responsible for all state policies and initiatives concerning public, private and commercial transportation throughout Massachusetts. Within his purview, are the hundreds of miles of state roads and bridges, the state's growing mass transit loop, its airports, tunnels, highways and railways.

As head of the Executive Office of Transportation and Construction, Mr. Taylor supervises the Department of Public Works which expends some \$900 million annually in capital and operating expenses; The Massachusetts Aeronautics Commission, which manages all regional airports throughout the state; and the Regional Transit Authorities which make up the Commonwealth's network of regional bus companies. EOTC also implements state policies regarding private railroads, transportation accessibility, and water transportation services.

As Secretary, Mr. Taylor is Chairman of the Massachusetts Bay Transportation Authority which provides the Commonwealth's transit services which now carry 600,000 riders a day via subways, street cars, city buses and commuter rail lines.

Also within his scope are the Massachusetts Port Authority which manages Logan International Airport and the port of Boston and the Massachusetts Turnpike Authority which manages the interstate highway that stretches from the New York border to Boston.

Secretary Taylor's current range of initiatives includes the depression of Boston's central highway artery and the construction of a third harbor tunnel to Logan Airport. This \$5 billion dollar effort is the largest public works project in North America.

Experience

Richard L. Taylor is the former president of Taylor Properties, Inc., a residential, retail and commercial development company established in 1984. Prior to forming his own company, Mr. Taylor served as Vice President of the Property Division for the well-established mutual fund company, Fidelity Investments. In this capacity, he was involved in converting Commonwealth Pier into the renowned Boston World Trade Center. He also worked as a management consultant with the Boston Consulting Group, where his assignments included strategic planning and product positioning with major national and international firms.

-more-

An active participant in civic and community affairs, Richard Taylor is Vice Chairman of the Boston Urban League as well as President of the Boston Ballet Company, Trustee of Boston University and Trustee of Cambridge College. He is a former Deputy Chairman of the Board of the Federal Reserve Bank of Boston and a former Board member of both the Boston Municipal Research Bureau and the Artery Business Committee.

Education

Mr. Taylor earned a B.S. degree in Journalism and Public Communication from Boston University, where he was B.U.'s first Rhode Scholar. He acquired an A.B. degree in Philosophy, Politics and Economics from Wadham College, Oxford University, England. He then attended Harvard University where he completed a four-year curriculum receiving both a Masters Degree in Business Administration and a Juris Doctorate Degree, specializing in Real Estate and Finance.

Personal

Mr. Taylor, 42, and his wife Kathy, live in Newton with their two children - Caroline, 15 and Randall, 9.

An active participant in civic and community affairs, Richard Taylor is Vice Chairman of the Boston Urban League as well as President of the Boston Ballet Company, Trustee of Boston University and Trustee of Cambridge College. He is a former Deputy Chairman of the Board of the Federal Reserve Bank of Boston and a former Board member of both the Boston Municipal Research Bureau and the Artery Business Committee.

Education

Mr. Taylor earned a B.S. degree in Journalism and Public Communication from Boston University, where he was B.U.'s first Rhode Scholar. He acquired an A.B. degree in Philosophy, Politics and Economics from Wadham College, Oxford University, England. He then attended Harvard University where he completed a four-year curriculum receiving both a Masters Degree in Business Administration and a Juris Doctorate Degree, specializing in Real Estate and Finance.

Personal

Mr. Taylor, 42, and his wife Kathy, live in Newton with their two children - Caroline, 15 and Randall, 9.

BiographySeptember 1992

David L. House
Senior Vice President
INTEL CORPORATION

David L. House is Senior Vice President of Corporate Strategy. As a member of Intel's executive staff, he is responsible for Intel's product strategy.

Mr. House joined Intel in 1974 as Manager of Applications for Memory Components, moving a year later to the post of Manager of Product Marketing and Applications. In 1977 he became Marketing Manager for the Microcomputer Components Division. Mr. House was named General Manager of the Microprocessor and Peripheral Operation in 1979, and General Manager of the Development System Operation in 1981.

In 1983 he was appointed to Intel Vice President and General Manager of the Microcomputer Components Group and was promoted to Senior Vice President in 1987. From 1979 to 1991, Mr. House held profit and loss responsibility for Intel x86 microprocessors and related products. In 1991 he headed up the Architecture, Marketing & Applications Group, prior to assuming his current position this year.

Mr. House began his professional career in 1965, joining Raytheon where he worked on the design of computers and data acquisition systems. He moved to Honeywell's Computer Control Division in 1969 where he managed minicomputer and development and received the H.W. Sweatt Engineer Scientist Award for his definition and development of a new computer family. In 1972 he joined Microdata as Director of Computer Development, leaving to join Intel in 1974.

Mr. House was born in Muskegon, Michigan on March 10, 1943. He graduated from Michigan Technological University with a Bachelor of Science degree in Electrical Engineering in 1964. He received his M.S. in Electrical Engineering from Northeastern University in 1969. Mr. House is a member of the Institute of Electric and Electronic Engineers.

Post-It™ brand fax transmittal memo 7671		# of pages ▶
To	Dr. Oliver Strumpel	From
Co.	The Computer Museum	Pat White
Dept.		Co.
		Intel
Fax #	(617) 426-2943	Phone #
		(408) 765-4714
		Fax #
		(408) 765-4733

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 COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

September 25, 1992

Present were Lynda Bodman, Larry Brewster, Dick Case, Gardner Hendrie, Jim McKenney, Nick Pettinella, Charles Zraket, Tom Franklin, Clerk, and Oliver Strimpel, Executive Director.

I. Oliver Strimpel reported on recent events:

Attendance for July and August was up but not quite up to budget targets. The Tools and Toys exhibit was the subject of an independent evaluation of viewer response which confirmed a strongly favorable response as well as a broad level of interest in the several component exhibits.

Recent sales of exhibit kits have been promising, and particularly a possible \$200,000 license of exhibits for display in Italy. The committee discussed profits, upgrade sales and maintenance responsibilities for such sales. Ms. Bodman suggested a review of the program.

The Intel Foundation has requested a price for ten virtual reality chairs which likely will be between \$150 and \$200 thousand. The Museum also will receive \$32,000 as part of a Cambridge College grant for teacher training from the Ford Foundation.

The status of grants for the Computer Clubhouse project was reviewed. Digital Equipment will continue its \$150,000 annual equipment grant for another two years. The possible interest of Ken Olsen in the Museum was discussed and it was agreed that Mr. Zraket would seek to determine his level of interest. All but one of this year's Bowl sponsors have renewed sponsorship for next year's bowl, which will be held May 14, 1993 at the San Jose Convention Center.

Recent staff changes and the continuing search for a development director were reviewed. Ms. Bodman volunteered to make a sensitive approach to the development office of a local university.

II. 1992 audited financial statements were distributed and discussed.

The three year trend of declining operating surplus is of concern to the auditors and to this committee. The immediate cash shortfall is of concern to everyone and was discussed in detail. A special financial appeal to the Board was approved in order to meet October needs.

The Committee then met in executive session.

III. Fall Board Meeting and Capital Campaign

The agenda for the October 9 Board meeting was reviewed.

Mr. Brewster reported on the status of the capital campaign and reviewed major individual pledges. The budget calls for new corporate pledges of \$500,000 by the end of this calendar year.

The meeting adjourned at 10:10 a.m.

THE COMPUTER MUSEUM

Minutes of Annual Meetings of Members, Directors and Trustees

June 12, 1992

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

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

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

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

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

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

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

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

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

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

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

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

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

page three

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

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

THE COMPUTER MUSEUM, INC.

FINANCIAL STATEMENTS
for the year ended June 30, 1992

REPORT OF INDEPENDENT ACCOUNTANTS

To the Board of Directors and Members of
The Computer Museum, Inc.:

We have audited the accompanying balance sheet of The Computer Museum, Inc. as of June 30, 1992, and the related statements of activity and changes in cash flows for the year ended June 30, 1992. We have previously examined and reported upon the financial statements for the year ended June 30, 1991 which are included in condensed form for comparative purposes only. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Computer Museum, Inc. as of June 30, 1992, and the results of its operations and changes in its cash flows for the year ended June 30, 1992, in conformity with generally accepted accounting principles.

Boston, Massachusetts
August 8, 1992

Coopers & Lybrand

THE COMPUTER MUSEUM, INC.

BALANCE SHEET
June 30, 1992
(with comparative totals for 1991)

ASSETS	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Endowment Fund</u>	<u>Plant Fund</u>	<u>Combined Totals</u>	
					<u>1992</u>	<u>1991</u>
Current assets:						
Cash	\$155,114				\$ 155,114	\$ 77,891
Cash equivalents (Note B)	41,911				41,911	42,677
Receivables and other assets (Note C)	41,864				41,864	114,129
Store inventory (Notes B and D)	69,374				69,374	72,764
Interfund receivable (Note B)	<u> </u>	\$169,376			<u>169,376</u>	<u>207,798</u>
Total current assets	<u>308,263</u>	<u>169,376</u>			<u>477,639</u>	<u>515,259</u>
Other Assets:						
Restricted Cash Equivalents			\$250,000		<u>250,000</u>	
Total other assets			250,000		250,000	
Property and equipment (Note B):						
Land				\$ 18,000	18,000	18,000
Equipment and furniture				154,587	154,587	154,587
Capital improvements				926,604	926,604	926,604
Exhibits		<u>3,346</u>		<u>3,951,316</u>	<u>3,954,662</u>	<u>2,833,701</u>
		3,346		5,050,507	5,053,853	3,932,892
Less accumulated depreciation		<u> </u>		<u>(2,263,211)</u>	<u>(2,263,211)</u>	<u>(1,644,404)</u>
Net property and equipment		<u>3,346</u>		<u>2,787,296</u>	<u>2,790,642</u>	<u>2,288,488</u>
Total assets	<u>\$308,263</u>	<u>\$172,722</u>	<u>\$250,000</u>	<u>\$2,787,296</u>	<u>\$3,518,281</u>	<u>\$2,803,747</u>
Collections (Note E)						
LIABILITIES AND FUND BALANCES						
Current liabilities:						
Accounts payable and other current liabilities	201,493	91,657			293,150	219,005
Interfund payable (Note B)	<u>169,376</u>	<u> </u>			<u>169,376</u>	<u>207,798</u>
Total current liabilities	<u>370,869</u>	<u>91,657</u>			<u>462,526</u>	<u>426,803</u>
Commitments (Notes B and F)						
Fund balances:						
Unrestricted	(62,606)	13,516		2,787,296	2,738,206	2,292,272
Restricted	<u> </u>	<u>67,549</u>	<u>250,000</u>	<u> </u>	<u>317,549</u>	<u>84,672</u>
Total fund balances	<u>(62,606)</u>	<u>81,065</u>	<u>250,000</u>	<u>2,787,296</u>	<u>3,055,755</u>	<u>2,376,944</u>
Total liabilities and fund balances	<u>\$308,263</u>	<u>\$172,722</u>	<u>\$250,000</u>	<u>\$2,787,296</u>	<u>\$3,518,281</u>	<u>\$2,803,747</u>

The accompanying notes are an integral part
of the financial statements.

THE COMPUTER MUSEUM, INC.

STATEMENT OF ACTIVITY

**for the year ended June 30, 1992
(with comparative totals for 1991)**

	<u>Operating</u>	<u>Capital</u>	<u>Endowment</u>	<u>Plant</u>	<u>Combined Totals</u>	
	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>1992</u>	<u>1991</u>
Support and revenue:						
Unrestricted gifts	\$ 493,031	\$ 452,342			\$ 945,373	\$ 583,942
Restricted gifts	185,246	1,143,680	\$250,000		1,578,926	1,194,699
Memberships	244,070				244,070	256,859
Admissions	469,772				469,772	524,090
Auxiliary activities (Note D)	558,148				558,148	466,368
Realized investment gain (loss)		(2,331)			(2,331)	4,183
Miscellaneous	<u> </u>	<u>1,633</u>	<u> </u>		<u>1,633</u>	<u>15,128</u>
Total	<u>1,950,267</u>	<u>1,595,324</u>	<u>250,000</u>		<u>3,795,591</u>	<u>3,045,269</u>
Expenses:						
Exhibits and programs	492,215	31,167			523,382	587,300
Marketing and membership	378,957				378,957	320,608
Depreciation				\$ 618,802	618,802	458,246
Supporting services:						
Management and general	232,216	118,651			350,867	318,578
Fund-raising	182,458	196,454			378,912	378,416
Museum Wharf (Note F)	278,769	136,396			415,165	433,577
Auxiliary activities (Note D)	<u>450,695</u>	<u> </u>	<u> </u>	<u> </u>	<u>450,695</u>	<u>347,656</u>
Total	<u>2,015,310</u>	<u>482,668</u>	<u> </u>	<u>618,802</u>	<u>3,116,780</u>	<u>2,844,381</u>
Excess (deficiency) of support and revenue over expenses	<u>(65,043)</u>	<u>1,112,656</u>	<u>250,000</u>	<u>(618,802)</u>	<u>678,811</u>	<u>200,888</u>
Fund balance, beginning of year	<u>2,437</u>	<u>97,347</u>	<u> </u>	<u>2,277,160</u>	<u>2,376,944</u>	<u>2,176,056</u>
Add (deduct) transfers (Note B):						
Plant		(1,128,938)		1,128,938	-	-
Unrestricted					-	-
Restricted					-	-
Fund balance, end of year	<u>\$ (62,606)</u>	<u>\$ 81,065</u>	<u>\$250,000</u>	<u>\$2,787,296</u>	<u>\$3,055,755</u>	<u>\$2,376,944</u>

The accompanying notes are an integral part
of the financial statements.

THE COMPUTER MUSEUM, INC.
STATEMENT OF CHANGES IN CASH FLOWS
for the year ended June 30, 1992
(with comparative totals for 1991)

	<u>Operating</u> <u>Fund</u>	<u>Capital</u> <u>Fund</u>	<u>Endowment</u> <u>Fund</u>	<u>Plant</u> <u>Fund</u>	<u>Combined Totals</u>	
					<u>1992</u>	<u>1991</u>
Cash provided by (used for) operations:						
Excess (deficiency) of support and revenue over expenses	\$(65,043)	\$1,112,656	\$250,000	\$(618,802)	\$678,811	\$200,888
Adjustments to reconcile net income to net cash provided by operating activities:						
Depreciation				618,802	618,802	458,246
Donated fixed assets		(650,007)			(650,007)	(351,402)
Cash provided by (used for) operations	<u>(65,043)</u>	<u>462,649</u>	<u>250,000</u>		<u>647,606</u>	<u>307,732</u>
Cash provided by (used for) working capital:						
Investments						53,363
Receivables and other assets	72,117	148			72,265	21,411
Store inventory	3,390				3,390	(9,552)
Accounts payable and other current liabilities	<u>104,415</u>	<u>(30,270)</u>			<u>74,145</u>	<u>43,727</u>
Cash provided by (used for) working capital	<u>179,922</u>	<u>(30,122)</u>			<u>149,800</u>	<u>108,949</u>
Cash provided by (used for) investing activities:						
Additions in property and equipment		<u>7,982</u>		(478,931)	(470,949)	(586,601)
Net cash provided (used) before financing activities	<u>114,879</u>	<u>440,509</u>	<u>250,000</u>	<u>(478,931)</u>	<u>326,457</u>	<u>(169,920)</u>
Financing activities:						
Interfund receivables and payables	(38,422)	38,422				
Transfers from restricted capital fund to unrestricted operating fund						
Transfers to funds invested in plant		(478,931)		478,931		
Cash provided by (used for) financing	<u>(38,422)</u>	<u>(440,509)</u>		<u>478,931</u>	<u>-</u>	
Net increase (decrease) in cash	76,457		250,000		326,457	(169,920)
Cash and cash equivalents, beginning of year	<u>120,568</u>				<u>120,568</u>	<u>290,488</u>
Cash and cash equivalents, end of year	<u>\$ 197,025</u>	<u>-</u>	<u>\$250,000</u>	<u>-</u>	<u>\$447,025</u>	<u>\$120,568</u>

The accompanying notes are an integral part of the financial statements.

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS

A. Description of Activities:

The Computer Museum, Inc. (the "Museum") is an independent, charitable organization. The Museum is dedicated:

- . To educating and inspiring all ages and backgrounds of the public from around the world through dynamic exhibitions and programs on the technology, applications and impact of computers;
- . To preserving and celebrating the history and promoting the understanding of computing worldwide; and
- . To being an international resource for research into the history of computing.

B. Summary of Significant Accounting Policies:

The financial statements of the Museum have been prepared on the accrual basis. The significant accounting policies followed are described below.

Fund Accounting

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

The assets, liabilities, and fund balances of the Museum are reported in four self-balancing funds as follows:

- . Operating Fund, which includes unrestricted and restricted resources, reflects the activity necessary to support the overall operations of the Museum.
- . Capital Fund reflects the activity of managing major fund-raising efforts to establish the Museum in its location on Museum Wharf in Boston, Massachusetts, and to ensure the orderly growth of the Museum's exhibits and collection.
- . Plant Fund reflects amounts invested in real estate, equipment, and exhibit-related assets.
- . Endowment Fund reflects restricted resources which are to be held in perpetuity. Income derived from endowment principal may be utilized by the Museum in accordance with the donor's restrictions.

Continued

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS, Continued

Revenue Recognition

Restricted and unrestricted gifts were reported as revenue upon receipt for the year ended June 30, 1991. For fiscal year ended June 30, 1992, restricted funds are reported as revenues and expenditures when expended and are deferred until that time. Memberships are reported as revenue in the fiscal year which they are received and deferred if applicable to future years. Pledge revenue is recorded when received. Revenue from functions is recorded as of the date of the function. Revenue from donated securities is recorded at fair or market value upon formal transfer of ownership. Revenue from donated securities which are restricted or not traded is recorded as revenue upon determination of fair value through a reasonable, independent appraisal or upon their sale.

Gifts of Nonmonetary Items

The Museum received numerous gifts of computer hardware and software for use in its exhibits and a substantial number of unpaid volunteers have made significant contributions of their time to develop the museum's programs.

The value of computer hardware and software acquired by donation for use in exhibits is reported as restricted gifts in the statement of activity and as property and equipment on the balance sheet and recorded at their estimated fair value at the time of the gift. The estimated fair value of these gifts were \$650,007 and \$351,402 for the years ended June 30, 1992 and, 1991 respectively. The value of contributed computer hardware and software that is not susceptible to objective measurement or valuation have not been recorded in these statements.

The value of contributed time and gifts of nonmonetary items that are not readily susceptible to objective measurement or valuation have not been reflected in these statements.

Cash Equivalents

Cash equivalents, which consist of money market funds, are stated at cost plus accrued interest, which approximates market. For purposes of the statement of cash flows, the Museum considers all highly liquid debt instruments with a maturity of three months or less to be cash equivalents.

Investments

Investments are reported in the financial statements at the lower of initially recorded value or current fair value as determined by public markets or by the Museum's management for investments not publicly traded.

Inventories

Inventories are stated at the lower of cost or market on a weighted average basis.

Continued

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS, Continued

Interfund Receivable and Payable

The Museum manages its cash and cash equivalents on a combined basis. Cash receipts and disbursements for all funds are recorded in the Operating Fund with a corresponding receivable/payable to the appropriate fund. At June 30, 1992, the Operating Fund interfund payable represents the cumulative amount due to the Capital Fund as a result of these transactions.

Plant Assets and Depreciation

Expenditures made for plant acquisitions are accounted at cost and transferred to the Plant Fund upon completion and full payment of these assets. Therefore, other Funds may hold assets representing construction-in-process or assets in the process of being acquired. Direct costs associated with the development and construction of permanent exhibits are capitalized and included in funds invested in plant when completed. Donated fixed assets are accounted for at their FMV at the date of the gift.

The Museum provides for depreciation in amounts estimated to allocate the cost of these assets over the estimated useful life of the respective assets on a straight-line basis. The estimated useful life of equipment and exhibits is five years, and twenty years for capital improvements. Depreciation is a noncash charge which is recorded in the Plant Fund. No depreciation is recorded in the Operating or Capital Funds.

Classification and Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activity. Accordingly, certain costs have been allocated between program and support services, as well as between the Operating and Capital Funds.

Combined Totals

The "Combined Totals" columns are the totals of the similar accounts of the various funds. Since the assets of certain of the funds are restricted, the totaling of the accounts is for supplemental analysis purposes only and does not indicate that the combined fund balances are available in any manner other than provided for in the separate funds.

Continued

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS, Continued

C. Pledges:

The Museum generally records gifts when received. At June 30, 1991, the aggregate amount pledged was \$640,100. Receipt of these pledges is expected as follows:

<u>Fiscal Year Ended</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1993	\$237,800	\$ 72,500	\$310,300
1994	240,300	26,500	266,800
1995	43,000		43,000
1996	-	20,000	20,000
Total	<u>\$521,100</u>	<u>\$119,000</u>	<u>\$640,100</u>

The Museum has also been named the beneficiary of an irrevocable, Charitable Remainder Unitrust. As of August 9, 1992, management estimates the Trust has a market value of approximately \$1,240,000 (unaudited). The Trust Agreement calls for payment equal to 10% of the net fair market value of the trust assets each year to the donor. Upon the donor's death, the Trustee shall pay over the remaining trust property, if any, to the Museum.

D. Auxiliary Activities:

The Museum operates a store during regular Museum hours, principally for the sale of items directly related to the purpose of the Museum. Additionally, the Museum holds the exhibit areas open for private events. Amounts derived from these activities are used for general support of the Museum and, as such, are recorded as current unrestricted revenues.

E. Museum Collection:

In conformity with the practice followed by many museums, property donated for the Museum collection is not reflected on the balance sheet. The estimated value of objects acquired by donation is not reasonably determinable and as such, is not included in the statement of activities.

Continued

THE COMPUTER MUSEUM, INC.

NOTES TO FINANCIAL STATEMENTS, Continued

F. Commitments:

The Museum leases its facility and has an option to purchase the premises it currently occupies. The option, which expires October 31, 1993, requires a payment of approximately \$2,500,000 and is subject to the maintenance of certain covenants during the option period. These lease payments for the remainder of the term are as follows:

<u>Fiscal Year Ended</u>	<u>Total</u>
1993	\$133,777
1994	126,977
1995	120,177
1996	113,376
1997	106,577
1998 - 2000	<u>308,000</u>
Total	<u>\$908,884</u>

G. Federal Income Tax Status:

The Museum has received a determination letter under which it is a nonprofit organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code. Contributions to the organization qualify as charitable deductions.

The Computer Museum

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

THE COMPUTER MUSEUM

FAX TRANSMISSION COVER SHEET

Date: 10/8/92

To: Gardner C. Hendrie
Sigma Partners
FAX (617) 367-0478

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

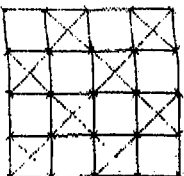
Number of pages (including this cover sheet) 4
Gardner -

1. Attached is the report you requested. Oliver also requested this information from me and I have given him a copy. Also attached is some information on the Campaign I prepared as background for Charles Zraket's report on the Campaign. This will not be distributed, just thought you would be interested in the numbers. Call with questions if you have them.

Now, my turn:

2. Reid Dennis and John Doerr will be present at a venture forum at the Westin Hotel on October 28-30. Gordon is working on getting John Doerr over to visit the Museum. Would you do the same with Reid and anyone else who's appropriate?

THANKS.
Janet



NOT FOR DISTRIBUTION
Capital Campaign Data, 10/8/92

1. Solicitations to date: 83 for \$8,898,127+
(Directors/Trustees: 50 for \$3,368,127+)
(other individuals: 20 for \$4,060,000+)
(corporations/foundations: 12 for \$470,000)
(government: NEH for \$1,000,000)

(not including \$2.5-million anonymous challenge grant)

Average of 5 solicitations per month since July 1991.

2. Pledges to date: 51 for \$1,592,926.50
(Directors/Trustees: 37 for \$1,260,926.50)
(other individuals: 6 for \$125,000)
(corporations/foundations: 7 for \$207,000)

Plus, \$2.5-million anonymous challenge grant.

Average pledge = \$31,233.85

3. FY93 Directors = 32 have pledged (73%)
FY93 Trustees = 6 have pledged (26%)

4. Sixteen individuals, 2 corporations and the NEH have been asked and declined, representing 27.5% of total solicitations for which we have a response.

(Directors/Trustees = 7 no's)
(other individuals = 9 no's)
(corporations/foundations = 2 no's)
(NEH = no)

5. Solicitations pending = 10 for \$1,711,000
(Directors/Trustees: 5 for \$106,000)
(other individuals: 3 for \$1,545,000)
(corporations/foundations: 2 for \$60,000)

6. Average percentage of ask actually pledged = 24% (where there has been a specific ask amount and closure).

NOT FOR DISTRIBUTION
The Capital Campaign for The Computer Museum
Campaign Pipeline, FY93 Q2

Solicitations scheduled through 12/31/92 = 3

David Liddle - 11/4 (OS, CGB)
Gordon Moore - 11/4 (OS, CGB)
Les Vadasz - 11/4 (OS, CGB)

Solicitations to be scheduled through 12/31/92 = 10

Dan Bricklin (Rotenberg, Strimpel)
Bill Gates (Gordon Bell, Cutler)
Alain Hanover (Gordon Bell)
Philippe Kahn (Gwen Bell, Gordon Bell)
John Lacey (Strimpel)
Jim Lawrence (McKenney, Strimpel)
Russell Noftsker (Strimpel)
Bill Poduska (Gordon Bell, Hendrie, Strimpel)
Vern Raburn (Gordon Bell, Gwen Bell)
Fred Weiss (Miller, Strimpel)

13
8 CGB

Decisions pending, expected by 12/31/92 = 5

Erich Bloch (\$15,000 ask in 3/92)
Coopers & Lybrand (\$30,000 ask in 7/92 - decision fall 1992)
Eaton Corporation (\$30,000 ask in 3/92 - decision 10/92)
Andy Knowles (\$25,000 ask in 12/92)
Tom & Marian Narill (\$25,000 ask in 7/92 - decision 12/92)

THE CAPITAL CAMPAIGN FOR THE COMPUTER MUSEUM
 CASH FLOW REPORT

10/06/92

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL THRU Q2
Budget	\$1,000	\$8,500	(\$800)	\$15,000	\$33,000	\$146,050	\$203,050
Actual/Revised	\$40,000	\$20,963	\$1,000	\$15,000	\$33,000	\$107,050	\$217,013
Current Projection	\$40,000	\$20,963	\$1,000	\$16,500	\$19,500	\$93,400	\$191,363

Current Projection detail:

Existing pledges	\$40,000	\$20,963	\$1,000	\$16,500	\$14,500	\$69,300	\$162,263
Anticipated new pledges				\$0	\$5,000	\$24,100	\$29,100

Notes:

1. "Actual" figures reflect 7/92, 8/92, 9/92 and 10/92-to-date income.
2. "Revised" figures reflect my 9/23 report to Nancy Wright revising 12/92 down to account for 7/92 overachievement.
3. "Current projection" figures reflect my conservative estimate today.
4. Anticipated new pledges based on the following assumptions:
 - Block - \$100
 - Coopers & Lybrand - \$5,000
 - Knowles - \$1,000
 - Marill - \$1,000
 - Lawrence - \$10,000
 - Poduska - \$10,000
 - Vachaz - \$1,000
 - Weiss - \$1,000

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
2 Months Ending 8/31/92

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	\$20,300	\$30,000							\$20,300	\$30,000	-\$9,700	\$340,000
Exhibit Related	\$12,500	\$20,000			\$30,000	\$30,000			\$42,500	\$50,000	-\$7,500	\$195,000
Foundation	\$10,748	\$3,000							\$10,748	\$3,000	\$7,748	\$43,500
Endowment												
Unrestricted Support:												
Capital Campaign			\$61,000	\$9,500					\$61,000	\$9,500	\$51,500	\$600,000
Corporate Membership	\$32,750	\$27,000							\$32,750	\$27,000	\$5,750	\$247,000
Computer Bowl	\$55,000	\$0							\$55,000	\$0	\$55,000	\$345,000
Membership Fund	\$6,665	\$8,000							\$6,665	\$8,000	-\$1,335	\$190,000
Admission	\$152,140	\$169,670							\$152,140	\$169,670	-\$17,530	\$458,600
Store	\$63,446	\$84,284							\$63,446	\$84,284	-\$20,838	\$258,000
Functions	\$32,881	\$19,590							\$32,881	\$19,590	\$13,291	\$130,000
Exhibit Sales	\$0	\$11,666							\$0	\$11,666	-\$11,666	\$70,000
Other:												
Interest Income	\$640	\$1,300					\$1,219	\$0	\$1,859	\$1,300	\$559	\$10,000
Rental Income	\$1,700	\$2,000							\$1,700	\$2,000	-\$300	\$6,000
Program Income	\$658	\$0							\$658	\$0	\$658	\$12,400
Collections	\$875	\$666							\$875	\$666	\$209	\$4,000
TOTAL SUPPORT/REVENUE	\$390,303	\$377,176	\$61,000	\$9,500	\$30,000	\$30,000	\$1,219	\$0	\$482,522	\$416,676	\$65,846	\$2,909,500
EXPENSES												
Exhibit Development	\$6,446	\$6,460			\$49,667	\$65,450			\$56,113	\$71,910	-\$15,797	\$140,000
Exhibit Maintenance	\$5,917	\$8,858			\$6,819	\$0			\$12,736	\$8,858	\$3,878	\$54,000
Exhibit Sales/Kits	\$6,819	\$7,768							\$6,819	\$7,768	-\$949	\$25,000
Collections	\$11,675	\$13,015							\$11,675	\$13,015	-\$1,340	\$70,000
Education & Admission	\$59,278	\$65,908							\$59,278	\$65,908	-\$6,630	\$286,000
Clubhouse	\$4,806	\$4,225							\$4,806	\$4,225	\$581	\$277,000
Marketing	\$30,212	\$39,828							\$30,212	\$39,828	-\$9,616	\$221,900
Public Relations	\$13,828	\$15,679							\$13,828	\$15,679	-\$1,851	\$103,170
Store	\$53,037	\$62,645							\$53,037	\$62,645	-\$9,608	\$235,000
Functions	\$15,034	\$14,277							\$15,034	\$14,277	\$757	\$65,000
Computer Bowl	\$4,892	\$5,806							\$4,892	\$5,806	-\$914	\$121,000
Fundraising	\$8,609	\$8,810	\$21,533	\$32,322					\$30,142	\$41,132	-\$10,990	\$285,000
Membership Fund	\$4,484	\$12,559							\$4,484	\$12,559	-\$8,075	\$67,000
Museum Wharf												
Op Exp	\$48,707	\$48,000							\$48,707	\$48,000	\$707	\$285,000
Mortgage			\$22,769	\$22,769					\$22,769	\$22,769	\$0	\$133,777
General Management	\$32,407	\$37,718							\$32,407	\$37,718	-\$5,311	\$317,000
TOTAL EXPENSE	\$306,151	\$351,556	\$44,302	\$55,091	\$56,486	\$65,450	\$0	\$0	\$406,939	\$472,097	-\$65,158	\$2,685,847
NET REVENUE	\$84,152	\$25,620	\$16,698	-\$45,591	-\$26,486	-\$35,450	\$1,219	\$0	\$75,583	-\$55,421	\$131,004	\$223,653

10K

>22K

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 7/31/92

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
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											
Unrestricted Support:									\$0	\$0	
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

Membership Fund

Report to Board of Directors - 10/9/92

Current performance

FY93 (actual) (as of 10/08)	FY93 (budget) (as of 10/31)	FY92 (actual) (as of 10/31)
13,591	78,600	10,240

Projected performance of mailing:

Lists	Sent	New	Total letters	Hit % ²	Pos. resp	Avg gift	Total
Committee (including Oliver and Gardner)	833	101	934	17.24%	161	208	33,484
Directors & Trustees	73		73	76.74%	56	1,014	56,821
General - fall	800		800	12.18%	97	248	24,190
General - spr.	1,200		1,200	12.18%	146	248	36,286
Add'l mailings ³ (Lechmere, TNT, Store list, etc.)	500		500	5.00%	25	100	2,500

Totals	3,507	13.85%	486	316	153,281
<i>Not incl. Board gif</i>	3,434	12.51%	430	225	96,460

Additional income expected

Matching gifts	12,000
Walk in gifts	10,000

Total	175,281
-------	---------

Budget	190,000
Shortfall	-14,719

Gifts needed	66
Names needed	524

Names per Director	13
--------------------	----

- 1) FY93 budgeted figure for 10/31 significantly higher than FY92 because FY92 mailing was delayed.
- 2) Hit percentages and average gift size based on FY92 performance.
- 3) Additional mailings to names provided by 1) Lechmere as part of joint promotion, 2) TNT volunteers and contributors, 3) the Museum Store
- 4) The current projection does not include an Apple mailing for the Spring of 1993 and other ongoing efforts.
- 5) The budgeted figure for FY93 is 190,000. This indicates a projected shortfall of about 15,000. Based on average gift sizes and typical hit percentages, we would need an additional 524 qualified names.

The Capital Campaign for The Computer Museum

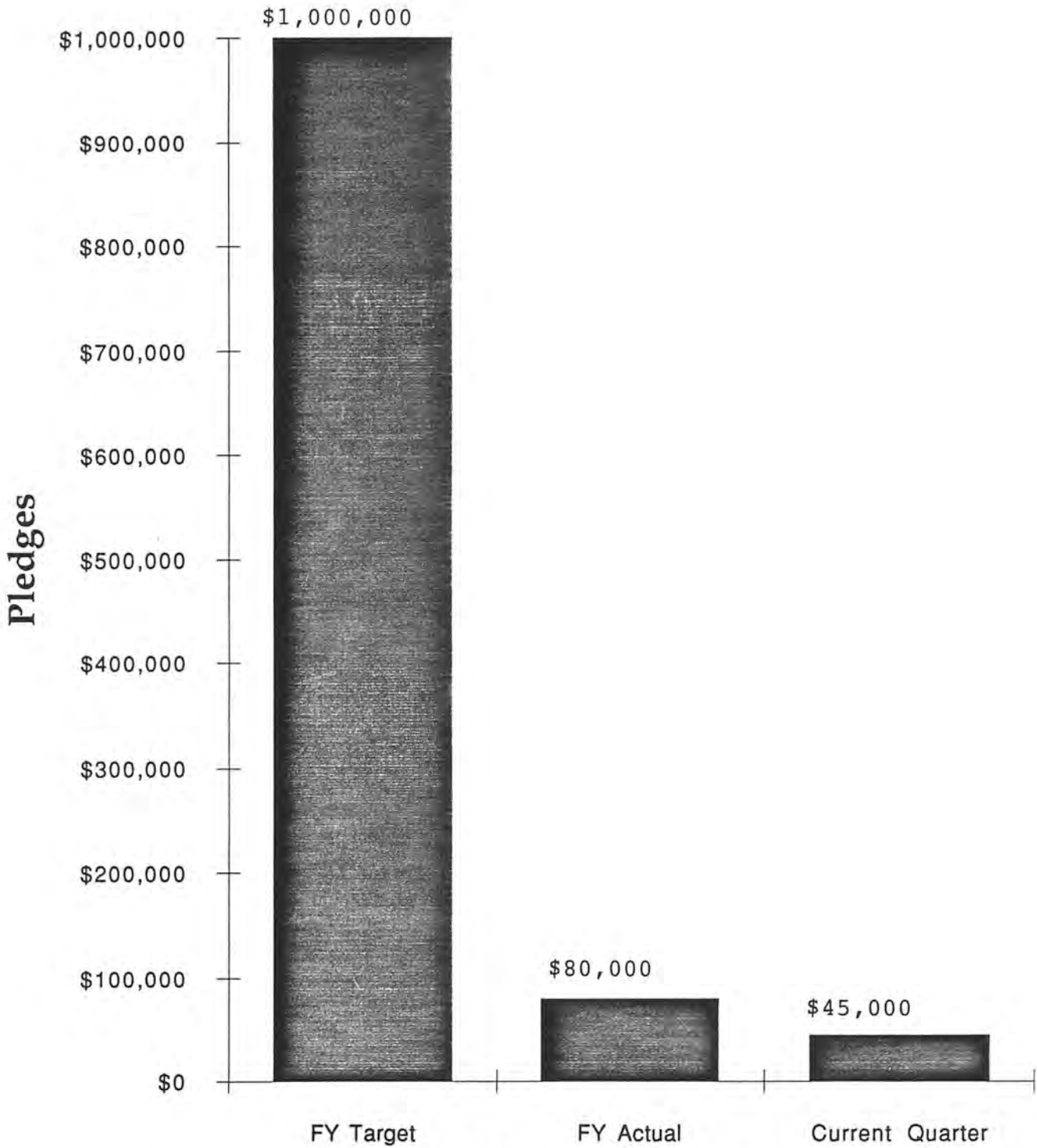
Report to the Board of Directors

October 9, 1992

Agenda

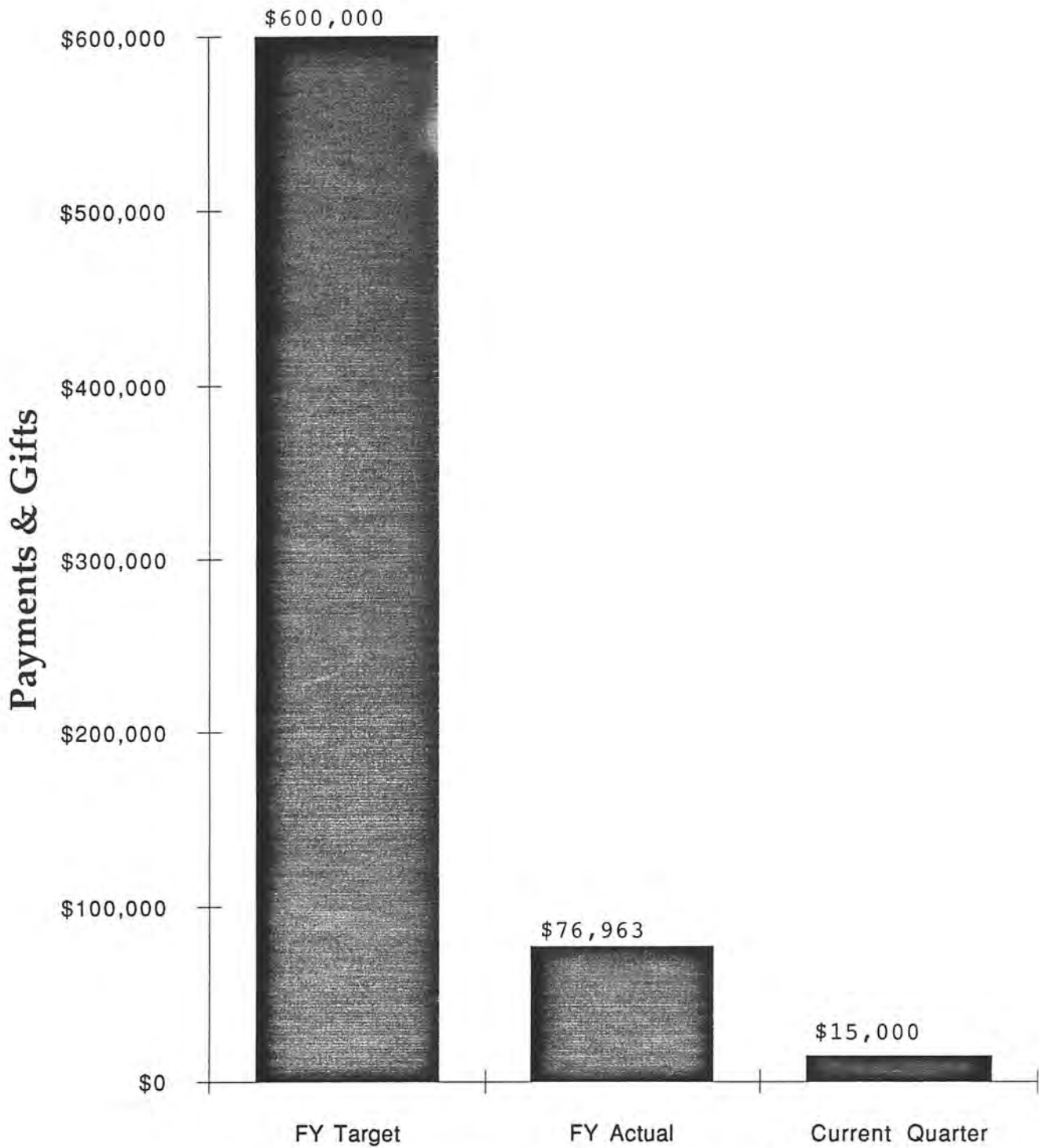
1. FY93 Performance to Date
2. Progress Since June Board Meeting
3. Critical Issues
4. Plans
 - Open House: 11/19
 - Bowl parties: 10/30 and 11/5

FY93 Pledge Performance



Target vs. Actual

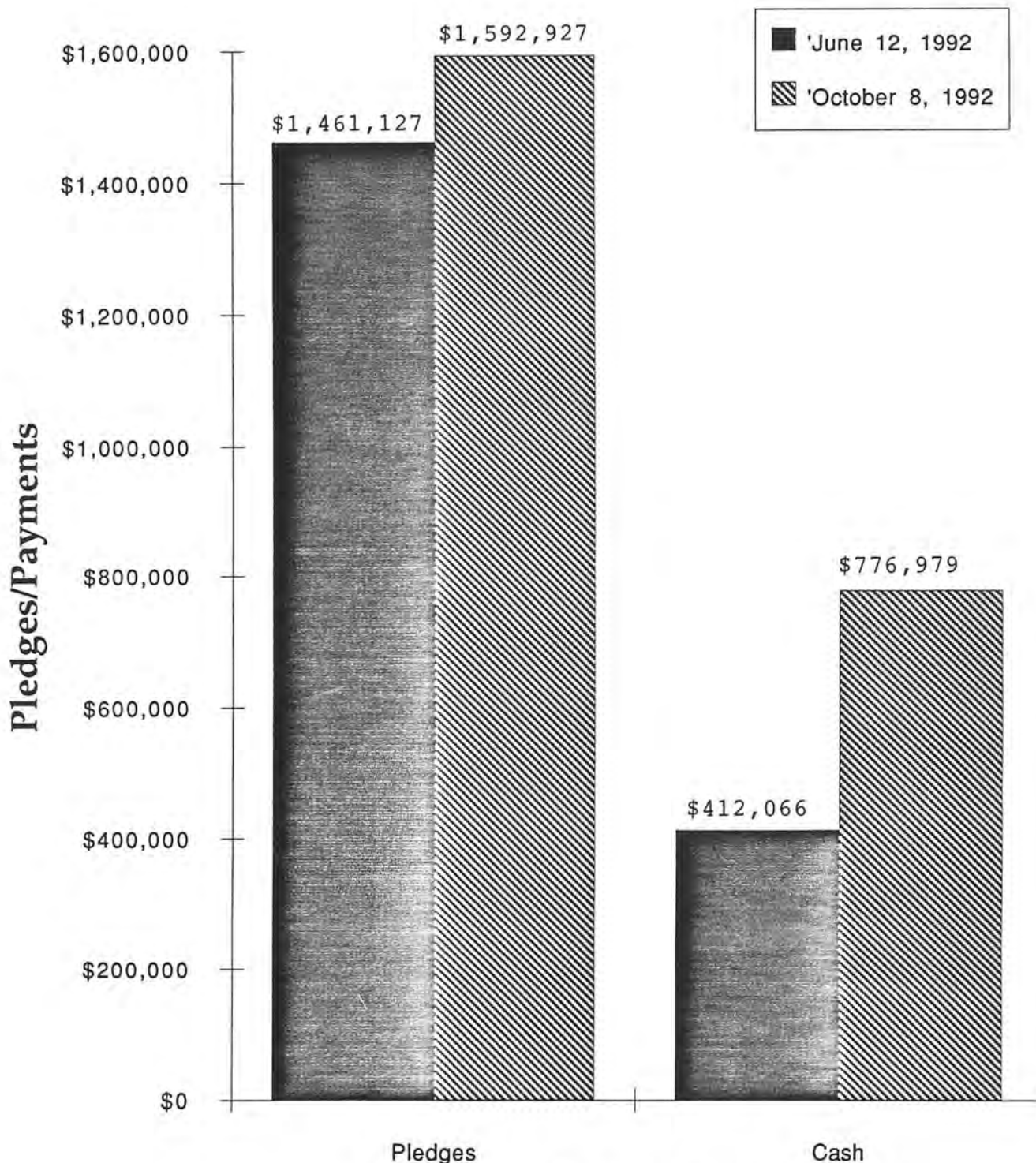
FY93 Cash Performance



Target vs. Actual

10/8/92

Progress Since Last Board Meeting



Pledge and Cash Performance

MEDIA ANALYSIS: Fiscal Year 1989 - Fiscal Year 1992

PRINT

FY 1989 Total circulation: 44,001,034
FY 1990 Total circulation: 97,607,416
FY 1991 Total circulation: 80,574,917
FY 1992 Total circulation: 140,000,000

BROADCAST

FY 1989 Total impressions: under 5,000,000
FY 1990 Total impressions: 189,319,000
FY 1991 Total impressions: 136,895,000
FY 1992 Total impressions: 142,300,000

NEW VISIBILITY

In the last four years, print coverage has tripled, while broadcast coverage has risen by a factor of almost 30. Both print and electronic coverage soared in FY 1990 because of the dramatic appeal of The Walk-Through Computer which propelled the Museum to a new level of visibility. In FY 1991, the Museum's coverage fell only slightly.

FY 1992 COVERAGE SURPASSES 1991

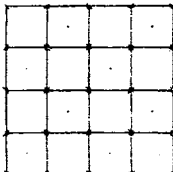
It began with PEOPLE & COMPUTERS: Milestones of a Revolution, which generated over 38,200,000 print and broadcast impressions. Then, a series of events and exhibits led to an unprecedented variety of coverage: the Loebner Competition/Turing Test, a Virtual Reality weekend, the Waterfront Project announcement, The 1992 Annual Computer Bowl, the June symposium of personal computer visionaries and TOOLS & TOYS opening, Bill Pinkney's voyage, Silicon Sailing, Tall Ships, and robot workshops.

GENERAL COVERAGE OF THE MUSEUM ACCOUNTS FOR MOST MEDIA IMPRESSIONS

This includes stories in the New York Times, Newsweek and publications in France, Yugoslavia, China, and Japan, as well as broadcasts on the Family Channel -- 55 million viewers -- and the BBC's "Money Programme," for example.

The Loebner Prize was the single event eliciting the most coverage. This unusual contest, pitting human against machine, generated almost 60 million print and broadcast impressions in the US, England, Italy, Portugal, China and Russia with indepth features by the BBC, PBS, National Public Radio, CNN, and publications around the world.

In print, after the Loebner Prize, comes coverage of TOOLS & TOYS (totalling almost 10 million impressions), the Store (including Parade -- 5 million readers, Popular Science -- 1.8 million), and The Computer Bowl (totalling 5.7 million total, including a major Lifestyle story in Newsweek).



2/Media Summary

For broadcast, after the Loebner Prize, comes coverage of the Bowl (7.7 million), TOOLS & TOYS (2.2 million including an 8-minute segment on NPR's "Morning Edition"), and the Store (2 million).

VIRTUAL REALITY BREAKS ALL PAST ATTENDANCE RECORDS

April's Virtual Reality weekend generated well over 2 million print and broadcast impressions -- not including AP stories around the country or an American Airlines inflight video. The press preview drew over 80 print and broadcast media. They included The Wall Street Journal, Popular Science, LIFE, Inc., NPR, American Public Radio, OMNI, the Boston Globe, Boston Herald, Boston Phoenix, Boston's CBS affiliate Ch 7. More impressive, however, was the quality of the coverage (long segments on NPR, APR, and Ch 7, and a front page Living/Arts feature in the Boston Globe).

TOOLS & TOYS: THE AMAZING PERSONAL COMPUTER

Partly because of TOOLS & TOYS, 1992 has generated a lot more coverage of the Museum as a "child-friendly" place: Ch 5's "CityLine" show; a syndicated Boston Globe story, "Boston for kids," appearing as far away as Ottawa; a syndicated Washington Post story, "In Boston, Toying with Tools"; two more Boston Globe stories, "Computer Tools & Toys" and "Collaborating on computers"; Parents Magazine (1.75 million readers), a "Family Works" segment on Ch 5; "Kid's Talk" in the Philadelphia Inquirer, and Campus Connection (1.2 million readers).

FY 1993 ALREADY GENERATED ALMOST 20 MILLION PRINT IMPRESSIONS

This includes Popular Science's August highlight of the Museum's Exhibit Kits Program in its "What's New" section. Recent international coverage includes major pieces in two Japanese publications, four in Canada, and two in Great Britain (London Times and the Economist).

In addition, Japan's first and only bilingual sci/tech newscast featured a segment on VR at the Museum in July.

UPCOMING HIGHLIGHTS

They include a TOOLS & TOYS story in OMNI and segments on Fox TV's syndicated show for kids, "Not Just News," PCTV (seen in 20 million homes), and WHDH-TV Channel 7's ground-breaking "IMAGINE THAT!" public service campaign.

-0-

Please note:

- 1) These figures are at best estimates, and do not include figures for many international publications or broadcast outlets (which were not available).
- 2) The attached clips are ones that haven't been included in previous Board packets. They are by no means inclusive.

BUSINESS

In Boston, Toying With Tools

Computer Museum
Is Hands-On Fun

By Mark Potts
Washington Post Staff Writer

BOSTON, June 11

To most people, computerized voice recognition and the machine-generated world of virtual reality are the stuff of science fiction, technologies of a seemingly distant future.

At the Computer Museum, they already are part of history.

These and other leading-edge technologies are featured in the museum's new exhibit, "Tools and Toys: The Amazing Personal Computer." The \$1 million exhibit, which opens this weekend, showcases the many ways the ever-more-powerful personal computer can be used.

The dozens of displays in the colorful exhibit range from the whimsical—games and the creation of music and art—to the more serious, including education, publishing and advanced number-crunching.

Early visitors were impressed. "I love it," said Tahesha Gilliard, 15. Chimed in her friend Rosie Hicks, "Some of [the exhibits] you



Matt Touma, 5, of Salem, N.H., left, and T.J. Hatem, 5, of Methuen, Mass., record their voices at the Computer Museum.

just play around with and have fun, some of them prepare you for the long-off future."

Gilliard and Hicks got an early look at the exhibit as a reward for their roles in helping design it. They are members of a class of 25 eighth-graders at Martin Luther King Jr. Middle School in Dorchester who tested various parts of the work in progress and offered suggestions on how it could be improved. "The kids thought it was really neat because [museum offi-

cial] listened to them," their teacher, Karen Fitzpatrick, said.

Virtually all of the three dozen displays in the new show—like much of the rest of this eight-year-old museum—encourage hands-on interaction by visitors. Museum-goers can create their own computerized television commercials, plan a wedding or explore a remarkable computer simulation of the exhibit in an example of virtual reality.

One of the more unusual—and

hands-off—displays is a working computer made of Tinker Toys.

The Computer Museum specializes in hands-on, interactive exhibits, most notably a giant mock-up of a personal computer that visitors can walk through to learn the inner workings of the machine. Although many of the exhibits tend toward the playful, the museum is not just for kids. About 60 percent of its 150,000 annual visitors are adults.

See MUSEUM, B2, Col. 1

THE WASHINGTON POST
June 12, 1992
Circ: 838,902

Boston's Computer Museum

MUSEUM, From B1

The new show, the museum's third permanent exhibit—there are several temporary ones as well—was dreamed up by the Boston Computer Society and funded by some of the biggest names in the computer industry, including Microsoft Corp. founder and Chairman William H. Gates III and Apple Computer Inc. co-founder Steve Wozniak.

The Computer Museum, which was founded in 1982 and opened to the public two years later, houses an eclectic collection of computer memorabilia, from modern International Business Machines Corp. PCs and Apple Macintoshes to now-primitive Univacs—as well as several examples of those prehistoric precursors to computers: slide rules.

Its curators claim it is the most comprehensive museum of its type in the world, although many science museums have added major computing exhibits in recent years and the Smithsonian Institution's Museum of Ameri-

can History recently mounted a detailed exhibit tracing the short but rich history of the computer.

As is perhaps inevitable for a museum devoted to such a fast-changing industry, some of the Computer Museum's older exhibits seem a bit dated.

The curators' gee-whizz efforts to display the leading edge have at times been outpaced by technology that has brought handwriting recognition, virtual reality and other marvels to the mass market just in the past few months.

"We have to keep moving fast," said Oliver Strimpel, the museum's executive director. "It's a very different concept from a traditional museum, where you can build an exhibit and leave it."

In this field that has so quickly grown to be part of everyday life, the Computer Museum is something like an automobile museum might have been in the 1920s.

Said Strimpel, "One of the tricks is to try to identify what's important now, before they become valuable antiques."

Collaborating on computers

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

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

By Teresa A. Martin
SPECIAL TO THE GLOBE 8078

W

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

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

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

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

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

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

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

"We helped make things better," said Shahi L. Smart, 15, a member of the student team. "There were games that were too hard and we tried to make easier directions for the younger kids, and there were games that were too easy and we tried to make the idea of the game harder for older kids."

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

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

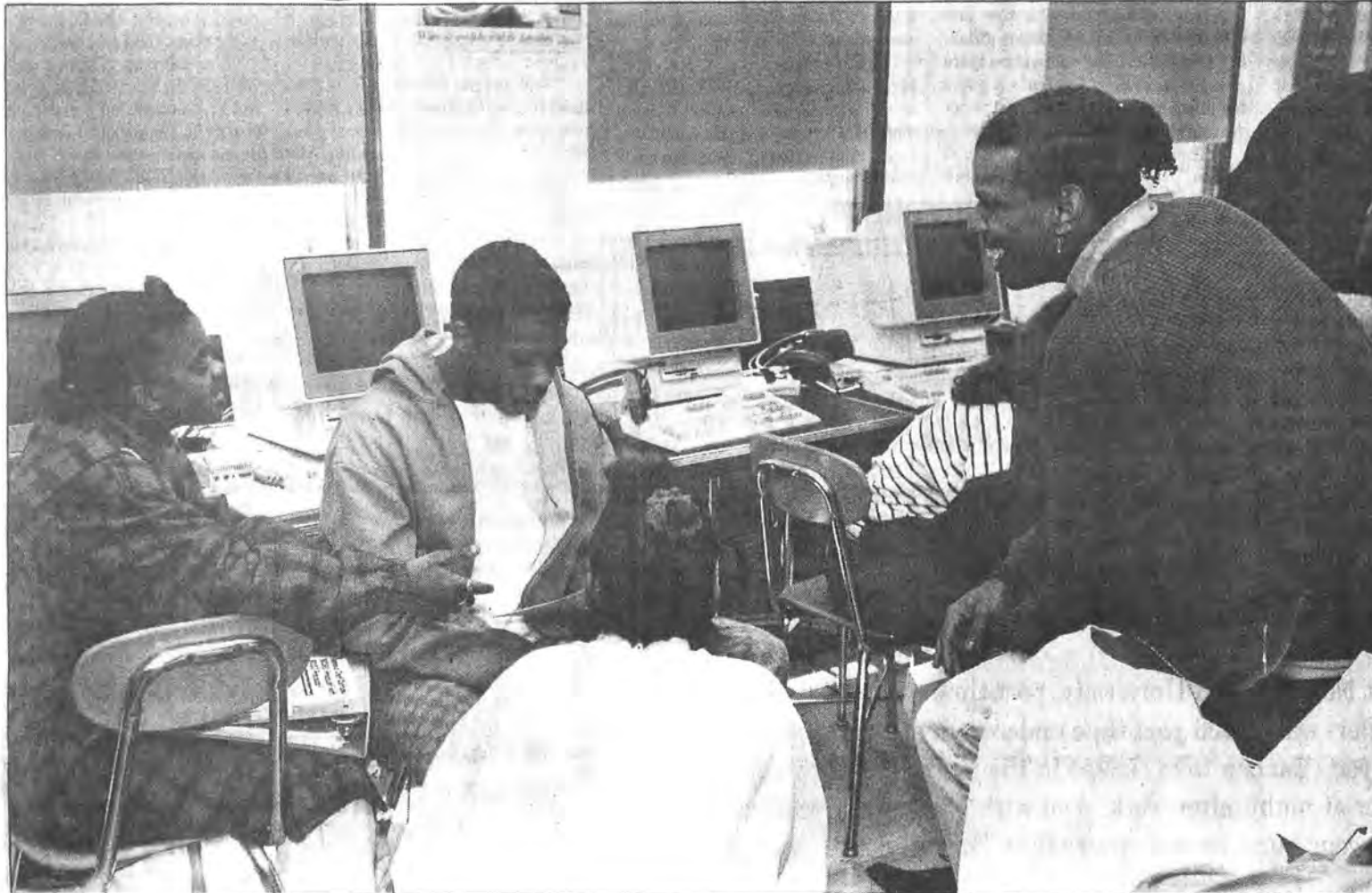
"Some of the people here haven't been around kids this age since they themselves were in junior high," she said, "so some of the staff wasn't sure of what we were getting ourselves into."

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

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

The class discussed the offer and agreed to sign on.

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



GLOBE PHOTO / NEAL HAMBERG

Students collaborate on exhibit

■ MUSEUM

Continued from Page 35

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

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

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

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

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

GREG WELCH
*Director of Exhibits,
Computer Museum*

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

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

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

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

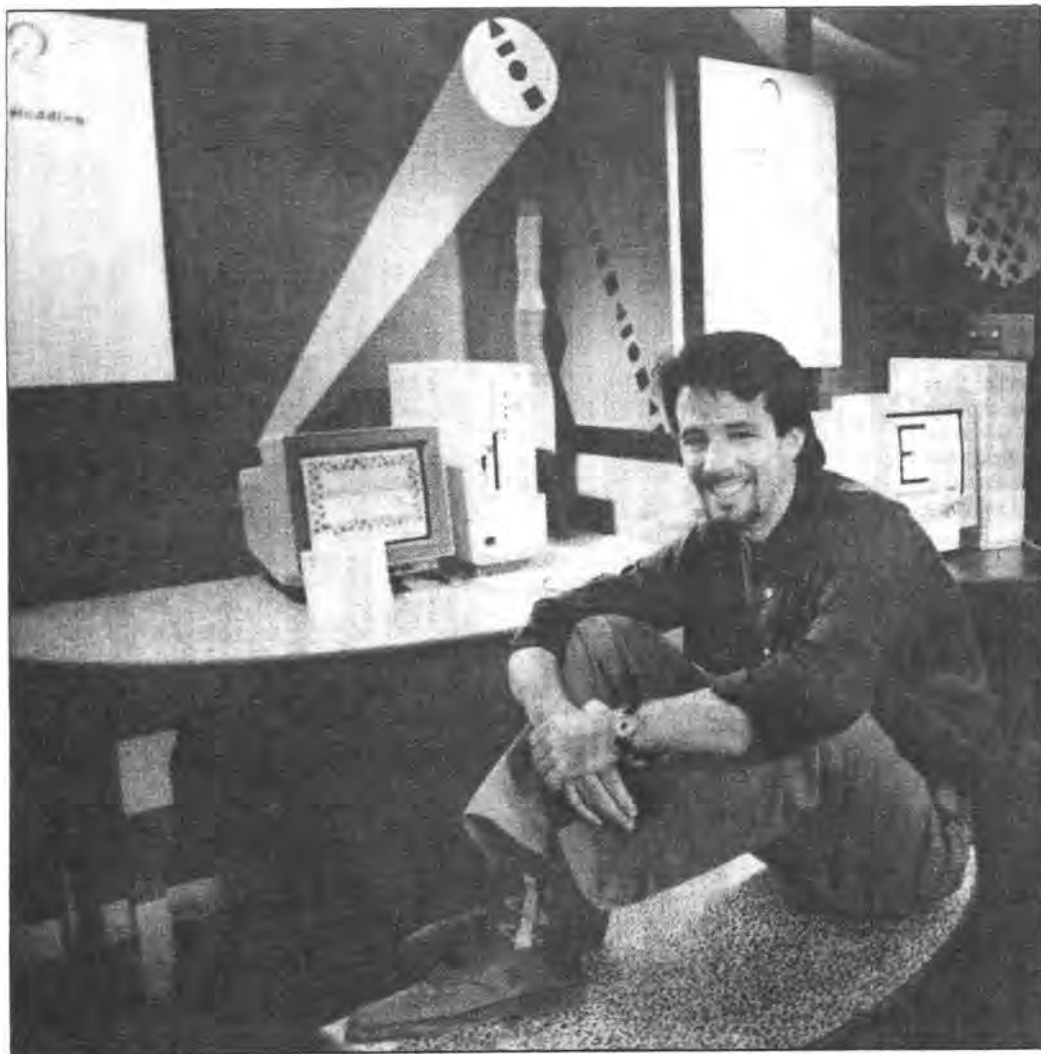
Business

THE BOSTON GLOBE
June 13, 1992
Circ: 516,981

THE BOSTON GLOBE • SATURDAY, JUNE 13, 1992

'We wanted to create a technical playground, one with some surprise and intrigue.'

TED GROVES, designer of Computer Museum exhibit



GLOBE STAFF PHOTO / DAVID L. RYAN

Ted Groves sits in the "technical playground" he designed for the Boston Computer Museum.

Computer 'Tools & Toys'

By Ronald Rosenberg
GLOBE STAFF

Boston's Computer Museum, which saw attendance soar 40 percent with its Walk-Through Computer nearly two years ago, is hoping history repeats itself with a new permanent exhibit geared to children and computerphobic adults.

Taking a page from its next-door neighbor, the Children's Museum, the Computer Museum is appealing

to kids with a hands-on computer playground that lets them walk away with souvenirs — a printout of their names in Braille, a one-page newsletter, a copy of a voice-annotated letter and a computer-drawn dinosaur.

The museum is "trying to reach older kids and we're trying to appeal to younger ones," said Oliver Strimpel, the curator who was instrumental in opening the Walk-Through Computer, a giant two-story working model of a desktop computer

that is the museum's centerpiece.

The \$1 million exhibit, called "Tools & Toys: The Amazing Personal Computer," opens today. It fills a void in the 10-year-old museum by providing novices with a road-map of how personal computers are used and their impact on society.

It is also part of an ongoing push to appeal to a wider audience with exhibits that focus more on how computers are used than on catalog-

Computer 'Tools & Toys'

■ MUSEUM

Continued from Page 31
ing their history.

"We've got things in this exhibit that can appeal to kids as young as 4 years old," said Gwen Bell, the museum's president.

"Tools & Toys" traces its heritage to 1979, when Jonathan Rotenberg, the founder of the Boston Computer Society, envisioned a computer discovery center to give non-technical users an opportunity for hands-on contact with computers. Eventually the society and the Computer Museum joined forces to explore how PCs are used.

Located behind the Walk-Through Computer, the exhibit is divided into seven applications areas including games, sharing ideas, writing, creating pictures and exploring information.

Bell, who was instrumental in lining up funding for "Tools & Toys," said the chief sponsor is William Gates, chairman of Microsoft Corp., who gave \$250,000. Mitch Kapor, co-founder of Lotus Development Corp., donated \$100,000 to the Boston Computer Society, which turned the money over to the museum for the exhibit. Steve Wozniak, co-founder of Apple Computer Inc., was the third major donor.

Using, what one early visitor called "1950s retro" decor, colors and textures, museum-goers can sit in pairs and mix and record their own music in a computerized sound studio, and try an audio equivalent of "cut and paste" of popular music where voices and music are switched.

"We wanted to create a technical playground, one with some surprise and intrigue," said Ted Groves, chief designer of the exhibit.

There are also electronic paint programs and pen-based computers that can "read" hand-printed letters. There is a computer for learning about spreadsheets, plus a 3-dimensional video game, a flight simulator for controlling a DC-10 and a computer game to keep out crawling invaders — groups of ants in a computerized ant colony.

Last year the Computer Museum attracted a record 150,000 visitors.

MUSEUM, Page 37

Computer experts see dramatic advances ahead

By MICHAEL E. KNELL

Imagine every video camcorder plugged into networks that anyone with a computer could watch. That, according to a leading software entrepreneur, would radically change the world.

Mitchell Kapor, chairman of the Electronic Frontier Foundation and founder of Lotus Development Corp., said yesterday that computer networks offer individuals a chance to communicate that is also a detour around the regimented thought of mass media.

"It gets us out of our lock-

step," said Kapor. "The re-birth of personal media is something that ought to be looked forward to."

Speaking at a forum sponsored by the Computer Museum and the Bank of Boston, Kapor cited the rush of millions to use electronic bulletin boards — a trend he thinks could lead to both democracy and a new sense of community.

"There's a ferment there. People are exploring the media."

Other optimists agreed that computer networks are a force for understanding. Alan Kessler, vice president at 3Com Corp., said computer links will "eliminate

cultural, geographical and physical obstacles" between people.

Less than 15 years after the wave of personal computers broke, experts expect more changes to both workplace and home.

About 36 million Americans use computers to do at least some work at home, and as environmental concerns restrict commuter traffic, their ranks should swell, Kessler said.

But engineer Butler Lampson of Digital Equipment Corp. said the technology must make those people efficient.

"A person should be able

Turn to Page 35

Computer experts look to future

From Page 33

to do everything at home that he can do at work," he said. "That means they will need audio... video... a way to look at slides, documents and books... That means they will need ways to meet people in the hall or to drop in on somebody in their office."

IBM engineer Robert Carberry said users will have immediate access to information from around the world, while software permits co-workers to examine the same document from miles apart and make changes that everyone in their "meeting" can see.

Computers will be manipulated by a pointer — or a finger, he said.

Nathan Myhrvold, vice president of Microsoft Corp., said the home computer will soon be linked to every household device and eliminate the need for others.

For example, endangered species are file cabinets, overhead projectors and mail service, while electronic transfers replace plastic credit cards and even money, he said. "In the future, computers will be everywhere there are people who need information and everywhere there is equipment to be controlled," he said.

The forum began with visions of the future from students at Martin Luther King Jr. Middle School in

Dorchester, who helped put together the Computer Museum exhibit that opens tomorrow.

Eighth grader Patrice Foucher told forum participants she foresees a high-tech car designed to let the blind drive.

Nothing is too far-fetched, Lampson said: Many computer uses will not be imagined until multitudes of faster, smaller, more powerful machines are here.

"A decade from now there will be couple billion computers, as woven into our lives as the telephone and VCR are today," Lampson said. "Two decades from now — That's much too far ahead to look."

Museum chief demystifies 'Tools & Toys'

GREG REIBMAN

ARTS PEOPLE

Every day, Oliver Strimple is surrounded by tools and toys that would make the Jetsons envious.

"Over here is our virtual reality chair," Strimple said. "This terminal helps you figure out how to spend a million dollars. You can 'paint' on this wall using this laser wand. Or you 'write' a letter over here, just by speaking into that telephone.

"And over here," he said, raising his voice so he can be heard over a hip-hop mix featuring James Brown shouting to the "The William Tell Overture": "You can make your own recording, using digitized sound samples."

These are just a few of the activities found in "Tools & Toys: The Amazing Personal Computer," a \$1 million exhibition that opened this weekend at the Computer Museum. The event starts a yearlong celebration of the museum's 10th anniversary.

Strimple, the museum's executive director, said the goal of "Tools & Toys" is to provide a hands-on opportunity to explore the many uses of lap-top computers and to demystify the machines for non-users.

"One of the audiences for this exhibit are people who've never used a computer," he said. "We're



PLACE YOUR INPUT: Oliver Strimple, executive director of the Computer Museum, stands in front of the 'Making Music' display, which is part of the new exhibit 'Tools & Toys: The Amazing Personal Computer.'

Staff photo by Ted Fitzgerald

trying to get the word out that this is a fun place. You don't have to have a Ph.D. in computers to enjoy this."

The Computer Museum and, of course, computers themselves have come a long way since 1982 when Digital Equipment Corp. President Ken Olsen decided a museum was needed to showcase old computers that otherwise were headed for the junk yard.

The museum still has one of the world's largest collections of punch-card machines and other ancient artifacts but has gradually shifted from its historical focus to emphasizing education and outreach.

"We decided the best thing we could do is to use all the power of a three-dimensional exhibit to help people understand what computers are, how they work and what you can do from them," the 39-year-old Strimple said.

Born in Bombay, India, to British parents who were in the textile business, Strimple was working as a curator at the Science Museum in London when he was invited to design

an exhibit for the Computer Museum's then-new Congress Street location.

"I was the first person to move into this building when we took possession of it," Strimple recalled. "It was weird. There was one desk, one telephone and a very large, empty building."

The museum — the only one in the world devoted exclusively to computers — now attracts 150,000 visitors annually and features more than 100 interactive exhibitions. "Tools & Toys" is the third permanent exhibit installed in the past three years, joining an exhibit featuring a giant walk-through computer and last year's "People and Computers" exhibit.

"We don't think of any exhibit here as final," Strimple said. "In most museums, you can create an exhibit and leave it for 20 years. Here, five years is a very long time.

"The most important thing is hands-on learning about computers," he added. "There are programs in schools that include computers in the curriculum but there really wasn't any institution that was tackling computer education in this informal way." □

SUNDAY BOSTON HERALD
June 14, 1992
Circ: 351,947



photo: Jack McWilliams



photo: Jack McWilliams

内部を巡ることができる巨大コンピュータ。(左、上)



photo: Marjorie H. Chas

いろいろなコンピュータを自分で試せることも、大きな魅力の一つ。



photo: Doug Baker

コンピュータの進歩の歴史をたどる“ビープル & コンピュータズ”の入口は18台のビデオスクリーンに飾られている。

The Computer Museum

ハイテク世代の子供達を応援するコンピュータ ミュージアム

ポストンに世界で唯一のコンピュータミュージアムがある。Ken Olsen/ケン・オルセン氏と Bob Everett/ボブ・エバレット氏のコレクションを基に、'79年に開設され、'82年の法人化を経て、'84年から現在の場所に移ってきた。

5万3,000sq.ft.(約4,924m²)という広大なスペースには、7つの展示会場、275人を収容する講堂、ミュージアム ストアがあり、コンピュータ関連のハイテク機器1,500種、写真1,000枚、ビデオテープ350本、映画100本など、膨大なコレクションが収められている。

入場料は大人が6ドル、学生と老人は5ドルで、学校のツアーとして訪れるグループには特別料金が設けられている。世界各地から年間15万人もの人々(40%は学生)

が訪れ、全米45州及び世界13カ国の個人会員1,200人、150の法人会員を有するという。

ミュージアムの狙いは、あらゆる年齢とバックグラウンドを持つすべての人々に、コンピュータが仕事、教育、健康、娯楽、アートといった分野で、今日の生活にいかにか影響を及ぼしているかを示すこと。そして劇的な進化を遂げたニューテクノロジーについての理解を深めてもらうことにある。そのため、展示にはさまざまな工夫が凝らされ、コンピュータに関するどんな問題にも答えられる周到な説明が施されている。

例えば、'90年の6月にお目見えした、通常のコンピュータの50倍の大きさに作られたウォークスルーコンピュータ。実際の情報処理は小型の近代的なコンピュータが行うものの、操作法をシミュレートして、

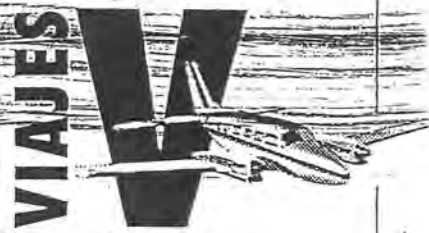
世界の主要300都市をスクリーンに映し出すことができる。またその名の通り、内部を歩き回ることができ、部品の機能を説明したイラストパネルを参考にしながらコンピュータの仕組みを理解できるようになっている。

そのほか、さまざまな種類のロボットを展示、機械がいかに人間の代わりにするようになってきたかを理解させるスマートマシンズギャラリー、豊富なコレクションで'30年代から現在に至るコンピュータの進化の歴史を物語るビープル & コンピュータズ、コンピュータゲームやコンピュータグラフィックスが実際に学べるコンピュータ & イメージギャラリーなど、子供から大人まで楽しく学べる企画が目白押しである。

生徒を引率してきた先生は、「ハイテク社

会に生きる子供達にとって、コンピュータは自然の風景の一部。毛嫌いしても始まらない。それにコンピュータを扱うことは大人の世界を垣間見ることになり、子供達はむしろ進んでコンピュータに適應している」と証言。また、MITにあるメディア実験室のコンサルタント、Hillel Weintraub/ヒレル・ワイントロウブ氏も「父親の使う電動ノコギリを触って叱られる子供も、コンピュータは使わせてもらえる。それに時には父親より上手く操れるので、得意になって勉強する」と、コンピュータ教育の効用を語る。

The Computer Museum
300 Congress Street
Boston, MA 02210
TEL : (617)426-2800



DATOS UTILES

Las aerolíneas Aviateca, United Airlines, American Airlines, Continental y Taca vuelan a Boston. Hay dos precios para el pasaje, ida y vuelta. Entre semana es de US\$591, y fin de semana, de 645. Entre la lista de hoteles más baratos es el Chalet Amersbury y el Neponset, cuya habitación no excede los 60 dólares. El restaurante más barato de la zona es el Bluebird, que ofrece un menú de 10 platos por 10 dólares. El restaurante más caro es el Bluebird, que ofrece un menú de 10 platos por 10 dólares.

The Computer Museum in Boston is ideal for people who love electronics and recreation. Once there, the visitor can wander among gigantic computer keyboards, slide down 3-foot-size diskettes and see workshops where robots are built. An android voice gives the visitor detailed information about all the activities going on in the museum complex.



La serenidad es el sello de Massachusetts.

Boston planea la diversión familiar

Esta ciudad, de importancia histórica, ofrece atractivos centros para el recreo infantil.

Massachusetts quizá no tenga los paisajes más bellos, ni Boston sea Nueva York, pero ofrece una serenidad que resulta especialmente agradable. La típica estridencia norteamericana queda muy lejos aquí y esta es una cualidad de un lugar ideal para el descanso y la diversión. Más en esta temporada.

CON BAGAJE. Aunque suene a tópico, casi todo lo verdaderamente importante que ha marcado la historia de Estados Unidos ha ocurrido en el estado de Massachusetts. Allí tuvo lugar la Revolución de Lexington; se abolió la esclavitud; se fundó Harvard (primera universidad, que sigue estando a la cabeza en cualquier campo de la investigación) y, por qué no, allí se escribió "Moby Dick" y gran parte de la literatura clásica norteamericana. Todo este bagaje está presente en la mente de sus habitantes.

Primavera y otoño son estaciones claves para disfrutar de

Los niños en el Computer Museum.

los atractivos de Boston, como las playas de Cape Cod, las montañas de Berkshire y las islas, la principal de ellas George Island, a la que se puede llegar en tren. Un paseo con la familia a esta ínsula es perfecta para trotar. Tiene la extensión suficiente como para ser un digno rincón de descanso y gran cantidad de grietas por explorar.



Para los menores de 13 años, el Museo de Niños es como la meca de la diversión. Cuenta con una gran cantidad de áreas verdes y juegos. Uno de los favoritos para los muchachos es el colosal hormiguero humano, construido con túneles y rampas donde los niños tienen que gatear a veces. A diario se imparten allí talleres de drama, fabricación de máscaras y cursos para el estudio de aves e insectos. Los regalos para niños de las mejores

salud. En la zona de los tanques se ven tiburones y anguilas. que presume este centro. versión que, además, programa shows especiales con los leones marinos. El Computer Museum es para los amantes de la electrónica y el recreo. Allí se puede caminar entre teclados gigantes, deslizarse en diskettes de más de un metro y conocer talleres de construcción de robots. Una voz androide da una completa información de las actividades del complejo.

No hay que dejar por un lado la visita a la Universidad de Harvard, a la prestigiosa escuela de música Berklee ni al afamado MFA o Museo de Bellas Artes. El periódico local Boston Globe publica todos los jueves una lista de actividades y lugares para la recreación de toda la familia.

ma. restauración. mundo, local. Italy. Los mariscos, en particular son el plato regional. Se comen con muy poco dinero en Rockport, a la orilla del mar, rodeado de gaviotas.

DEJE EL AUTO. Parte de la serenidad que Boston transpira ha derivado que una de las guías de viajes más populares sobre Estados Unidos no dude en recomendar que, "al llegar a Boston, lo mejor es dejar el coche en el hotel y utilizar el transporte público". En esto, Massachusetts es diferente y muchas veces único. No sólo no venera el automóvil como al rey del transporte, sino que se promociona por todas partes la utilización de cualquier otro medio alternativo. Por ello muchos aconsejan comprar el "Guide to public transit in greater Boston & New England", que está disponible en cualquier quiosco.

En Boston, si no es un lugar será otro el que elegirá para descansar o divertirse, sino es en un autobús se transportará por otro medio. Pero tenga la seguridad de que siempre tendrá a dónde ir y de que pocas veces permanecerá en el mismo lugar, junto a su familia.

■ JORGE SIERRA

Why Kids Love Boston

A visit to this historical city promises memories to savor—plus a pain-free education.

The Mallard family, of the storybook classic *Make Way for Ducklings*, lives in the Public Garden—one of many kid-friendly places in the city.

Children often dream of entering a favorite storybook. For me that wish came true when—as an adult—I first visited Boston's splendid Public Garden fifteen years ago. There, now magically in color, was the setting of Robert McCloskey's children's book *Make Way for Ducklings*: the willow-shaded pond plied by graceful swan boats; the elegant footbridge; and, most thrilling of all, the tiny island where Mr. and Mrs. Mallard ended their gypsying ways and found a home for Jack, Kack, Lack, Mack, Nack, Ouack, Pack, and Quack. Someday, I told myself, I'll bring my child here. We'll sit by the pond and read *Make Way for Ducklings*. We'll feed peanuts to Mr. and Mrs.

Mallard's descendants. And, of course, we'll ride on a swan boat.

And we did. I discovered, upon my recent return to town with my husband (who was on a business trip) and seven-year-old daughter, that Boston is a great place for families. The many well-kept public places seem made for kids. And the city is compact and manageable, easily traversed by a clean, charming, and unconfusing subway system, known locally as the T. If your kids are strong walkers, you can even hike between most of the points of interest—and see plenty of engaging sights along the way. If travel is educational, then travel to Boston is especially so; after all, education is the city's primary industry. In addition to its many wonderful museums, the city is also filled with monuments to the founding of our country. My second-grade daughter hasn't developed an interest in history yet, but that will change before long.

Meanwhile, there were boa constrictors to learn about. Touching the snake at the Museum of Science was a high point of our recent visit. And examining specimens of animal feces encased in lucite and mounted on the restroom wall at the Children's Museum led the "wait till they hear about this at circle time" list. But what Kate relished most was a chance to bargain with a talking computer at the Computer Museum. The computer played the role of storekeeper at a produce stand; Kate was the customer, bargaining for a crate of strawberries. By ingratiating herself, via keyboard, with the storekeeper, she was able to get a much lower price. Given a turn at

BY ANN BANKS

TERRI DAVIS



the machine, I set out to demonstrate my own preferred tactic: criticizing the merchandise. The next thing I knew, I was paying \$11 for a crate of strawberries initially offered at \$10.

On our first evening in town, we boarded a Boston Harbor Cruises ferry for a sightseeing trip on the city's remarkable harbor. Once central to the city's defense, the harbor is now a living museum of transportation. Leaving the dock, the ferry sails beneath the flight path of planes coming in to land at Logan Airport. After that thrill, you get a good, close look at all manner of vessels: fire-fighting boats, fishing trawlers, and cargo ships. Finally the ferry arrives at the Charlestown Navy Yard, berth of the USS *Constitution*—better known as "Old Ironsides" because its thick hull deflected British cannonballs during

the War of 1812. You can visit the ship and its museum, but we were content to hear the evening cannon salute echo over the water.

The following morning, Kate and I headed directly to the Children's Museum. In a town where competition for this title is stiff, the Children's Museum is probably *the* most exciting place to take kids. It is playful and multicultural. After a couple of hours, Kate gave it the ultimate accolade: "Mom, I like this museum because they're not so picky about kids touching things." The museum caters to a wide variety of needs—including parents' need to sit down. Benches have conveniently been provided for parents to rest on while their kids play Ethiopian hopscotch or listen to a rooster crow in Portuguese. For families with children five or under,

there is a safe, enclosed area called Playspace.

After we'd surveyed a graphic and informative exhibit about digestion entitled "Mind Your Own Business," Kate decided that she was hungry. We settled on Lightships, a floating restaurant across the wharf that features a \$1.95 kids' menu. In spring or summer, another good choice is the Milk Bottle, just outside the museum. It's a giant milk-bottle-shaped hut that was once a dairy and now serves light fare.

After lunch we made a quick pass through the excellent gift shop on the first floor of the Children's Museum and then headed next door to the Computer Museum—the two museums share a renovated nineteenth-century warehouse. The first exhibit we encountered was a giant walk-through computer, and for a moment it seemed as if in one instructive day, I might finally learn to understand the inner workings of both my digestive system and my word processor. Kate was impatient, though, and hurried me on to those exhibits most suited to young children. (The museum thoughtfully provides a list.) In addition to the hard-bargaining shopkeeper, we met a computer that can tell you how tall you are just by looking at you, and "Vanna the Robot Arm," which spells out your name with blocks.

Kate and I were "museumed out" for the day, but on our next trip we plan to visit the Boston Tea Party Ship & Museum, located nearby. On board a full-size replica of an eighteenth-century ship, visitors can participate in a reenactment of the original tea-dumping protest—one of the most important and dramatic events leading to the American Revolution.

Aquatic life and boas.

Our second day in Boston began with breakfast at another landmark that kids love: the Faneuil (pronounced FAN-yul) Hall Marketplace, which includes the Quincy Market and its endless edibles. This nineteenth-century plaza, which has been a pedestrian mall for 150 years, offers a remarkable urban pageant and is also a great locale for younger kids to romp around. Entertainment is provided by a changing cast of street musicians and magicians—and, of

Where to Eat, Where to Stay

Ideal restaurants for kids:

Bertucci's, 39 Stanhope Street; 247-6161*.

Boston Garden Sports Cafe, Causeway Street; 723-6664.

Durgan Park, North Market, Faneuil Hall; 227-2038.

Hard Rock Cafe, 131 Clarendon Road; 424-7625.

Serendipity 3, South Market, Faneuil Hall; 523-2339.

Venus Seafood in the Rough, 88 Sleeper Street; 426-3388.

Child-friendly places to stay:

Expensive

The Four Seasons; 1-800-332-3442. **Features:** Overlooks the Boston Common and the Public Garden. This luxury hotel has great extras for kids, including duck food for swan-boat rides and complimentary milk and cookies delivered right to your room. The Weekend With the Kids package, which includes overnight parking, costs \$185 per night.

The Boston Harbor Hotel; 1-800-752-7077. **Features:** On Rowe's Wharf, within walking distance of waterfront attractions such as the New England Aquarium, the Children's Museum, and the Computer Museum. Offers special packages for families, including a holiday-weekend package with rooms starting at \$165 a night.

Moderate

The Royal Sonesta Hotel Boston-Cambridge; 1-800-343-7170. **Features:** Especially convenient for families; a nearby urban mall has drugstores, bookstores, and a fast-food court. Free activities from mid-June through Labor Day. Doubles start at \$99 a night.

The Sheraton Boston Hotel and Towers; 1-800-325-3535. **Features:** Has baby-proof rooms with a rocking chair, night-lights, and a baby bathtub. Kids' books and videos are available. Family rooms start at \$98 a night. Ask about Family Fun weekend specials.

Budget

Omni Parker House; 1-800-843-6664. **Features:** Offers families special rates for holiday weekends. Ask about its children's packages. Prices for a family of four start at \$79.

Note: All hotels listed above have health clubs and pools.

Bed-and-Breakfast Agencies

Greater Boston Hospitality, P.O. Box 1142, Brookline, MA 02146; 277-5430.

Bed and Breakfast Agency of Boston, 47 Commercial Wharf, Boston, MA 02110; 720-3540. —A.B.

*The area code for all hotels and restaurants is 617 unless otherwise indicated.

course, the other visitors.

But we had to get going to our next stop: the New England Aquarium on Central Wharf. There are newer and more splendid aquariums, but I still find Boston's breathtaking. It is hard to imagine a more thrilling encounter with fish that doesn't require getting wet. For one thing, the aquarium is dark inside—indirect light from the exhibits is the main source of illumination—so you feel as if you're underwater.

Reinforcing that illusion is the Giant Ocean Tank; at four stories high, it's one of the largest cylindrical saltwater tanks in the world. Complete with a re-created coral reef, it occupies the core of the building; visitors climb a spiral pathway from the bottom to the top. More than 800 specimens call the tank home, including sharks, sea turtles, and eels.

Kate and I settled in one of the viewing windows and watched sea creatures only inches away on the other side of the glass. Said Kate, "Oh, Mommy, it's so magical—I'm looking for Ariel." Thus does life—aquatic and otherwise—imitate Disney. Tropical fish, barracudas, and stingrays in the ocean tank peacefully coexist, probably because they are plentifully and regularly fed by scuba divers. If you're lucky, you'll get to see one.

From the aquarium we took the T to the Museum of Science, located on the Charles River, which separates Boston and Cambridge. Compared with the Children's Museum, the Museum of Science is overwhelming. It would take weeks to see it properly, so we decided to concentrate on what caught our eye. Kate liked the gem exhibit—mainly, I think, because a kind and attentive guide took the time to explain everything carefully. We both liked the boa constrictor and his lively handler, who informed the assembled children that boas smell with their tongues.

Next to the boas was a large, egg-shaped chick hatchery, where we joined the crowd watching eggs hatching. Would they hatch soon? "Should we stick around and wait?" I asked a mother standing next to me.

"I don't think so," she said. "It takes a really long time because they push for a while and then they stop and rest."

"That sounds familiar," said an-

Kid-pleasing Attractions

Boston Harbor Cruises, at Long Wharf, Boston Harbor. Run from April through the end of October. 227-4321*.

Boston Tea Party Ship & Museum, at the museum wharf. Ages five and up; 338-1773.

Children's Museum, at the museum wharf. Ages two and up; 426-8855.

Computer Museum, at the museum wharf. Ages four and up; 423-6758.

Faneuil Hall Marketplace, next to the financial district; food, entertainment, and shopping; 523-1300.

Harvard Square, in Cambridge, just over the Charles River. Here you'll find the Wordsworth Bookstore (354-5201) and plenty of other stores. Take the T Red Line to the Harvard Square stop.

John F. Kennedy Park, at the corner of JFK Street and Memorial Drive, in Cambridge.

Museum of Science, adjacent to the Boston Garden. Take the T Green Line to Science Park. Ages four and up; 723-2500.

New England Aquarium, at Central Wharf, Boston Harbor. Take the T to the Aquarium stop; 973-5200.

Public Garden, in downtown Boston. Home of the swan-boat rides, which run continuously from mid-May to September 20; 522-1966.

Taste of Massachusetts, at City Hall Plaza, on Cambridge Street. An outdoor festival with food, rides, puppet shows, magicians, and more. September 3 to 7; 1-800-394-3378.

Note: The Greater Boston Convention & Visitors Bureau (531-4100) will send you information or answer any questions about the city. Ask for the *Kids Love Boston* guide.

—Anne Klavans

*The area code for all of the above listings is 617 unless otherwise indicated.

other woman nearby, and all around the hatchery, mothers joined in the laughter.

Following a tip from a museum employee, Kate and I had lunch in the sixth-floor cafeteria, looking out over the Charles. I can't imagine a better view in town: a sparkling blue river, sailboats, and seagulls. Our last stop at the museum was the Mugar Omni Theatre, where we saw the film *Blue Planet* on a four-story screen. For adults and older kids, this is an extraordinary experience; smaller children might find it overwhelming. (If you do go, sit near the center of the theater, where you're less likely to get dizzy.) Much of the film was shot from space by NASA astronauts, and it makes a convincing case for the earth's need for protection.

Winding down.

I had intended to end the day exploring Harvard Square, in Cambridge, where I'd worked during my years in Boston. But my daughter made it clear that she wasn't in the mood for any more sightseeing. Instead we headed for the beautiful, tranquil John F. Kennedy Park on the banks of the Charles and then to Wordsworth, my favorite Harvard Square bookstore. Sure enough, we found in the children's section a won-

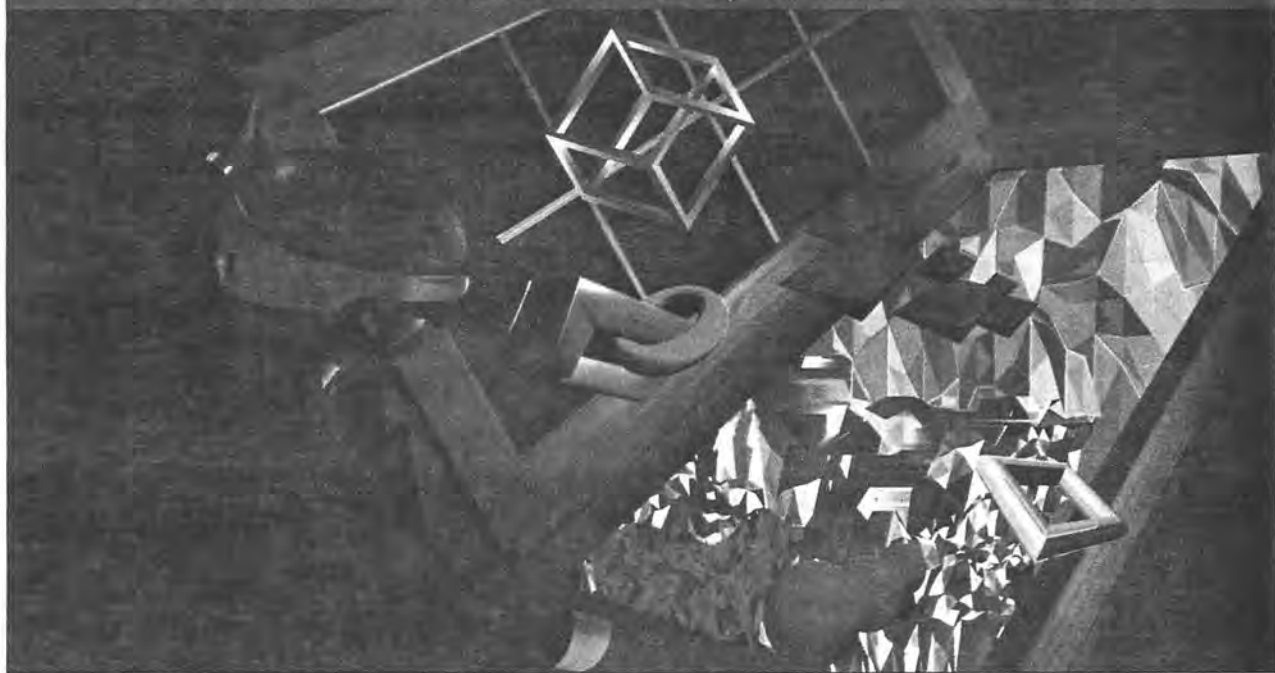
derfully knowledgeable clerk who quickly thought of half-a-dozen books that Kate might enjoy.

The following morning, after a leisurely picnic brunch by the banks of the Public Garden Pond, we rode the swan boats a couple of times. We strolled around the beautiful and nearby Back Bay section of town, and by the time we felt hungry again, it was almost time for tea. I thought this genteel Boston tradition might impress Kate, so we changed into our best and went to the Ritz-Carlton Hotel, just across the street from the Public Garden. (The Ritz is the setting for another children's-book classic, *The Trumpet of the Swan*.) As a harpist provided appropriate background music, the tearoom waiter lavished courtly attention on Kate. She loved the chocolate-gloved strawberries, leaving me to love the cucumber sandwiches. We both loved the cookies and cakes.

And we both loved Boston. The list of things that we didn't get around to doing could fill up a half-dozen future trips. But then again, almost every place we went to was worth revisiting. And next time, I'm determined not to pay that computer a penny over \$4 for the strawberries. ●

Ann Banks writes frequently on traveling with children.

VIRTUAL REALITY: COMPUTER TRAVEL TO THE FOURTH DIMENSION



C1 Photography

Skulking across the barren landscape of Mars, you whirl and fire at a giant sandworm. The surprised beast roars, then races away as you catch your breath.

A video arcade game? No. Plain science fiction? No. What you just experienced was a new kind of reality - virtual reality.

The so-called "fourth dimension", "virtual reality" is a physical environment that consists solely of 3-D images generated from electronic data.

The environments - which can be a precise replica of an existing landscape or a completely fictional space - are startlingly realistic because they are so complete. The computer images are fully three-dimensional - you can look under a ledge or walk into a cave.

The sensations of falling, flying or moving can be every bit as vivid as the real thing. People who enter virtual realities frequently get motion sickness.

To enter virtual reality, you put on a special helmet with a pair of miniature video screens. These screens display images that are slightly different. Your brain combines the images to form a three-dimensional view of the subject.

You also wear a glove or a full, coverall-type suit. Sensors in the helmet, glove or suit telegraph your body movements to the computer. If you swing your head and turn around, the computer will display the landscape "behind" you. Spinning again, the image returns to show what's "in front" of you. The movement of the images is in "real time," that is, it changes just as fast as you move your body. You see the environment just as you would experience if you were actually walking through it.

Virtual reality simulations are used by the armed forces to put you "on the battlefield." But, scientists hope that it can be used for other purposes.

The high cost of powerful comput-

ers for simulating movement has kept virtual reality in the lab. But it's leaking out. In June, Virtual Reality Laboratories of San Luis Obispo, CA, released software that puts virtual reality on a PC.

Called VistaPro, the program contains landscapes. You create canyons, rivers, mountains, clouds - then "fly" through them. The images are displayed on a standard VGA color monitor, but they are not stereoscopic. This means you aren't "in" the landscape like you are wearing a VR helmet, but the images are still 3-D. A compromise, but it's a lot cheaper than a full-blown VR set (between \$25,000 and \$100,000).

For outrageous virtual reality experience, visit The Computer Museum in Boston - the world's only computer museum. There's a permanent VR exhibit: sit in your swivel chair and visit "brave new worlds."

It's the next best thing to being there. ■

WHAT'S NEW

POPULAR SCIENCE

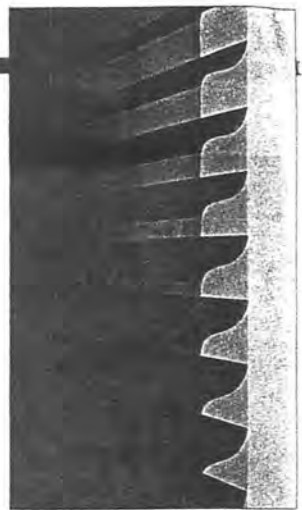
NEW YORK, NY
MONTHLY 1,893,190

AUGUST 1992



WIDE-ANGLE SECURITY

Thanks to a 190-degree-angle sensor, the Reflex Professional Motion Sensor Light Control SL-5313 detects any warm moving object in a 8,100-square-foot area. The \$40 light has a pre-wired, bright quartz halogen light that can be programmed to remain lit from 1 to 20 minutes when the sensor is triggered. Heath Zenith, 455 Riverview Dr., Benton Harbor MI 49022.



WINDOW DRESSING

Silhouette window shadings combine the softness of curtains, the insulative properties of shades, and the privacy and light control of blinds. They are available in 30 colors. Price: \$300 for a standard-size window. Hunter Douglas Window Fashions, One Duette Way, Broomfield CO 80020.



PORTA-GYM

The Stealth Gym Flexerciser exercise rod generates between 20 and 70 pounds of resistance when you bend it into a U-shape. The five-foot-long, two-pound rod is said to be three times stronger than steel and can be used to work every large muscle group. Price: \$50. Exercise Products, 12377 Merit Dr., Suite 1140, LB #90, Dallas TX 75251.

MUSEUM WARE

The Computer Museum now offers eight of its interactive exhibits as Exhibit Kit Programs for personal computers. The Color the States kit (shown) illustrates voice recognition; a map of the United States is colored using speech commands. The kits cost from \$875 to \$5,400 and come with educational materials and layout suggestions; some include additional hardware. The Computer Museum, 300 Congress St., Boston MA 02210.



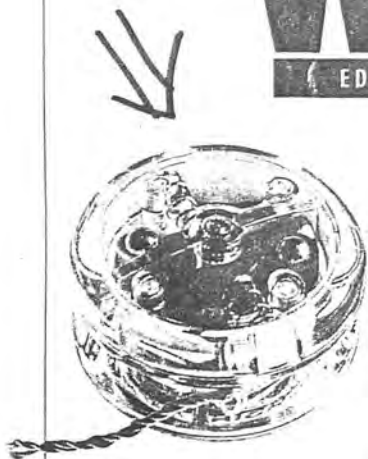
MIXED BREED

Madrid-based Seat SA, part of Volkswagen, unveils the Toledo with hopes of entering the U.S. market. Based on the Jetta floor plan, the car blends German engineering and Spanish styling. It's offered with four VW gas engines from 75 to 136 hp, plus a 68-hp diesel. Power steering and a tilt/slide sunroof are standard; antilock brakes come on the top-of-the-line models.



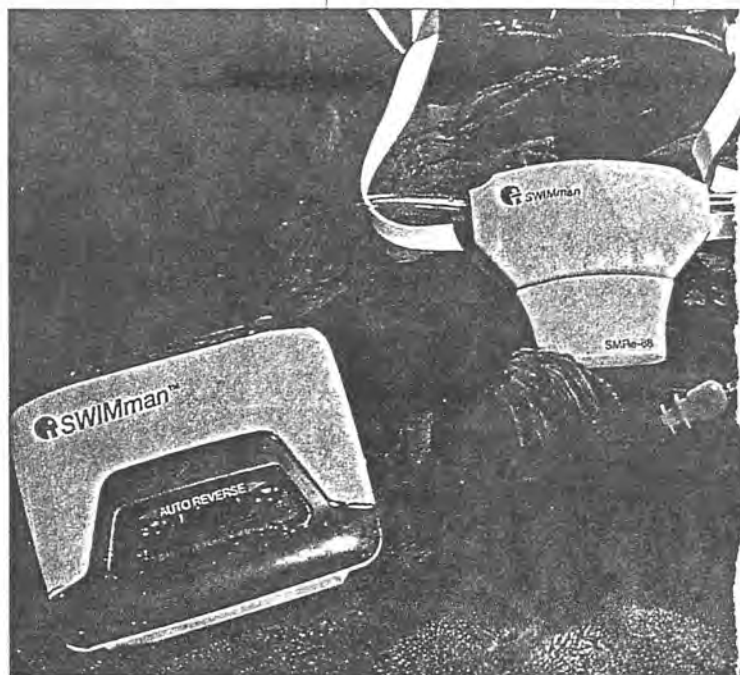
WHAT'S NEW

EDITED BY MARCELLE M. SOVIERO AND JUDITH ANNE YEAPLE



SMART YO-YO

Now even a beginner can perform yo-yo tricks. When Yomega's \$12 yo-yo reaches the end of its string, a tiny clutch is released, winding the yo-yo back up to your hand. The Computer Museum Store, 300 Congress St., Boston MA 02110.



UNDERWATER STEREO

The Swimman personal stereo system—with headset, FM receiver, and cassette player—is waterproof so you can listen to music while in or under the water. One-way receiver and transmitter units are optional. Price: about \$200. PI-Thorian International, 724 Heman, St. Louis MO 63130.



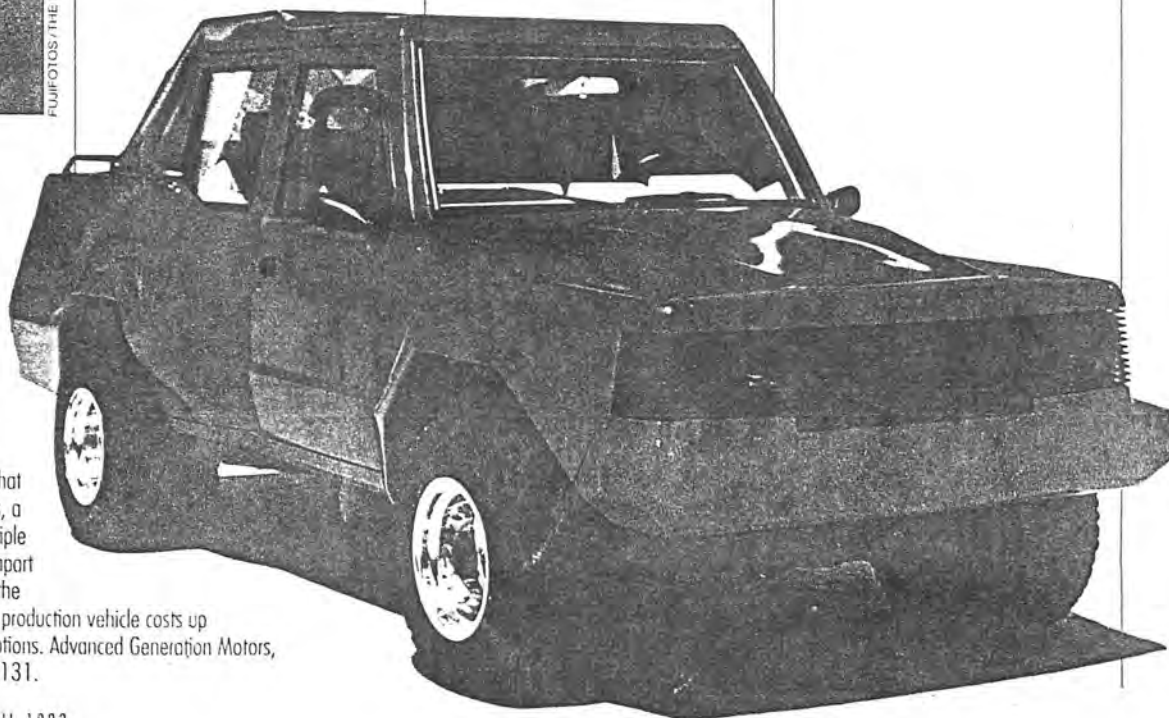
FUJIFOTOS/THE IMAGE WORKS

BICYCLING ROBOT

A tiny ceramic gyro keeps this robot from losing its balance. If the robot starts to tip, the 3 1/2-gram Gyrostar signals an on-board computer, which then tells the robot how to steer to regain stability. The \$75 Gyrostar—which someday may be used in airplanes, car navigation devices, and missile guidance systems—was developed by Murata Manufacturing in Kyoto, Japan.

SECRET AGENT SEDAN

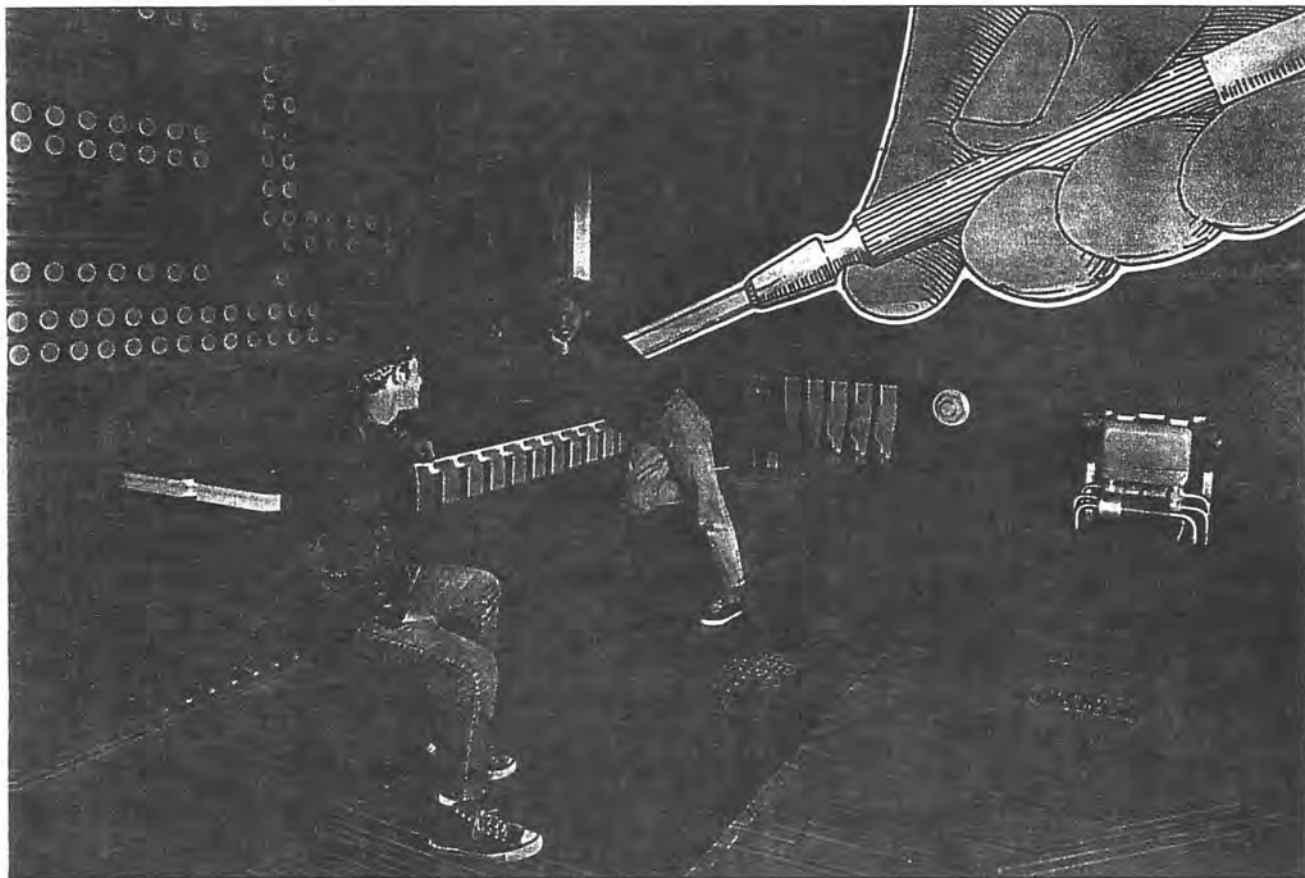
The Rhino all-terrain vehicle is 007 material: It has windows that withstand sledgehammer blows, a body and tires that endure multiple shots from a firearm, and a rampart that sprays tear gas. Based on the Mitsubishi Montero, the limited production vehicle costs up to \$125,000, depending on options. Advanced Generation Motors, 801 Brickell Ave., Miami FL 33131.



Computing

SAN JOSE MERCURY NEWS
 Sunday, February 16, 1992
 Circ: 338,490

Software Review • Calendar



The Walk-Through Computer uses a wall-sized screen, a working trackball as big as a car and chips the size of single beds to explain the parts of a personal computer

D. Bah

The Boston PC Party

The Computer Museum covers the history and future of computers, from ENIAC to multimedia work stations, from dire predictions of robotic hell to speculation on machines' potential humanness

By Lee Gomes
 Mercury News Staff Writer

BOSTON

IT MAY have taken Silicon Valley to invent the modern personal computer, but it took Boston to give it its due. This city is home to the Computer Museum, which for eight years has been the only gallery in the world devoted exclusively to collecting, displaying, explaining, celebrating and occasionally critiquing the mindlike mechanical wonders that are reshaping the world around us.

Housed in 53,000 square feet on two floors in a typical Boston red brick building near the site of a famous colonial tea party, the museum spans the history of modern computers, from yesterday's ENIAC to tomorrow's multimedia work stations. Boston visitors with any curiosity about silicon subjects are likely to find the few hours required to tour the museum as stimulating as any spent at Beantown's more traditional tourist fare, such as Faneuil Hall or Harvard Yard.

Unlike San Jose's smaller but more eclectic Tech Museum of Innovation (formerly The Garage), which highlights a variety of disparate technologies including biotech, the Computer Museum lives up to its name and is a transistor-only affair.



See MUSEUM, Page 6F

The 'animatron' at the keyboard gives visitors a view of computers past

Cover Story

Preserving past, probing future

MUSEUM

from Page 1F

Visitors here can see computer-generated art; examine some of the predictions, both prescient and boneheaded, that have been made about the machines over the years; and give a once-over to a computer that's so big you can literally walk through it.

As is the case with every self-respecting science museum since San Francisco's ultra-hands-on Exploratorium revolutionized the field, touching here is encouraged. There are computer displays that let visitors play architect and design a redwood deck or play God and design a mountain range.

While the museum is not completely devoted to personal computers — it has one of the world's best collections of early, user-hostile business machines, as well as a bofo robots exhibit — it's clearly the love affair with computers launched by the personal computer that is responsible for the museum's popularity.

Nearly 150,000 people visit it every year, about 40 percent schoolchildren from the greater Boston area.

Oliver Strimpel, the museum's British-born, astrophysics-trained director, said that while the exhibits are designed with a bright 12-year-old in mind, adult visitors, even those professing to be computer literate, never feel like they are being condescended to.

"We get some very technical visitors, and they end up playing with the exhibits just like kids," he said. "The excuse they use is, 'I want to see how they explain this.'"

The museum had its origins in the attics of some early luminaries of Digital Equipment Corp. who donated some of the historic machines from their private collections.

Chief among them was Gordon Bell, one of DEC's best-known engineers; Bell's wife, Gwen, is on the museum's staff.

The museum was originally housed in the lobby of a DEC building but in 1984 moved to its present location. Despite its early DEC ties, the museum now goes out of its way to include products from all leading industry suppliers, and virtually all of computing's most famous corporate names have been benefactors over the

The museum has two charters — to play preservationist, saving historic machines from the scrap heap, and to explain and teach about computer technology and its social impact.

years.

The museum has two charters — to play preservationist by keeping historic machines from being consigned to the scrap heap and to explain and teach about computer technology and its social impact.

As a result, old-timers can wax nostalgic looking at the vacuum tubes and core memories used during the '40s and '50s, while youngsters whose notion of ancient history is the Apple II can play prototype arcade games.

A typical exhibit is "Smart Machines," which takes gallery-goers through the many promises and false starts of artificial intelligence in an effort to answer the question of how humanlike computers can ultimately become.

And "People and Computers" attempts to set computers in a larger social context, with each of its gallery spaces devoted to a decade and its machines, with music and film clips providing the ambience.

With "In the Mood" playing in the background in the first space, we see the room-sized monsters that helped the Allies win War World II, and then follow on through Elvis, the Beatles and Hammer as computers evolve from IBM 360 mainframes all the way down — or up, depending on your point of view — to Nintendo games.

The museum's most famous exhibit is the Walk-Through Computer, which uses a wall-sized screen, a working mouse trackball as big as a car and microprocessor chips the size of single beds to explain the different parts of a personal

computer. The displays are all eye-catching and state-of-the-art, but the museum knows how to do more than mount an impressive exhibit and is a master of the educational publicity stunt.

For example, it sponsors the annual Computer Bowl, a kind of Trivial Pursuit for the bits-and-bytes crowd. And last November, it hosted the first running of the Turing Test, in which human judges sat at terminals and typed away, trying to figure out if a person or a computer was at the other end. (The judges reported that with one exception, it was pretty easy to tell the biological from the mechanical entities.)

The museum has a \$2 million annual budget, half of which is spent developing new exhibits. It operates in the black, with income from admissions, gift shop sales, donations and fees paid by other museums for portable displays that take some of the museum's more popular exhibits on the road.

The tone throughout much of the museum is upbeat, even boosterish, although some of the down-sides of computers are explored. For example, there is a film clip from the 1960s of a United Auto Workers leader lamenting the possible job loss that robots might bring about.

Strimpel said the museum will be paying even more attention to computers' dark side, such as their potential to invade privacy, in its next two exhibits, which will deal with the personal computer itself, and with the networks that now

While the museum is not completely devoted to personal computers, it's the love affair with computers launched by the personal computer that is responsible for its popularity.

connect computers all over the world.

That, though, is all in the museum's charter — to make computers seem a little less strange.

"We hope people will have a sense of what the computer can do," he said. "We don't want people to feel shut out. We want to give people a sense of ownership."

IF YOU'RE INTERESTED

The Computer Museum is at 300 Congress St., Boston, Mass. 02210. Winter hours are 10 to 5 Tuesday through Sunday; summer hours are 10 to 6 every day and 10 to 9 on Friday. Admission is \$6 for adults and \$5 for students and seniors, with half-price admissions available Saturdays until noon. The phone number is (617) 426-2800.

HIGH-TECH EXPOSE

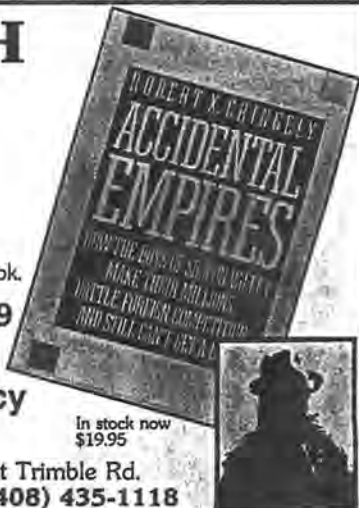
Robert X. Cringely

Infoworld's most influential computer industry gossip columnist reveals the latest inside information and discusses his controversial new book.

Wednesday, February 19
7:00 to 8:30 PM at

Computer Literacy
Bookshops Inc.

2590 North First Street, at Trimble Rd.
San Jose, CA. 95131 (408) 435-1118



In stock now
\$19.95

What Makes a Good Computer Exhibit?

For ten years, The Computer Museum has used computers in nearly all its exhibits, establishing itself as a leader in the use of computers in museum settings. Over time and through many trials and errors, the Museum has gained a solid understanding of what visitors want when using computers in an informal learning environment.

In response to requests from around the world, the Museum is now sharing its expertise with other museums in a variety of ways. One of the most important is the Exhibit Kits Program, which exports software programs that have been tried and tested to other museums. They include Eureka, in Halifax, Nova Scotia; MUSEOGRAFICA S.C., in Mexico; Philadelphia's Franklin Institute; the St. Louis (MO) Science Center, The Tech, in San Jose, CA, and the Children's Hands-On Museum, Olympia, WA.

The *NEWS* thought its readers might be interested in what the Museum has learned. Here are some of the principles which Director of Education

Natalie Rusk, Director of Exhibits Greg Welch, and Exhibit Developer David Greschler discussed recently at the annual Association of Science-Technology Centers (ASTC) conference in Toronto, Ontario:

Experience is the message

The Museum has discovered that computers in museum settings should not simply replace other information delivery systems, such as signs or books. The most successful interactive computer exhibits let the visitor *experience* the topic being presented. For example, the approach in designing the Height Sensor exhibit was to let visitors experience a computer measuring their height — rather than merely being *told* that computers can measure their height.

Make it matter

The Museum has found that commercial software programs generally do not make compelling exhibits. Most visitors need a broader context or motivating force to use a computer.

For example, to explain how a spreadsheet works, the new *TOOLS & TOYS* exhibit engages visitors in the activity of spending a million dollars. To introduce visitors to spell-checking, the Museum designed a two-player game where they can check each other's spelling, comparing it to the computer's version. In each case, visitors are involved in an interesting activity, while using the tool being demonstrated.

Modify, don't re-invent, the wheel

Like the computer industry, the Museum has moved away from creating software from scratch to reconfiguring existing software and using authoring systems. In one example, Dan Griscom used MacroMedia Director, an interactive animation and presentation system, to create the software for the Make Your Own Cartoon and The Talking Computer stations in *TOOLS & TOYS*. This is far

Members of the Martin Luther King, Jr., School's 8th grade computer class tell Noah Southall of The Computer Museum what they like and don't like about the exhibit.



Photograph: © 1992 Neal Hamburg

A Mandate to Educate

The Computer Museum's mission is to educate and inspire people of all ages and backgrounds on the technology, applications, and impact of computing through dynamic exhibitions and programs. In the past three years we have concentrated our resources on developing new exhibitions. It's now time to evaluate and plan the other part of the mission — our programs.

Today, the number of young people — especially women and people-of-color — pursuing careers in science, mathematics, and engineering is at a critical low. While many youths are interested in computers, the average school has only one computer per 30 students.

Given these realities, how can we leverage the Museum's unique resources, namely its exhibits and collections, to create the most effective programs possible? Can we create new informal education approaches to computing that we can share with other organizations, locally and nationally? How can we most effectively help schools? How can we make sure that young women and minorities benefit from our programs?



Natalie Rusk has an Ed. M. in Interactive Technology from the Harvard Graduate School of Education and has worked as a consultant to the MIT Media Lab's Epistemology and Learning Group.

Fortunately, the Museum is in a better position than ever to tackle these questions. First, we recently named Natalie Rusk Director of Education. Her training, experience, and keen motivation to educate qualify her perfectly to develop our new programs. As the Museum's Acting Education Director, she has done an excellent job integrating our educational agenda into many of our exhibits and special events.

Second, we hope to launch The Computer Clubhouse, a vibrant learning environment where young people, aged 10 to 15, will learn about science, mathematics, and technology. They will be able to design their own computer-based simulations, games, newsletters, 3D designs and robotic devices. Serving more than 1,000 local youth a year, the Clubhouse will give us a wealth of firsthand experience casting light on some of the questions raised above.

And third, we have formed a special committee of the Board to develop the Museum's education strategy. Now is a good time for you to tell us what education programs you, our Members and supporters, think the Museum should offer.

We look forward to hearing from you.

Dr. Oliver Strimpel
Executive Director

What Makes a Good Computer Exhibit? (continued from P.1)

less time-consuming than creating entirely new software, and easier to modify once evaluated. It also broadens the range and power of media used in a single interactive program.

Evaluate

But there is no way to assure an exhibit's success without trying it out on visitors. The Museum has developed a "formative evaluation" process, which is now a fundamental part of the exhibit design process. The evaluation process began with

informal observation of visitors in the Smart Machines Gallery and grew to formalized research in 1990 for the Museum's Exhibit Kits Program, sponsored in part by The National Science Foundation.

With *TOOLS & TOYS*, the Museum built the Exhibit Lab, a modest prototype area where visitors "road-tested" the programs, contributing more than 300 evaluations. This allowed the Museum to test the functionality of the software and make sure it conformed to a broader vision of the exhibit.

As part of this evaluation process, the Museum's exhibit development team met three times with 8th graders from Boston's Martin Luther King, Jr., Middle School. The 22-student computer class, who served as the Official Student Advisory Team, evaluated different exhibits, gave advice about the three-dimensional design, and helped weed out unclear words in the exhibit text.

Board of Directors

- Gardner C. Hendrie
Chairman
- Sigma Partners*
Dr. Oliver Strimpel
Executive Director
- The Computer Museum*
Sam Albert
- Sam Albert Associates*
C. Gordon Bell
Gwen Bell
- The Computer Museum*
Edward Belove
- Ziff Desktop Information*
Lynda Schubert Bodman
Schubert Associates
Lawrence S. Brewster
- Aspen Technology, Inc.*
Richard M. Burnes, Jr.
Charles River Ventures
Richard P. Case
- International Business Machines Corporation*
James E. Clark
NCR Corporation
Howard Cox
- Grylock Management Corp.*
David M. Donaldson
Ropes & Gray
Dr. Jon Elund
- Smithsonian Institution*
Edward Fredkin
- Capital Technology, Inc.*
Dr. Richard Greene
- Data Switch Corporation*
Roger Heinen, Jr.
- Apple Computer, Inc.*
Dr. Barry M. Horowitz
- The MITRE Corporation*
Charles House
- Informix, Inc.*
Theodore Johnson
- Consultant*
David Kaplan
- Price Waterhouse*
James A. Lawrence
- LEK Consulting, Inc.*
Dr. Robert Lucky
- AT&T Bell Laboratories*
Dr. James L. McKenney
- Harvard Business School*
John A. Miller, Jr.
- Miller Communications*
Laura Barker Morse
- Heidrick & Struggles*
Dr. David Nelson
- Fluent, Inc.*
Dr. Seymour Papert
- MIT*
Dr. Suhas Patil
- Cirrus Logic, Inc.*
Anthony D. Pell
- Pell, Rudman & Co., Inc.*
Nicholas A. Pertinella
- Intermetrics, Inc.*
Dr. John William Podnska, Sr.
- Advanced Visual Systems Inc.*
Jonathan Rotenberg
- The Boston Computer Society*
Jean E. Sammet
- Programming Language Consultant*
F. Grant Saviers
- Consultant*
Edward A. Schwartz
- New England Legal Foundation*
Naomi O. Seligman
- The Research Board*
Paul Severino
- Wellfleet Communication, Inc.*
Hal B. Shear
- Research Investment Advisors, Ltd.*
Michael Simmons
- Bank of Boston*
Irwin J. Sitkin
- Retired
Aetna Life & Casualty
Casimir S. Skrzypczak
- NYNEX Corporation*
James Sutter
- Rockwell International*
Dorothy A. Terrell
- SunExpress (a Sun Microsystems, Inc. Business)*
Charles A. Zrakoc
- Trustee
The MITRE Corporation

Meet the Board

Four new Directors were elected at the annual meeting in June. They represent an exciting, diverse group of leaders from the computing community. In their own words, they explain why they think the Museum is important and why they joined the Board.



Photograph: J. Ganson

Richard M. Burnes, Jr.
General Partner, Charles River Ventures (and President of subsidiary, Charles River Resources)

“One of the significant events of the second half of the 20th century has been the dawning of the computer industry. The computer and its derivatives, semiconductors and communications equipment, have created a second industrial revolution, fundamentally changing work patterns. The Computer Museum has a role in chronicling, archiving and displaying the development of the computer industry so that current and future generations can better understand this profound influence on their lives.

“I accepted nomination to the Board because: 1) I thoroughly support the basic concept of the institution. It has a major role to play in disseminating information and educating people about the computer industry; 2) The Museum also has the potential to be a significant Boston institution, contributing to the depth, color and character of our city, as well as keeping the Boston area in the forefront of computer developments; 3) The development of younger institutions interests me, and I look forward to helping make the Museum stronger.”



Roger Heinen, Jr.
Senior Vice President and General Manager, Macintosh Software Architecture Division, Apple Computer, Inc.

“Computing technology has changed our lives in a few short years. We hope it will change our lives for the better in the years to come. The Computer Museum plays two important roles. First, it chronicles the progress of this technology. Second, it fosters awareness of the technology in a simple-to-understand way.

“Why did I join the Board? How could I resist? I’ve admired and enjoyed the Museum for many years. It’s about time I gave something back. I’m happy to help in any way I can.”



Photograph: Bochnoch

Dr. Barry M. Horowitz, Jr.
President, CEO, and Trustee, The MITRE Corporation

“Ancient history on the computer technology time scale occurred only a short time ago on most other time scales. We need to preserve and illuminate this history with great energy in order not to lose it altogether. This is why the Museum is important.

“I joined the Board because I would like to help in developing new ways to make knowledge of computing available to as many people as possible. After all, computer technology is becoming a more important part of everyone’s life.”



Photograph: C. I. Photography

Dorothy A. Terrell
President, SunExpress (a Sun Microsystems, Inc. Business) and Corporate Executive Officer of Sun Microsystems, Inc.

“Everyone – from students to computer scientists – needs to understand where the computer industry has been in order to proceed into the future. The Computer Museum does this. It has great historical value, as well as being critical to the education of future generations.

“I became involved with the Board because – as a President of SunExpress – I have a personal interest in The Computer Museum and what it represents for educating the public about how computers work and their applications.

“I want to help ensure the Museum’s continuance, to make whatever contributions I can, and to find ways in which the inner city and the Museum can work together for mutual benefit.”

A Computer P

"At first my 13-year-old didn't want to visit. Now he doesn't want to leave."

"We'll have to come back. I had no idea there was so much here."

Initial reaction to the new exhibit has been extremely positive, according to a July visitor survey by independent evaluator Kathryn O'Neill. "The gallery excites young people and groups especially," she reports. In fact, 85 percent of those surveyed visited in groups of two to five.

TOOLS & TOYS "captures their imagination," says O'Neill.

While many visitors saw the area as a "playroom for kids," almost 75 percent understood that the exhibit's purpose was educational and that it was designed as a hands-on exhibit to show the various uses of the computer.

The three most popular theme areas were: Making Sound, Making Pictures, and Playing Games. Almost 30 of the exhibit's 37 stations made visitors' lists of favorites. "It's unusual that so many different things appeal to so many different people," O'Neill noted. She was also surprised — given how much easier it is to criticize than be positive — that 64 percent of those surveyed had no response to "What do you like least?" Another surprise was how many grandparents and grandchildren visited together — 10 percent.



The **AMAZING**
Personal Computer



Exhibit carpenter Wayne Cookson takes a break from hammering and painting last spring.



Museum Designer Ted Groves shows volunteers the floor plan for TOOLS & TOYS: The Amazing Personal Computer in March 1992.



Some of the team who brought you TOOLS & TOYS stand near the entrance. They are from the left: Åsa Chibas, Dan Griscom, Greg Welch, Ted Groves, Lauren O'Neal, Natalie Rusk, Stina Cooke, Don Greene, and David Greschler.

layground....



Boston Computer Society Chairman Jonathan Rotenberg (second from right), who initiated plans for the exhibit over 10 years ago, helps TOOLS & TOYS sponsor Mitchell Kapor, President, Electronic Frontier Foundation (far left), during the ribbon-cutting ceremony in June. Museum Executive Director Dr. Oliver Strimpel (second from left) and Gardner Hendrie, Chairman of the Museum's Board (far right), join in.

Photograph: FAYFOTO



In the Making Sound area, visitor Billy Brown, 10 (on left), reads a sentence into a computer and then plays it backwards. Sister Lisa, 12 (center), uses a voice recognition system to write a letter she can print out and take back with her to Kirkwood, Missouri. On the right, Beth Brown, 13, types a sentence which the computer says right back to her!

Photograph: FAYFOTO



Using 3D glasses, a Museum visitor explores the third dimension in the Playing Games area.

Top Five Interactive Stations (according to the visitor survey):

• **Be Your Own Band**

Use a MIDI system with drumstick and keyboard to compose, play and record everything from classical to salsa and rock music.

• **Alphabet Noodle Soup**

Choose a word in English or Spanish and use the letters to see how many words you can make.

• **Make Your Own Cartoon**

Find out how computer-assisted animation works by creating a short cartoon using digitized sounds of frogs, birds, and flies.

• **Entering the Third Dimension**

Use 3D glasses and zoom through a corridor while avoiding speeding objects.

• **Draw on the Wall**

Draw on a grand scale using a giant projection of a paint program.

Education

Student Interns Chip In and Learn

Being an intern was “a great opportunity to do architecture and design hands-on,” said Tommy Chau. Tommy, Nikiya Coats, Benjamin Folyan and Jose Torres spent last summer as interns at the Museum in a program sponsored by the Hyams and Boston Globe Foundations.

A freshman focusing on architecture at the Franklin Institute of Technology this fall, Tommy helped Museum Designer Ted Groves draft a plan for the enhancement of the Smart Machines Gallery.

Boston Latin Academy junior Ben Folyan did research for the Development Department and helped Engineer Steve Snow repair exhibits. It was “fun,” Ben reported. “I learned a lot about how computers work.”

Nikiya, an East Boston High School tenth grader, surveyed Museum visitors, gauging attitudes and buying patterns for the Store. Jose, back for a second summer at the Museum, helped the Education Department evaluate its new Educational Activities Packet. Jose will be a Dorchester High School junior this fall.

“The Computer Museum is a stimulating environment for the students,” says Hyams Foundation Program Officer Vicky Nunez. “The program helps them build self-esteem. Kids in this program have gone to college and become involved in other community activities.”



Photograph: Peter Yamasaki

Nikiya Coats tries out the virtual reality swivel chair, as her fellow interns look on. From the left: Jose Torres, Coats, Benjamin Folyan, and Tommy Chau.

Collections

Today's Milestones...

Mini Disk Drive and See-Through Mouse

Two recent donations highlight efforts of the Museum's Collections Department to acquire milestones of contemporary computer history. The first, donated by Steve Volk, President of Integral Peripherals, consists of clear-top samples of the first subminiature, 20 megabyte hard drives for PC-compatible computers. His Boulder, Colorado, company has already introduced 60 and 80 megabyte versions since his June donation.

The second acquisition is one of the clear-case mice produced by Logitech, Inc., of Fremont, California. It commemorates the shipping of the company's two millionth PC-compatible mouse.



Photograph: Peter Yamasaki

Integral Peripherals' hard drive (back right) is even smaller than the Logitech mouse (left foreground).

Awards

Museum Wins Design Award

Computer Museum Designer Ted Groves recently won the 1992 American Association of Museums (AAM) Publications Design Competition award in Supplementary Materials. His design of the promotional package for the Museum's Exhibits Kits Program was one of five winners in its category and one of 39 first places among some 1,500 entries in all categories from across the US and Canada.

The engaging yellow package includes a demo disk introducing the Kits Program,

which was launched in 1991 by the Museum in response to requests from museums and science centers around the world. The Computer Museum sells eight of its most popular interactive computer exhibits as affordable portable kits.

“I wanted the design to show the diversity and fun of the kits themselves,” explains Groves, who in 1991 also won *PRINT* Magazine's Design Excellence Award for the Museum Store's mail-order catalog.



Photograph: Peter Yamasaki

The “hands-on” promotional package features a demo disk (right) previewing the Kits Program.

Upcoming Events

Exhibits

NOW OPEN!!!

TOOLS & TOYS: The Amazing Personal Computer
Music, groupware, graphics, video production, simulations — and virtual reality — are some of the exciting and amazing new applications featured at 35 different interactive stations. These interactive programs have been custom-designed to illustrate the cutting edge of personal computer applications. Free with Museum admission.

Events

Saturday, October 31, 1992: 10am-5pm
1:00pm Robot-face Painting
2:30pm Costume Parade

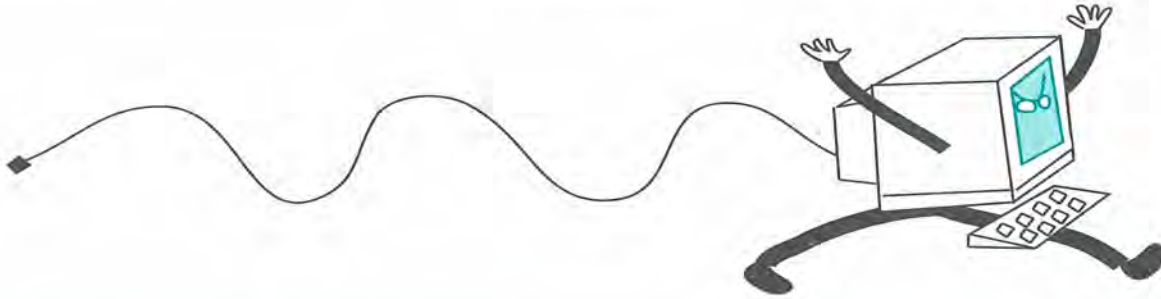
"High-Tech Halloween"

It's Tech-or-Treat time at The Computer Museum! Kids 18 and under — who dress up as a robot, computer, mouse or in any other costume — will get in free. Join the costume parade, explore The Haunted Walk-Through Computer, and create a computerized jack-o-lantern face. Special treats for kids.

Saturday, December 26-Thursday, December 31, 1992

"Explore Your Roots"

Take a favorite relative to the Museum over the holidays and make history together! At a special interactive exhibit, you can interview family members about their lives and then record your interview on a computer with digitized video. For times, call our talking computer at (617)423-6758. Free with Museum admission.



PLEASE NOTE WINTER HOURS: THE COMPUTER MUSEUM IS OPEN TUESDAY-SUNDAY 10AM-5PM. HALF PRICE SUNDAYS 3-5PM (NO LONGER SATURDAYS 10AM-NOON)

WINTER HOURS: Open Tuesday-Sunday, 10am-5pm. Closed Monday, except Boston school holidays and vacations. Closed Thanksgiving, Christmas and New Year's Day.
SUMMER: Open daily 10am-6pm, Fridays until 9pm.

ADMISSION: Adults \$6.00, students and seniors \$5.00. Half price Sunday 3 to 5pm. Free to Museum Members and children under five. For more information on exhibits or special events, call our talking computer at (617) 423-6758.

Support The Computer Museum! Members get free admission for one year; The Computer Museum *NEWS*, a newsletter of Museum activities; the *Annual* report; invitations to exhibit previews and members-only events; advance notice of exhibitions and lectures; a 10% discount on purchases over \$5 in the Museum Store. For more information, call the Membership Department (617)426-2800 ext. 338.

Individual Memberships	Family Memberships
<input type="checkbox"/> \$35 One-year	<input type="checkbox"/> \$50 One-year
<input type="checkbox"/> \$60 Two-year	<input type="checkbox"/> \$90 Two-year
<input type="checkbox"/> \$25 One-year student*	_____ Number of family members.
<input type="checkbox"/> I would also like to make a tax-deductible charitable contribution	
Yes, sign me up! My check, payable to The Computer Museum, is enclosed in the amount of \$_____ Or, charge my <input type="checkbox"/> Mastercard, <input type="checkbox"/> Visa, <input type="checkbox"/> American Express.	
Card# _____ Expiration Date _____	
Signature _____	
Name _____	
Street _____	
City/State/Zip _____	
Telephone (_____) _____	
Company Name _____	
<input type="checkbox"/> Please contact me about volunteering at the Museum.	
Will your company match your membership? <input type="checkbox"/> Yes <input type="checkbox"/> No.	
If yes, please send appropriate matching membership form.	
*Please enclose verification	



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

Address Correction Requested

Nonprofit Org.
U.S. Postage
PAID
Boston, MA
Permit No.55897

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



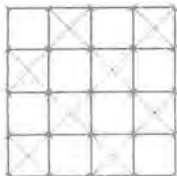
The Computer Museum

BOARD OF DIRECTORS MEETING

June 11, 1993

8:30 a.m. - 12:00 p.m.

- 8:30 Call to Order of Meeting of the Members of the Corporation
- Proposal to Amend Bylaws:
Discussion
Vote on Adoption of Amendments to Bylaws
- Election of Chairman
Election of Vice Chairman
Election of Members of the Board of Trustees
- Meeting Adjourns
- Call to Order of Meeting of the Board of Trustees
- Election of Officers
Election of Standing Committees:
Executive, Nominating, Audit, Endowment
Election of Members of the Board of Overseers
Election of Honorary Trustees
- FY93 Review and Goals for FY94
Budget Discussion
- 10:30 - 11:15 Break:
Visit to The Computer Clubhouse
- The Capital Campaign
Status and Discussion of Next Steps
- Exhibit Planning
The Networked Society
- 12:00 Meeting Adjourns



Attendees
Board of Directors Meeting
Friday, June 11, 1993

Gardner Hendrie
Charles Zraket
Oliver Strimpel
Sam Albert
Gordon Bell
Gwen Bell
Edward Belove
Lynda Bodman
Richard Burnes
Richard Case
Jon Eklund
David Kaplan
Jim McKenney
David Nelson
Suhas Patil
Tony Pell
Nick Pettinella
Bill Poduska
Jean Sammet
Ed Schwartz
Paul Severino
Hal Shear
Michael Simmons
Irwin Sitkin
Dorothy Terrell (arriving late)
Tom Franklin

LUCASH, GESMER & UPDEGROVE
Attorneys at Law
One McKinley Square
Boston, Massachusetts 02109

Telephone (617) 723-2770
Telecopier (617) 723-3357

TELECOPIER

DATE: June 8, 1993

TO: Gardner Hendrie, Charles Zraket and Oliver Strimpel

TELECOPIER NUMBER: 367-0478, 271-7999. 426-2943

FROM: Tom Franklin

TELECOPIER NUMBER: (617) 661-5685

NUMBER OF PAGES (INCLUDING COVER): 5

MESSAGE: Gentlemen: This preliminary draft is for your review against the already circulated agenda and related materials. Particularly tentative material I have bracketed. I would like to receive comments by phone to 661-5685, and we can discuss Thursday and Friday before the meeting.

Many thanks.

This facsimile is subject to attorney-client privilege and contains confidential information intended only for the person(s) named above. If you have received this facsimile in error, please notify us immediately by telephone and destroy the original transmission without making a copy.

If all pages are not received, please call (617) 661-5685.

Sent by: JTF Date sent: June 8, 1993 Time sent: 8:30 a.m.

6/7/93

1993 Annual Meeting Scripted Agenda

MR. HENDRIE

1. Call to Order:

May the meeting please come to order? The Clerk has advised me that a quorum is present and therefore we may proceed with the formal annual meeting of the members of the museum.

[welcoming remarks - optional]

2. Amendment of Bylaws:

[explanatory remarks - reasons for changing governance, summary of Bylaw changes to do so (see Lynda Bodman memo)]

Is there any discussion of the proposed Bylaw changes?

[discussion]

If there is no further discussion may I request a motion?

Is there a second?

All those in favor please signify by saying "Aye"

Those opposed by saying "Nay"

I declare the amendments adopted.

3. Election of Chairman:

The next order of business is the election of a Chairman of the Museum. In accordance with the new bylaws the Chairman will be elected for a term of three years. I am very pleased to report the nomination by the Nominating Committee of Charles Zraket.

[optional remarks concerning the nominee]

Is there a motion? And a second? Any discussion?

All those in favor, "Aye" - opposed, "Nay"

I declare Mr. Zraket duly elected and I ask that he come forward and chair the remainder of this meeting.

-2-

MR. ZRAKET

4. Election of Vice-Chairman:

[optional remarks]

The next order of business is the election of a Vice-Chairman of the Museum, who shall serve for a term of one year. The new bylaws permit the election of more than one Vice-Chairman but at present the Nominating Committee has proposed only one, and it is a presumption by the Nominating and Executive Committees that the Vice-Chair will share the responsibilities of the Chair and thereby be best-qualified to succeed him or her at the end of the Chair's three year term. I am pleased to report the Nominating Committee's recommendation of Dick Case for this office.

[optional remarks]

May I have a motion? And a second? Is there any discussion?

All those in favor please say "Aye" - opposed, "Nay"

I welcome Dick as Vice Chair and declare him duly elected.

5. Election of Board of Trustees:

I would like to ask the chair of our nominating committee, Lynda Bodman, to present the slate nominated for election to the new Board of Trustees [and the term for which they are nominated?]

[Lynda Bodman report]

Is there any discussion of the slate or other nominations?

Is there a motion to elect the slate [for the terms indicated?]? Is there a second?

All those in favor, "Aye" - opposed, "Nay".

I declare the slate elected and welcome the new Trustees.

That concludes the agenda for the annual meeting of the members of the Museum. Is there any further business that any member would like to bring before the meeting? If not I will entertain a motion to adjourn - and a second. The meeting of the members is adjourned and we will move immediately into the annual meeting of the Board of Trustees.

-3-

6. Call to order:

May the meeting please come to order? The Clerk has advised me that a quorum is present and therefore we may proceed with the formal annual meeting of the board of trustees of the museum.

[welcoming remarks - optional]

7. Election of Officers:

The Nominating Committee, as you see from the report distributed to you, has nominated the incumbent officers for re-election for the ensuing year, namely: Oliver Strimpel, Executive Director, Nicholas Pettinella, Treasurer, and Tom Franklin, Clerk. May I have a motion for the election of these officers, and a second? Those in favor? Opposed? I declare them elected to the respective offices until the next annual meeting and until their successors are elected and qualified.

8. Election of Board Committees:

[optional remarks concerning new Audit and Endowment Committees]

The following standing committees of the board have been nominated for the next year: [read list] Is there any discussion of these nominees or the committees? Are there any further nominations? If not may I have a motion and a second that the committees be elected as I read them? Those in favor please say "Aye". Any opposed? The committees are established as proposed.

9. Election of Members of the Board of Overseers:

[optional remarks concerning new Board of Overseers]

The nominees for the Board of Overseers are listed in the handout which has been distributed. Is there any discussion or are there further nominations? If not may I have a motion to elect the Board as nominated? And a second? Those in favor, "Aye" - opposed, "Nay". The nominees are elected.

10. Election of Honorary Trustees:

Nominees for Honorary Trustees also are listed in the handout. Is there any discussion or are there further nominations? If not may I have a motion to elect the Board as nominated? And a second? Those in favor, "Aye" - opposed, "Nay". The nominees are elected.

-4-

11. FY 1993 financial review and goals for FY 1994:

[following discussion]: May I have a motion and a second to approve the fiscal 1994 budget as presented? Those in favor? Opposed? It is approved. Thank you.

B R E A K

12. Review of capital campaign:

[no vote necessary]

13. Review of future exhibits:

[no vote necessary]

14. Adjournment:

If there is no further business to come before this meeting we should conclude this meeting, with a vote of ratification which I ask the clerk to read. [JTF reads:

VOTED: That the Board of Directors hereby ratifies, confirms and approves all the acts of the Corporation, of any officer taken on its behalf, and of the Executive Committee, prior to this meeting.]

Is it so moved and seconded? Those in favor? Those opposed? So voted.

May I also have a motion and a second to accept the minutes of the previous meeting, as circulated to the board? Those in favor? Opposed? Approved.

And may I have a motion and second to adjourn this meeting? In favor? Opposed? Adjourned. [optional remarks]

**Executive Director
Oliver Strimpel**

**Asst. to Director
Mary McCann**

**Founding President/
Director of Collections
Gwen Bell**

**Collections Manager
Brian Wallace**

**Controller
Don Collins**

**Accounting Asst.
Heather Sievers**

**Director of
Design
Ted Groves**

**Shop Foreman
Don Greene**

**Design Asst.
James Mandolini**

**Director of
Development**

**Foundations/
Corporate
Relations
Manager**

**Membership
Fund
Manager
Sue Pekock**

**Capital
Campaign
Manager
Janet Walsh**

**Computer Bowl
Project Manager
Kate Jose**

**Development
Assistant**

**Director of
Education
Natalie Rusk**

**Manager Visitor
Services
Marilyn Weiss**

Floor Managers

Visitor Assistants

**Admissions
Supervisor**

**Admissions
Representatives**

Clubhouse Program Manager

**Community Programs Coordinator
Nancy Boland**

**Mentor Coordinator
Noah Southall**

**Clubhouse Software Developer
Stina Cooke**

**Director of
Exhibits
David Greschler**

**Exhibits Engineer
Steve Snow/Jahi Sami**

Asst. Exhibits Engineer

**Exhibit Sales
Engineer**

Exhibit Developer

**Interactive
Developers**

**Director of
Marketing
Carol Welsh**

**Functions Manager
Martha Ballard**

**Special Services Manager
Eileen Knight**

Marketing Asst.

**Store Manager
Margaret Dasha**

**Assistant Manager
Brian Lee**

Sales Assistants

**Erin McCarthy
Grace Pena
Martha Robinson**

**Store Consultant
April Chalfin**

**Director of
Public
Relations
Gail Jenness**

**PR Coordinator
Stacey Romanoff**

**Floor Manager
Antonio Walker**

Visitor Assistants

Julie Barker
Alan Cyr
Bob Eichten
Troy Fryatt (Weekend Floor Mgr.)
Giselle Gonzalez
Daniel Johnson
Lisa Marshak
Chris McElroy
Michael Morris
Wanda J. Mourant
Tom Mosher
Michelle Newman (also Admissions Rep)
Jason Nott
Marko Pankovich
Earl Yavner

Admissions

Rob Krikorian
Gail Marciano
Claudette Bautista

(see list at left)

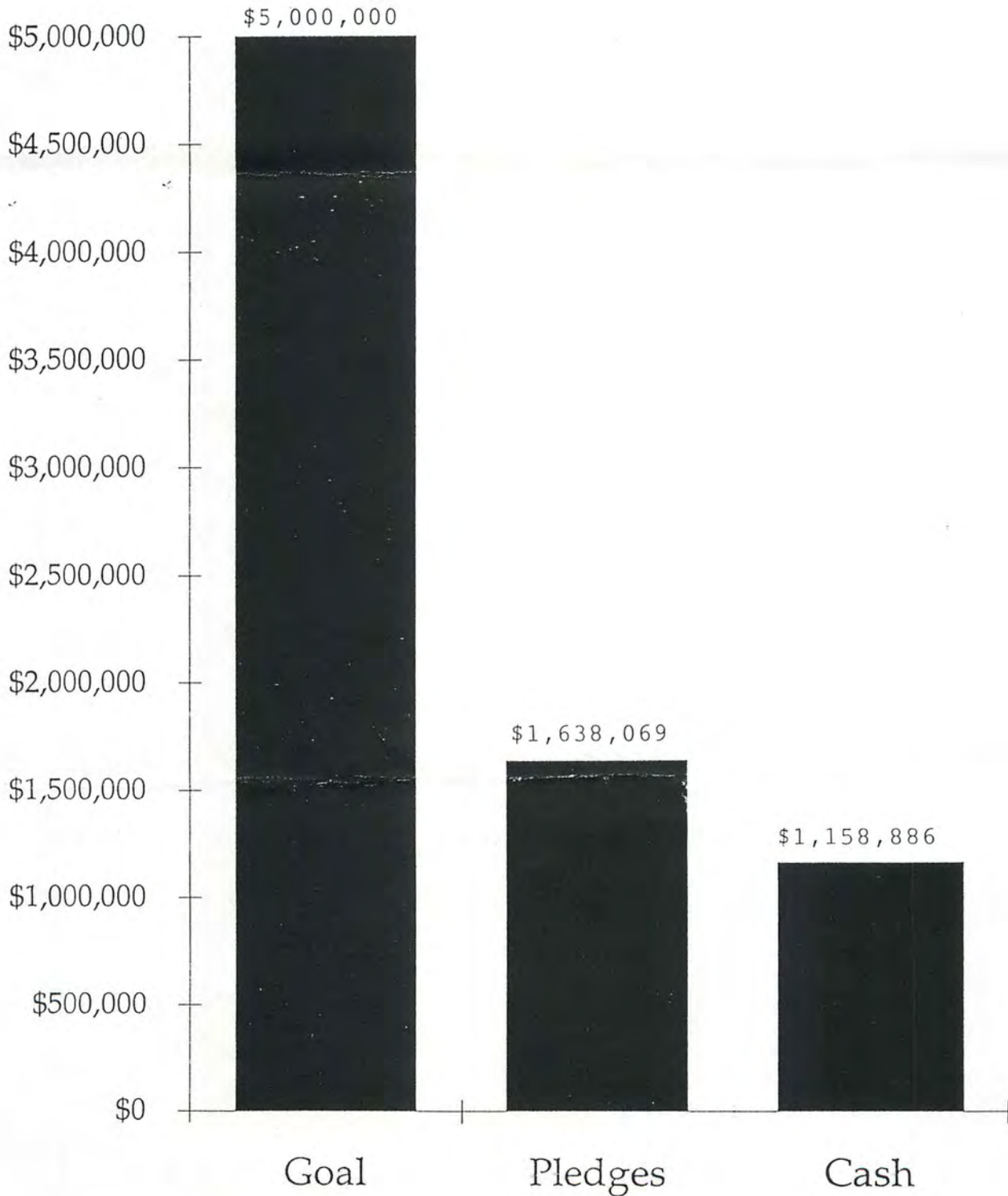
Gardner

**The Capital Campaign
for The Computer Museum**

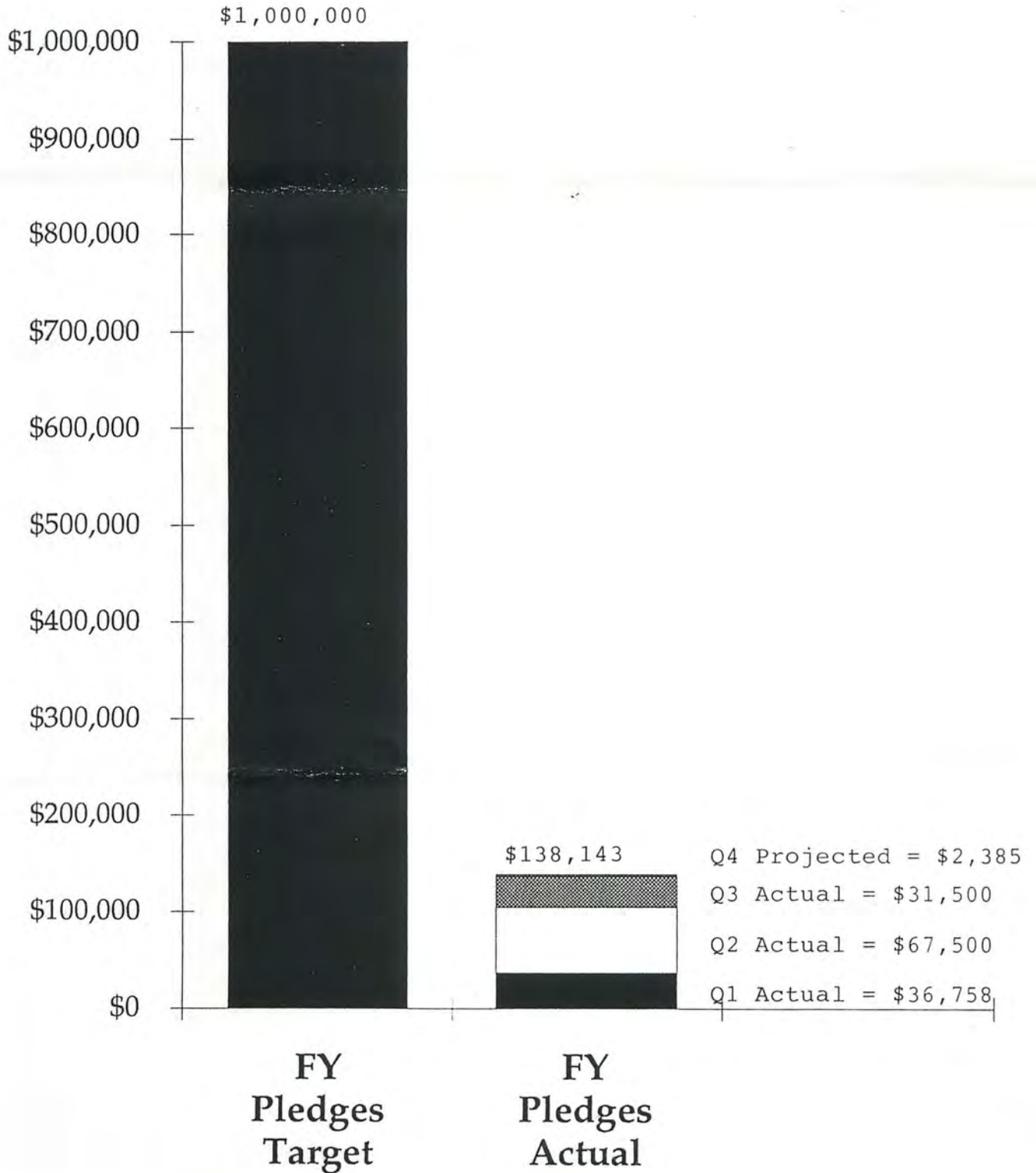
**Report to
the Board of Directors**

June 11, 1993

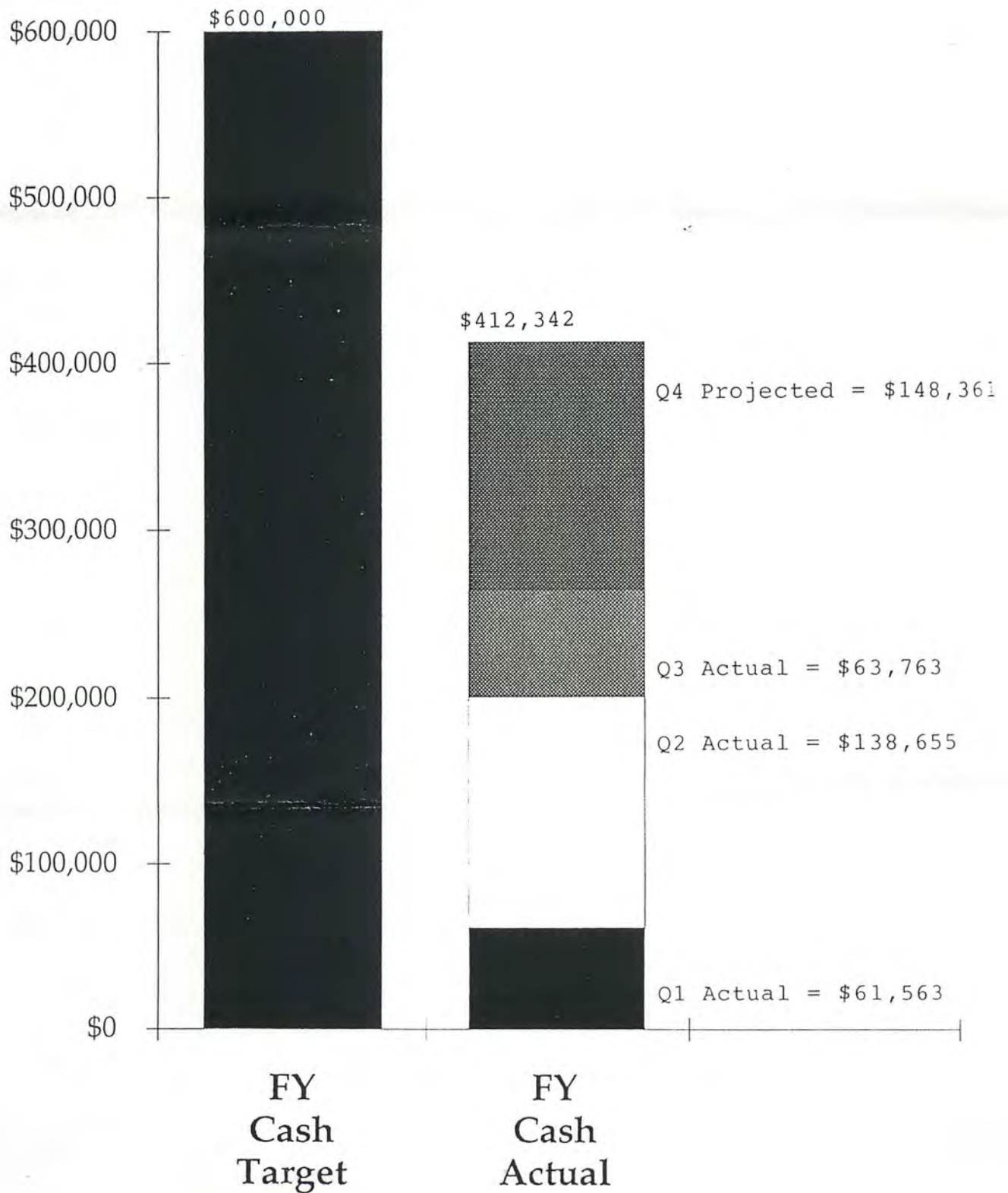
Campaign to Date (Projected through FY93 end)



FY93 Pledge Performance



FY93 Cash Performance



The Computer Museum Endowment Fund Status Report

Add:	Capital Campaign Cash Collections	
	Total Projected through FY93	\$1,158,886
Less:	Mortgage Principal Payments	
	Total Projected through FY93	\$ 160,000
Less:	Mortgage Interest Payments	
	Total Projected through FY93	\$ 114,353
Less:	Campaign Expenses	
	Total Projected through FY93	\$ 373,271
Total Endowment:		\$ 511,262
	In certificate of deposit:	\$250,000
	Due from operating fund:	\$261,262

The Capital Campaign for The Computer Museum

Campaign Expense Detail

Campaign Expenses, Total Projected through FY93: \$373,271

Of that:	\$ 70,873	Webb Company (feasibility study & consulting)
	\$ 82,220	Museum general & administrative costs
	\$172,009	Campaign staff salaries (includes 80% of Development Director in FY92)
	Balance	Campaign operational expenses (postage, computer resources, office supplies, telephone, etc.)

Target is to keep overall Campaign expenses under 20% of \$5,000,000 goal.

Anticipated extraordinary Campaign expenses include:

- \$11,500 for printing of Campaign brochure and related materials
- 60% of new Development Director salary
- Cost of Campaign launch events and cultivation
- Travel for Executive Director, Campaign Chair, Campaign staff for remote cultivation and solicitation meetings

**The Computer Museum
Proposed Slate for Committees and Officers 1994**

At its May 4, 1993, meeting, the Executive Committee approved, and now recommends to the Board, the following nominees for 1994. (Attempts are being made to contact all nominees individually prior to the Board meeting.)

Chairman	Charles A. Zraket
Vice Chairman	Richard P. Case
Executive Director	Oliver Strimpel
Treasurer	Nicholas A. Pettinella
Clerk	J. Thomas Franklin
Executive Committee	Charles A. Zraket (chair) Richard P. Case Gwendolyn K. Bell Lynda Schubert Bodman Gardner C. Hendrie David B. Kaplan James L. McKenney Anthony D. Pell Nicholas A. Pettinella Edward A. Schwartz Oliver Strimpel
Nominating Committee	Lynda Schubert Bodman (chair) Gwendolyn K. Bell Gardner C. Hendrie Charles House Michael Simmons Dorothy A. Terrell
Audit Committee	David B. Kaplan (chair) Richard P. Case J. Thomas Franklin
Endowment Committee	James L. McKenney Anthony D. Pell To Be Determined To Be Determined

Board of Trustees

23

Charles A. Zraket (chair)
Gwendolyn K. Bell
Edward Belove
Lynda Schubert Bodman
Richard M. Burnes, Jr.
Richard P. Case
Roger A. Heinen, Jr.
Gardner C. Hendrie
Barry Horowitz
Charles House
David L. House
David B. Kaplan
James L. McKenney
Laura Barker Morse
Anthony D. Pell
Nicholas A. Pettinella
F. Grant Saviers
Edward A. Schwartz
Hal Shear
Michael Simmons
Oliver Strimpel
Richard L. Taylor
Dorothy A. Terrell

Board of Overseers

Sam Albert
C. Gordon Bell
Erich Bloch (to be confirmed)
Lawrence S. Brewster
Howard E. Cox, Jr. (to be confirmed)
Robert R. Everett
William Foster
Max D. Hopper (to be confirmed)
Mitchell Kapor (to be confirmed)
James A. Lawrence
Robert Lucky (to be confirmed)
John A. Miller, Jr.
Patrick J. McGovern (to be confirmed)
Carver A. Mead (to be confirmed)
David Nelson
Seymour Papert (to be confirmed)
Suhas S. Patil
John William Poduska, Sr. (to be confirmed)
Naomi O. Seligman
Paul Severino
Casimir S. Skrzypczak
W. J. Spencer
James Sutter

Honorary Trustees

Charles Bachman (to be confirmed)
David Chapman (to be confirmed)
David M. Donaldson
Jon Eklund
Theodore Johnson
Koji Kobayashi
Pat Collins Nelson (to be confirmed)
Russell Noftsker
Brian Randell
Jonathan Rotenberg
Jean E. Sammet (to be confirmed)
Irwin J. Sitkin (to be confirmed)
Michael Spock (to be confirmed)

**The Computer Museum
Operating Committees FY94**

Interim Campaign Leadership Committee

Gwen Bell
Lynda Bodman
Gardner Hendrie
Jim McKenney
Tony Pell
Charles Zraket

Collections Committee

Gwen Bell (chair)
I.B. Cohen
Jon Eklund
Jamie Pearson
Jean Sammet

Computer Bowl Committee

East Coast

Jay Conne
Ed Council
Steve Golson
Lois Gutman
Carol Hanover
Debbie Kramer (chair)
Christopher Morgan
Annie Roe-Hafer
Chris Savage
Linda Strunk

West Coast

Alison and Steve Blank
Brooks and Owen Brown
Marny and Roger Heinen
Kristin Hilf
Peter Hirshberg
Margaret Hughes
Mark Johnson

Anna Laurita
Linda Lawrence (chair)
Claudia Mazzetti
Sherrie Newman
Lisa Quinones Payne
Kelli Richards
Paul Segal
Kathy Sulgit
Michael Sweeny
Del Thorndike
Paula Turk

Corporate Development Committee

(Charter: Building high-level relationships with corporations worldwide, to support the corporate membership program as well as other Museum initiatives.)

Gary Beach
Shikhar Ghosh
Mitchell Kertzmann (chair)
Michael Moody
Laura Morse
Howard Salwen
Allyn Woodward
Steve Vana-Paxhia

Corporate Membership Committee

(Charter: Promoting and building corporate membership in the Museum, with oversight of the Breakfast Seminar Series.)

Mark Duffy
Martin Goldman
Ilene Lang
Mimi Macksoud
Laura Morse (chair)
Susan Parrish
Elizabeth Passela
Steve Pytko
Cameron Read
Lindy Recht
Nancy Robb
John Solon
Andrea Wendell

Education Committee

Lynda Bodman
Richard Burnes
Gardner Hendrie
Barry Horowitz
Hal Shear
Dorothy A. Terrell
Charles Zraket

Exhibits Committee

Gordon Bell
Ed Belove
Richard Case
Gardner Hendrie (chair)
Jim McKenney
Dave Nelson

Finance Committee

Dave Kaplan
Jim McKenney (chair)
Nick Pettinella

Marketing Committee

Lynda Bodman (chair)
Others To Be Determined

Membership Fund Committee

Gwen Bell
Howard Cannon
Mark Duffy
Steve Golson
Hal Shear (chair)

Networked Society Exhibit Committee

Gardner Hendrie (chair)
Jim McKenney
Howard Salwen
Others To Be Determined

Public Relations Committee

Patty Conley
Jeanne Bolduc
Denise Bowden
Mary Campbell
Roberta Carlton
Bruce Crane
David Domashek
Kristin Hilf
Barbara Holtz
Jeanne Im
Erin McCormick
Larry Makowski
Patricia Maroni
Christopher Morgan
Kelly Morris
Andrew Murray-Brown
Brenda Nashawaty
Susan Parents
Stacey Pena
Mary Beth Richardson
John Riley
Sheryl Schultz
Lois Tilles
Larry Weber

Waterfront Committee

Gwen Bell
Dave Kaplan
Tony Pell
Ed Schwartz

Executive Summary

The Networked Society

**An exhibit at The Computer Museum on the
Global Information Infrastructure**

The Computer Museum is creating *The Networked Society*, the world's first exhibit on global networks. This major new exhibit will highlight:

- The applications of global networks
- The technology of computer networks
- The impact of the Global Information Infrastructure.

This 5,000-square-foot, \$1.5-million exhibit will open in November 1994.

***The Networked Society* exhibit will consist of eight application areas.**

These areas (e.g. Health Care, Retail, Finance, Education) will demonstrate the different uses of computer networks and will be linked by an actual network.

Within each area, visitors will:

- Use a smart card to personalize and track their interactions in the exhibit;
- Activate hands-on stations where they will use real networks to discover the vast worlds of information they can access using computer networks;
- Collaborate with visitors, both within the exhibit and at off-site locations around the world;
- Face issues related to the impact of networks and discover the workings of this important technology.

***The Networked Society* exhibit will attract people who are directly impacted by global networks.**

The exhibit will be seen by over one million visitors during its life at the Museum, as well as an additional one million visitors a year through outreach programs.

This includes decision-makers who will use the exhibit to better educate themselves about networks.

A major marketing and promotional campaign is planned for *The Networked Society*, including cooperative efforts with exhibit sponsors.

***The Networked Society* provides a unique opportunity for sponsors.**

They will be associated with a highly visible educational exhibit about the Global Information Infrastructure, one of the central issues of this decade. Sponsorship opportunities include:

- **Principal Sponsorship** (\$250,000 and up) provides an opportunity for sponsors to take a leadership role in the development of the exhibit.
- **Application/Technology Sponsors** (\$100,000) provides an opportunity for sponsors to support an area of the exhibit related to the industry in which they are involved.



The Networked Society

An exhibit at The Computer Museum on the Global Information Infrastructure

Computer networks are everywhere, playing a crucial role in how we communicate, collaborate, monitor, strategize, and share all kinds of information. They control the lights in our buildings, oversee the traffic we fight on our way to work, and record transactions of all sorts, from stays at hospitals to purchases at the corner store. They are an essential part of living in the modern world.

This is just the beginning. Strategic alliances are now being struck between unlikely partners that will break down traditional distinctions among television, telephones, and computers. This will change how we do business, get our news, shop, interact with others, and enjoy entertainment. One day soon, we all may be linked by a grand "information superhighway" network. This stream of data, voice, video, and three-dimensional images will reach into our homes, workplaces, and any point in between.

However, because computer networks are, for the most part, *invisible*, most people do not know how they work and how much they influence their lives.

To make this invisible infrastructure *visible*, The Computer Museum is creating *The Networked Society*, the world's first exhibit on global networks. This major 5,000-square-foot, \$1.5-million exhibit will open in November 1994.

The Global Information Infrastructure is one of the central developments of this decade. It is essential that people be made aware of ways in which it will touch their lives. *The Networked Society* exhibit will play a significant role in promoting public understanding of this topic.

Making the Invisible Visible.

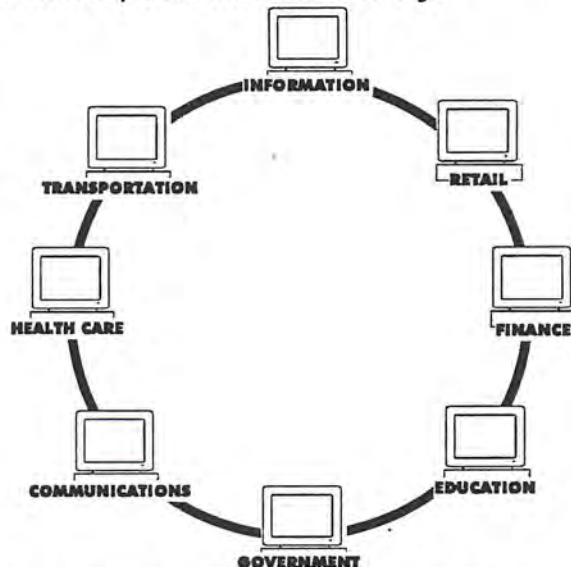
The Networked Society exhibit will reveal the Global Information Infrastructure by:

- Providing hands-on experiences with a variety of computer network applications.
- Explaining the technology of computer networks.
- Raising questions about the social and ethical implications of computer networks.

To accomplish these goals, the exhibit will be designed as a representation of the Global Information Infrastructure – in other words, a *Networked Society*.

Divided into eight different application areas but linked together by an actual network, the exhibit will consist of vivid interactive environments highlighting different uses of computer networks.

Each area will consist of a series of interactive stations where visitors actively learn about the applications, technology, and impact of networking.



The Visitor Experience

From the beginning, visitors will experience a mix of reality and fantasy. Real information and actual networking technology will be combined with hands-on activities that simulate real-world experiences with global networks.

Logging In

Visitors begin by logging into the infrastructure. Typing their first name into a computer, they choose a pseudo-identity – age, sex, job, income, history – that is issued on a smart card. As they move through the exhibit, they will use this card to personalize and record the different activities they participate in.

Application Areas

Card in hand, visitors enter the *Networked Society* via one of eight application areas. For example: *The communications application area will be set up as a telephone control center. Visitors will be surrounded by large projections showing the telephone traffic around the world as displayed in a network control center. They will see multiple screens with colorful images of different areas of the world, each with flashing lights indicating different levels of telephone traffic.*

This vivid setting will be the starting point for further discovery. Inserting their smart card into state-of-the-art computer stations, visitors will face real-world scenarios that will further involve them in the application being highlighted.

For example: Visitors encounter a scenario where suddenly a great demand is

placed on phone circuits in a certain part of the country (such as is the case on Mother's Day). As people do in real communications control centers, visitors will respond to this problem by using a network to re-route calls through circuits having less demand.

Interaction with Visitors

Visitors will also use networks to communicate with other visitors in the exhibit to solve joint problems. *For example: In interactive stations highlighting the use of LANs and WANs, several visitors will be part of a scenario where they will be "located" in different parts of the world. Using the network that links them together, they will jointly develop a plan to resolve a crisis, while watching how the information they generate and receive is routed through the network.*

The exhibit will employ the latest videophone technology to connect visitors with people at different off-site locations around the world, including other museums, shopping areas, and city halls. Using a system now being tested by the Museum, visitors will interact with these off-site visitors using video images and drawing tools to perform a joint activity, such as drawing a picture of what they think the computer of the future will look like.

Social and Ethical Issues

The exhibit will also demonstrate the impact this technology will have on the way we work, play, interact with others, and think about ourselves, highlighting issues such as telecommuting, privacy, and the changing nature of communication. Visitors will face these social and ethical issues and make choices about the rights and responsibilities of being citizens in a Networked Society. *For example: When visitors log in with their cards for the last time, they will get a detailed record of all their interactions within the exhibit. This will give them a helpful review of the exhibit, while also graphically illustrating how the technology has tracked their choices and movement without their knowledge.*

The Technology of Networks

Each application area will also give visitors an understanding of the technology involved in networking. Since the exhibit itself is a network, there will be many opportunities to demonstrate the hardware and software running the system. Topics such as protocols and routing and comparisons of different networking media will be highlighted as part of the interactive experience. *For example: To learn about the concept of bandwidth, visitors in the information application area will experiment with the bandwidth of the cable entering a TV. As they limit the flow of data, they will discover how the quality of the picture changes.*

Audience Reach

The Computer Museum has a broad audience of students, families, and computer industry professionals, including computer industry leaders. *The Networked Society*, therefore, will attract visitors who will be directly impacted by the growing Information Infrastructure, including decision-makers who will come to the exhibit to better educate themselves about networks.

One million people will visit this permanent exhibit during its life at the Museum. An additional one million people will be reached each year through outreach programs, including:

- *Educational Activity Packets*: bilingual educational materials about the Museum's exhibits disseminated to teachers nationwide as a supplement to their curricula.
- *Exhibit Kits*: software packages of the Museum's most popular interactive stations. Over 30 Exhibit Kits have been placed in Museums around the world since 1991.
- *Exhibit Videos*: educational presentations based on exhibits distributed to educators and individuals. Over 10,000 copies of the Museum's video *How Computers Work: A Journey Into the Walk-Through Computer™* have been sold nationwide.

Marketing and Publicity

The Museum plans a major marketing and publicity campaign for *The Networked Society*. The print and broadcast campaign will include newspapers, magazines, TV and radio. The Museum will work with its sponsors to create joint promotional programs, including press releases, PSAs, advertising, billboards, and other collaterals. Cooperative promotional, advertising, and marketing efforts will be developed with area ad and PR agencies, hotels, tourist attractions, and convention facilities. All efforts will be targeted to both trade and consumer market segments on a national and international level. Since 1988, PR efforts for the Museum have resulted in over 860 million media impressions in 63 countries.

Building The Networked Society

In the last three years, The Computer Museum has opened three \$1-million exhibits: *The Walk-Through Computer™* (how computers work), *People and Computers: Milestones of a Revolution* (computer history), and *Tools & Toys: The Amazing Personal Computer* (computer applications). Each was developed in approximately 18 months. *The Networked Society* exhibit will follow a similar model, with most design (three-dimensional and interactive components) completed in-house with the help of technical advice from sponsors and individuals. The exhibit will cost \$1 million, with an additional \$500,000 of in-kind equipment support. This will cover the costs of research, planning, design, fabrication, computer programming, evaluation, and marketing/promotion.

Sponsorship Opportunities

The Networked Society provides a unique opportunity for corporate and individual sponsors to be associated with a highly visible exhibit about the Global Information Infrastructure.

The Computer Museum's broad audience mix assures a significant group of visitors who will be directly impacted by this infrastructure, including decision-makers who will use the exhibit to better educate themselves about networks.

All sponsors will receive prominent acknowledgement within the Museum and in published materials and communications regarding the exhibit, including the ad campaign, press releases, posters, Museum publications, and educational materials.

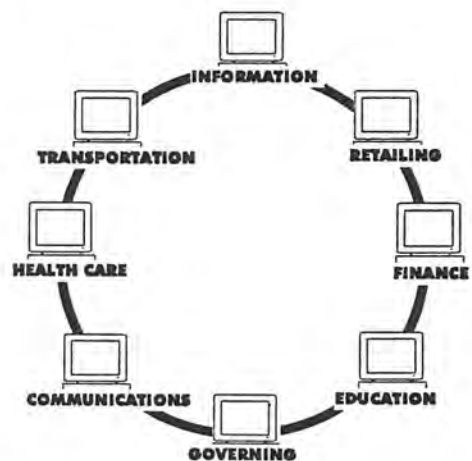
There are two levels of sponsorship:

Principal Sponsor (\$250,000 and up)

Principal Sponsors will head the list of exhibit supporters. As *The Networked Society's* lead donors, Principal Sponsors will be in a position to take a leadership role in supporting the development of this landmark exhibit. They will be prominently featured in all published material and promotions. They will be provided with 50 invitations to the exhibit's opening events and have the opportunity to hold a private opening event during the exhibit's preview week.

Application Area/Technology Sponsor (\$100,000)

Application Area/Technology sponsorship provides an opportunity for sponsors to support an area of the exhibit related to the industry in which they are involved. Application Area/Technology Sponsors will be listed in all related materials and will be provided with 25 invitations to the exhibit's opening events.



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 that can be integrated into a wide variety of educational settings;
- 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.

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 our 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:

Trustees: 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.

Overseers/Board of Overseers: 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.

Honorary Trustee: 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.

LUCASH, GESMER & UPDEGROVE
ATTORNEYS AT LAW
ONE MCKINLEY SQUARE
BOSTON, MASSACHUSETTS 02109

TELEPHONE: (617) 723-2770
TELECOPIER: (617) 723-3357
TELEX: 6503057122

M E M O R A N D U M

To: Board of Directors, Computer Museum
From: J. Thomas Franklin, Clerk
Re: Summary of Proposed By-Law Amendments

The set of proposed by-laws transmitted herewith is marked by underlining and deletion carrots to indicated changes from the current by-laws.

In summary, these changes are intended to accomplish the structural revision in the governance of the Museum which is described in the accompanying memo from Lynda Bodman by changing the title of the primary governing board from "Board of Directors" to "Board of Trustees", by creating a new Board of Overseers and by creating a new Board of Honorary Trustees. Following adoption of the new by-laws the membership of such boards will be elected, for staggered terms of 1, 2 and 3 years in the case of the Trustees.

Other changes create new standing committees for Audit, Nominating and Endowment Fund, create a new office of Vice-Chairman of the Museum, provide a three year term and a limitation of two terms for the Chairman and specify that the Executive Director shall be a member of the Executive and the Nominating committees.

BYLAWS
THE COMPUTER MUSEUM

ARTICLE I
ARTICLES OF ORGANIZATION

The name and purposes of the corporation shall be as set forth in the Articles of Organization. These Bylaws, the powers of the Corporation and of its Members, Officers, Trustees, Honorary Trustees, Overseers and committee members and all matter concerning the conduct and regulation of the affairs of the Corporation shall be subject to the Articles of Organization in effect from time to time.

ARTICLE II
MEMBERS OF THE CORPORATION

Section 1 POWERS. The Members of the Corporation (hereinafter sometimes referred to as "Members") shall elect and may remove or suspend Members and Trustees and shall have such other powers as provided by law, the Articles of Organization, or these Bylaws.

Section 2 IDENTITY AND TERM OF OFFICE. The Members shall be those persons serving from time to time as Trustees, and the number of Members shall at all times be the same as the number of persons serving as Trustees. Election as a Trustee shall be election to membership and when a person ceases to be a Trustee, he shall thereupon cease to be a Member.

ARTICLE III
BOARD OF TRUSTEES

Section 1 POWERS. The general management of the affairs of the Corporation shall be vested in a Board of not more than twenty-five nor less than seven Trustees.

Section 2 ELECTION, TERM OF OFFICE AND VACANCIES. Subject to Article III, Section 1, the Members shall elect at each Annual Meeting successor and additional Trustees to serve for a term of three years and not more than two consecutive terms, but without aggregate limitation, except that the Board of Trustees elected at the first Annual Meeting following adoption of these amended bylaws shall be elected to terms of one, two or three years as determined by the Nominating Committee. Subject to Article III, Section 1, the Members may elect additional Trustees as well as new Trustees to fill any vacancies at any meeting. The Executive Director of the Museum and the Chairman of the Board of Overseers shall serve as a Trustee during their respective tenures without limitation and need not be elected.

new

Section 3 RESIGNATION. Any trustee may resign at any time by giving written notice of such resignation to the Clerk. Such resignation shall be effective upon receipt by the Clerk.

Section 4 REMOVAL. A Trustee may be removed or suspended with or without cause by an affirmative vote of a majority of the Members present at a special meeting called for that purpose.

Section 5 DELEGATION. The Board of Trustees may delegate such of their powers as they consider advisable, except those powers which by law,

new
the Articles of Organization, or these Bylaws may not be so delegated, to any officer or agent of the Corporation or to such committees as the Board of Trustees may from time to time establish.

new
Section 6 CHAIRMAN. At every third Annual Meeting, commencing with the Annual Meeting for 1993, 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 bylaws. 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.

new
Section 7 VICE CHAIRMAN. At every Annual Meeting the Members shall elect from the Trustees a minimum of one 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 bylaws or which may be delegated by the Chairman. The Vice Chairman shall serve for a term of one year and may be re-elected without limitation. Service as Vice Chairman shall be excluded in determining the expiration of the term of the Vice Chairman as a Trustee.

ARTICLE IV MEETINGS

Section 1 ANNUAL MEETING. The annual meeting (herein "Annual Meeting") of the Members of the Corporation shall be at such place and

time as the Board of Trustees may determine, and shall, unless otherwise determined, be the first Friday in May.

Section 2 MEETING OF THE BOARD OF TRUSTEES. The Board of Trustees shall meet annually immediately following the Annual Meeting of Members. Regular meetings of the Board of Trustees shall be at such place and time as the Board of Trustees may from time to time determine. Special meetings of the Members or Board of Trustees may be called by any four Trustees, by the Chairman, or by the Executive Director.

Section 3 NOTICE. Ten days notice shall be given of all meetings of Members or of the Board of Trustees, stating the date, purpose, time and place of such meeting.

Section 4 QUORUM AND VOTING. A Majority of Members, Trustees or Overseers as the case may be, shall constitute a quorum at all meetings, including Annual Meetings and special meetings called for any purpose. When a quorum is present, voting at any meeting shall be by majority vote of those present except as required by law, the Articles of Organization or these Bylaws.

Section 5 ACTION WITHOUT A MEETING. Any action required or permitted to be taken may be taken without a meeting if all those entitled to vote consent in writing either before or after such action is taken and if the written consents are filed with the records of the Corporation. Such consents shall be treated for all purposes as a vote at a meeting.

Section 6 TELEPHONIC PARTICIPATION IN MEETINGS. The Members, the Board of Trustees, the Overseers, the Honorary Trustees or members of any committee designated by the Board of Trustees, may participate in a

meeting of the Members, the Board of Trustees, the Overseers, the Honorary Trustees or such committee by means of a conference telephone call or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

Section 7 WAIVER OF NOTICE. Whenever any written notice is required to be given by law, the Articles or these Bylaws, a waiver of notice signed either before or after the action for which notice is required shall have the effect of written notice unless otherwise specifically prohibited by law.

Section 8 PROXIES. Voting of Members may be either in person or by proxy dated not more than six months before the meeting named in the proxy. All proxies shall be filed before being voted with the Clerk or other person responsible for recording the proceedings of the meeting.

ARTICLE V OFFICERS

Section 1 ENUMERATION. The Officers of the Corporation shall be an Executive Director, a Treasurer, a Clerk, and such other officers as the Board of Trustees may from time to time appoint. The same individual may concurrently hold more than one office.

Section 2 ELECTION AND TERM. The initial officers of the Corporation shall be those persons listed as Officers in the Articles of Organization and shall serve until the first Annual Meeting of the Trustees. The Trustees shall, at such Meeting and at each Annual Meeting thereafter

elect the Officers who shall serve for a one-year period. Any person may be re-elected to successive terms as an Officer, without limitation.

Section 3 POWERS. The Officers shall have the powers and perform the duties customarily belonging to their respective offices, including, but not limited to, the powers and duties listed below:

(a) The Executive Director shall be the chief executive officer of the Corporation.

(b) The Treasurer shall be the chief financial officer of the Corporation and shall be responsible to the Board of Trustees for the receipt, custody and safekeeping of the Corporation's investment property and income. He shall have power to invest and reinvest surplus funds. He shall render to the Board of Trustees at the Annual Meeting and whenever else he is so requested an accurate account of all sums received and disbursed during the preceding fiscal year or for any other period specified and of all sums and funds which are not expended.

(c) The Clerk shall have all powers and duties which may belong to a Clerk pursuant to statute or to the Articles or Bylaws of the Corporation, and shall keep records of all meetings of the members and Board of Trustees and make a report thereon and shall issue calls and notices of meetings. The Clerk shall be a resident of the Commonwealth of Massachusetts unless a resident agent has been appointed by the Corporation pursuant to law to accept service of process.

(d) Other officers appointed by the Board of Trustees shall have such powers and duties as shall be specified by the Board of Trustees, in addition to those powers and duties customarily belonging to their respective offices.

Section 4 RESIGNATION AND REMOVAL. Any officer may resign at any time by giving written notice of such resignation to the Executive Director or to any member of the Board of Trustees. Any officer may be removed from office either with or without cause by the affirmative vote of a majority of the Trustees present at any meeting of the Board.

Section 5 VACANCIES. A vacancy in any office shall be filled for the remainder of the term by the Board of Trustees at any regular or special meeting called for that purpose.

ARTICLE VI COMPENSATION

No Officer, Trustee, Honorary Trustee, Overseer, Committee member or Member shall receive compensation for serving as such. Officers, Trustees, Honorary Trustees, Overseers, Committee members and Members may be reimbursed for reasonable expenses incurred in connection with the affairs of the Corporation, including attendance at meetings. The Board of Trustees may determine the salaries or other compensation of each employee or agent of the Corporation. No employee or agent of the Corporation shall be prevented from receiving compensation by reason of the fact that he is also an Officer, Trustee, Honorary Trustee, Overseer, Committee member or Member.

ARTICLE VII
COMMITTEES

Section 1 EXECUTIVE COMMITTEE. There shall be an Executive Committee which shall consist of those Trustees elected by the Board of Trustees from its members at its Annual Meeting or at a special meeting in lieu thereof, which shall include the Chairman and all Vice Chairmen of the Board of Trustees. The Executive Director of the Museum shall serve as a member of the Executive Committee during his tenure but without entitlement to vote. To the extent specified by the Board of Trustees pursuant to its powers of delegation set forth in Article III, Section 5, the Executive Committee shall be responsible for supervising the operation of the Museum, subject to the policies and directives of the Board of Trustees. The Executive Committee, in cases in which it reasonably believes it necessary to act expediently, shall have all of the powers of the Board of Trustees between meetings thereof. The Chairman and Vice Chairman of the Board of Trustees shall serve as the Chairman and Vice Chairman respectively of the Executive Committee.

Section 2 AUDIT COMMITTEE. The Audit Committee shall consist of three or more persons, excluding the Executive Director, elected by the Board of Trustees at the Annual Meeting. The Audit Committee shall serve as the communications link between the independent auditors of the Museum and the Board of Trustees. It shall recommend to the Board of Trustees the annual appointment of the independent auditors; shall confer with the auditors; shall review the annual financial statements for presentation purposes; and shall consider the need for

new

new
improvement in internal control procedures. The Audit Committee shall advise the Board of Trustees concerning disclosure matters and shall promote free and candid communication between the independent auditors of the Museum and the Board of Trustees.

Section 3 ENDOWMENT FUND COMMITTEE. The Endowment Fund

new
Committee shall consist of three or more persons, excluding the Executive Director, elected by the Board of Trustees at the Annual Meeting. The committee shall be responsible for managing or supervising the management of the endowment funds of the Museum in accordance with the directions of the Board of Trustees and shall report in writing annually to the Board of Trustees.

Section 4 NOMINATING COMMITTEE. The Nominating Committee shall

new
consist of three or more persons elected by the Board of Trustees at the Annual Meeting in addition to the Executive Director and the Chairman of the Board of Trustees who shall serve as members of the committee during their respective tenures, but the Executive Director shall have no entitlement to vote. 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 Officers, Overseers, Honorary Trustees and the Executive, Audit, Endowment Fund and Nominating Committees. The committee shall report to every third Annual Meeting of the Members and Trustees, commencing with the Annual Meeting for 1996, nominations for Chairman and Vice Chairman of the Board of Trustees and Chairman of the Board of Overseers. At any meeting of the Board of Trustees it may report nominations of Members and nominations to fill vacancies on the Board of Trustees, in any office or of any Chairman or Vice

Chairman. At the meeting of the Board of Trustees prior to the Annual Meeting the Nominating Committee shall present its recommended slate of nominations for consideration by the Board but the Board is not authorized to act on such slate.

Section 5 OTHER COMMITTEES. There may be such other committees with such functions as the Board of Trustees may determine pursuant to its powers under ARTICLE III, Section 5.

Section 5 TERMS AND ELIGIBILITY. Members of any committee shall serve one-year terms on any committee to which they are elected and may be re-elected for successive terms. The Chairman of each committee must be a member of the Board of Trustees and may be re-elected as Chairman for successive terms. If any person shall cease to serve as Chairman of a committee prior to the expiration of his term, the Executive Committee may appoint one of the members of such committee (who need not be a Trustee if no Trustee is then serving on such committee) to fill such vacancy until the expiration of such term. Except as otherwise provided herein, members of committees need not be members of the Board of Trustees.

Section 6 MINUTES. A report of all material actions taken by the Executive Committee shall be made to all Trustees no later than the next meeting of the Board of Trustees. Minutes of the Executive Committee shall be available to any Trustees for inspection.

Section 7 QUORUM. Except as otherwise provided by law, a majority of the members of any committee then in office shall constitute a quorum at all meetings of such committees. When a quorum is present at any committee meeting, the votes of a majority of the members present and voting shall be necessary and sufficient for the decision of any

question brought before the meeting, except as otherwise provided by law or the Articles of Organization. Each person on a committee shall be entitled to only one vote, although he may hold more than one office or position which entitles him to membership on such committee.

ARTICLE VIII

BOARD OF OVERSEERS AND HONORARY TRUSTEES

Section 1 BOARD OF OVERSEERS. The Trustees shall elect at each Annual

new 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 least annually at such 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

new Meeting the Trustees shall elect from the Overseers a Chairman who shall preside over all meetings of the Board of Overseers, who shall serve as a voting member of the Board of Trustees and who shall serve for a term of three years but not more than two consecutive terms. 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

new Meeting Honorary Trustees in such number as the Trustees shall

new

determine who shall serve for life or until their resignation. 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 such matters as shall be referred to the Honorary Trustees by the Board of Trustees from time to time.

ARTICLE IX
INDEMNIFICATION PROVISIONS

Section 1 INDEMNIFICATION FOR OFFICERS, TRUSTEES, HONORARY TRUSTEES, OVERSEERS AND COMMITTEE MEMBERS. To the extent legally permissible and only to the extent that the status of the Corporation as an organization exempt under Section 501(c)(3) of the Internal Revenue Code is not affected thereby, the Corporation shall indemnify each present or former Officer, Trustee, Honorary Trustee, Overseer and Committee member of the Corporation, and each person who is or was serving at the request of the Corporation as an Officer, Trustee or Director of another organization in which it has an interest as a shareholder, creditor or otherwise (including any trust or other entity maintained pursuant to a retirement plan for Corporation employees), against all liabilities, costs and expenses, including but not limited to amounts paid in satisfaction of judgments, in settlements or as fines and penalties, and counsel fees and disbursements, reasonably incurred by him in connection with the defense or disposition of or otherwise in connection with or resulting from any action, suit or other proceeding, whether civil, criminal, administrative or

investigative, before any court or administrative or legislative or investigative body, in which such person may be or may have been involved as a party or otherwise or with which such person may be or may have been threatened, while in office or thereafter, by reason of his being or having been such an Officer, Trustee, Honorary Trustee, Overseer and Committee member, or by reason of any action taken or not taken in any such capacity, except with respect to any matter as to which such person shall have been finally adjudicated by a court of competent jurisdiction not to have acted in good faith in the reasonable belief that his action was in the best interests of the Corporation. Expenses, including but not limited to counsel fees and disbursements, so incurred by any such person in defending any such action, suit or proceeding, may be paid from time to time by the Corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an agreement by or on behalf of the person indemnified to repay the amounts so paid if it shall ultimately be determined that indemnification of such expenses is not authorized hereunder.

Section 2 SETTLEMENTS. As to any matter disposed of by settlement by any such person, pursuant to a consent decree or otherwise, no such indemnification either for the amount of such settlement or for any other expenses shall be provided unless such settlement shall be approved as in the best interests of the Corporation, after notice that it involves such indemnification, (a) by vote of a disinterested majority of the whole Board of Trustees then in office, or (b) by vote of a majority of the whole Board of Trustees then in office, but only if the Board of Trustees shall have been furnished with an opinion of

independent legal counsel to the effect that such settlement is in the best interests of the Corporation and that such person appears to have acted in good faith in the reasonable belief that his or her action was in the best interests of the Corporation. No such approval shall prevent the recovery from any such Officer, Trustee, Honorary Trustee, Overseer or Committee member of any amounts paid to such person or on his behalf as indemnification in accordance with the preceding sentence if such person is subsequently adjudicated by a court of competent jurisdiction not to have acted in good faith in the reasonable belief that his action was in the best interest of the Corporation.

Section 3 EMPLOYEES AND AGENTS. By the same procedures set forth in the preceding paragraph, the Corporation may vote to extend indemnification provisions substantially similar to those rights and subject to those limitations described above to employees or agents of the Corporation who are not Officers or Trustees, or to employees or agents of another such organization in which it has an interest.

Section 4 NON-WAIVER OF OTHER RIGHTS. The right or grant of indemnification hereby provided shall not be exclusive of or affect any other rights to which any Officer, Trustee, Honorary Trustee, Overseer, Committee member, employee or agent may be entitled or which may lawfully be granted to such person. As used herein, the terms "Officer," "Trustee," "Honorary Trustee," "Overseer," "Committee member," "Employee," and "agent" include their respective executors, administrators and other legal representatives; and "interested" person is one against whom the action, suit or other proceeding on the same or similar grounds is then or had been pending or threatened; and a

"disinterested" person is a person against whom no such action, suit or other proceeding is then or had been pending or threatened.

Section 5 INSURANCE. By action of the Board of Trustees, notwithstanding any interest of the Trustees in such action, the Corporation may purchase and maintain insurance, in such amounts as the Board of Trustees may from time to time deem appropriate, on behalf of any person who is or was an Officer, Trustee, Honorary Trustee, Overseer, Committee member, employee or other agent of the Corporation or is or was serving at the request of the Corporation as an Officer, Trustee, employee or other agent of another such organization in which it has an interest, against any liability incurred by such person in any such capacity, or arising out of his status as such, whether or not the Corporation would have the power to indemnify such person against such liability.

ARTICLE XI

GENERAL

Section 1 CORPORATE SEAL. The corporate seal shall be in a form determined from time to time by the Board of Trustees.

Section 2 FISCAL YEAR. The fiscal year of the Corporation shall end on the Saturday nearest June 30 of each year, unless otherwise determined by the Board of Trustees.

Section 3 EXECUTION OF INSTRUMENTS; RECEIPT AND DISBURSEMENT OF FUNDS. Except as otherwise provided in these Bylaws or as the Board of Trustees or Executive Committee may generally or in particular cases authorize, all instruments, documents,

deeds, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the Corporation shall be signed by the Executive Director, Treasurer, Clerk, or Chairman of the Executive Committee. Facsimile signatures may be used in the manner and to the extent authorized generally or in particular cases by the Board of Trustees or Executive Committee. The Board of Trustees or the Executive Committee may designate such other officer or officers who in addition to or instead of the Treasurer shall be authorized to receive and receipt for all monies due and payable to the Corporation from any source whatever, to endorse for deposit checks, drafts, notes, or other negotiable instruments, and to give full discharges and receipts therefor. Funds of the Corporation may be deposited in such bank or banks or with such other corporations, firms, or individuals as the Board of Trustees may from time to time designate.

ARTICLE XII

CONFLICT OF INTEREST

Except as otherwise provided by law or in the Articles of Organization, no contract or other transaction of the Corporation shall, in the absence of fraud, be affected or invalidated by the fact that any Member, Officer, Trustee, Honorary Trustee, Overseer or committee member of the Corporation or any corporation, firm, or association of which he may be a director, officer, stockholder, member, employee or agent may be a party to or may have an interest, pecuniary or otherwise, in any such contract or other transaction.

ARTICLE XIII
AMENDMENTS

These Bylaws may be amended by a majority vote of the members present and voting at any meeting, provided that notice describing the proposed amendment has been given in writing with the notice of the meeting.

ARTICLE XIV
INTERPRETATION

Any reference in these Bylaws to any gender or number shall not, unless the context otherwise requires, affect the construction hereof and the same shall be interchangeable with any other gender or number, as the case may be.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

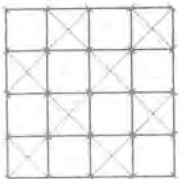
THE COMPUTER MUSEUM

BUDGET

Fiscal Year Ending June 30, 1994

PRESENTED

June 11, 1993



THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
FY 94 BUDGET
APRIL 30, 1993

	OPERATING FUND			CAPITAL FUND			EXHIBIT FUND			ENDOWMENT FUND			FY 93 BUDGET	COMBINED FY 93 PROJECTED	FY 94 BUDGET	\$ VARIANCE
	FY93 PROJECTED	FY94	VARIANCE	FY93 PROJECTED	FY94	VARIANCE	FY93 PROJECTED	FY94	VARIANCE	FY93 PROJECTED	FY94	VARIANCE				
SUPPORT/REVENUE																
Restricted Support:																
Clubhouse	126,000	\$287,900	161,900									\$340,000	126,000	\$287,900	\$161,900	
Exhibit Related	29,600	\$100,000	70,400				110,000	\$632,000	522,000			\$195,000	139,600	\$732,000	\$592,400	
Govt & Foundation Endowment	54,000		-54,000									\$43,500	54,000		-\$54,000	
Unrestricted Support:																
Capital Campaign				416,680	\$726,200	309,520						\$600,000	416,680	\$726,200	\$309,520	
Corporate Membership	190,300	\$205,000	14,700									\$247,000	190,300	\$205,000	\$14,700	
Foundation	1,000		-1,000										1,000		-\$1,000	
Computer Bowl	320,000	\$388,000	68,000									\$345,000	320,000	\$388,000	\$68,000	
Membership Fund	155,000	\$178,000	23,000									\$190,000	155,000	\$178,000	\$23,000	
Admission	471,900	\$536,841	64,941									\$458,600	471,900	\$536,841	\$64,941	
Store	226,500	\$332,395	105,895									\$258,000	226,500	\$332,395	\$105,895	
Functions	135,800	\$140,352	4,552									\$130,000	135,800	\$140,352	\$4,552	
Exhibit Sales	64,900	\$90,000	25,100									\$70,000	64,900	\$90,000	\$25,100	
Other:																
Interest Income	7,000	\$5,000	-2,000									\$5,000	7,000	\$10,000	\$3,000	
Rental Income	6,000	\$6,000										\$6,000	6,000	\$6,000		
Program Income	6,000	\$2,500	-3,500									\$12,400	6,000	\$2,500	-\$3,500	
Collections	4,400	\$4,000	-400									\$4,000	4,400	\$4,000	-\$400	
TOTAL SUPPORT/REVENUE	\$1,798,400	\$2,275,988	477,588	416,680	726,200	309,520	\$110,000	\$632,000	522,000		5,000	5,000	\$2,909,500	2,325,080	\$3,639,188	\$1,314,108
EXPENSES																
Exhibit Development	32,000	\$94,178	62,178				130,874	\$477,755	346,881				\$174,984	162,874	\$571,933	\$409,059
Exhibit Maint/Enhancement	60,300	\$51,813	-8,487				49,348	\$26,328	-23,020				\$103,786	109,648	\$78,141	-\$31,507
Exhibit Sales/Kits	52,615	\$52,611	-4										\$25,979	52,615	\$52,611	-\$4
Collections	57,600	\$62,400	4,800										\$69,569	57,600	\$62,400	\$4,800
Education & Admission	231,912	\$292,568	60,656										\$284,603	231,912	\$292,568	\$60,656
Clubhouse	90,000	\$235,989	145,989										\$276,819	90,000	\$235,989	\$145,989
Marketing	180,635	\$229,191	48,556										\$221,924	180,635	\$229,191	\$48,556
Public Relations	85,661	\$93,334	7,673										\$103,169	85,661	\$93,334	\$7,673
Store	211,295	\$268,932	57,637										\$234,772	211,295	\$268,932	\$57,637
Functions	64,500	\$69,402	4,902										\$64,526	64,500	\$69,402	\$4,902
Computer Bowl	120,800	\$135,324	14,524										\$120,886	120,800	\$135,324	\$14,524
Fundraising	44,223	\$64,854	20,631	188,345	\$221,731	33,386							\$286,858	232,568	\$286,585	\$54,017
Membership Fund	33,319	\$83,611	50,292										\$66,638	33,319	\$83,611	\$50,292
Museum Wharf																
Op Exp	288,000	\$302,000	14,000										\$288,000	288,000	\$302,000	\$14,000
Mortgage				133,777	\$126,977	-6,800							\$133,777	133,777	\$126,977	-\$6,800
General Management	227,000	\$213,271	-13,729										\$227,012	227,000	\$213,271	-\$13,729
TOTAL EXPENSE	\$1,779,860	\$2,249,478	469,618	\$322,122	\$348,708	26,586	\$180,222	\$504,083	323,861				\$2,683,302	2,282,204	\$3,102,269	\$820,065
NET REVENUE	\$18,540	\$26,510	7,970	\$94,558	\$377,492	282,934	-\$70,222	\$127,917	198,139		\$5,000	\$5,000	\$226,198	42,876	\$536,919	\$494,043

FY94 BUDGET

SUMMARY

Combined Operational Results

The budget for the fiscal year ending June 30, 1994, reflects a net surplus of \$537K 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 \$5K 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 *The Networked Society* exhibit, opening in Fall 1994. No major exhibit will open in FY94.
- Maintain visibility in FY94 through special events, the opening of a \$50K temporary exhibit on virtual reality, and the promotion of the Museum's numerous recently-opened permanent exhibits.
- Increase earned revenues in admissions, store, functions, and exhibit sales through aggressive marketing and sales. Two FTEs added: one for general marketing assistance (functions, group visits, general marketing), one for exhibit sales.
- Continue raising funds to develop and maintain the Computer Clubhouse.
- Complete first series of Computer Bowls with "All-Star" Bowl, which includes additional revenue from an auction.

FY94 BUDGET NOTES

Fund Accounting

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

Revenue Recognition

Revenues, including those for unrestricted contributions, memberships, and Capital Campaign pledges are recorded when received. The policy for restricted revenues will be to record revenues to the extent of expenses incurred plus an appropriate overhead rate. The FY94 budget includes \$132K of contributions to the Computer Clubhouse received in FY93 but deferred to FY94 when the expenditure is expected to be incurred. A 20% indirect overhead rate will be applied to the Clubhouse.

Depreciation

Set forth below are estimates of depreciation amounts not included in the FY93 forecast or FY94 budget because they do not require any cash outflow. Determination of depreciation is based upon the estimated useful lives of assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over five years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years.

The amount of depreciation for FY93 and FY94 will be approximately \$618K and \$638K, respectively.

Employees

As of June 30, 1993, full-time equivalent employees (FTEs) are expected to be 39.25. As of June 30, 1994, FTEs are expected to be 43.25. (Two of these are new positions; two are positions that are currently vacant.) The FY94 budget assumes a 3% salary increase for all staff effective on their anniversary date.

Restricted Contributions

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

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

	FY93 <u>Proj.</u>	FY94 <u>Proj.</u>
Operating Fund Total	\$209	\$ 387
Exhibit Fund Total	<u>160</u>	<u>632</u>
Total Restricted Contributions	369	1,019

OPERATING FUND

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

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

Computer Clubhouse

The Museum's major new educational 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, start-up costs associated with construction, program planning, and software development.

Exhibit-Related

\$100K of revenue is composed of \$50K from a National Science Foundation grant for research on the application of virtual reality to education and \$50K to be raised for a related exhibit on virtual reality.

Government & Foundation

The Massachusetts Cultural Council (MCC) 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. Therefore in FY94, MCC grants will not be recognized separately, but will be a part of admissions revenue. In FY93, \$54K was received through the MCC ticket subsidy program.

Corporate Membership

Efforts are under way to establish an additional CEO-level committee to support the recruitment of new corporate members. FY94 figure of \$205K assumes IBM at \$15K (unchanged) and no corporate membership support from Digital Equipment Corp.

Computer Bowl

Increase of \$68K over FY93 resulting from proceeds of a special auction (auctioning items contributed by each of the players) and increases in sponsor levels resulting from the "All-Star" nature of the FY94 Bowl.

Membership Fund

The annual fund and individual membership categories have been combined into one line item designed to streamline contact with members and donors and to reduce expenses. Total revenues are expected to increase due to expansion of the Membership Committee and a direct mail campaign to past catalog buyers and store purchasers.

Admissions

Budgetted \$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 in FY93 to \$4.36 in FY94. Student and senior rate of \$5 and group rate of \$4 was unchanged. No fee increase is planned for FY94.

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

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

<u>Year</u>	<u># Visitors</u>	<u>% Change</u>	<u>Average Admission Revenue/Visitor</u>
FY 85	34,000		\$2.18
FY 86	77,000	NM	2.32
FY 87	77,619	0.8%	2.48
FY 88	77,072	(0.7%)	2.92
FY 89	88,041	14.0%	2.64
FY 90	91,848	4.0%	3.49
FY 91	130,319	42.0%	4.02
FY 92	118,567	(9.0%)	3.91
FY 93 Projected	116,000	(2.0%)	3.99
FY 94 Budget	123,000	6.0%	4.36

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

Functions

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).

Exhibit Sales

Addition of full-time sales engineer budgeted for FY94 to achieve \$90K revenues with \$53K total expense. In FY93, sales effort was carried by exhibit staff who were unable to make this area a high priority. \$90K revenue estimate based on level of interest shown in museum community, and the projected achievement of \$65K sales in FY93 without a concerted sales effort.

Exhibit Maintenance

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

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 a year in which the Museum promotes the existing exhibits and concentrates on earned revenue streams.

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

The Capital Fund reflects the activity of fundraising efforts to secure the Museum's building and to build an endowment for the Museum. Capital Fund revenues represent the amounts received from pledges to the Capital Campaign prior to transfers to the Endowment Fund. The proceeds of the Capital Campaign net of Campaign expenses and mortgage (principal and interest), are to be transferred to the Endowment Fund.

FY94 budgetted revenue of \$726K is comprised of \$326K in receipts from existing pledges and \$400K from new pledges. \$400K is based on receiving as cash 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

ENDOWMENT FUND

In accordance with the stated purpose of the Capital Campaign, funds from the Capital Fund are transferred to the Endowment Fund as directed by donors and from revenues received through the fundraising efforts of the Capital Campaign, after the deduction of campaign expenses and the mortgage interest and principal payments.

PLANT FUND

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

EXHIBIT FUND

The Exhibit Fund represents the activities associated with developing permanent new Museum exhibits. In FY94, \$600K of revenues are budgeted for *The Networked Society* exhibit, scheduled to open in Fall 1994. An additional \$32K of revenue is budgeted for an introductory exhibit on the use of input devices, such as the mouse.

Below is a summary of actual and projected receipts (\$K):

FY 87	299
FY 88	126
FY 89	95
FY 90	1,177
FY 91	704
FY 92	468
FY 93 projected	160
FY 94 budget	632

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
10 Months Ending 04/30/93

	OPERATING		DESIGNATED FUND		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE														
Restricted Support:														
Clubhouse	\$35,104	\$244,267	\$202,796								\$237,900	\$244,267	-\$6,367	\$340,000
Exhibit Related	\$24,581	\$30,000					\$104,550	\$135,000			\$129,131	\$165,000	-\$35,869	\$195,000
Govt & Foundation	\$41,391	\$30,000									\$41,391	\$30,000	\$11,391	\$43,500
Endowment														
Unrestricted Support:														
Capital Campaign					\$291,285	\$362,550					\$291,285	\$362,550	-\$71,265	\$600,000
Corporate Membership	\$154,750	\$208,000									\$154,750	\$208,000	-\$53,250	\$247,000
Foundation	\$1,000	\$0									\$1,000	\$0	\$1,000	\$0
Computer Bowl	\$298,100	\$297,000									\$298,100	\$297,000	\$1,100	\$345,000
Membership Fund	\$113,768	\$174,750									\$113,768	\$174,750	-\$60,982	\$190,000
Admission	\$393,798	\$385,200									\$393,798	\$385,200	\$8,598	\$458,600
Store	\$186,658	\$212,902									\$186,658	\$212,902	-\$26,244	\$258,000
Functions	\$120,773	\$110,970									\$120,773	\$110,970	\$9,803	\$130,000
Exhibit Sales	\$49,240	\$58,333									\$49,240	\$58,333	-\$9,093	\$70,000
Other:														
Interest Income	\$2,719	\$8,300							\$5,509	\$0	\$8,228	\$8,300	-\$72	\$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	\$4,413	\$3,333									\$4,413	\$3,333	\$1,080	\$4,000
TOTAL SUPPORT/REVENUE	\$1,438,337	\$1,776,555	\$202,796	\$0	\$291,285	\$362,550	\$104,550	\$135,000	\$5,509	\$0	\$2,042,477	\$2,274,105	-\$231,628	\$2,909,500
EXPENSES														
Exhibit Development	\$30,135	\$23,006					\$116,518	\$129,441			\$146,653	\$152,447	-\$5,794	\$140,000
Exhibit Maint/Enhancement	\$55,436	\$45,130					\$56,552	\$49,348			\$111,988	\$94,478	\$17,510	\$54,000
Exhibit Sales/Kits	\$50,376	\$22,637									\$50,376	\$22,637	\$27,739	\$25,000
Collections	\$50,876	\$57,843									\$50,876	\$57,843	-\$6,967	\$70,000
Education & Admission	\$213,575	\$239,477									\$213,575	\$239,477	-\$25,902	\$286,000
Clubhouse	\$29,254	\$215,656									\$29,254	\$215,656	-\$186,402	\$277,000
Marketing	\$136,944	\$168,007									\$136,944	\$168,007	-\$31,063	\$221,900
Public Relations	\$65,983	\$84,611									\$65,983	\$84,611	-\$18,628	\$103,170
Store	\$170,268	\$193,512									\$170,268	\$193,512	-\$23,244	\$235,000
Functions	\$52,776	\$55,188									\$52,776	\$55,188	-\$2,412	\$65,000
Computer Bowl	\$27,438	\$63,501									\$27,438	\$63,501	-\$36,063	\$121,000
Fundraising	\$42,297	\$63,443			\$88,431	\$170,339					\$130,728	\$233,782	-\$103,054	\$285,000
Membership Fund	\$26,171	\$56,167									\$26,171	\$56,167	-\$29,996	\$67,000
Museum Wharf														
Op Exp	\$246,698	\$240,000									\$246,698	\$240,000	\$6,698	\$285,000
Mortgage					\$111,953	\$111,953					\$111,953	\$111,953	\$0	\$133,777
General Management	\$189,917	\$179,769									\$189,917	\$179,769	\$10,148	\$317,000
TOTAL EXPENSE	\$1,388,144	\$1,707,947	\$0	\$0	\$200,384	\$282,292	\$173,070	\$178,789	\$0	\$0	\$1,761,598	\$2,169,028	-\$407,430	\$2,685,847
NET REVENUE	\$50,193	\$68,608	\$202,796	\$0	\$90,901	\$80,258	-\$68,520	-\$43,789	\$5,509	\$0	\$280,879	\$105,077	\$175,802	\$223,653

THE COMPUTER MUSEUM
BALANCE SHEET
04/30/93

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED	
					TOTAL 02/28/93	TOTAL 6/30/92
ASSETS:						
Current:						
Unrestricted Cash	\$318,868	-	-	\$5,509	\$324,377	\$155,114
Restricted Cash	-	-	-	250,000	\$250,000	250,000
Cash Equivalents	814	-	-	-	\$814	41,911
Investments	2,074	-	-	-	\$2,074	-
Receivables	34,178	-	-	-	\$34,178	39,762
Inventory	41,678	-	-	-	\$41,678	69,374
Prepaid Expenses	1,231	-	-	-	\$1,231	2,102
Interfund Receivable	5,509	124,726	-	-	\$130,235	169,376
Total Current Assets	\$404,352	\$124,726	\$0	\$255,509	\$784,587	\$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	\$404,352	\$128,072	\$2,787,290	\$255,509	\$3,575,223	\$3,518,281
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	\$42,169	\$11,298	-	-	\$53,467	\$157,186
Accrued Expense	25,830	12,763	-	-	38,593	71,538
Deferred Income	16,785	-	-	-	16,785	64,426
Interfund Payable	124,726	-	-	5,509	-	169,376
Total Current Liabilities	\$209,510	\$24,061	\$0	\$5,509	\$108,845	\$462,526
Fund Balances:						
Operating	\$194,842	-	-	-	194,842	(\$62,606)
Capital	-	104,011	-	-	104,011	81,065
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,787,290	-	2,787,290	2,787,296
Total Fund Balances	\$194,842	\$104,011	\$2,787,290	\$250,000	\$3,336,143	\$3,055,755
TOTAL LIABILITIES AND FUND BALANCES	\$404,352	\$128,072	\$2,787,290	\$255,509	\$3,575,223	\$3,518,281

The Computer Museum

300 Congress Street
Boston, MA 02210

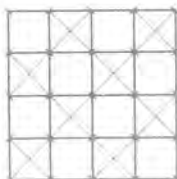
(617) 426-2800

Memorandum

DATE: June 28, 1993
TO: Board of Directors
FROM: Oliver Strimpel
SUBJECT: Minutes from Meeting on June 11, 1993

Enclosed please find the minutes from the June 11 Annual Meeting and Board Meeting. It was delightful seeing you at the meeting, and I thank you for taking the time from your busy schedule to attend.

I hope that you enjoy the remainder of the summer!



THE COMPUTER MUSEUM

Minutes of Annual Meetings of Members, Directors and Trustees

June 11, 1993

Present were Sam Albert, Gordon Bell, Gwen Bell, Edward Belove, Lynda Bodman, Richard Burnes, Richard Case, Dr. Jon Eklund, David Kaplan, James McKenney, David Nelson, Dr. Suhas Patil, Tony Pell, Nicholas Pettinella, William Poduska, Jean Sammet, Edward Schwartz, Paul Severino, Hal Shear, Michael Simmons, Irwin Sitkin, Dorothy Terrell, Charles Zraket, Gardner Hendrie, Chairman, Oliver Strimpel, Executive Director and Tom Franklin, Clerk.

I. The Chairman called the annual meeting of the Members of the museum to order at 8:30 a.m. and asked Ms. Bodman, chair of the Committee on Governance, to report the recommendations of the committee. Ms. Bodman made a brief report and asked Mr. Franklin to summarize the bylaw amendments proposed to implement the governance changes. Following questions by Ms. Sammet and discussion of the bylaw provisions for removal of officers it was unanimously

VOTED: to approve the new bylaws as proposed but with the addition to Article V, Section 4, at the beginning of the second sentence "Subject to the notice requirements of Article IV, Section 3,".

Responding to discussion of the relationship between the Board of Trustees and the Executive Committee, Mr. Zraket stated that the Board would adopt an explicit resolution delegating powers to the Executive Committee at its next meeting.

Messrs. Sitkin and Albert each requested clarification of the role of the Board of Overseers; Mr. Poduska urged the Trustees to monitor the efficacy of the new governance structure and be willing to modify it as needed to meet future demands. Mr. Nelson expressed the hope that the Overseers would become a dynamic and energetic component of the Museum's governance structure.

II. Mr. Hendrie called for a nomination for Chairman; Ms. Bodman nominated Charles Zraket, which was seconded and unanimously

VOTED: to elect Charles Zraket Chairman of the Museum for a three year term.

Mr. Schwartz on behalf of the Board expressed gratitude for the personal and financial leadership and generosity of Mr. Hendrie during a critical transitional period for the Museum. Mr. Zraket stated his thanks for the confidence of the Members, his

strong support for the educational program of the Museum and his commitment to a rejuvenated capital campaign. He also stated his intention to serve only a single three year term.

III. Mr. Zraket assumed the chair and recognized Ms. Bodman who nominated as Vice-Chairman of the Museum Richard Case. Mr. Case accepted the nomination on the condition that his election not be considered agreement to succeed Mr. Zraket as Chairman, whereupon it was unanimously

VOTED: to elect Richard Case Vice-Chairman of the Museum for a term of one year.

IV. Ms. Bodman next placed in nomination the slate for Trustees of the Museum as circulated to the Board, to be elected for the same term that each now holds as a Director and all eligible for re-election to a second term thereafter.

VOTED: to elect the Board of Trustees as nominated.

(A copy of the Nominating Committee's nominations is attached to these minutes.)

IV. There being no further business to come before the meeting it was unanimously

VOTED: to adjourn.

I. The Annual Meeting of the Trustees was called to order by Mr. Zraket. The first order of business was the election of officers. Ms. Bodman, for the Nominating Committee, proposed the re-election of the current officers of the Museum: Oliver Strimpel, Executive Director, Nick Pettinella, Treasurer and Tom Franklin, clerk. It was thereupon

VOTED: to elect Oliver Strimpel, Executive Director, Nicholas Pettinella, Treasurer, and Tom Franklin, Clerk.

II. Mr. Zraket next requested nominations for the Board of Overseers; Ms. Bodman nominated the slate as circulated and it was thereupon unanimously

VOTED: to elect the Board of Overseers as nominated.

(A copy of the Nominating Committee's nominations is attached to these minutes, with the revision that Mr. Cox agreed to serve as an Overseer).

III. Mr. Zraket next requested nominations for Honorary Trustees; Ms. Bodman nominated the slate as circulated and it was thereupon unanimously

VOTED: to elect the Honorary Trustees as nominated.

(A copy of the Nominating Committee's nominations is attached to these minutes).

IV. Similarly the meeting proceeded to the election of standing committees of the Board (Executive, Nominating, Audit and Endowment); Ms. Bodman nominated those persons whose names previously were circulated and, following brief discussion, it was unanimously

VOTED: to elect the members of the Executive, Nominating, Audit and Endowment Committees as nominated, with the addition of Dwight Crane to the Endowment Committee.

(A copy of the Nominating Committee's nominations is attached to these minutes).

V. Mr. Zraket proposed dates for future meetings of the Trustees. After brief discussion those meetings were scheduled for October 15, 1993, and February 11, June 17 and October 14, 1994.

Mr. Schwartz expressed a concern that the adoption of the new governance structure, including the abolition of the original Board of Trustees of the Museum, not offend any members of the original board. Mr. Case moved special thanks and appreciation to outgoing Trustee Jean Sammet for many years of extraordinary personal and financial contribution to the Museum, most recently as sponsor of the Programming Languages exhibit.

VI. Oliver Strimpel briefly reviewed the museum's operations. The Computer Clubhouse is on schedule and will open next week. It has attracted \$407,000 in grants and \$150,000 of in-kind support to date. During 1993 the Museum produced the Silicon Sailing and Programming Languages exhibits, refurbished the Smart Machines exhibit, began the Networked Society exhibit and Clubhouse project, as well as produced several temporary exhibits. It continued to promote the license of exhibit kits; nine other museums now are displaying exhibits from such kits. He reviewed staff appointments and changes, and reported that Museum attendance is projected to grow slightly compared to the previous year, in contrast to many other local museums which have experienced declines.

VII. Development goals for the new fiscal year were presented by Mr. Shear for the Membership Committee: it will be difficult but not impossible to meet this year's goal but that goal will be increased 15% for the new year; and by Mrs. Bell for the Bowl Committee: TV clips of San Jose news coverage of the Bowl were viewed, and plans for the All Star (and final) Bowl were discussed. Mrs. Bell reported that the Bowl might be sold on terms that would provide a continued revenue flow to the Museum.

1993 fiscal results were also reviewed. The Museum projected that it will end the year with a slight surplus despite reduced revenues and as a result only of rigid cost controls. Fiscal 1994 goals include \$1.2 million in capital campaign pledges, raising \$600,000 for the Networked Society exhibit, increasing function and admissions revenue, continuing the Clubhouse funding and bringing the Bowl to a successful conclusion. The fiscal 1994 budget was approved as proposed.

The meeting then adjourned for a visit to the Clubhouse facility, at approximately 11:00 a.m.

VIII. Mr. Hendrie presented a review of the Capital Campaign, which he described as "stalled". He expressed hope that a Development Director soon would be retained and would restart the campaign. Mr. Kaplan expressed the need for very specific steps to do so. The terms of the DEC offer to match gifts, and of its transfer of the building to the Museum, were reviewed and discussed. Mr. Severino emphasized the need for a "culture of raising money".

IX. David Grescher reported on the progress of the Networked Society exhibit, which led to a lively discussion of the respective roles of the computer and telecommunications industries in such society and of the proper focus of the exhibit. Mr. Hendrie invited interested members to serve on an advisory committee for the exhibit.

The meeting was adjourned at approximately 12:45 and many members then joined members of the Museum staff for a lunch and continued discussion of Museum activities.

J. Thomas Franklin

**The Computer Museum
Proposed Slate for Committees and Officers 1994**

At its May 4, 1993, meeting, the Executive Committee approved, and now recommends to the Board, the following nominees for 1994. (Attempts are being made to contact all nominees individually prior to the Board meeting.)

Chairman	Charles A. Zraket
Vice Chairman	Richard P. Case
Executive Director	Oliver Strimpel
Treasurer	Nicholas A. Pettinella
Clerk	J. Thomas Franklin
Executive Committee	Charles A. Zraket (chair) Richard P. Case Gwendolyn K. Bell Lynda Schubert Bodman Gardner C. Hendrie David B. Kaplan James L. McKenney Anthony D. Pell Nicholas A. Pettinella Edward A. Schwartz Oliver Strimpel
Nominating Committee	Lynda Schubert Bodman (chair) Gwendolyn K. Bell Gardner C. Hendrie Charles House Michael Simmons Dorothy A. Terrell
Audit Committee	David B. Kaplan (chair) Richard P. Case J. Thomas Franklin
Endowment Committee	James L. McKenney Anthony D. Pell To Be Determined To Be Determined

Board of Trustees

Charles A. Zraket (chair)
Gwendolyn K. Bell
Edward Belove
Lynda Schubert Bodman
Richard M. Burnes, Jr.
Richard P. Case
Roger A. Heinen, Jr.
Gardner C. Hendrie
Barry Horowitz
Charles House
David L. House
David B. Kaplan
James L. McKenney
Laura Barker Morse
Anthony D. Pell
Nicholas A. Pettinella
F. Grant Saviers
Edward A. Schwartz
Hal Shear
Michael Simmons
Oliver Strimpel
Richard L. Taylor
Dorothy A. Terrell

Board of Overseers

Sam Albert
C. Gordon Bell
Erich Bloch (to be confirmed)
Lawrence S. Brewster
Howard E. Cox, Jr. (to be confirmed)
Robert R. Everett
William Foster
Max D. Hopper (to be confirmed)
Mitchell Kapor (to be confirmed)
James A. Lawrence
Robert Lucky (to be confirmed)
John A. Miller, Jr.
Patrick J. McGovern (to be confirmed)
Carver A. Mead (to be confirmed)
David Nelson
Seymour Papert (to be confirmed)
Sahas S. Patil
John William Poduska, Sr. (to be confirmed)
Naomi O. Seligman
Paul Severino
Casimir S. Skrzypczak
W. J. Spencer
James Sutter

Honorary Trustees

Charles Bachman (to be confirmed)
David Chapman (to be confirmed)
David M. Donaldson
Jon Eklund
Theodore Johnson
Koji Kobayashi
Pat Collins Nelson (to be confirmed)
Russell Noftsker
Brian Randell
Jonathan Rotenberg
Jean E. Sammet (to be confirmed)
Irwin J. Sitkin (to be confirmed)
Michael Spock (to be confirmed)

The Computer Museum

300 Congress Street
Boston, MA 02210

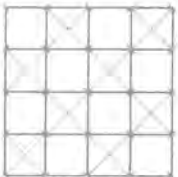
(617) 426-8800

Memorandum

DATE: June 21, 1994
TO: Board of Trustees
Board of Overseers
FROM: Oliver Strimpel
SUBJECT: Board of Trustees Meeting on June 17

For those of you who were unable to attend the Annual Meeting and the Board of Trustees meeting on Friday, June 17, I enclose Board packets for your information.

I wish you all a good summer!



The Computer Museum

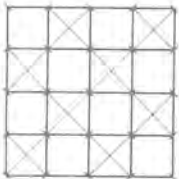
300 Congress Street
Boston, MA 02210

(617) 426-2800

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

Agenda

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



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEMORANDUM

TO: Board of Directors
The Computer Museum

FROM: Lynda S. Bodman
Chairman, Nominating Committee

DATE: 16 June, 1994

SUBJECT: Election of Candidates for Overseers/Trustees

Nominating Committee motions for June 17:

For election to the Board of Overseers

- Gary J. Beach, President and CFO, CW Publishing Inc. and Publisher of *Computerworld*
- Clemmie L. Cash, President, Tarrek Gems and Children Services Leader
- Steve Coit, Vice Chairman, Charles River
- Isaac R. Nassi, Vice President of the Development Products Group, Apple Computer, Inc.
- John Shoch, Partner, Asset Management
- Allan L. Wallack, Member of the Board of Directors, Applied Intelligence Systems, Inc.

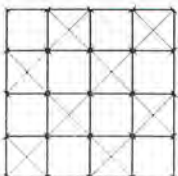
- In addition, the Committee asks acceptance of the resignation of Barry Horowitz from the Board of Trustees and the election of Barry to the Board of Overseer.

For election as Chairman of the Board of Overseers

- David Nelson

For re-election to the Board of Trustees

- Edward Belove
- Gardner C. Hendrie
- Charles House
- David B. Kaplan
- Nicholas A. Pettinella
- F. Grant Saviers
- Michael Simmons



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

NOMINATION FORM

Submitted By

Nominator: _____
Telephone (Day): _____
Date Submitted: _____

NOMINATED FOR:

Trustee: _____
Honorary Trustee: _____
Overseer: _____

Nominee's Name: _____
Home Address: _____

Home Phone: () _____ Fax: _____

Business Title: _____
Company: _____
Address: _____

Business Phone: () _____ Fax: _____

Professional Affiliations/Activities/Interests: _____

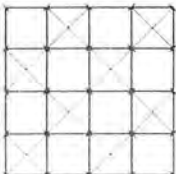
Education: _____

Non-Profit/Community Experience/Interests: _____

Knowledge Of/Interest In The Computer Museum: _____

Strengths or Expertise Candidate Brings to The Computer Museum: _____

Your Name _____ Date _____



Return Completed Form to: Betsy Riggs, The Computer Museum

COMPUTERWORLD

375 Cochituate Road
Framingham, Massachusetts 01701-9171
508-879 0700



Gary J. Beach

President and Chief Executive Officer
CW Publishing Inc.

Publisher
Computerworld

President and CEO of CW Publishing Inc., Framingham, Massachusetts, and publisher of *Computerworld*, Gary J. Beach joined the International Data Group family of newspapers and magazines as publisher of *Network World* in 1987. In 1991, he was named publisher of *Computerworld*, the industry's newspaper of record for information systems management.

As publisher of a weekly newspaper that reaches more than 600,000 key IS decision makers he is active in promoting efforts that raise the information technology industry's awareness of social responsibility, including advocacy of computer literacy among the general public.

Clemmie L. Cash
President
Tarrek Gems

Ms. Cash, currently a resident of Wellesley, Massachusetts, was born in Tyler, Texas - the oldest of seven children. At the age of nine, her family moved to Fort Worth, Texas where she graduated from M. L. Kirkpatrick High School. She received a Bachelor of Arts degree in Sociology from the University of Texas at Arlington. After graduation she worked as manager of the West Dallas Community Center. Later, during graduate study at Oklahoma State University, she taught for two years at Langston University, Langston Oklahoma.

Her exposure to business began in 1973 when she worked as Credit Manager for a Montgomery Ward store in West Lafayette, Indiana. Between 1976 and 1981 she was responsible for international distribution to the Far East for New England Nuclear, a radioactive labeled pharmaceutical and chemical research company. Tarrek Gems was founded in 1987 after several trips to Asia caused Ms. Cash to believe there was a market for home-based personal consulting, design and sales of pearls and precious gems.

In addition to her work life she has been actively involved in a range of community service activities. Among these, The Wellesley ABC Program, The Noble and Greenough Board of Trustees, Massachusetts Society for the Prevention of Cruelty to Children (MSPCC) Family Affair Committee and several roles at the Tenacre Country Day School of Wellesley, consume the majority of her time. Her leisure time activities include tennis and traveling.

Ms. Cash's family includes two children - Tari age 18 (Trinity College freshman) and Derek age 11 (a sixth grader at Tenacre), and her husband, James I. Cash, Jr.

June, 1994

STEPHEN E. COIT**Partner****Charles River Ventures****Ten Post Office Square****Boston, MA 02109****TEL: 617/292-7717****FAX: 617/292-7718**

Stephen E. Coit joined Charles River Ventures in March, 1994. For the past 10 years, Mr. Coit has been General Partner of Merrill, Pickard, Anderson & Eyre, based in Menlo Park, CA. Since 1987, he managed the firm's East Coast office. Prior to his career in venture capital, he worked in various management capacities in technology-oriented companies, including Vice President, Marketing at Raster Technologies, Inc., International Marketing Manager at Prime Computer, Inc., Product Manager at Hewlett-Packard Corporation, and Senior Programmer at Searle Medidata, Inc. Guided by his strong operational background, Mr. Coit has made a number of successful investments in the technology and medical fields. Representative investments include MIPS Computer Systems Inc., PictureTel Corporation, Synernetics Inc., and Synopsys, Inc. He currently serves as an active board member of International Data Group, a private, diversified publishing company for the information technology industry with revenues approaching \$1 billion. Mr. Coit earned his M.B.A. from Harvard Business School (1977), where he was a Baker Scholar, and received his A.B. in Computer Sciences from Harvard College (1971).

June 15, 1994

Ike Nassi (Isaac R. Nassi, Ph.D.)

Dr. Nassi has extensive experience in programming languages and systems, computer architecture, and distributed systems. After getting his Ph.D. in Computer Science in 1974 from the State University of New York at Stony Brook, he joined SofTech as a software Engineer. He moved to Digital Equipment Corporation to help design a programming language and a family of compilers, and new software engineering techniques for use on what became the VAX architecture.

While at DEC, he started to work on the design of a new programming language, at the request of the Department of Defense. This language ultimately became Ada, and Dr. Nassi received a Certificate for Distinguished Service from the Undersecretary of Defense for his contributions.

Later, Dr. Nassi helped to start Encore Computer, where he held the post of Vice President of Research. At Encore, he was the principal investigator for a research project sponsored by the Defense Advanced Research Projects Agency (DARPA) to develop general purpose shared memory multiprocessor capable of delivering 1000 MIPS. An early prototype of this system was demonstrated to DARPA in May, 1989.

As Director of Research and Technology for Apple Computer, Dr. Nassi started Apple's Cambridge R&D Center in 1989. In Cambridge, Apple has designed a new object oriented dynamic programming language called Dylan.

Dr. Nassi currently holds the position of Vice President of the Development Products Group at Apple. In addition, he is a consultant to the Department of Defense's ARPA/ISAT committee, and was recently appointed as a Visiting Scholar at Stanford University.

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. With Bowl coming to an end, his continued involvement requires getting him actively tied into the Museum itself.

Allan L. Wallack
67 Thompson Dr.
Sudbury, MA 01776
508-443-5449

1993 - Present **Member of Board of Directors-Applied Intelligence Systems Inc.**

1990 - 1994 **Chief Executive Officer and President - Synernetics Inc.**

Joined Synernetics, a two year old communications company that had not yet achieved revenue and was facing a series of issues stemming from a lack of strategic market direction, business skills, experience and leadership. The company ended 1993 profitably with \$27.3 million in revenue. Synernetics achieved market leadership in Ethernet Switching (Dataquest-December 1993), technology leadership in performance, and was successfully sold to 3Com Corp. in January 1994, for approximately four times trailing 1993 revenues.

1986 - 1990 **Chief Operating Officer - COGNEX CORP.**

Joined COGNEX, a five year old \$4 million failing machine vision company that lost \$2.5 million in profits in 1985. The company reported to me and I reported to the Chairman. The net result of my tenure was a public company with three years of profitability, industry leadership and a strategic plan for continued domination and growth. Today, the company is still extremely successful and is recognized as the industry leader.

1982 -1985 **Vice President of Marketing - MASSCOMP**

Joined MASSCOMP, a seven month old scientific computer company, to provide the marketing and business leadership required to build a successful company. The net result was \$45 million in revenue, an IPO, and a strong and successful marketing organization.

1980 - 1982 **Group Operations Mgr, Manufacturing Market Group**
Digital Equipment Corporation

Joined MDC, a \$200 million product group, to provide leadership in market and sales direction, and increase profits to corporate acceptable levels. The results were a profit increase from under 2% PBT to over 11%, and a new organization focused on applications and industries.

1978 - 1980 **Group Marketing Mgr, Laboratory Data Products Group**
Digital Equipment Corporation

Responsibilities, for a then \$210 million product group, included new ventures, joint marketing programs, market development and strategic planning, product management. Major achievements included creating a new profitable \$30 million business, a formal strategic planning process and a successful organization.

1970 - 1978 **Various positions , LDP Group, Digital Equipment Corporation**

Product Line Marketing Manager (1977 - 1978)
Small Systems Marketing Manager (1975 - 1976)
Engineering Manager (1973 - 1974)
Engineering Supervisor (1972)
Project Engineer (1970 - 1971)

Education

Executive Programs	Whittemore School, Various DEC programs
MSEE	Northeastern 1973 (evenings)
BSEE	CCNY 1970
USAF	1964 - 1968

FY95 Calendar of Events

Date	Event
1994	
Jun/Jul	World Cup Soccer Kiosk
Jul 1-3	Harborfest: Computer Animation Festival
Jul 16-Sep 5	From Drawing to Montage: Computers in Art
August 15-25	Human vs Computer Checkers Tournament
Sept 24-Nov 27	The Computer in the Studio (with DeCordova Museum)
Oct 1-2	Harvard Cup: Human vs. Computer Chess Challenge
Nov 10	Networked Planet VIP Opening
Nov 12	Networked Planet Public Opening

FY95 Calendar of Events

(continued)

Date	Event
1995	
Feb	Computer Animation Month
Mar 18- May 22	Aaron in Color: Robotic Painter
April 28	Computer Bowl 2.0
June	Walk-Through Computer 2.0

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
11 Month Ending 05/31/94

	OPERATING FY94		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget			
SUPPORT/REVENUE													
Restricted Support:													
Clubhouse	220,925	279,225							220,925	279,225	-58,300	287,900	237,800
Exhibit Related	86,697	91,200			138,039	577,000			224,736	668,200	-443,464	732,000	538,313
Govt & Foundation	2,982								2,982		2,982		7,982
Endowment													
Unrestricted Support:													
Capital Campaign			154,683	511,700					154,683	511,700	-357,017	726,200	284,683
Corporate Membership	160,575	172,200							160,575	172,200	-11,625	205,000	193,050
Foundation	29,180								29,180		29,180		24,180
Computer Bowl	364,951	386,000							364,951	386,000	-21,049	388,000	438,000
Membership Fund	168,337	157,240							168,337	157,240	11,097	178,000	185,000
Admission	451,131	483,243							451,131	483,243	-32,112	536,841	502,000
Store	241,256	303,734							241,256	303,734	-62,478	332,395	262,000
Functions	169,198	120,780							169,198	120,780	48,418	140,352	177,000
Exhibit Sales	17,997	80,000							17,997	80,000	-62,003	90,000	17,997
Other:													
Interest Income	3,078	6,400					6,382	6,435	9,460	12,835	-3,375	12,000	9,000
Rental Income												4,000	
Program Income		2,200								2,200	-2,200	2,500	200
Collections	350	3,600							350	3,600	-3,250	4,000	350
TOTAL SUPPORT/REVENUE	1,916,657	2,085,822	154,683	511,700	138,039	577,000	6,382	6,435	2,215,761	3,180,957	-965,196	3,639,188	2,877,555
EXPENSES													
Exhibit Development	56,530	93,875			207,454	426,394			263,984	520,269	-256,285	580,485	441,800
Exhibit Maint/Enhancement	50,927	39,433			2,204	24,057			53,131	63,490	-10,359	69,578	56,700
Exhibit Sales/Kits	35,765	46,940							35,765	46,940	-11,175	52,610	38,000
Collections	60,092	57,120							60,092	57,120	2,972	62,400	65,000
Education & Admission	241,856	268,395							241,856	268,395	-26,539	292,570	267,000
Clubhouse	169,942	216,120							169,942	216,120	-46,178	236,000	182,942
Marketing	224,410	211,105							224,410	211,105	13,305	229,190	245,000
Public Relations	84,663	85,751							84,663	85,751	-1,088	93,334	91,455
Store	207,144	247,452							207,144	247,452	-40,308	268,932	223,000
Functions	77,462	62,801							77,462	62,801	14,661	69,402	83,900
Computer Bowl	130,149	132,770							130,149	132,770	-2,621	135,324	137,600
Fundraising	55,690	59,755	118,427	198,064					174,117	257,819	-83,702	286,585	187,090
Membership Fund	44,089	76,650							44,089	76,650	-32,561	83,611	48,600
Museum Wharf													
Op Exp	282,811	276,837							282,811	276,837	5,974	302,000	310,000
Mortgage			116,655	116,651					116,655	116,651	4	126,977	126,977
General Management	241,437	197,454							241,437	197,454	43,983	213,271	262,000
TOTAL EXPENSE	1,962,967	2,072,458	235,082	314,715	209,658	450,451	6,382	6,435	2,407,707	2,837,624	-429,917	3,102,269	2,767,064
NET REVENUE	-46,310	13,364	-80,399	196,985	-71,619	126,549	6,382	6,435	-191,946	343,333	-535,279	536,919	110,491

06/14/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
11 Month Ending 05/31/94

	OPERATING FY94		OPERATING FY93 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget			
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	220,925	279,225	54,195					220,925	279,225	-58,300	287,900	237,800
Exhibit Related	86,697	91,200	30,000	138,039	577,000			224,736	668,200	-443,464	732,000	538,313
Govt & Foundation	2,982		30,000					2,982	.	2,982		7,982
Endowment												
Unrestricted Support:												
Capital Campaign				154,683	511,700			154,683	511,700	-357,017	726,200	284,683
Corporate Membership	160,575	172,200	164,250					160,575	172,200	-11,625	205,000	193,050
Foundation	29,180		1,000					29,180		29,180		24,180
Computer Bowl	364,951	386,000	319,210					364,951	386,000	-21,049	388,000	438,000
Membership Fund	168,337	157,240	118,971					168,337	157,240	11,097	178,000	185,000
Admission	451,131	483,243	439,362					451,131	483,243	-32,112	536,841	502,000
Store	241,256	303,734	209,519					241,256	303,734	-62,478	332,395	262,000
Functions	169,198	120,780	132,621					169,198	120,780	48,418	140,352	177,000
Exhibit Sales	17,997	80,000	49,240					17,997	80,000	-62,003	90,000	17,997
Other:												
Interest Income	3,078	6,400	3,081			6,382	6,435	9,460	12,835	-3,375	12,000	9,000
Rental Income			5,950								4,000	
Program Income		2,200	6,092						2,200	-2,200	2,500	200
Collections	350	3,600	5,577					350	3,600	-3,250	4,000	350
TOTAL SUPPORT/REVENUE	1,916,657	2,085,822	1,569,068	292,722	1,088,700	6,382	6,435	2,215,761	3,180,957	-965,196	3,639,188	2,877,555
EXPENSES												
Exhibit Development	56,530	93,875	38,927	207,454	426,394			263,984	520,269	-256,285	580,485	441,800
Exhibit Maint/Enhancement	50,927	39,433	57,599	2,204	24,057			53,131	63,490	-10,359	69,578	56,700
Exhibit Sales/Kits	35,765	46,940	50,424					35,765	46,940	-11,175	52,610	38,000
Collections	60,092	57,120	56,040					60,092	57,120	2,972	62,400	65,000
Education & Admission	241,856	268,395	231,789					241,856	268,395	-26,539	292,570	267,000
Clubhouse	169,942	216,120	41,688					169,942	216,120	-46,178	236,000	182,942
Marketing	224,410	211,105	152,826					224,410	211,105	13,305	229,190	245,000
Public Relations	84,663	85,751	75,460					84,663	85,751	-1,088	93,334	91,455
Store	207,144	247,452	193,675					207,144	247,452	-40,308	268,932	223,000
Functions	77,462	62,801	57,434					77,462	62,801	14,661	69,402	83,900
Computer Bowl	130,149	132,770	102,339					130,149	132,770	-2,621	135,324	137,600
Fundraising	55,690	59,755	45,839	118,427	198,064			174,117	257,819	-83,702	286,585	187,090
Membership Fund	44,089	76,650	31,891					44,089	76,650	-32,561	83,611	48,600
Museum Wharf												
Op Exp	282,811	276,837	270,698					282,811	276,837	5,974	302,000	310,000
Mortgage				116,655	116,651			116,655	116,651	4	126,977	126,977
General Management	241,437	197,454	205,230					241,437	197,454	43,983	213,271	262,000
TOTAL EXPENSE	1,962,967	2,072,458	1,611,859	444,740	765,166			2,407,707	2,837,624	-429,917	3,102,269	2,767,064
NET REVENUE	-46,310	13,364	-42,791	-152,018	323,534	6,382	6,435	-191,946	343,333	-535,279	536,919	110,491

06/14/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	05/31/93 ACTUAL	FOR THE ELEVEN MONTHS ENDED -----05/31/94-----				FY94 BUDGET	FY94 FORECAST
		ACTUAL	BUDGET	VARIANCE	PERCENT		
REVENUES:							
Clubhouse	54,195	\$220,925	279,225	-58,300	-21%	287,900	237,800
Exhibit Related	30,000	86,697	91,200	-4,503	-5%	100,000	98,313
Govt & Foundation	31,000	\$32,162		32,162	100%		32,162
Corporate Membership	164,250	\$160,575	172,200	-11,625	-7%	205,000	193,050
Computer Bowl	319,210	\$364,951	386,000	-21,049	-5%	388,000	438,000
Membership Fund	118,971	\$168,337	157,240	11,097	7%	178,000	185,000
Admissions	439,362	\$451,131	483,243	-32,112	-7%	536,841	502,000
Store	209,519	\$241,256	303,734	-62,478	-21%	332,395	262,000
Functions	132,621	\$169,198	120,780	48,418	40%	140,352	177,000
Exhibit Sales	49,240	\$17,997	80,000	-62,003	-78%	90,000	17,997
Interest Income	3,081	\$3,078	6,400	-3,322	-52%	7,000	9,000
Other	17,619	350	5,800	-5,450	-94%	10,500	550
		-----	-----	-----	-----	-----	-----
Total Revenues	1,569,068	1,916,657	2,085,822	(169,165)	-8%	2,275,988	2,152,872
EXPENSES:							
Exhibits Development	38,927	56,530	93,875	-37,345	-66%	102,730	60,300
Exhibits Maintenance	57,599	50,927	39,433	11,494	23%	43,250	56,700
Exhibit Sales	50,424	35,765	46,940	-11,175	-31%	52,610	38,000
Collections	56,040	60,092	57,120	2,972	5%	62,400	65,000
Education & Admissions	231,789	241,856	268,395	-26,539	-11%	292,570	267,000
Clubhouse	41,688	169,942	216,120	-46,178	-27%	236,000	182,942
Marketing	152,826	224,410	211,105	13,305	6%	229,190	245,000
Public Relations	75,460	84,663	85,751	-1,088	-1%	93,334	91,455
Store	193,675	207,144	247,452	-40,308	-19%	268,932	223,000
Functions	57,434	77,462	62,801	14,661	19%	69,402	83,900
Computer Bowl	102,339	130,149	132,770	-2,621	-2%	135,324	137,600
Fundraising	45,839	55,690	59,755	-4,065	-7%	64,854	60,000
Membership Fund	31,891	44,089	76,650	-32,561	-74%	83,611	48,600
Museum Wharf	270,698	282,811	276,837	5,974	2%	302,000	310,000
General Management	205,230	241,437	197,454	43,983	18%	213,271	262,000
		-----	-----	-----	-----	-----	-----
Total Expenses	1,611,859	1,962,967	2,072,458	-109,491	-6%	2,249,478	2,131,497
NET REVENUES (EXPENSES)							
	(\$42,791)	(\$46,310)	13,364	-59,674	-4	26,510	21,375

06/14/94

THE COMPUTER MUSEUM
BALANCE SHEET
05/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED	
					TOTAL 05/31/94	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	\$193,505	-	-	\$6,382	\$199,887	\$259,423
Restricted Cash	-	-	-	250,000	\$250,000	250,000
Cash Equivalents	-	-	-	-	-	167
Investments	150,000	-	-	-	\$150,000	2,074
Receivables	212,301	-	-	-	\$212,301	48,868
Inventory	49,583	-	-	-	\$49,583	49,137
Prepaid Expenses	17,497	-	-	-	\$17,497	9,143
Interfund Receivable	6,382	506,709	-	-	\$513,091	123,310
Total Current Assets	\$629,268	\$506,709		\$256,382	\$1,392,359	\$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	\$629,268	\$559,617	\$2,334,052	\$256,382	\$3,779,319	\$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	\$94,522	\$7,484	-	-	\$102,006	\$109,006
Accrued Expense	50,751	8,710	-	-	59,461	63,557
Deferred Income	125,780	532,637	-	-	658,417	194,919
Interfund Payable	506,709	-	-	6,382	506,709	123,310
Total Current Liabilities	\$777,762	\$548,831		\$6,382	1,326,593	\$490,792
Fund Balances:						
Operating	(\$148,494)	-	-	-	(148,494)	(\$108,566)
Capital	-	10,786	-	-	10,786	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,334,052	-	2,334,052	2,334,052
Total Fund Balances	(\$148,494)	\$10,786	\$2,334,052	\$250,000	\$2,446,344	\$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	\$629,268	\$559,617	\$2,334,052	\$256,382	\$3,779,319	\$3,129,082

1/14/94

THE COMPUTER MUSEUM
PROJECT REPORT
AS OF 5/31/94

PROJECT: NETWORKED SOCIETY
TOTAL ESTIMATED PROJECT COST 650,000

	TOTAL	FY93	FY94
CASH COLLECTED			
Corporate Contributions	395,000		395,000
Foundation Grants	100,304	50,000	50,304
Total	495,304	50,000	445,304

REPORTED AS REVENUES & EXPENSES

REVENUES	212,886	50,000	162,886
EXPENSES			
Personnel Expense	117,195	18,823	98,372
Administrative Expense	9,859	2,163	7,696
New Exhibit Production	32,059	64	31,995
Overhead (18%)	53,773	28,950	24,823
Total	212,886	50,000	162,886
Fund Balance (Deferred Revenue)	282,418		282,418
Expenses and fund balance	495,304	50,000	445,304

COMMITTED PLEDGES (Cash not received)

Stratus	20,000
Welfleet	25,000
HCHP	25,000
Hewlett Packard	25,000
SWIFT	100,000
Total	195,000

PROPOSALS PENDING

Thompson Financial	25,000
Nat'l Science Foundation	500,000
Urysis	50,000
Apple	50,000
Sprint	100,000
Banyan	50,000
Intel	100,000
Chipcom	100,000
Total	975,000

6/14/94

THE COMPUTER MUSEUM
PROJECT REPORT
AS OF 5/31/94

PROJECT: THE COMPUTER CLUBHOUSE

TOTAL ESTIMATED PROJECT COST 623,739

	<u>TOTAL</u>	<u>FY93</u>	<u>FY94</u>
CASH COLLECTED			
Corporate Contributions	349,501	222,951	126,550
Foundation Grants	30,000	30,000	
Total	<u>379,501</u>	<u>252,951</u>	<u>126,550</u>
		<u>REPORTED AS REVENUES & EXPENSES</u>	
REVENUES	297,297	76,372	220,925
EXPENSES			
Personnel Expense	175,474	41,822	133,652
Administrative Expense	43,056	14,277	28,779
New Exhibit Production	16,647	9,107	7,540
Overhead (30%)	62,120	11,166	50,954
Total	<u>297,297</u>	<u>76,372</u>	<u>220,925</u>
Fund Balance (Deferred Revenue)	82,204		
Expenses and fund balance	<u>379,501</u>		
COMMITTED PLEDGES (Cash not received)			
Intel Foundation	50,000		
Fleet Bank	5,000		
Lotus	25,000		
Stride Rite	5,000		
Stop & Shop	25,000		
Total:	<u>110,000</u>		

CAPITAL CAMPAIGN REPORT
For the Period January 1991 through June 30, 1995
(\$ Thousands)

DESCRIPTION -----	ACTUAL TO DATE -----	FORECAST THRU FY94 -----	PROJECTION THRU FY95 -----	WEBB PLAN -----
PLEDGES:				
Cash	\$1,600	\$1,600	\$1,600	\$5,000
Building - DEC	2,500	2,500	2,500	2,500
Bell CRT (1)	1,000	1,000	1,000	0
Total Pledges	5,100	5,100	5,100	7,500
PLEDGES REALIZED:				
Cash	1,274	1,404	1,512	5,000
Building - DEC	2,500	2,500	2,500	2,500
Total Pledges Realized	3,774	3,904	4,012	7,500
Less Transfers:				
To Endowment Fund	250	250	250	3,500
To Plant Fund	2,500	2,500	2,500	2,500
Total Transfers	2,750	2,750	2,750	6,000
Pledges Realized for Expenses	1,024	1,154	1,262	1,500
EXPENSES:				
Webb Study Plan	71	71	71	71
Fundraising Costs	476	485	490	908
Mortgage	401	401	521	521
Total Expenses	948	957	1,082	1,500
PLEDGES REALIZED NET OF EXPENSES:	76	197	180	0
PLEDGES NOT YET REALIZED:				
Cash	326	196	88	
Bell CRT	1,000	1,000	1,000	0
Total	1,326	1,196	1,088	0

- (1) Represents Charitable Remainder Trust pledged in 1991. Upon Donor's death, remaining value of the trust shall be paid to the Museum. During the remaining life of the Donor, the Trust is obligated to make payments each year to the Donor equal to 10% of the net fair market value of the Trust assets. The market value of the Trust as of August 25, 1993 was 1,442.

The Computer Clubhouse needs you!

The Computer Museum's Computer Clubhouse is a model learning environment for underserved youth ages 10-16. We are looking for mentors and youth to work together to develop these exciting projects and more...

- 1. Interactive Multimedia Newsmagazine**
Create and manage a newspaper written by youth for youth that includes, video, text, graphics and sound and allows the reader to chose their own path of discovery. This magazine will be accessible by schools over nternet.
- 2. Computer Based Art Gallery**
Produce computer based works of art to be shown in a virtual art gallery that will be accessible over the Internet using Mosaic.
- 3. Computer Controlled Devices**
Build computer interfaces to control vehicles and other devices through a direct or wireless link. Make sensors for light, temp, touch, distance, for these devices. Create programs in Basic, Visual Basic, C and Visual C to run these devices. Design a controller for a 6 stepper motor for a Microbot Alpha II.
- 4. Virtual Reality**
Create VR devices or modifying already existing devices for VR. Design an interface to attach a Nintendo Power Glove to a computer and create software to respond to it.
- 5. Net Pals**
Create and manage a Clubhouse bulletin board to the focuses on important social issues facing young people. Make connections with interesting adults and young people studying and working around the world.
- 6. LEGO "Sim" City**
Design and build a forty square foot computer controlled LEGO city that will include among its moving parts a train set and robotic arm. The city will be on display in The Computer Museum as a project built by youth in the Clubhouse.
- 7. Clubhouse Animation Studio**
Develop computer generated 2-D and 3-D animation cartoons and dance. Present this animation on Boston's cable access channel.

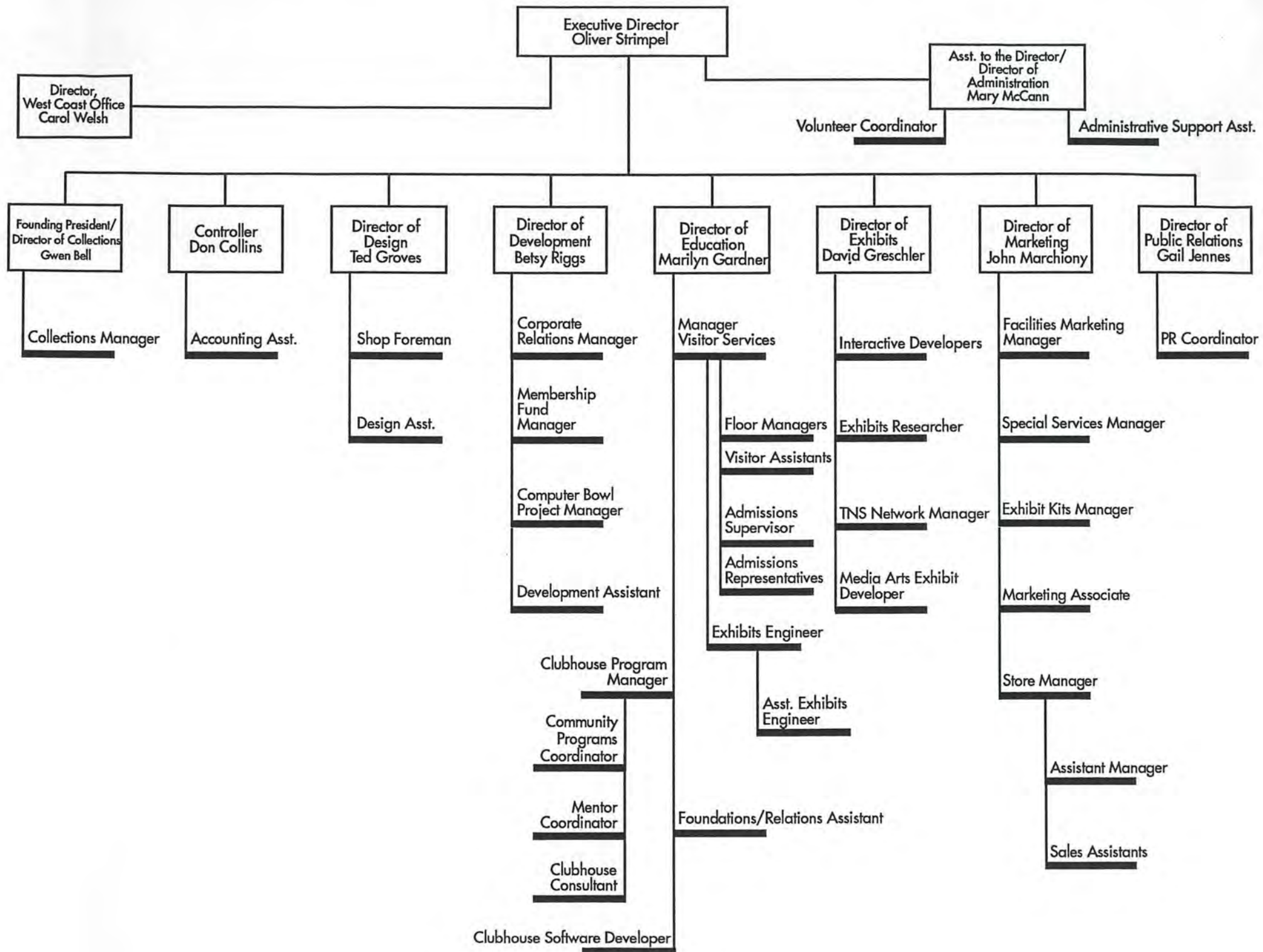
For more information call Sam at 426-2800 x347 or Noah at 426-2800 x374.

Over

8. **Clubhouse Laser Light Show**
Design and build a device for presenting a laser light show. Write software to control the device and create new and interesting shapes.
9. **Computer Game Production**
Design and develop computer games using a variety of platforms including MicroWorlds, Basic or C. Edit and redesign existing games.
10. **Computer Generated Sound and Music**
Create new sounds, sound effects, and music using computer technology. Provide these sounds as background for graphics, animation and video.
11. **Virtual Worlds and Simulations**
Create virtual worlds in the computer, including buildings, planets, cities, landscapes, cars, costumes, people, dance, and sports. Add your objects to the ever growing CitySpace, a virtual city being built by youth nationwide.
12. **Virtual Comic Book**
Develop a comic book that is available over the Internet. It could include video, text, graphics and sound and have an interactive format.
13. **Remote Video Links**
Create a video link from a camera on top of the building to a computer in the Clubhouse. Create a two way video link between the Clubhouse and another museum. Build a telescope for the top of the museum with a video link to the Clubhouse.
14. **Multi-media Interactive Essay**
Incorporate multi-media interactive formats into presentations for school. Encourage schools and teachers to see these formats as positive alternatives to standard presentation formats.
15. **Creative Writing**
Create stories, books, journals, a family tree, and time lines using the computer.
16. **Design your own project**
Projects in morphing, artificial life, system dynamics, chaos, fractals, fuzzy logic, liquid graphics or just paint a picture.

No experience necessary, just an interest in learning while having fun.

For more information call Sam at 426-2800 x347 or Noah at 426-2800 x374.



**THE COMPUTER MUSEUM
PHONE LIST
UPDATED JUNE '94**

ADMISSIONS DESK/LOBBY		310/352
AUDITORIUM PROJECTION BOOTH		305
ANNUAL FUND/MEMBERSHIP	(Sue Pekock)	338
DECTALK/PUBLIC INFO		423-6758
EXHIBIT KIT SALES	(Kevin Kelly)	332
FAX		426-2943
GALLERY, FLR 6, BAY 4		265
GROUP VISITS	(Eileen Knight)	800-370-CHIP
SECURITY		260
VISITOR ASSISTANT OFFICE		350
TO PAGE	Offices and galleries	612
	Galleries only	611
<hr/>		
Ballard, Martha	Facilities Marketing Manager	340
Bauman, David	Network Mgr., TNS Exhibit	348
Bell, Gwen	Founding President (Collections)	331
Boren, Sari	TNS Exhibit Lab	425
Boucaud, Phillomin	Store Sales Staff	307
Cardoza, Kristan	Exhibits Research Asst.	377
Carswell, Kate	Manager of Visitor Services	344
Children's Museum		426-6500
Christy, Sam	Clubhouse Project Manager	347
Collins, Don	Controller	343
Computer Clubhouse		423
Conference Room (5th floor)		304
Conference Room (6th floor)		385
Conference/Skyline Room		421
Cooke, Stina	Clubhouse Software Developer	395/423
Cyr, Alan	Visitor Asst./Asst. Exhibits Engineer	350/653
Dasha, Margaret	Museum Store Manager	306
Eichten, Bob	Administrative Support Assistant	364
Ferris, Marjorie	Corporate Relations Manager	339
Fest, Paul	Store Sales Staff	307
Gardner, Marilyn	Director of Education	345
Gonzalez, Giselle	Visitor Assistant/Clubhouse Asst.	350/651
Greene, Don	Shop Foreman	328
Greschler, David	Director of Exhibits	349
Groves, Ted	Director of Design	373
Hertz, Kimberly	Floor Manager	350/665
Hussey, Jane	Marketing Associate	422
Jennes, Gail	Director of Public Relations	341
Johnson, Daniel	Visitor Assistant	350/665
Jose, Kate	Computer Bowl Project Manager	346
Kelly, Kevin	Exhibit Kits	332

Knight, Eileen	Exhibit Kit Sales/Messages	638
	Special Museum Services Manager	334
Lee, Brian	Computer Clubhouse Consultant	423
Mandolini, James	Design Assistant	397
Marcano, Gail	Admissions Rep	352/670
Marchiony, John	Director of Marketing	396
McCann, Mary	Dir. of Admin./Asst. to Director	372
Mosher, Tom	Visitor Assistant	350/662
Mourant, Wanda	Visitor Assistant	350/659
Pekock, Susan	Membership Fund Manager	376
	Annual Fund/Membership	338
Pollack, Craig	Store/cashier	307
Rackliffe, Julie	Development Assistant	432
Riggs, Betsy	Director of Development	378
Rizzo, Jenny	Admissions Representative	352/663
Russell, Lainey	Admissions Representative	352/677
Sami, Jahi	Exhibits Engineer	336
Sellers, Geoff	PR Coordinator	329
Sievers, Heather	Accounting Asst/Volunteer Coord.	411
Southall, Noah	Mentor Coordinator	374
Store		307
Strimpel, Oliver	Executive Director	330
Teplow, Laurie	Visitor Assistant	350/
Tremblay, Ben	Interactive Technologies Developer	426
Tremblay, William	Interactive Technologies Developer	394
Walker, Tony	Floor Manager	350/658
Wallace, Brian	Collections Manager	342
	Media Arts Exhibit Developer	
Welsh, Carol	Director, West Coast Office	415-323-1909
Wetmore, Adrienne	Store Sales Staff	307

MUSEUM WHARF:

Buccieri, Valerie	Building Manager	232
Fitzgerald, Mike	Computer Services Director	289
Golder, Michael	Maintenance Supv.	319
Halwes, Michael	Computer Specialist	286
Roth, David	Facilities Director	323

NOTE: E-Mail addresses for Museum Staff:

lastname@tcm.org Example: strimpel@tcm.org

Media Summary: Fiscal Year 1994

PRINT CIRCULATION

General Museum (includes Clubhouse):	63,987,216
Harvard vs. Human Chess:	5,611,269
Computer Bowl All-Star Game:	5,131,507
Internet Auction:	2,275,892
TOTAL PRINT CIRCULATION:	77,005,884

- an increase of 16,600,591 million over 1993

BROADCAST IMPRESSIONS

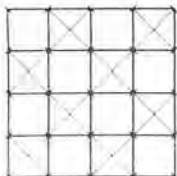
General Museum:	54,510,000
Harvard vs. Human Chess:	9,695,000
Computer Bowl All-Star Game:	31,300,000
Computer Clubhouse:	4,000,000
Internet Auction:	1,000,000
GRAND TOTAL BROADCAST IMPRESSIONS:	100,505,000

- an increase of 52,367,200 million over 1993

GRAND TOTAL PRINT & BROADCAST: 177,510,884

- an increase of 69,022,791 million over 1993

[Please note: These figures are estimates, and do not include figures for many international publications or broadcast outlets (which were not available).]



MEDIA HIGHLIGHTS: FY 94

The Computer Museum

- generated a 64 percent increase in total media impressions over FY'93—without a major exhibit opening (the likely result of the Museum's growing stature, and the promotion and marketing of regularly scheduled events, activities, and temporary exhibits).
- generated international coverage in: England (BBC), Scotland, France (16-page color feature in the French PC Magazine), Switzerland, Scandinavia, Germany, Russia (Moscow), Japan, Australia, Canada (Toronto, Quebec), Brazil, and Mexico.
- staff were increasingly quoted on subjects related to people and computing by media such as: The (London) Financial Times, Newsweek, The New York Times, The Wall Street Journal, The Washington Post, The Boston Globe, The Boston Herald, NPR, other syndicated radio and broadcast outlets.

General: a four-minute "Good Morning America" feature; segments on ABC "Nightline," National Public Radio; an intro to PBS's "Scientific American" show (inside The Walk-Through Computer™ by Alan Alda); story in OMNI.

Human vs. Computer Chess: Nightline; Voice of America; Associated Press; Forbes; Moscow Times, Boston Globe, Boston Phoenix.

The Computer Bowl All-Star Game: Washington Post "Style" (syndicated); L. A. Times; Boston Globe; Seattle Times; San Jose Mercury News; San Jose Business Journal; Canadian TV; Sci/Tech Satellite News; "Computer Chronicles" (PBS and PCTV); "On Computers" Radio (worldwide).

Internet Auction: Der Spiegel; London Daily Telegraph; Business Week; Computerworld; Information Week; "Computer Chronicles" (PBS).

Michael Berger, Rich Tennant, Letter to the White House, VR, CitySpace, Computer Animation, etc.: New York Times, Washington Post "Travel With Children" (syndicated); Detroit News-Free Press (syndicated); Ladies' Home Journal; Houston Chronicle; Boston Globe "Names & Faces," "Weekend," Calendar Pick and CityWeekly; tourist magazines WHERE (cover and inside) and Panorama; WCVB-TV and WBZ-Radio; United Airlines and Brazilian in-flight magazines; Museum News, Financial Times.

The Computer Clubhouse: Tokyo Today Radio; The Seattle Times; Museum News; Technology and Learning; Information Week.

Upcoming: features in National Geographic World and Technology and Learning; highlights in The Wall Street Journal Technology section, Women's Day, American Airlines, United Airlines and Corridor Shuttle in-flight magazines.

Style

Scrambling Eggheads

Computer Moguls Duke It Out in Trivia Game

By John Schwartz
Washington Post Staff Writer

SAN JOSE, Calif.

This is anything but trivial. Billionaire software mogul Bill Gates has just been asked how many bytes are in a megabyte. Gates, whose Microsoft products run millions of computers worldwide, tries to do the math in his head and flubs it.

It's only a rehearsal—and the opposing team doesn't get the number right either—but Gates is consternated.

(Quickie computer lesson: A megabyte is *about* a million bytes, or words, of data, but Gates knows that the number isn't precise because memory units generally come in powers of two—you know, 4, 8, 16, 32, 64, 128, 256, 512 and up. So a

kilobyte is 1,024 bytes, and multiplying a kilobyte by a kilobyte will get you a megabyte, or 1,048,576 bytes. Got it?)

It matters because this is the Computer Bowl, an annual trivia contest played as blood sport. The bowl is patterned after the old "College Bowl" on TV, but instead of questions about Garibaldi and uranium 235, the only subject is computers. The combatants are industry luminaries such as Gates and Mitch Kapor, cofounder of Lotus Development Corp. and now head of the Electronic Frontier Foundation, the high-tech civil liberties group. If anyone should know this stuff, they should—they created a lot of it, and it's made several of them into gazillionaires.

The contest pits the East Coast, See CONTEST, B4, Col. 1



ASSOCIATED PRESS

At yesterday's Computer Bowl, the West Coast, featuring PC giants like Bill Gates (projected on screen above), was pitted against the East Coast mainframe luminaries.

Computer Trivia War

CONTEST, From B1

which gave the world mainframes and minicomputers, against the West Coast, which gives us silicon chips and personal computers. So far, the West is ahead, 3 bowls to 2. This year's contestants are competing for the title "Computer Masters of the Universe," since each of the five players on both teams had been the highest-scoring player from a previous year's bout.

One well-armed Luddite terrorist could have sent America back to typewriters and Wite-Out.

Why would people who have proved their worth in so many other ways want to participate in this olympics of cyber-minutiae? It's for a beloved cause: Since its inception in 1988, the event has raised more than \$4 million for the Computer Museum in Boston. It's also a contest that shows off the players' treasured skills. "I'm good at that kind of trivia," says Kapor, bleary-eyed with jet lag but still capable of near-lethal understatement. Heidi Roizen, founder of a software company called T/Maker, says, "They do take this very seriously—it's a chance to show individual brain power."

Looking at these bright, hyper-successful people lined up behind the buzzers, it is clear that many of them still remember their SAT scores.

The players are all wearing baseball-style T-shirts displaying mock sports trading cards of the contestants: The sedentary Kapor (East Coast) as a championship swimmer,

Interval Research CEO David Liddle (West Coast) as a brawny kayaker, Gates (West) as a baseball player (and not, sadly, a bodybuilder, as an unforgettable cover of Business Month magazine once portrayed him).

Their playing field is the inside of a humongous computer, set up in the San Jose civic auditorium. The set—complete with hard drive and cooling fan—was on loan from chipmaker Intel, which used the Land of the Giants props at a recent trade show.

"Ladies and gentlemen, hackers of all ages," says emcee Stewart Cheifet, host of the PBS show "Computer Chronicles," introducing the bout. "It is the revenge of the nerds, the ultimate moment of geek glory!" (Cheifet was joined in asking the questions by Intel Corp. CEO Andrew S. Grove.)

The players are grinning—it's only a game, right? But they stand tense at their posts, eager to slap the buzzer before the opposition can, their personal microprocessors working at their highest clock speeds. Liddle slams his button the moment he hears the letters "ATM"—before Cheifet can finish the question—and blurts out "Asynchronous transfer mode." It's the long form for a well-known computerese acronym, but it's not what the questioners wanted—they were actually asking about automated teller machines. An agonized "oooooh!" goes up from the spectators as they realize that the power player has been sucker-punched.

By the standards of previous years, though, this bowl was a bit tame. During the 1990 round, Gates was sputtering angry over some of the judges' calls on disputed answers. And in 1991, Roizen says, he upbraided her for not reading enough books to prepare for her appearance. Of course, Gates is married now, and that might have calmed him down.

The half-time entertainment was a charity auction—also to benefit the Computer Museum—that threatened to overshadow the bowl. The moneyed crowd bid a book of essays on Albert Einstein autographed by the scientist up to \$3,600, while one of famously casual Kapor's old Hawaiian shirts garnered \$1,300.

But the high point was a white-knuckled bidding war between Gates and computing pioneer Gordon Bell, who developed the phenomenally successful line of VAX minicomputers for the Digital Equipment Corp. The prize: the right to be named publisher of the industry journal Computerworld for a week and visit one of the newspaper's offices around the world. With the goading of Christie's auctioneer Ursula Hermacinski, who artfully combined the skills of her trade with those of a stand-up comic, the two bid the package up to \$28,000 before Gates dropped out.

At a postgame dinner, Patrick McGovern, chairman of Computerworld's corporate parent, offered Gates a week of his own on the condition that he match Bell's price. Gates agreed; this is the kind of money, after all, that you could probably find crumpled up in the lint fil-



Mitch Kapor, co-founder of Lotus Development Corp., tries to answer a question at the Computer Bowl.

ter of his dryer. No word yet on when those collector's edition Computerworlds will hit the newsstands, however.

When the final buzzer had been slapped and the last factlet unearthed, the East Coast had bested the West, 190-150, and evened the score of Computer Bowls, 3-3.

The players, some of whom have fought it out in the marketplace, looked relieved that the contest was over. As the audience filed out, Gates was still shaking his head and, by then, smiling over how he flubbed the answer in the rehearsal. "I felt so stupid about that," he said, smiling. "I know all the powers of two!"

For Computer Geeks Only

QUESTIONS:

1. What brand of supercomputers was featured in the novel "Jurassic Park?"

2. In what 1974 movie did George Segal have a computer implanted in his brain?

3. What is President Clinton's Internet e-mail address?

4. What does the acronym "SEGA" stand for?

5. Of the following, who does not wear earrings? Jean Louis Gasse, Steven Wallach or Philippe Kahn?

6. Where does the "Gopher" search software on the Internet get its name?

7. Was the internal pre-release name of Borland's Quattro spreadsheet: 1) Buddha 2) Rows and Columns or 3) Spreadsheets R Us?

8. How many buttons did Doug Engelbart's first mouse have?

ANSWERS

1. Cray

2. "The Terminal Man"

3. president@whitehouse.gov

4. Service Games

5. Philippe Kahn

6. The University of Minnesota's burrowing mascot, the gopher

7. Buddha, based on Borland's pun (and hope) that Quattro would "assume the Lotus position"

8. Three.

Business

THE BOSTON GLOBE • MONDAY, MAY 2, 1994

Clash of the computer titans

Industry tycoons, wizards pursue trivia in museum fund-raiser

By Ronald Rosenberg
GLOBE STAFF

Knowing who sewed Apple Computer founder Steve Jobs' torn blue jeans at a 1976 Atlantic City computer fair and the names of the two science fiction movies that used the phrase "klaatú barada nikto," just might get you into next year's Computer Bowl 2.0 team.

Trying to come up with answers to these and other computer trivia questions on Friday night were two groups of bi-coastal computer industry tycoons, pioneers and cognoscenti. They included Bill Gates, the founder and chairman of Microsoft Corp., for the West Coast and Mitch Kapor, the founder of Lotus Development Corp. and now president of the Electronic Frontier Foundation, who was the East Coast captain.

Both participated in earlier Computer Bowl games and together with eight other Bowl alumni they came to the Civic Audi-

**The All Star
Computer Bowl is a
major fund-raiser for
Boston's Computer
Museum. This year,
the game show set
was decorated to
resemble the inside of
a personal computer.**

torium in San Jose, Calif., for the Computer Bowl All Star Game, which ended with the Kapor-led East Coast beating the West Coast All Stars 190 to 150. Thus after six rounds, each coast has won three games each and Computer Bowl 1.0 is history.

"The harsh winter must have given them a lot of time to study," chuckled West Coast team captain Bill Joy, the founder and chief technical officer of Sun Microsystems Inc.

The All Star Computer Bowl, which will be shown next month in two parts on "Computer Chronicles," the PBS series, is a major fund-raiser for Boston's Computer Museum. Each year, the televised event becomes more elaborate. This year, one corporate sponsor, Intel Corp., decorated the game show set to resemble the inside of a personal computer.

At half-time, the East Coast led 80 to 70 having known that one of the earliest word processors was called Volkswriter and that the University of Waterloo in Canada won the 18th annual international collegiate programming contest over the Massachusetts Institute of Technology and Harvard University.

BOWL, Page 19

Computer tycoons, wizards aid fund-raiser for museum

■ BOWL

Continued from Page 17

One twist during half-time was a computer celebrity bowl that included auctioning off a simulated aerial dogfight, sailing and skiing vacations, a round-trip flight for four from Boston to Martha's Vineyard with pilot John Poduska, the founder of Prime and Apollo Computer, and an autumn dinner for four with Christopher Hogwood, artistic director of the Boston-based Handel and Hayden Society.

But the highlight of the event was the last and most expensive item in the auction that led to a financial duel between Gates and Gordon Bell, best known as the engineering leader at Digital Equipment Corp. and now a consultant to East and West Coast startups. The prize was a chance to become publisher of Computerworld, the Framingham-based trade publication, for a week plus round-trip airfare to and a week's accommodations in any of the 45 countries where a Computerworld newspaper is published.

The bidding, which started at \$1,000 quickly climbed to \$17,000 with Christie's auctioneer Ursula Hermacinski appealing to their egos and reminding both men that the winner would have "bragging rights." With Bell's bid to \$28,000 and the auditorium crowd counting down the final "going once, going twice..." Gates shook his head no.

Earlier, Gates won a bidding battle with Bell's wife, Gwen, who is the founding president of the Computer Museum, for the Poduska-piloted flight to the Vineyard with a \$1,400 bid.

"Of course this is bubble gum money for him," said Lois Coit, who

Computer Bowl questions

How much computer trivia do you know? Below are 10 questions taken from the toss-up and bonus rounds posed to the Computer Bowl All Stars.

1. Name three programming languages that were named after real people.

2. In the novel "Jurassic Park" by Michael Crichton, a supercomputer is used for DNA sequencing. What brand of supercomputer is used?

3. Among the many acronyms in the computer field is FTP. What does it stand for?

4. Late last year, one of the major on-line computer services was acquired by an international media magnate. Which service, which magnate?

5. If you're looking for something on the Internet, you might use the search software called Gopher. Where did Gopher get its name?

6. Two teen-agers use a computer to create a woman in this

1985 movie. Name the film.

7. What is President Clinton's Internet e-mail address?

8. The Digital Equipment Corporation's PDP-10 is a well-known minicomputer. What was its immediate predecessor called?

9. In this 1967 Walt Disney movie, an electrical accident dumps the contents of a computer's memory into the brain of a college student played by Kurt Russell. Name the film.

10. IBM was traditionally a stock market favorite. But in this decade it announced its first ever quarterly loss. What was the year and quarter?

ANSWERS: 1. *Ada, Pascal and Euclid.* 2. *Cray.* 3. *File Transfer Protocol.* 4. *Delphi, Rupert Murdoch.* 5. *The University of Minnesota mascot.* 6. *"Weird Science."* 7. *PRESIDENT@WHITEHOUSE.GOV.* 8. *PDP-6.* 9. *"The Computer Wore Tennis Shoes."* 10. *Fourth quarter, 1992.*

with her husband, Stephen Coit, a Boston-based venture capitalist, watched the bidding in California through a satellite hookup at the Computer Museum.

Other winning bids included \$1,300 for one of Mitch Kapor's Hawaiian shirts and \$3,600 for a rare book of essays autographed by Albert Einstein. The winning West Coast bid was \$100 higher than Mitchell Kurtzman's reserve bid. He is the cofounder and president of

Powersoft Corp. of Burlington and said he would have gone higher if he was at the auction. Watching it from Boston was frustrating, he said.

The auction raised about \$80,000 in addition to the estimated \$400,000 that the event took in.

"Why isn't there a telephone line to California? I would have gone higher," Kurtzman said, watching the auction on a large screen in the Computer Museum along with 250 invited guests and museum spon-

sors.

The Computer Bowl, which is modeled after the General Electric College Bowl with 10-point toss-up questions and 30-point bonus rounds, is a test of computer names, acronyms, dates and places with an emphasis on Hollywood computer trivia. Asking the questions were Andrew S. Grove, the president of Intel Corp., and Stewart Cheifet, executive producer of "Computer Chronicles." Neither teams knew that the phrase "klaatu barada nikto" appeared in both "The Day the Earth Stood Still" and on a blackboard in the movie "Tron." And there was some confusion over who sewed Jobs' pants. The correct answer was Stan Veit's mother-in-law. Veit was a colleague of Jobs at Apple.

But at least one team player did know that 1969 was the first year CompuServe went on-line and that Philippe Kahn, the president of Borland International did not wear an earring.

Joining Kapor on the East Coast was Bob Frankston, co-developer of VisiCalc, the first computer spreadsheet and now working for Microsoft in the Boston area, Neil J. Colin, president of Foundation Technologies Ltd. and a founder of Phoenix Technologies Ltd. of Norwood, David L. Nelson, a cofounder of Apollo Computer and Fluent Machines and now senior software engineering consultant for Novell Multimedia (Novell acquired Fluent).

The West Coast included Joy, Gates, Jeffrey Kalb, now a California semiconductor and systems consultant who previously ran the computer chip operations at Digital Equipment Corp., David Liddle, president

of Interval Research Corp. and Harry J. Saal, president of Smart Valley, Inc.

One multiple choice question both teams got wrong concerned a US News and World Report survey of engineering school deans who ranked schools in computer engineering. Asked to name the No. 1 school given a choice of Stanford,

Carnegie Mellon, Cal Tech and MIT, no one chose MIT, the correct answer.

Lotus Founder Working to Guard Privacy in the Electronic Age

8078

By MARTHA GROVES
TIMES STAFF WRITER

When Mitchell Kapor founded a computer software company in 1982, he chose the name Lotus, a word representing the state of perfect enlightenment in the Hindu philosophy. Five years later, he left Lotus Development Corp. at least \$100 million richer.

These days, the developer of the Lotus 1-2-3 spreadsheet program mainly tries to enlighten government and citizenry about the enormous potential of the nation's electronic byways.

His nonprofit Electronic Frontier Foundation, founded in 1990 with Grateful Dead lyricist and author John Perry Barlow, seeks to safeguard the right of free speech and other civil liberties of on-line Americans. Kapor is also a member of the National Information Infrastructure Advisory Council, helping the Clinton Administration design its information superhighway policy.

We caught up with Kapor recently in San Jose at the 1994 Computer Bowl All-Star Game, a "technical IQ" fund-raiser for Boston's Computer Museum. Kapor led an East Coast squad that out-nerded the West Coast team, featuring the likes of Microsoft's Bill Gates.

Q What is your worst fear about the information superhighway?

A If the only things you could get were reruns of everything ever produced in Hollywood and the home shopping channels selling the full range of fake gems—that would be a disaster.

Q What is your greatest hope?

A That we wind up with a network that reaches out to include virtually everyone in the society and that is highly participatory, in which people are not simply passive recipients of pre-packaged information, but are engaged in a wide variety of activi-

ties, from education to entertainment to recreation to commerce. A system which can help revitalize the democratic process by encouraging more citizen participation, a network which stimulates information entrepreneurship and innovation, something which really restores the balance of power in a way that puts more power in the hands of individuals and less power in large, centralized institutions.

Q You are said to be an admirer of the principles of Thomas Jefferson. Why?

A I find his political philosophy to be a major inspiration. He was not only the champion of liberty as the principal author of the Bill of Rights, he was a tremendous believer in decentralization of government, of putting control at the local level and letting individuals and communities shape their own destiny. I think there's an opportunity with networks like the Internet, as they evolve and grow up, to put into practice a lot of the Jeffersonian principles.

Q Yet the Administration is perhaps not cooperating as fully as some might have hoped?

A I think that the Administration really has a large vision for the National Information Infrastructure which is, on the whole, compatible with the kinds of things we've been talking about here. There are huge difficulties in crafting legislation which can get us out of the current morass and into this new regime. Where there are disagreements with the Administration, it's on issues of privacy.

Q Is privacy the Electronic Frontier Foundation's biggest concern?

A It is certainly on EFF's short list of issues, because there are major controversies, in that the federal government wants to impose certain systems that would benefit national security purposes and law enforcement.

Q The so-called Clipper Chip would allow the FBI and other agencies to tap into new digital communication networks.

A It would have an unjustified effect on personal privacy and communications forever. I was thinking about this after President Nixon's death. People who came of age during and lived through Watergate have an appreciation why there are separations of powers between different branches of government and why the framers of the Constitution limited the power of government: Because they knew people are fallible and periodically will get governments that dramatically and systematically commit major abuses of power. At the same time, I absolutely believe there are legitimate national security and law enforcement issues. I don't want to see the hands of government unnecessarily tied, but I feel the rights of the individual to

privacy are sufficiently important that we need a more public discussion on initiatives like Clipper Chip. We just can't swallow it when they say this is the right solution and we have to do it.

Q The commercialization of the Internet seems inevitable. Is somebody going to want to manage this creature?

A I'm sure there are going to be various kinds of demands for more controls. Heavy-handed attempts to take it over or to impose some sort of new code are going to fail, because people won't go for it. My hope is that people can for the most part work things out on a voluntary, cooperative basis through agreements that don't require a dysfunctional bureaucracy. That has certainly been the tradition and the spirit of the Internet. Whether it survives is really the challenge.

Q&A



BONNIE KAMIN/For The Times

Mitch Kapor

Age: 43

Education: Bachelor's from Yale College, with interdisciplinary major in cybernetics. Master's in psychology from Beacon College.

Interests: Eastern religion, reading, biking on Martha's Vineyard

Family: Kapor and his wife, Ellen Poss, a psychiatrist, have a young daughter and son. They live in Brookline, Mass.

Projects: Kapor is developing a program for a Boston public TV station that he refers to as the "Wall Street Week of Cyberspace."

Atout Micro

Une destination pour cet été

LE MUSÉE DE L'ORDINATEUR

à Boston

Aimeriez-vous vous promener dans votre ordinateur, voir ce qu'il y a dedans et comprendre un peu mieux comment ça marche? C'est l'une des possibilités qu'offre le Computer Museum de Boston, le plus important musée au monde dédié exclusivement à l'ordinateur. Ce musée ne se trouve pas si loin que cela du Québec et il est tout près des plages de Nouvelle-Angleterre très prisées des Québécois. Ce pourrait être un but d'excursion durant l'été, en particulier les jours de pluie où l'on n'a pas envie de s'ennuyer à l'hôtel ou sous la tente.

Le Computer Museum est installé dans un bâtiment ancien rénové situé à proximité du port de Boston. On y présente l'ordinateur, son histoire et son fonctionnement aussi bien que les différentes applications possibles avec les logiciels. Le musée offre une excellente formation de base tant aux enfants qu'aux adultes et il le fait de façon divertissante et originale.

Ce qui semble surtout attirer l'attention des visiteurs, c'est une reproduction agrandie 50 fois d'un ordinateur qui occupe deux étages de l'édifice. Juste pour vous donner une idée de la grandeur de l'ordinateur, sachez qu'un enfant peut se tenir debout sur l'une des touches du clavier. L'écran a une surface de 10 mètres carrés. En pressant à deux mains l'une des grosses touches de fonction de ce clavier ou en manipulant une gigantesque boule de contrôle, les visiteurs peuvent indiquer sur quel pays ils aimeraient obtenir de l'information. Cela sert d'exemple pour montrer comment l'ordinateur fonctionne.



Photo Jack Williams

L'ordinateur commence par indiquer la route la plus courte pour se rendre dans le pays choisi et on peut voir sur l'écran géant des images de paysages que l'on pourrait voir le long du chemin en s'y rendant. En se promenant à l'intérieur de l'ordinateur géant, on peut voir ses différentes composantes et une simulation de la façon dont il procède pour accéder aux données et les traiter. De la lumière circulant à l'intérieur d'un tube de néon présente le parcours suivi par les données durant tout le processus.

Photo Computer Museum



Dans la salle des robots et des «machines intelligentes», on peut voir 25 robots plus ou moins célèbres, en particulier R2-D2 du film Star Wars. Une présentation multimédia de 10 minutes montre une vingtaine de robots durant leur vie active sur Terre, sur la Lune ou sous la mer. Des présentoirs et des pan-

neaux d'information permettent aussi de mieux comprendre ce qu'est l'intelligence artificielle. On nous donne des exemples d'applications récentes dans ce domaine en plus d'expliquer comment les robots font pour voir, toucher, entendre ou se déplacer. Comme dans les autres salles, plusieurs activités sont plus spécialement tournées vers les enfants: un jeu de LEGO géant avec des blocs actionnés par un robot, un ordinateur qui colorie une carte des États-Unis selon les commandes vocales qu'il reçoit...

L'exposition *People and computers: milestones of a revolution* présente l'histoire et l'évolution de l'ordinateur depuis les années 1940. On peut y voir les premiers ordinateurs qui étaient immenses mais moins puissants que certains ordinateurs de poche actuels. On a recréé dans le musée plusieurs environnements dans lesquels on utilisait ces appareils afin que les visiteurs puissent mieux s'imaginer comment cela se passait dans un passé pas si lointain que ça. On peut aussi voir divers objets rattachés aux ordinateurs des différentes époques, des films et des vidéos qui les montrent en activité.

La salle *The computer and the image gallery* est consacrée à tout ce qui touche à l'image informatisée. On y montre sur des ordinateurs aussi bien que par des films, des montages vidéo ou des diapositives ce qu'est le traitement d'images et comment on peut en faire. On peut découvrir dans cette salle les réalisations les plus récentes et les plus spectaculaires en matière de simulation, d'images en trois dimensions, de dessins animés, de fractales ou d'animation vidéo par ordinateur.



Photo Marjorie Nichols

Enfin, l'exposition *Tools & toys: the amazing personal computer* tente de démontrer la grande diversité d'applications possibles avec un ordinateur personnel. On y présente donc le multimédia aussi bien que toutes sortes d'autres possibilités dans des domaines aussi variés que la musique, le design, la réalité virtuelle, les jeux ou même la micro-édition. Les visiteurs peuvent y faire diverses expériences avec la voix synthétisée, échanger des données dans un système d'ordinateurs en réseau, essayer des encyclopédies sur disque CD-ROM ou jouer à différents jeux.

Dans la plupart des salles, les visiteurs peuvent s'asseoir à l'un des ordinateurs qui y sont disponibles et se servir de logiciels en relation avec le thème traité. Ce n'est pas un musée que l'on visite passivement mais un lieu de découverte et de participation où l'on apprend aussi par ses propres expériences. À vrai dire, c'est ce qui fait la notoriété de ce musée qui existe depuis maintenant douze ans. Le Computer Museum est une institution de bonne réputation qui a établi des liens avec le National Museum of American History de la Smithsonian Institution depuis 1987, ce qui peut être considéré comme une garantie de la qualité des expositions qui y sont présentées.

Le Computer Museum est situé au 300 Congress Street. Il est ouvert de 10 heures à 18 heures tous les jours de l'été. Le prix d'entrée est de 7\$ par adulte, de 5\$ pour les enfants de 5 ans et plus ainsi que pour les personnes âgées. Les enfants de 4 ans ou moins ne paient pas. Les tarifs sont

réduits de 50% le dimanche après-midi entre 15 heures et 17 heures. On nous a aussi avisé que toutes les salles du musée sont accessibles en fauteuil roulant.

Si vous arrivez du Nord par l'Expressway I-93, direction sud, vous quittez l'autoroute à la sortie 23 vers High & Congress Streets. Vous tournez ensuite à gauche sur Congress Street que vous suivez le temps de passer par deux carrefours avec des feux de circulation puis le pont Congress Street Bridge. Le musée est à gauche juste après le pont et il y a plusieurs parcs de stationnement aux alentours sur Congress Street et Northern Avenue. Pour obtenir davantage d'informations sur les horaires et les événements spéciaux, on peut rejoindre la boîte téléphonique vocale du musée au (617) 423-6758.



Plan des alentours du musée. Source: Computer Museum

PROFILE

Gwen Bell:

Computers' past providing her life's satisfaction

By JIM NASH

It takes a minute to really see what you're looking at. It looks like an Aztec or a Mayan pattern sewn into the fabric of a sectional couch.

It's beautiful needlepoint. Colors, rich maroon and pastel blue and pink, not flowing in bends but running in rigid right angles and blunt T's. The boldness of the design hides its complexity.

It is, in fact, the diagram of a computer chip. Gwen Bell saw the semiconductor's die-cast face years ago, but saw more in it than its utilitarian engineers had intended. She sewed the face into cloth, and gave it a permanent place in her husband's Los Gatos home. (Her home's in Boston, but that's getting ahead of things.)

That the pattern is a blueprint of the first retina chip is irrelevant. That it's art is obvious. Just as much as the French fairy tale she synopsis and illustrated in needlepoint on the otherwise austere dining-room chairs.

Her husband Gordon said the needlepoint is a clue to Ms. Bell's essential nature.

"I don't think what comes out, when people first meet Gwen, is her fundamental creativity," Mr. Bell said.

Ms. Bell's chip needlepoint teases the viewer with its irony. No other industry in history has clung to the concept of "state of the art" as has high-tech. And yet no industry as guiltily ignores its own inherent art.

If Bill Gates is the brains of high-tech and Steve Wozniak the heart, Ms. Bell must be the industry's eyes.

She founded The Computer Museum in Boston and, in so doing, created for herself a new occupation: computer-industry preservationist. Aside from her family, nothing else seems to be as important to her as recording the names, deeds and machines of high-tech.

In fact, when not guiding the museum and serving as president of the Association for Computing Machinery, Ms. Bell is organizing the Computer Bowl. She scours the industry for big-name contestants in a Silicon Valley/New England trivia contest that raises funds for the museum.

Where her father had Prairie du Chien for a community, Ms. Bell considers the computer industry her community. In occasional face-to-face meetings and through the 40-odd electronic messages she gets a day, she kibitzes often with the likes of Sun Microsystems Inc.'s Bill Joy, Network General Inc.'s Harry Saal and John Doerr, a partner at Menlo Park venture capital firm Kleiner, Perkins Caufield and Byers.

Ms. Bell in no way apologizes for her devotion. She and Mr. Bell, in fact, have a large collection of what they call computer artifacts.

"These are the result of the brightest, most imaginative minds today. Why shouldn't we be saving them?" she asked rhetorically.

She has fierce convictions that she defends with logical clarity; one such conviction is the importance of computers and how they reflect our culture.

She presents her views politely but emphatically, for as long as you're willing to listen. Marshaling her thoughts, Ms. Bell works her hands as if trying to finely mold her words. While talking about the need to save artifacts, she took her chunky necklace tightly in her hand and carefully squeezed the oversized baubles.



Christopher Ayers photo

Computers foster nothing if not ambivalence in most people. They're gatekeepers and taskmasters, medical marvels and entertainers. But only cars rival computers in the degree to which they've changed Western life.

Museums recognize cars for their artistry and impact, as they do firearms, books and planes. There's even a museum for barbed wire. Why not a computer museum?

"I can't say I thought a computer museum was a crazy idea," said Pamela McCorduck, a longtime friend of Ms. Bell. "But it took a leap of imagination that all these things would amount to anything. But she knew. Gwen was absolutely right."

Ms. Bell's passion is not the whim of a wealthy matron with good-deeds time.

A Depression-era child, she grew up in Prairie du Chien, Wis., near the Mississippi River. Her parents could have been delivered from central casting for a Frank Capra movie.

Her father, Alvin Dru'yor, was a stout man living out the last generation that saw girth as a symbol of prosperity and status. He owned and edited Prairie du Chien's weekly paper, The Crawford County Press.

Her mother, Inez, ran the house, which included creating clothes for the family.

"I did not have store-bought clothes," Ms. Bell remembers, "until I went to college. And even then, when I was 23 and in grad school, my mom made all the clothes I wore to Australia" for a yearlong Fulbright scholarship.

Both her parents believed strongly in preserving the history surrounding them. Prairie du Chien had been a major nexus for fur traders. A mansion-like trading house dominated the town, and several abandoned French, British and American forts dotted the area.

Her father used his position in the community to rally support for public-works projects that would preserve the region's heritage and give out-of-work neighbors purposeful employment.

"Every morning, they had a coffee klatch, the men of the town—the mayor, councilmembers, the chamber (of commerce) president—and my father," Ms. Bell said. "They didn't talk about sports or the stock market. They talked about the issues of the town." Mr. Dru'yor pushed his ideas there and in print.

"At Sunday lunch we always had a roast, chicken or whatever. It was the only time we had a roast, and we'd have our whole family over. (The adults) would sit around talking about things.

"My father would talk about his next editorial. After everyone left, he'd take a nap, get up and write it." He must have been persuasive. The trading house was restored, as were five surrounding forts.

"They were valuable and worth preserving for themselves," Ms. Bell said. "They also were attractions and made the town better."

In 1939, when she was 5 years old, her father took her to the first organizational meeting of the Great River Road Commission, charged with funding and building a scenic road up and down both sides of the historic Mississippi.

One person from each county bordering the entire river was nominated for a seat, and Ms. Bell's father was one. He sat on the commission until 1979, years after the historic project was completed.

That same year, Ms. Bell realized no one was preserving computers, their documentation or even films about them. Little surprise, then, that she and Mr. Bell turned their computer paraphernalia into what had developed into The Computer Museum.

"We saw that the Smithsonian was doing a lousy job of preserving computer history," said Mr. Bell. "It just had a lot of lousy stuff, and we thought we could do better."

He had introduced Ms. Bell to computers while she was enrolled in Harvard's graduate school urban-planning program. They'd met as Fulbright scholars in Australia. At the time, he was attending the Massachusetts Institute of Technology, studying electrical engineering.

"We lived four blocks apart in Cambridge," she said, "but we had to go to Australia to meet each other."

By all accounts, they were well met. While still in the yearlong Fulbright program at the University of New South Wales, Mr. Bell planned marriage.

"He wrote a little script (a short computer program) on the university's computer," said Ms. Bell. "One day, Gordon invited me into the computer room and sat me down in front of (the mainframe). On the screen, the computer began asking me a series of questions that were leading me someplace.

"Eventually, it said something like, 'Well, how about marrying Gordon?' I knew if I said yes to Gordon, I'd be marrying computers, too." The three tied the knot in 1959.

Not at all incidentally, Ms. Bell remembers that the machine was an English com-

puter, the Electric Deuce.

Mr. Bell went on to father the venerable VAX, Digital Equipment Corp.'s signature mainframe computer.

He said he left DEC to invest in technology companies after suffering a heart attack and losing his desire to go head-to-head with Ken Olson, Digital's strong-willed founder. Mr. Bell wanted a few reminders of his time at the company as possible, and bought the Los Gatos house in 1983.

Since then, the couple have scheduled their lives so they are together at least two weeks out of the month, along with a six-week vacation.

"You have to understand each other very deeply to make this sort of thing work out," Mr. Bell said.

As Ms. Bell recounted her life, she did so sitting in what she called "my husband's house."

Although obviously comfortable in the home, with its steepled ceilings and pale blue-stained roof beams, Ms. Bell said she belongs on the East Coast.

"Oh, I think that when I'm old and feeble I'll move here," she said half-joking.

Not the least of her reasons for maintaining a home in Boston is The Computer Museum. Ms. Bell is president of her creation.

Curiously, Mr. Bell describes his wife as more of an entrepreneur than he. If that's so, why doesn't she have her own company?

"She's more public-spirited, and thinks more globally about things than I do," he said.

"Gwen's a narrative historian," said Kleiner, Perkins' Mr. Doerr. "This isn't history for ego's sake. She wants to find out what we can understand about computers."

Mr. Gordon said, "I feel good when I write a book and when I build theories. Gwen gets that feeling from preserving this heritage."

Ms. Bell agreed, saying business forces shorter-term viewpoints.

"Gordon has a three-year attention span," she said. "Mine is closer to 20 years. Maybe it has something to do with my having raised children.

"Doing a startup in the framework of a non-profit (enterprise) is more satisfying for me. At the end of the year, our achievement isn't a balance sheet. I know we're preserving things that other people are throwing away."

Ms. Bell's efforts are likely to have far-reaching effects, said Mr. Doerr.

"We'll see a whole new generation of Bill Joys and Jim Clarks and Danny Hillises 10 years from now as a result of what Gwen's done," he said. Mr. Joy is chief technical officer of Sun Microsystems; Mr. Clark founded and recently retired from Silicon Graphics Inc.; and Mr. Hillis is the chief engineer behind Thinking Machines.

She seems always to be on the hunt for new Computer Bowl contestants. Those who either have appeared in previous bowls or are booked for this year's Championship Bowl include Mr. Joy, Microsoft Corp.'s Bill Gates, Intel Corp.'s David House and Network General Inc.'s founder Harry Saal.

"Even the Computer Bowl shows her creativity," said Mr. Bell. She took an idea offered by one of her associates and created a notoriously hilarious event that has raised \$2 million and immense good will.

Gwen Bell

Title: Founding President
Organization: The Computer Museum
Age: 59
Birthplace: Elkater, Iowa
Residence: Boston/Los Gatos
Education: B.S., U. of Wisconsin, 1955; M.C.R.P., planning, Harvard, 1959; Ph.D., geography, Clark U., 1967
Family: Husband Gordon; son Brigham, 34; daughter Laura, 30
Hobbies: Scuba diving, snow skiing, piano, biking, needlepoint

OPEN SYSTEMS TODAY

MANHASSET, NY
BI-WEEKLY 100.000

MAY 9 1994

-8551
t. ar

BURRELLE'S DI
rP

Computer Museum Holds An Internet Auction

8078

What was billed as the first Internet auction hit the information superhighway last month, and by the middle of the eight-day event, its organizers were declaring it a success.

The idea for putting The Computer Museum's auction on the Internet came out of a committee formed to raise money for the organization's educational programs. Gwen Bell, founding president of the museum, credited another member of the committee with the idea: "Dan Lynch, who started Interop, is on the auction committee. He said 'Why don't we do it on the Internet?'" she recalled.

Lynch introduced the committee to Jay Tenenbaum, founder and CEO of Enterprise Information Technologies, a Palo Alto, Calif., research and development company that specializes in information technology, Bell said. EIT also is involved in the CommerceNet project (*OST*, April 25, p.8).

An EIT developer, Eric Rescorla, implemented the auction application using the company's ServiceMail public domain tool-

kit, Tenenbaum said. ServiceMail transforms Unix applications into network service via E-mail, he said.

"It's completely automated," Tenenbaum said of the auction software. "People send E-mail to register, then send E-mail to *services@auction.tcm.org* to bid, quote or get a history of the bidding on items."

According to Bell, the fund-raiser was modeled after public-TV auctions. "For computer folks, the Internet is like our television. The Internet right now is filled with all kinds of experiments. This is sort of the beta test in real time."

Auction participants were able to get a complete catalog of all the items available via E-mail, and could then choose what they wanted to bid on and how much they were willing to pay.

Bell, who is also president of the Association for Computing Machinery, said The Computer Museum's auction committee wanted to make sure everyone could participate, so many lower-priced items were

included in the auction. These items included a 1960 Packard Bell 250 manual with logic card, at a starting bid of \$25, and the Cardiac, Bell Labs' cardboard computer, with a minimum bid of \$5. Some of the items carrying heftier price tags included a \$350 first edition of *Cybernetics*, signed by N. Weiner, and a \$300 UNIVAC 1 programming manual with an Eckert-Mauchly module.

Once bids were made by E-mail, participants were notified automatically by the auction software if their bids were accepted, or if someone had already outbid them, or if the item was no longer available. Bidders were notified as higher bids came in and were given the opportunity to up the ante.

Those with winning bids were contacted by the museum. Their auction registration information was verified, and the museum arranged for payment and delivery.

By the fourth day of the auction, Bell said, she was pleased with the response. All the items that had been offered had been sold at

prices at least 150 percent higher than the minimum bids, she said.

"It opens all kinds of possibilities," Bell said, adding that other science museums might be interested in the software for their own fund-raising auctions.



MIT's 1951 'Whirlwind,' at The Computer Museum

Tenenbaum agreed. "I think the potential is tremendous for auctions on the Internet. It's a tremendously interesting business model."

—Judith H. Bernstein

Business Week

April 11, 1994

AUCTIONING OFF RELICS OF THE COMPUTER AGE

Every die-hard Internet fan knows that no matter how esoteric a computer question or topic may be, chances are it's covered somewhere on "the Net." And soon, computer trivia buffs will be able to own eclectic pieces of computer history via—what else?—the Internet itself.

Beginning on Apr. 22, the Boston Computer Museum will conduct a charity auction via the Internet's vast e-mail network. The Computer Museum will auction more than 60 lots of goods, services, and computer memorabilia to raise money for its educational programs. Some of the items on the virtual block: An evening playing Space Wars—the mother of all video arcade games—at the museum, an original module from MIT's 1952 Whirlwind computer, and a selection of software and hardware for current computers, such as a 20-inch color computer monitor. The auction is open to anyone who can send Internet e-mail to "auction-info@auction.tcm.org."

Der Spiegel

March 21, 1994

Computer

Auktion im Netz

Versteigert wird am PC-Bildschirm. Gebote können auf der Computertastatur eingetippt werden: „Die erste Internet-Auktion“, bei der das weltumspannende Datennetz (mehr als 20 Millionen Benutzer) als „virtuelle Auktionshalle“ dient, hat jetzt das Computer Museum in Boston (US-Staat Massachusetts) angekündigt. Für die Versteigerung, die vom 22. bis zum 29. April stattfindet, wird ein vernetzter Museums-PC zum „On-line-Auktionator“ umfunktioniert. Im Angebot sind originale Hardware-Devotionalien aus der Geschichte der Computerrevolution. Ersteigert werden können beispielsweise der Pappmodell-Computer „Cardiac“, der in den Bell-Laboratorien des AT&T-Kon-

zerns entwickelt wurde (Mindestgebot: fünf Dollar), oder das neue Software-Paket „Ethernet Sniffer“, das die Funktionssicherheit von Computernetzen garantieren soll (Mindestgebot: 3000 Dollar). Gebote können als elektronische Post (E-Mail) oder auch per Telefon eingereicht werden. Der Meistbietende bei der Museumsauktion erhält darüber hinaus einen Siegerpreis, der von Microsoft-Chef Bill Gates überreicht wird: das Computerspiel-Set, das sich Gates für den Fall wünschen würde, daß er „auf einer einsamen Insel (mit Stromanschluß) strandet“.

PANORAMA

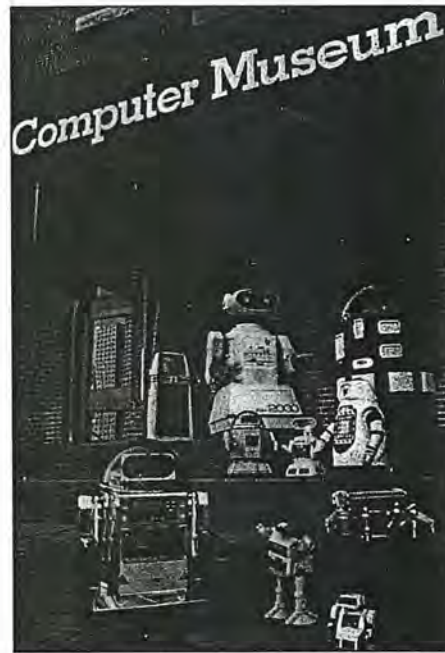
JUNE 6-19, 1994

As the New England Aquarium celebrates its silver anniversary, residents and visitors join in acknowledging its immeasurable contributions to the preservation and understanding of aquatic life.

From "real" fish to El-Fish at The Computer Museum

If you leave the Aquarium longing for that great fish tank you had as a child yet aren't sure you can handle the responsibility of being a pet owner, the Computer Museum's Electronic Aquarium exhibit, El-Fish, will fill the void. You'll be riveted to the screen as you control a computer generated aquarium where you not only design the tank itself but 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 the fish you visited at the Aquarium. You may even breed your own by choosing "parent" fish and animating them for your tank which you may decorate with ocean objects ranging from coral reefs, treasure chests, plant life or even a scuba diver. If you're daring, add a cat's paw that sweeps into the tank unexpectedly.

After you've had your fill of fish, wander into an exhibit designed to gain entry into seemingly inaccessible worlds. In virtual reality technology, changing your vantage point on the world, as well as your way of interacting with it, is as simple as using a television remote. Imagine walking into your television set to see how it works. Imagine walking into your own body to understand cell biology. All this, and undoubtedly much more, is possible in the rapidly-expanding field of virtual reality (VR). Video games have introduced this concept in programs as space-age helmets transport us to an imaginary 3D alternate universe.



Create your own electronic aquarium at The Computer Museum's El-Fish exhibit.

The National Science Foundation has helped the Computer Museum conduct a research program where virtual reality is employed to expand the concept of informal learning. As a result, the microscopic world of cell biology is explored through VR. Visitors don the special helmet and, visually, "walk into" an empty, six-foot neuron, muscle or intestinal cell. Through animation, sound effects and a hand-tracker to manipulate objects, visitors are guided through the process of building a cell by placing cell components known as organelles. As the organelles are correctly placed, the cell responds, representing communication between the organism and the "student". The museum enhanced the experiment with a tutorial where cells are explained in more detail and the sound effects and visual aids used within the program are introduced. The response has been overwhelming. Experience this mesmerizing exhibit through June 30.

Refer to *Museums* under *Currently for* information on both museums.

The Official Guide To Boston

Detroit News and Free Press

May 15, 1994

Boston *is* young *at* heart

BY JON MARCUS
Free Press Special Writer

8078
Computer

Museums go all out for kids

Museums in Boston aren't free, but they go out of their way to welcome children.

As much a part of the city as the mallards are the surly sea lions that put on a free show in their tank outside the New England Aquarium. Inside, visitors follow a ramp that wraps around a four-story, 187,000-gallon saltwater tank teeming with sea life, from sharks to giant sea turtles.

Kids can hold a hermit crab or pick up a sea star at a hands-on tide pool, or stare down the 6-foot-alligators in the Everglades exhibit that was opened this year.

Whale-watch and harbor cruises leave from Long Wharf, next to the aquarium. Try the brown-bag lunch cruise that's just \$1. The aquarium itself runs whale watches and a scientific tour aboard a real research vessel; passengers can help take water

samples or set lobster traps.

The Children's Museum, the nation's second-oldest, fools kids into thinking they're having fun when they're actually learning something; it pioneered hands-on exhibits that unravel such mysteries as how toilets flush.

Next door at the Computer Museum, children and adults can try out virtual reality, pilot a DC10, meet the original R2-D2 from the "Star Wars" movies and literally walk through the world's largest computer to see how it works.

Children can make giant waves, find out how much they would weigh on the moon or have a conversation with Tyrannosaurus Rex at the Museum of Science. But, like generations before them, most are content to watch the hatching chicks in the 40-year-old Giant Egg Incubator. Adults will like the transparent but fully functional ATM in the lobby.

TIPS FOR CHILD'S PLAY IN BOSTON

8078

If you have children and you're planning to take them to Boston, here are some helpful things to know.

■ The "Kids Love Boston" guidebook and Boston Family pass are available from the Greater Boston Convention & Visitors Bureau, 1-617-536-4100, 8:30-5 weekdays. Guests who have their family pass validated by a participating hotel get discounts on food, tours, shopping and museums, including second-child-free admission.

there are often long lines at the ticket counter. Call 1-617-723-2500 during museum hours.

■ The Children's Museum is open daily except Monday, 10-5, until 9 Fridays. Admission is \$7 for adults, \$6 for children under 6 and \$2 for under 2. Call 1-617-426-8855 during museum hours.

■ The Computer Museum is open 10-6 daily. Admission is \$7 for adults, \$5 for children. Call 1-800-370-CHIP during museum hours.

■ The U.S.S. Constitution Museum is open daily 9-6. Admission is \$3 for adults, \$1.50 for under 18, free for under 5.

J LADIES' HOME JOURNAL

travel journal

8078
Boston: Better than ever

The basics that make Boston a great city to visit—its history, its walkability, and the Public Gardens fowl made famous by Robert McCloskey, author of the children's book *Make Way for Ducklings*—never change. But there are always enough new and updated attractions to warrant a repeat visit.

Of course, many of Boston's longer-running attractions are well worth a visit. To learn just how much you trail behind your kids in technological savvy—and to rectify that a bit—The Computer Museum (617-423-6758) is a must-see. Even technophobes will enjoy exploring the walk-through computer.

May 1994

MUSEUMS

THE COMPUTER MUSEUM:

From calculation engines to PCs on Beantown's waterfront

By Frederic Paul

On a Boston wharf, sandwiched between a lobster shack and a giant milk bottle, sits a unique demonstration of the seductive power of the PC. Stroll through the Computer Museum's amazing 50-times-scale walk-through computer that actually works, and enter Tools & Toys: The Amazing Personal Computer, a \$1 million exhibit where you can ride through virtual reality, shoot a commercial starring yourself, make multimedia music, play unique games, and even create personalized sou-



Dedicated to documenting and displaying the artifacts of the Information Age, the Computer Museum also demonstrates and teaches.



venirs—all in about an hour.

Tools & Toys uses standard hardware—all donated—and special adaptations of existing commercial software along with special custom applications to show that "computing can be fun, even if you've never done it before," says Oliver Strimpel, the museum's executive director.

The exhibit "was definitely geared to young children and families," agrees exhibit director David Greschler, "but it ended up appealing to power users and peo-

ple in the computer industry" as well. With seven distinct environments housing more than 35 stations, "the breadth of the exhibit pulls them in," he says.

The environments include Making Pictures, Writing, Making Sounds, Adding It Up, Exploring Information, Playing Games, and Sharing Ideas. The key to the project's success is that instead of watching static demo programs, visitors take control. "The exhibits are three-dimensional experiences," says Greschler. "The experience is the message."

One of the most popular exhibits is Be Your Own Band, which combines a MIDI (Musical Instrument Digital Interface) system, keyboard, and drum pad to let visitors create their own musical compositions. You can lay your own tracks over rock, funk, classical, or salsa backgrounds to create multilayered instrumentals. A Macintosh controls the tempo, pitch, and volume.

Another station, called the Virtual Reality Chair, exemplifies the PC's ability to create whole new worlds. The station offers a swivel-chair voyage through an imaginary landscape, complete with virtual mountains, a virtual house, and even a virtual dog that barks if you come too close. The first and still one of the few permanent virtual-reality exhibits in the world, the Virtual Reality Chair is a unique compromise between the simplicity of computer-game simulations and the complex, high-powered requirements of full-scale virtual reality.

The SampleStick shows how computers can match disparate elements to build something new. Visitors use a joystick to compose new music from digitized samples of prerecorded compositions, just as rap D.J.'s use sampled sounds to create new hits. A remarkably hip selection in-

cludes bits from many of the leading rock and pop stars of the last half century.

The individual stations are only part of the story, however. The sweeping curves of brightly colored walls, supergraphics, and glass bricks make the exhibit look like a computer playground," claims exhibit designer Ted Groves. "The playground feeling comes from the fact that most of what you see on the screens—including the colors—goes on the walls, goes in the paint."

Tools & Toys began in the early 1980s as the brainchild of Boston Computer Society founder Jonathan Rotenberg, and BCS volunteers played a big role in programming many of the exhibit stations. Funding was supplied by a who's-who list of PC luminaries, including Bill Gates, Steve Wozniak, Mitch Kapor (the Kapor Family Foundation), Apple Computer, Digital Equipment, and many others.

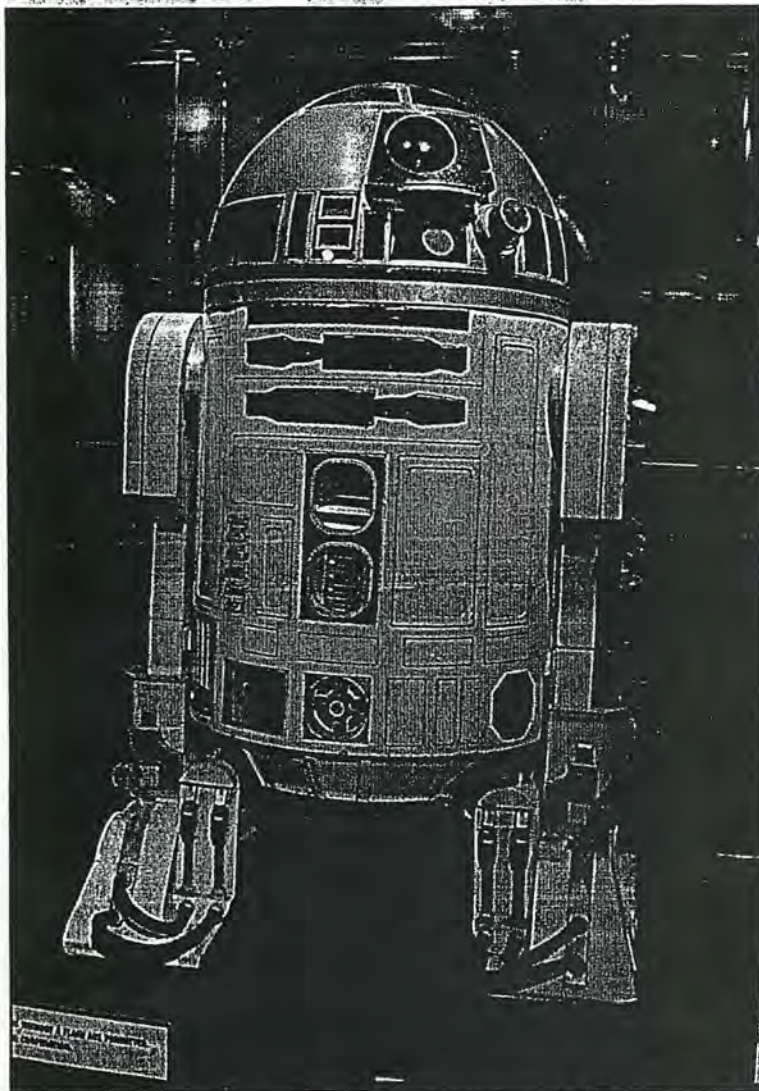
The Computer Museum spent six months testing each station in its exhibit lab, looking for bugs and making sure people "got it." Many stations were changed during the evaluation period, recalls Greschler. To make sure the exhibit appealed to its target audience, the museum asked a group of eighth graders from Boston's Martin Luther King middle school to act as consultants, checking that the directions were clear and the stations exciting and challenging.

With about 25,000 square feet of exhibition space, the Computer Museum receives some 130,000 visitors annually. Founded in 1982 as a nonprofit institution for collecting artifacts of the Computer Age, it has since expanded into an entertaining, interactive, and constantly growing learning center that charts the evolution, technology, and application of computers. ☐

JAN 16 1994

BURRELLE'S

One for the Road



Syd Kearney / Chronicle

In a museum filled with interactive exhibits, there's one wallflower that draws a crowd. It's "R2-D2" of *Star Wars* fame. The squatty computer hero is not a machine, but a costume worn by a petite actor.

Tap into electronic fun at Computer Museum

8078

By **SYD KEARNEY**
Houston Chronicle Travel Writer

BOSTON, Mass. — You don't need a modem to tap into the electronic playground known as The Computer Museum. A sense of fun and a few free hours will connect you with the world's first museum dedicated to robotics and the electronic brain.

The Computer Museum, while adjacent to Boston's Children's Museum, is definitely not just for kids. In fact, during a December visit, playful adults outnumbered children two to one.

The museum, in a nondescript warehouse adjacent to the touristy Boston Tea Party site, is accessible by a glass-encased service elevator. Riding to the warehouse's fifth and sixth floors, visitors get a dramatic view of downtown Boston and the wharf area.

Everything is big at The Computer Museum. A humongous floppy disc. A giant mouse that encourages kids to work it with their bellies as they climb on top. A massive keyboard nearby requires two hands to press down the keys. These pieces of hardware are linked to a large video display and are part of a program that computes travel distances.

Spread throughout the museum are computer work stations where visitors can mouse around with simple games such as helping a man

find his dog and elaborate programs such as designing an ecosystem.

Everywhere adults and children are taking a seat and tackling a task. Visitors can create a cartoon or put their photo in front of the Taj Mahal. They can listen to music and decide: Is it Mozart or just a good computer-generated sound-alike? Visitors also can create electronic art or challenge a chess master.

Even folks who consider themselves computer illiterate quickly master the keyboards in this silicon sandbox. Helpful staffers are around to rescue the confused.

A fine exhibit, *People and Computers: Milestones of Revolution*, traces the evolution of computers. From humble beginnings in the 1930s as the U.S. government strove for efficiency with the keypunch machine to the introduction of the personal computer in the 1980s, computer history comes to life through photos, hardware and song.

The '90s, according to the exhibit, will be known as the era of the "Incredible Shrinking Machine."

The Computer Museum is located at 300 Congress St. To get there, take Boston's Red Line subway to South Station and walk across the Congress Street Bridge. Winter hours are 10 a.m. to 5 p.m. daily. The museum is closed Mondays. Admission is \$7 for adults, \$5 for students and senior citizens. Children age 4 and under are free. Call (617) 426-2800 for information.

Newsweek

SOCIETY

SOCIETY

men, women & computers



Who Holds the Key to the E-Mailbox?

Computers: Messages are not always secret

About a third of American families have at least one computer, but most of those are purchased and used by males. It may be new technology, but the old rules still apply. In part, it's that male-machine bonding thing, reincarnated in the digital age. "Men tend to be seduced by technology itself," says Oliver Strimpel, executive director of The Computer Museum in Boston. "They tend to get into the faster-race-car syndrome."

-Newsweek May 16, 1994

Under the federal Electronic Communications Privacy Act of 1986, E-mail gets most of the same protections as letters and phone conversations. But the issue of what employers can read "is still up for grabs," says David Greschler, director of exhibits at the Boston Computer Museum. Greschler is preparing a show on computer networks and privacy. "A company can say, 'We own everything you write,'" Greschler says. "If you're using your company's e-mail system, you're using their resources."

- Newsweek December 20, 1993

Financial Times

March 26-27, 1994

Sitting at the keyboard and messaging the US President gives a sense of empowerment which some find overwhelming. At the Computer Museum in Boston, where an exhibit allows visitors to send E-mail to Bill, I watched one voluble character rendered wordless at the keyboard, typing only "Dear Mr President, How are You? Geoffrey". Of course, Clinton is not sitting at his screen personally replying to the 1,000 E-mail messages he receives each day but White House officials insist that everyone gets a reply "after appropriate consideration".

Describing Internet as the "world's largest adhocacy", Oliver Strimpel, executive director of the Computer Museum, says: "We are seeing a fundamental change in the nature and control of information." Ironically, for something so anarchic, its origins lie in military thinking. It was developed as a communications network for the Pentagon able to withstand nuclear attack. It has no central command and messages are chopped into small packets of data, routed by the network then reassembled at their destination.

T O S T E M

都市の風景を考える。「トステムビュー」

V Metropolitan
Landscape
Magazine
January 1994
45

V I E W

グッゲンハイム美術館では、ライト設計によるあの特殊な空間を意識した展覧会シリーズを開催した。作品と空間は相乗作用を起こすか？文化施設は多様な試みを続行中だ。

今号の話題「都市の施設」

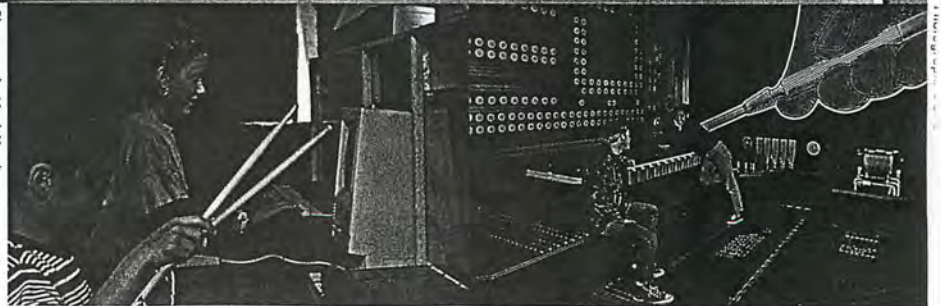
特集/文化施設の新しいかたち 2



Photograph: Jack McWilliams

年間15万人近い来館者の約半分が児童。12才の利発な子供を基準に、大人も楽しめるよう配慮されている。

Photograph: Neal Hamberg



実際に手を触れてパソコンの能力の多様性を体験する。

デスクトップ・コンピュータの50倍模型の内部に入る。



Computer Museum

About This Issue:

In this special beginning-of-summer issue we focus on a significant and fascinating trend in the education world—the ways in which the textbook publishing industry is embracing technology. We report on the many alliances that have formed between text and software publishers over the past year and spotlight some of the technology products you can expect to see from the leading textbook companies in the near future.

For those of you who are attending this month's NECC conference in Boston (or who are thinking of visiting Massachusetts this summer), we also introduce you to the Boston Computer Museum, the only museum in the world devoted entirely to computers. Finally, to help you get started on plans for the coming school year, we've included a number of announcements and information on new products of special interest.

Happy reading, and have a wonderful summer!

TABLE OF CONTENTS

4 Tomorrow's Textbooks:

A Guide to Textbook & Technology Alliances

by the editors of *Technology & Learning*

Textbook and software companies have been flirting with one another for years—trying to decide whether they are rivals, partners, or players in entirely separate arenas. Now as the key companies position themselves for the 21st century, new liaisons are springing up right and left. Are these marriages here to stay?

18 The Computer Museum:

Boston's Best Attraction for Educators Interested in Today's Technologies

by Susan Brooks

It's the only museum in the world devoted entirely to computers.

26 News & Notes

Hot announcements, software, hardware, and books for the 1994-95 school year.

30 Free Information

A listing of the newest products and services



About the cover:

Photo courtesy © The Stock Market/LIGHTSCAPES 1994

TECHNOLOGY & LEARNING

PUBLISHER: Peter J. Li

PUBLISHING DIRECTOR: Jo-Ann McDevitt

EDITOR-IN-CHIEF: Holly Brady

MANAGING EDITOR: Judy Salpeter

ASSOCIATE EDITOR: Susan McLester

CONTRIBUTING WRITERS: Leslie Eiser,

Michael N. Milone, Jr.

NEWS EDITOR: Daniel E. Kinnamar

CONTRIBUTING EDITOR: Janet Coburn

EDITORIAL ADMINISTRATOR: Susan Willis

CREATIVE DIRECTOR: Ellen M. Wright

ART DIRECTOR: Stewart W. Halfacre

ASSISTANT DESIGNER: Linda Becker

PRODUCTION COORDINATOR: Rosemary Danner

ADVISORY BOARD: Randy Allen, Rebecca A. Bally, Rita Beard, Bryan Bullard, Bill E. Sherry, Clark, Ginger Curylo, Terry Debenham, Chuck Drake, Rebecca L. French, Jim Hendricks, James P. Herrmann, Floyd T. Holt, Susan B. Jennings, Dave Master, Robert Maurais, C. Pete Peterson, Nancy Noren, Powell, Lynn Regan, Martha Sumra, Audrey Young

PETER LI EDUCATION GROUP

PUBLISHER: Peter J. Li

PRESIDENT: James R. Sachs

ASSOCIATE PUBLISHER: William Doran,

Ruth A. Matheny, Jo-Ann McDevitt

CORPORATE CIRCULATION DIRECTOR:

Rosemary E. Walker

ADVERTISING PRODUCTION MANAGER:

Annie Tomsic

MARKETING

ADMINISTRATOR:

Brenda Moore



ADVERTISING OFFICES:

EAST
Peter Li, Inc.
William M. Doran,
Aileen Gardner
1220 Broadway, Ste. 810
New York, NY 10001
(212) 947-2300

DAYTON
Peter Li, Inc.
Mary Miller
330 Progress Rd.
Dayton, OH 45449
(513) 847-5900

MIDWEST/SOUTHWEST:
Peter Li, Inc.
Brian McGoldrick
1000 N. Lake Shore Dr.
Ste. 1802
Chicago, IL 60611
(312) 337-7490

WEST
Peter Li, Inc.
Jo-Ann McDevitt,
Melanie Jenkins
2169 Francisco Blvd. E.
Ste. A4
San Rafael, CA 94901
(415) 457-4333

EDITORIAL CORRESPONDENCE should be directed to TECHNOLOGY & LEARNING, 2169 Francisco Blvd. East, Ste. A4, San Rafael, CA 94901. Phone (415) 457-4333.

MANUSCRIPTS must be accompanied by a self-addressed stamped envelope. TECHNOLOGY & LEARNING is not responsible for unsolicited submissions.

SUBSCRIPTION CORRESPONDENCE: Direct all orders, changes of address, etc. to TECHNOLOGY & LEARNING, Peter Li, Inc., 330 Progress Road, Dayton, OH 45449. When changing addresses, please allow 4-6 weeks advance notice and include old address (use address label from latest issue) along with new address. Rates: \$3.00 per issue; \$24.00 per year; \$46.00 for two years; \$68.00 for three years in the United States; add \$8.00 per year elsewhere for postage. TECHNOLOGY & LEARNING is published monthly except for June, July, August, and December by Peter Li, Inc.

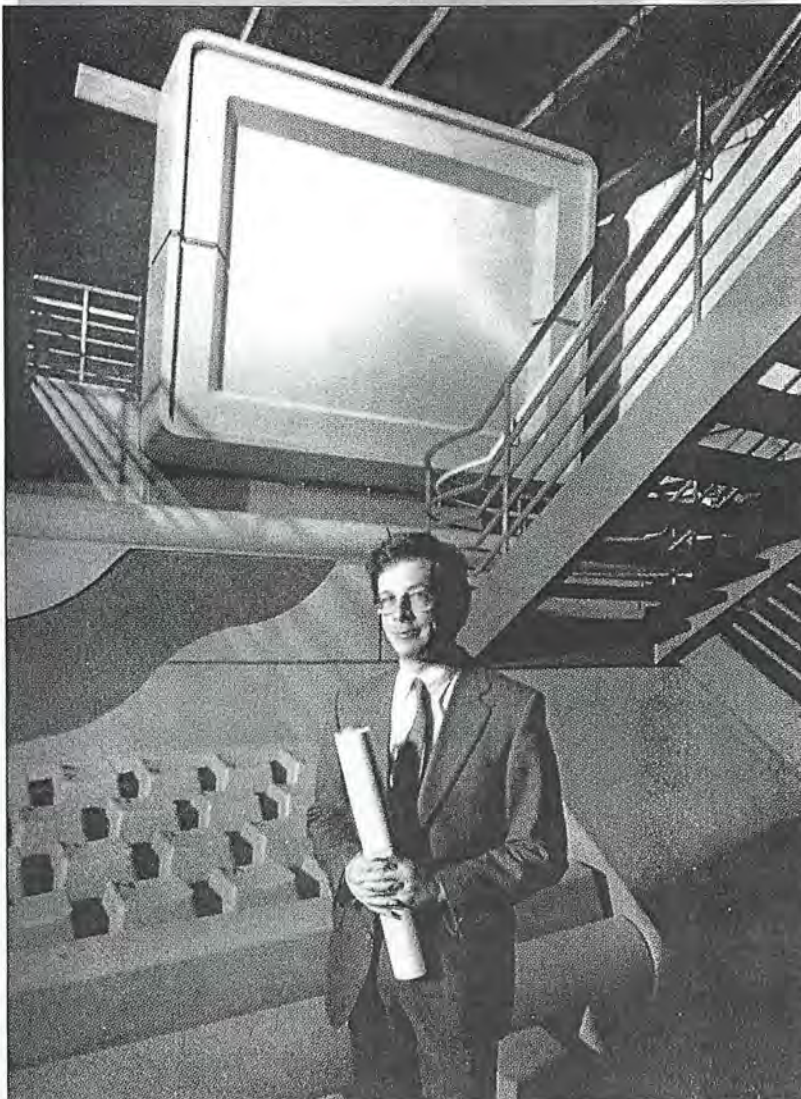


The Computer Museum:

*Boston's Best Attraction for
Educators Interested in Today's Technologies*

By Susan Brooks

Photo courtesy Jack McWilliams



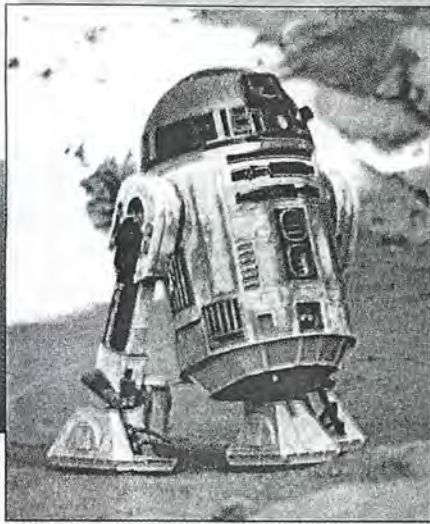
The Walk-Through Computer™ was the idea of
Computer Museum Executive Director Oliver Strimpel.

**It's the only
museum in
the world
devoted entirely
to computers.**

What museum makes it possible to experiment with leading-edge technologies, provides electronic access to the President and Vice-President of the United States, and boasts 135,000 visitors yearly? The answer is the Computer Museum of Boston, Massachusetts—the only museum in the world devoted entirely to computer technology and its impact on society.

The seeds for the museum were originally sown in 1974 when Kenneth Olsen (founder of DEC) and Robert Everett (then president of Mitre Corporation) saved M.I.T.'s Whirlwind computer from the local dump. Encouraged by Gordon and Gwen Bell (he worked for DEC; she was a collector of early counting devices and later became the first curator of the museum), the collection grew. The museum was incorporated in 1982 and moved to its present location adjacent to Boston's Children's Museum in 1984.

Photo courtesy ©Lucasfilm Ltd.



"R2-D2"™ from "Stars Wars" joins The Computer Museum as "Celebrity Robot-In-Residence."

Photo courtesy The Computer Museum™



Visitors can send electronic mail to President Clinton and Vice-President Gore.

There are four permanent gallery displays in the museum. *The Walk-Through Computer*, designed to be 50 times larger than an actual system, allows visitors to see how computers actually operate by exploring a two-story-high working model of a computer which has a functional keyboard and mouse. It is possible to run an application program that gives a tour of the world, and to look inside the computer to see a simulation of how data flow through the computer.

Tools and Toys was designed to allow visitors to explore the many capabilities of computers. Thirty-five computer "stations" allow visitors to try out software in the areas of games, virtual reality, desktop publishing, multimedia, graphics, and electronic music. Visitors can even use the technology to create souvenirs to take home.

People and Computers: Milestones of a Revolution traces the history and impact of the computer by focusing on the milestones that mark the computer's evolution from the 1930s to present-day. Visitors walk through "time tunnels" to view the gallery.

Finally, *Robots and Other Smart Machines* encourages visitors to explore the question: Can machines

really think like people? After being greeted by R2D2 of *Star Wars* fame, visitors are invited into a robot theater for a ten-minute multimedia presentation featuring 25 robots. Thirty interac-

tive computer stations provide opportunities for visitors to experiment with artificial intelligence, artificial life simulations, and related activities.

(continued on page 21)

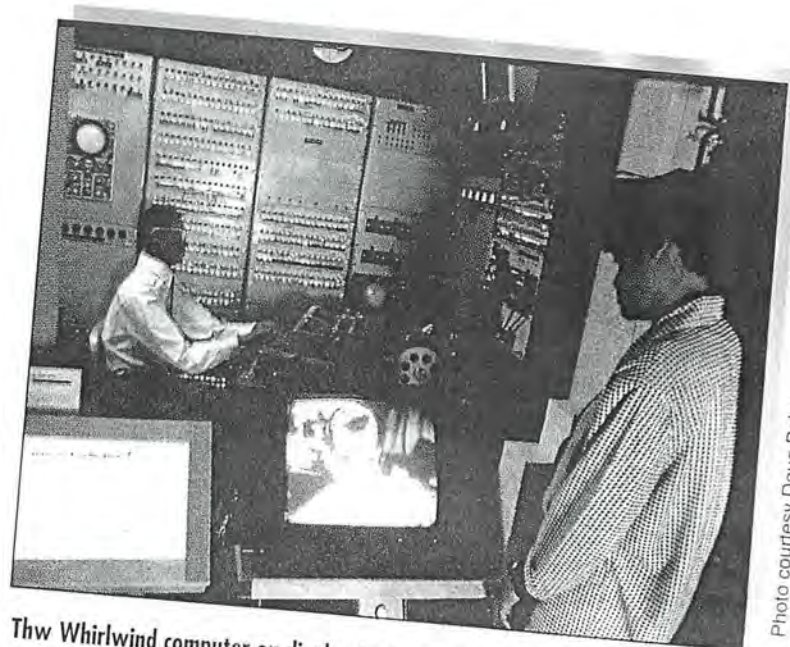


Photo courtesy Doug Baker

The Whirlwind computer on display in the PEOPLE AND COMPUTERS exhibit at The Computer Museum, Boston.

Educators Are Invited to Visit the Computer Museum Free!

"With its inspiring exhibits and informal learning style, the Computer Museum can be the place where anyone—especially those with little access to computer technology—can explore how computers might personally help them," says Marilyn Gardner, the Museum's new Director of Education. Gardner will present a talk, "The Computer Museum: Supporting Teachers Throughout the Country," as part of a NECC panel on Wednesday, June 15, at 11 a.m.

"Most school districts don't have the resources to invest in the latest technology or professional development programs to help teachers bring these tools into their classrooms," says Gardner, who has experience as both a teacher and former director of technology for Boston's public schools. "But educators need to explore the latest technologies and their potential as learning tools." Professor Mitchel Resnick, a technology and learning specialist at the M.I.T. Media Lab, adds that the Museum enables educators to sample one on one a "vast array of emerging technologies." Since the exhibits are updated regularly, teachers can experiment with the newest hardware and applications, while also being able to explore computing history. They can also reflect on how this extraordinary tool can be better used in teaching.

Gardner, who is active in both the local and national educational communities, wants to expand the Museum's impact "by creating innovative programs and materials to take the excitement of the Museum's informative, exhibit-based learning into many settings." Plans are underway to make special projects and exhibits available online to serve

educators and students who cannot visit the Museum. The first of these experiments will occur in November with the opening of the Museum's exhibition on global computer networks.

Right now, the Museum offers a variety of educational programs and materials:

- **Group visits** allow educators and their students to explore the questions: How do computers work? How have computers evolved? Can machines behave and think like people? What can computers do? Current applications from music and virtual reality to math and science programs are featured, as well as the world's most comprehensive collection of computer artifacts. Special presentations and tours are available.

- **The Overnight Program** enables kids of all ages to camp out in the galleries, including the Walk-Through Computer. Kids participate in games and educational activities, make new friends, and "learn in a playful way how computers work," claims one FutureKids leader.

- **Teacher Workshops**—such as special programs developed with Cambridge (Mass.) College and TERC—help educators feel more comfortable with innovative uses of computers in teaching science and technology.

- **In Joint Programs**, the Museum makes its resources available to other institutions—such as the Wang Center for the Performing Arts, where 150 students built their own robot models after watching *Star Wars*. The Museum has also developed a workshop with Girls, Inc., of Lynn, MA, to introduce girls of diverse backgrounds to computing technology.

- **The Computer Clubhouse**—an experimental learning environment—offers underserved young

people, ages 10-16, an opportunity to develop skills by applying the latest computer technology to their own projects. With committed peer and adult mentors to guide them, participants learn about the use of computers rapidly in a way that could affect the course of their lives. An interactive software tour of the Clubhouse is being developed and tested for dissemination in 1995 to community centers, after-school clubs, schools, and other settings. The tour offers project examples and information enabling people to design similar computer-based projects at their own sites.

- **An Educational Video**—"How Computers Work: Journey Into the Walk-Through Computer"—explains how computers work by taking viewers inside the Museum's giant working model of a personal computer. In this entertaining video, four teenagers show how major computer parts work together by acting out the roles of different components themselves. Ideal for grade school through college audiences, the 26-minute video has brought the excitement of the one-of-a-kind exhibit into thousands of classrooms across the country.

- **An Educational Activities Packet** geared to students, ages 8-12, brings the engaging quality of the Museum's interactive exhibits and hands-on approach into the classroom with practical suggestions and activities about the workings, evolution, applications, and impact of computers. Designed for classrooms with or without computers, it can be used alone or to supplement Museum visits.

For information on group visits, phone (800) 370-CHIP; for video and educational activities packet, (617) 426-2800, ext. 307; and for the Computer Clubhouse, (617) 426-2800, ext. 347.

(continued from page 19)

These exhibits are a good foundation on which to build, but the world of technology is in constant flux. In order to remain on the cutting edge, the museum also offers a series of temporary exhibits. On display now through June 30, *Virtual Adventure: Explore a Human Cell* allows museum visitors to explore a 3-D "virtual universe" through the use of a head-mounted display and hand device. Partially funded by the National Science Foundation, the display was designed to test the potential effectiveness of virtual reality as an educational tool in teaching science. When a visitor dons the head-mounted display (which includes goggles, earphones, and a tracker), she finds herself with the sensation of being in an actual 3-D environment. Using the hand device,

(continued on page 24)

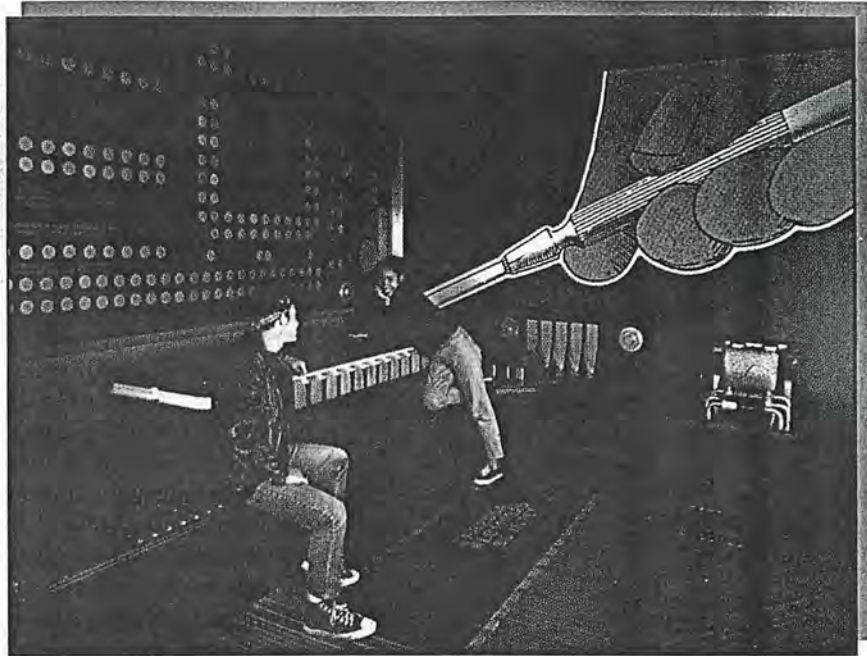
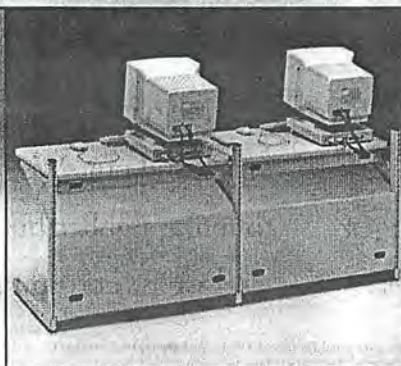
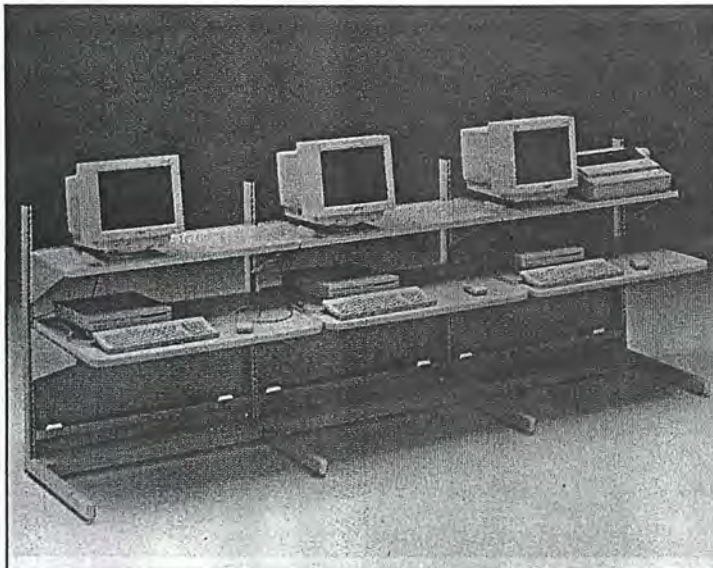


Photo courtesy D. Bohl

Teens explore the Walk-Through Computer exhibit.



A Great Fall Line-Up.

PC Network, the new line of ganging workstations from Smith System, is ideal for LAN centers, computer classrooms and training rooms. The system is based on a starter module linked with adder modules to form one-piece rows. Different widths can be combined to precisely fit your space. Single-surface and bi-level units are available, and the worksurface and monitor shelf are both adjustable.

Call 1-800-328-1061 for a catalog and planning kit. And put on a great show this fall.



 smith system

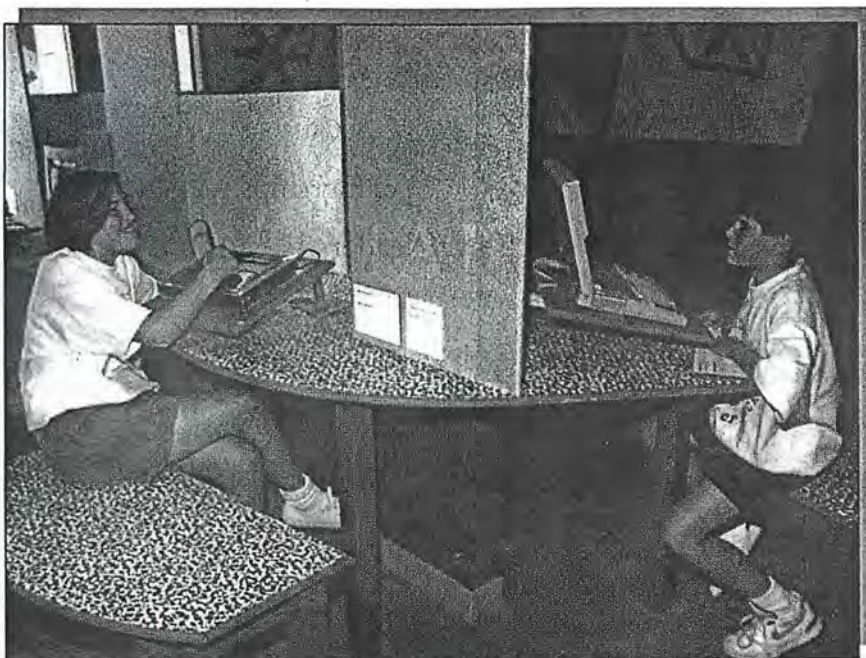
Furniture For Teaching & Technology

P.O. Box 860415 • Plano, TX 75086
(214) 424-6591 • FAX (214) 578-2631
1-800-328-1061

■ THE COMPUTER MUSEUM

(continued from page 21)

Photo courtesy Fay Foto



Tools and Toys offers 35 workstations for games, virtual reality, and even souvenirs.

she can then interact with the virtual world in front of her eyes by "touching" a human head, arm, or stomach, which then transports her "into" a neuron, muscle, or intestinal cell. Individual components surround the cell and are explained through visuals and sound effects. As the visitor "places" these components into the cell, they come to life and demonstrate how the cell functions.

This coming November, an exciting new exhibit will be opening—the first in the world to focus entirely on computer networking. The goal of its creators is to make computer networking understandable and to examine how it affects society.

Two prototype activities from this exhibit have been on the museum's floor since the fall of 1993. *Letter to the White House* enables visitors to send electronic mail to President Clinton and Vice-President Gore. And *Networked Puzzle* enables four players to work cooperatively over a computer network to solve a puzzle—by finding out where puzzle pieces are located and transferring them to the players who need them.

When the full exhibit opens in the fall, visitors will be able to view a film that explains the basics of networking; to try out various networking applications; to use pre-configured hardware, copper, and fiber optic cable to create a network; and to explore questions of ethics about networks. Anyone who has a computer and modem will have partial access to this exhibit, since it will contain an online component that will allow outside users to "chat" in real time with museum visitors.

The Computer Museum is located at Museum Wharf, 300 Congress Street, Boston, MA. Admission: Adults, \$7; students and seniors, \$5; children under age four and members, free. Teachers are also admitted free with school identification. Summer hours: daily 10 a.m. to 6 p.m. For more information, call The Talking Computer at (617) 423-6758.

■ Susan Brooks is Assistant Principal at Nicolas Junior High School in Fullerton, CA.



BERT DAVIS
EXECUTIVE
SEARCH, INC.

425 MADISON AVE.
NEW YORK, NY 10017

For over 25 years some of the most successful and profitable publishers and producers of educational material have relied on Bert Davis Executive Search (BDS) for the creative and managerial talent to staff their companies.

At BDS, our staff of publishing executives has a complete understanding of the business environment in which our clients operate, and a strong grasp of the issues facing today's executives.

OUR FIELDS OF EXPERTISE INCLUDE:

- CD-I
- CD-ROM
- children's books
- consumer publications
- educational magazines
- information systems
- interactive t.v.
- interactive video
- multimedia
- paperbacks
- software
- supplemental materials
- telecommunications and distance learning
- textbooks

...and other emerging technologies

PHONE: 212.838.4000 ➤ FAX: 212.935.3291

Tuition

\$250 per week includes all activities and morning and afternoon snacks, from 9 to 4:30. \$25 discount for Family Members of The Computer Museum. Call (617) 426-2800 x376 for membership information.

Extended Day Option - Monday - Friday, 8-4:30 p.m.: \$100 additional.

Payment and Refund Policy

A \$125 deposit per camper must accompany application. Refunds will be made up to 30 days before session, minus a \$25 cancellation fee. Final payment is due one week prior to camp. The Computer Museum will be unable to refund or reduce tuition for late arrivals or early departures.

\$ _____

Check enclosed

\$ _____

or Amount Charged

Name on Card

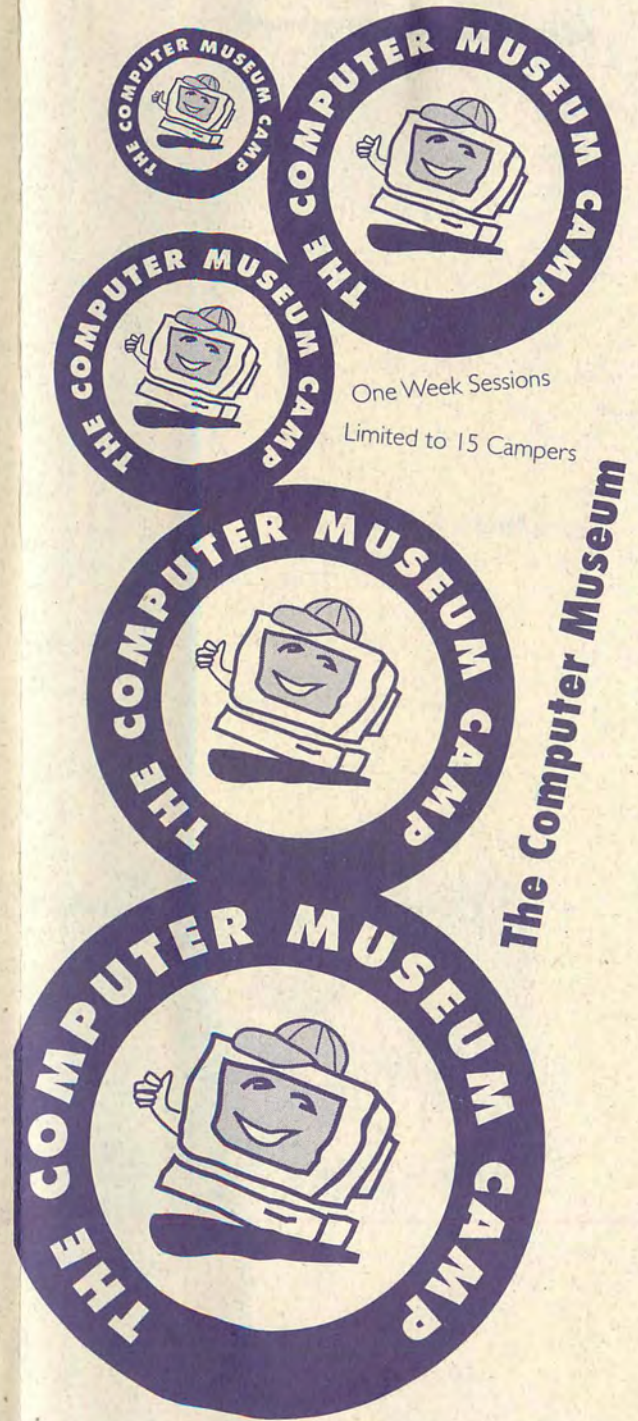
Visa MasterCard Expiration Date: _____

Card Number

Signature of Card Holder



300 Congress Street
Boston, Massachusetts
02210



A Unique Educational Playground

The Computer Museum Camp will play a vital role in inspiring and educating your child about technology. The Computer Museum will become your child's educational playground for a week, with more than 125 dynamic hands-on exhibits. Your child's experience at The Computer Museum Camp will provide a compelling complement to traditional educational efforts.

Learning will be an active adventure, and campers will become comfortable with a broad range of technologies. Our goal is to help develop strong personal skills, self confidence and creative thinking abilities.

Dates, Times, & Prices

One week sessions for campers age 8-15 start Mondays on August 8, 15, 22, and 29, 1994. Camp activities: 9:00 - 4:30 p.m. (tuition: \$250) with an option for extended activities from 8:00 until 5:30 (\$100 additional charge). Family Members of The Computer Museum receive a \$25 discount. Call (617) 426-2800 x376 for information on membership.



Daily Activities

At The Computer Museum Camp, campers will learn how to use professional software for design, exploration and experimentation. They will choose from numerous activities and become users, designers and creators of technology. Campers will be provided with resources, materials, and tools to develop projects in such areas as:

- Graphics and Animation
- Telecommunications
- Robotics
- Lego Logo™
- Electronic Publishing
- Image Processing
- Computer Sound and Music
- Computer-Aided Design
- Computer Simulation
- Computer Game design
- Interactive Multimedia
- Virtual Worlds



The Computer Museum Camp Philosophy

The Computer Museum Camp provides a learner-centered, informal educational approach that encourages campers to discover their interests and apply their own ideas. The Computer Museum Camp is a vibrant environment that enables your child to explore amazing technology through our innovative, fun and inspiring exhibits and programs.

Location

The Computer Museum is located on Museum Wharf across the channel from the Financial District and South Station and next to The Children's Museum.

Application

The Computer Museum Camp

300 Congress Street, Boston, MA 02210
1-800-370-CHIP

Camper's Name

First _____ Last _____

Street Address or P.O. Box No. _____

City, State, Zip Code _____

Home Phone _____

Birth Date _____

Sex: F M

Entering Grade _____

Name of Parent / Guardian

First _____ Last _____

Work Phone _____ Home Phone _____

The Computer Museum Camp is for children ages 8-15 and runs from 9:00 a.m. until 4:30 p.m. Limited to 15 campers.

Please check session:

- Vacation weeks Summer session
- August 8 - 12, 1994
 - August 15 - 19, 1994
 - August 22 - 26, 1994
 - August 29 - September 2, 1994
 - December 26 - 30, 1994
 - February 20 - 24, 1995
 - April 17 - 21, 1995

Mail, phone or fax your application! The Computer Museum, 300 Congress Street, Boston, MA 02210
tel. 1-800-370-CHIP; fax 617. 426-2943

Support Provided by:

Arthur D. Little, Inc.
The Boston Edison Foundation
Digital Equipment Corporation
Fleet Bank of Massachusetts
Charles Hayden Foundation
Hewlett-Packard Company
IBM Corporation
Intel Foundation
Lotus Development Corporation
Ellis L. Phillips Foundation
Raytheon Company
State Street Foundation
Polaroid Foundation

In-Kind Sponsors:

Adobe Systems
Aldus
ABS Computers
Apple Computer
Berklee College of Music
Berkeley Systems
BOSE Corporation
CD Ventures
chickadee software, inc.
CLARIS
Digital Equipment Corporation
Fractal Design
Gryphon Software
Hewlett-Packard
Howell & Associates
IBM Corporation
Intermec
Kent Marsh
Knowledge Revolution
LEGO Dacta/LEGO Futura
Logo Computer Systems
Macromedia
MAXIS
MicroFrontier
Microsoft
MIT Media Lab
OpCode Systems
PIXAR
SuperMac
Zoom Telephonics

For more information on The Computer Clubhouse, please contact:

Clubhouse Program Manager
Sam Christy 617.426.2800 X347
e-mail: Christy@TCM.org

Mentor Program Coordinator
Noah Southall 617.426.2800 X374
e-mail: Southall@TCM.org

Program Software Developer
Stina Cooke 617.426.2800 X395
e-mail: Cooke@TCM.org



**The Computer Clubhouse
at The Computer Museum
300 Congress Street
Boston, MA 02210
617.426.2800 X423**

The Computer Clubhouse

@The Computer Museum

The Computer Clubhouse

is a model learning environment where young people explore their own interests and become confident learners.

At the Clubhouse, youth from underserved communities develop computer-based projects inspired by their own ideas. The Clubhouse includes state-of-the-art computers and software. It is a diverse community of mentors and members working together to explore and create exciting projects using computers.

In The Computer Clubhouse young people:

- build robots
- develop interactive multimedia
- create art and animations
- design games
- create music
- perform science experiments
- create newsletters
- and the list keeps growing.

Members

Members range in age from 10 to 16 and represent the diverse communities of Boston. Members spend days, weeks, even months working on projects they find personally meaningful. Through their participation they develop important skills for college and career.

Mentors

Mentors are students and professionals in art, music, engineering, education, and a variety of other fields. Mentors are available to answer questions and support exploration by participants.

Hours

Tuesday through Friday from 2:00pm until 5:30pm

Saturday from 10:00am until 4:00pm.

The Computer Museum

100 Congress Street
Boston, MA 02110
(617) 452-8991

DATE: April 8, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: April 15, 1991 Agenda

The following is the agenda for our April 15th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update
2. Nominating Committee Report
3. Capital Campaign Organization

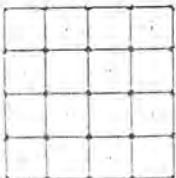
I look forward to seeing you next Monday.

Enclosures: Financial Statements for the Nine Months ended
March 31, 1991

Outstanding Proposals Listing

Museum Committees Listing

Resumes of Sue Dahling (Director of Marketing), Martha
Ballard (Functions Manager), and Steve Snow (Exhibits
Engineer)



THE COMPUTER MUSEUM
BALANCE SHEET
3/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$72,422			\$72,422	\$8,298
Cash Equivalents	101,034			101,034	282,190
Investments				0	53,363
Receivables	11,583			11,583	120,302
Inventory	69,044			69,044	63,212
Prepaid expenses	360	102		462	15,238
Interfund receivable		344,903		344,903	617,702
	-----	-----	-----	-----	-----
TOTAL	254,443	345,005	0	599,448	1,160,305
 Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
 TOTAL ASSETS					
	\$254,443	\$416,089	\$1,737,647	\$2,408,179	\$2,969,036
	=====	=====	=====	=====	=====
 LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$69,226	\$17,546		\$86,772	\$158,341
Deferred income	8,118	-		8,118	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	344,903	-		344,903	617,702
	-----	-----	-----	-----	-----
Total	422,247	17,546	0	439,793	792,981
 Fund Balances:					
Operating	(167,804)			(167,804)	(213,272)
Capital		398,543		398,543	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(167,804)	398,543	1,737,647	1,968,386	2,176,055
 TOTAL LIABILITIES AND FUND BALANCES					
	\$254,443	\$416,089	\$1,737,647	\$2,408,179	\$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
3/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$45,468	(\$253,137)	\$0	(\$207,669)	\$748,966
Depreciation			0	0	310,606
Cash from operations	45,468	(253,137)	0	(207,669)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	108,719			108,719	(83,875)
Inventory	(5,832)			(5,832)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	2,365	(79,930)		(77,565)	81,895
Deferred income	(8,820)			(8,820)	(5,292)
Prepaid expenses	13,868	101		13,969	(8,011)
Cash from working capital	110,300	(26,466)	0	83,834	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	155,768	(279,603)	0	(123,835)	12,594
Financing:					
Interfund pay. & rec.	(272,799)	272,799		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(272,799)	272,799	0	0	7,564
Net increase/(decrease) in cash & investments	(117,031)	(6,804)	0	(123,835)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$173,456	(\$6,804)	\$0	\$166,652	\$290,487

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

	3/30/90 ACTUAL	FOR THE NINE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	3/31/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	1,038	1,444	1,337	(107)	(7%)	2,019	1,859
Capital Fund	1,001	810	354	(456)	(56%)	1,011	911
Total Revenues	2,039	2,254	1,691	(563)	(25%)	3,030	2,770
EXPENSES:							
Operating Fund	1,073	1,460	1,291	169	12%	1,992	1,811
Capital Fund	762	717	607	110	15%	1,138	1,259
Total Expenses	1,835	2,177	1,898	279	13%	3,130	3,070
NET REVENUES (EXPENSES)	\$204	\$77	(\$207)	(\$284)	(369%)	(\$100)	(\$300)

SUMMARY:

For the nine months ended March 31, 1991, The Museum operated at a deficit of (207K) compared to a budgeted surplus of 77K. As of March 31, 1991 total cash and cash equivalents amounted to 173K.

OPERATING: Operating revenues were 7% under budget due to optimistic unearned revenue streams. Expenses were 12% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 56% under budget due to optimistic contribution expectations. Expenses were 15% under budget due to timing of exhibit related expenses.

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

	3/31/90		FOR THE NINE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
	ACTUAL	BUDGET	-----3/31/91----- ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	205	\$373	345	(28)	(8%)	600	521
Restricted contributions	189	250	42	(208)	(83%)	315	72
Corporate memberships	101	160	133	(27)	(17%)	200	200
Individual memberships	34	38	40	2	5%	52	61
Admissions	218	262	411	149	57%	370	520
Store	151	203	241	38	19%	268	307
Functions	112	121	108	(13)	(11%)	153	141
Interest Income	9	2	1	(1)	(50%)	4	5
Other	19	35	16	(19)	(54%)	57	32
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	1,038	1,444	1,337	(107)	(7%)	2,019	1,859
EXPENSES:							
Exhibits Development	0	137	48	89	65%	204	123
Exhibits & Collection	76	94	94	0	0%	123	122
Education	190	195	193	2	1%	261	257
Marketing & Memberships	185	298	207	91	31%	391	288
General Management	181	179	171	8	4%	239	226
Fundraising	54	107	98	9	8%	182	173
Store	146	178	210	(32)	(18%)	232	264
Functions	48	57	55	2	4%	74	72
Museum Wharf expenses	193	215	215	0	0%	286	286
Total Expenses	1,073	1,460	1,291	169	12%	1,992	1,811
NET REVENUES(EXPENSES)	(\$35)	(\$16)	\$46	\$62	388%	\$27	\$48

PROPOSALS SUBMITTED/OUTSTANDING-- (updated 4/8)

FUNDING SOURCE	PROJECT	\$ REQUESTED	DATE SUBM	EXPECTED REVIEW
<u>PRIVATE</u>				
Babson FDN (P & E)	TSP	\$ 5,000	4/3/91	May
Bank of Boston FDN	TSP	\$ 10,000	2/6/91	Mar. 29
Boston Globe FDN		\$ 25,000	Aug	Apr. or June
Boston Company	WIZ KIDS	\$ 15,000	2/22/91	Apr. 11
Boston Edison FDN	TSP	\$ 10,000	2/19/91	Apr. 26
Dewing FDN (Francis R.)	TSP	\$ 5,000	1/25/91	Currently reviewing (should be notified week 3/25)
Fidelity Foundation		\$ 10,000	Aug.	June
Foley, Hoag & Eliot	WIZKIDS	\$ 5,000	3/27/99	June
Forte Charitable FDN	TSP	\$ 5,000	4/4/91	Jul/Aug
General Cinema Corp.	WIZ KIDS	\$100,000	3/20/91	May
Houghton Mifflin Co.	TSP	\$ 10,000	1/29/91	End Mar.
Hyams FDN	WIZKIDS	\$ 20,000	4/1/91	May/June
John Hancock Mut. Life	TSP	\$ 5,000	1/29/91	Jul/Aug.
Arthur D. Little FDN	WIZKIDS	\$ 10,000	3/21/91	April
Loomis, Sayles & Co.	WIZKIDS	\$ 3,000	3/29/91	June
Millipore FDN		\$ 25,000	Aug	June
New England Telephone		\$ 25,000	Aug	June
Paine Assoc.	WIZ KIDS	\$ 3,000	3/25/91	April
Polaroid FDN		\$ 10,000	Aug	June
State Steet FDN	TSP	\$ 10,000	2/27/91	End Mar.
Toyota USA Foundation	Ed. Activ. Kit	\$ 35,000	2/14/91	Week May 20
TOTAL REQUESTED		\$336,000		

TO BE SUBMITTED- APR/MAY/JUNE (subject to additions and changes)

FUNDING SOURCE	PROJECT	\$REQUESTED	DUE DATE	EXPECTED NOTIFICATION
Cabot Corportation		\$ 30,000	Sept.	Oct.
Chase Foundation	Gen Op	\$ 25,000	April 30	June
Cox Charitable FDN	WIZKIDS	\$100,000	April 12	
Beveridge FDN	TSP/WK	\$ 5,000- 75,000 (range)	April	June
Beranek FDN	Gen Op	\$ 1,000		June
Bull HN Info. Sys.	New GL?	\$ 500- \$ 25,000 (range)	April	June
Batson Ed. FDN	WIZKIDS	\$ 1,000	May 4	June
Fuller FDN		\$ 20,000	Aug 15	October
Hayden FDN	Learning Center	\$100,000	Jul/Aug	Sept.
Peabody Charitable	TSP/WK	\$ 10,000	End May	End June
Shawmut Bank	Gen Op	\$ 10,000	May 1	Mid-June

Executive Committee

Ed Schwartz (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Richard Case
Jim Davis
Gardner Hendrie
Jim McKenney
Nick Pettinella
Dick Ruopp

Finance Committee

Jim McKenney (chair)
David Kaplan
Nick Pettinella
Richard Stewart
Christopher Wilson

Nominating Committee

Lynda Bodman (chair)
Gwen Bell
Irwin Sitkin

Collections Committee

Gwen Bell (chair)
Bruce Brown
Bernard Cohen
Jon Eklund
Jamie Pearson
Ann Russell

Exhibits Committee

Gardner Hendrie (chair)
Edward Belove
Richard Case
Jim McKenney
Dave Nelson

Corporate Membership Committee

Laura Barker Morse (chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytka
Cameron Reed
Lindy Recht
Nancy Robb
Charles Terry

Education Committee

Art Bardige
Karen Cohen
Marilyn Gardner
Martin Huntley
Beth Lowd
Jane Manzelli
Adelaine Naiman
Seymour Papert
Jonathan Rotenberg
Dick Ruopp
Hall Shear
Robert Tinker
Joyce Tobias

Annual Fund Committee

Hal Shear (chair)
Gwen Bell
Howard Cannon
Steve Golson

Waterpark Committee

Gwen Bell
David Kaplan
Grant Saviers
Ed Schwartz

Capital Campaign Working Group

Gordon Bell
Gwen Bell
Dave Donaldson
Gardner Hendrie
Chuck House
Ted Johnson
Tony Pell

Computer Discovery Center Committee

Ed Belove
Larry Brewster
Gardner Hendrie
Tracy Licklider
Art Nelson
Ed Schwartz
Steve Stadler

Computer Bowl Committee

Gwen Bell, National Chairperson
Mimi Macksoud, Chairperson, Major Sponsorship

East Coast:

S. Russell Craig
Steve Golson
Debbie and Ed Kramer
Christopher Morgan
Joyce Plotkin
Susan and Bill Poduska
Tony Rea
Byron Reimus
Dorrit and Grant Saviers

West Coast:

Owen and Brook Brown
Nancy and Pat Forster
Peter Hirshberg
Linda Lawrence
Claudia Mazzetti
Terrylynn Pearson
Lisa Quinones
Kelly Richards
Kathy Sulgit

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

Experience

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

1980-1983

Harvard University

Cambridge, MA

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

Other:

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

Education

1987-1989

**The Amos Tuck School of
Business Administration**

Dartmouth College
Hanover, NH

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

1976-1980

Mount Holyoke College

South Hadley, MA

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

1978-1979

Williams College

Williamstown, MA

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

Other:

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

Personal

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

Opus Marketing

I. Client List

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

II. Teaching

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

III. Other

- Featured in December Issue of Entrepreneurial Woman

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

617-262-6360

SUMMARY:

THE ARTFUL HAND GALLERY

1990-present

Management Consultant

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

Designed training programs for hourly and management personnel.

Designed and implemented corporate sales program.

RESIDENCE INN BY MARRIOTT

Director-Marketing and Sales

1987-1989

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

Responsible for the national reservations center and telemarketing support functions.

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

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

THE RESIDENCE INN COMPANY

National Director--Sales and Marketing Systems

1986-1987

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

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

Responsible for the national reservations center.

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

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

Regional Director of Sales and Marketing

1985-1986

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

Managed cluster sales and advertising programs for geographically clustered hotels.

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

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

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

BOSTON MARRIOTT LONG WHARF HOTEL

Director of Marketing

1983-1985

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

Responsible for group and transient/leisure rooms marketing.

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

Managed advertising agency and public relations agency.

Developed and administered budget.

MARRIOTT DALLAS NATIONAL SALES OFFICE

National Sales Manager

1981-1983

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

Hired, trained, and developed manpower for the office.

Developed and administered office budget for expenses and production.

Organized trade shows and special events.

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

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

MARRIOTT LOS ANGELES NATIONAL SALES OFFICE

Regional Sales Manager

1979-1981

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

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

DALLAS MARRIOTT--MARKET CENTER

Sales Manager

1977-1979

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

Worked with transient programs for corporate and military market segments.

EL CHICO CORPORATION

Merchandising Manager

1976-1977

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

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

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

EDUCATION:

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

L. Stephen Snow
255 Grove Street
Randolph, MA 02368
(617) 986-6776

SUMMARY

Applicant is a bright, versatile, intuitive technician with a background in several fields including broadcast, recording, and medical quality control. He is experienced in the use of common and specialized test equipment to repair to the component level, and factory-trained and experienced in personal computer maintenance and systems administration.

EMPLOYMENT HISTORY

Voice of America - U.S. Information Agency (International broadcast network.)
October 1986 to June 1987 at the Headquarters in Washington DC.

June 1987 to January 1991 at the New York Program Center.

Grade WB-3 (Senior Radio Broadcast Technician)

(only employee within VOA at that grade)

During tenure in New York as sole bureau maintenance tech, applicant planned and supervised installation of major subsystems including interstate fiber optic T-1 digital audio system, Wang office automation system and large Xerox Viewpoint computer system including extensive Ethernet network.

Served as system administrator for all computer systems. Designed and upgraded audio and control systems for two studios, three recording booths, a Master Control and a central recording suite, and an audio distribution network throughout the bureau premises. Was also responsible for maintenance of a network of leased broadcast lines throughout the city.

General maintenance duties with repair to the component level and also studio operation and remote field duties. During Washington employment, became resident expert in IGM automation repair and fluent on Wicat UNIX minicomputer operations as well as general bench maintenance and studio operation duties. FBI background check effective September 1986.

Businessland of Downtown Boston

(via TAD Technical Temporaries, Burlington MA)

April 1986 to September 1986.

Full-time temporary position repairing IBM and compatible personal computers and peripherals to the board level on the bench. Also performed diagnostic tests and installed hardware and software including network systems at customer sites.

Impact Marketing, Salem NH September 1984 to April 1986.

Part-time position as Chief Technician. Duties included on-site installation, integration, repair and maintenance of IBM, DEC and Wang personal computer equipment and associated peripherals and installation and repair of computer terminals in mainframe and mini systems. Created and maintained internal customer tracking and mailing list database systems.

(CONTINUED OVER)

WRKO-WROR, Boston MA April 1974 to June 1985.

Broadcast engineering position including broad responsibilities in all phases of this field. Duties included all operational aspects of production and on-air engineering as well as maintenance of studio and transmitter equipment. Designed custom systems to automate and enhance technical operations. These systems required design and construction of hardware interfaces and programming in BASIC and Z-80 assembly languages.

Previous employment history on request.

EDUCATIONAL

Factory-trained Columbia Data Products Personal Computer repair technician;
Northeastern University Electrical Engineering course - 1969 to 1972;
National Science Foundation secondary science program in co-operation with
Thayer Academy and Tufts University;
Graduated Cardinal Spellman High School, Brockton, MA: Scientific prep
program. Class of 1969.

PERSONAL

Birth Date: May 20, 1951

Marital Status: Single

Hold FCC General Radiotelephone License (formerly First Class)

Health: Excellent

Height: 6' 1"

HOBBIES

Microcomputing, Railfan photography, Short-wave listening, Home video
(including extensive familiarity with the laser videodisc and compact disc
technologies.)

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
May 30, 1990

Present were Nick Pettinella, Ed Schwartz, David Donaldson, Oliver Strimpel, and Lynda Bodman.

The Committee initially discussed nominations to the Board, the results as of that time being noted on the attached exhibit. Five persons have agreed to serve and there is an attempt underway to receive five additional commitments prior to the Board meeting.

There was a discussion of whether to spend \$25,000 for a planning study by Charles Webb for the feasibility of a capital campaign. The study would explore whether such a campaign could raise, for example, a \$10M endowment, and if so, how to go about it. It was noted that individuals in the computer industry, with limited exceptions, have not established a proven history of significant contributions to the Museum. The question seemed to be whether it can attract more corporate money, foundation money, and government money. There was a discussion of the timing of the study in relation to the Walk-Through Exhibit. Lynda Bodman suggested that it was more important to keep the "bricks and mortar" in good condition than to throw all of the Museum's efforts into raising capital. She also suggested that the Museum's educational function was the one to focus on for future giving appeal, and that we should have a study made by someone who is accustomed to raising funds for scientific or educational institutions.

There was a general consensus that the Museum should proceed with the study now, but with guidelines being given to Charles Webb as to how it should be conducted: for example, the Museum's focus on its educational function.

With regard to the Board of Directors Agenda it was decided that the budget would be sent out for review in advance with the statement that the Executive Committee recommended its adoption, and with the Board being urged to read the budget in advance. It was hoped that line item discussions could be avoided in favor of a discussion of major themes and challenges. There was a discussion as to whether the budget should assume a capital campaign. Ed Schwartz and David Donaldson suggested that we should keep conservative numbers for the moment to reflect expected capital receipts, but indicate the possible growth potential which could result from a campaign. Lynda also felt that the budget was conservative in that it did not reflect the success which could flow from the Walk-Through Exhibit. It was also suggested that DEC World should be better marketed for the Museum's benefit.

The next meeting of the Committee is on July 18.

BOARD NOMINATION PROCESS

The Status for The Class of 1990:

Gardner Hendrie - re-elect
Nick Pettinella - re-elect
Bill Spencer - elect as a Trustee - letter from Gardner
Russell Noftsker - elect as a Trustee - letter from Gardner
Arthur Humphries - elect as a Trustee - letter form Gardner

Resignation of Bill Foster from Board of Directors; letter from Gardner asking him if he wants to be a Trustee

The Class of 1994 - in place

Charles House, Hewlett Packard, letter of invitation from Gardner;
Milestones Committee

David Kaplan, Price Waterhouse, letter of invitation from Gardner;
Finance Committee

James Sutter, Rockwell, letter of invitation from Gardner

Richard Ruopp, TERC, letter of invitation from Gardner;
Education Committee Chairman

Grant Saviers, DEC, letter of invitation from Gardner

Michael Simmons, Bank of Boston, awaiting letter from Gardner

Issues Pending

Ed Belove, Lotus, awaiting Gardner Hendrie

Mel Bergstein, Computer Sciences Corp, awaiting McKenney and Bodman discussions

Bob Henderson, Greylock, (or C. Waite), Bodman calling Henderson

Fritz Landman, ComputerWorld, a letter of responsibilities for him to consider

Roland Pampel, Bull, awaiting a luncheon date to be set by Del Sesto

Declines

Owen Brown, Ca.

Bob Higgins, Highland Capital, said "Not this year."

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: May 9, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: May 15, 1991 Agenda

The following is the agenda for our May 15th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update
2. Nominations to the Board of Directors
3. Nominations for Chairman of the Board
4. FY92 Budget
5. Agenda for June 28 Board Meeting

We will probably not have time to discuss the Capital Campaign, but I enclose a draft copy of our Case Statement and would appreciate your feedback on it.

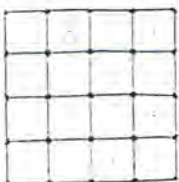
I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget

Draft Agenda for June 28 Board Meeting

Draft Case Statement



THE COMPUTER MUSEUM

FY92 BUDGET

MAY 7, 1991

THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of \$647K for the Museum. This net surplus represents the combined results of two funds; a \$39K surplus in the "Operating Fund" and a \$608K surplus in the "Capital Fund".

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately \$59K. Based on achieving the FY92 Budget, the available cash balance is expected to be about \$656K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum does expect to fall below the Dec requirement to maintain a combined cash balance of \$100K in the month of July. If the combined cash balance were to fall below \$100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building which is not projected to occur during FY92.

OBJECTIVES

Strong emphasis on increasing revenues:

- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

Exhibit development based on specific contributions for exhibits:

- Open "Computer Discovery Center"
- Complete "Kits" program
- Start "Networked Society"

ASSUMPTIONS

- Restructure the Museum's staff to develop and maximize productivity to support budget objectives.
- Continue responsibility for payment of Museum wharf operating costs and mortgage payments.

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events are recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts which were not included in the FY91 Forecast or FY92 Budget since they do not require any cash flow out. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount for FY91 is expected to be approximately \$420K and for FY92 approximately \$500K.

EMPLOYEES

As of June 30, 1991, full time equivalent employees (FTE'S) are expected to be 42. As of June 30, 1992, FTE'S are expected to be 41.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	<u>FY91</u>	<u>FY92</u>
Corporate	120	135
Individual	<u>970</u>	<u>1,115</u>
Total	1,090	1,250

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporate/Foundation Grants	\$ 105	\$ 72
Annual Fund	100	125
Computer Bowl	300	305
Other	<u>1</u>	<u>10</u>
Operating Fund Total	506	512
Capital Fund Total	<u>195</u>	<u>625</u>
Combined Unrestricted Total	701	1,137

RESTRICTED CONTRIBUTIONS

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

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporation/Foundation Grants	\$ 0	\$ 123
Kits	97	0
Mass Council	12	10
Loebner	0	50
Other	<u>0</u>	<u>5</u>
Operating Fund Total	109	188
Capital Fund Total	0	375
Exhibit Fund Total	<u>705</u>	<u>770</u>
Combined Restricted Total	814	1,333

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at \$6.00 and no increase is planned for FY92.

<u>YEAR</u>	<u>NUMBER OF VISITORS</u>	<u>% INC (DEC)</u>	<u>AVERAGE ADMISSION REVENUE PER VISITOR</u>
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	\$2.18
FY86	77,000	NM	2.32
FY87	77,619	8%	2.48
FY88	77,072	(7%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91 (EST.)	130,000	42%	3.85
FY92	130,000	0%	3.85

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	\$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	195
FY92	1,000

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	705
FY92	770

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Draft Agenda for June 28 meeting 8:30 - 12:00 am

- 8:30 Call to Order of Annual Meeting of Members of the Corporation
- Election of New Chairman and Members of the Board (Bodman)
- 8:45 Call to Order of Reconvened Meeting
- 8:50 Election of Board Committees (new chairman?)
- 9:00 FY91 Review (Strimpel)
- 9:15 Development Committee Reports (Morse, Shear, Bell)
- 9:35 Planning for FY92
Overall Goals (Strimpel)
Marketing Initiatives (Dahling)
Budget Discussion (Strimpel, Petinella, McKenney)
- 10:15 Exhibit Planning Timeline (Strimpel)
- 10:25 Computer Discovery Center Project (Welch/Greschler)
- 11:00 Capital Campaign: Status and Discussion of Next Steps (Del Sesto/Cochran)
- 12:00 Meeting Adjourns
- Lunch

THE COMPUTER MUSEUM CAPITAL CAMPAIGN
CASE FOR SUPPORT

Working Draft

April 25, 1991

Executive Summary

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

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

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

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

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

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

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

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

A Commitment to Education

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

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

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

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

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

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

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

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

The Collections: A Record and Resource

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

Museum Ethics

American Association of Museums

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

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

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

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

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

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

The Need

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

*The Jerusalem Post
January 12, 1990*

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

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

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

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

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

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

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: May 9, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: May 15, 1991 Agenda

The following is the agenda for our May 15th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update
2. Nominations to the Board of Directors
3. Nominations for Chairman of the Board
4. FY92 Budget
5. Agenda for June 28 Board Meeting

*bowl net act board
191 vs 213*

We will probably not have time to discuss the Capital Campaign, but I enclose a draft copy of our Case Statement and would appreciate your feedback on it.

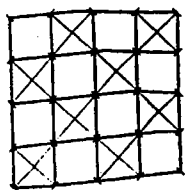
I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget

Draft Agenda for June 28 Board Meeting

Draft Case Statement



THE COMPUTER MUSEUM BOARD OF DIRECTORS

Draft Agenda for June 28 meeting 8:30 - 12:00 am

- 8:30 Call to Order of Annual Meeting of Members of the Corporation
Election of New Chairman and Members of the Board (Bodman)
- 8:45 Call to Order of Reconvened Meeting
- 8:50 Election of Board Committees (new chairman?)
- 9:00 FY91 Review (Strimpel)
- 9:15 Development Committee Reports
(Morse, Shear, Bell)
- 9:35 Planning for FY92
Overall Goals (Strimpel)
Marketing Initiatives (Dahling)
Budget Discussion (Strimpel, Petinella, McKenney)
- 10:15 Exhibit Planning Timeline (Strimpel)
- 10:25 Computer Discovery Center Project (Welch/Greschler)
- 11:00 Capital Campaign: Status and Discussion of Next Steps
(Del Sesto/Cochran)
- 12:00 Meeting Adjourns
Lunch

THE COMPUTER MUSEUM

FY92 BUDGET

MAY 7, 1991

THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of \$647K for the Museum. This net surplus represents the combined results of two funds; a \$39K surplus in the "Operating Fund" and a \$608K surplus in the "Capital Fund".

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately \$59K. Based on achieving the FY92 Budget, the available cash balance is expected to be about \$656K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum does expect to fall below the Dec requirement to maintain a combined cash balance of \$100K in the month of July. If the combined cash balance were to fall below \$100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building which is not projected to occur during FY92.

OBJECTIVES

Strong emphasis on increasing revenues:

- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

Exhibit development based on specific contributions for exhibits:

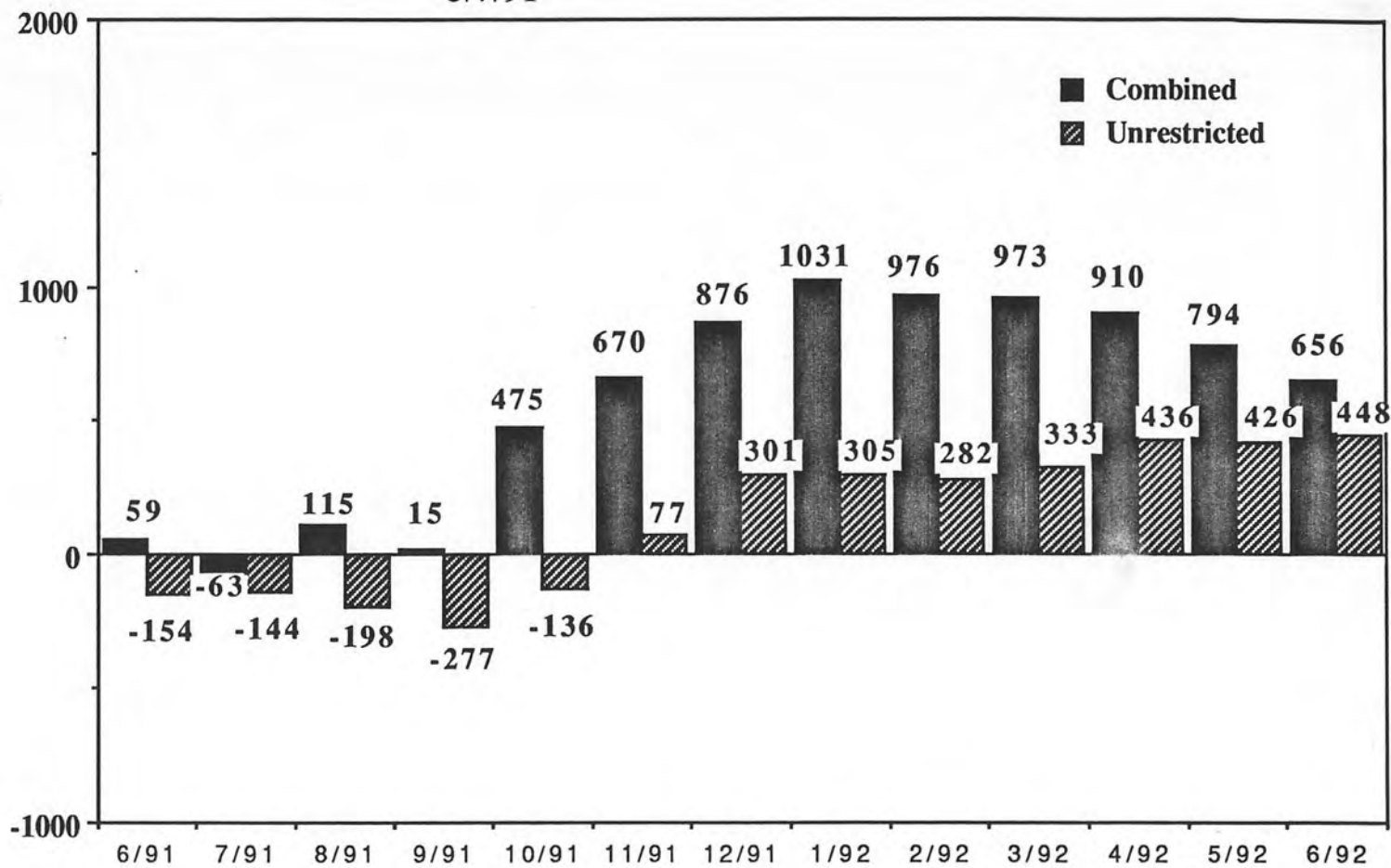
- Open "Computer Discovery Center"
- Complete "Kits" program
- Start "Networked Society"

ASSUMPTIONS

- Restructure the Museum's staff to develop and maximize productivity to support budget objectives.
- Continue responsibility for payment of Museum wharf operating costs and mortgage payments.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	THE COMPUTER MUSEM INC																
2	FY92 BUDGET																
3	7-May-91																
4			OPERATING				CAPITAL			EXHIBITS			COMBINED				
5			FY91	FY91	FY92		FY91	FY91	FY92		FY91	FY91	FY92		FY91	FY91	FY92
6			Budget	Proj.	Budget		Budget	Proj.	Budget		Budget	Proj.	Budget		Budget	Proj.	Budget
7	REVENUES																
8																	
9	Unrestricted Contributions		300	206	207		250	195	625						550	401	832
10	Restricted Contributions		315	109	188				375		761	705	770		1076	814	1333
11	Computer Bowl		300	300	305										300	300	305
12	Corporate Memberships		200	200	231										200	200	231
13	Individual Memberships		52	61	69										52	61	69
14	Admissions		370	520	521										370	520	521
15	Store		268	307	522										268	307	522
16	Functions		153	141	150										153	141	150
17	Interest Income		4	5	24										4	5	24
18	Other		57	32	37										57	32	37
19	Gain (Loss) on Securities							-2									-2
20																	
21	TOTAL REVENUE		2019	1881	2254		250	193	1000		761	705	770		3030	2779	4024
22																	
23	EXPENSES																
24																	
25	Exhibits Development		204	123	82						746	864	670		950	987	752
26	Exhibits & Collection		123	122	135										123	122	135
27	Education		261	257	303										261	257	303
28	Marketing & Memberships		391	288	435										391	288	435
29	General Management		239	226	232						90	72	91		329	298	323
30	Computer Bowl		88	88	119										88	88	119
31	Fundraising		94	85	82		155	176	265						249	261	347
32	Store		232	264	465	4/5	57	11%							232	264	465
33	Functions		74	72	83	14%									74	72	83
34	MW Operating Costs		286	286	279										286	286	279
35	MW Mortgage						147	147	136						147	147	136
36																	
37	TOTAL EXPENSE		1992	1811	2215		302	323	401		836	936	761		3130	3070	3377
38																	
39	NET SURPLUS (DEFICIT)		27	70	39		-52	-130	599		-75	-231	9		-100	-291	647
40																	

The Computer Museum Inc
 FY92 Cashflow Projections
 5/7/91



THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events are recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts which were not included in the FY91 Forecast or FY92 Budget since they do not require any cash flow out. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount for FY91 is expected to be approximately \$420K and for FY92 approximately \$500K.

EMPLOYEES

As of June 30, 1991, full time equivalent employees (FTE'S) are expected to be 42. As of June 30, 1992, FTE'S are expected to be 41.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	<u>FY91</u>	<u>FY92</u>
Corporate	120	135
Individual	<u>970</u>	<u>1,115</u>
Total	1,090	1,250

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporate/Foundation Grants	\$ 105	\$ 72
Annual Fund	100	125
Computer Bowl	300	305
Other	<u>1</u>	<u>10</u>
Operating Fund Total	506	512
Capital Fund Total	<u>195</u>	<u>625</u>
Combined Unrestricted Total	701	1,137

RESTRICTED CONTRIBUTIONS

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

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporation/Foundation Grants	\$ 0	\$ 123
Kits	97	0
Mass Council	12	10
Loebner	0	50
Other	<u>0</u>	<u>5</u>
Operating Fund Total	109	188
Capital Fund Total	0	375
Exhibit Fund Total	<u>705</u>	<u>770</u>
Combined Restricted Total	814	1,333

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at \$6.00 and no increase is planned for FY92.

<u>YEAR</u>	<u>NUMBER OF VISITORS</u>	<u>% INC (DEC)</u>	<u>AVERAGE ADMISSION REVENUE PER VISITOR</u>
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	\$2.18
FY86	77,000	NM	2.32
FY87	77,619	8%	2.48
FY88	77,072	(7%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91 (EST.)	130,000	42%	3.85
FY92	130,000	0%	3.85

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	\$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	195
FY92	1,000

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	705
FY92	770

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

	4/30/90 ACTUAL	FOR THE TEN MONTHS ENDED				FY91 BUDGET	FY91 FORECAST
		BUDGET	4/30/91 ACTUAL	FAV(UNEAV)			
REVENUES:							
Operating Fund	1,288	1,685	1,488	(197)	(12%)	2,019	1,853
Capital Fund	1,087	825	472	(353)	(43%)	1,011	815
Total Revenues	2,375	2,510	1,960	(550)	(22%)	3,030	2,668
EXPENSES:							
Operating Fund	1,195	1,662	1,500	162	10%	1,992	1,847
Capital Fund	936	892	707	185	21%	1,138	1,250
Total Expenses	2,131	2,554	2,207	347	14%	3,130	3,097
NET REVENUES (EXPENSES)	\$244	(\$44)	(\$247)	(\$203)	(461%)	(\$100)	(\$429)
	=====	=====	=====	=====	=====	=====	=====

SUMMARY:

For the ten months ended April 30, 1991, The Museum operated at a deficit of (247K) compared to a budgeted deficit of (44K). As of April 30, 1991, total cash and cash equivalents amounted to 225K.

OPERATING: Operating revenues were 12% under budget due to optimistic unearned revenue streams. Expenses were 10% under budget due to lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 43% under budget due to optimistic contribution expectations. Expenses were 21% under budget due to timing of exhibit related expenses.

THE COMPUTER MUSEUM
BALANCE SHEET
4/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$123,136			\$123,136	\$8,298
Cash Equivalents	102,013			102,013	282,190
Investments				0	53,363
Receivables	10,392			10,392	120,302
Inventory	68,279			68,279	63,212
Prepaid expenses	2,299	147		2,446	15,238
Interfund receivable		373,774		373,774	617,702
	-----	-----	-----	-----	-----
TOTAL	306,119	373,921	0	680,040	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
 TOTAL ASSETS	 \$306,119	 \$445,005	 \$1,737,647	 \$2,488,771	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$144,694	\$27,244		\$171,938	\$158,341
Deferred income	12,633	-		12,633	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	373,774	-		373,774	617,702
	-----	-----	-----	-----	-----
Total	531,101	27,244	0	558,345	792,981
Fund Balances:					
Operating	(224,982)			(224,982)	(213,272)
Capital		417,761		417,761	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(224,982)	417,761	1,737,647	1,930,426	2,176,055
 TOTAL LIABILITIES AND FUND BALANCES	 \$306,119	 \$445,005	 \$1,737,647	 \$2,488,771	 \$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
4/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$11,710)	(\$233,919)	\$0	(\$245,629)	\$748,966
Depreciation			0	0	310,606
Cash from operations	(11,710)	(233,919)	0	(245,629)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	109,910			109,910	(83,875)
Inventory	(5,067)			(5,067)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	77,829	(64,232)		13,597	81,895
Deferred income	(4,305)			(4,305)	(5,292)
Prepaid expenses	11,932	860		12,792	(8,011)
Cash from working capital	190,299	(10,009)	0	180,290	(50,650)
Cash provided by/(used for) Fixed assets					
		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	178,589	(243,928)	0	(65,339)	12,594
Financing:					
Interfund pay. & rec.	(243,928)	243,928		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(243,928)	243,928	0	0	7,564
Net increase/(decrease) in cash & investments	(65,339)	0	0	(65,339)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$225,148	\$0	\$0	\$225,148	\$290,487

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: June 5, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: June 12, 1991 Agenda

The following is the agenda for our June 12 meeting (8:00 a.m., 5th floor conference room).

Agenda:

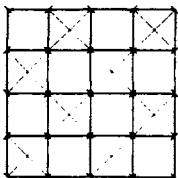
1. Operations update
2. FY92 Budget
3. Nominations to the Board
4. Capital Campaign

Jim Lawrence
Suhay Pahlajhi
James Clark
Charlie Zvakel
Sam Albert

I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget, including changes made at 6/4/91 Finance Committee meeting



RESTRICTED CONTRIBUTIONS

CORPORATE:

Bank of Boston	\$ 5,000	50% asked to re-apply
Boston Company	5,000 (of a \$15K ask)	75% pending
Boston Edison	5,000	50% asked to re-apply
Boston Gas	3,000	75% to submit
Codex/Motorola	5,000	50% to submit
Eastern Enterprises	5,000 (of a \$10K ask)	50% to submit
General Cinema	25,000 (of a 2-year \$100K ask)	75% pending
Houghton Mifflin	2,500 (of a \$10K ask)	50% pending
Liberty Mutual	2,000 (of a \$5K ask)	50% asked to re-apply
Loomis, Sayles	5,000 (of a \$10K ask)	50% pending
Lotus	25,000 (of a \$50K ask)	50% to submit
Mass Mutual	5,000 (of a \$10K ask)	50% to submit
N.E. Telephone	10,000 (of a \$25K ask)	50% pending
Raytheon	10,000 (of a \$25K ask)	90% asked to apply
Shawmut Bank	2,000 (of a \$10K ask)	50% pending
State Street Bank	10,000 (of a \$10K ask)	90% (renewal)
Stride Rite	5,000 (of a \$10K ask)	50% to submit

GOVERNMENT:

MA Cultural Council	\$10,000	20% pending
---------------------	----------	-------------

FOUNDATION:

ADL Foundation	\$ 2,500 (of a \$10K ask)	50% pending
Batson Foundation	1,000	50% to submit
Beveridge Fdn	5,000 (of a \$15K ask)	50% to submit
Boston Foundation	25,000 (of a \$50K ask)	75% to submit
Boston Globe Fdn	10,000 (of a \$25K ask)	50% pending
Cabot Corp Fdn	30,000	50% to submit
Childs Charitable Fdn	5,000	50% to submit
Cox Charitable Trust	20,000 (of a 2-year \$100K ask)	75% pending
Fidelity Foundation	5,000 (of a \$10K ask)	50% pending
Forte Foundation	1,000	50% to submit
John Hancock Fdn	2,000 (of a \$5K ask)	50% pending
GTE Foundation	10,000 (of a \$20K ask)	75% to submit
Hayden Foundation	50,000 (of a \$100K ask)	75% to submit
Hyams Foundation	4,500 (\$2K already confirmed)	75% pending
Millipore Foundation	5,000 (of a \$25K ask)	50% pending
Peabody Foundation	25,000 (of a \$100K ask)	50% to submit
Polaroid Foundation	2,000 (of a \$10K ask)	75% pending
Riley Foundation	25,000 (of a \$50K ask)	50% to submit
Schrafft Charitable Trust	5,000 (of a \$5K ask)	95% renewal
Stevens Foundation	5,000 (of a \$10K ask)	50% to submit
Stone Charitable Fdn	3,000 (of a \$5K ask)	50% to submit

TOTAL RESTRICTED: \$385,000 BUDGETED: \$133,000

GENERAL DEVELOPMENT FY 92 ASSUMPTIONS

UNRESTRICTED CONTRIBUTIONS

CORPORATE:

BULL HN	\$ 15,000	75% to submit
DEC	50,000	95% renewal
IBM	15,000	95% renewal
Texas Instruments	5,000 (of a \$10K ask)	50% pending

FOUNDATION:

Beranek Foundation	1,000	80% pending
Genrad Foundation	1,000	80% pending
Fuller Foundation	5,000 (of a \$20K ask)	50% to submit

GOVERNMENT:

MA Cultural Council	10,000	20% pending
---------------------	--------	-------------

TOTAL UNRESTRICTED: \$102,000 BUDGETED: \$82,000

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM
FY 1991 BOARD OF DIRECTORS
March 1, 1991

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

O:(617) 227-0303

FAX:(508) 393-7707

Dr. Oliver Strimpel
Executive Director
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800

FAX:(617) 426-2943

C. Gordon Bell
Vice President, Engineering
Stardent Computer

Mailing Address:

H:(415) 949-2735

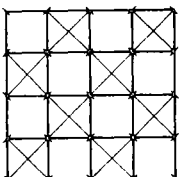
450 Old Oak Court
Los Altos, CA 94022

HOME FAX:(415) 949-2735

Ms. Gwen Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O:(617) 426-2800

FAX:(617) 426-2943



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Belove
1715 Cambridge Street
Cambridge, MA 02138

Home: 492-5048

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O: (617) 338-0930

FAX: (617) 338-0930 ext. 17

Mr. Lawrence S. Brewster
Vice President
Worldwide Operations
Aspen Technology, Inc.
251 Vasser Street
Cambridge, MA 02132

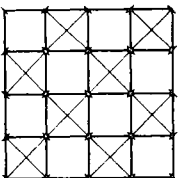
O: (617) 497-9010

FAX: (617) 497-7806

Mr. Richard P. Case
Director of Systems Analysis
IBM Corporation
44 S. Broadway 10th Floor
White Plains, NY 10601

O: (914) 288-4005

FAX: (914) 288-1258 Or 288-1203



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. David L. Chapman
General Partner
Executive Vice President
Landmark Ventures Inc.
313 Speen Street
Natick, MA 01760

O:(508) 650-3500

FAX:(508) 655-1554

Mr. Howard Cox
General Partner
Greylock Management Corporation
One Federal Street
Boston, MA 02110

O:(617) 423-5525

FAX:(617) 482-0059

David Donaldson, Esquire
Ropes & Gray
One International Place 3rd Floor
Boston, MA 02110

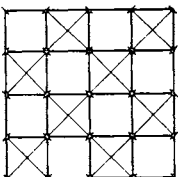
O:(617) 951-7000

FAX:(617) 951-7050

Dr. Jon Eklund
Curator, Division of Computers,
Information and Society
Smithsonian Institution
National Museum of American History
Room 5122
Washington, D.C. 20560

O:(202) 357-2089

FAX:(202) 357-1853



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Edward Fredkin
President
Capital Technologies, Inc.
209 Harvard Street
Brookline, MA 02146

O:(617) 277-1310

FAX:(617) 277-5379

Dr. Richard Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

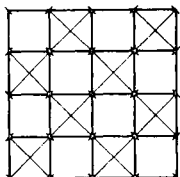
O:(203) 926-1801

FAX:(203) 929-6408

Mr. Max Hopper
Senior Vice President
Information Systems
American Airlines
P.O. Box 619616, MD 4215
Dallas/Fort Worth Airport
Texas 75261-9616

O:(817) 963-2072

FAX:(817) 963-4219



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Charles House
General Manager
Software Engineering Systems Division
Hewlett-Packard Company
1266 Kifer Road
Sunnyvale, CA 94086

O:(408) 746-5589

FAX:(408) 746-5989

Mr. Theodore Johnson
Consultant
736 Annursnac Road
Concord, MA 01742

O:(508) 369-2640

FAX:(508) 371-1363

Mr. David Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

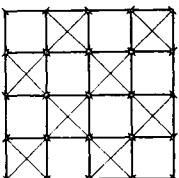
O:(617) 439-7371

FAX:(617) 439-7393

Mr. Mitchell Kapor
Chairman and CEO
ON Technology, Inc.
155 Second Street
Cambridge, MA 02141

O:(617) 876-0900

FAX:(617) 876-0391



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Fritz Landmann
President and Publisher
CW Publishing Inc.
375 Cochituate Road
Framingham, MA 01701

O:(508) 879-0700 ext. 100

FAX:(508) 875-4394

Dr. Robert Lucky
Executive Director
Research Communications Sciences Div.
AT&T Bell Laboratories
Crawford's Corner Road
Room 4E605
Holmdel, NJ 07733-1988

O:(201) 949-4477

FAX:(201) 949-5353

James L. McKenney
Professor
Harvard Business School
5 Winthrop Road
Lexington, MA 02173

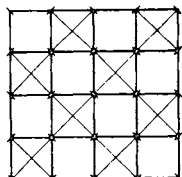
O:(617) 495-6595

FAX:(617) 495-6001

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

O:(617) 536-0470

FAX:(617) 536-2772



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Ms. Laura Barker Morse
Partner
Heidrick and Struggles
One Post Office Square
Boston, MA 02109

O: (617) 423-1140

FAX: (617) 423-0895

Dr. David Nelson
Fluent Machines, Inc.
1881 Worcester Road
Framingham, MA 01701

O: (508) 626-2144

FAX: (508) 820-1106

Dr. Seymour Papert
Professor of Media Technology
Director, Epistemology & Research
MIT
Room E15-309
20 Ames Street
Cambridge, MA 02139

O: (617) 253-7851

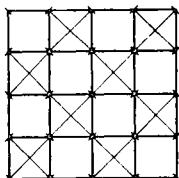
FAX: (617) 253-6215

HOME FAX: (617) 742-7932

Mr. Anthony Pell
President
Pell, Rudman & Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O: (617) 439-6700

FAX: (617) 439-0594



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Nicholas Pettinella
Vice President and CFO
Intermetrics, Inc.
733 Concord Avenue
Cambridge, MA 02138

O: (617) 576-3266

FAX: (617) 547-3879

Dr. John William Poduska, Sr.
President and CEO
Stardent Computer
6 New England Tech Center
521 Virginia Road
Concord, MA 01742

O: (508) 287-0100

FAX: (508) 371-7414

Mr. Jonathan Rotenberg
Chairman
The Boston Computer Society
24 Marlborough Street
Boston, MA 02116

Home: (617) 247-0405

Mr. Richard Ruopp
President Emeritus
Bank Street College
11 York Road
Belmont, MA 02178

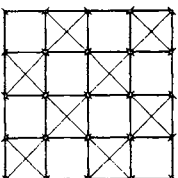
O: (617) 547-0430

FAX: (617) 489-5255

H: (617) 489-5254

Ms. Jean Sammet
Programming Language Consultant
P. O. Box 30038
Bethesda, MD 20824

O: (301) 907-0233



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. F. Grant Saviers
Vice President
Digital Equipment Corporation
146 Main Street
ML) 1-5/B 94
Maynard, MA 01754

O:(508) 493-9765

FAX:(508) 493-1787

Edward A. Schwartz
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O:(617) 695-3660

FAX:(617) 695-3656

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61st Street
New York, NY 10021

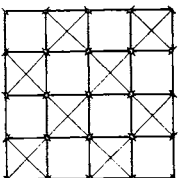
O:(212) 486-9240

FAX:(212) 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O:(617) 275-2400

FAX:(617) 275-5001



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Robert A. Shafto
President
Insurance and Personal Financial Services
The New England
501 Boylston Street
Boston, MA 02117

O:(617) 578-2835

FAX:(617) 421-9316

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
P.O. Box 2393
Boston, MA 02107

O:(617) 720-3436

FAX:(617) 367-0085

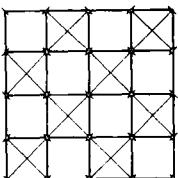
Mr. Michael Simmons
Executive Vice President
Bank of Boston
P. O. Box 2016
MS 01 025JA
Boston, MA 02106

O:(617) 434-6464

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O:(203) 347-3511

FAX:(203) 273-6346



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Casimir S. Skrzypczak
Vice President
Science and Technology
NYNEX Corporation
1113 Westchester Avenue
White Plains, NY 10604-3510

O:(914) 644-6435

FAX:(914) 644-7649

Dr. Ronald G. Smart
Director of Management Systems Research
Digital Equipment Corporation
146 Main Street
ML03-2/F41
Maynard, MA 01754

O:(508) 493-7012

FAX:(508) 493-7337

Mr. James Sutter
Vice President, General Manager
Rockwell International Corporation
P. O. Box 2515
Seal Beach, CA 90740-1515

O:(213) 797-5754

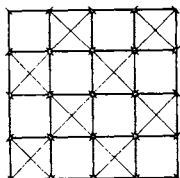
FAX:(213) 797-2449

CLERK
James Davis, Esquire
Bingham, Dana & Gould
150 Federal Street
Boston, MA 02110

O:(617) 951-8000

FAX:(617) 951-8736

Revised March 1, 1991



The Computer Museum
Committees FY91

Ann Jenkins

Executive Committee

Ed Schwartz (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Richard Case
Jim Davis
Gardner Hendrie
Jim McKenney
~~Nick Pettinella~~
~~Dick Ruopp~~

*Ed Belove
Tony Pell
David Kaplan*

Finance Committee

Jim McKenney (chair)
David Kaplan
Nick Pettinella
Richard Stewart
Christopher Wilson

Nominating Committee

Lynda Bodman (chair)
Gwen Bell
Irwin Sitkin

Capital Campaign Working Group

Gordon Bell
Gwen Bell
Dave Donaldson
Gardner Hendrie
Chuck House
Ted Johnson
Andy Miller
Tony Pell

Corporate Membership Committee

Laura Barker Morse (chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytka
Cameron Reed
Lindy Recht
Nancy Robb
Charles Terry

Annual Fund Committee

Hal Shear (chair)
Gwen Bell
Howard Cannon
Steve Golson

Exhibits Committee

Gardner Hendrie (chair)
Edward Belove
Richard Case
Jim McKenney
Dave Nelson

Computer Discovery Center Committee

Ed Belove
Gardner Hendrie
Tracy Licklider
Ike Nasse
Art Nelson
Steve Stadler
James Starkey

Collections Committee

Gwen Bell (chair)
Bruce Brown
Bernard Cohen
Jon Eklund
Jamie Pearson
Ann Russell

Education Committee

Art Bardige
Karen Cohen
Marilyn Gardner
Martin Huntley
Beth Lowd
Jane Manzelli
Adelaine Naiman
Seymour Papert
Jonathan Rotenberg
Dick Ruopp
Hal Shear
Robert Tinker
Joyce Tobias

Waterfront Project Committee

Gwen Bell
David Kaplan
Grant Saviers
Ed Schwartz
Larry Brewster

Computer Bowl Committee

Gwen Bell, National Chairperson
Mimi Macksoud, Chairperson, Major Sponsorship

East Coast:

S. Russell Craig
Steve Golson
Debbie and Ed Kramer
Christopher Morgan
Joyce Plotkin
Susan and Bill Poduska
Tony Rea
Byron Reimus
Dorrit and Grant Saviers

West Coast:

Owen and Brook Brown
Nancy and Pat Forster
Peter Hirshberg
Linda Lawrence
Claudia Mazzetti
Terrylynn Pearson
Lisa Quinones
Kelly Richards
Kathy Sulgit

Pell's

SUMMARY:

THE COMPUTER MUSEUM IS A UNIQUE EDUCATIONAL INSTITUTION

The Computer Museum in Boston, Massachusetts, is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins.

Founded in 1982 as a independent, public nonprofit institution, the Museum has seen rapid growth in the past five years. The operating budget has tripled and annual visitation has grown from 30,000 to 150,000. Traveling exhibits and internationally-distributed educational materials serve an off-site public of over 1 million.

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

Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides an ideal complement to classroom instruction or, in many cases, the only access to education about computers. For visitors of all ages, the Museum experience serves to "demystify" the technology that touches nearly every aspect of society.

PRESERVATION OF COMPUTING HISTORY

The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution to ensure the preservation of history of computing. It is important to preserve for future generations the historical record of computing. Despite its brief history, some of this record has already been lost.

THE NEEDS OF THE MUSEUM

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

The Museum has achieved financial stability through a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

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

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

The Computer Museum

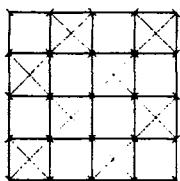
300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

FY92 BUDGET

JUNE 5, 1991



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of \$646K for the Museum. This net surplus represents the combined results of two funds; a \$38K surplus in the Operating Fund, a \$599K surplus in the Capital Fund, and a \$9K surplus in the Exhibit Fund.

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately \$116K. Based on achieving the FY92 Budget, the available cash balance is expected to be about \$713K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum expects the combined cash balance to fall below \$100K in the months of July & September.

Note: If the combined cash balance were to fall below \$100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building.

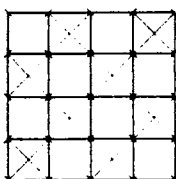
OBJECTIVES

Strong emphasis on increasing revenues:

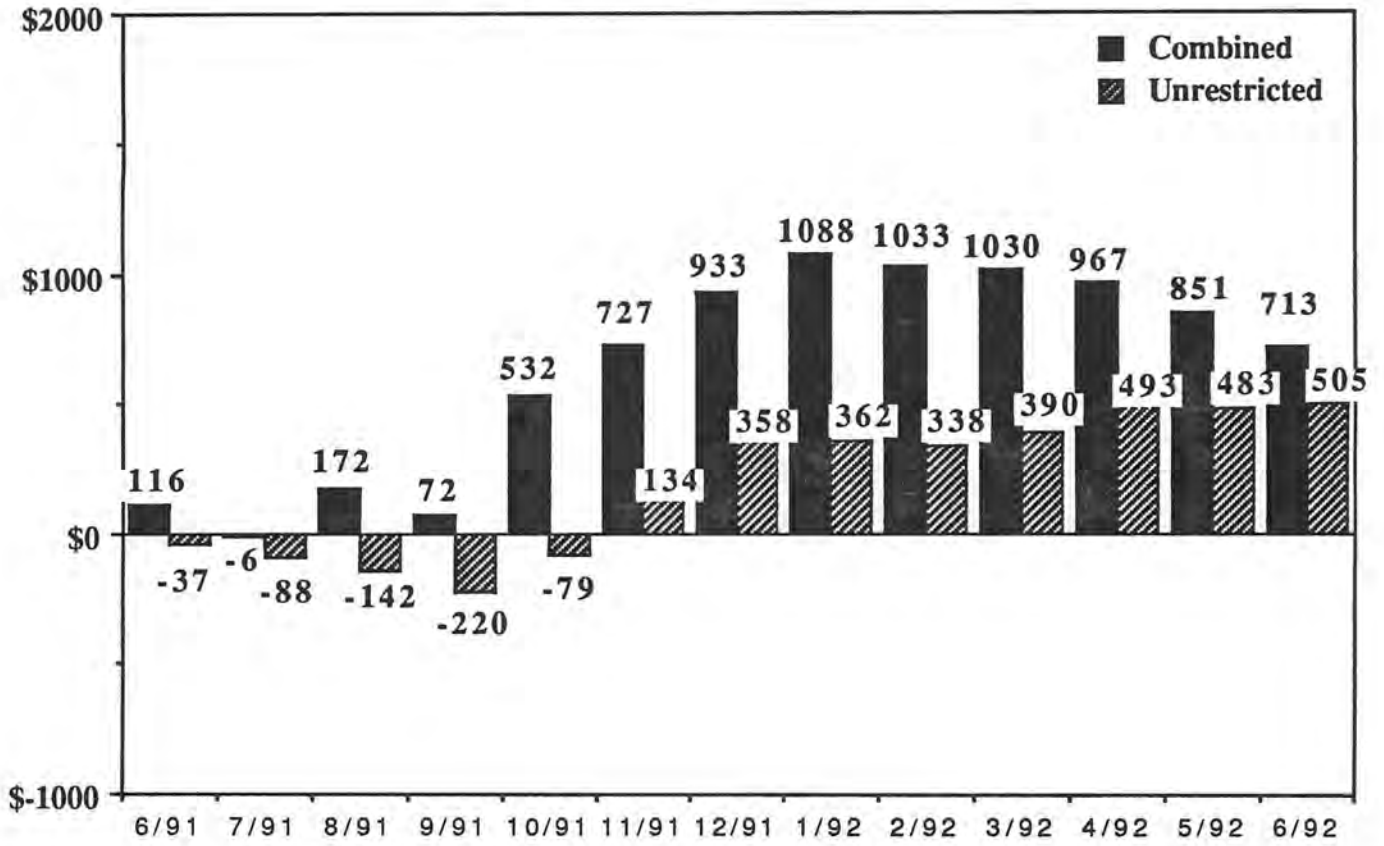
- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

Exhibit development funded by specific contributions for exhibits:

- Open "Computer Discovery Center"
- Complete "Kits" program
- Start "Networked Society"



The Computer Museum Inc
 FY92 Cashflow Projections
 6/5/91



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

FUND ACCOUNTING

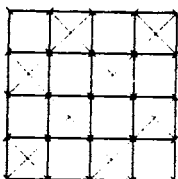
To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

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

Capital Fund: The Capital Fund reflects the activity of fundraising efforts related to establish the Museum and to aid in efforts for the Museum to start an endowment fund.

Exhibits Fund: The Exhibits Fund reflects the activity of major new exhibits that are then transferred to the Plant Fund as a Museum asset.

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



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events are recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts which were not included in the FY91 Forecast or FY92 Budget since they do not require any cash out flow. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount of depreciation for FY91 is expected to be approximately \$420K and for FY92 approximately \$500K.

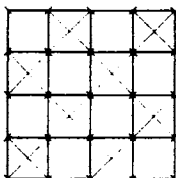
EMPLOYEES

As of June 30, 1991, full time equivalent employees (FTE'S) are expected to be 42. As of June 30, 1992, FTE'S are expected to be 41.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	<u>FY91</u>	<u>FY92</u>
Corporate	120	135
Individual	<u>970</u>	<u>1,115</u>
Total	1,090	1,250



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

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

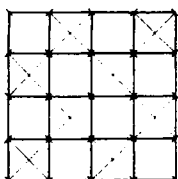
<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporate/Foundation Grants	\$ 99	\$ 72
Annual Fund	100	125
Other	<u>1</u>	<u>10</u>
Operating Fund Total	200	207
Capital Fund Total	<u>149</u>	<u>625</u>
Combined Unrestricted Total	349	832

RESTRICTED CONTRIBUTIONS

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

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

<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporation/Foundation Grants	\$ 0	\$ 123
Kits	106	0
Mass Council	12	10
Loebner	0	50
Other	<u>0</u>	<u>5</u>
Operating Fund Total	118	188
Capital Fund Total	0	375
Exhibit Fund Total	<u>704</u>	<u>770</u>
Combined Restricted Total	822	1,333



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at \$6.00 and no increase is planned for FY92.

<u>YEAR</u>	<u>NUMBER OF VISITORS</u>	<u>% INC (DEC)</u>	<u>AVERAGE ADMISSION REVENUE PER VISITOR</u>
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	\$2.18
FY86	77,000	NM	2.32
FY87	77,619	.008	2.48
FY88	77,072	(.007%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91 (EST.)	130,000	42%	3.85
FY92 (EST.)	130,000	0%	3.85

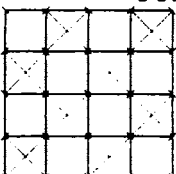
The increase in visitors from FY90 to FY91 was mainly attributable to the opening of The Walk-Through Computer exhibit. The Museum expects to retain the increased level of visitors in FY92 as a result of the opening of the People and Computers exhibit, and marketing efforts, focusing especially on school groups.

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	\$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	149
FY92 (EST.)	1,000



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM

NOTES (Cont'd)

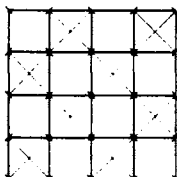
FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	704
FY92 (EST.)	770



The Computer Museum

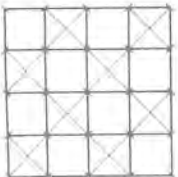
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

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

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



The Computer Museum

BOARD OF TRUSTEES MEETING

February 11 1994

8:30 a.m. - 12:00 p.m.

Draft Agenda

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

BUILDING SCENARIOS

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

Scenario One: Museum Stays in Museum Wharf Through 2004

Plan A: No Expansion

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

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

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

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

Advantages:

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

Disadvantages:

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

Plan B: Museum Wharf Expansion: Seventh Floor

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

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

Advantages

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

Disadvantages

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

Plan C: Museum Wharf Expansion: Building on the Apron

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

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

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

Advantages

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

Disadvantages

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

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

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

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

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

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

Advantages

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

Challenges

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

The Computer Museum—Desired Characteristics of a New Building

Location

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

Exterior Image

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

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

Education Facilities

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

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

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

Exhibit Requirements

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

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

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

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

Visitor Amenities

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

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

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

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

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

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

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

Collections

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

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

Research

A library for use of scholars and staff is needed.

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

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

Administrative

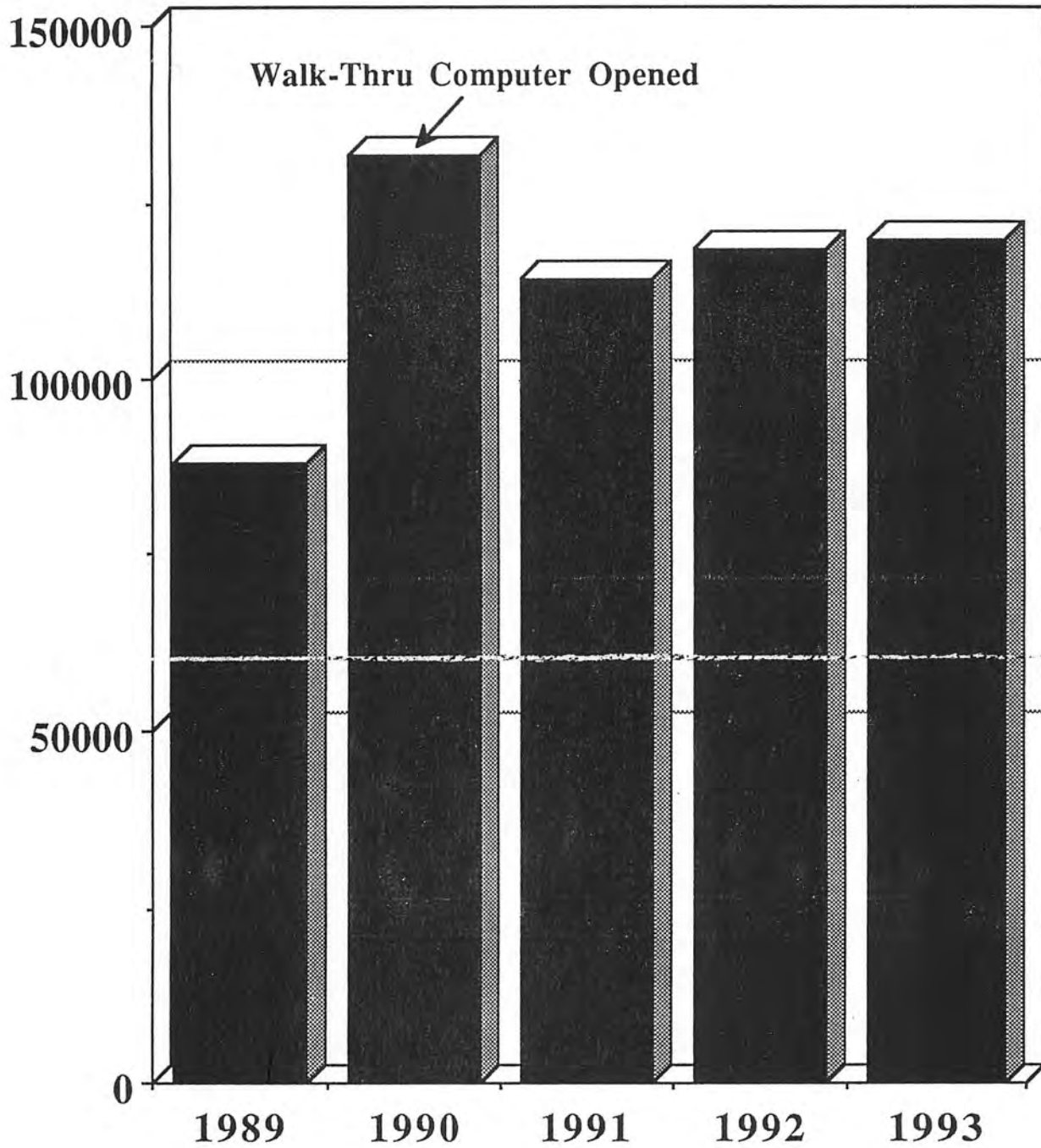
The Museum requires a Board room, perhaps containing selected displays from the collections.

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

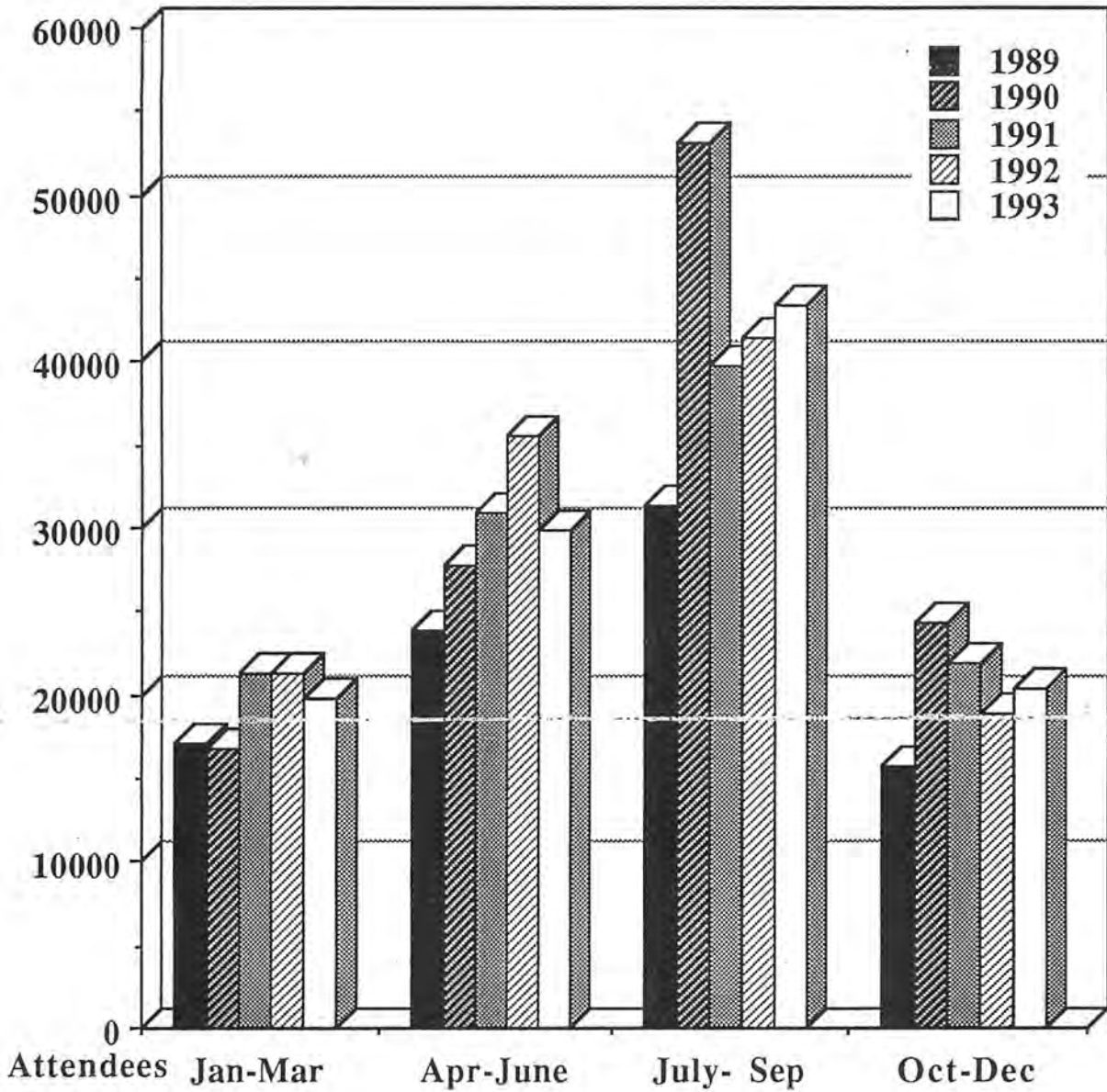
The multi-function auditorium mentioned under the education facilities section, must serve as an effective space for private functions. Requirements include sound-proofing, and good audio-visual technology.

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

The Computer Museum Yearly Attendance



The Computer Museum Attendance by Quarter 1989-93



THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

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

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

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

THE COMPUTER MUSEUM
BALANCE SHEET
12/31/93

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

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

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

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

META

10:30 WED. Dec.

8th - Gwen
Interview

12/7

7845

Wagner Communications

EXPERIENCE

1989-pres. President, WAGNER COMMUNICATIONS

Newton

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

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

1985-89

CONE COMMUNICATIONS

Boston

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

517 Grove Street

Newton, MA 02162

(617) 969-1918

FAX (617) 969-2257

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

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

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

AWARDS

- 1991 *Astrid Grand Award (international) -- Mercomm*
Lamplighter Award -- N. E. Hospital Public Relations & Marketing Assn.
Bellringer Merit Award -- New England Publicity Club (NE Pub Club)
 For decade-in-review publication for Dana-Farber Cancer Institute.
- 1990 *Bellringer and Merit Awards for Special Events Publicity -- NE Pub Club*
 For creating widespread awareness of the Jimmy Fund's Pan-Mass Challenge and the First Boston Marathon Jimmy Fund Walk.
- 1989 *Bellringer Award for Best Magazine Article -- NE Pub Club*
 For positive corporate profile on BioTechnica International in *New England Business*.
- 1989 *Bellringer Merit Award for Excellence in Writing -- NE Pub Club*
 1988 *Hatch Silver Prize for Excellence in Writing -- Ad Club of Greater Boston*
 For BioTechnica International's annual report.
- 1988 *Bellringer Award for Best News Conference -- NE Publicity Club*
 For orchestrating press conference to announce significant research discovery by Integrated Genetics.

EDUCATION

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

AFFILIATIONS

- 1993 Non-Profit Marketing Association (membership pending)

John A. Marchiony

Re. The Computer Museum

January 11, 1994

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

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

Dear Ms. Bodman and Mr. Hendrie:

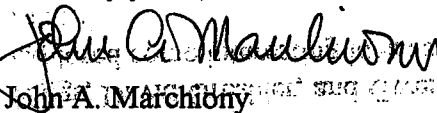
Every contact that I have had to date with The Computer Museum and the members of its team has revealed a new facet to the organization and its goals. I visited for interviews in mid-December and January, and as an inquisitive guest between Christmas and New Year's. I am looking forward to my next Computer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

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

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

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

Sincerely yours,


John A. Marchiony

cc: Oliver Strimpel

John A. Marchiony

Professional Experience

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

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

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

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

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

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

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

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

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

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

Educational Experience

Dartmouth College, Class of 1986

A.B. in Psychology with emphasis on social and developmental psychology.

Activities: Chairman, Winter Carnival; Safety Director, Dartmouth Outing Club; Director, Freshman Trip Leaders Training Program State of New Jersey Alternate Route Teacher Certification Program, September 1989 - April 1990

John A. Marchiony

120K in July

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

JANUARY 24th 1st Birthday

60K sq. ft.
12M/yr
1M people/yr

Professional Experience

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

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

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

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

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

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

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

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

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

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

Educational Experience

Dartmouth College, Class of 1986

A.B. in Psychology with emphasis on social and developmental psychology.

Activities: Chairman, Winter Carnival; Safety Director, Dartmouth Outing Club; Director, Freshman Trip Leaders Training Program State of New Jersey Alternate Route Teacher Certification Program, September 1989 - April 1990

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

617-262-6360

SUMMARY:

THE ARTFUL HAND GALLERY

1990-present

Management Consultant

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

Designed training programs for hourly and management personnel.

Designed and implemented corporate sales program.

RESIDENCE INN BY MARRIOTT

Director-Marketing and Sales

1987-1989

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

Responsible for the national reservations center and telemarketing support functions.

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

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

THE RESIDENCE INN COMPANY

National Director--Sales and Marketing Systems

1985-1987

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

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

Responsible for the national reservations center.

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

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

Regional Director of Sales and Marketing

1985-1986

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

Managed cluster sales and advertising programs for geographically clustered hotels.

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

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

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

BOSTON MARRIOTT LONG WHARF HOTEL

Director of Marketing

1983-1985

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

Responsible for group and transient/leisure rooms marketing.

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

Managed advertising agency and public relations agency.

Developed and administered budget.

MARRIOTT DALLAS NATIONAL SALES OFFICE

National Sales Manager

1981-1983

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

Hired, trained, and developed manpower for the office.

Developed and administered office budget for expenses and production.

Organized trade shows and special events.

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

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

MARRIOTT LOS ANGELES NATIONAL SALES OFFICE

Regional Sales Manager

1979-1981

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

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

DALLAS MARRIOTT--MARKET CENTER

Sales Manager

1977-1979

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

Worked with transient programs for corporate and military market segments.

EL CHICO CORPORATION

Merchandising Manager

1976-1977

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

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

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

EDUCATION:

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

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: April 7, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: April 13 Meeting

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

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

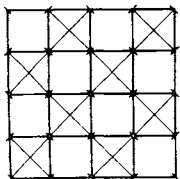
Please note that the May Executive Committee meeting is Monday, May 16, from 8:00 a.m. to 10:00 a.m.

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

I look forward to seeing you on next Wednesday.

Enclosures:

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



TO: Executive Committee
From: Oliver Strimpel
Date: April 6, 1994

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

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

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

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

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

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

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

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

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

* * *

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

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

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

	OPERATING FY94		OPERATING FY93		CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual		Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE	△	ε	ε	△								
Restricted Support:												
Clubhouse	42 186,480	144 261,825	175 87 27,947						186,480	261,825	-75,345	287,900
Exhibit Related	49,900	72,800	24,581		95,153	471,000			145,053	543,800	-398,747	732,000
Govt & Foundation	10,286		41,391						10,286		10,286	
Endowment												
Unrestricted Support:												
Capital Campaign					151,428	435,200			151,428	435,200	-283,772	726,200
Corporate Membership	127,025	139,400	132,750						127,025	139,400	-12,375	205,000
Foundation	24,180		1,000						24,180		24,180	
Computer Bowl	218 256,550	92 308,400	29 179 254,450						256,550	308,400	-51,850	388,000
Membership Fund	136,047	131,580	98,955						136,047	131,580	4,467	178,000
Admission	356,778	375,539	343,643						356,778	375,539	-18,761	536,841
Store	25 198,469	173 240,926	219 21 164,528						198,469	240,926	-42,457	332,395
Functions	70 134,411	64 95,480	51 44 108,935						134,411	95,480	38,931	140,352
Exhibit Sales	-10 17,997	28K 60,000	15K 25 44,240						17,997	60,000	-42,003	90,000
Other:												
Interest Income	2,476	5,200	2,348				3,070 4,680		5,546	9,880	-4,334	12,000
Rental Income			5,950									4,000
Program Income		1,800	6,092							1,800	-1,800	2,500
Collections	200	3,000	3,732						200	3,000	-2,800	4,000
TOTAL SUPPORT/REVENUE	1,500,799	1,695,950	1,260,542		246,581	906,200	3,070 4,680		1,750,450	2,606,830	-856,380	3,639,188
EXPENSES												
Exhibit Development	44,472	76,925	11,134		131,655	324,306			176,127	401,231	-225,104	580,485
Exhibit Maint/Enhancement	40,257	32,047	52,424		1,917	19,943			42,174	51,990	-9,816	69,578
Exhibit Sales/Kits	28,273	35,220	47,615						28,273	35,220	-6,947	52,610
Collections	49,004	46,760	45,948						49,004	46,760	2,244	62,400
Education & Admission	195,943	219,604	195,468						195,943	219,604	-23,661	292,570
Clubhouse	144,193	175,625	23,289						144,193	175,625	-31,432	236,000
Marketing	193,180	177,255	126,964						193,180	177,255	15,925	229,190
Public Relations	73,092	70,111	59,861						73,092	70,111	2,981	93,334
Store	173,511	202,156	154,108						173,511	202,156	-28,645	268,932
Functions	64,297	51,051	49,111						64,297	51,051	13,246	69,402
Computer Bowl	37,775	28,875	22,543						37,775	28,875	8,900	135,324
Fundraising	42,029	48,915	40,486		93,458	164,699			135,487	213,614	-78,127	286,585
Membership Fund	36,752	62,730	23,557						36,752	62,730	-25,978	83,611
Museum Wharf												
Op Exp	227,668	226,503	222,698						227,668	226,503	1,165	302,000
Mortgage					95,870	95,867			95,870	95,867	3	126,977
General Management	199,001	166,496	170,566						199,001	166,496	32,505	213,271
TOTAL EXPENSE	1,549,447	1,620,273	1,245,772		322,900	604,815			1,872,347	2,225,088	-352,741	3,102,269
NET REVENUE	-48,648	75,677	14,770		-76,319	301,385	3,070 4,680		-121,897	381,742	-503,639	536,919

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

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

04/06/94

THE COMPUTER MUSEUM
BALANCE SHEET
03/31/94

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

The Computer Museum

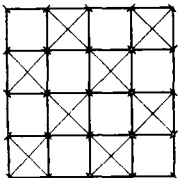
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

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

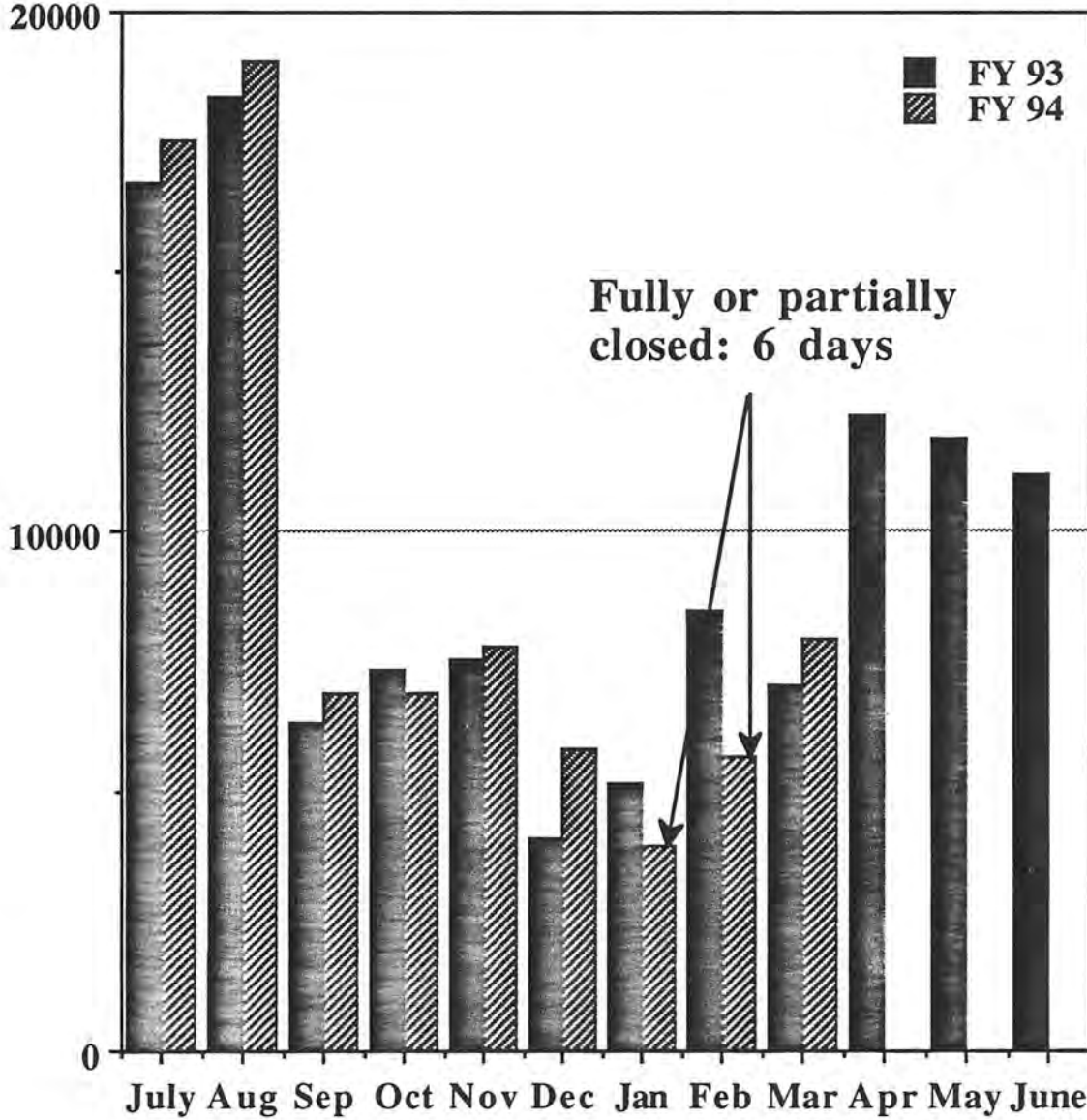
1. Operations Update
2. California Office
3. The Role of Overseers



The Computer Museum

Attendance: FY 93 and 94

Number of
People



The Computer Museum
 Admissions Report
 04-APR-1994

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

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

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

**The Computer Museum
Compensation/Human Resources Committee**

Charter:

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

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

Memorandum

DATE: April 7, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: California Office

Comparative Budget

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

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

Staffing

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

Reporting Relationship to Museum's Organization

- The Director of the West Coast Office reports to the Executive Director.
- Dotted-line reporting relationships exist on a project-by-project basis:

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

30
20
20

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

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

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

△

-5

04/06/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

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

04/06/94

THE COMPUTER MUSEUM
BALANCE SHEET
03/31/94

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

Executive Committee Meeting

8-10 am May 19
6th floor conference room

AGENDA

Operations Update

Computer Bowl and Auctions Report

FY95 Budget Presentation & Discussion

Nominating Committee Report & Discussion of the Role of the Overseers

Long-Range Plan

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

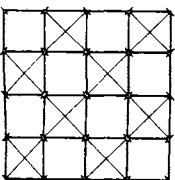
Memorandum

DATE: May 13, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: FY95 Budget & Ten-Month Financials

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

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

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



The Computer Museum
Admissions Report
03-MAY-1994

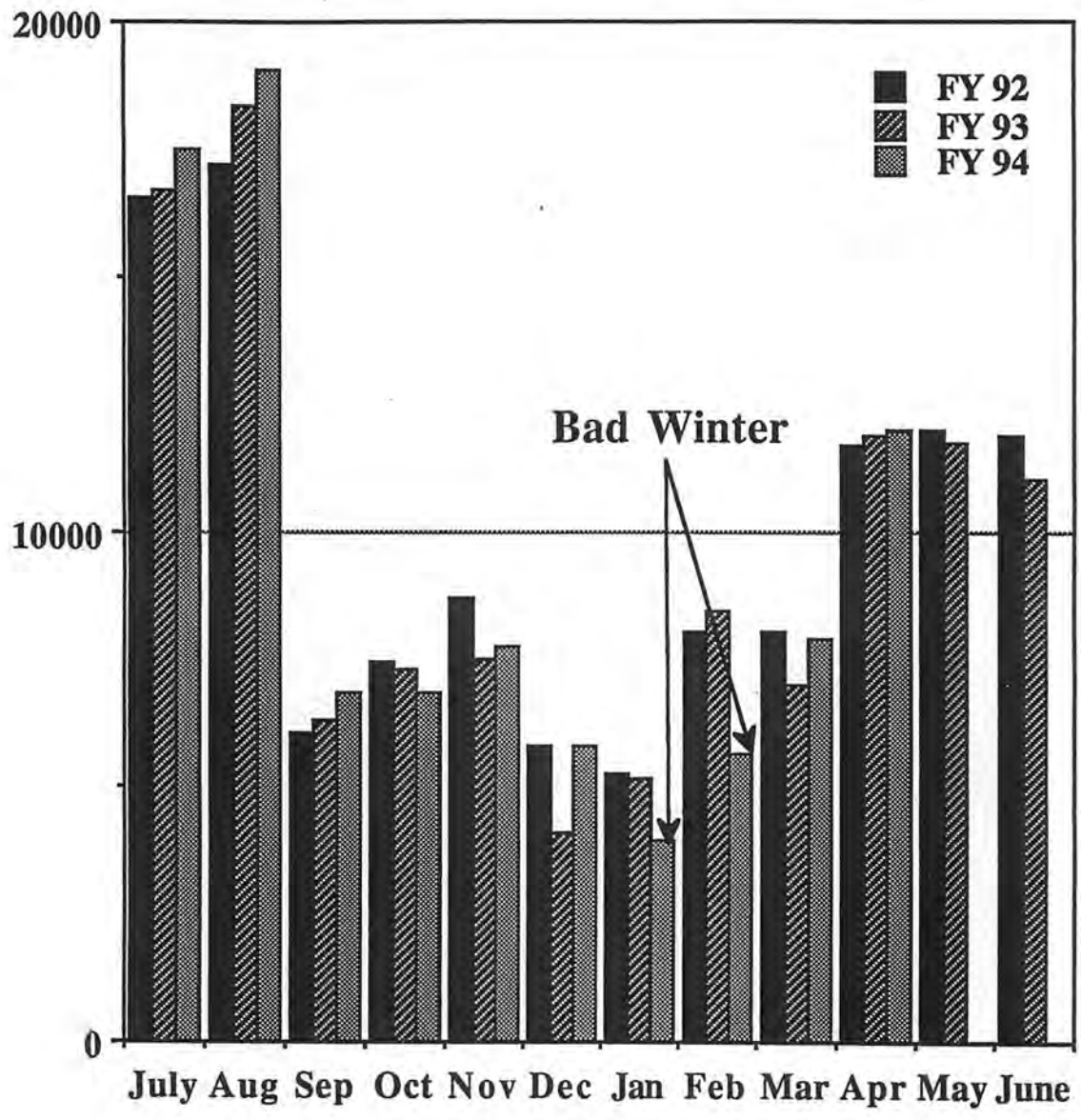
Weekly Comparison 1994 vs. 1993	1994 Apr 1-Apr 30	1993 Apr 1-Apr 30	Change	Change
Adults	5614	5629	-15	-0.3%
Children	5927	5753	174	3.0%
Infants	274	308	-34	-11.0%
Seniors	170	203	-33	-16.3%
TOTAL PEOPLE	11985	11893	92	0.8%
TOTAL REVENUE	\$46,586	\$50,137	-\$3,551	-7.1%

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

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

The Computer Museum

Total Visitors: Thru April, FY 94



05/11/94

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

2
250
5.3
750
1250
50

	OPERATING FY94		OPERATING FY93		CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94	
	Actual	Budget	Actual		Actual	Budget	Actual	Budget	Actual	Budget				
SUPPORT/REVENUE														
<i>publication</i> Restricted Support:														
Clubhouse	202,667	270,525	38,030						202,667	270,525	-67,858	287,900	249,500	+15K
Exhibit Related	68,363	82,000	24,581		103,590	524,000			171,953	606,000	-434,047	732,000	526,363	
Govt & Foundation	2,982		41,391						2,982		2,982		10,286	
Endowment														
Unrestricted Support:														
Capital Campaign					151,428	474,200			151,428	474,200	-322,772	726,200	352,050	
Corporate Membership	152,525	153,750	154,750						152,525	153,750	-1,225	205,000	192,725	
Foundation	24,180		1,000						24,180		24,180		24,180	
Computer Bowl	294,125	358,800	298,100	+271					294,125	358,800	-64,675	388,000	438,000	+301 +247
Membership Fund	153,220	150,440	113,768						153,220	150,440	2,780	178,000	178,000	
Admission	404,767	431,983	393,798						404,767	431,983	-27,216	536,841	510,000	
Store	221,262	272,330	186,658	+16K					221,262	272,330	-51,068	332,395	260,000	+40 +60K
Functions	154,034	106,480	120,773	+69K					154,034	106,480	47,554	140,352	160,000	+82 +88K
Exhibit Sales	17,997	70,000	49,240	-1K					17,997	70,000	-52,003	90,000	35,000	-2K +13K
Other:														
Interest Income	2,465	5,800	2,719				3,315	4,680	5,780	10,480	-4,700	12,000	3,000	
Rental Income			5,950									4,000		
Program Income		2,000	6,092							2,000	-2,000	2,500	200	
Collections	350	3,300	4,413						350	3,300	-2,950	4,000	350	
<i>internet auction</i> TOTAL SUPPORT/REVENUE	1,698,937	1,907,408	1,441,263		255,018	998,200	3,315	4,680	1,957,270	2,910,288	-953,018	3,639,188	2,939,654	+8K
EXPENSES														
Exhibit Development	50,019	85,395	30,135		163,759	375,350			213,778	460,745	-246,967	580,485	441,500	
Exhibit Maint/Enhancement	49,498	35,740	55,436		2,064	22,160			51,562	57,900	-6,338	69,578	52,000	
Exhibit Sales/Kits	32,086	41,080	50,376						32,086	41,080	-8,994	52,610	38,000	
Collections	54,024	51,950	50,876						54,024	51,950	2,074	62,400	64,000	
Education & Admission	215,352	244,012	213,575						215,352	244,012	-28,660	292,570	260,000	
Clubhouse	156,899	196,140	29,254						156,899	196,140	-39,241	236,000	191,900	
Marketing	206,093	192,680	136,944						206,093	192,680	13,413	229,190	245,000	
Public Relations	78,257	77,916	65,983						78,257	77,916	341	93,334	91,455	
Store	191,058	224,804	170,268						191,058	224,804	-33,746	268,932	219,559	
Functions	70,957	56,791	52,776						70,957	56,791	14,166	69,402	78,600	
Computer Bowl	61,956	33,230	27,438						61,956	33,230	28,726	135,324	137,600	
Fundraising	49,214	54,345	42,297		105,736	181,331			154,950	235,676	-80,726	286,585	140,000	
Membership Fund	40,600	69,700	26,171						40,600	69,700	-29,100	83,611	50,000	
Museum Wharf														
Op Exp	255,239	251,670	246,698						255,239	251,670	3,569	302,000	316,923	
Mortgage					106,286	106,283			106,286	106,283	3	126,977	126,977	
General Management	220,589	181,970	189,917						220,589	181,970	38,619	213,271	262,000	
TOTAL EXPENSE	1,731,841	1,797,423	1,388,144		377,845	685,124			2,109,686	2,482,547	-372,861	3,102,269	2,715,514	
NET REVENUE	-32,904	109,985	53,119		-122,827	313,076	3,315	4,680	-152,416	427,741	-580,157	536,919	224,140	

05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

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

05/11/94

THE COMPUTER MUSEUM
BALANCE SHEET
04/30/94

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

05/18/94

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

PROJECT: NETWORKED SOCIETY
TOTAL ESTIMATED PROJECT COST 650,000

	<u>TOTAL</u>	<u>FY93</u>	<u>FY94</u>
CASH COLLECTED			
Corporate Contributions	395,000		395,000
Foundation Grants	100,304	50,000	50,304
Total	495,304	50,000	445,304
REPORTED AS REVENUES & EXPENSES			
REVENUES	172,053	50,000	122,053
EXPENSES			
Personnel Expense	104,449	18,823	85,626
Administrative Expense	8,561	2,163	6,398
New Exhibit Production	11,630	64	11,566
Overhead (18%)	47,413	28,950	18,463
Total	172,053	50,000	122,053
Fund Balance (Deferred Revenue)	323,251		323,251
Expenses and fund balance	495,304	50,000	445,304
COMMITTED PLEDGES (Cash not received)			
Stratus	20,000		
Welfleet	25,000		
HCHP	25,000		
Total	70,000		
PROPOSALS PENDING			
Comm. Mass Trans. Authority	100,000		
Nat'l Science Foundation	500,000		
Unysis	50,000		
3 Com	50,000		
Sprint	100,000		
Baryan	50,000		
	850,000		

NOTES ON DRAFT FY95 BUDGET

Operating Fund

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

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

- \$110,000 associated with the new publications program

- \$58,000 from increased corporate membership

- \$32,000 from increased membership fund contributions

- \$40,000 from the Internet Auction

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

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

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

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

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

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

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

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

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

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

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

Note: A 4 percent salary increase is budgetted.

Capital Fund

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

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

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

Memorandum

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

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

The agenda for the meeting is enclosed.

FY95 Budget

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

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

Long Range Plan

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

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

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

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



Great Feet! by Stride Rite
&
The Computer Museum



Great Feet! Overview

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

The Role of The Computer Museum

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

How The Computer Museum Benefits

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

Marketing and Public Relations

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

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

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

Industry Relationships and Development

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

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

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

Opening Relationships

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

Investigation of Potential

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

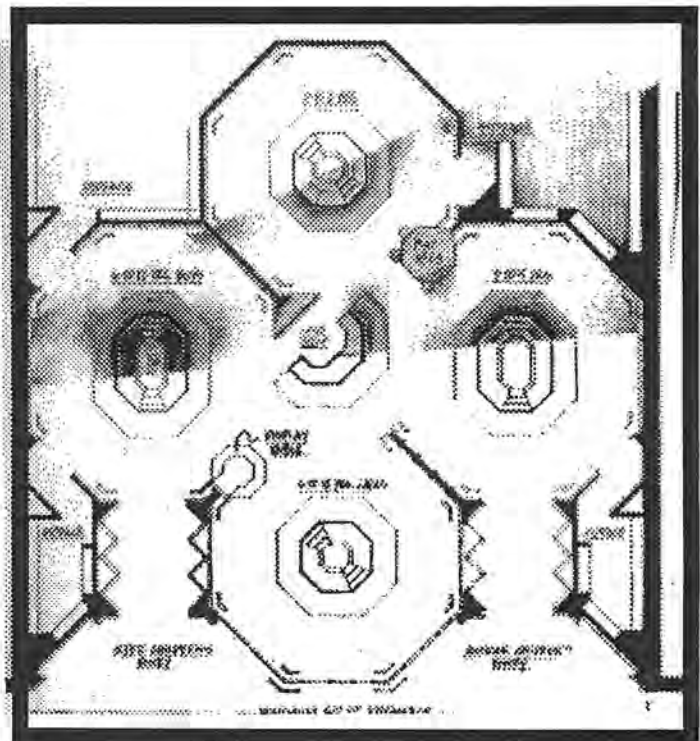
Sharing Resources

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

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

Store Layout

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



for each station is described as follows:

General

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

Infants

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



Toddlers

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

6-12 Year Boys

This section of the store is designed to create a basketball court atmosphere. The interactive is designed to provide informal education as well as provide information produced by Knowledge Revolution. Shootout allows the user to shoot a virtual basketball. Users get instant feedback on their shot for better accuracy. Sound effects highlight successful shots and "airballs".



signed to reflect a school yard basketball court designed in accordance with this theme, as well as a basketball hoop. An adaptation of Interactive Physics, a virtual basketball in a simulated environment and can change the angle and velocity of their shot. Effects highlight successful shots, as well as

6-12 Year Girls

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

Hardware Specifications

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

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

How Tall Are You?

Macintosh Classic (4MB RAM, 40 MB Hard Drive)

HTAY? Sensor array (Designed by TCM)

External Speaker

Interactive Stations

Macintosh Quadra 610 (8MB RAM, 100 MB Hard Drive, CD-ROM Drive)

Touch Screen Monitor

Keyboard

Mouse

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

FRAMEWORK FOR THE COMPUTER MUSEUM'S STRATEGIC PLAN

Introduction

Museum Mission
Strategic Analysis
Strategy
Ten-year Objectives

THREE-YEAR PLAN FY95-97

I. Onsite Programs

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

II. National & International Programs

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

III. Collections Plan

Plan for new acquisitions, collections management, and documentation.

IV. Marketing Plan (to be developed)

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

V. Institutional Advancement (to be developed)

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

VI. Finance (to be developed)

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

VII. Administration (to be developed)

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

VIII. Diversity (to be developed)

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

TEN YEAR PLAN (to be developed)

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

Building Scenarios

Onsite Programs

National & International Programs

Marketing

Institutional Advancement

Finance

Administration

Diversity

THE COMPUTER MUSEUM: DRAFT STRATEGIC PLAN

INTRODUCTION

1. Museum Mission

The Computer Museum's mission is to:

- I. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers
- II. preserve and celebrate the history and promote the understanding of computers worldwide
- III. be an international resource for research into the history of computing.

2. Strategic Analysis

Milieu

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

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

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

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

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

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

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

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

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

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

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

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

3. Strategy

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

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

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

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

4. Ten-Year Program Objectives

1. Become a world class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.
2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.
3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support the national education reform movement.
4. Define and implement the "on-line" Computer Museum.
5. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing
6. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of electronic computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

THREE-YEAR PLAN: FY95-97

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

I. ONSITE PROGRAMS

A. EXHIBIT PROGRAM

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

Content

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

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

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

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

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

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

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

Visitor research points out two areas the public would like addressed:

1. The future: visitors seek access to cutting edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

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

Exhibit Approach

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

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

Space

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

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

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

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

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

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

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

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

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

- Mission:** The Ride serves as an introduction to the Walk-Through Computer exhibit, introducing visitors to the basic elements of computer hardware and system software. It greatly increases the effectiveness of the Walk-Through Computer as an exhibit that explains how computers work.
- Audience:** Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.
- Positioning:** No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading edge institution, and accelerate the repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage which has been the Museum's best promotion vehicle to date.
- Fundability:** Two funding models exist:
-Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
-Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.
- Leverage:** The Ride could be replicated for the cost of duplicate hardware only. Additional exposure and revenues would come from the Walk-Through Computer book and CD-ROM sales to people who experience the Ride and its copies.

Computers in Entertainment

- Cost:** c. \$1,000,000
- Opening:** June 96 or June 97
- Description:** A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.
- Mission:** Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.
- Audience:** This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.
- Positioning:** *Computers in Entertainment* furthers the "fun" and "cutting edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.
- Fundability:** Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA.

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

Group Simulation Installation

Cost: c. \$750,000

Opening: June 96 or June 97

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

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

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

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

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

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

Conclusions: Framework for Exhibit Plan

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

Appendix I contains the exhibit development schedule and maps.

B. OVERALL ONSITE VISITOR EXPERIENCE

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

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

Apron

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

Lobby

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

Signage

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

Parking

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

Visitor Services

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

Exhibit Maintenance

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

C. ONSITE EDUCATION PROGRAMS

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

The Computer Clubhouse

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

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

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

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

Teacher Development Program

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

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

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

Visitor Services Program

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

D. ONSITE SPECIAL EVENTS

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

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

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

E. RESEARCH

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

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

II. NATIONAL AND INTERNATIONAL PROGRAMS

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

Outline Only

Exhibit Licensing

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

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

Clubhouse Dissemination

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

Teacher guides: Clubhouse Project Guides will provide information and on resources
Establish Offsite Clubhouse program: assist in the creation of offsite Clubhouses, starting in the greater Boston area.

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

Clubhouse video to inspire and assist others to develop similar centers

Clubhouse book

Traveling Exhibit Plan

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

Computer Museum Products and Educational Materials

Computer Museum Book Series

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

Walk-Through Computer CD-ROM

Software based on exhibits and collections

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

National Events

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

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

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

"The On-Line Museum"

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

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

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

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

III. COLLECTIONS PLAN

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

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

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

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

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

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

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

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

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

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

Appendix I: Exhibit Development Plan

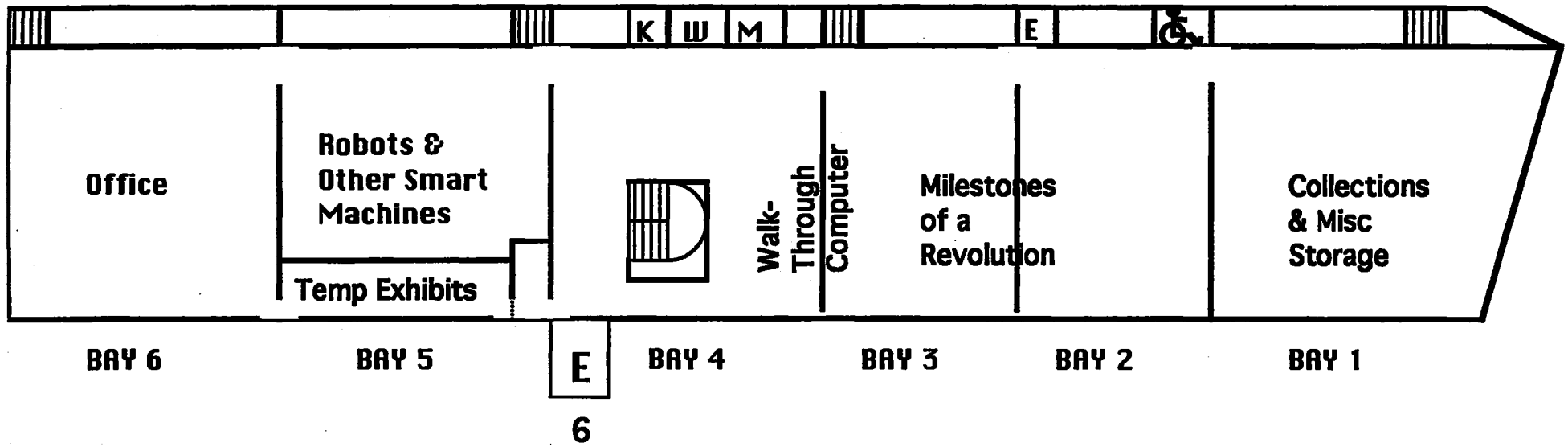
Permanent Exhibits

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

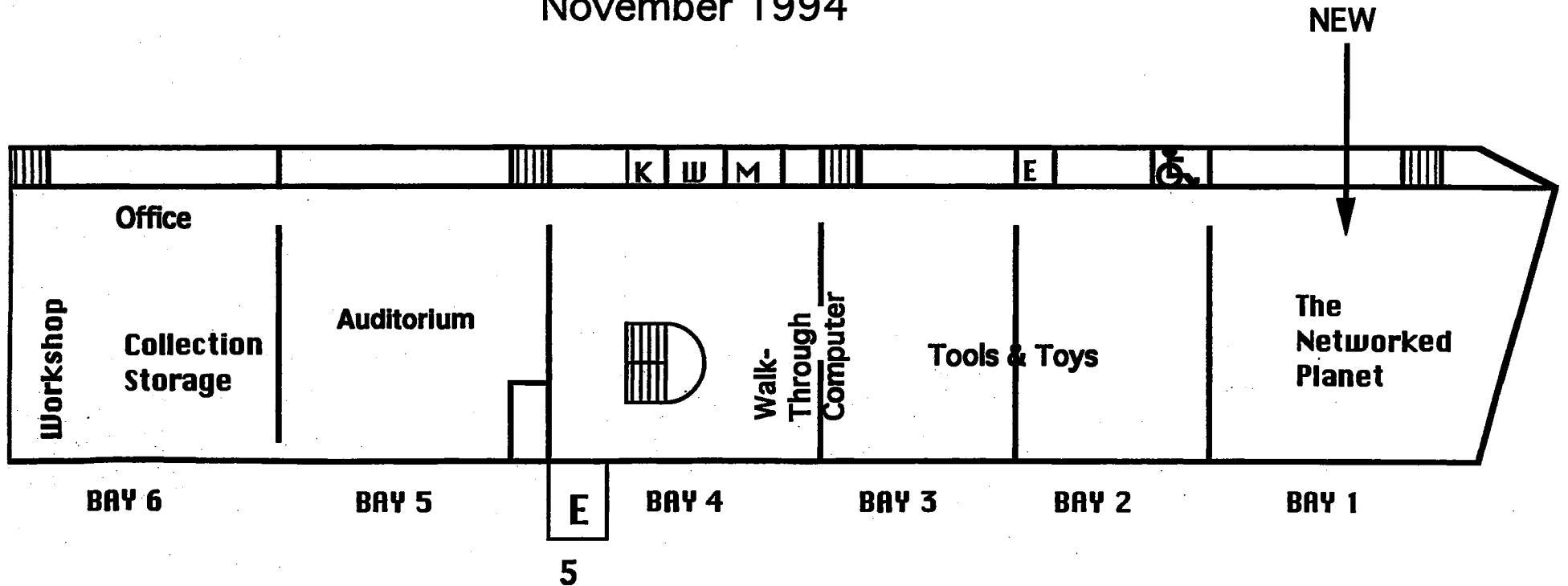
Temporary Exhibits

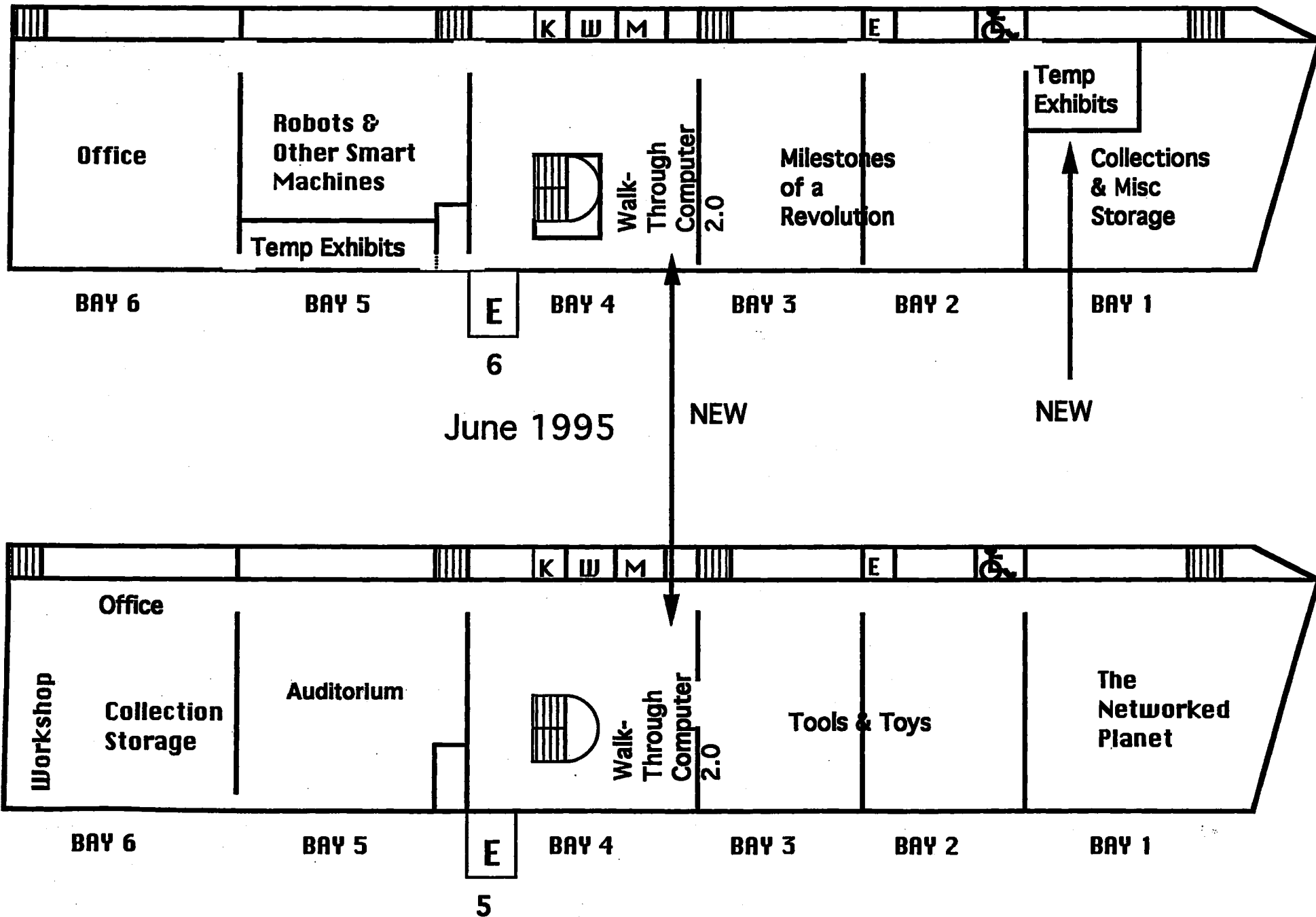
FY95							
Oct 94 - Feb 95	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with De-Cordova Museum	Skyline Room
April 1- May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush- handling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

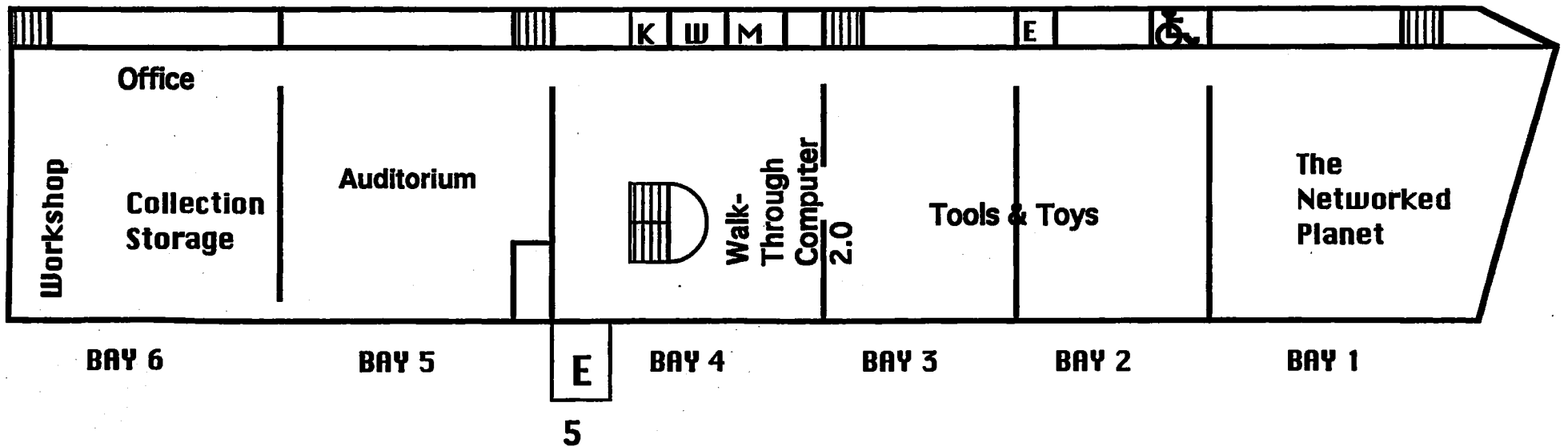
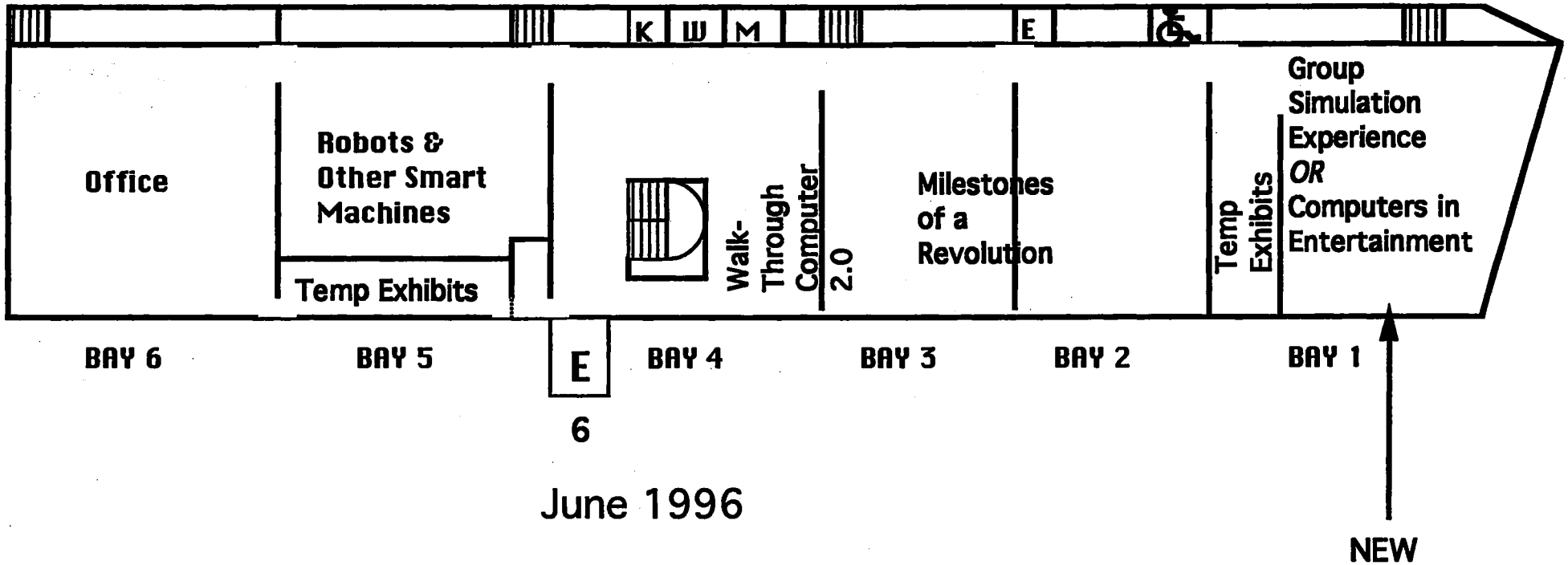
FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	Topic Issues: Yet to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process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

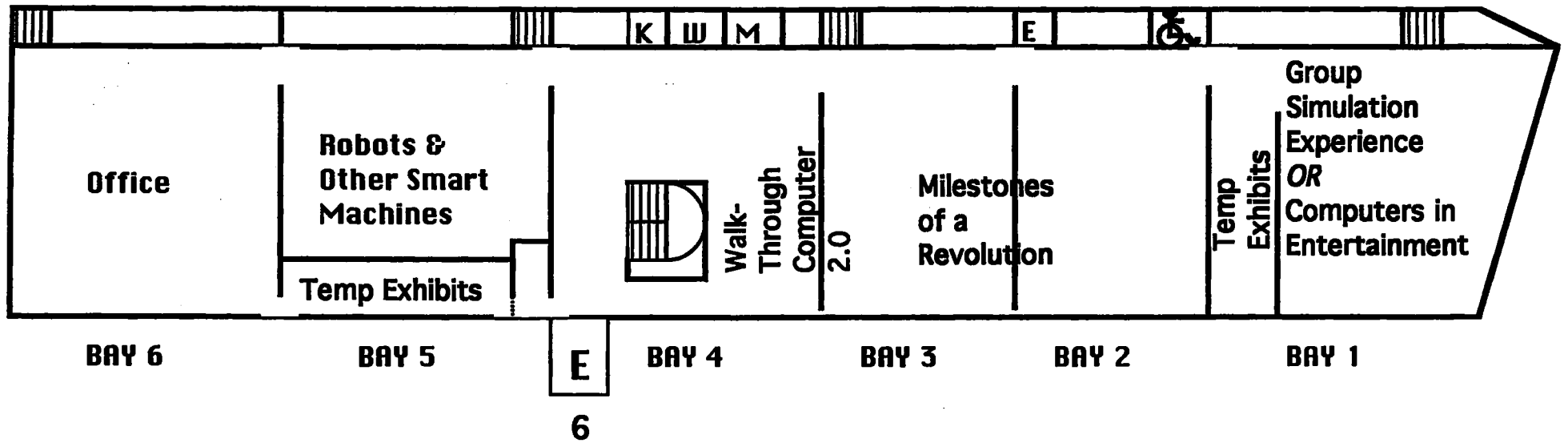


November 1994





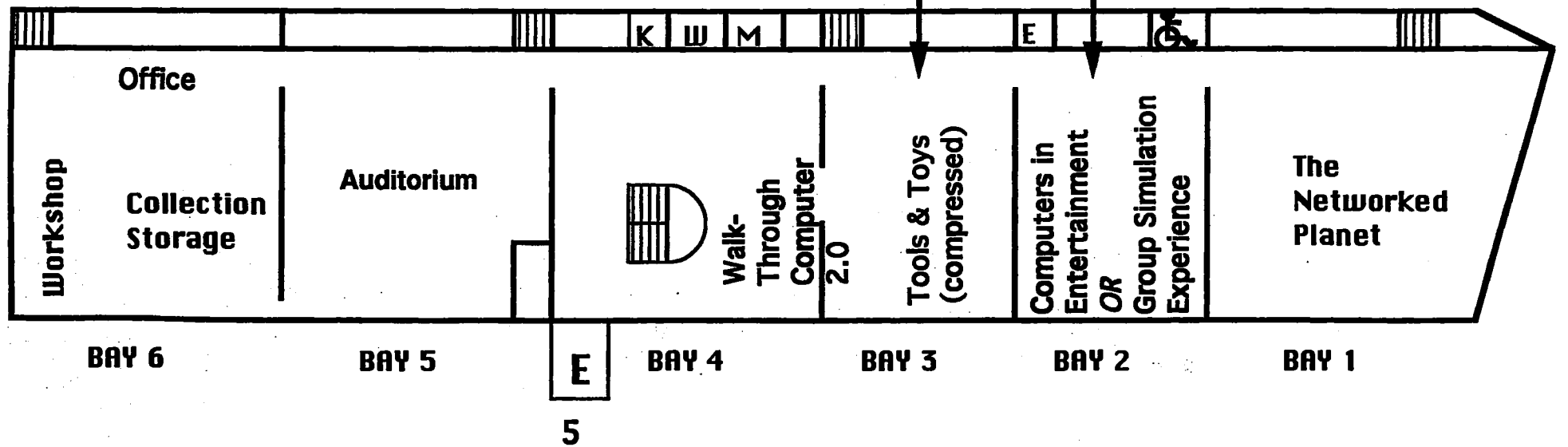




June 1997

REDONE

NEW



Appendix 2: Computer Clubhouse Schedule July 1993-July 1997

	July '93-June '94 Opening & Intensive Formative Evaluation	July '94-June '95 Refinements and Off-site Testing	July '95-June '96 Dissemination and Expansion	July '96-June '97 On-going Operation and Continued Dissemination
Program Development and Implementation	<ul style="list-style-type: none"> -Develop collaborations with schools and community organizations -Support development of group and individual projects -Define a community of youth to participate on a regular basis 	<ul style="list-style-type: none"> -Develop regular semester collaborations with schools -Develop five on-going member based projects -Develop project idea guidelines and resources for Educator guide 	<ul style="list-style-type: none"> -Document and describe strategies and resources for involving young people in extended open-ended projects -Disseminate project ideas through project guide 	<ul style="list-style-type: none"> -Continue to support improve and extend project development by members and mentors -Continue to expand collaborations -Continue to develop and expand program to meet Clubhouse goals
Community Involvement	<ul style="list-style-type: none"> -Continue to involve staff from housing developments, after-school and community centers -Organize and run open houses -Collaborate on projects with staff from other community sites 	<ul style="list-style-type: none"> -Improvements in meeting needs of community partners based on formative evaluation -Continue collaborations and visits with staff and parents from community sites -Community mentorship program begins 	<ul style="list-style-type: none"> -Document and describe community involvement in program development -Involve community educators in the development of Clubhouse educator guide -Support the development of Clubhouses at other museums and in other communities 	<ul style="list-style-type: none"> -Continue to support, enrich and enhance collaborations and outreach to neighborhood sites -Continue to support the development of Clubhouses at other museums and in inner city communities
Mentors	<ul style="list-style-type: none"> -Recruit adult and youth mentors -Initial mentor development workshops and perpetration sessions -Intensive evaluation of growing mentor program -Continue to build mentor pool 	<ul style="list-style-type: none"> -Revision of mentor program and workshops based on formative evaluation -Establish a diverse pool of 15 weekly mentors -Begin to build an internship program with local colleges 	<ul style="list-style-type: none"> -Expand mentor education -Extend mentor recruitment -Develop mentor program guidelines and resources for Educator guide -Disseminate mentor program through video and guide 	<ul style="list-style-type: none"> -Continue to support and extend mentor program

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

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

Appendix 3: The On-Line Museum

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

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

The Computer Museum Gopher

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

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

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

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

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

The Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

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

1. Welcome to The Computer Museum Gopher

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

2. Exhibits/

3. Educational Services/

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

4. Historical Collection/

1. History
2. Holdings
3. Usage

4. Donations
5. Images/

5. Museum Visits/
 1. Hours and Prices
 2. Travel Directions
 3. Group Tour Information

6. Special Events at the Museum/
(press releases--menu items change with updates)
 1. E-mail the President
 2. Virtual Reality Adventure
 3. The Internet Auction
 4. The Computer Bowl
 3. Breakfast Seminars

7. Museum Membership/
 1. Individual and Family Membership
 2. Corporate Membership
 3. Library Membership

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

9. Facility Rental for Functions

10. Exhibit Kits

11. Museum Newsletters/
 1. Spring 1994
 2. Winter 1994
 3. etc.

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

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

Broadcasting Our Presence

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

Usenet Newsgroups

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

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

Archie

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

WAIS

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

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

April 13, 1994

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

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

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

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

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

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

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

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

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

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

Respectfully submitted,

A handwritten signature in cursive script that reads "J. Thomas Franklin".

J. Thomas Franklin, Clerk

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: June 3, 1994

TO: Board of Trustees
Board of Overseers

FROM: Oliver Strimpel

SUBJECT: Board of Trustees Meeting on June 17

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

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

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

Long Range Plan

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

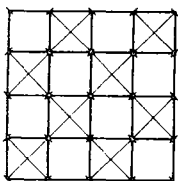
A revised partial draft is enclosed that includes new material on exhibits, the Clubhouse, and the Online Museum, much of it based on discussions at the two Board meetings in February and committee meetings since then. Over the summer, we plan to convene marketing, development, and finance committees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

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

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

Enclosures:

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



The Computer Museum

300 Congress Street
Boston, MA 02210

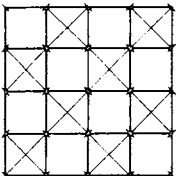
(617) 426-2800

The Computer Museum

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

Agenda

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



The Computer Museum

BOARD OF TRUSTEES MEETING

Friday, June 17, 1994

8:30 a.m. - 12:00 p.m.

R.S.V.P

I will attend the Board meeting on June 17: Yes; No

I will attend the BREAKFAST (8:00 - 8:30 a.m.): Yes; No

I will attend the LUNCH (12:00 - 1:00 p.m.): Yes; No

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

NAME: _____
(please print)

PHONE: _____

E-MAIL ADDRESS _____

Please fill out and return this form ASAP to:

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

FAX: 617-426-2943

Phone: 617-426-2800, ext. 372

E-mail: mccann@tcm.org

FY95 BUDGET

SUMMARY

Combined Operational Results

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

Objectives

- Develop two major new exhibitions —*The Networked Society*, and *The Walk-Through Computer 2.0*. raising an additional \$200K for TNS and \$450K for WTC 2.0 in FY95.
- Develop plans and raise start-up funding for a new "mini-campaign" designed to fund a new lobby, waterfront park, and retire the mortgage. This is *not* budgetted.
- Achieve a 10% attendance increase through PR and marketing efforts. These are supported by a full programmatic offering in FY95: the permanent exhibit, *The Networked Society*, opening November 12; and three special exhibitions on computer art, including *The Computer in the Studio*, developed in conjunction with the DeCordova Museum in Lincoln, opening September 24, and *Aaron in Color: Robot Painter* by Harold Cohen, opening April 1, 1995. Maintain visibility via calendar listings between exhibit openings with special events and programs.
- Enhance visitor services with new programs for school groups and an audio-tape guide. Serve non-English speakers with foreign language versions of the tape guide and exhibit video subtitles.
- Build four new revenue streams that broaden the populations served by the Museum: publications, Internet Auction, computer camps, and overnights.
- Plan and start developing the *Computing Hall of Fame* program.
- Increase corporate and individual membership revenues through improved execution of staff, Board, and volunteers, driven by a fully staffed development department.

- **Raise funds to support the second phase of the Computer Clubhouse development.**
- **Launch the second series of Computer Bowls.**

FY95 BUDGET NOTES

Fund Accounting

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

Revenue Recognition

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

Depreciation

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

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

Employees

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

Restricted Contributions

Restricted contributions represent amounts designated by the donor to be expended for specific activities, functions, programs, exhibits, or types of expenditures.

The following is a summary of restricted contributions (Dollars in Thousands):

	<u>FY94</u>	<u>FY95</u>
	<u>Proj.</u>	<u>Proj.</u>
Operating Fund Total	\$249	\$ 555
Exhibit Fund Total	<u>106</u>	<u>450</u>
Total Restricted Contributions	355	1,005

OPERATING FUND

The Operating Fund, which includes unrestricted and restricted contributions, reflects the activity necessary to support the overall operations of the Museum.

The following are notes that support the revenue and expense lines of the FY94 budget.

Computer Clubhouse

The Museum's major educational project, with \$272K revenue (of which \$50K is deferred revenue from FY94) and \$215K of expense. The Museum is applying a 30% overhead rate to this project to cover space and administrative costs. Project expense reflects operation of the Clubhouse for a year, program planning, and software development.

Exhibit-Related

\$283K of revenue is composed of \$87K from the Harold Cohen art exhibit and other related art exhibits in the Skyline Room. \$195K is overhead from the Networked Planet and the Walk-Through Computer 2.0.

Corporate Membership

\$250K in revenue is budgetted for FY95.

Computer Bowl

Revenue of \$365K budgetted for the Bowl, with an additional \$40K budgetted for the Internet Auction. Net increase of \$12K over budgetted revenues for FY94 All-Star Bowl.

Membership Fund

Total revenues are expected to increase by \$32K, due to the establishment during FY94 of the Museum Friends Program.

Admissions

Admissions revenues of \$581K reflect an average increase of 3.5% over FY94. This reflects the draw of the *Networked Planet* exhibit, which opens in November, as well as \$26K additional revenue from the Museum's new audio-tape tour program. Attendance is projected to increase from 118,000 people (projected FY94) to 130,000, about a 10% increase, with an average admission fee of \$4.25 per head.

Below is a historical summary of attendance levels and average revenue per visitor.

<u>Year</u>	<u># Visitors</u>	<u>% Change</u>	<u>Average Admission Revenue/Visitor</u>
FY 85	34,000		\$2.18
FY 86	77,000	NM	2.32
FY 87	77,619	0.8%	2.48
FY 88	77,072	(0.7%)	2.92
FY 89	88,041	14.0%	2.64
FY 90	91,848	4.0%	3.49
FY 91	130,319	42.0%	4.02
FY 92	118,567	(9.0%)	3.91
FY 93	117,200	(2.0%)	3.99
FY 94 Projected	120,000	3.0%	4.25
FY 95 Budget	130,800	9.0%	4.25

Store

Net increase of \$11K over FY94 is due to increased admissions traffic, with projected higher profit levels per person.

Functions

Revenue increase of \$36K is due to the new Museum Overnight program, as well as to a modest projected increase of regular function rentals.

Exhibit Sales

This program holds the promise of major growth, but has not yet performed. The program contributes to the Museum's educational mission as it results in the Museum serving very large numbers of visitors at other sites. An aggressive marketing plan is being developed for FY95.

Publications

Publications revenue of \$110K advance against royalties, for a Museum book series, is offset by \$95K in expenses in FY95.

Computer Camps

Net revenue of \$6K is projected for FY95 for this new program.

Marketing

Expenses budgetted to increase by \$21K in FY95, due to aggressive marketing and advertising support for the FY95 events calendar.

Fund-Raising

The fund-raising expense line covers corporate membership program expenses and 80% of the development director's salary.

CAPITAL FUND

Note that the mortgage expense remains in the FY95 Capital Fund in anticipation that there will be fresh capital revenue-generating initiatives in FY95. This will be a high priority for the Museum's development effort in FY95. If new capital revenues do not materialize, the mortgage payment will have to be carried by Operating Fund revenues.

ENDOWMENT FUND

\$10K interest income is expected in FY95, to be applied to the Operating Fund.

PLANT FUND

The Plant Fund reflects the amounts invested by the Museum in real estate, equipment, and exhibit-related assets.

EXHIBIT FUND

The Exhibit Fund represents the activities associated with developing permanent new Museum exhibits. \$494K of revenues are budgetted for *The Networked Planet* exhibit (scheduled to open in November 1994), \$200K of which is to be raised in FY95.

An additional \$850K of revenue is budgetted for the *Walk-Through Computer 2.0*, of which \$400K has already been pledged. These figures include 18% (or \$195K) in operating overhead.

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

	OPERATING			CAPITAL			EXHIBIT			COMBINED		\$ VARIANCE
	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	272,500	249,500	8%							272,500	249,500	23,000
Exhibit Related	283,100	86,363	69%				1,344,785	450,000	67%	1,627,885	526,363	1,101,522
Govt & Foundation Endowment		10,286									10,286	-10,286
Unrestricted Support:												
Capital Campaign				41,000	352,050	-759%				41,000	352,050	-311,050
Corporate Membership Foundation	250,000	192,725	23%							250,000	192,725	57,275
Computer Bowl	365,000	438,000	-20%							365,000	438,000	-73,000
Internet Auction	40,000									40,000		40,000
Membership Fund	210,000	178,000	15%							210,000	178,000	32,000
Admission	581,900	510,000	12%							581,900	510,000	71,900
Store	298,000	260,000	13%							298,000	260,000	38,000
Functions	190,850	160,000	16%							190,850	160,000	30,850
Exhibit Sales	53,300	35,000	34%							53,300	35,000	18,300
Other:												
Interest Income	13,000	3,000	77%							13,000	3,000	10,000
Publications	110,000									110,000		110,000
Computer Camps	18,000	550	97%							18,000	550	17,450
TOTAL SUPPORT/REVENUE	2,685,650	2,147,604	20%	41,000	352,050	-759%	1,344,785	450,000	67%	4,071,435	2,939,654	1,131,781
EXPENSES												
Exhibit Development	78,792	60,000	24%				1,344,785	381,500	72%	1,423,577	441,500	982,077
Exhibit Maint/Enhancement	58,179	52,000	11%							58,179	52,000	6,179
Exhibit Sales/Kits	40,560	38,000	6%							40,560	38,000	2,560
Collections	59,850	64,000	-7%							59,850	64,000	-4,150
Education & Admission	333,339	260,000	22%							333,339	260,000	73,339
Clubhouse	215,360	191,900	11%							215,360	191,900	23,460
Marketing	251,560	245,000	3%							251,560	245,000	6,560
Publications	94,945									94,945		94,945
Public Relations	84,594	91,455	-8%							84,594	91,455	-6,861
Store	238,826	219,559	8%							238,826	219,559	19,267
Functions	102,320	78,600	23%							102,320	78,600	23,720
Computer Bowl	115,616	137,600	-19%							115,616	137,600	-21,984
Internet Auction	29,344									29,344		29,344
Fundraising	150,066	58,000	61%	5,300	82,000	-1447%				155,366	140,000	15,366
Membership Fund	75,835	50,000	34%							75,835	50,000	25,835
Museum Wharf												
Op Exp	300,000	316,927	-6%							300,000	316,927	-16,927
Mortgage				120,200	126,977	-6%				120,200	126,977	-6,777
General Management	359,175	262,000	27%							359,175	262,000	97,175
TOTAL EXPENSE	2,588,361	2,125,041	18%	125,500	208,977	-67%	1,344,785	381,500	72%	4,058,646	2,715,518	1,343,128
NET REVENUE	97,289	22,563	77%	-84,500	143,073			68,500		12,789	224,136	-211,347

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
10 Month Ending 04/30/94

	OPERATING FY94		OPERATING FY93 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94	FORECAST FY94
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget			
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	202,667	270,525	38,030					202,667	270,525	-67,858	287,900	249,500
Exhibit Related	68,363	82,000	24,581	103,590	524,000			171,953	606,000	-434,047	732,000	526,363
Govt & Foundation	2,982		41,391					2,982		2,982		10,286
Endowment												
Unrestricted Support:												
Capital Campaign				151,428	474,200			151,428	474,200	-322,772	726,200	352,050
Corporate Membership	152,525	153,750	154,750					152,525	153,750	-1,225	205,000	192,725
Foundation	24,180		1,000					24,180		24,180		24,180
Computer Bowl	294,125	358,800	298,100					294,125	358,800	-64,675	388,000	438,000
Membership Fund	153,220	150,440	113,768					153,220	150,440	2,780	178,000	178,000
Admission	404,767	431,983	393,798					404,767	431,983	-27,216	536,841	510,000
Store	221,262	272,330	186,658					221,262	272,330	-51,068	332,395	260,000
Functions	154,034	106,480	120,773					154,034	106,480	47,554	140,352	160,000
Exhibit Sales	17,997	70,000	49,240					17,997	70,000	-52,003	90,000	35,000
Other:												
Interest Income	2,465	5,800	2,719			3,315	4,680	5,780	10,480	-4,700	12,000	3,000
Rental Income			5,950								4,000	
Program Income		2,000	6,092						2,000	-2,000	2,500	200
Collections	350	3,300	4,413					350	3,300	-2,950	4,000	350
TOTAL SUPPORT/REVENUE	1,698,937	1,907,408	1,441,263	255,018	998,200	3,315	4,680	1,957,270	2,910,288	-953,018	3,639,188	2,939,654
EXPENSES												
Exhibit Development	50,019	85,395	30,135	163,759	375,350			213,778	460,745	-246,967	580,485	441,500
Exhibit Maint/Enhancement	49,498	35,740	55,436	2,064	22,160			51,562	57,900	-6,338	69,578	52,000
Exhibit Sales/Kits	32,086	41,080	50,376					32,086	41,080	-8,994	52,610	38,000
Collections	54,024	51,950	50,876					54,024	51,950	2,074	62,400	64,000
Education & Admission	215,352	244,012	213,575					215,352	244,012	-28,660	292,570	260,000
Clubhouse	156,899	196,140	29,254					156,899	196,140	-39,241	236,000	191,900
Marketing	206,093	192,680	136,944					206,093	192,680	13,413	229,190	245,000
Public Relations	78,257	77,916	65,983					78,257	77,916	341	93,334	91,455
Store	191,058	224,804	170,268					191,058	224,804	-33,746	268,932	219,559
Functions	70,957	56,791	52,776					70,957	56,791	14,166	69,402	78,600
Computer Bowl	61,956	33,230	27,438					61,956	33,230	28,726	135,324	137,600
Fundraising	49,214	54,345	42,297	105,736	181,331			154,950	235,676	-80,726	286,585	140,000
Membership Fund	40,600	69,700	26,171					40,600	69,700	-29,100	83,611	50,000
Museum Wharf												
Op Exp	255,239	251,670	246,698					255,239	251,670	3,569	302,000	316,923
Mortgage				106,286	106,283			106,286	106,283	3	126,977	126,977
General Management	220,589	181,970	189,917					220,589	181,970	38,619	213,271	262,000
TOTAL EXPENSE	1,731,841	1,797,423	1,388,144	377,845	685,124			2,109,686	2,482,547	-372,861	3,102,269	2,715,514
NET REVENUE	-32,904	109,985	53,119	-122,827	313,076	3,315	4,680	-152,416	427,741	-580,157	536,919	224,140

05/11/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	04/30/93 ACTUAL	FOR THE TEN MONTHS ENDED				FY94 BUDGET	FY94 FORECAST
		-----04/30/94----- ACTUAL	BUDGET	VARIANCE	PERCENT		
REVENUES:							
Clubhouse	38,030	\$202,667	270,525	-67,858	-25%	287,900	249,500
Exhibit Related	24,581	68,363	82,000	-13,637	-17%	100,000	86,363
Govt & Foundation	42,391	\$27,162		27,162	100%		34,466
Corporate Membership	154,750	\$152,525	153,750	-1,225	-1%	205,000	192,725
Computer Bowl	298,100	\$294,125	358,800	-64,675	-18%	388,000	438,000
Membership Fund	113,768	\$153,220	150,440	2,780	2%	178,000	178,000
Admissions	393,798	\$404,767	431,983	-27,216	-6%	536,841	510,000
Store	186,658	\$221,262	272,330	-51,068	-19%	332,395	260,000
Functions	120,773	\$154,034	106,480	47,554	45%	140,352	160,000
Exhibit Sales	49,240	\$17,997	70,000	-52,003	-74%	90,000	35,000
Interest Income	2,719	\$2,465	5,800	-3,335	-58%	7,000	3,000
Other	16,455	350	5,300	-4,950	-93%	10,500	550
		-----	-----	-----	-----	-----	-----
Total Revenues	1,441,263	1,698,937	1,907,408	(208,471)	-11%	2,275,988	2,147,604
EXPENSES:							
Exhibits Development	30,135	50,019	85,395	-35,376	-71%	102,730	60,000
Exhibits Maintenance	55,436	49,498	35,740	13,758	28%	43,250	52,000
Exhibit Sales	50,376	32,086	41,080	-8,994	-28%	52,610	38,000
Collections	50,876	54,024	51,950	2,074	4%	62,400	64,000
Education & Admissions	213,575	215,352	244,012	-28,660	-13%	292,570	260,000
Clubhouse	29,254	156,899	196,140	-39,241	-25%	236,000	191,900
Marketing	136,944	206,093	192,680	13,413	7%	229,190	245,000
Public Relations	65,983	78,257	77,916	341	0%	93,334	91,455
Store	170,268	191,058	224,804	-33,746	-18%	268,932	219,559
Functions	52,776	70,957	56,791	14,166	20%	69,402	78,600
Computer Bowl	27,438	61,956	33,230	28,726	46%	135,324	137,600
Fundraising	42,297	49,214	54,345	-5,131	-10%	64,854	58,000
Membership Fund	26,171	40,600	69,700	-29,100	-72%	83,611	50,000
Museum Wharf	246,698	255,239	251,670	3,569	1%	302,000	316,927
General Management	189,917	220,589	181,970	38,619	18%	213,271	262,000
		-----	-----	-----	-----	-----	-----
Total Expenses	1,388,144	1,731,841	1,797,423	-65,582	-4%	2,249,478	2,125,041
NET REVENUES (EXPENSES)	\$53,119	(\$32,904)	109,985	-142,889	-1	26,510	22,563

**The Computer Museum
EXECUTIVE COMMITTEE MINUTES
May 19, 1994**

Present were Gwen Bell, Lynda Bodman, Richard Case, Gardner Hendrie, Jim McKenney, Nick Pettinella, Ed Schwartz, Charles Zraket, Oliver Strimpel, executive director, and Mary McCann, acting clerk. The meeting was called to order at 8:15 a.m.

I. Dr. Strimpel presented a report on Museum operations. Financials for the 10 months ending April 30 show a projected surplus of \$22,000 for year end, due to stronger-than-budgeted revenues from both the Bowl and the Live Auction. This has counterbalanced the poor performance in both attendance (due to a harsh winter) and exhibit sales.

Exhibit sales continues to carry an element of budget risk, although we have a potential for \$40,000 in sales to OMSI for a project being funded by Intel. Dr. Strimpel distributed a report detailing a possible Museum collaboration with Stride Rite, which was originally prompted by their interest in our Height Sensor kit. Ms. Bodman explained that this may entail a major build-in to Stride Rite facilities and could generate \$500,000 - \$1 million for the Museum. There was discussion as to what our support responsibilities should be at offsite installations. It was agreed that while service has not been an issue thus far, it will fast become one once we install more offsite exhibits. The same concept holds true for the Clubhouse: Once we begin outreach of Museum-designed programs, adequate support must be in place, and we must budget for this new obligation. Discussion also ensued as to the type of exclusivity rights we might grant to offsite clients.

The admissions report for the month of April shows a decline in visitor traffic from last year; the reason for this is unclear. May attendance is thus far tracking close to projection. We are implementing new ways to maximize attendance by school groups.

Exhibit development for The Networked Society, which provisionally has been renamed the Networked Planet, is moving ahead rapidly. To date we have raised \$565,000, including recent donations of \$25,000 from Harvard Community Health Plan for a section on "healthy computing," and \$20,000 from Stratus (plus a \$300,000 machine from that company). Additional proposals are outstanding to Sprint, Unisys, Banyan, Intel and AMD. Fundraising for the Walk-Through Computer 2.0 is also active. Trustee Dave House has sent letters of solicitation to IBM and other companies.

Project reports for both the Networked Planet and the Computer Clubhouse were distributed. The Networked Planet will open in November, with an evening reception following the afternoon Board meeting on November 10. The official public opening will be Saturday, November 12. Exclusive activities will also be available for sponsors.

John Marchiony and Marilyn Gardner are now aboard full time as, respectively, director of marketing and director of education. With their arrival, the Museum's Department Head team is fully staffed. John is developing a framework for marketing and public relations for the Networked Planet. Plans for a Board-level marketing committee are underway.

Dr. Zraket suggested that a milestone report for the Clubhouse be prepared and be given wide distribution. Discussion followed as to the image we wish to project in this, and other, printed matter. It was agreed that printed pieces should have a consistent style and should convey a highly professional image without looking expensive.

II. Dr. Bell reported on, and was congratulated on, the great success of the recent Computer Bowl and auctions. Over 600 people worldwide registered for the Internet auction. Of the 70 items offered, only eight did not sell, and these were of a corporate nature. Two Internet auctions are planned for next year, in the spring and fall, with each budgetted for \$20,000 of revenue. The Live Auction was a huge success, with 14 eclectic items garnering larger-than-budgeted revenues. The most popular item, a week as publisher of Computerworld, with a free trip to any of its worldwide editorial posts, went to both top bidders (Gordon Bell and Bill Gates) for \$28,000 each. The auction will be held again next year, with a new set of donors and items.

III. Before presentation of the proposed FY95 budget, committee members, with Betsy Riggs in attendance, first discussed the Capital Campaign. The Development Committee has decided not to proceed with the Campaign; instead, it wishes to develop a new campaign to help us retire the mortgage by means of a capital building fund that would have more appeal to donors.

Discussion ensued about the need for a financial summary statement about the Campaign — what has been pledged, including the Bells' trust of \$1 million; collected; and spent. The Finance and Development committees were directed to draft a closing statement including summary financials, other pertinent facts, and text articulating the rationale behind the change to a new strategy. The draft report should go to the Executive Committee for approval before distribution to the Board at its June meeting, and then to past donors.

It was noted that the Finance Committee would like the capital fund reflected in a column of its own in the financial statements, for clearer accounting.

The proposed FY95 budget was presented for discussion. With the cessation of the Campaign, a large issue now is how to pay the \$120,000 mortgage for FY95 and years thereafter.

Some skepticism was voiced about our ability to reach the projected increase in revenue. Given the fact that the Museum has consistently fallen short of its revenue goals, Mr. Hendrie recommended that we budget conservatively so that our expenses grow by just half (\$250,000), and we don't spend cash until we have earned it. Dr. Bell reminded the committee that while the budget is quite aggressive, it reflects the Board mandate to hire top-quality staff and provide them the necessary compensation and support. Lengthy discussion ensued, during which Dr. Strimpel addressed in detail the rationale for each area of the proposed budget. It was noted that the ratio of development revenues to expenses seems low. Dr. Strimpel was then directed to (1) scrub down the current proposed budget and (2) prepare a contingency plan for reducing the annual operating expenses by \$200,000 after four - six months if revenues don't come in as planned.

IV. Ms. Bodman gave the Nominating Committee report. Proposed candidates for Overseers include Clemmie Cash, John Shoch, Gary Beach, and Isaac Nassi. Also being pursued by the committee are Jim Manzi of Lotus and Jim Fisher of Anderson Consulting. The Nominating Committee will meet on May 26. Ms. Bodman recommended the creation of a subcommittee to address Overseer cultivation and activities. The committee hopes to introduce four to six potential Overseer candidates at each Board meeting. The chair of the Board of Overseers should perhaps join the Nominating Committee.

Barry Horowitz has indicated that he would be happy to release his Trustee slot and become an Overseer; this should be put on the agenda for the next Board meeting. Ms. Bodman will prepare the Nominating Committee agenda for the June 17 Board meeting.

V. A final version of the Long-Range Plan will be ready for distribution to the Executive Committee in September. Further discussion of the draft will take place at both the June Board meeting and the July Executive Committee meeting.

VI. It was decided that future meetings of the Executive Committee will be held on the second Thursday of each month, excepting those months in which there are Board meetings. Upcoming dates are July 14 and August 11, from 8:00-10:00 a.m. at the Museum. Committee members will be sent a complete list of dates through 1994.

The meeting was adjourned at 10:30 a.m.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: July 6, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: July 14 Meeting

Enclosed please find the agenda for our next meeting on Thursday, July 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

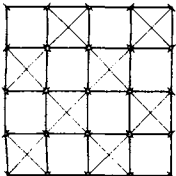
Among items to be discussed are the Museum's publications program; a proposal for visible storage at the Museum (enclosed); and the "850 Fund," a proposed initiative to complete the Museum's acquisition of the building.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on next Thursday.

Enclosures:

- Agenda
- Proposal for visible storage



The Computer Museum

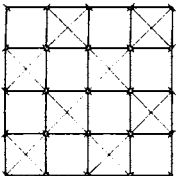
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

**The Computer Museum
EXECUTIVE COMMITTEE MEETING
July 14, 1994
8:00 a.m. - 10:00 a.m.**

1. Dates for meetings after August
2. Operations Update
3. Proposal (enclosed) regarding Visible Storage for the Collections
4. Publications Program
5. "850 Fund"



Proposal to Create a Visible Storage Exhibition at The Computer Museum

As computer history becomes more prominent in the history of technology, The Computer Museum's extensive collection will attract more interest. This proposal sets forth a plan to facilitate access to the different parts of the collection.

NEED

Since the Museum has focussed on serving the ninety percent of our audience who are neither highly technical nor interested in the evolution of computer technology, the ten percent who are interested in the technical and historical issues have become an underserved element of our audience. Both the ninety percent and the ten percent components grow in real numbers. Evidence of the growth in interest on the part of the latter group falls into three main categories.

1. Almost every day, staff are approached with requests to see all or specific pieces of the Museum's historical collection. These requests come from on-site visitors, through the mail, via the Internet, and over the telephone, and from individuals and groups. Requestors include students, professors, researchers, historians, engineers, and technology enthusiasts.
2. A number of long-term, core Museum members have become increasingly vocal in requesting that the "old things" be made available to more visitors and to themselves.
3. The growth in the number of prior art cases during the past several years has attracted more and more legal research based on the Museum's collection.

VISIBLE STORAGE AT OTHER MUSEUMS

The National Museum of Photography, Film and Television, in Bradford, U.K., anticipated the need for a visible storage exhibition space early on. They conducted extensive research on methods of providing this type of service to visitors as well as photography enthusiasts. Their research enabled them to accept, organize, and make available to the public an enormous collection of Kodak cameras. A large grant from Kodak Corporation allowed the Museum to build specially designed cases that provide easy access without affecting other exhibition spaces.

The Children's Museum in Boston developed a labelling system for accessible and visible storage areas that ranges from "don't touch" to "pick me up." The labels provide simple, easy-to-understand instructions to teachers and students, who are encouraged to make appointments to visit the Museum's storage areas.

In both of these cases, the items in the museums' collections are relatively small and can be stored in exhibit cases. The Carnegie Mellon University Museums — including the University natural history and art museums and the Andy Warhol Museum — have taken another tack: they maintain their non-exhibited collections in traditional, non-public displays, but open the back rooms to the public for one weekend each year. Approximately 4,000 visitors came to the museums this spring to see the non-public spaces, view parts of the collections not ordinarily available, and find out what sorts of work museum staff do behind the scenes. As a result, the Museums plan to increase the frequency of this service.

IBM's storage facility contains all of IBM's discontinued machines, in a clean, humidity-controlled environment. IBM makes the facility available to interested visitors by appointment only. Individual artifacts are ordered in the simplest way possible — chronologically.

While The Computer Museum places historical components — usually three-dimensional, artifact-rich timelines — into each new exhibit, the number of artifacts that can be shown in this way is limited by the themes of the Museum's exhibits.

A VISIBLE STORAGE EXHIBIT AT THE COMPUTER MUSEUM

The Computer Museum proposes to develop a 2,300 square foot dedicated space where a significant portion of its collection can be viewed by interested parties. The first step is to organize the gems of the collection in chronological order.

Following is a list of many of the significant artifacts that would be displayed: The 1890 Hollerith machine replica, ENIAC, Johnniac, WISC, SAGE, Bendix G-15, LGP-30, Packard-Bell 250, Philco 212, NEC 2002, CDC 160, PDP-1, DDP-116, PDP-8, SDS-940, CDC 6600, CDC 7600, IBM 1620, IBM Stretch, Burroughs 9000, DG Nova, Prime 1, Xerox Alto, Three Rivers PERQ, Apollo Domain, Sun 3, ETA 10, Thinking Machines 1. Generally, only processors, maintenance and control panels, and key peripherals would be exhibited. Lesser pieces would be stored, along with the rest of the collection, in an off-site storage area.

Although the large-scale artifacts are most significant, an additional component of Visible Storage would allow for display units for small-scale artifacts that include the extensive personal computer, memory, and logic component collections.

Other proposed elements include:

- *Signage.* Each machine in the visible storage area would be labeled with a simple set of specifications.
- *New acquisitions.* As the Museum acquires new, more significant machines, the visible storage area will be changed; significant new acquisitions will be temporarily displayed in an area devoted to recent acquisitions.

- *Related collections.* An on-site library would include book, document, photograph, and film/video collections, along with a database of those collections.
- *On-line access.* A titles-only version of the database would allow reporters, prior-art and other researchers, and students to examine the collection from afar.

IMPLEMENTATION AND TIMING

The Museum's long-range plan recommends half of Bay 6 on the fifth floor (approximately 2,300 square feet) for Collections.

The visible storage area would provide secure, presentable access to interested visitors, scholars, and members of the Museum, whether by scheduled appointment or by request at any time.

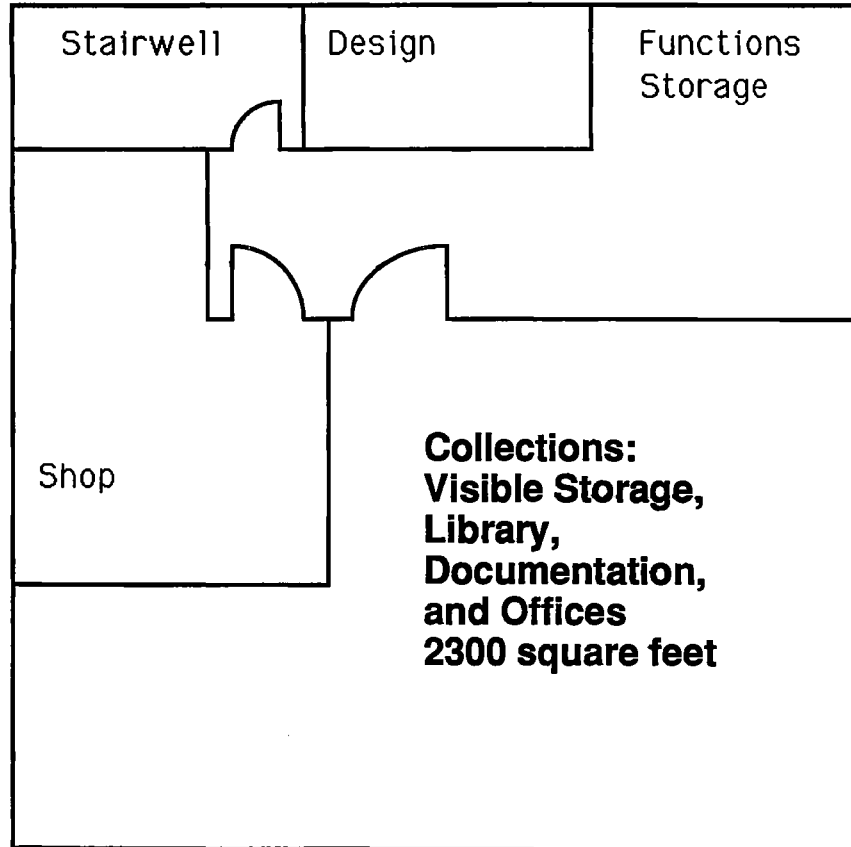
The Visible Storage area would require ten months from the time of funding to completion.

A floor plan and budget are attached.

COLLECTIONS Visible Storage Budget

Capital and first year Costs		Notes
Environmental Controls	\$5,000	Heating & airconditioning extended from Bay 5
Exterior wall insulation	\$5,000	Uninsulated or treated with a moisture barrier
Restore floor	\$5,000	Floor original 1979 plywood; needs painting
Update lighting	\$8,000	Needs lighting appropriate for collections
Cleaning/restoration	\$30,000	Six month project including intern and volunteers
Outfitting a library	\$5,000	Shelving for the book collection
Relocation costs	\$10,000	Movers for large pieces and boxing collection
Off site storage initial cost	\$10,000	Moving to offsite location plus rental
Total	\$78,000	
Optional Capital Projects		
Small artifact cases	\$20,000	Independent but desirable project
Photographing the collection	\$25,000	Cleaning and moving could provide optimum time
Operating expense		
Half-time intern	\$15,000	Needed for maintenance and public access
Off site storage rental	\$5,000	For the non-visible collection
Total	\$20,000	
Collections Operating costs		
FY 93	\$60,687	
FY 94	\$66,000	
FY 95	\$60,000	Assumes capital will be spent this year
FY 96	\$80,000	Income from usage may increase to offset expense
FY 97	\$80,000	
FY 98	\$80,000	

Plan for Visible Storage Floor 5; Bay 6



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: May 27, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: FY95 Budget

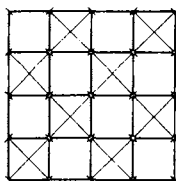
Following up on our discussion at the Executive Committee meeting on May 19, we have:

- Further reduced the Operating Fund expenses as far as we can to give a proposed FY95 budget surplus of \$89,289. The new budget is enclosed.
- Developed a contingency plan to remove \$200,000 of operating expense from the FY95 budget. The plan is attached.
- Prepared a financial report on the status of the Capital Campaign, which is currently being reviewed. The formal closing report on the Campaign and the communication with all our Campaign donors will be drafted with the Development Committee over the next four - eight weeks.

Note that the mortgage expense remains in the FY95 Capital Fund in anticipation that there will be fresh capital revenue-generating initiatives in FY95. This will be a high priority for the Museum's development effort in FY95. If new capital revenues do not materialize, the mortgage payment will have to be carried by Operating Fund revenues, most probably by implementing parts of the cutbacks detailed in the enclosed contingency plan.

Please let me have your reactions to this by June 1, if possible, as this is the date on which we need to mail the packet out to the Trustees and Overseers in preparation for the June 17 meeting.

Many thanks for all your thoughtful input and ongoing help in meeting our goals!



FY95 BUDGET: GENERAL NOTES

Exhibits and Events

During FY95 the Museum plans a full program of exhibit openings and events designed to further the Museum's educational mission and reach an increased number of people.

The Networked Planet, opening November 12, 1994, is the Museum's first major new exhibition since *Tools and Toys*, which opened in June 1992, and completes the Museum's first long-range exhibit plan. The budget assumes \$200K of revenue raised in FY95 for this exhibit, bringing the exhibit revenue to a total of \$800K. A public relations and marketing plan is being developed and will be executed by our new Director of Marketing, John Marchiony, and our Director of Public Relations, Gail Jennes. The plan will have a budget of \$30,000 from the exhibit fund to work with. The Weber Group, New England's largest high-tech communications firm, has offered *pro bono* assistance with this launch.

In June 1995, *The Walk-Through Computer 2.0* will open. \$450K of revenue for this project is budgetted in FY95, for a total project revenue of \$850K. No significant attendance impact is budgetted, as the opening will take place only two weeks from the end of the fiscal year.

In April '95, Harold Cohen's *Robot Painter* will premiere at the Museum. This is a plotter that handles a paint brush and paints Harold Cohen's original art. This project has a \$70K budget. In addition, three computer art shows will be held in the Skyline Room.

The attached sheet details the year's event schedule, designed to gain public interest and press listings around the busy school vacation weeks.

New Earned Revenue Streams

The FY95 budget includes five new revenue streams designed to broaden the audiences served and diversify and expand the Museum's sources of revenue: publications (\$110K gross, \$15K net), the Internet Auction (\$40K gross, \$8K net), computer camps (\$18K gross, \$6K net), overnights (\$36K gross, \$10K net), and the audio-tape guide (\$26K gross, \$19K net).

Attendance

The program of activities with supporting promotion and marketing is budgetted to increase attendance from 118,000 people projected for FY94 to 130,000, about a 10% increase, with an average admission fee of \$4.25 per head. FY94 numbers were depressed by the severe winter; we assume a "normal" winter in FY95.

Diversity

The Museum will accommodate Spanish language speakers for the first time: All the video *network guides* in *The Networked Planet* exhibit will offer Spanish captions; the Museum's audio-tape tour will be offered in a Spanish version.

Long-Range Planning

By the November Board meeting, the Museum will complete a new long-range plan, incorporating a three-year plan and a ten-year plan. In accordance with the plan, the Museum will start raising support for exhibits and programs in FY95 scheduled for opening in FY96 and FY97. A longer lead time is especially important in the Federal grant application process (NSF and NEH).

FY95 BUDGET: DETAILED NOTES

Operating Fund

1. Operating Fund revenue is budgetted at \$537,646 greater than FY94 projected revenues. The following increases are the main contributors:

- \$212,763 in the exhibit-related line from the 18-percent overhead on permanent exhibit development (*Networked Planet* and *Walk-Through Computer 2.0*) taken into the Operating Fund

- \$110,000 associated with the new publications program
- \$58,000 from increased corporate membership
- \$32,000 from increased membership fund contributions
- \$40,000 from the Internet Auction
- \$71,000 from increased admissions revenue (assuming a less severe winter and the draw of *The Networked Planet* exhibit and the Harold Cohen robot painter)
- \$30,000 from the new Overnight program in the functions line

2. The Operating Fund revenues most subject to risk are:

- Exhibit sales (\$53,300); this program holds out the promise of major growth, but has not yet performed. The program contributes to the Museum's educational mission as it results in the Museum serving very large numbers of visitors at other sites.

- Overhead from the Clubhouse (\$57,140) and permanent exhibit development (\$212,763). If these projects proceed with expenditures below budget (owing to lower-than-budgetted revenues from fund-raising), the overhead income to the Operating Fund will be correspondingly reduced.

3. Operating Fund expenses are shown increasing by 18 percent. The main contributors to this are:

- Fund-raising salaries and general and administrative overhead that were allocated to the Capital Fund while the Capital Campaign was active, and the full staffing of the Development department in FY95 in contrast to FY94

- Publications expense tied to the advance-against-royalty publications revenue
- Education & admissions expense owing to the new Director of Education at a higher salary level, and the addition of an education assistant position to assist with education program funding and support.
- \$27,000 for the renovation of the Museum offices
- \$25,000 for the conversion of the Museum's in-house computer system to a client-server architecture.

Note: A four-percent salary increase is budgetted.

THE COMPUTER MUSEUM
PROPOSED BUDGET
FY95

	OPERATING			CAPITAL			EXHIBIT			COMBINED		
	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	% VARIANCE	FY95	FY94 PROJECTION	\$ VARIANCE
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	272,500	249,500	8%							272,500	249,500	23,000
Exhibit Related	283,100	86,363	69%				1,344,785	450,000	67%	1,627,885	526,363	1,101,522
Govt & Foundation		10,286									10,286	-10,286
Endowment												
Unrestricted Support:												
Capital Campaign				41,000	352,050	-759%				41,000	352,050	-311,050
Corporate Membership	250,000	192,725	23%							250,000	192,725	57,275
Foundation		24,180									24,180	-24,180
Computer Bowl	365,000	438,000	-20%							365,000	438,000	-73,000
Internet Auction	40,000									40,000		40,000
Membership Fund	210,000	178,000	15%							210,000	178,000	32,000
Admission	581,900	510,000	12%							581,900	510,000	71,900
Store	298,000	260,000	13%							298,000	260,000	38,000
Functions	190,850	160,000	16%							190,850	160,000	30,850
Exhibit Sales	53,300	35,000	34%							53,300	35,000	18,300
Other:												
Interest Income	5,000	3,000	40%							5,000	3,000	2,000
Publications	110,000									110,000		110,000
Computer Camps	18,000	550	97%							18,000	550	17,450
TOTAL SUPPORT/REVENUE	2,677,650	2,147,604	20%	41,000	352,050	-759%	1,344,785	450,000	67%	4,063,435	2,939,654	1,123,781
EXPENSES												
Exhibit Development	78,792	60,000	24%				1,344,785	381,500	72%	1,423,577	441,500	982,077
Exhibit Maint/Enhancement	58,179	52,000	11%							58,179	52,000	6,179
Exhibit Sales/Kits	40,560	38,000	6%							40,560	38,000	2,560
Collections	59,850	64,000	-7%							59,850	64,000	-4,150
Education & Admission	333,339	260,000	22%							333,339	260,000	73,339
Clubhouse	215,360	191,900	11%							215,360	191,900	23,460
Marketing	251,560	245,000	3%							251,560	245,000	6,560
Publications	94,945									94,945		94,945
Public Relations	84,594	91,455	-8%							84,594	91,455	-6,861
Store	238,826	219,559	8%							238,826	219,559	19,267
Functions	102,320	78,600	23%							102,320	78,600	23,720
Computer Bowl	115,616	137,600	-19%							115,616	137,600	-21,984
Internet Auction	29,344									29,344		29,344
Fundraising	150,066	58,000	61%	5,300	82,000	-1447%				155,366	140,000	15,366
Membership Fund	75,835	50,000	34%							75,835	50,000	25,835
Museum Wharf												
Op Exp	300,000	316,927	-6%							300,000	316,927	-16,927
Mortgage				120,200	126,977	-6%				120,200	126,977	-6,777
General Management	359,175	262,000	27%							359,175	262,000	97,175
TOTAL EXPENSE	2,588,361	2,125,041	18%	125,500	208,977	-67%	1,344,785	381,500	72%	4,058,646	2,715,518	1,343,128
NET REVENUE	89,289	22,563	75%	-84,500	143,073			68,500		4,789	224,136	-219,347

FY'95 PLANNING CALENDAR (as of 5/26)
[For internal use only/upper-cased events confirmed]

<u>Date</u> 1994	<u>Event</u>	<u>Point person</u>
JUNE 16	BREAKFAST SEMINAR: ROGER HEINEN	BR
Mid-June mid-July	World Cup Soccer Kiosk	JAM
Thru August	LETTER TO WHITE HOUSE	DG
JULY 1	<u>NEWS</u> out	
JULY 1-3	HARBORFEST: COMPUTER ANIMATION FESTIVAL	BW
JULY 16- SEPT 5	FROM DRAWING TO MONTAGE: COMPUTERS IN ART	BW
AUGUST 15-25	HUMAN VS. COMPUTER CHECKERS TOURNAMENT	MB
SEPT 14	BREAKFAST SEMINAR: JIM MANZI	BR
SEPT 24-NOV 27	THE COMPUTER IN THE STUDIO (WITH DECORDOVA MUSEUM)	BW
Oct	Computer Learning Month: ??	
OCT early	<u>Annual</u> out	
OCT 1-2	FIFTH HARVARD CUP HUMAN VS. COMPUTER CHESS CHALLENGE	MB/AC
Oct 21-28 ??	Second Internet Auction (possibly again spring 1995??)	GB/CV
Oct	Breakfast Seminar: ??	BR
OCT 23	NETWORKED SOCIETY/PLANET (TNS/TNP) SWIFT OPENING	BR
NOV 7-9	TNS/TNP PRIVATE SPONSOR PREVIEWS	BR/JAM/MB
NOV 9	TNS/TNP MEDIA/KIDS DAY	GJ/MG/JAM
NOV 9-11	TNS/TNP MEMBERS ONLY 1-5PM	SP
NOV 10	TNS/TNP VIP GLOBAL OPENING	DG
NOV 11	TNS/TNP SPONSOR/UPPER LEVEL MEMBERS	
NOV 12	TNS/TNP PUBLIC OPENING	
Nov	Breakfast Seminar: ??	BR
Dec	Breakfast Seminar: ??	BR
Dec 23-Jan 2	School Vacation Week: ??	

1995

JAN 1	<u>NEWS</u> out	
Jan 14-16	Martin Luther King Weekend: ??	
Jan	Breakfast Seminar: ??	BR
February	Black History Month: ??	
February	Computer Animation Month 1:30 & 3:30pm 1-hour shows ?? 4 weekends	BW
Feb 18-26	School Vacation Week: Computer Animation	
Feb	Breakfast Seminar: ??	BR
March 18- May 22??	Aaron in Color: Robotic Painter	OS/GB/BW
Mar	Breakfast Seminar: ??	BR
Mar-Apr ??	Waterfront/Wave/Lobby/Park ??	
April 9,15,16,17	AVOID SCHEDULING EVENTS ON THESE DATES??? Palm Sunday, Passover, Easter, Patriots	
APRIL 1	<u>NEWS</u> out	
April ??	Breakfast Seminar: ??	BR
April 15-23??	School Vacation Week: ??	
April 28	The Computer Bowl: The Next Generation	GB/CW
May	Breakfast Seminar: ??	BR
May 29	Memorial Day	
JUNE	THE WALK-THROUGH COMPUTER 2.0	
June ??	Breakfast Seminar: ???	BR
JULY 1	<u>NEWS</u> out	
July 1-4 ??	HarborFest	

gj/PR Dept. 5/26/94

FY95 Contingency Plan

Item	Amount	Decision Date	Comments
Cancel Office Rehabilitation	25,000	Nov-94	
Cancel shift to client/server office system	27,000	Nov-94	
Cancel/delay part time Collections Assistant	10,700	Jun-94	Collections effort reduced as Collections Manager curates art show
Postpone creation of donor wall in lobby	5,000	ongoing	
Postpone printing of Annual Report	5,000	May-95	Printing donation will be sought
Eliminate W. Coast assistant	14,550	Sep-94	W Coast fund-raising & S/W guide promotion reduced
Reduce support staff	25,000	ongoing	Only one support position is open as of 5/26/94.
Terminate proactive exhibit sales program	20,000	Jan-95	If revenues don't track, remove exhibit sales position
Salary freeze on staff directors (10 ppl)	13,000	Jan-95	Budgetted 4% increases only awarded if revenues perform
5% cut on most non-salary expense	40,000	Sep-95	\$800,000 of eligible expense
Additional personnel cuts to be determined	15,000	Jan-95	
TOTAL	\$200,250		

5/27/94

MONDAY, AUGUST 29, 1994

The Boston Globe

WILLIAM O. TAYLOR, *Chairman of the Board and Publisher*

BENJAMIN B. TAYLOR, *President*

MATTHEW V. STORIN, *Editor*

H.D.S. GREENWAY, *Editor, Editorial Page*

STEPHEN E. TAYLOR, *Executive Vice President*

HELEN W. DONOVAN, *Executive Editor*

WILLIAM B. HUFF, *Senior Vice President*

GREGORY L. MOORE, *Managing Editor*

Founded 1872

CHARLES H. TAYLOR, *Publisher 1873-1922*

WILLIAM O. TAYLOR, *Publisher 1922-1955*

WM. DAVIS TAYLOR, *Publisher 1955-1977*

JOHN I. TAYLOR, *President 1963-1975*

LAURENCE L. WINSHIP, *Editor 1955-1965*

THOMAS WINSHIP, *Editor 1965-1984*

Score one for humans

Human beings are holding their own against computers on the checkers front, no matter what the machines are saying. Don Lafferty, 61, a retired teacher from Kentucky and the United States Checkers Champion, is still two games ahead in his battle with Silicon Graphics' Chinook, billed as the most advanced checkers program in the universe.

Oh sure, technically Chinook won the world championship title in last week's tournament at the Computer Museum here, but it won by default when grand master Marion Tinsley had to drop out because of illness. Lafferty took Tinsley's place, winning one, losing one and splitting 18 draws. Not enough to wrest the crown back from cyberspace, but enough to stay ahead in the record books.

Lafferty has been battling Chinook since 1990 and has eight games in the win column while the computer has only six.

Artificial intelligence may be able to analyze up to 12 million positions per minute and may even be

doing more human-like risk taking, but the soul is still mightier than the gigabyte.

It all comes down to intuition, says Oliver Strimpel, executive director of the Computer Museum. Human beings have it and computers don't. And as checker champs have known since the game was first played back in ancient Egypt, no amount of mathematical calculating can replace the firm conviction in the gut about a good move, or the importance of controlling the center of the board, or not letting the enemy past the front lines.

Lafferty sees his battle with Chinook as cosmic, and describes himself and Tinsley — the only human beings who have beaten the program more than once — as “the last two Jedi knights of the mystic squares.” He adds: “The force is with us.”

May it be ever so, even though, as Lafferty points out, “the computer never gets tired or nervous or has an upset stomach.” But the computer never gets a kick out of the game either. And therein lies the magic of the force.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

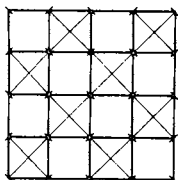
DATE: July 18, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: July 14 Executive Committee meeting

Please note: At the July 14 Executive Committee meeting, the Committee changed the dates for the September and October meetings. The next Executive Committee meetings are now as follows:

- Thursday, August 11 (8:00 a.m. - 10:00 a.m.)
- Wednesday, September 14 (9:00 a.m. - 11:00 a.m.)
- Friday, October 14 (8:00 a.m. - 10:00 a.m.)

For those of you unable to attend last week's meeting, I enclose the handouts from the meeting.

Thanks.



THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Month Ending 06/30/94

	OPERATING FY94		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	250,710	287,900							250,710	287,900	-37,190	287,900
Exhibit Related	109,719	100,000			265,940	632,000			375,659	732,000	-356,341	732,000
Govt & Foundation	10,904								10,904		10,904	
Endowment												
Unrestricted Support:												
Capital Campaign			196,100	726,200					196,100	726,200	-530,100	726,200
Corporate Membership	206,136	205,000							206,136	205,000	1,136	205,000
Foundation	29,180								29,180		29,180	
Computer Bowl	438,931	388,000							438,931	388,000	50,931	388,000
Membership Fund	187,953	178,000							187,953	178,000	9,953	178,000
Admission	504,386	536,841							504,386	536,841	-32,455	536,841
Store	263,782	332,395							263,782	332,395	-68,613	332,395
Functions	179,828	140,352							179,828	140,352	39,476	140,352
Exhibit Sales	38,897	90,000							38,897	90,000	-51,103	90,000
Other:												
Interest Income	3,266	7,000					6,382	7,000	9,648	14,000	-4,352	12,000
Rental Income												4,000
Program Income		2,500								2,500	-2,500	2,500
Collections	425	4,000							425	4,000	-3,575	4,000
TOTAL SUPPORT/REVENUE	2,224,117	2,271,988	196,100	726,200	265,940	632,000	6,382	7,000	2,692,539	3,637,188	-944,649	3,639,188
EXPENSES												
Exhibit Development	63,570	102,730			342,140	477,755			405,710	580,485	-174,775	580,485
Exhibit Maint/Enhancement	54,399	43,250			4,299	26,328			58,698	69,578	-10,880	69,578
Exhibit Sales/Kits	38,846	52,610							38,846	52,610	-13,764	52,610
Collections	65,288	62,400							65,288	62,400	2,888	62,400
Education & Admission	287,037	292,570							287,037	292,570	-5,533	292,570
Clubhouse	192,304	236,000							192,304	236,000	-43,696	236,000
Marketing	250,705	229,190							250,705	229,190	21,515	229,190
Public Relations	92,207	93,334							92,207	93,334	-1,127	93,334
Store	225,280	268,932							225,280	268,932	-43,652	268,932
Functions	85,190	69,402							85,190	69,402	15,788	69,402
Computer Bowl	135,447	135,324							135,447	135,324	123	135,324
Fundraising	66,070	64,854	130,849	221,731					196,919	286,585	-89,666	286,585
Membership Fund	48,180	83,611							48,180	83,611	-35,431	83,611
Museum Wharf												
Op Exp	310,382	302,000							310,382	302,000	8,382	302,000
Mortgage			126,977	126,977					126,977	126,977		126,977
General Management	267,340	213,271							267,340	213,271	54,069	213,271
TOTAL EXPENSE	2,182,245	2,249,478	257,826	348,708	346,439	504,083			2,786,510	3,102,269	-315,759	3,102,269
NET REVENUE	41,872	22,510	-61,726	377,492	-80,499	127,917	6,382	7,000	-93,971	534,919	-628,890	536,919

07/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Month Ending 06/30/94

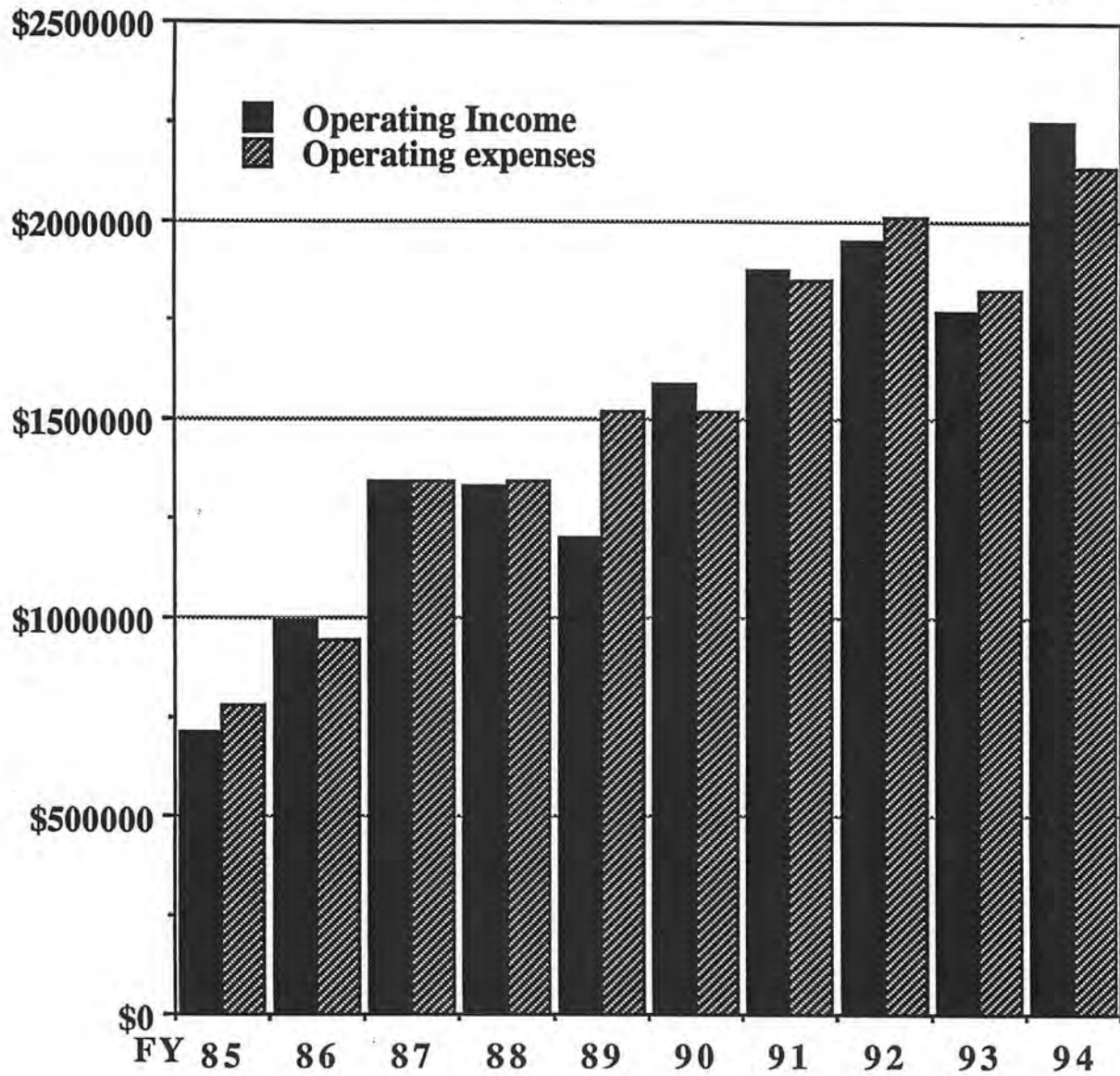
	OPERATING FY94		OPERATING FY93 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	250,710	287,900	76,198					250,710	287,900	-37,190	287,900
Exhibit Related	109,719	100,000	34,581	265,940	632,000			375,659	732,000	-356,341	732,000
Govt & Foundation	10,904		50,323					10,904		10,904	
Endowment											
Unrestricted Support:											
Capital Campaign				196,100	726,200			196,100	726,200	-530,100	726,200
Corporate Membership	206,136	205,000	194,750					206,136	205,000	1,136	205,000
Foundation	29,180		1,000					29,180		29,180	
Computer Bowl	438,931	388,000	321,210					438,931	388,000	50,931	388,000
Membership Fund	187,953	178,000	131,170					187,953	178,000	9,953	178,000
Admission	504,386	536,841	486,958					504,386	536,841	-32,455	536,841
Store	263,782	332,395	234,923					263,782	332,395	-68,613	332,395
Functions	179,828	140,352	163,527					179,828	140,352	39,476	140,352
Exhibit Sales	38,897	90,000	54,340					38,897	90,000	-51,103	90,000
Other:											
Interest Income	3,266	7,000	3,480			6,382	7,000	9,648	14,000	-4,352	12,000
Rental Income			5,955								4,000
Program Income		2,500	6,092						2,500	-2,500	2,500
Collections	425	4,000	5,849					425	4,000	-3,575	4,000
TOTAL SUPPORT/REVENUE	2,224,117	2,271,988	1,770,356	462,040	1,358,200	6,382	7,000	2,692,539	3,637,188	-944,649	3,639,188
EXPENSES											
Exhibit Development	63,570	102,730	33,380	342,140	477,755			405,710	580,485	-174,775	580,485
Exhibit Maint/Enhancement	54,399	43,250	59,652	4,299	26,328			58,698	69,578	-10,880	69,578
Exhibit Sales/Kits	38,846	52,610	51,620					38,846	52,610	-13,764	52,610
Collections	65,288	62,400	63,939					65,288	62,400	2,888	62,400
Education & Admission	287,037	292,570	266,074					287,037	292,570	-5,533	292,570
Clubhouse	192,304	236,000	58,612					192,304	236,000	-43,696	236,000
Marketing	250,705	229,190	171,710					250,705	229,190	21,515	229,190
Public Relations	92,207	93,334	84,813					92,207	93,334	-1,127	93,334
Store	225,280	268,932	217,952					225,280	268,932	-43,652	268,932
Functions	85,190	69,402	67,171					85,190	69,402	15,788	69,402
Computer Bowl	135,447	135,324	106,856					135,447	135,324	123	135,324
Fundraising	66,070	64,854	48,654	130,849	221,731			196,919	286,585	-89,666	286,585
Membership Fund	48,180	83,611	35,968					48,180	83,611	-35,431	83,611
Museum Wharf											
Op Exp	310,382	302,000	294,698					310,382	302,000	8,382	302,000
Mortgage				126,977	126,977			126,977	126,977		126,977
General Management	267,340	213,271	261,680					267,340	213,271	54,069	213,271
TOTAL EXPENSE	2,182,245	2,249,478	1,822,779	604,265	852,791			2,786,510	3,102,269	-315,759	3,102,269
NET REVENUE	41,872	22,510	-52,423	-142,225	505,409	6,382	7,000	-93,971	534,919	-628,890	536,919

07/12/94

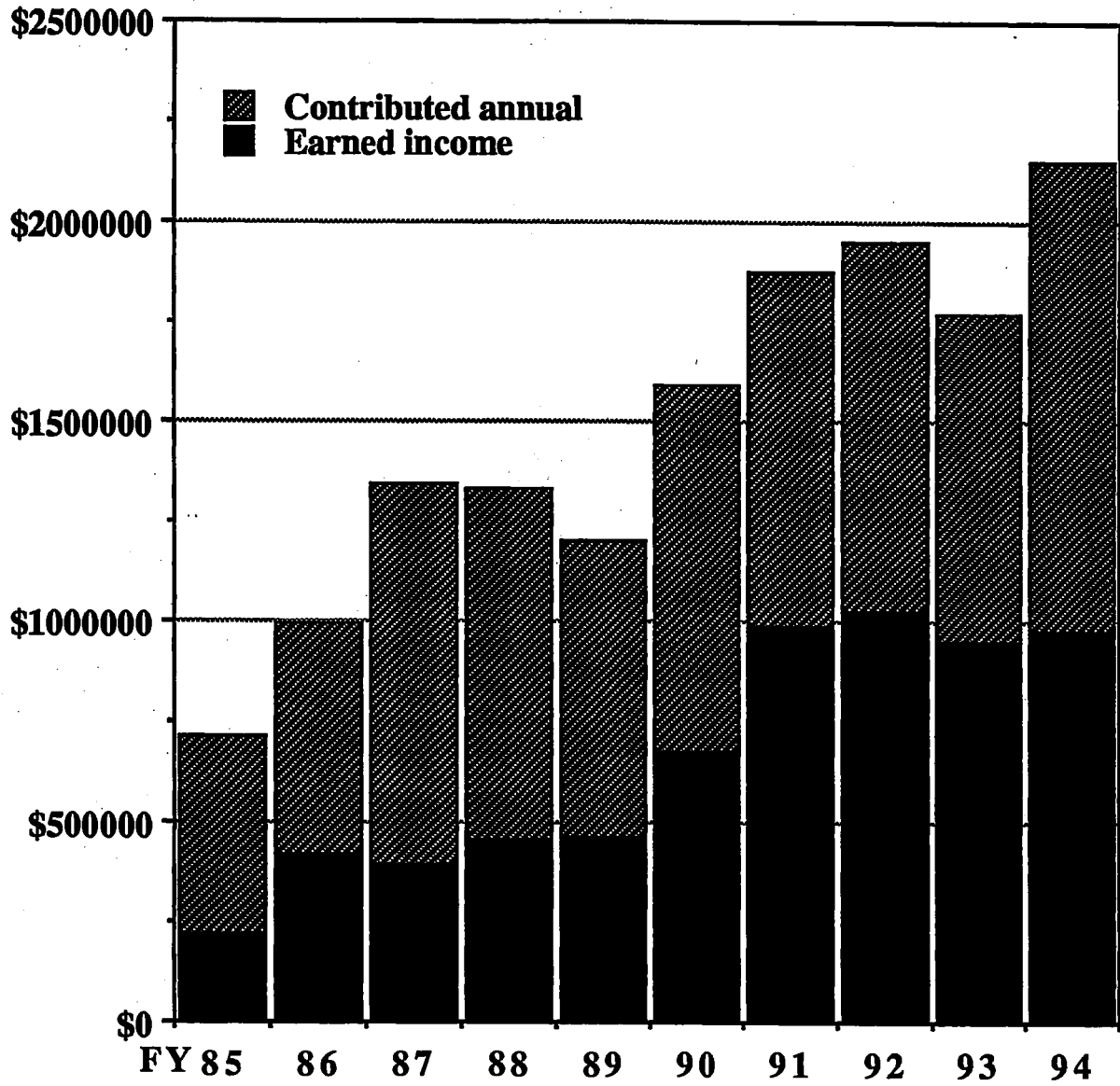
THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	FOR THE TWELVE MONTHS ENDED					FY94 BUDGET
	06/30/93 ACTUAL	-----06/30/94-----		PERCENT		
		ACTUAL	BUDGET			VARIANCE
REVENUES:						
Clubhouse	76,198	\$250,710	287,900	-37,190	-13%	287,900
Exhibit Related	35,581	109,719	100,000	9,719	10%	100,000
Govt & Foundation	50,323	\$40,084		40,084	100%	
Corporate Membership	194,750	\$206,136	205,000	1,136	1%	205,000
Computer Bowl	321,210	\$438,931	388,000	50,931	13%	388,000
Membership Fund	131,170	\$187,953	178,000	9,953	6%	178,000
Admissions	486,958	\$504,386	536,841	-32,455	-6%	536,841
Store	234,923	\$263,782	332,395	-68,613	-21%	332,395
Functions	163,527	\$179,828	140,352	39,476	28%	140,352
Exhibit Sales	54,340	\$38,897	90,000	-51,103	-57%	90,000
Interest Income	3,480	\$3,266	7,000	-3,734	-53%	7,000
Other	17,896	425	6,500	-6,075	-93%	10,500
		-----	-----	-----	-----	-----
Total Revenues	1,770,356	2,224,117	2,271,988	(47,871)	-2%	2,275,988
EXPENSES:						
Exhibits Development	33,380	63,570	102,730	-39,160	-62%	102,730
Exhibits Maintenance	59,652	54,399	43,250	11,149	20%	43,250
Exhibit Sales	51,620	38,846	52,610	-13,764	-35%	52,610
Collections	63,939	65,288	62,400	2,888	4%	62,400
Education & Admissions	266,074	287,037	292,570	-5,533	-2%	292,570
Clubhouse	58,612	192,304	236,000	-43,696	-23%	236,000
Marketing	171,710	250,705	229,190	21,515	9%	229,190
Public Relations	84,813	92,207	93,334	-1,127	-1%	93,334
Store	217,952	225,280	268,932	-43,652	-19%	268,932
Functions	67,171	85,190	69,402	15,788	19%	69,402
Computer Bowl	106,856	135,447	135,324	123	0%	135,324
Fundraising	48,654	66,070	64,854	1,216	2%	64,854
Membership Fund	35,968	48,180	83,611	-35,431	-74%	83,611
Museum Wharf	294,698	310,382	302,000	8,382	3%	302,000
General Management	261,680	267,340	213,271	54,069	20%	213,271
		-----	-----	-----	-----	-----
Total Expenses	1,822,779	2,182,245	2,249,478	-67,233	-3%	2,249,478
NET REVENUES (EXPENSES)	(\$52,423)	\$41,872	22,510	19,362	1	26,510

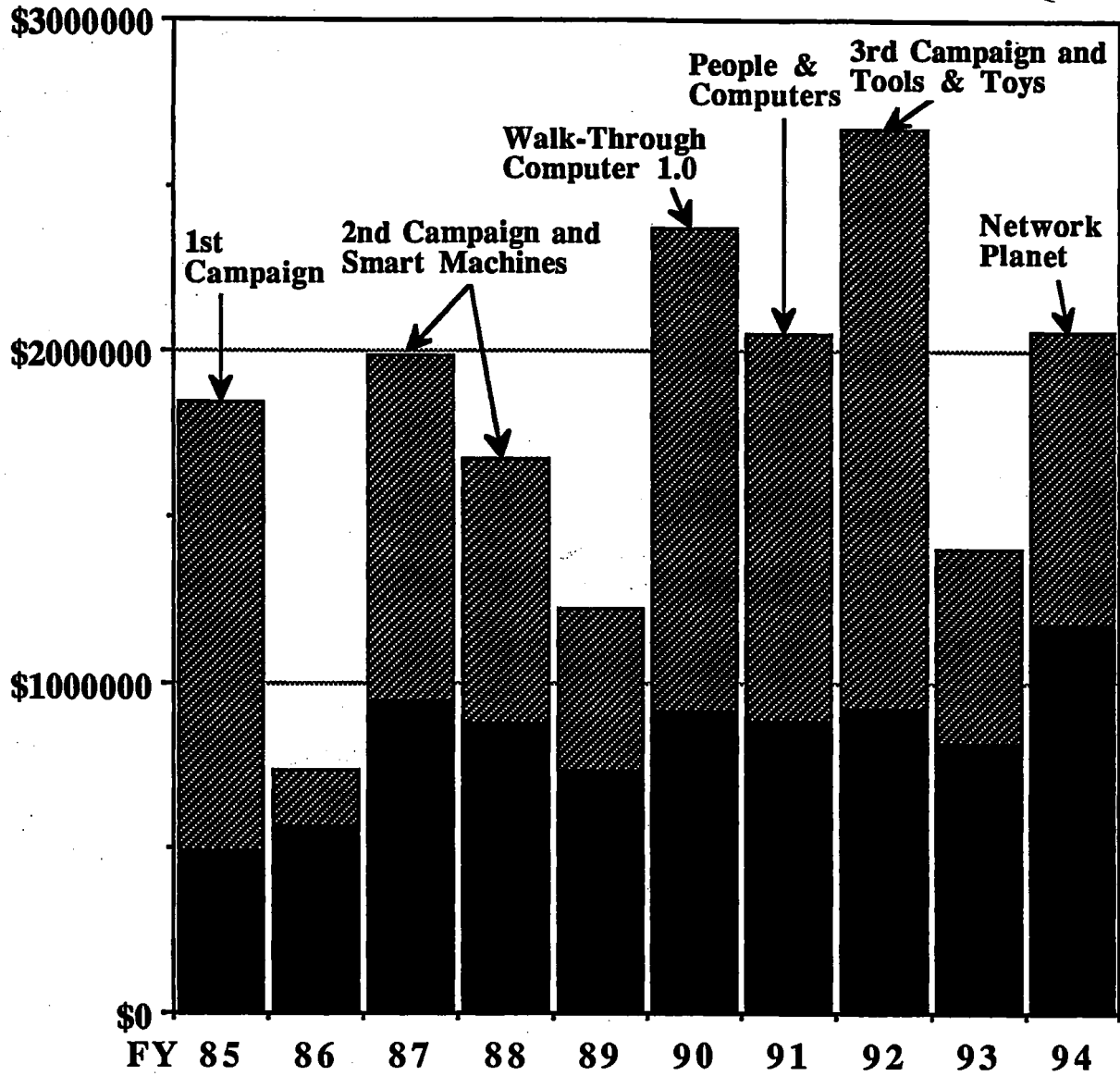
The Computer Museum Operating Fund Activity



The Computer Museum Operating Income

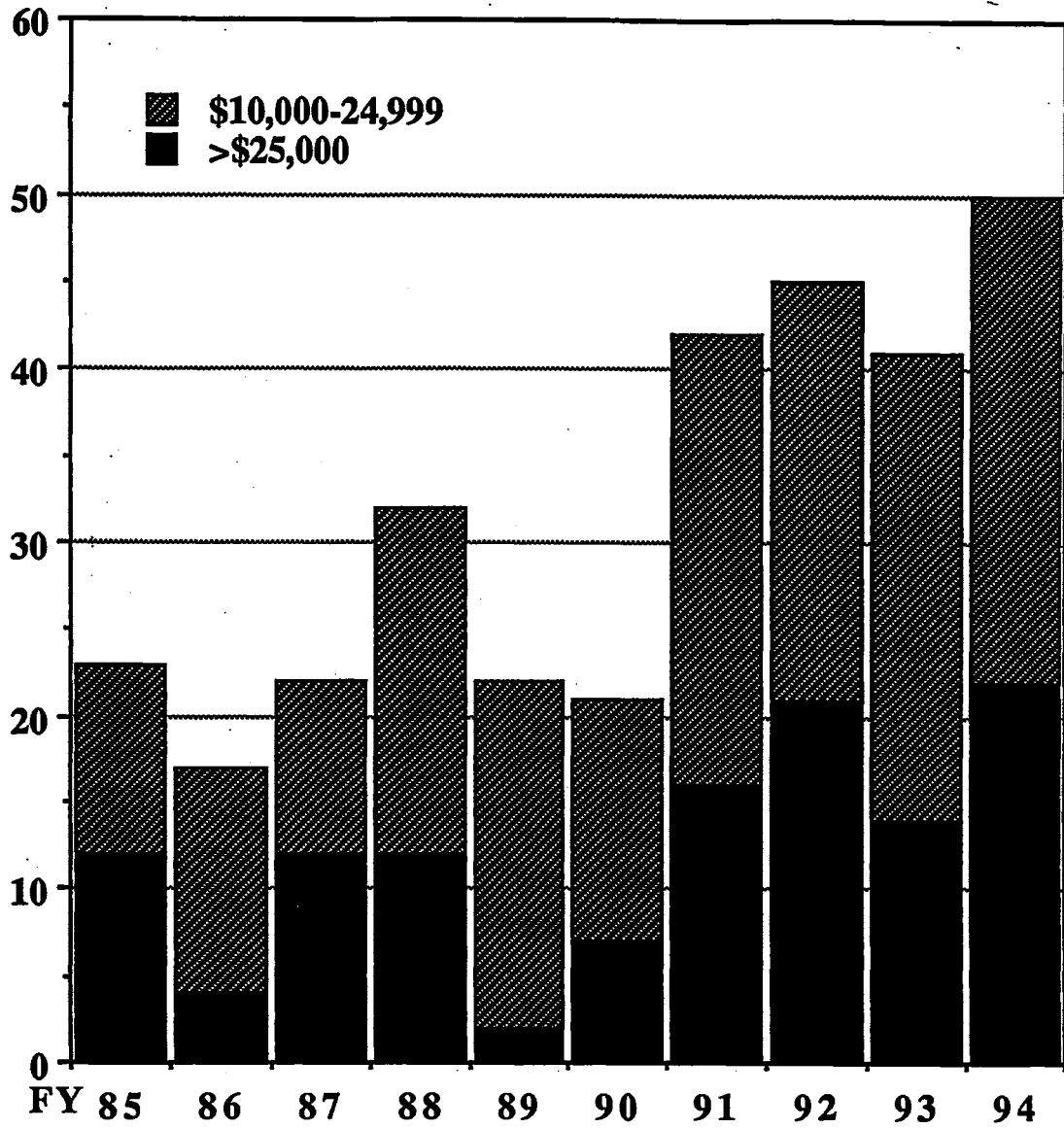


The Computer Museum Total Contributions Annually

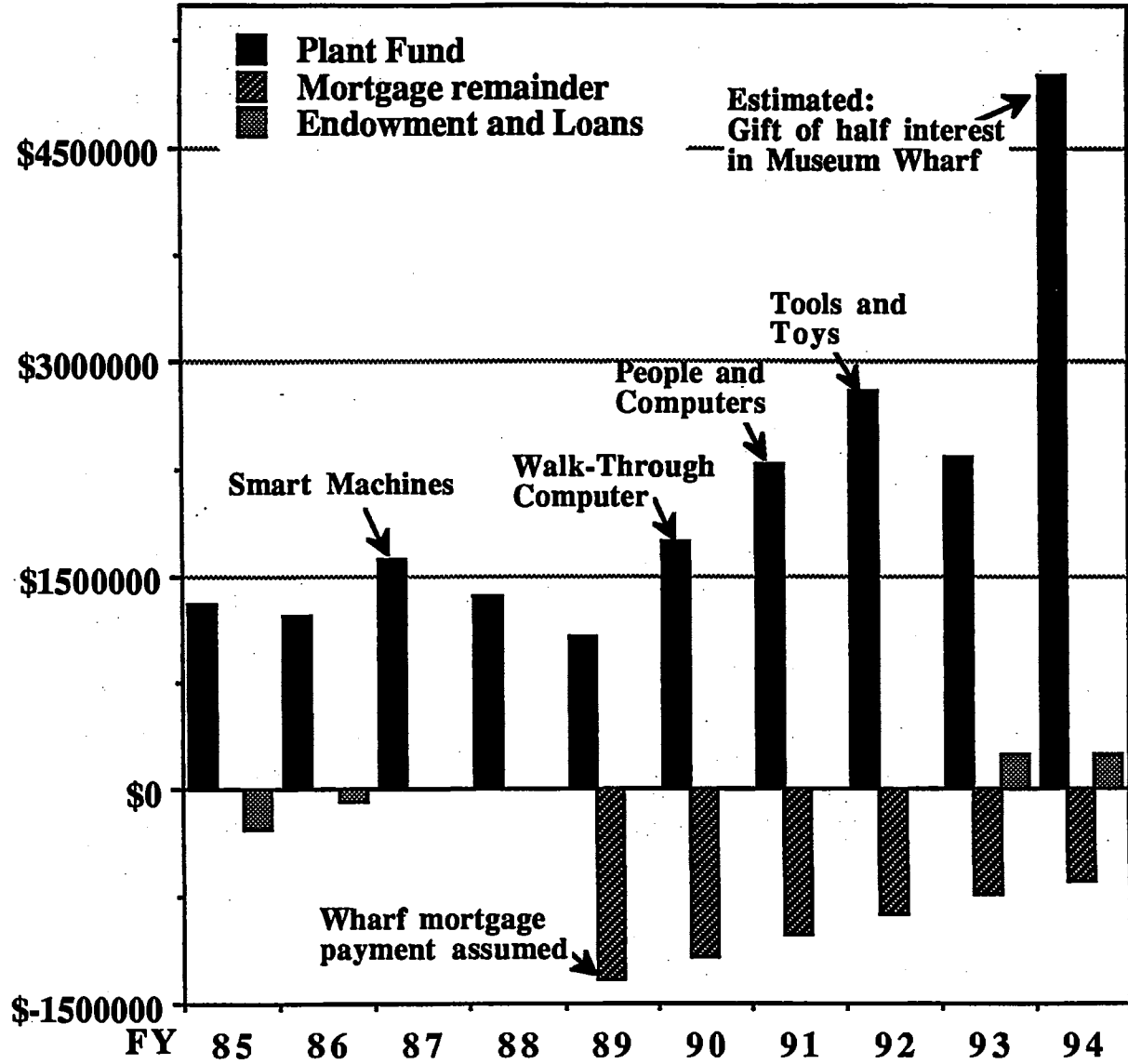


Contributed annual
 Capital & Exhibit Contributions

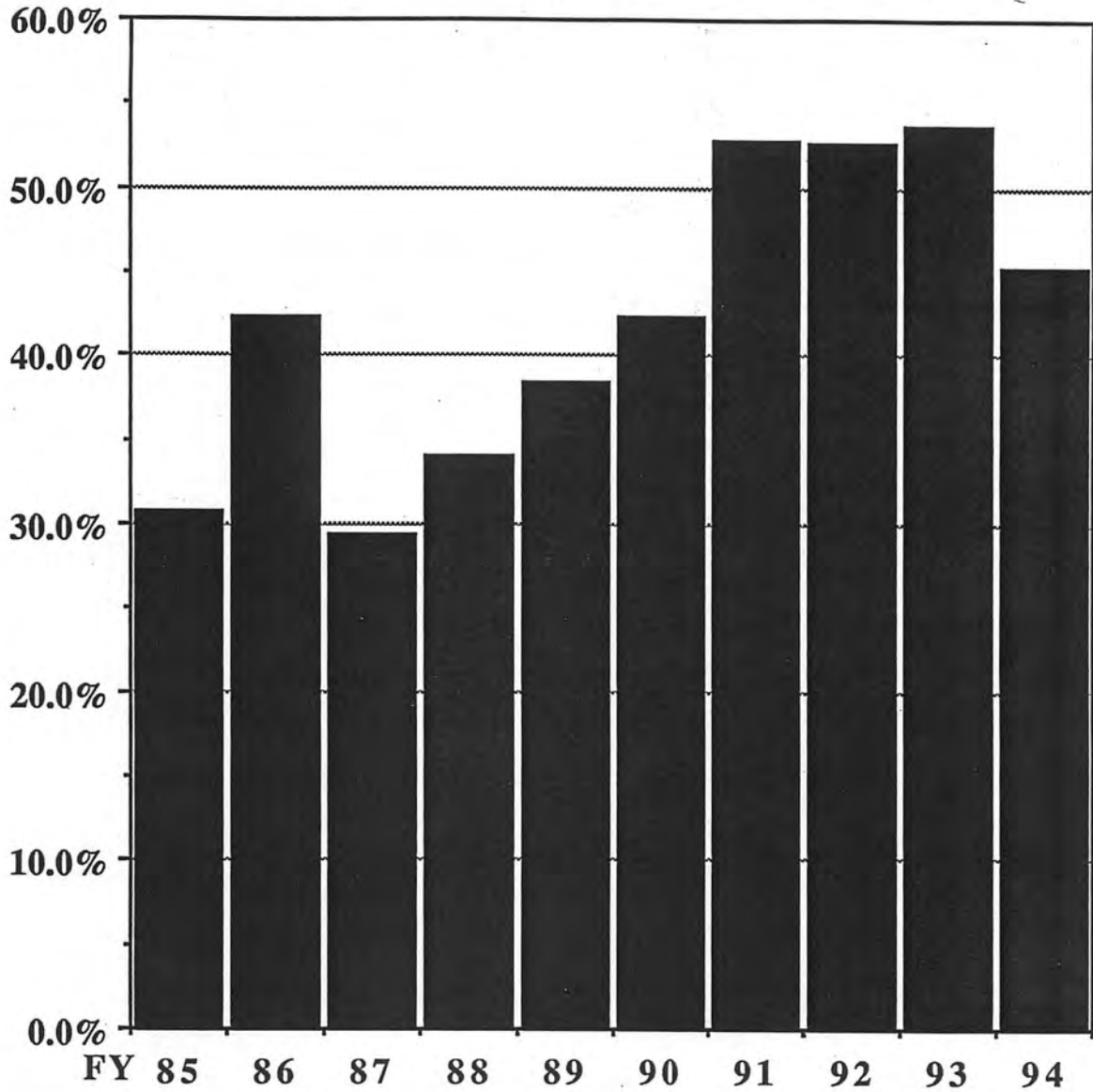
**The Computer Museum
Number of Different Funders:
Corporate, Government, Individual, & Foundation**



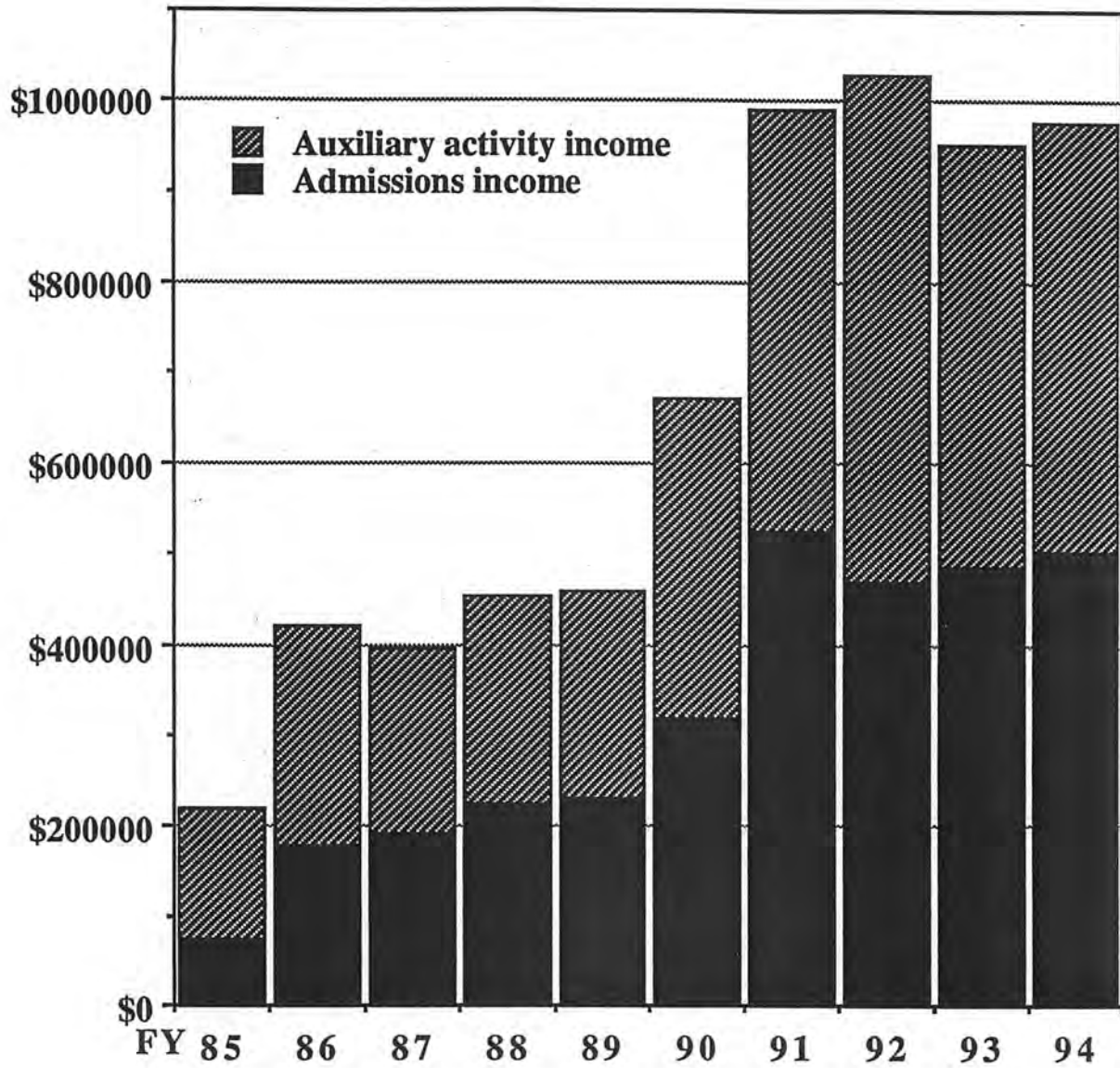
The Computer Museum Plant Fund and Endowment Mortgage and Loans



The Computer Museum Percent Earned Revenue of Total Operating Revenue

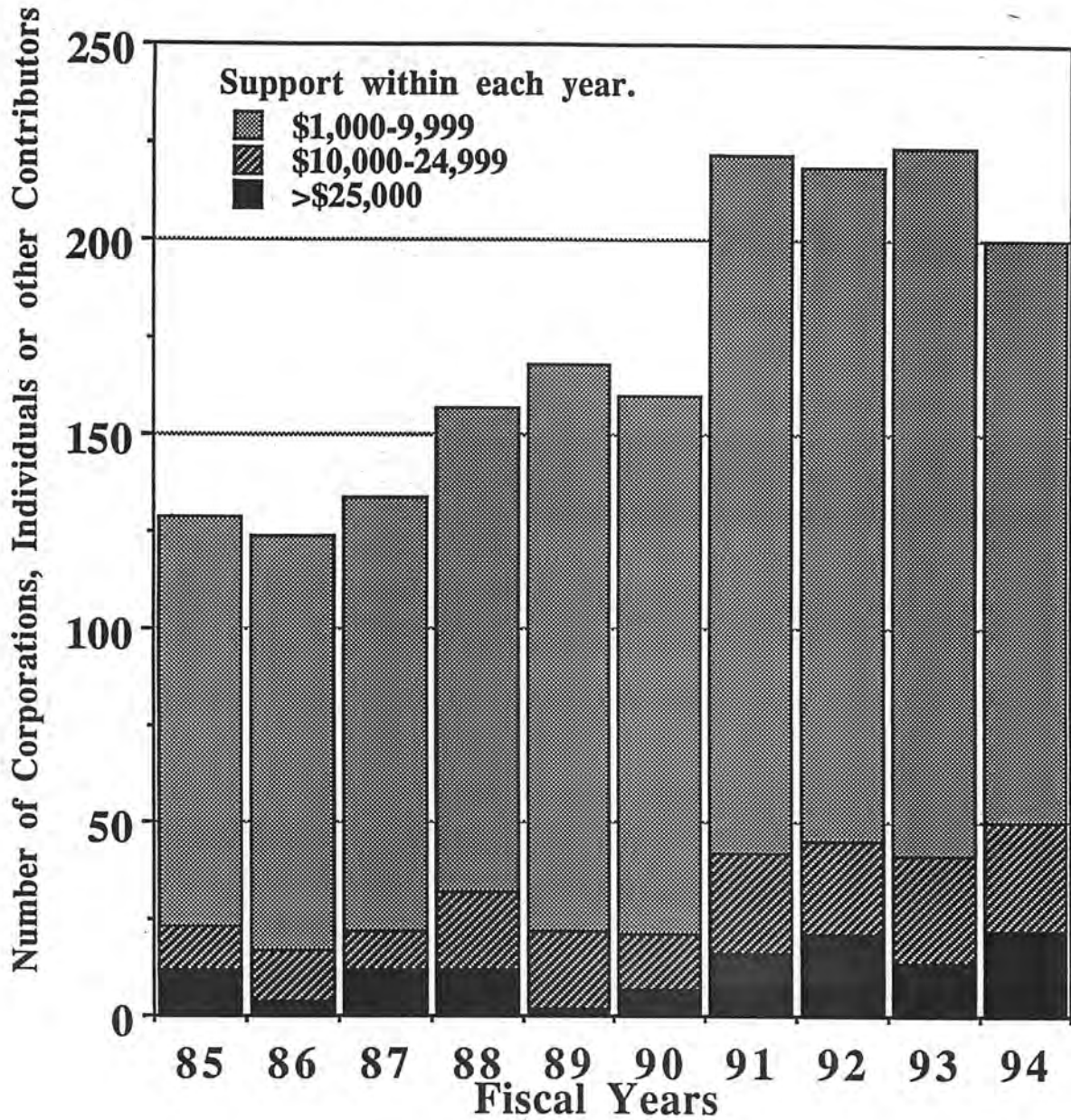


The Computer Museum Earned Income



Auxiliary income includes the store, rental for functions and other activities, and exhibit kit sales.

The Computer Museum Number of Contributors



Seriously summer

Well, not all that serious. Keeping school skills sharp can be fun

The dreaded summer backslide isn't much of a problem in Japanese schools; students in Nippon slave away till late July. American kids, of course, have an extra month off to forget everything they soaked up in the past year. Maybe that's why Johnny can't read, write or balance a checkbook.

A longer American school year is the favored remedy in some think-tank circles. A less drastic solution is a round of summer edutainment. Countless companies are cranking out software, books, games and do-it-yourself kits that claim to be fun and educational. They drill in skills, they rev up creativity, they spark intellectual curiosity. Sounds great, but do they deliver? *U.S. News* played with a slew of them—and polled educators, toy experts and children—to size up the current crop.

COMPUTER SOFTWARE

Sammy's Science House (Edmark, ages 2-5, DOS and Macintosh, \$35) is new-breed software. Rather than drilling, kids play around, practice a few skills and absorb information osmotically. They can make a "movie" by selecting scenes from a jumbled filmstrip panel—say of an eclipse. Pick the right order and the program shows an animated film featuring the sequence. Kids can also observe animals at a pond or sort objects into categories like "things that grow." The activities fit nicely with kindergarten and first-grade curricula, says Cathy Miranker, a director of the Kids' Software Project, an evaluation effort run by Boston's Computer Museum. *Sammy* debuts later this month. Miranker also likes *Zurk's Learning Safari* (Solcil, ages 3-7, DOS and Macintosh, \$49.95). Children play games with an African theme—finding camouflaged animals, for instance. In the process, they count, match shapes, review

the alphabet and learn about wildlife.

A CD-ROM series from Living Books will surely lure a small child from the TV. In these animated, interactive versions of picture books, the story is read aloud in English (or Spanish, if you prefer). Click on any word to hear it pronounced, or click on just about anything else on the screen for fun. In the latest title, *Ruff's Bone* (ages 3-8, Windows or Macintosh CD-ROM, \$40), three-legged pants dance the cancan, stars croon and mon-

keys toss bananas. Some academics are critical of the special effects, which are, after all, merely window dressing. Others say Living Books may motivate slow readers—with a parent's help, of course.

The best electronic drillmasters are veteran programs like *Math Blaster* from Davidson, the *Reader Rabbit* and *Treasure* series from the Learning Co. and MECC's *Number* and *Word Munchers*. They offer educationally sound reviews of addition, multiplication, spelling



and the like. Kids enjoy the programs because the drills are embedded in arcade-style games, but academics gripe that the drills and the game are unconnected. It's as if a child had to field a math question every two minutes to keep watching "Full House." Such programs may help a motivated student, but they're far from cutting edge.

Planetary Taxi (Voyager, ages 7-15, Macintosh CD-ROM, \$39.95) is a fiendishly clever marriage of science and math, with three difficulty levels to straddle the age range. The player has to ferry Earthlings to different planets. The goal is to maximize tips over a 50-year career. Kids will soon be happily estimating, adding and tapping their knowledge of astronomy—or exploring the program's database. "Take



me to the planet with the highest mountains," orders one fare. (It's Mars.)

Not much other new software for teenagers is great fun and educational. The **SimCity 2000** version of the simulation game, which was first introduced in 1989, received the most votes from computerniks interviewed (Maxis, ages 12 and up, DOS and Macintosh, \$54.95). It offers a crash course in econom-

ics and urban woes as you try to run a town. Obviously, it's for semiserious kids only. Graphics are more realistic than in the original SimCity (buildings are more detailed), and unsexy but major points like water supply get more emphasis.

Write on. A writing-free summer has dire consequences. "Most of the research shows that the ability to write

fades," says Greg Jackson, director of academic computing at the Massachusetts Institute of Technology. **Creative Writer** (Microsoft, ages 8 and up, Windows and Macintosh, about \$45) is one of the most feature-rich word-processing programs for children. Besides providing a lively on-screen work space, the program stimulates imaginations with a "slot machine" of silly story starters. You can change the shape or color of letters, or replace selected words with pictures. Too bad there aren't tips on writing better.

The Multimedia Workshop (Davidson, ages 10 to adult, Macintosh, \$80) is packed with desktop publishing, paint and video capabilities. It includes a book log and a template for book reports—useful to kids who sign up for a reading program at the local library. For journal writing, Stone & Associates makes **My Computer Diary** for girls, which includes biographies of hundreds of famous women, and **Journal of Superstars** for boys, with bios of famous men (ages 10



THE BESTSELLERS

Education is the game at LearningSmith, a chain of 18 toy stores. Among the hot items:

Tangos (REX GAMES, ages 8 and up, \$9.95). Build geometric structures.

Kids Travel (KLUTZ PRESS, ages 6-12, \$18.95). The "back-seat survival kit" covers palm reading, geography, "Cow Alert!"

Big Red (FIRE DOG PICTURES, ages 4-10, \$19.95). Fire-safety video.

Mindtrap (MINDTRAP GAMES, ages 10 and up, \$28.95). Players sharpen questioning skills to solve conundrums.

The Classical Kids Collection (CLASSICAL KIDS DIGITAL, ages 6-12, \$31.98 for 4 audiotapes). Engaging narration and some of the world's greatest music.

Rocketry Science Kits (ESTES, ages 10 and up, \$34.95-\$39.95). Build it and launch it.

Bavarian Castle 3-D Puzzle (WREBBIT, ages 10 and up, \$44.95). Think you're building a castle? Nope, you're learning about spatial relationships.

The Cruncher (DAVIDSON, ages 10 and up, DOS, Macintosh, \$47.95). A spreadsheet for kids. Perfect for a lemonade magnate.

Super Solvers Gizmos & Gadgets (LEARNING CO., ages 7-12, DOS, \$47.95). Computer game: Design a car to outrace Morty the Master of Mischief.

GEO Safari (EDUCATIONAL INSIGHTS, ages 8 and up, \$99.95). A quasi-computer poses questions on geography, history.

Roaming Robot kit, for example, doesn't explain how the robot works, though the little guy is fun to watch—for the few kids, or parents, who manage to decipher the !!? instructions and build him.

One new science kit breaks the mold. Explore Our Human Origins (Curiosity Kits, ages 10 and up, \$25) contains an engrossing booklet on fossils and a bag of rubble with up to 10 fossilized shells, bat jaws and fish bones. You can sift the stuff and label the finds. The kit also contains plaster of paris to cast a footprint and a stone slab and paints for cave-dweller-style art, which is covered in the booklet.

Imagine a puzzle where a child assembles small geometric shapes into larger

squares and rectangles. That's Pentominoes, invented by a mathematician and now marketed in foam cutouts by Binary Arts (ages 8 and up, \$5). Practicing Pentominoes can give a child an edge in geometry, says Virginia Thompson, director of the Family Math program at the University of California at Berkeley. Cubits (\$8) is another geometric Binary Arts puzzler; the goal is to take diamond shapes and build a cube or cubist forms.

Mastering an old trick can teach a few new tricks to a child. Magic Works (ages 8 and up) is a line of six time-tested devices that live up to their name: A tiny sword seems to cut through a closed ring; a sliced rope reunites. The tricks, \$9 each from Milton Bradley, were formerly sold in magic shops under the Tenyo name at higher prices. Some of the educational benefits are cut and dried: reading, memorization. But there's more. "Kids who start out as geeks and nerds can take over the world with magic," says Jamy Ian Swiss, a professional magician in New York City. Besides defeating their shyness, they'll learn a valuable lesson in a tell-all age: how to keep a secret. ■

BY MARC SILVER AND MARY KATHLEEN FLYNN WITH JOHN SIMONS AND ANDEA R. WRIGHT



Guidance for parents

These resources will help parents sneak a little more educational content into a child's endless summer.

■ **Children's Classics: A Book List for Parents.** More than 100 great books from *Mt. Gump's Outing* to *Little Women*. Send \$3.50 to *The Horn Book*, 11 Beacon Street, Suite 1000, Boston, MA 02108.

■ **Family Math** by Jean Kerr Stenmark et al. Alluring number games for kids 5 to 18. Send \$18 to UC Regents, care of Family Math, Lawrence Hall of Science, University of California, Berkeley, CA 94720.

■ **Helping Your Child Learn Science.** Cheap, solid science; 16 experiments with household staples like celery, foil, gelatin. Send \$3.25 to Consumer Information Center, Dept. 143Z, Pueblo, CO 81009.

■ **Parents' Choice.** The Summer 1994 issue evaluates new books, tapes, toys and computer games for educational value as well as fun. Send \$4 to Parents' Choice, PO Box 185, Waban, MA 02168.

HE IS HERE

family to opposite ends of the World.

The Computer Museum

300 Congress Street
Boston, MA 02210

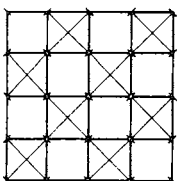
(617) 426-2800

Memorandum

DATE: August 24, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: Minutes, August 11 meeting

Enclosed please find minutes from the Executive Committee meeting held on August 11. For those of you unable to attend the meeting, I also enclose the handouts from the meeting.

Thanks.



THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

August 11, 1994

Present were Gwen Bell (by telephone), Richard Case, Gardner Hendrie, Tom Franklin, Clerk, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:10 a.m. by Mr. Zraket.

I. The Committee first met in executive session. The minutes of the executive session are confidential.

II. Dr. Strimpel next presented an operations update. Admissions were below target in July for reasons that are not clear. Dr. Zraket suggested that corporate members be solicited to subsidize school groups, possibly from their employment area.

The Networked Planet exhibit now is within \$10,000 of full funding with further grants expected from NSF and Unisys. Chipcom recently pledged \$20,000. Walk Through Computer has \$550,000 committed to date.

Gary Eichorn of H-P has agreed to serve as a trustee and seems very enthusiastic; he will meet with Dr. Strimpel at the Museum soon.

The Childrens' Museum is seeking a \$5 million federal grant with an anticipated decision within weeks, which it will use to construct the Wave and new lobby. With funding they would commence construction this November although some design issues remain to be resolved.

III. Gwen Bell reported on the status of publications. Contracts have been signed with Crown Publishing for Walk Through and Bowl books. An author is needed for the former. We are working with the authors to select a publisher and terms for the Guide to Kids Software, which we hope to see published next summer in time for Christmas 1995 marketing.

Dr. Bell also reported on a program to encourage corporate members to contribute artifacts and documents. Synoptics has been asked to locate and contribute artifacts from PARC.

She also reported on preliminary investigation of a variation of the previously proposed Hall of Fame; a three or four part television series on "The Pinnacles of Computer Technology" using in the main recipients of the National Medal of Technology. After discussion it was agreed to proceed with investigation of a TV series, and possibly a related book, based on our present "Milestones in Computing" exhibit but to solicit the Medal of Technology recipients for artifacts and a video record.

IV. John Marchiony joined the meeting for a discussion of exhibit licensing. The proposed agreement with Impart, Inc. was reviewed and approved, subject to the following changes:

1. The Museum should have a "no-cause" termination right but could agree not to license another distributor in such case if Impart were in performance of its obligations.

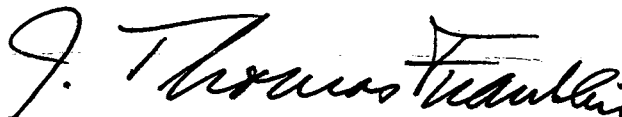
2. We must be sure that Stride Rite has no objection to our providing the "How Tall are You?" exhibit to Impart and its customers.

3. We should require a minimum order from Impart of four units to initiate the contract, thereby reducing our exposure for the \$15,000 re-engineering cost.

4. We must investigate the impact of the transaction on our tax status, with Dave Donaldson and by checking how the MFA handles its unrelated revenues.

V. Dr. Zraket left the meeting just before discussion of developing a simulation ride for the Museum which would be based on a tour of a computer or a network and would utilize sound, film or video and moving seats in a specially constructed small auditorium, possibly seating 15 to 20 persons. The cost would be approximately one and a half million dollars, which might be provided on some terms by Larry Miller, a shopping mall owner introduced to the Museum by Tony Pell. The ride would increase attendance, possibly by a great deal, and could be replicated at a lower cost for display in shopping malls which would reach a much larger audience. After discussion the meeting was adjourned at 10:10 a.m.

Respectfully submitted,



J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

August 11, 1994

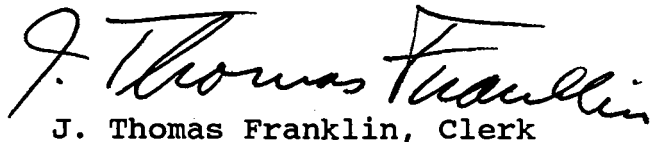
Executive Session

C O N F I D E N T I A L

The Executive Committee met in executive session to consider further the sabbatical leave for Dr. Strimpel starting about July 1, 1995. Dr. Strimpel's outline of his plans for a sabbatical, including a temporary affiliation with an academic institution, were reviewed and approved. Dr. Zraket suggested he address some of his thought to means by which the Museum can exhibit software as well as hardware and that he spend some time at Mitre learning what they are doing with object oriented software.

Determination of interim management during Dr. Strimpel's sabbatical will be deferred until closer to the commencement date.

Respectfully submitted,


J. Thomas Franklin, Clerk

The Computer Museum

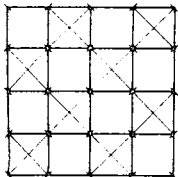
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

**The Computer Museum
EXECUTIVE COMMITTEE MEETING
August 11, 1994
8:00 a.m. - 10:00 a.m.**

1. Operations Update
2. Historical Projects
3. Exhibit Licensing
4. Simulation Ride



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: August 5, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: August 11 Meeting

Enclosed please find the agenda for our next meeting on Thursday, August 11. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

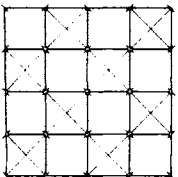
Among items to be discussed are exhibit licensing, historical projects, and simulation rides.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you next Thursday.

Enclosures:

- Agenda
- Attendance figures
- Admissions report
- Letter/attachments from J. Marchiony re: licensing
- Minutes, July 14 Executive Committee meeting



MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF JUNE 1994

MONTHLY			INSTITUTION	YEAR TO DATE		
1994	1993	VARIANCE		1994	1993	VARIANCE
206625	221856	-6.87%	BOSTON NATIONAL HISTORIC PARK (Parkwide totals)	645342	707317	-8.76%
36017	37470	-3.88%	(Downtown Visitors Center)	134289	137992	-2.68%
6001	8831	-32.05%	BOSTONIAN SOCIETY	23789	31941	-25.52%
30444	31141	-2.24%	CHILDREN'S MUSEUM	177424	197449	-10.14%
49395	43611	13.26%	COMMONWEALTH ZOOLOGICAL CORPORATION	304416	303575	0.28%
13242	11064	19.69%	COMPUTER MUSEUM	118206	116776	1.22%
3289	2356	39.60%	CONCORD MUSEUM	12292	11907	3.23%
36295	39490	-8.09%	CRANBERRY WORLD	57716	63822	-9.57%
10160	6020	68.77%	DECORDOVA MUSEUM & SCULPTURE PARK	26467	25263	4.77%
11941	12115	-1.44%	DISCOVERY MUSEUMS	68807	74230	-7.31%
11479	16571	-30.73%	PEABODY & ESSEX (combined)	43421	84853	-48.83%
0	0	ERR	FULLER MUSEUM OF ART	0	0	ERR
10911	12763	-14.51%	HARVARD MUSEUMS OF CULTURAL & NATURAL HIST.	52946	57082	-7.25%
25338	23127	9.56%	HERITAGE PLANTATION	43451	46323	-6.20%
14798	16701	-11.39%	HOUSE OF SEVEN GABLES	42699	48442	-11.86%
12443	13766	-9.61%	ISABELLA STEWART GARDNER MUSEUM	72892	77428	-5.86%
58807	69090	-14.88%	MUSEUM OF FINE ARTS	864557	802559	7.73%
6996	4430	57.92%	MUSEUM OF OUR NATIONAL HERITAGE	30817	28019	9.99%
127640	134923	-5.40%	MUSEUM OF SCIENCE	779723	773879	0.76%
1591	2486	-36.00%	MUSEUM OF TRANSPORTATION	6020	8791	-31.52%
59203	55517	6.64%	MYSTIC SEAPORT	145059	138605	4.66%
131977	134364	-1.78%	NEW ENGLAND AQUARIUM	631716	607773	3.94%
21521	22514	-4.41%	N.E. SCIENCE CENTER	74591	79060	-5.65%
6330	5593	13.18%	N.E. WILDFLOWER SOCIETY	24777	18447	34.31%
48476	50179	-3.39%	OLD STURBRIDGE VILLAGE	164607	167334	-1.63%
21386	22537	-5.11%	PAUL REVERE HOUSE	60915	67245	-9.41%
48737	44869	8.62%	PLIMOUTH PLANTATION	107203	100663	6.50%
10319	14247	-27.57%	USS CONSTITUTION MUSEUM	34564	45432	-23.92%

The Computer Museum
 Admissions Report
 01-AUG-1994

Weekly Comparison 1994 vs. 1993	1994 Jul 25-Jul 31	1993 Jul 26-Aug 1	Change	Change
Adults	2199	2168	31	1.4%
Children	1942	2331	-389	-16.7%
Infants	59	105	-46	-43.8%
Seniors	86	87	-1	-1.1%
TOTAL PEOPLE	4286	4691	-405	-8.6%
TOTAL REVENUE	\$18,983	\$20,474	-\$1,491	-7.3%

Monthly Comparison 1994 vs. 1993	1994 Jul 1-31	1993 Jul 1-31	Change	Change
Adults	8653	8947	-294	-3.3%
(Children	7305	7714	-409	-5.3%
Infants	273	479	-206	-43.0%
Seniors	348	349	-1	-0.3%
TOTAL PEOPLE	16579	17489	-910	-5.2%
TOTAL REVENUE	\$70,711	\$76,257	-\$5,546	-7.3%

FYTD Thru Jul 31	FY 95 Actual	FY 95 Budget	FY 94 Actual
TOTAL PEOPLE	16579	19000	17489
TOTAL REVENUES	\$70,711	\$80,750	\$76,257

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES


July 14, 1994

Executive Session

C O N F I D E N T I A L

The Executive Committee met in executive session to consider a proposed sabbatical leave for Dr. Strimpel starting about July 1, 1995, for six months. Mr. Zraket recommended approval, noting that Dr. Strimpel will then have completed ten years as Executive Director, will have completed the long range plan and will have completed recruitment of all department heads. Members expressed unanimous approval and requested that Dr. Strimpel prepare a brief outline of the activities he would like to pursue during such a sabbatical as well as a plan for the Museum operations in his absence. Subject to review of such plans the proposal will be voted at the next meeting.

Respectfully submitted,


J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

July 14, 1994

Present were Dave Kaplan, Tom Franklin, Clerk, Tony Pell, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 8:20 a.m. by Mr. Zraket.

I. The Committee first met in executive session without Dr. Strimpel. The minutes of the executive session are confidential.

Dates for subsequent meetings of this committee were established as August 11, September 14 following the Manzi breakfast, and October 14.

II. Oliver Strimpel then rejoined the meeting and presented an operations update. For the first time fiscal 1994 was completed with a slight surplus resulting from operations rather than end-of-the-year fund-raising from the board. Dr. Strimpel credited hard work by the staff and the unusually successful Bowl and Auction for such financial success.

The Networked Planet exhibit is only \$30,000 short of its \$815,000 goal. Sprint contributed \$100,000 plus free telecommunications service for five years, Banyan and Thompson Financial Services each contributed \$25,000, and Apple contributed \$45,000 plus 35 MacIntoshes. The application to the National Science Foundation still is pending and could result in a grant of from \$100,000 to \$500,000 and a proposal to Chipcom still is open.

The Walk Through Computer Rev. 2.0 has been funded to approximately \$400,000 out of a total \$900,000 budget. An additional \$150,000 from current proposals is likely.

Charts illustrating revenue growth and sources during the last ten years prepared by Gwen Bell were reviewed and discussed. Several favorable trends were apparent, e.g., steady increases in revenue, large donor support and earned income.

Dr. Zraket expressed the concern of a member and donor organization that the Museum continue to fund and develop its collections and archival activities. Dr. Strimpel then presented a proposal to make the collections more accessible to scholars and historians and to generate modest revenue from access fees, which was approved.

Dr. Strimpel reviewed the numerous publishing activities now involving the Museum. Books on the Bowl and Walk Through Computer will be published as the first two in The Computer Museum series,

probably by Crown but Viking is to make a proposal next week. The Guide to Kids' Software will be published independently of the series by a publisher to be selected.

Mr. Pell reviewed the 850 Fund with Ms. Riggs who joined the meeting and explained the objectives of the Fund as, first, to fund the Museum's 50% of the Museum Wharf mortgage (\$600,000) and second, to fund the Museum's cost to enlarge and rebuild the lobby in conjunction with The Children's Museum (\$200,000). A balance of \$50,000 would be required for fund-raising and administrative expense. A more detailed proposal will be discussed at the next meeting.

Mr. Franklin reported on the successful efforts of Kevin Kelly in locating a reseller of the Museum's exhibit kits, limited to retail stores and shopping areas and recommended that this committee authorize every grant of exclusive rights to Museum property. The recommendation was approved; Mr. Kelly was asked to present the proposed business terms in the context of a business plan showing revenues and expenses at several volume levels. The committee was pleased with the prospect of commercial revenue from already developed exhibits but was concerned that the Museum not incur obligations to build or support exhibits beyond its capability to do so profitably.

The meeting was adjourned at approximately 10 a.m.

Respectfully submitted,


J. Thomas Franklin, Clerk

The
Computer
Museum

300 Congress Street
Boston, MA 02210

(617) 486-2800

August 5, 1994

Mr. Gardner C. Hendrie
Sigma Partners
300 Commercial Street #705
Boston, MA 02109

Dear Gardner,

At the last meeting of the Executive Committee, you requested additional information on TCM's proposed relationship with Impart, Inc., a Seattle-based company that plans to represent TCM and our exhibits to the retail industries.

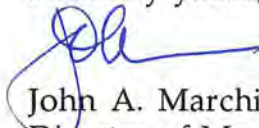
Kevin Kelly and I have worked to identify and summarize the benefits and risks of the relationship. At the same time, we have moved forward to create a formal business agreement that will benefit The Computer Museum. Tom Franklin has guided us through the development of that agreement to the point where Tom, Oliver, Kevin, and I are prepared to execute the agreement.

In anticipation of the Executive Committee meeting on Thursday, August 11, we would like to submit the attached summary for your inspection. We would ask that you consider this document and raise any questions by phone, fax, or e-mail before the Executive Committee meeting so that Kevin and I may provide you with additional information.

It is our hope to address any outstanding concerns between now and August 11 so that we may execute our agreement at that time and allow Impart to move forward to take our products and services to their clients and the retail market.

Thank you very much for your interest in the success of this project.

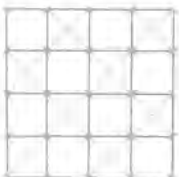
Sincerely yours,



John A. Marchiony
Director of Marketing

INTERNET:
marchiony@tcm.org

cc. Oliver Strimpel, Kevin Kelly



Sabbatical Period

1. Activities to be Planned for Sabbatical Period

For the first 4-6 weeks of the sabbatical, I would plan a trip to a totally different environment from Boston to reinvigorate myself. This will have been my first extended trip since joining the Museum in 1984.

One of the Museum's important roles is to provide a bridge between the leading edge of computing in academic and industrial environments, and the general public. A sabbatical would provide the time for me to become immersed in an aspect of computing and renew my familiarity with new horizons of computing. This understanding will be essential background for me as the Museum develops a vision for its next decade.

I would achieve this by becoming affiliated to an academic institution, such as the Media Lab at MIT for the Fall semester. This would provide the framework for my engagement in a specific computing project, as well as regular contact with a community engaged in state-of-the-art computing applications.

2. Plan for Managing the Museum During the Sabbatical Period

I propose that three months before the sabbatical commences, one of the department heads be designated acting director during my absence. By then all five of the Museum's department heads will have been in place for over a year and the strengths of each in the Museum setting will be proven, which will facilitate the choice of acting director. However, much of the responsibility for decision-making and the Museum's forward momentum will rest with the group of five department heads.

The proposed sabbatical period starting in the summer of 1995 was selected because it comes immediately after the opening of two major exhibits in six months (*The Networked Planet* and *The Walk-Through Computer 2.0*). Therefore no major exhibit openings will take place during this period. The period will be characterized by development and execution of the exhibit, education, and collections-related plans determined in the current long-range planning process.

OS
8/7/94

RESELLER AGREEMENT
Impart, Inc. and The Computer Museum

OVERVIEW

A) The Computer Museum will grant to Impart, subject to the terms of this agreement as amended from time to time, the exclusive right to resell the Products in the Market. This does not include Museums, Science Centers, and Educational Institutions, such as schools and Universities. TCM also retains the right to resell exhibits directly to existing customers in the retail industry. (see Appendix A)

I) Products are all TCM developed or owned exhibits during the term of this Agreement.

II) Market is all retail stores and shopping areas in the U.S.

B) Impart will have exclusive right to resell Products in the Market for 12 months from date of Agreement, and for a second 12 months thereafter if has sold 25 units having a gross price of \$100,000.00 during the initial 12 months. For the third and subsequent 12 month term the minimum sales necessary to maintain exclusivity will be negotiated in good faith by the parties.

C) The initial Agreement term will be 5 years.

D) The Computer Museum wishes to maintain its image as an educational resource. Therefore, it is in TCM's best interest that all exhibits re-sold by Impart be used in situations and settings that do not conflict with TCM's image. TCM reserves the right to refuse sale of exhibits to retailers if their use of TCM exhibits are objectionable.

OBLIGATIONS OF IMPART:

- A) Impart will use best efforts to promote, market and sell Products in the market. Impart will not represent any other science museum without prior approval by TCM.
- B) Impart will identify every Product as developed by TCM, including use of TCM trademarks and marketing materials that refer to TCM only as approved by TCM.
- D) Impart will sublicense Products only on terms approved by TCM.
- E) Impart will pay TCM invoices within 30 calendar days of receipt.
- F) Impart will install any Product engineering changes in the field if required for safety or reliability reasons. If it is deemed that the original TCM Product was not designed or manufactured properly, the reasonable cost of installation will be borne by TCM up to a period of 180 days from installation.
- G) Impart will market and sell TCM exhibits, and be responsible for all costs incurred in this process.
- H) All orders, service and support calls, and inquiries relating to TCM exhibits in the retail industry will be referred to Impart during the term of this agreement.
- I) Impart will include the TCM logo as a prominent feature and list TCM as the developer of the display if retailer will permit. All marketing materials created or produced by Impart are and shall remain the property of Impart.

OBLIGATIONS OF TCM:

- A) TCM will warrant all Products for 180 days after delivery to user.
- B) Provide back-up support to Impart user-support personnel up to 5 man-hours per year per exhibit at no charge for 2 years after initial installation, thereafter in the discretion of TCM on a time and materials basis.
- C) Provide limited consulting and customization of exhibits on a time and materials basis and only as available.
- D) Provide installation and maintenance manuals for each exhibit when delivered to Impart.
- E) Consult with Impart regarding new exhibit plans of TCM.

F) Consult with Impart regarding Impart marketing, and refer all sales inquiries to Impart.

G) Advise Impart of price and Product changes ASAP and not less than 90 days prior to implementation unless safety considerations require earlier implementation.

H) Provide user licensing terms to Impart and reasonably approve changes thereto requested by Impart or user.

I) Reasonably approve Impart use of TCM trademark and marketing materials that reference TCM.

J) Product liability insurance to be carried by TCM with Impart given a Vendors Endorsement to be held harmless in the event of any Product liability claims.

K) TCM will produce and supply Product on a timely basis. Timely basis means a period agreed upon at time of each order.

GENERAL TERMS

A) Governing Law: Massachusetts

B) Entire agreement, may be amended only in writing

C) Disclaimer of implied warranties

D) Mutual waiver of consequential damages except for destruction of propriety interest of TCM. This is intended to protect both parties from large damage claims by the other.

E) Neither party is agent for the other

F) Either party may terminate for cause on 60 days written notice subject to cure during notice period, except 10 days notice for non-payment.

BEST INTERESTS

Both parties agree to act in accordance with the best interest of their mutual business concerns, both during and after the effective dates of this agreement.

From the Hall of Fame to Pinnacles of Technology.

Report by Gwen Bell, August 10, 1994

October 93:

"Hall of Fame" Event invented to replace Bowl as a revenue source.

November 93:

With strong support of West Coast, the Bowl is determined to be continued as a revenue source for The Computer Museum.

February 94:

"Hall of Fame" presented as a three-part project

- **An event that inaugurates technology teams**
- **An annual television show on the technologies and event**
- **Some form of exhibition of the technology**

Spring/summer 94:

Hall of Fame run up the flag pole with these results:

- **Mitch Kertzman and others had problems with selling tables for another event, (to many dinners to go to) ... consensus was that they enjoyed, had fun at the Bowl and thought the auction was a good (and profitable) addition.**

- **Erich Bloch said "Don't get into selection process. Use the winners of other awards, especially National Medal of Technology.**

- **The Department of Commerce and the Foundation for the National Medal of Technology indicated willingness to cooperate on a project that featured the winners in computing**

- **Television producers at KTEH (San Jose), Great Projects Film Company Inc., KQED (San Francisco), and WGBH had difficulty with placing a "one time only" show. (The Bowl was fit into an existing series.)**

- **Costs would be \$500,000 for TV show (to be raised) and \$50,000 to add to an exhibit, and another \$75,000 to administer the program and run an event. Totalling more than \$600,000 a year to raise with a low profit margin.**

July 1994:

Decision-making meeting attendees: Mitch Kertzman, Dan Polin (Great Projects Inc.), Ann Woodward (Executive Director National Medal of Technology), Oliver Strimpel, Kate Jose, Betsy Riggs, and Gwen Bell. Unable to come: Bob Everett, Bill Poduska, and Charles Zraket.

Three models put forward:

- 1. Original model described.**
- 2. Annual coordination with other groups such as biotechnology and aerospace for a three part yearly series. Ann Woodward was enthusiastic and willing to promote the idea. Mitch Kertzman said he really thought The Computer Museum should make its plans independent of other groups, but with cooperation with National Medal of Technology, especially for fund-raising credibility.**
- 3. Do a three or four part television series: "The Pinnacles of Computer Technology". Dan Polin would take the lead in finding a public broadcasting outlet and would work with us to fund raise.**
 - Coordinate it with a redo or new layering on the computer history exhibit, "Milestones of a Revolution" to add the inventors and engineers that created the technology.**
 - Orchestrate a premier of the tv show and exhibit that would bring together those honored.**
 - Prepare a companion book.**

Ann Woodward indicated that the Foundation for the National Medal of Technology would probably endorse such a project.

The consensus was to go with Alternative 3.

**GREAT
PROJECTS**
Film Company, Inc.

584 Ninth Avenue
New York, New York 10036
Tel: (212) 581 1700
Fnx: (212) 581-3167

PINNACLES OF COMPUTING

Too often, fascination with computer technology obscures the men and women who have made such innovations possible. **Pinnacles of Computing** is a three-part series that attempts to counterbalance this tendency by focusing more upon the computer's visionaries, inventors, industrialists, and entrepreneurs. Without their inspiration, hard work, and genius, the contemporary computer would never have become a reality.

Our study will highlight the figures most pivotal to the history of computing rather than those who are most famous: Charles Babbage, for example, who designed the massive, general-purpose Analytical Engine in 1833; Eckert and Mauchly, who in 1946 completed ENIAC, the first general purpose electronic calculator; Doug Englebart, who introduced the mouse in 1968; and Bill Gates, whose operating systems made computing accessible to everyone. Past and present contributors from both the United States and abroad will be included, with special emphasis given to recipients of the National Medal of Technology.

Biography furnishes the most intriguing, educational, and entertaining way to study history. It provides children with role models, adults with human interest, and educators with a definitive and structured way to approach an often complicated subject. Overall, we believe that **Pinnacles of Computing** offers all its viewers a better understanding of the history of computer technology.

Exhibit Kits Conceptual Plan: Markets Beyond the Museum Community

Background	Before the Spring of 1994, The Computer Museum believed that the most lucrative market for items in the Exhibit Kits program lay within the museum community. With the development of relationships with Stride Rite Corporation and Impart, Inc., it is apparent that our exhibits may have appeal beyond the traditional educational and museum settings.
Stride Rite	Stride Rite Corporation was the first organization to express serious interest in a relationship with The Computer Museum. Currently, Stride Rite is finalizing plans for their prototype store design which includes The Computer Museum exhibit "How Tall Are You?". The store is scheduled to open in Natick, Massachusetts during the Fall. Should the new store concept succeed, Stride Rite will include The Computer Museum's exhibits in subsequent store openings and renovations.
Impart	Impart, of Seattle, Washington, is a leading developer of in-store displays and exhibits. Impart's current clients include Nintendo and The Gap. Impart and The Computer Museum management team seek to have Impart become The Computer Museum's exclusive agent to the retail market upon placement of a minimum order. Impart will market The Computer Museum's exhibits to progressive retailers that are particularly interested in presenting new ideas -- along with their products -- to parents and children.
Opportunities	<p>With the successful execution of the Impart agreement, The Computer Museum anticipates developing additional markets. The Computer Museum believes that the following market segments deserve specific attention for the "How Tall Are You?":</p> <ul style="list-style-type: none">• Amusement operators that have height restrictions:<ul style="list-style-type: none">• Amusement parks• Simulator theater operators• Carnival operators• Mall developers and managers;• Public spaces<ul style="list-style-type: none">• Train stations• Airports• Transportation terminals
Museum Market	The Computer Museum intends to focus increased attention on the non-traditional markets while maintaining a presence with the museum and exhibit development markets.

Exhibit Kits
Supporting Information for a Business Alliance with Impart, Inc.

Rationale

The Computer Museum (TCM) will benefit from the proposed agreement with Impart by expanding the marketing and sales of TCM's exhibits beyond the traditional museum market. TCM will also benefit from funding a re-design of the "How Tall Are You?" (HTAY) exhibit that Impart will market by decreasing per unit production costs.

Working Relationship

All orders will be placed by customers through Impart, Inc. Impart will, in turn, place gross orders with TCM. TCM will manage the fabrication of HTAY hardware with an outside vendor. TCM is responsible for reproducing software and documentation as well as packaging the order for shipment to Impart. Impart will distribute the order to their customers. Impart is responsible for installation. Impart will handle all service calls from customers. TCM will consult with Impart on service and trouble shooting issues, as outlined in the proposed agreement, which has been reviewed and approved by Tom Franklin.

Production Budget

The table below details the costs in filling one order for HTAY. The *Re-Design* column refers to costs after the re-engineering of the exhibit has been completed. *Current* details costs incurred under the current process.

	Re-Design	Current	
Hardware	500	1,800	
Cables	25	50	
TCM labor	75	150	- labor rate
Package/shipping	50	50	
Overhead	350	400	- ?
TOTAL	1,000	2,450	

Re-Engineering

The current hardware configuration costs the TCM \$1,800 per unit for materials. Orders larger than 5 copies are difficult to fill due to the labor required to modify each set of sensors.

Bolton Engineering, Inc. has been selected to re-design the HTAY sensors. Re-engineering will fulfill several needs:

1. Reduction in cost per unit;
2. Increased ease of installation;
3. Increased manufacturing capacity;
4. Reduction of TCM labor to prepare materials for delivery;
5. Continued use of current software;

The proposal from Bolton Engineering has met these requirements. Bolton will design an easy-to-install system that places the major components into two enclosures which are smaller than the current configuration. This will make it easier for customers to install, and significantly reduce TCM's labor and support costs.

The cost of re-engineering the exhibit is \$15,100. Bolton Engineering will need 8-10 weeks to complete the re-engineering process. The cost per unit will drop to \$500 per copy, a savings of \$1,300 per unit. TCM will recoup the re-engineering investment after 12 copies are sold. (Note: Impart will become TCM's exclusive agent to the retail market only when they place orders totaling 25 or more units.)

Manufacturing

Currently all parts are ordered through a single supplier (IBM). Orders are filled in 2-16 weeks. This range is unacceptable. An order placed in June, 1994 for these parts took an additional 7 days to process because IBM could locate the parts on their price list, but had no price listed.

Under the proposed plan, orders will be filled within 6-8 weeks. This can be reduced with nominal rush charges. Large orders (100 or more) can be filled in 8-10 weeks. At the significantly reduced cost per unit, TCM could stock a supply of the exhibit replenish it as sales occur.

An additional feature of this process is a choice of enclosure colors. This will provide variety to potential customers.

Cost and Payment Schedule for Production

TCM will be responsible for a 50% deposit on each fabrication order. The balance will be payable upon receipt of the completed materials.

The fabricator has asked for orders with a minimum of six units, with a gross cost of \$3,000.

An order with 50 units, therefore, would require TCM to deposit \$12,500 and pay \$12,500 on receipt.

TCM will receive payment from Impart, Inc. within 30 days from receipt of invoice.

Costs vs. Margin

As described above, the cost per unit is will decrease significantly with the new process; the profit margin per unit will increase inversely. The pricing schedule developed for Impart greatly benefits TCM. Pricing levels reflect a quantity discount negotiated with Impart on a per-order basis.

Quantity	Price	Cost Per Unit	Net Margin per Unit	% Margin per Unit
1	\$5,400	\$1,000	\$4,400	81
10	\$4,500	\$1,000	\$3,500	78
50	\$3,240	\$890	\$2,350	72

Risks

TCM's risk involves the expense of re-design of HTAY. TCM must fund \$15,100 in engineering fees immediately. Impart, Inc. has not yet placed an order, as they are waiting for TCM to approve the agreement.

TCM already has three orders for HTAY? from the Exhibit Kits program that need to be placed within the next 3 months. These orders will benefit from the re-design and reduced costs.

Benefits

The obvious benefit to TCM is the increased profit margin on HTAY. The re-design will yield higher margins on each unit sold. Since it will take 8-10 weeks to complete the re-design, initiating the process immediately is of paramount importance. (Within that time period, we expect Impart to place orders. Filling these orders with the current hardware configuration will be costly and time-consuming to the Museum.)

A distribution agreement with Impart also will provide TCM with a sales and marketing channel TCM can not develop independently. To support their new offerings, Impart is preparing an advertising campaign that includes HTAY as a new product for Impart's customers. Based on Impart's client list and stated interest in TCM exhibits, TCM expects that Impart will order at least 20 exhibits during fiscal year 1995 which would represent \$70,000 net to TCM.

Term sheet for contract?
Redesign when get orders
What about tax status

The Computer Museum

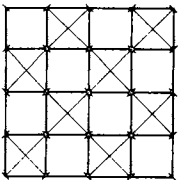
300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

**The Computer Museum
EXECUTIVE COMMITTEE MEETING
September 14, 1994
8:00 a.m. - 10:00 a.m.**

1. Operations Update
2. Nominating Committee Report
3. Discussion of Three-Year Plan



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: September 2, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: September 14 Meeting

Enclosed please find the agenda for our next meeting on Wednesday, September 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

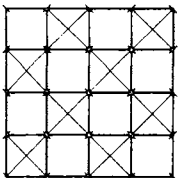
I enclose the latest draft of the Museum's Three-Year Plan for your review prior to the meeting. We will devote a major portion of the meeting to discussion of the Plan. Other items to be discussed include a report by the Nominating Committee.

Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on the 14th.

Enclosures:

- Agenda
- Draft Three-Year Plan



FRAMEWORK FOR THE COMPUTER MUSEUM'S STRATEGIC PLAN

Introduction

Museum Mission
Strategic Analysis
Strategy
Ten-Year Objectives

THREE-YEAR PLAN FY95-97

I. Onsite Programs

- A. Exhibits: permanent, temporary; includes new exhibit development and renovation of existing exhibits
- B. Overall visitor experience: apron, lobby, signage, parking, visitor services, exhibit maintenance
- C. Education programs: The Computer Clubhouse, teacher development, overnights, computer camps, special events
- D. Collections: new acquisitions, collections management, collections access and documentation.
- E. Research

II. National & International Programs

- A. Exhibit licensing
- B. Traveling exhibit—Electronic Classroom
- C. Computer Museum materials: Book Series, videos, CD-ROMs, television programming, teacher materials
- D. The Computer Bowl
- E. The Museum on the Net

III. Facilities Plan

- A. Lobby
- B. Store
- C. Overall deployment of space

IV. Institutional Advancement

Three-year plan for building the Museum's base of support from individuals, corporations, & foundations for both operating, project, and capital purposes. Includes national events such as The Computer Bowl and a computer achievement recognition program.

V. Marketing & Sales Plan

Marketing plan supports the institutional positioning, financial, and audience impact goals. Includes a discussion of Museum's earned revenue plans from existing streams and new streams.

VI. Diversity

Plan to increase diversity in the Museum's audience, staff, & Boards.

VII. Finance

Three-year financial plan that reflects all planned activities; includes projections for all of Museum's operating and capital revenues and expenses.

VIII. Administration

Three-year plan that addresses administrative needs to support the plan, including office and personnel requirements.

Appendix 1: Exhibit Development Plan

Appendix 2: New Lobby Plan

Appendix 3: Overall Plans for Fifth- and Sixth-Floor Utilization

Appendix 4: The Museum on the Net

Appendix 5: FY95-97 Expense and Revenue Projections

THE COMPUTER MUSEUM: DRAFT STRATEGIC PLAN

INTRODUCTION

1. Museum Mission

The Computer Museum's mission is to:

- I. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers.
- II. preserve and celebrate the history and promote the understanding of computers worldwide.
- III. be an international resource for research into the history of computing.

2. Strategic Analysis

Milieu

- The usage of computers is skyrocketing as the cost/performance ratio continues to drop.
- Computer applications and usage continue to expand into more domains.
- The telecommunications, information and entertainment industries are fusing.
- Society and industry often focus on the new, next generation of products and services. The essence of the changes and the long view can get lost in the din of fast-paced incremental change.
- As information technology becomes recognized as the key technology of our era, interest in the origins of the information revolution will increase.
- Adoption of new technologies is very uneven across society, with many being excluded and feeling "left behind."
- Computers enable more people to work at home, increasing work flexibility and communications, but also increasing people's physical isolation.
- Life-long informal education is becoming more important as a way of staying abreast of changes.

As computers become more mainstream, new opportunities to learn about and interact with computers exist. Products and services that overlap and partially compete with the Museum include:

- easy-to use, multimedia computer-based applications offered at libraries, schools, other museums and over networks
- school usage of computers as tools to support education in all fields.
- sophisticated home-based educational, game, and productivity software, increasingly exploiting multimedia and network connections
- theme parks that make increasing use of computers with special emphasis on immersive, virtual reality-style experiences

The Need for the Museum's Mission: I: To Educate and Inspire

Science and technology museums have a well-established image as accessible places where visitors can explore in a relaxed fashion. They are also trusted as objective, non-commercial presenters of material. Most important, they provide a mixture between education and entertainment, a place for fun *and* learning. They are places that welcome groups and promote intergenerational group interaction.

These characteristics give the Museum an educational opportunity that formal educational institutions cannot pursue and that entertainment-oriented venues are not interested in. The Museum's image enables it to reach populations that have no other recourse as a first step.

These populations include those who come into contact with computing at work, often thrust into the role of users of specific applications. Though experienced in one computer application, they may have no knowledge or confidence in another. Indeed, everyone is an unwitting user of networks of computers in performing routine activities, such as shopping, or communicating.

Many feel excluded as they learn of technological marvels they cannot fully grasp or afford. The problem is particularly acute in underserved communities.

The Computer Museum can attract these populations by creating an exciting and accessible environment containing exhibits and programs on computer technology and its applications.

The Need for the Museum's Mission: II and III: To Preserve, Celebrate, and Conduct Research

Computing is the defining technology of our age, and its history is a key part of the world's heritage. The Museum is one of a very small handful of institutions that are seriously preserving the evolution of computing. These institutions are not competitive, but collaborate to ensure that their collective resources preserve as much of the significant record of computing as possible.

The loss of the computer pioneers themselves will reinforce the importance of the collections. With the constant flux of change in the industry, the Museum provides a secure record of technology developed by corporations that no longer exist. Researchers will increasingly seek access to the original materials held by the Museum.

As key computing anniversaries and other milestones occur, the public seeks information about the event, and the media look for a focus to "locate" their coverage. The computer industry also needs a non-competitive forum in which to come together and celebrate the achievements of the field and gain perspective.

3. Strategy

The Museum's strategy is to develop authoritative and spectacular exhibits and programs that will achieve high international visibility and public awareness.

High visibility of a limited number of flagship elements will assist the development and dissemination of all Museum programs. The flagship could be the Museum's main site, or a highly successful program or publication. Different flagship elements will serve to reach different segments of the public and the computer industry. The Museum will build upon

its spirited approach to informal education, as exemplified in its exhibits and education programs.

The Museum will seek to leverage every activity to extract maximum value and achieve the greatest possible impact. Exhibits will be leveraged with books, CD-ROMs, exhibit licensing, traveling components, and a presence on electronic networks; education programs will be designed as national models, and The Computer Bowl will be adapted to become more effective television programming.

The Museum is committed to two projects each on the scale of a million dollars—*The Networked Planet* and *The Walk-Through Computer 2.0*. These large projects will provide the basis for books, software, special events and programs. Through FY95 and much of FY96, they will be the Museum's flagships, providing the basis for positioning and visibility.

The Museum will position itself to build cachet within the industry so that corporations will view the Museum as a desirable location from which to launch products and host events.

4. Ten-Year Program Objectives

1. Become a world-class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.
2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.
3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support education reform.
4. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing
5. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of electronic computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

THREE-YEAR PLAN: FY95-97

The following three-year plan represents the first steps towards the achievement of the ten-year objectives.

High-Priority Three-Year Goals

1. Increase Museum attendance by developing high appeal programs coupled with aggressive marketing:

	FY94 (actual)	FY95	FY96	FY97 with "Ride"	FY97 no "Ride"
increase over previous year	0	10%	7%	25%	4%
attendance (people)	120,000	132,000	140,000	174,000	145,000

2. Install a new generation of immersive installations.

3. Raise dedicated funds to meet the Museum's mortgage liability.

I. ONSITE PROGRAMS

A. EXHIBIT PROGRAM

The following considerations on exhibit content, exhibit approaches, and available gallery space provide the basis for the onsite FY95-97 exhibit plan. A specific list of proposed exhibits is presented in Appendix I.

Content

The Museum's 1989-94 Exhibit Plan addressed the three questions:

How do Computers Work?
How did Computers Evolve?
What do Computers Do?

With updating and reinterpretation for the mid-1990s, these questions remain a good basis for exhibit planning.

The *Walk-Through Computer* and its updated successor *Walk-Through Computer 2.0* will continue to address the first question effectively through FY97. *People and Computers* addresses the second question adequately, but will need refurbishing and updating, especially in the second half (from the PDP-8 to the 1980s) by FY97. *Tools & Toys*, *Robots & Other Smart Machines* and *The Networked Planet* (opening November 94) address the third question.

The applications of computing affect all members of society. New applications are continually in the news. Last year virtual reality was the hot topic. This year it is the information superhighway. The next exhibit plan will therefore shift increasing focus onto computer applications, and broaden its scope to deal more fully with the social impact of computing.

A significant application area of tremendous public interest is the application of computing to the arts and entertainment. These subjects have the ability to reach out to diverse audiences, and help the Museum shed its image as a place just for technology buffs. Exhibits that relate to the computers in the arts and the performing arts will, therefore, be a component of the next plan.

The Museum will plan for flexibility in its exhibit programs to address topics of public interest. "Rapid response" exhibits will require a new approach to exhibit development and funding in which exhibit development, fabrication, & installation can take place with staff and funding resources already in place.

Exhibits on topical issues will not shy away from controversy. The Museum can help visitors face dilemmas without taking an institutional stand. For example, the issue of users' right to privacy on the networks will be raised in *The Networked Planet* exhibit, with different "network guides" taking opposing sides in the debate.

Visitor research points out two areas the public would like addressed:

1. The future: visitors seek access to cutting-edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed with resource materials and pointers to reliable sources of information, and through a program of public workshops.

Exhibit Approach

To achieve greater impact and visibility, the Museum needs to mount spectacular exhibits. Examples include larger-than-life exhibits (*Walk-Through Computer*), environmental exhibits, or group virtual reality experiences. The plan calls for a major renovation of *The Walk-Through Computer* that, as well as updating it, will increase its visual impact from the exterior and its immersive, environmental quality in the interior.

Increased provision for contact between visitors and Museum staff can provide a means of increasing visitor engagement, especially for groups. Scope for presentations and performances should be planned into exhibit spaces.

Space

After *The Networked Planet* opens, one remaining 4,000 sf bay will be available for development at Museum Wharf. (Bay 1 on 6, formerly collections storage). Further exhibit development will replace existing exhibits. Appendix 2 shows the proposed deployment of space.

Major Exhibit Program After *Walk-Through Computer 2.0 (WTC2.0)* (opening June 1995)

Three primary criteria need to be applied in selecting major exhibits:

1. How does the exhibit further the Museum's mission?

2. Will the exhibit support the Museum's audience building, marketing & positioning goals?
3. Is it fundable and are there opportunities for financial leverage?

The following three projects have been provisionally ranked highest according to these criteria and will be investigated further to determine their potential.

Fly-Through a Computer and the Information Highway Simulation Ride

- Cost: \$1,500,000
- Opening: June 1996
- Description: A six-minute movie with synchronized seat motion in a 15-20 person theater. Visitors view and feel a dramatic ride through the Walk-Through Computer. The ride follows the flow of information from a keypress, along the cable to the interface chip, along the bus, into the microprocessor, to the RAM, hard disk drive, back to the processor, to the video card and along cables to the monitor. The movie will incorporate animated sequences showing the inner workings of the components along the way. The visitor then follows the flow of information out via the network card onto a local area network and then through a router onto a wide area network. Visitors learn where computer networks go, what they connect, and gain a sense of their speed and capacity.
- Mission: The Ride serves as an introduction to both the *Walk-Through Computer* and *The Networked Planet* exhibits, introducing visitors to the basic elements of computer hardware, system software, and networks. It greatly increases the effectiveness of the Walk-Through Computer as an exhibit that explains how computers work.
- Audience: Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.
- Positioning: No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading-edge institution, and accelerate the repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage, which has been the Museum's best promotion vehicle to date.
- Fundability: Two funding models exist:
- Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
 - Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.
- Leverage: The Ride could be replicated for the cost of duplicate hardware only. If installed in other sites, the Museum would receive good exposure.

Computers in Entertainment

Cost: c. \$500,000

Opening: Fall 96-Spring 97

Description: A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.

Mission: Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.

Audience: This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.

Positioning: *Computers in Entertainment* furthers the "fun" and "cutting-edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.

Fundability: Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA. Exclusivity arrangements by entertainment companies may hamper funding.

Leverage: Good exhibit licensing and sales potential to other science and technology museums, other educational institutions, and entertainment equipment retail environments, such as malls and stores. Traveling version is possible.

Group Simulation Installation—Artificial Aquarium

Cost: c. \$750,000

Opening: June 97

Description: A 1,500 sf space in which up to 30 visitors interact with a simulated environment. One example of a simulated environment would be an aquarium projected onto the walls of the space. A number of stations offer visitors the opportunity to create their own fish, selecting appearance, behavior, breeding, and fitness functions. They then launch their fish into the environment and can watch its growth, interaction with other visitors' fish, and breeding patterns.

Mission: Visitors create their own simulated entities. The ability to select or script simple behavior offers an engaging and accessible introduction to programming. Computer simulation of complex systems is an increasingly important application. Visitors can experience a simulation that contains an element of their own creation.

Audience: The group simulation would be a one-of-a-kind experience that would be visually exciting and conceptually intriguing. As such it has the capability to draw well. The group nature of the interaction is highly desirable in a Museum, and would work very well with school visits.

Positioning: First permanent public installation involving a virtual environment and group interactions positions the Museum as a unique experience involving cutting edge and educational uses of computers.

Fundability: Federal grant support from NSF; support from corporations and individuals.

Leverage: The installation can be replicated for other spaces such as museums, corporate settings, or public spaces.

Temporary Exhibits

The Museum will mount at least one temporary exhibit per year that has the potential to drive attendance and attract repeat visitors. In FY95 the Museum plans *Aaron in Color: The Robot Painter*. Computer animation in FY96 and the Electronic Classroom in FY97 have the potential to drive attendance. Appendix 1 lists other special exhibits plans.

Conclusions: Framework for Exhibit Plan

1. Develop one medium-large (2-3,000sf) exhibit per year
2. Open at least one popular special exhibit per year
3. Renovate or replace all existing exhibits by the end of FY97
4. Exhibits should contain elements that are spectacular and cutting-edge
5. Exhibits provide for presentations and performances

Appendix 1 contains the exhibit development schedule; maps showing use of the facility are in Appendix 3.

B. OVERALL ONSITE VISITOR EXPERIENCE

The Museum's three-year plan seeks to raise the quality of a visitor's overall experience. Improving the overall experience will move the institution along the path set out in the first ten-year objective—to become a world-class attraction.

Visitors' experience of the Museum is significantly affected by the surroundings, parking facilities, signage, and lobby. In the Museum, visitors' satisfaction depends on contact with Museum staff and the quality of exhibit maintenance.

Open Space in Front of the Museum

A new park in front of the Museum is planned as part of the Waterfront Project being developed jointly with The Children's Museum. The overall cost of the new apron park is \$1 million. The primary initiative is being taken by The Children's Museum.

Parking

The Central Artery/Tunnel project and the new Federal Courthouse have reduced nearby parking space. Although some new parking garages have been constructed (e.g., Farnsworth Street), visitors are finding it harder to park. Efforts will be made to make parking arrangements with existing and new sites.

Signage

External signs on the site and lobby will be an integral part of the Waterfront project. A new integrated internal sign system is needed to enable visitors to find their way round the galleries. This will be implemented in FY95 at a cost of \$10,000.

Lobby

Plans for the "Wave," which will serve as a new entry lobby for The Computer Museum and The Children's Museum, are well developed. In order to exploit the Wave, the Museum will need to adapt its own existing lobby and store at an approximate cost of \$200,000, including an exhibit to attract visitors into the Museum from the Wave.

Visitor Services

Visitor research indicates that contact with members of Museum staff (either paid or volunteer) greatly affect the perception of the Museum. A gradual overhaul of Museum visitor services programs is planned to create specific gallery roles—visitor greeters and demonstrators. Increased use of volunteers is also planned, rising to 30% volunteer staffing by FY96.

Exhibit Maintenance

Since hands-on interactive exhibits are the primary experience, the quality of the visitor experience degrades rapidly if exhibits are out of order. The goal is to increase the present average from 90% to 97% or better of the exhibits in working order at any time by increased staff resources, more training for all floor staff, and daily status reviews. Exhibit planning will continue to allow flexibility so that malfunctioning exhibits can be seamlessly removed from the floor.

C. ONSITE EDUCATION PROGRAMS

Onsite education programs include The Computer Clubhouse, the establishment of a pilot teacher development program, overnight program, and the visitor services program in the Museum exhibit galleries.

The Computer Clubhouse

Over the next three years, the Clubhouse will make a transition from a pilot and experiment to an ongoing service. In the "steady state" mode, the Clubhouse will be utilized to the maximum possible extent, serving an average of 50 children per day (9am-5pm), with each participant making 20 visits during a 5-10 week course. Open-ended projects will involve image processing, simulations, music, games, robotics, and publishing. Clubhouse programs will continue to be refined. New projects will be adopted and matched with the abilities of new mentors. New technologies will be integrated as they become available. For example, the use of high-speed networks is being planned.

Dissemination of the results of the pilot program will be priority. The Museum will test the feasibility of building a copy of the Clubhouse equipment for traveling to local community centers such as Freedom House, YMCAs and Boys and Girls Clubs. Projects will be packaged for distribution to other museum computer labs and after-school settings. The Traveling Electronic Classroom project (see section II.B) will take many Clubhouse projects to eight museum sites.

The Museum will develop fee-paying evening courses for adults (6:30-9pm) in such areas as desktop publishing and multimedia.

The majority of Clubhouse funding will continue to come from private and corporate foundations with missions to provide new horizons to youth, especially those in underserved communities. Major, multi-year grants will be sought. Additional revenue will come from the following sources:

1. Internet Auction: two auctions per year will provide approximately \$20,000 net.
2. Clubhouse corporate memberships: annual sponsorships from corporations will be sought to fund visits to the Clubhouse. These may be tied to specific communities or schools.
3. Fee-paying programs in the Clubhouse. A pilot Computer Camp program is under way to test this approach.

Teacher Development Program

The establishment of a teacher development program furthers the Museum's objective to support education reform.

The introduction of computers in schools is increasing faster than the ability of teachers to integrate them into their curricula. Teachers' need to learn is amplified by recent legislation requiring teachers to take courses to be recertified at regular intervals. The Museum is uniquely positioned to offer relevant training for educators.

In FY95, the Museum will test a pilot teacher education program within the Computer Clubhouse. Teachers will develop their own projects, learning how to initiate similar activities in their own classroom. Collaborations on the development and implementation of this program will be pursued with Lesley College, Technical Education Research Centers (TERC), and other organizations serving pre-service and in-service teachers.

The Museum will develop, test, and then offer courses to teachers that emphasize informal, group, project-based uses of computers in the classroom, based on experience gained in the Computer Clubhouse.

Overnight Program

Groups of 40-120 people, with a primary focus on children aged 6-17, participate in educational activities that involve them in the Museum's exhibit galleries. The program provides a valuable opportunity for a group to have a prolonged exposure to the Museum in a supportive and entertaining framework. The number of overnights will grow from 18 in FY95 to 25 in FY97.

Computer Camps

Up to 15 children aged 8-15 explore the Museum galleries and build projects in the Clubhouse on one-week camps. The campers utilize the Clubhouse and exhibits, providing familiarity with selected graphics, animation, robotics, music, simulation, and publishing tools. In FY95, seven camps are programmed, four in the summer, three during public school vacation weeks. In FY96, camp sessions will increase to 10, with 7 summer sessions.

Special Events

The Museum has hosted special events such as the Loebner Prize Competition (Turing Test), the Harvard Cup (Computer Chess Championship), the checkers championship, and MIT student robot contests. Such events have proven successful in raising visibility for the Museum.

The Museum will continue to host events that are of public interest and that illustrate exciting and intriguing uses of computers. The contests will be conducted in partnership with other organizations to achieve greater leverage. Funding requirements range from a minimum of \$5,000 for a small event organized mainly by an outside body (such as the Harvard Cup), to \$50,000 for a complex event with major Museum involvement (such as the Loebner Prize).

Additional events scheduled on weekends and during public school vacation weeks will include computer animation festivals, teacher open houses, and demonstrations and educational activities in the galleries. The calendar of events will be designed to appeal to local audiences to encourage repeat visits.

E. COLLECTIONS

The first priority will be to continue to capture artifacts, photographs, films, documents, and software just-in-time, prior to literally being scrapped, by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the SAGE Computer, *SuperPaint*, the first paint program developed at CMU and Xerox PARC, and the first 'virtual reality' helmet. The Computer Museum does this with quick reaction time and a unique focus and expertise that selects the significant technology for preservation

From the start of collecting efforts, the characteristics of the collection have stayed the same. Highest priority is given to collecting the important technological innovations with carefully selected documentation. The next priority is given to insuring that the classic or standard implementations of a technology are represented. In addition, the collections include examples of technologies that failed, of clones, and intermediary stages of evolution.

The collection is devoted to computing, including intelligent machines, particularly robots. It includes all levels of integration of both hardware and software. While the historic roots are in the domain of hardware including semi-conductors, the future emphasis will increasingly be software.

Each hardware artifact or piece of software needs to have a full complement of material in order to be understood. For example, the original *SpaceWar Game* (the first interactive computer game) software is represented by its paper-tape program, program listings, videos of *SpaceWar* being played, oral history with its authors, photographs, and the PDP-1, the computer hardware on which it was designed.

Proactive Collecting

The greatest gains have been made in the collections when there have been special projects, such as the personal computer contest and the *Milestones of a Revolution* exhibition. In the next three years two significant activities will lead to improved and new collections:

- Pinnacles of computing technology (see section II.C.—television programming)
The technologies and their teams will lead to in-depth collecting in that area: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- The Guide to Kids' Software is gathering all the software for children and saving it for the collection.

Access to the Collections

To provide greater access to the collections, a 2,000 square foot exhibit and research center will be opened in FY97. It will display approximately 50 significant artifacts from the collections, as well as cases housing numerous smaller items and new acquisitions. The center will accommodate the library, document and photo collections. Stations will provide access to the Museum's collections database, and the Internet. The space will be open to the public every afternoon, with regular tours and special educational programs based on the collections. This project has a capital cost of \$75,000 with an annual \$10,000 staffing cost.

The collections database of artifacts, documents, film and video will be placed on the Museum's World Wide Web server. The photograph collection will be scanned electronically and added to the database for remote reference and selection.

Space and environmental preservation needs

Due to the growth of exhibits on the Wharf, a priority for 1994 is to move 4,000 square feet of hardware artifacts to an off-site warehouse. The documents are indexed in special acid-free boxes and, after scanning, the photographs are stored in special sleeves.

Film and video are the most critical to have uniform temperature conditions. Further, since video is a relatively new media there are still questions and concerns about any long-term utility for archival purpose; already video that the Museum took in 1980 is deteriorating. The video content is being evaluated and the most information-rich transferred onto more long-lived media.

F. RESEARCH

Historical Research

The Museum will provide the materials sought by researchers in the area of the history of computing. Materials include artifacts, archives, documents, books, film, and video. Students, scholars, prior-art researchers, and journalists are the primary users.

Informal Education

The Museum will establish an exhibit lab that will be used for three kinds of research:

1. Evaluation of Computer Museum exhibits in progress.
2. Development and testing of Museum-developed applications of technology to informal education. The NSF-funded virtual reality research currently under way is an example.
3. Public testing and evaluation of educational software and other educational research projects being conducted at academic research institutions.

II. NATIONAL AND INTERNATIONAL PROGRAMS

This section presents the plan to serve audiences primarily beyond the Museum's walls. The programs are designed to leverage Museum exhibits and collections.

A. EXHIBIT LICENSING

The Museum currently offers fifteen of its exhibits for licensing, at an average price of \$2500. Most of these products are identical to exhibits running on the Museum floor. In some cases the Museum adapts its software to customize it for the client site. For example, the height sensor can be programmed with a custom script for aquariums and stores.

The Museum's exhibit developers will design new interactive exhibit software suitable for use in other locations. An example is *Letter to the President*, a prototype for *The Networked Planet* exhibition.

A marketing and sales plan will be developed for the licensing of exhibits to other museums, aquariums, zoos, malls, and retail stores. The Museum will seek an "OEM" arrangement with an outfitter of retail environments to act as our distributor to this market.

B. TRAVELING EXHIBIT: THE ELECTRONIC CLASSROOM

If funded by the National Science Foundation, The Computer Museum will collaborate with the New York Hall of Science and the Oregon Museum of Science and Industry to develop the Electronic Classroom, a traveling exhibit designed to show parents, teachers, administrators, students and other members of the general public how computers can support science, math, and technology educational reform. The Computer Museum will take the lead on the content and will develop all the interactive elements of the exhibition. The exhibit has a particular focus on reaching parents, teachers, and young people from underserved communities. Much of the material in the Electronic Classroom is expected to be derived from the Computer Clubhouse.

The development schedule is determined by NSF funding. The proposal will be submitted in February 1995, with a decision in late 1995. The overall funding requirement is approximately \$1.6 million, with about \$500,000 requested as The Computer Museum's budget.

C. COMPUTER MUSEUM PRODUCTS AND EDUCATIONAL MATERIALS

Books and Software

The Museum is committed to developing three books for publication in 1995:

How Computers Work: Journey Through The Walk-Through Computer
The Computer Quiz Book of Trivia
Computer Museum Guide to the Best of Kids' Software

The first two titles will be published by the Crown Division of Random House.

The TCM Guide to the Best of Kids' Software will be published annually. The project is contracted to Catherine Miranker and Allison Elliot.

Further books being planned include "Pinnacles of Computing," an illustrated history of computing featuring the pioneering inventors; a Computer Clubhouse book on informal education about computing; and a "Wonder Book of Computing."

In conjunction with the development of the Walk-Through Computer upgrade, the Museum will seek funding to develop a CD-ROM-based software product, entitled "How Computers Work: Journey Through The Walk-Through Computer." The CD-ROM will make use of graphics, animation, and software developed for The Walk-Through Computer. The software will offer users an interactive exploration through the many levels of hardware and software in a working computer.

To stimulate the creation of new sites based on The Computer Clubhouse, the Museum will create a Clubhouse project sampler presented in the form of an interactive "point and click" tour of the Clubhouse. It will include information on projects in the Clubhouse and explain how other educators can start similar projects in their own after-school, community, or school site. The project sampler will be distributed directly by the Museum to interested parties.

The publications program is projected to provide a net income of approximately \$15,000 a year.

Materials for Educators

The Museum will produce an updated teacher packet to cover new Museum exhibits, and provide pre-visit and post-visit resources to make the visit as enriching as possible. The packet will be distributed to teachers bringing groups, and, on demand, to educators nationwide.

To disseminate the experience gained in The Computer Clubhouse, the Museum will develop Clubhouse Project Guides. These will contain detailed descriptions of specific Clubhouse projects, which will provide a basis for other sites to replicate the projects that have been proven successes at the Museum.

Television Programming

The Museum will seek to fund and develop a television series for PBS on the people behind the major inventions of computing. The series, provisionally entitled *Pinnacles of Computing*, will largely feature recipients of the National Medal of Technology and winners of comparable awards from outside the United States. The programs will focus on the human dimension of the invention of computing, with a view to providing inspiring role models for today's youth. The research to be conducted for the series is expected to lead to the gathering of significant materials for the Museum's artifact and film and video collections.

Video Program

The Museum's film archives contain unique footage of pioneering computers and their designers. With a \$20,000 grant, the Museum is converting the film to a high-quality video series knitting together footage of the pioneers and their machines to cover the period between 1939 and 1952. The videos will then be marketed commercially.

The Museum will seek funding for a Walk-Through Computer 2.0 video, updating the successful first "How Computers Work" video.

D. THE COMPUTER BOWL

The Computer Bowl serves as a highly effective fund-raiser for the Museum, while at the same time providing a forum for the computer industry to indulge in some humor.

The Museum will develop and hold a second series of annual Computer Bowls to feature the next generation of industry leaders, modifying the format to allow for the production of a higher impact television show.

E. THE MUSEUM ON THE NET

With over 15 million people already connected to the Internet and a further 3 million connected to commercial on-line services, a "network presence" will offer the prospect of serving as a direct delivery tool to help execute the Museum's educational mission as well as significantly increase the Museum's international visibility.

As part of *The Networked Planet* exhibit development, the Museum has established a Gopher server that will contain general Museum information, selected exhibit text, graphics, video clips, interactive software samples, and a collections catalog. Details are presented in Appendix 3. Once the Gopher server is established, the Museum will set up a World Wide Web server so that graphics and video can also be disseminated.

Following the successful experience with a prototype in 1994, the Museum will offer two auctions annually over the Internet. The auction will include goods and services donated to the Museum for this purpose, as well as historical items that are acquired by the Museum but are not of interest for the collections.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse using the popular multi-media Mosaic browser for the World Wide Web.

The Museum will offer membership services and sales from the Museum's store via the networks. The Museum collections catalogs will be placed on-line, including electronic images of the photograph collection.

The Museum will explore other ways in which the essence of the Museum experience can be captured for remote use, going beyond information delivery.

III. FACILITIES PLAN

As part of the Waterfront Project, planned to be completed by 1996, both the Children's Museum and The Computer Museum will have a new entryway. This major addition to the building will have a dramatic impact on The Computer Museum's visitor flow in the lobby, and on the store.

This plan calls for growth in the Museum's exhibits, programs, and visitation. The Museum is reaching the point where its 44,000 square feet at Museum Wharf will be used to full capacity. Section C below indicates the overall allocation of space for the Museum through the end of FY97.

A. LOBBY

Plans for the new lobby are based on the requirements to:

1. Attract visitors into The Computer Museum from the shared entry with The Children's Museum by providing a flavor of the Museum's galleries.
2. Allow for smooth, easy access to the admissions desk and into the elevator.
3. Maximize exposure of visitors to the Museum store.
4. Provide enough capacity to handle at least two groups of 30 visitors simultaneously.

A provisional plan for the lobby that achieves these goals is shown in Appendix 2.

The lobby renovation will cost approximately \$200,000 and needs to take place during FY96 to open with the new joint "Wave" entrance.

B. STORE

A detailed plan for a new store facility, to be built in as part of the lobby renovation will be developed to offer:

1. Greater square footage to offer more items
2. Better flow-through, with all visitors exiting through store
3. Higher visibility from the Wharf: more window space

C. OVERALL DEPLOYMENT OF SPACE

After *the Networked Planet* opens, all the Museum's space will be developed with the exception of one 4,000 square foot bay (Bay 1 on the 6th floor). This Bay will provide temporary exhibit space, and an exhibit featuring highlights of the collections together with an archive and video library.

IV. INSTITUTIONAL ADVANCEMENT

Since establishing itself on Museum Wharf 10 years ago, the Museum has broadened its support to include over 200 corporate supporters and over 850 individual supporters. Over 50 sources supported the Museum above the \$10,000 level in FY94. The Museum has achieved full independence from Digital Equipment Corporation.

The Museum's exhibits, programs, collections, and vision for new and exciting developments make it the leader in hands-on educational exhibitry and preservation of computers. The Museum must establish itself as *the* museum of the computer industry, and the individuals who lead it. It must also build its reputation as an educational institution within the science & technology center community, and academics and practitioners of informal education about computing.

Corporate Support

FY95-97 Goals for Corporate Development

1. Establish six new in-depth corporate relationships that provide approximately \$50,000 in cash and/or equipment annually.
2. Double the number of corporate members, reaching 250 corporate members by the end of FY97, achieving the following revenues:

FY94 (actual)	FY95 (Budget)	FY96	FY97
\$206,136	\$250,000	\$300,000	\$325,000

Analysis of Corporate Support Growth Opportunities

Since FY90, more than 200 different corporations have supported the Museum. The Museum has had greatest success with the computer industry, with nearly \$150,000 (75%) of corporate membership coming from this sector. As the Museum has not come close to "saturating" this sector, the Museum should continue to put its resources into expanding its base of support in this sector for the FY95-97 period. Secondary sources of support are the telecommunications industry, and the industries that make intensive and strategic use of computers, including the banking, insurance, and publishing.

The national trend towards the reduction in philanthropy and an increase in the support of non-profit organizations through corporate marketing programs is likely to continue. The Museum can respond to this trend by devising approaches that serve both the Museum's mission and corporate marketing needs. Programs in this category include the exhibits, the Bowl, and the Pinnacles of Technology TV series.

The Museum can grow significantly in all dimensions of corporate support by:

1. Targeting the computer hardware, software and telecommunications industries. The Museum's penetration is especially small in the latter category.

2. Developing a long-term, multi-faceted partnership with corporations that involve several internal advocates in each corporation, and multiple opportunities for participation in the Museum.

3. Increasing opportunities for corporations to sponsor group visits through an increased level of support.

4. Presenting its case to a greater number of prospects, both through individual contact by Board, staff, and Museum friends, and through some targeted marketing approaches to raise awareness of the Museum as an institution to which a corporation must belong. Examples include pro bono advertisements in the industry press and a presence at industry conferences.

5. Diligently following up on opportunities with corporations that result from personal contacts or other connections.

6. Enlisting leaders from major computer corporations to join the Museum's Boards.

Benefits of Corporate Membership

1. Supporting the world's only computer museum. The Museum's education and collecting mission enhances the public's appreciation of the computer industry.

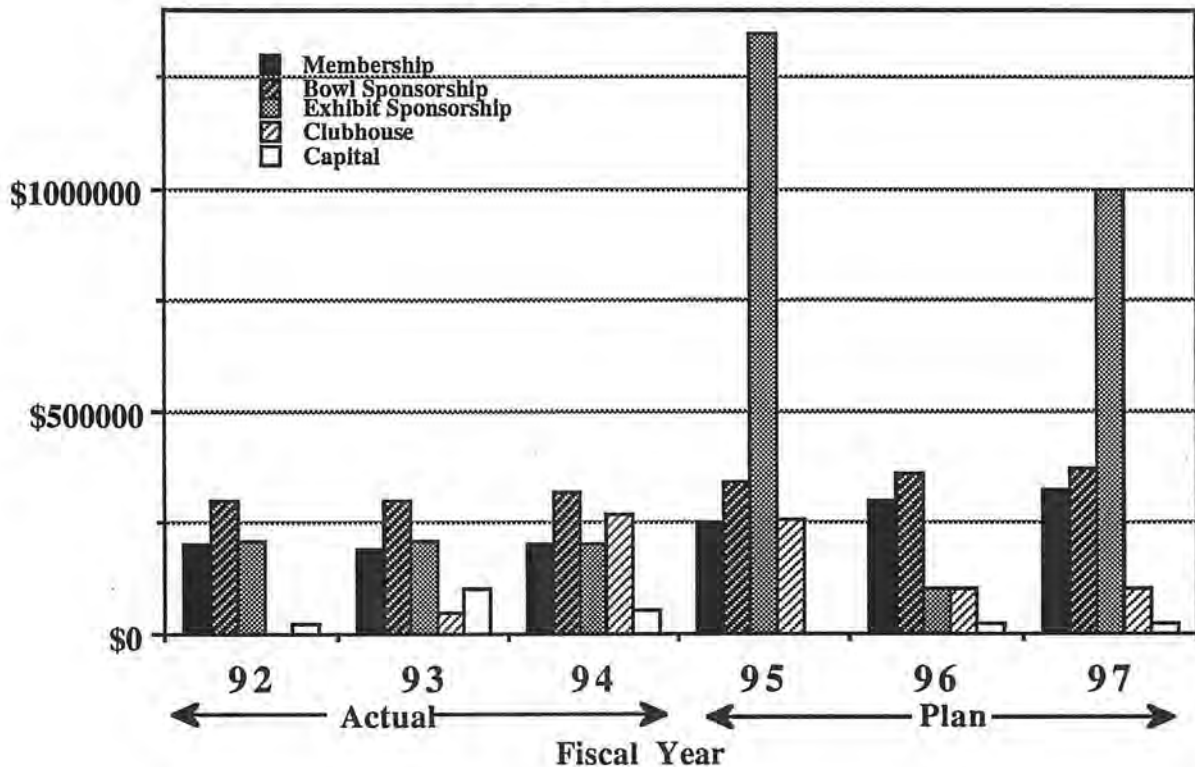
2. Corporate breakfast seminars, started in 1985, attract an average attendance of 70 people. For FY95-7, the program will continue with CEO/Chairman/President level speakers, with a projected increase in the average number of attendees from 60 to 100. Breakfast seminars will continue to be important opportunities to cultivate new prospects.

3. Free admission tickets are fully utilized by Massachusetts based corporations, either for employees or guests. Non-local members donate the majority of their tickets to the Museum for the ticket subsidy program to provide free visits of underserved groups. Children's thank you letters to corporations provide effective positive feedback, and encourage members to renew.

Overall Corporate Support

The following chart shows the full spectrum of corporate support. Exhibit sponsorship attracts the greatest support, but revenues fluctuate based on the scheduling of major exhibit projects. The Museum will prime the exhibit development pipeline with a rolling three-year program to allow sufficient lead time and planning to develop a steadier flow of new exhibit funding and development.

Corporate Support by Project



Individual Support

Individual Membership

To attract new members and increase the retention rate, the Museum will expand member benefits and become more aggressive in its recruitment.

New member benefits will include members-only exhibit previews and openings, invitations to special events, a members' desk in the lobby, and Internet access to Museum information. Joint promotions with other museums, non-profits, or for-profit corporations will offer special benefits for members.

FY95-97 Goals for Membership Development

The goal is to increase the number of members by 10% each year. This will be achieved by increasing the renewal rate from 50% to 65%, and by attracting a greater number of new members.

Annual Giving

All of the Museum's constituency will be invited to contribute each year to the Annual Fund. Approximately 50% of annual giving will come from the Museum's major donor group, the Friends of the Museum. The Museum will seek to grow the number of Friends

by 10% each year, both to enhance the annual giving, and to add to the pool of committed major donors able to make leadership gifts to support future capital and endowment projects.

FY95-97 Annual Giving Goals

FY95: \$210,000, a 16% increase

FY96: \$231,000, a 10% increase

FY97: \$254,000, a 10% increase

To achieve these goals, the staff and Board will work to enlist more donors at increasingly higher levels of giving, converting visitors to members, members to supporters, supporters to significant donors, and donors to Friends. The pipeline will need to be primed by introducing individuals who are new to the Museum. The Boards of Trustees and Overseers must play a leadership role, both in terms of their own personal giving, and in their active recruitment of new donors. To achieve the goals, each Board member will be asked to introduce three new potential supporters to the Museum each year during the FY95-7 period.

The opportunities to cultivate the Museum's supporters and prospective supporters are the monthly breakfast seminars, exhibit openings (four scheduled for 1994-5), the Computer Bowl events (the "kick-off" parties and the live event, one of each on each coast), and private tours with senior Museum staff at any time.

Foundation Support

Major, multi-year grants from major national foundations will be sought for educational programs. The Clubhouse is a good candidate for support especially with its dissemination plan and its potential for impact on K-12 education. Teacher development programs on the integration of computing within the schools with national applications will also be appropriate for major foundation support.

850 Fund

To complete the acquisition of the building, the Museum needs to raise \$550K to retire its mortgage, and \$200K to develop a new lobby and store area to accommodate the opening of the new entry "Wave" with the Children's Museum. An additional requirement of \$50K to cover fund-raising expenses brings the total to be raised to \$850K over three years.

With guidance from the Development Committee, Trustees, and Overseers, leadership gifts will initially be sought from individuals, corporations, and foundations that did not contribute to the last Capital Campaign. As the fund progresses, donors who have already made capital gifts to earlier campaigns will be asked to contribute again to this special fund.

The following gift table will be the guideline for a successful 850 Fund:

- one gift at \$250K
- two gifts at \$100K
- four gifts at \$50K
- six gifts at \$25K
- 5-10 gifts at \$5-10K.

The pace-setter gift of \$250K will be required to launch the fund effectively. Cultivation and solicitation of the leadership gifts will begin in Fall 1994.

Federal Support

The Museum's exhibit and education programs are eligible for federal support from the National Science Foundation and the National Endowment for the Humanities. Both agencies take approximately 12 months from the time of submission of the preliminary proposal to the start of the grant period (if funding is granted). Panel reviewers also like to see a project development cycle extending over 12-24 months as this is the norm among the museum community. The Museum must therefore work on 2-3 year lead times in order to optimize its access to federal funds.

Major NSF support is usually predicated on a program impact of over 500,000 people per year. The Museum must work in partnership with other organizations or seek funding for dissemination of existing programs in order to deliver the required level of impact.

Within NSF, Informal Science Education is the most likely funder, provided there is natural science content in the programs. At CISE (Computer and Information Science), also within NSF, computing is the focus, but the challenge here is to fall within its primarily research-oriented umbrella. IMS (Institute for Museum Services) General Operating Support (\$120K over two years) will be sought.

The Museum will seek support from the National Endowment for the Humanities (NEH) for programs that have humanities themes. Exhibits that deal with the social impact of computing falls within the NEH's subject guidelines. Lead times of 2-3 years are essential if the Museum is to take advantage of both planning grants and the much larger implementation grants that can follow receipt of planning grants.

Other potential federal sources include the Department of Commerce through its initiatives to demonstrate the impact and potential of computer networks, and the National Endowment for the Arts for exhibits on computer art exhibitions.

Federal support requires a major investment in proposal development, but the sums granted can be significant (up to \$1m for a major project) and success with a peer-reviewed federal grant can stimulate private sources to contribute.

V. MARKETING & SALES PLAN

Marketing Plan Outline

Positioning of the Museum as an Institution

The Museum's mission includes two quite distinct components. The first part speaks to the Museum's role as a source of inspiration about computing. The second delineates the Museum's role as a preserver, celebrator, and center for research into computing's past. The Museum offers unique experiences in both areas. A marketing opportunity for the Museum is to make both themes work together to support the positioning of the institution as a special, multi-faceted place.

The following table lists aspects of the Museum that appeal to various constituencies:

Museum Characteristic	Tourists	Teachers & School Groups	Local Families	Computer Professionals
unique institution: past, present, future	high	medium	low	high
cutting-edge, novel applications	medium	low	high	low
fun, engaging exhibits	medium	medium	high	low
introduction to history	low	medium	low	low
legendary icons of computing	low	none	none	high
supports curriculum	none	medium	none	low

The following table lists the vehicle that will be used to reach each of the Museum's four target segments effectively:

Segment	Vehicles
Tourists	Brochures in hotels, visitor centers, airport Listings in guide books, tourist magazines National and international media coverage
Teachers & school groups	Direct mail to teachers, teacher open houses Articles in educational magazines Telemarketing for repeat visits Presence in educator conferences and teacher workshops
Local families	Editorial in local & national newspapers & magazines about Museum activities Advertising: print, radio, billboards, posters TV & radio PSAs & news or magazine show coverage Partnerships and joint promotions
Computer professionals	Trade, business & professional press editorial and advertisements Promotion at conferences & trade shows

Earned Revenues

All museums' revenues are a mix between earned and contributed revenues, ranging from a low of below 28% earned (Lawrence Hall of Science) to a high of 87% earned (Pacific Science Center). The Museum has increased the percentage of earned revenue from 30% in FY85 to 50% in FY94 while increasing the operating budget from \$1m to \$2.2 million.

Innovative museum programs are generally supported from contributed revenue. Together, the Clubhouse and research on virtual reality accounted for \$300,000 of operating revenue in FY94. An ongoing stream of innovative programs for underserved groups will keep the percentage of earned revenue from rising above the 60% level.

Admissions

Visitors are attracted by new exhibits and special events. The marketing and PR plan is designed to grow attendance. Word of mouth is the largest single contributing factor to cause people to visit, whether they come from Boston, other regions of the US, or from abroad.

According to "The Image Study," over 70% of the Museum's visitors are first-time visitors. This study also showed a high satisfaction rating by the visitor. Major new exhibits that are promoted should increase the proportion of repeat visitors.

For FY95 and FY96, attendance goals are determined by *The Networked Planet* and *The Walk-Through Computer 2.0*, for which funding is in place. FY97 goals will be determined by whatever exhibit is opened in June 96, with its attendant marketing and PR efforts. Two scenarios are presented for FY97:

Admissions Goals

Year	Total Visits	Increase of Total	Major Factors Affecting Attendance positively (+) or negatively (-)
FY94 (actual)	118,206	0%	-severe winter, no major exhibit opening
FY95 (bud)	130,179	10%	+Networked Planet; opens during lower attendance winter months, with 25% impact for last 6 months of year +Harold Cohen robot artist; 15% impact in April & May
FY96	140,000	7%	+Walk-Through 2.0: opening in peak months coupled with \$50K marketing budget; +Networked Planet continues to draw in its first summer -Central Artery construction -Wave construction
Scenario 1 FY97 Sim-Ride	174,000	25%	++Sim-Ride -Central Artery construction
Scenario 2 FY97 No Sim-Ride	145,000	4%	+Computers & Entertainment -Central Artery construction
Scenario 3 FY97 No major new exhibit	140,000	0%	+Temporary special exhibits -Central Artery construction

Marketing Tactics to Increase Admissions

Advertising

Since 1984, the Museum has not purchased significant advertising. Over FY95-7, the Museum will increase its exhibit-funded marketing program to 8% of the exhibit budget, approximately doubling past allocations. Advertising will be enhanced through cooperation with media suppliers who will provide value-added packages that will appeal to current and prospective visitors and supporters. Wherever possible, advertising will be tied to promotional programs.

Partnerships

The Museum will work with exhibit sponsors to enhance the business value of the donation through marketing programs that capitalize on the relationship between the donor organization and the Museum. The Museum will also pursue marketing partnerships with consumer-oriented organizations, such as hotel, automobile, and beverage industries, with the goal of increasing awareness, attendance, and marketing presence.

Radio and Television Programming

The Museum will establish itself as a supplier of information on computing subjects of topical interest, with emphasis on computers in recreational and educational applications. For example, the Museum will appear regularly on the nationally syndicated radio show "On Computers."

Promotions

The Museum will pursue multi-faceted relationships with major retailers, membership organizations, and corporations. An example currently being pursued is to bring together a media outlet (Boston Globe), retailer (Lechmere), computer hardware (Apple), software (Maxis) suppliers, and a hotel (Swissotel) and an airline sponsor to offer an appealing prize package for a promotion featuring the Museum.

Group Visits

The Museum will use direct mail to target additional school, community, and tour groups. The Museum currently mails to 15,000 educators and representatives once a year. By increasing both the frequency and saturation of mailings, the Museum will increase awareness of the Museum's exhibits and programs.

Functions

Margins of 50% or better make functions a very attractive revenue stream for the Museum. The Museum will continue to present itself as an optimal site for high-tech introductions, small conferences, educational workshops, and corporate hospitality functions. General functions revenue (excluding Overnights) will increase from \$153K (FY95) to \$160K (FY96) to \$168 (FY97). Revenue increases are expected from incremental gains on Bar Mitzvahs, corporate business associated with trade shows and conventions, and other corporate business. The plan is to emphasize corporate functions, as these support the development of the Museum's corporate relationships.

A sponsored special function for selected travel agents, tour operators, event planners and meeting planners featuring the new exhibits will showcase the Museum to new prospects.

Fee-Based Programs

The Museum will expand fee-based programming such as Overnights and Computer Camps. Adult-oriented evening courses in the Clubhouse will be developed.

Store

Plan for the store, including costs and impact of new facility associated with a new lobby resulting from the Waterfront Project.

Impact of Internet access to the store.

The Museum will increase the distribution of its unique products by forming relationships with strong retail organizations.

The store will explore relationships with strong mail-order retailers that could offer in-store customers competitive prices in the educational atmosphere of the Museum. For example, Mac/PC Connection could sell Museum videos, giftware, and publications via their catalogs, and sell software in the Museum store via on-line or telephone ordering services.

Exhibit Licensing and Sales

The Museum will market its appealing exhibits to public space markets such as malls, universities, and libraries, and to entertainment venues including amusement parks.

The Museum has established an OEM relationship with a supplier to retail stores in order to get increased access to the growing market for interactive fun activities in stores.

VI. DIVERSITY

Overview

The Museum's mission statement embraces diversity in its charge "to educate and inspire people of all ages and backgrounds."

Diversity, or multiculturalism, is an important topic today, in both profit and nonprofit, corporate and educational sectors. In essence, it means to include people from all cultures and backgrounds in the makeup of an institution's Board, staff and audience. The Museum's goal is to achieve 20% minority representation in each of the three areas by FY97.

As of summer 1994, the Museum's visitor services department (which includes the visitor assistants who are most visible to the public) is 50% minority. The rest of the 30 staff have only two minority members. Gender diversity is good across the entire staff. The Museum's 25-person Board of Trustees has two minority and four female members, the remainder being white and male. The 38-person Board of Overseers has five minority and four female members. The cultural makeup of Museum visitors is not recorded currently.

Board

- Seek out Board members from diverse communities by establishing relationships with various organizations such as The Partnership, based in Boston.
- Seek nominations from existing members with ties to minorities.

Marketing to a Diverse Audience

The Museum offers ongoing initiatives to reach out to diverse populations. Some of these involve opening up the Museum to economically disadvantaged audiences, where the cost of admission might be a barrier. Currently offered are:

- Reduced prices on Sunday afternoons
- Reduced prices to teachers/school groups
- Ticket subsidy program for corporate members

Special needs/elderly visitors will also be solicited; individual attention by visitor assistants will ensure a successful visit.

The Museum's location is readily accessible by public transportation to diverse populations in Boston. Access will be promoted by advertising on Boston's subway.

Education

The Museum reaches out to Boston's diverse neighborhoods through the Computer Clubhouse, which serves 1000 children a year, 90% coming from economically disadvantaged communities. Plans are in process to disseminate Clubhouse programs to reach into diverse communities and into other cities nationwide. A Spanish language version of the audiotape exhibit tour, for which funding is currently being sought, will help make the Museum accessible to Hispanic communities.

Exhibit Design

- The Network Guides for *The Networked Planet* exhibit will have both Spanish and English captioning, appealing to the large Boston-area Hispanic population as well to as the hearing-impaired.
- The Network Guides also personify diversity — mix of ages, gender, race.

Exhibits staff are trying more and more to involve a diversity of approaches when creating exhibits, incorporating not just a technical bent, but a humanistic one as well. Developers also try to appeal to different types, not just techies or intellectuals, but to a broader audience.

Other exhibit-related goals:

- Incorporate as much diversity as possible into exhibit design and general signage — use of models, speakers with varying accents and range of vocabulary.

Administration

Steps to help ensure a pool of diverse candidates for job vacancies:

- Advertise job openings in community-based newspapers, organizations; post on community bulletin boards. Make a definite effort to use these venues in addition to more stereotypical places like other museums, museum associations, etc.
- Place larger ads in the *Boston Globe*, which has city-wide readership.
- Create and maintain an open, comfortable work environment where all staff feel at ease and valued.

- Hold training/awareness session for all staff about the importance of diversity — to promote staff cohesiveness and understanding of issues involved.

Building/structural issues

- Ensure Museum is welcoming to special needs visitors
- Develop a directional signage system that is language-neutral.
- Develop signage for non-English-speaking visitors.

VII. FINANCE

Operating Fund

The Operating Fund supports all of the Museum's regular operations, including building costs, administrative staff, visitor services, education programs, temporary exhibits, collections, exhibit maintenance, general marketing, public relations, and development. The Museum plans to maintain a small net surplus each year in the Operating Fund, amounting to about 2% of revenues.

Operating Fund revenues are composed of earned revenues (approximately 55%) and contributed funds (approximately 45%).

While major exhibits are separately funded through the Exhibit Fund, temporary exhibits and education programs costing less than \$10,000 may be executed without special funding if they are expected to have a significant positive impact on the Museum.

Exhibit Fund

Permanent exhibits are developed with funds raised specifically for each exhibit. A 7% overhead is taken on all funds raised for permanent exhibits to meet costs of future, as yet unfunded exhibit planning. An additional 18% overhead is taken into the Operating Fund to meet administrative, building, and other indirect costs.

Endowment Fund

The Museum's Capital Campaign of 1991-4 established an Endowment Fund. The fund is managed by the Endowment Committee. This plan assumes that all interest from the endowment will be applied to the Operating Fund.

Capital Fund

The Capital Fund holds funds raised through the Museum's capital campaigns. Capital Fund expenses include the building mortgage (principal and interest), building capital improvement costs, and fund-raising expenses.

Appendix 5 shows overall expense and revenue projections for FY95-97.

VIII. ADMINISTRATION

Overview

An expanding museum needs the necessary infrastructure—including the requisite number of staff, with adequate workspace and state-of-the-art equipment. In addition to a positive work environment, competitive salaries and benefits are crucial to keeping a stable staff with no vacancies.

Physical Space Requirements (see Appendix 3)

Adequate workspace and facilities are needed for new staff, as well as volunteers. This includes actual workspace, staff meeting rooms, design and construction areas, and exhibit development space.

- Additional staff will be accommodated by making more efficient use of the office spaces and by assigning unused spaces off the galleries as permanent office spaces.
- Bay 6 on the fifth floor will provide some space for exhibit development and staging, accommodating the fluctuating numbers of temporary exhibit development staff.
- Collections not included in the collections highlights exhibit will be moved offsite. The current collections space in Bay 6 on the fifth floor will be reconfigured to house additional staff, the carpentry workshop, and an exhibit staging area.

Office Computer Network

In FY95-6, the Museum will convert from the VAX system to a client/server system.

An exhaustive survey of current staff computing needs, along with a detailed plan for upgrading, was prepared in FY94. It includes the acquisition and implementation of an interdepartmental client/server system to link all administrative and functional parts of the Museum. The backbone of the plan, including a server, has been installed. Next steps are to move staff onto the network and establish the necessary software systems (accounting, development database, etc.). The changeover will require an ongoing aggressive plan to seek necessary donations of both hardware and software.

With the recently acquired T1 line and fault tolerant host, the Museum is well positioned to conduct many facets of the Museum's development, marketing, PR, and dissemination via the Internet. Connections into *The Networked Planet* will be in place by November 1994, with the other Museum functions to follow in 1995.

Once the network is fully installed, one FTE will be needed for its upkeep — handling installations for new staff, training, upgrades, maintenance, etc.

Staff Support Programs

To help ensure staff efficiency and morale, a series of training and educational programs will be held regularly, as well as a periodic review of the staff benefits package. As funding permits, educational reimbursement will be implemented.

Building & Museum Wharf

When the new "Wave" lobby is complete, the Museum's maintenance costs will increase. The proportion of the building running costs paid for by the Museum, currently set at 40%, will be renegotiated at the time of the Wave's opening.

Museum Wharf has long-term parking and expansion problems, which are limiting to growth. The Museum will seek to partner with the Children's Museum in acquiring access to nearby parking.

Appendix I: Exhibit Development Plan

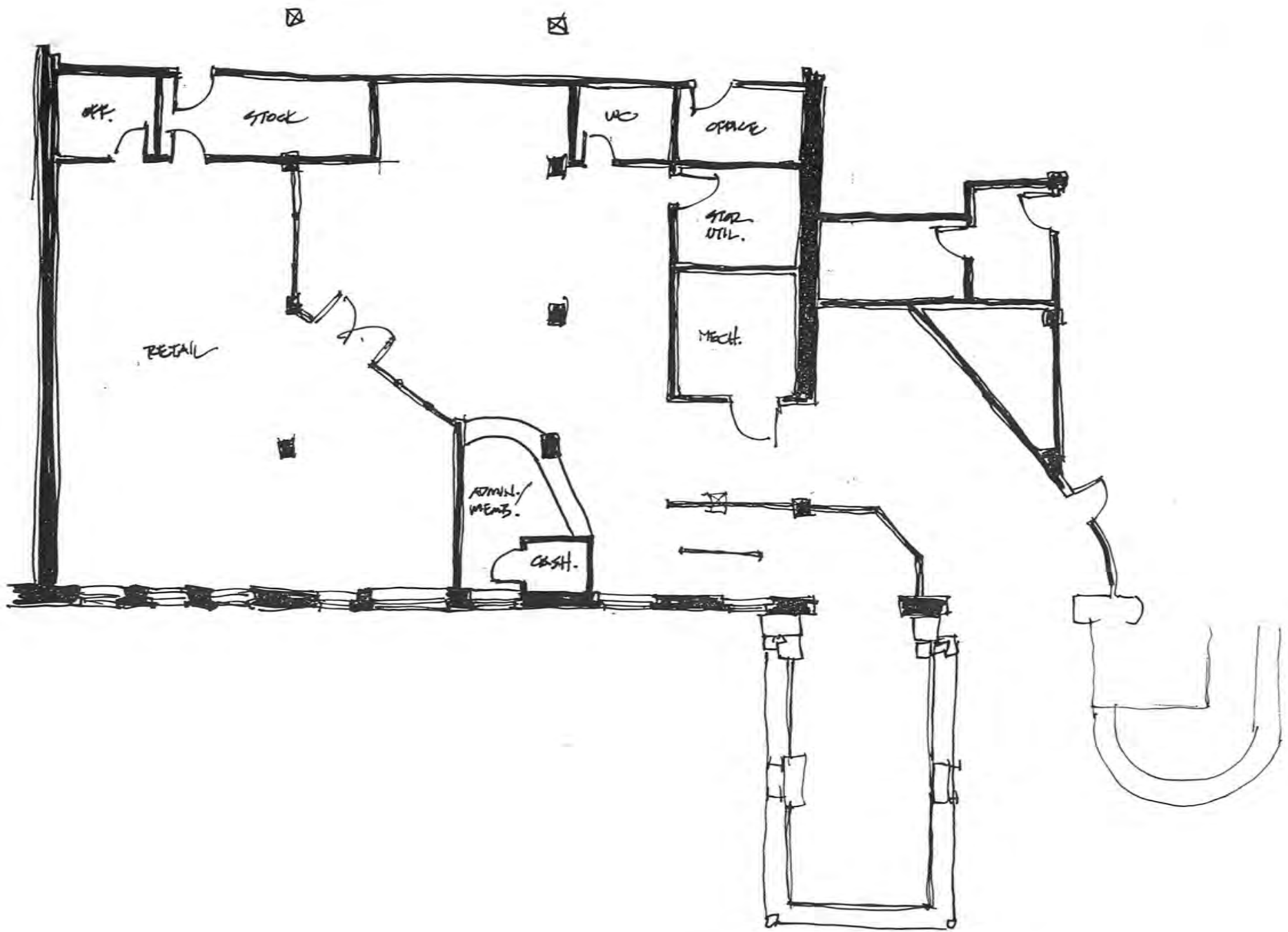
Permanent Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
Nov 94	The Networked Planet	Large scale computing, networks, impact of computer age	4,000 sq ft	\$815,000 Corporate NSF NEH	General— capitalize on public interest in networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery; Bay 1 on 5th floor
June 95	The Walk-Through Computer 2.0	How computers work	5,000 sq ft	\$850,000 Corporate; hardware & software industry	General	3-Dimensional Environment Learning Stations & Video	Revision of Original Walk-Through Computer
June 96	Simulation ride	Motion ride through computers and networks	1,000 sq ft	\$1.5 million Corporate; For-profit partner	General, youth in particular	15-20 person theater with large screen and moving seats	Adjacent to Walk-Through Computer; Bay 3 or 4 on 5th floor
June 97	Computers in Entertainment	Applications in movies and popular music	3,000 sq ft	\$500,000 Corporate; NEA, NEH	Youth Adults, Culturally diverse	Interactive (15) Video Demonstrations Process oriented	Replace Milestones second bay
June 97	Artificial Aquarium	Shared simulation of complex system	2,000 sq ft	\$750,000 Corporate; NEA, NEH	General	Installation	Bay 3 on 5th floor

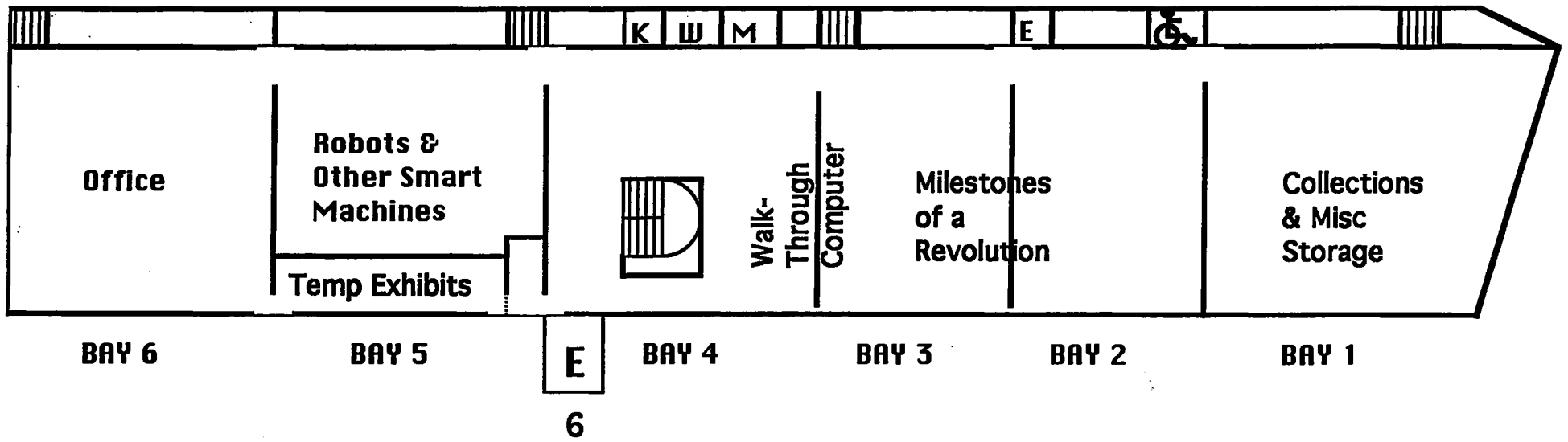
Temporary Exhibits

Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY95							
Sept 23- Nov 27	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with DeCordova Museum	Skyline Room
April 1- May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush-handling art program	1,200 sq ft	Individual	General Art	One-of-a kind installation with retrospective	Bay 1 on 6th floor
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	1,200 sq ft	Corporate NEA	Adults Children	2- Dimensional with 2-3 interactive stations	Bay 1 on 6th floor; then integrated into <i>Computers in Entertainment</i> permanent exhibit in June 96
Feb 96	Feats of Computing	Selected tour-de-forces of computing technology & applications on computing's 50th birthday	1,500 sq ft	NSF Corporate	Cutting edge technology; mainly interactive with some static display	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	The Computer in the Olympics	Computers in the Olympics — in conjunction with Atlanta Olympics First topical issue gallery	1,000 sq ft	Corporate; Olympic sponsors	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Bay 1 on 6th floor Temporary exhibit space

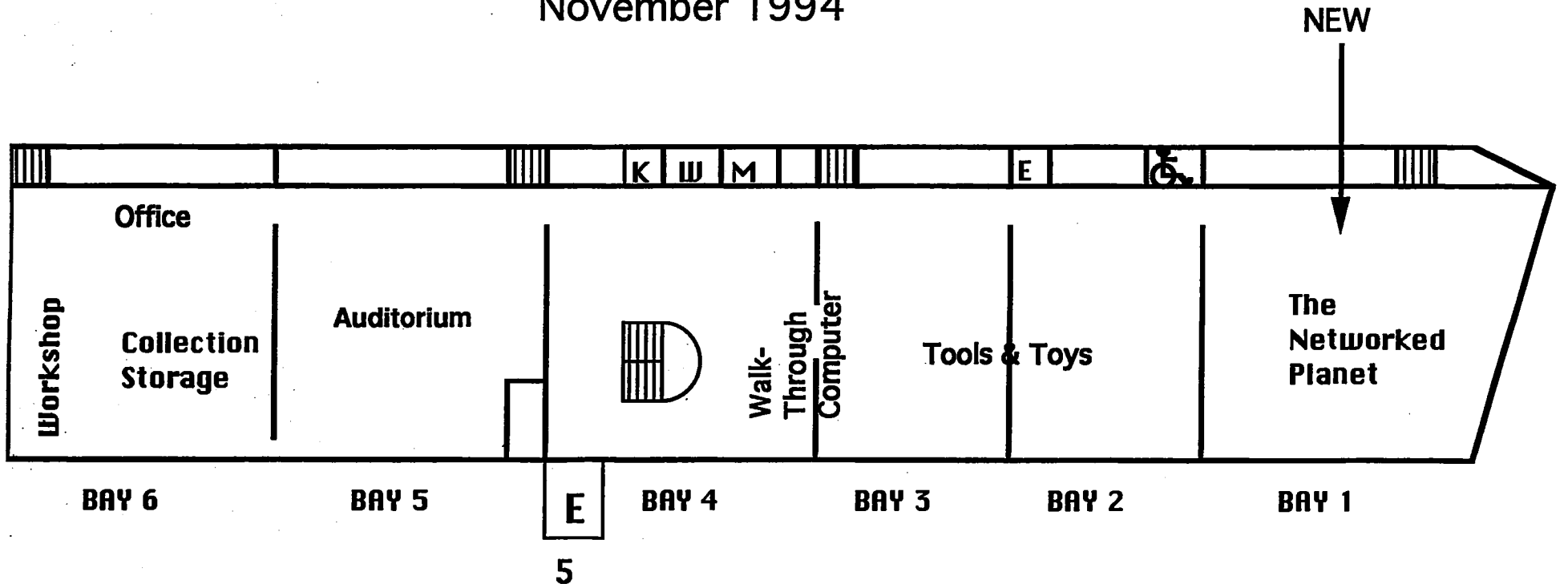
Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process oriented	Bay 1 on 6 temp. exhibit space
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	2,500 sq ft	NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines

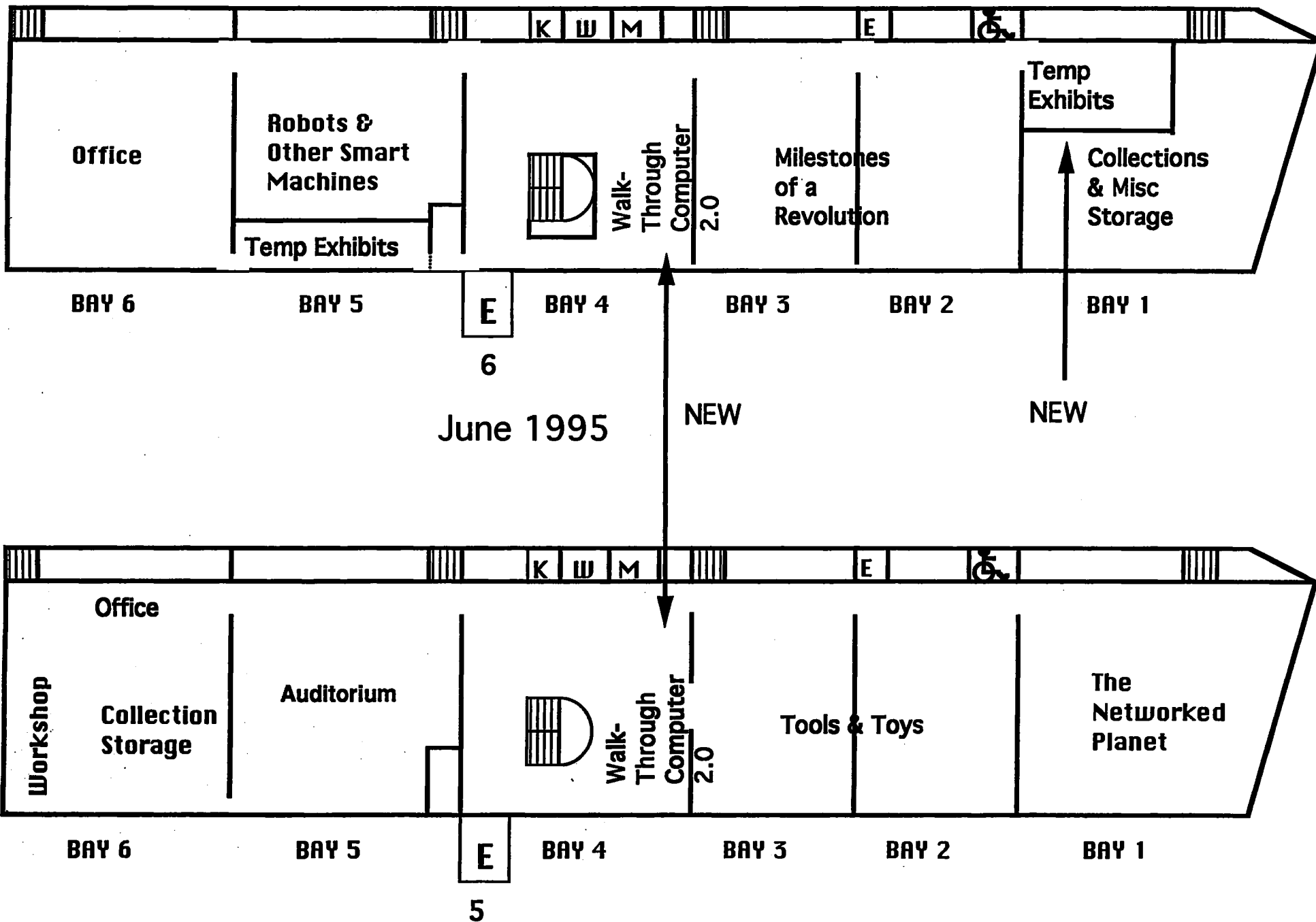


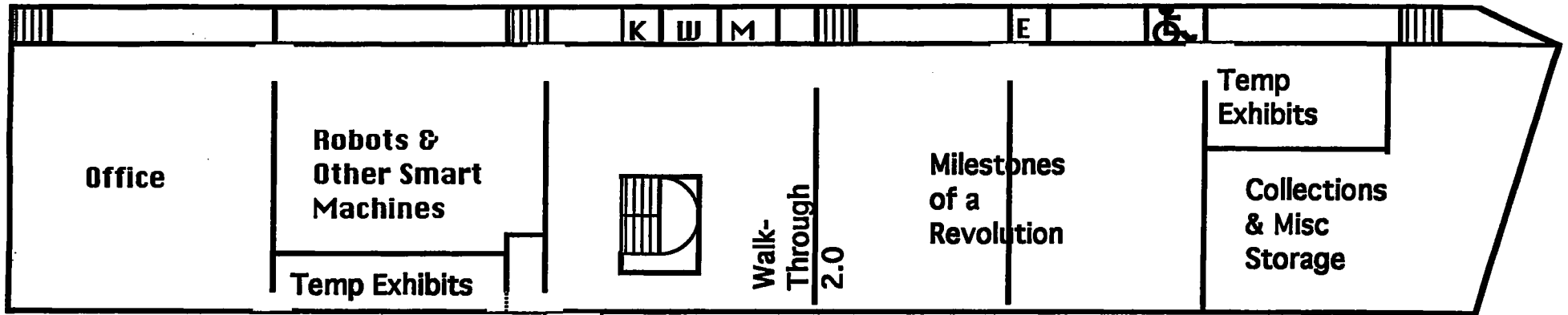
5



November 1994



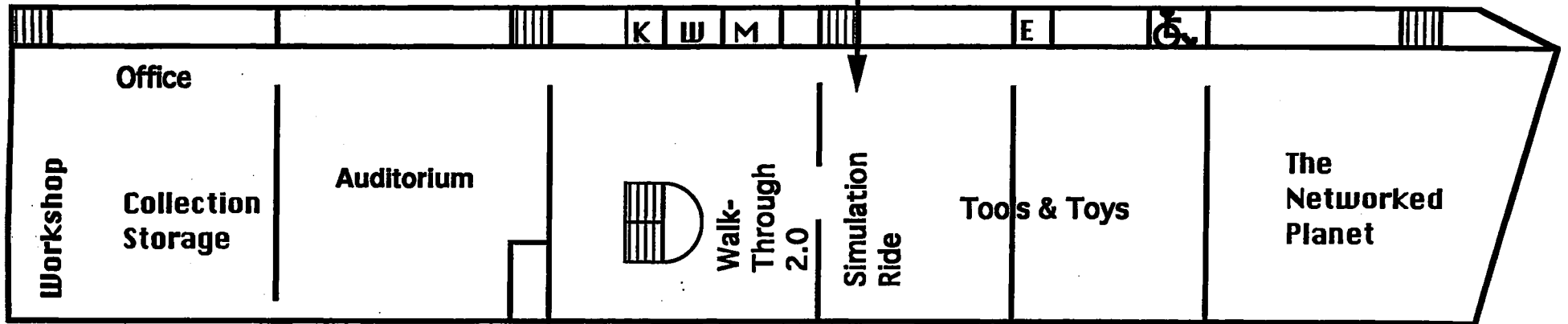




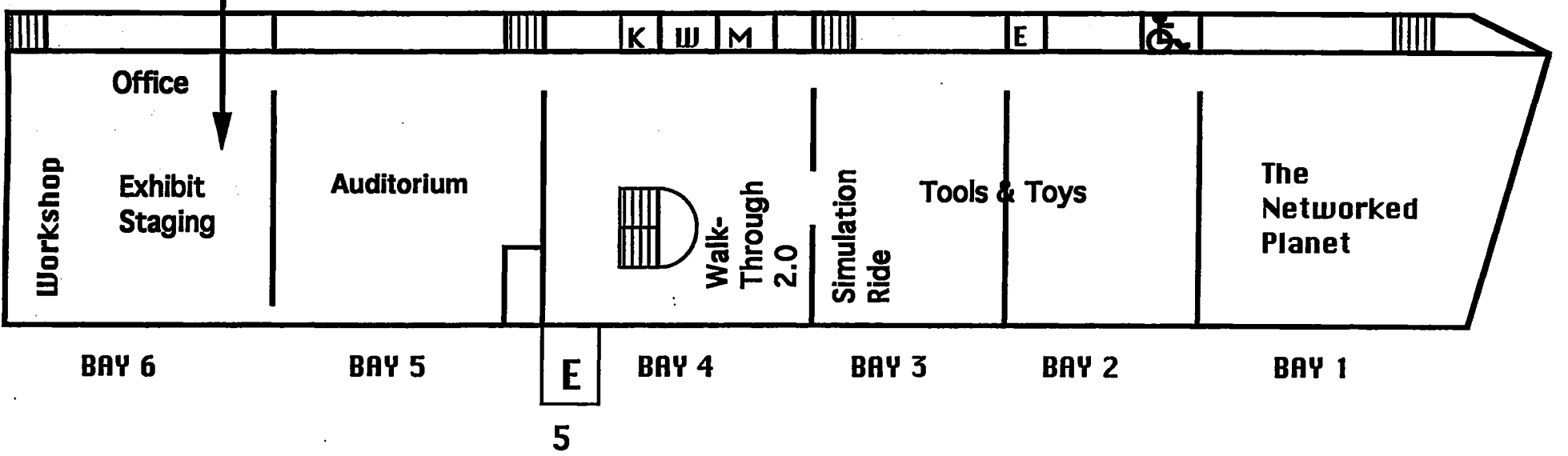
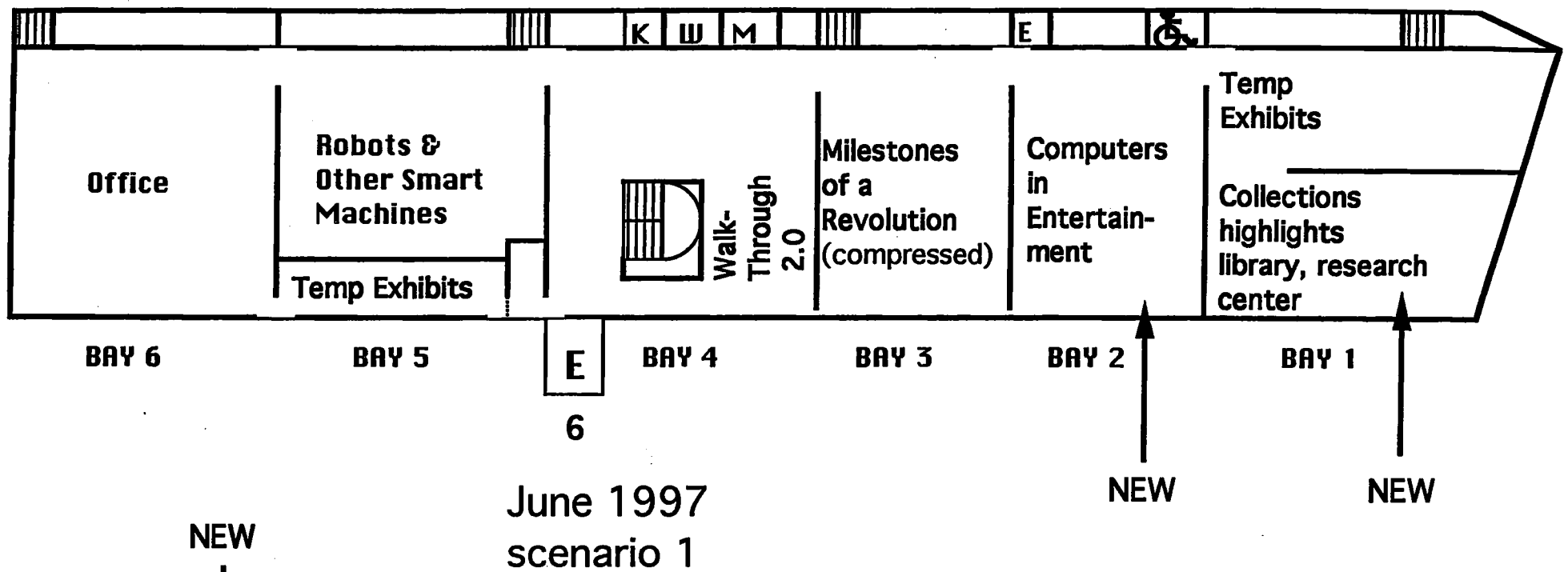
E
6

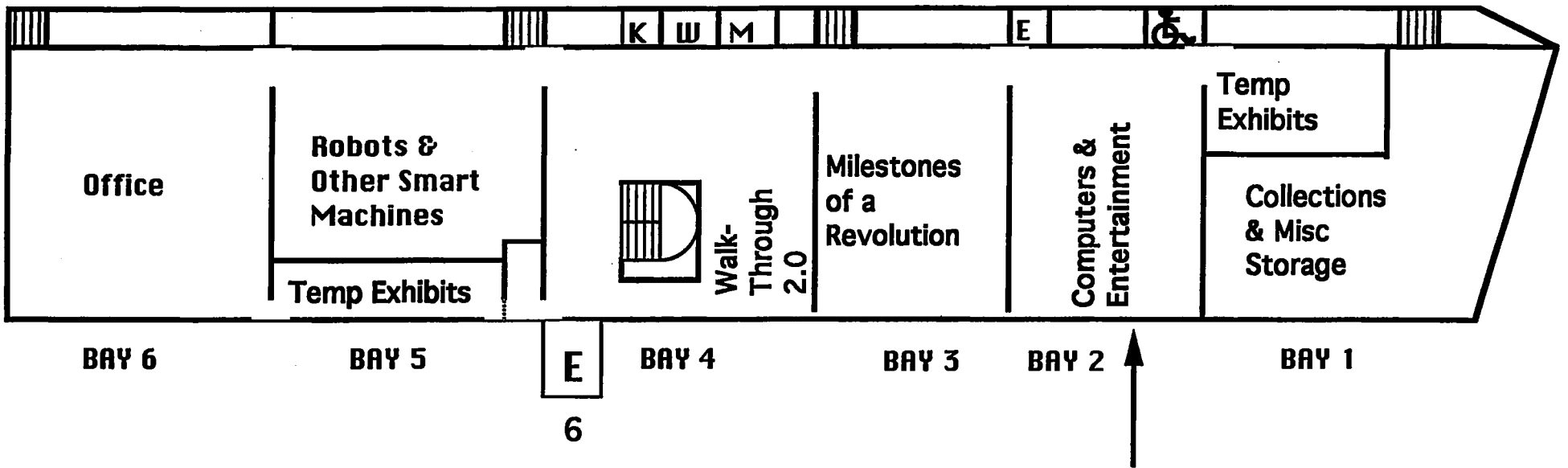
June 1996
scenario 1

NEW

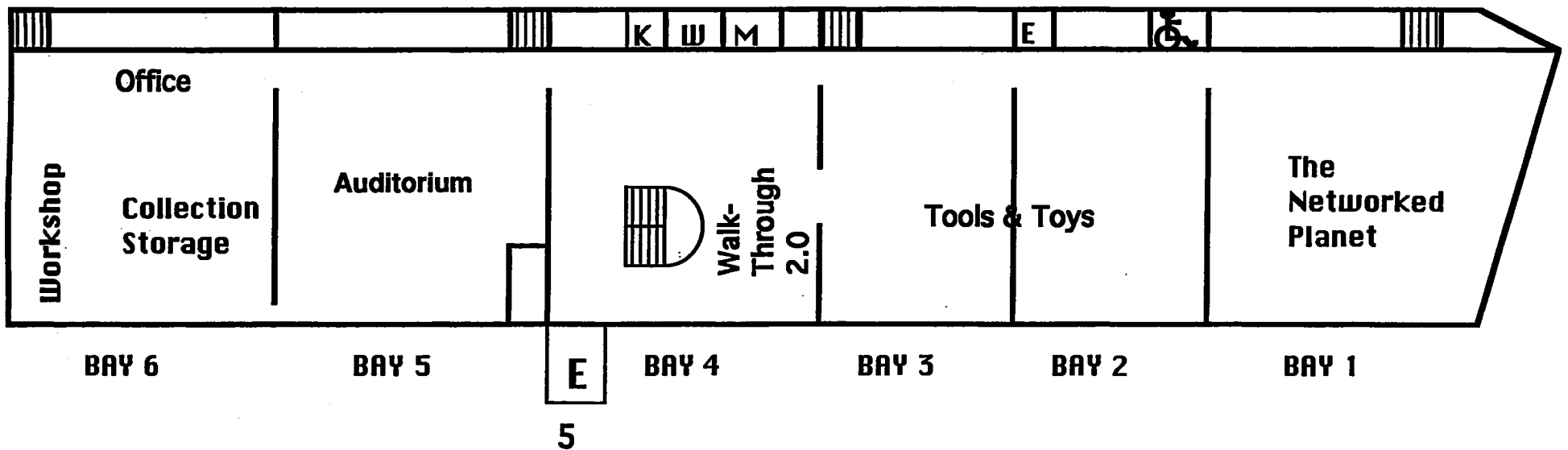


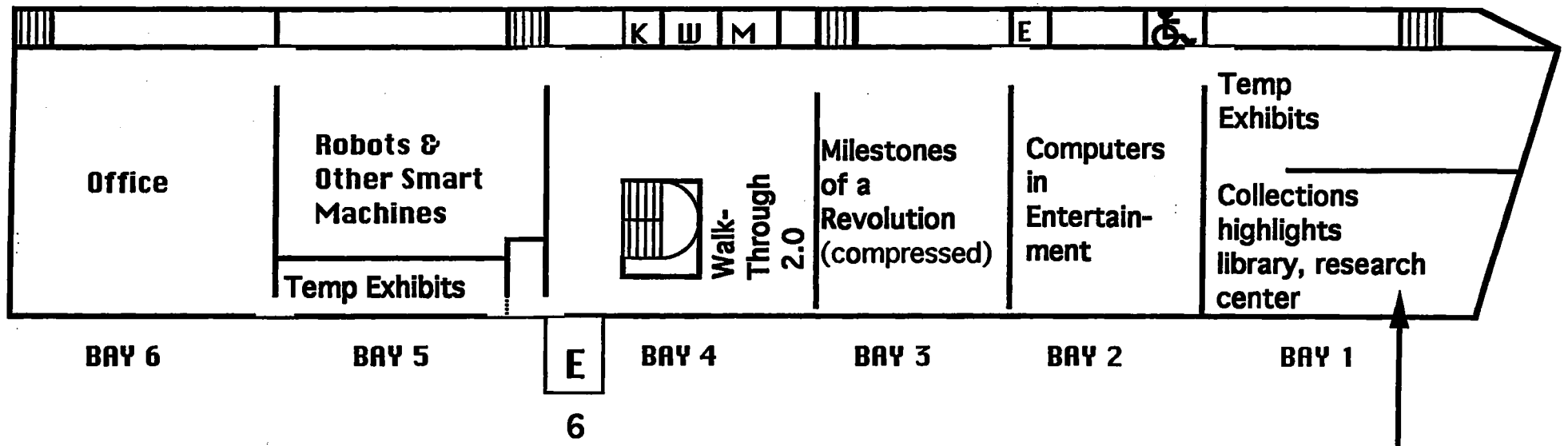
E
5



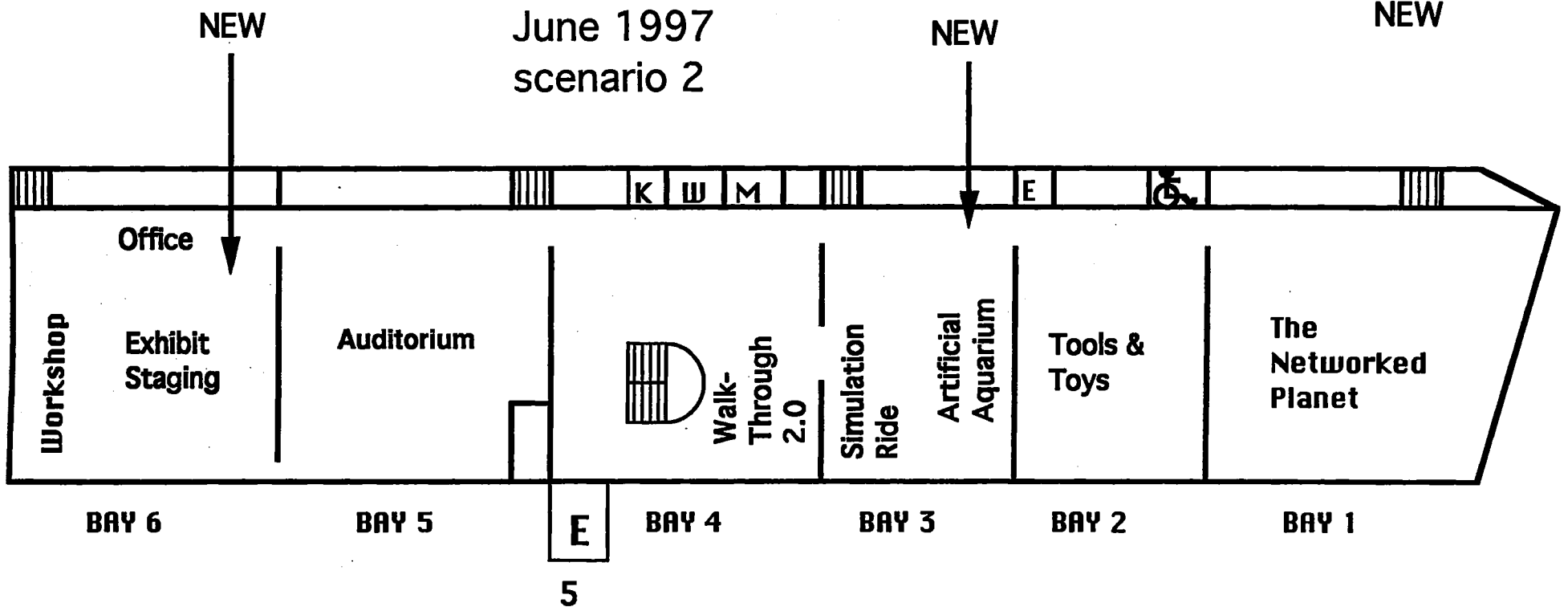


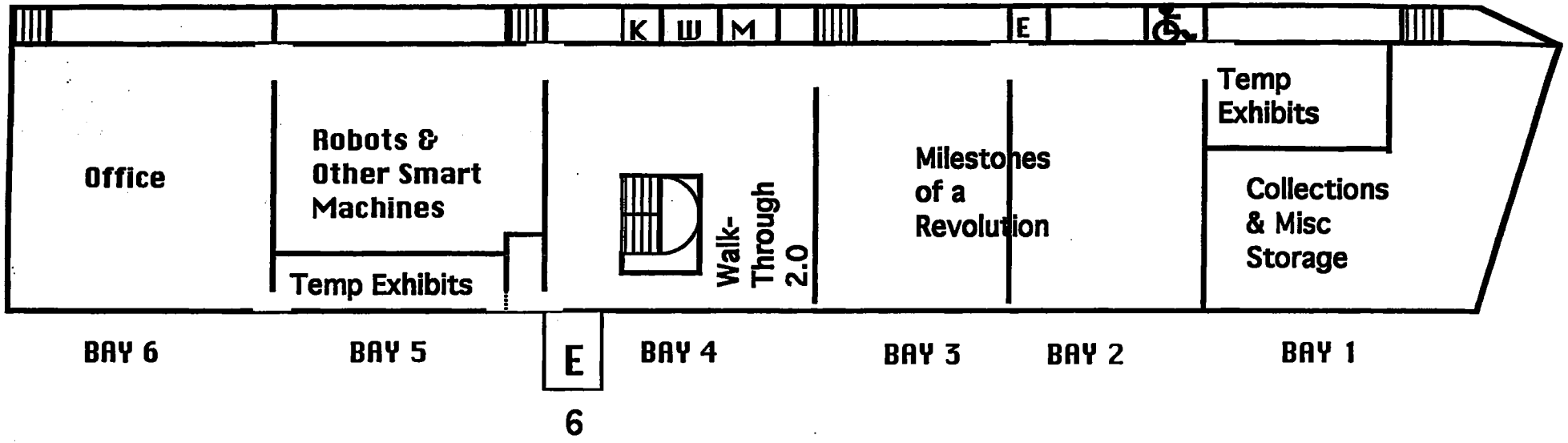
June 1996
scenario 2



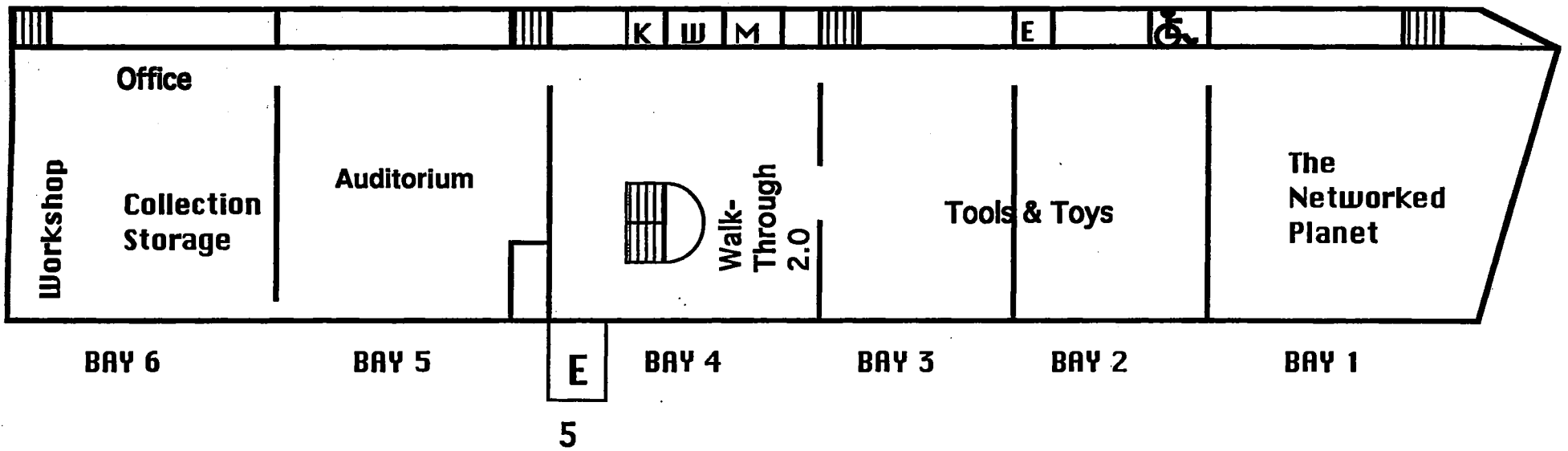


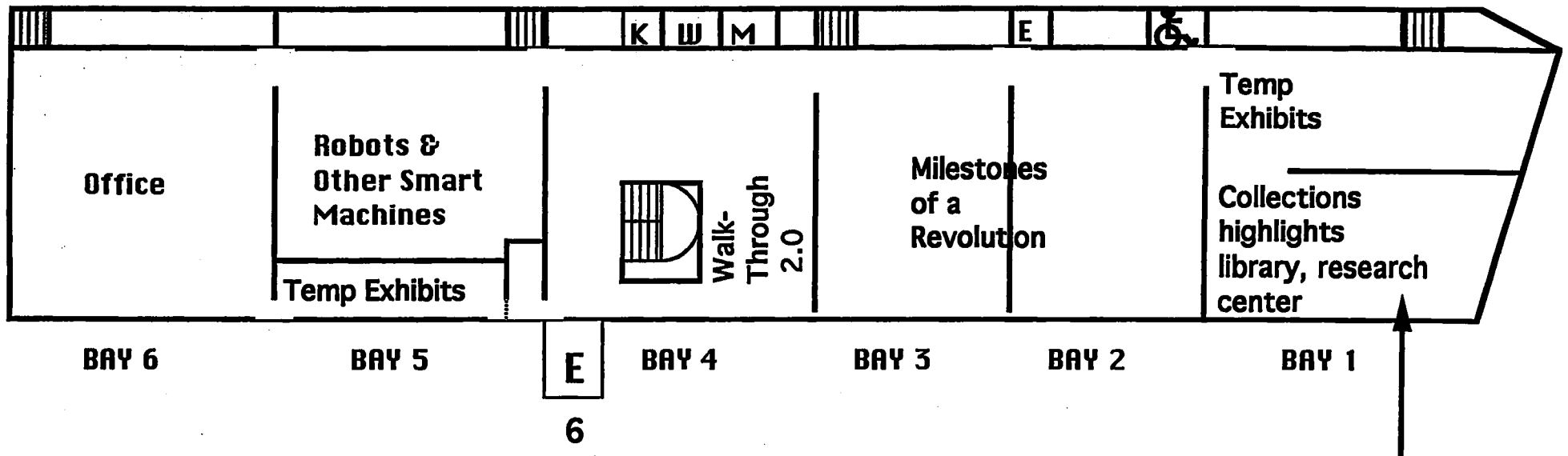
June 1997
scenario 2



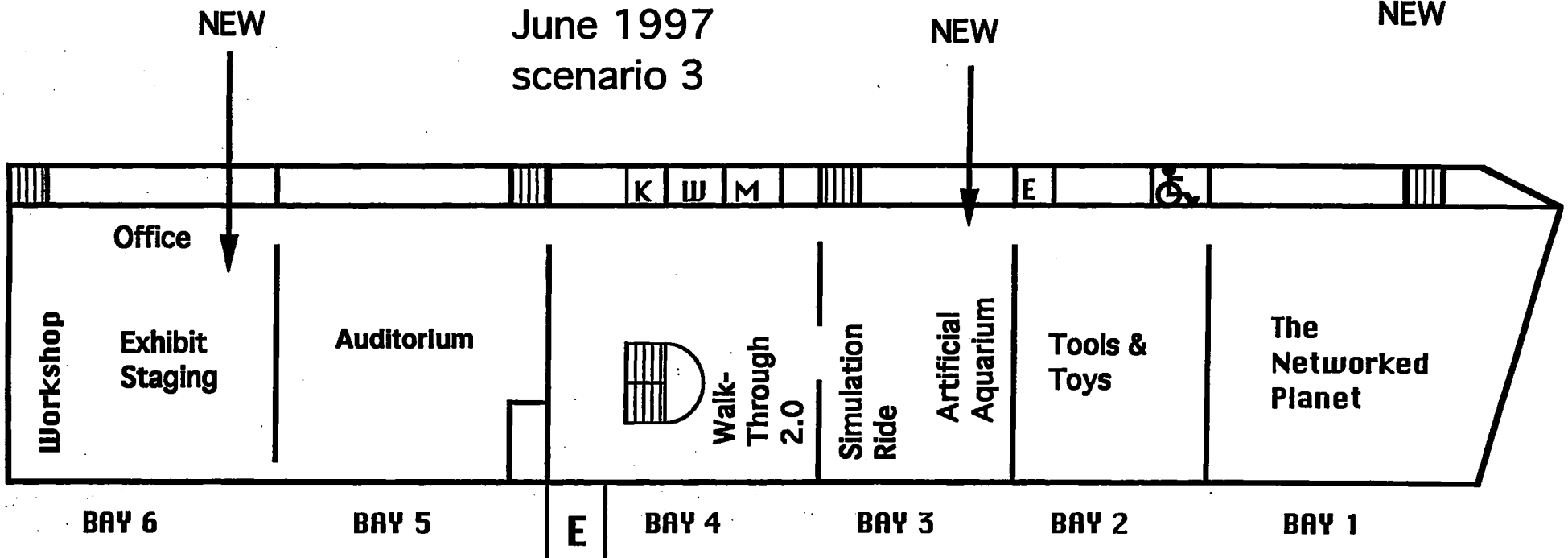


June 1996
scenario 3





June 1997 scenario 3



APPENDIX 4: THE MUSEUM ON THE NET

The Museum will establish a presence on the Internet. The first phase will be the establishment of a Gopher server to be up and running by November 1994, to coincide with the opening of *The Networked Planet* Exhibit. The second phase will be the development of materials for dissemination via the Mosaic browser on the World Wide Web. The Museum will develop a Mosaic home page by early 1995.

I. The Computer Museum Gopher

Gopher is a powerful, widely used text-based Internet tool. The information currently on the Museum's e-mail server will be imported to the Gopher server. In order to facilitate access to the Museum Gopher server, the Museum will offer, for a nominal fee, a simple public-domain terminal program, available for PC or Mac, configured to dial the Museum's local-access Gopher number automatically.

Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

1. Welcome to The Computer Museum Gopher/
 2. Exhibits/ (David Greschler)
 3. Educational Services/ (Marilyn Gardner)
 4. The Historical Collection/ (Gwen Bell, Brian Wallace)
 5. Museum Visits/ (John Marchiony)
 6. Special Events at the Museum/ (Gail Jennes)
 7. Museum Membership/ (Betsy Riggs)
 8. The Computer Museum Store/ (Margaret Dasha)
 9. Facility Rental for Functions (Martha Ballard)
 10. Exhibit Kits (Kevin Kelly)
 11. Museum Newsletter/ (Gail Jennes)
 12. Museum Administration/ (Mary McCann)
 13. Other Museum Gophers/
-
1. Welcome to The Computer Museum Gopher
 1. About The Computer Museum (mission profile)
 2. About this Gopher (purpose of Gopher site, access, features, instructions)
 3. How to Access Gopher if You Don't Have Internet Access (explains Gopher access via Gopher Mail and modem)
 2. Exhibits/
 3. Educational Services/
 1. The Computer Clubhouse/
 1. Mission Statement
 2. Project Areas
 3. Membership
 4. Mentoring
 2. Museum Publications/
 1. Educational Activities Packet
 2. People and Computers Catalog

3. How Computers Work Video
4. Group Tour Information
4. Historical Collection/
 1. History
 2. Holdings
 3. Usage
 4. Donations
 5. Images/
5. Museum Visits/
 1. Hours and Prices
 2. Travel Directions
 3. Group Tour Information
6. Special Events at the Museum/
(press releases--menu items change with updates)
 1. E-mail the President
 2. Virtual Reality Adventure
 3. The Internet Auction
 4. The Computer Bowl
 3. Breakfast Seminars
7. Museum Membership/
 1. Individual and Family Membership
 2. Corporate Membership
 3. Library Membership
8. The Computer Museum Store/
 1. Store Description
 2. Books (includes Museum publications)
 3. Videos (includes How Computers Work)
 4. Posters
 5. Educational Software
 6. Other Computer-related Products
 7. Ordering by Phone or Mail
9. Facility Rental for Functions
10. Exhibit Kits
11. Museum Newsletters/
 1. Spring 1994
 2. Winter 1994
 3. etc.
12. Administration/
 1. Overseers

2. Trustees
 3. Honorary Trustees
 4. Staff Directory
 5. Volunteer Opportunities
13. Other Museum Gophers
1. San Francisco Exploratorium
 2. UC Berkeley Museum of Paleontology
 3. etc.

Broadcasting The Museum's Presence

To generate interest in the On-line Museum, the Museum will broadcast via the following Usenet newsgroups alt.internet.services, comp.infosystems.gopher, and comp.infosystems.www

Information about the Museum can also be located by Internet users who use Archie (searches for file names with a given search string) and WAIS (tool for searching text).

II. The Computer Museum on the World Wide Web

The World Wide Web is a means of organizing access to information on the Internet using hypertext documents. In hypertext documents, users can follow pre-established links to quickly jump to material of interest to them. The Web can deal seamlessly with all media, including text, graphics, video and sound. Users access Web documents using a browser such as Mosaic, available from the National Center for Supercomputing Applications.

The Museum will seek funding to support the development of documents for dissemination on the Web.

Materials Suitable for the Web

Same material as provided by the Gopher server and additionally:

Collections:

- Photo Collections: selected images
- Video Collections: selected movie fragments

Exhibits:

- Museum floor plan
- Images of Museum site, galleries and interactive exhibit screen shots

Exhibit Scenarios

FY96			FY97				
	Total Funding	Exhibit Fund	Operating Fund		Total Funding	Exhibit Fund	Operating Fund
All Scenarios							
Electronic Classroom yr 1	\$150,000	\$123,000	\$27,000	Electronic Classroom yr 2	\$250,000	\$205,000	\$45,000
Temporary Exhibit	\$50,000		\$50,000		\$50,000		\$50,000
Scenario 1							
June 96, Sim-Ride Opens	\$1,500,000	\$1,230,000	\$270,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 1	\$1,700,000	\$1,353,000	\$347,000		\$800,000	\$615,000	\$185,000
Scenario 2							
June 96, Computers & Entertainment	\$500,000	\$410,000	\$90,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 2	\$650,000						
Scenario 3							
June 96: no major exhibit	\$100,000	\$82,000	\$18,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 3	\$300,000	\$205,000	\$95,000		\$800,000	\$615,000	\$185,000
Note: Non-temporary exhibit projects subject to 18% indirect expense allocated to the Operating Fund							
8% of Exhibit Fund revenue allocated to marketing the funded project, 7% allocated to future exhibit planning							

Scenario 1 (Sim-Ride)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$280,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$283,100	\$347,000	\$185,000					\$265,940	\$1,344,785	\$1,353,000	\$615,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$206,136	\$250,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$365,000	\$375,000	\$380,000								
Special Development proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,953	\$210,000	\$231,000	\$254,000								
Admission	\$504,386	\$581,900	\$623,000	\$949,505								
Store	\$283,782	\$288,000	\$327,000	\$422,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,288	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,885,650	\$2,900,000	\$3,246,255	\$196,100	\$41,000	\$250,000	\$350,000	\$265,940	\$1,344,785	\$1,353,000	\$615,000
Expenses												
Exhibit Development	\$63,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,309,785	\$1,244,760	\$565,800
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$67,000	\$100,000					\$4,299			
Exhibit Sales/Kits	\$38,848	\$40,560	\$46,700	\$54,000								
Collections	\$65,288	\$59,850	\$62,843	\$65,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$420,000								
Clubhouse	\$192,304	\$215,360	\$198,000	\$206,000								
Marketing	\$250,706	\$251,560	\$265,000	\$278,000						\$35,000	\$108,240	\$49,200
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$92,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,828	\$255,500	\$338,000								
Functions	\$85,190	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,616	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$66,070	\$150,086	\$158,000	\$165,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,392	\$300,000	\$315,000	\$330,000								
Mortgage					\$128,977	\$120,200	\$113,376	\$106,577				
General Management	\$267,340	\$359,175	\$380,000	\$400,000								
Total Expense	\$2,182,245	\$2,588,361	\$2,612,673	\$2,871,517	\$257,826	\$125,500	\$328,376	\$196,577	\$346,439	\$1,344,785	\$1,353,000	\$615,000
Net Revenue	\$41,872	\$97,289	\$287,328	\$374,738	(\$61,726)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions
 **Assumes no Wave op. costs

Scenario 2 (C's & Entertainm't)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$260,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$283,100	\$117,000	\$185,000					\$265,940	\$1,344,785	\$533,000	\$562,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$208,196	\$260,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$385,000	\$375,000	\$380,000								
Special Development proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,953	\$210,000	\$231,000	\$254,000								
Admission	\$504,386	\$581,900	\$623,000	\$647,935								
Store	\$263,782	\$298,000	\$327,000	\$360,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,266	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,885,650	\$2,670,000	\$2,882,885	\$196,100	\$41,000	\$250,000	\$350,000	\$265,940	\$1,344,785	\$533,000	\$562,000
Expenses												
Exhibit Development	\$63,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,344,785	\$533,000	\$562,000
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$67,000	\$75,000					\$4,299			
Exhibit Sales/Kits	\$38,846	\$40,560	\$46,700	\$54,000								
Collections	\$65,288	\$59,850	\$62,843	\$65,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$367,000								
Clubhouse	\$192,304	\$216,360	\$198,000	\$206,000								
Marketing	\$250,705	\$251,560	\$265,000	\$278,000								
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$82,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,826	\$255,500	\$273,000								
Functions	\$85,190	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,616	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$88,070	\$150,066	\$158,000	\$185,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,382	\$300,000	\$315,000	\$330,000								
Mortgage					\$126,977	\$120,200	\$113,376	\$108,577				
General Management	\$267,340	\$359,175	\$380,000	\$400,000								
Total Expense	\$2,182,245	\$2,588,361	\$2,612,673	\$2,728,517	\$257,826	\$125,500	\$328,376	\$196,577	\$346,439	\$1,344,785	\$533,000	\$562,000
Net Revenue	\$41,872	\$97,289	\$57,328	\$154,168	(\$61,726)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions
 **Assumes no Wave op. costs

Scenario 3 (No Jun 96 exhibit)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$280,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$293,100	\$95,000	\$185,000					\$285,940	\$1,344,785	\$205,000	\$815,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$208,138	\$250,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$385,000	\$375,000	\$380,000								
Special Development Proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,963	\$210,000	\$231,000	\$254,000								
Admission	\$504,388	\$581,900	\$623,000	\$623,000								
Store	\$263,782	\$298,000	\$327,000	\$348,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,288	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,885,850	\$2,648,000	\$2,848,750	\$196,100	\$41,000	\$250,000	\$350,000	\$285,940	\$1,344,785	\$205,000	\$815,000
Expenses												
Exhibit Development	\$83,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,344,785	\$188,600	\$565,800
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$67,000	\$75,000					\$4,299			
Exhibit Sales/Kits	\$38,846	\$40,560	\$48,700	\$54,000								
Collections	\$85,288	\$59,850	\$62,843	\$65,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$367,000								
Clubhouse	\$192,304	\$215,360	\$198,000	\$208,000								
Marketing	\$250,705	\$251,580	\$285,000	\$278,000							\$16,400	\$49,200
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$92,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,928	\$255,500	\$275,000								
Functions	\$85,180	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,816	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$66,070	\$150,068	\$158,000	\$185,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,382	\$300,000	\$315,000	\$330,000								
Mortgage					\$128,977	\$120,200	\$113,376	\$108,577				
General Management	\$287,340	\$359,175	\$374,000	\$390,000								
Total Expense	\$2,182,245	\$2,588,361	\$2,608,673	\$2,720,517	\$257,826	\$125,500	\$328,376	\$198,577	\$346,439	\$1,344,785	\$205,000	\$815,000
Net Revenue	\$41,872	\$97,289	\$41,328	\$128,233	(\$81,726)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions
 **Assumes no Wave op. costs

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 07/31/94

	OPERATING FY95		OPERATING FY94 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY95
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	14,700	23,296	23,259					14,700	23,296	-8,596	280,000
Exhibit Related	778	6,888		8,790	76,083			9,568	82,971	-73,403	1,431,955
Govt & Foundation											
Endowment											
Unrestricted Support:											
Capital Campaign				2,000				2,000		2,000	41,000
Corporate Membership	14,500	14,500	8,000					14,500	14,500		250,000
Foundation											365,000
Computer Bowl											40,000
Internet Auction											210,000
Membership Fund	5,010	3,000	5,338					5,010	3,000	2,010	581,900
Admission	70,628	84,930	75,913					70,628	84,930	-14,302	298,000
Store	28,334	35,250	32,624					28,334	35,250	-6,916	190,850
Historical Video	6,380									119	53,300
Functions	3,491	3,372	13,328					3,491	3,372		
Exhibit Sales											
Other:											
Interest Income	193	450	375			415		193	865	-672	5,500
Publications											110,000
Program Income	3,500							3,500		3,500	23,500
TOTAL SUPPORT/REVENUE	147,514	171,686	158,837	10,790	76,083	415		151,924	248,184	-96,260	3,881,005
EXPENSES											
Exhibit Development	1,277	6,494	198	10,183	74,884			11,460	81,378	-69,918	1,218,997
Exhibit Maint/Enhancement	5,213	4,842	12,079					5,213	4,842	371	58,179
Exhibit Sales/Kits	1,708	2,932	231					1,708	2,932	-1,224	40,560
Collections	4,745	4,991	4,317					4,745	4,991	-246	59,850
Publications											94,945
Education & Admission	23,324	28,099	17,615					23,324	28,099	-4,775	333,339
Clubhouse	11,308	17,874	18,099					11,308	17,874	-6,566	215,360
Marketing	12,839	26,621	16,801					12,839	26,621	-13,782	257,060
Public Relations	4,675	3,735	7,522					4,675	3,735	940	84,594
Store	21,209	19,893	23,516					21,209	19,893	1,316	238,826
Historical Video	6,380										
Functions	3,969	5,639	5,473					3,969	5,639	-1,670	102,320
Computer Bowl	6,495	6,562	2,265					6,495	6,562	-67	115,616
Internet Auction											29,344
Fundraising	10,059	11,209	1,639	131	455			10,190	11,664	-1,474	155,366
Membership Fund	4,399	4,767	1,682					4,399	4,767	-368	75,835
Museum Wharf											
Op Exp	24,000	25,000	24,955					24,000	25,000	-1,000	300,000
Mortgage				10,274	10,274			10,274	10,274		120,200
General Management	15,850	23,173	21,255					15,850	23,173	-7,323	359,175
TOTAL EXPENSE	157,450	191,831	157,647	20,588	85,613			171,658	277,444	-105,786	3,859,566
NET REVENUE	-9,936	-20,145	1,190	-9,798	-9,530	6,382	415	-19,734	-29,260	9,526	21,439

250
17,50

1061
250
3050
122
15,250

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 07/31/94

	OPERATING FY95		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY95
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	14,700	23,296							14,700	23,296	-8,596	280,000
Exhibit Related	778	6,888			8,790	76,083			9,568	82,971	-73,403	1,431,955
Govt & Foundation Endowment												
Unrestricted Support:												
Capital Campaign			2,000						2,000		2,000	41,000
Corporate Membership	14,500	14,500							14,500	14,500		250,000
Foundation												365,000
Computer Bowl												40000
Internet Auction												210,000
Membership Fund	5,010	3,000							5,010	3,000	2,010	581,900
Admission	70,628	84,930							70,628	84,930	-14,302	298,000
Store	28,334	35,250							28,334	35,250	-6,916	190850
Historical Video	6380											53,300
Functions	3,491	3,372							3,491	3,372	119	
Exhibit Sales												
Other:												
Interest Income	193	450					415		193	865	-672	5,500
Publications												110,000
Program Income	3,500								3,500		3,500	23,500
TOTAL SUPPORT/REVENUE	147,514	171,686	2,000		8,790	76,083		415	151,924	248,184	-96,260	3,881,005
EXPENSES												
Exhibit Development	1,277	6,494			10,183	74,884			11,460	81,378	-69,918	1,218,997
Exhibit Maint/Enhancement	5,213	4,842							5,213	4,842	371	58,179
Exhibit Sales/Kits	1,708	2,932							1,708	2,932	-1,224	40,560
Collections	4,745	4,991							4,745	4,991	-246	59,850
Publications												94945
Education & Admission	23,324	28,099							23,324	28,099	-4,775	333,339
Clubhouse	11,308	17,874							11,308	17,874	-6,566	215,360
Marketing	12,839	26,621							12,839	26,621	-13,782	257,060
Public Relations	4,675	3,735							4,675	3,735	940	84,594
Store	21,209	19,893							21,209	19,893	1,316	238,826
Historical Video	6,380											
Functions	3,969	5,639							3,969	5,639	-1,670	102,320
Computer Bowl	6,495	6,562							6,495	6,562	-67	115,616
Internet Auction												29344
Fundraising	10,059	11,209	131	455					10,190	11,664	-1,474	155,366
Membership Fund	4,399	4,767							4,399	4,767	-368	75,835
Museum Wharf												
Op Exp	24,000	25,000							24,000	25,000	-1,000	300,000
Mortgage			10,274	10,274					10,274	10,274		120,200
General Management	15,850	23,173							15,850	23,173	-7,323	359,175
TOTAL EXPENSE	157,450	191,831	10,405	10,729	10,183	74,884		415	171,658	277,444	-105,786	3,859,566
NET REVENUE	-9,936	-20,145	-8,405	-10,729	-1,393	1,199		415	-19,734	-29,260	9,526	21,439

09/12/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	06/30/94 ACTUAL	FOR THE MONTH ENDED -----07/31/94-----			PERCENT	FY95 BUDGET
		ACTUAL	BUDGET	VARIANCE		
REVENUES:						
Clubhouse	250,710	\$14,700	23,296	-8,596	-37%	280,000
Exhibit Related	116,726	778	6,888	-6,110	-89%	283,100
Govt & Foundation	41,708					
Corporate Membership	206,136	\$14,500	14,500			250,000
Computer Bowl	438,931					365,000
Internet Auction						40,000
Membership Fund	187,903	\$5,010	3,000	2,010	67%	210,000
Admissions	504,369	\$70,628	84,930	-14,302	-17%	581,900
Store	263,879	\$28,334	35,250	-6,916	-20%	298,000
Historical Video		6,380				
Functions	179,642	\$3,491	3,372	119	4%	190,850
Exhibit Sales	38,897					53,300
Publications						110,000
Interest Income	3,266	\$193	450	-257	-57%	5,500
Other	425	3,500		3,500		23,500
Total Revenues	2,232,592	147,514	171,686	(30,552)	-18%	2,691,150
EXPENSES:						
Exhibits Development	65,571	1,277	6,494	-5,217	-409%	78,792
Exhibits Maintenance	54,413	5,213	4,842	371	7%	58,179
Exhibit Sales	38,846	1,708	2,932	-1,224	-72%	40,560
Collections	65,288	4,745	4,991	-246	-5%	59,850
Publications						94,945
Education & Admissions	287,145	23,324	28,099	-4,775	-20%	333,339
Clubhouse	192,304	11,308	17,874	-6,566	-58%	215,360
Marketing	255,301	12,839	26,621	-13,782	-107%	257,060
Public Relations	92,510	4,675	3,735	940	20%	84,594
Store	225,501	21,209	19,893	1,316	6%	238,826
Historical Video		6,380				
Functions	85,223	3,969	5,639	-1,670	-42%	102,320
Computer Bowl	135,552	6,495	6,562	-67	-1%	115,616
Internet Auction						29,344
Fundraising	66,070	10,059	11,209	-1,150	-11%	150,066
Membership Fund	48,180	4,399	4,767	-368	-8%	75,835
Museum Wharf	310,382	24,000	25,000	-1,000	-4%	300,000
General Management	268,547	15,850	23,173	-7,323	-46%	359,175
Total Expenses	2,190,833	157,450	191,831	-40,761	-26%	2,593,861
NET REVENUES(EXPENSES)	\$41,759	-9,936	-20,145	10,209	-1	97,289

09/12/94

THE COMPUTER MUSEUM
BALANCE SHEET
07/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED	
					TOTAL 06/30/94	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	\$235,277	-	-	-	\$235,277	\$259,423
Restricted Cash	-	-	-	250,000	\$250,000	250,000
Cash Equivalents	-	-	-	-	-	167
Investments	166,672	-	-	-	\$166,672	2,074
Receivables	309,842	-	-	-	\$309,842	48,868
Inventory	51,407	-	-	-	\$51,407	49,137
Prepaid Expenses	14,161	-	-	-	\$14,161	9,143
Interfund Receivable	-	746,607	-	-	\$746,607	123,310
Total Current Assets	\$777,359	\$746,607		\$250,000	\$1,773,966	\$742,122
Property & Equipment:						
Investment in Wharf	-	-	1,013,888	-	\$1,013,888	
Equipment & Furniture	-	-	\$344,471	-	\$344,471	\$260,327
Capital Improvements	-	-	960,401	-	960,401	938,338
Exhibits	-	-	4,079,701	-	4,079,701	4,079,698
Construction in Process	-	352,279	-	-	352,279	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(3,690,244)	-	(3,690,244)	(2,962,311)
Net Property & Equipment		\$352,279	\$2,726,217		\$3,078,496	\$2,386,960
TOTAL ASSETS	\$777,359	\$1,098,886	\$2,726,217	\$250,000	\$4,852,462	\$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	\$76,249	\$14,318	-	-	\$90,567	\$109,006
Accrued Expense	39,397	11,791	-	-	51,188	63,557
Deferred Income	151,002	598,143	-	-	749,145	194,919
Interfund Payable	746,607	-	-	-	746,607	123,310
Total Current Liabilities	\$1,013,255	\$624,252			1,637,507	\$490,792
Fund Balances:						
Operating	(\$235,896)	-	-	-	(235,896)	(\$225,960)
Capital	-	474,634	-	-	474,634	484,432
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,726,217	-	2,726,217	2,726,217
Total Fund Balances	(\$235,896)	\$474,634	\$2,726,217	\$250,000	\$3,214,955	\$3,234,689
TOTAL LIABILITIES AND FUND BALANCES	\$777,359	\$1,098,886	\$2,726,217	\$250,000	\$4,852,462	\$3,725,481

MUSEUM ATTENDANCE FIGURES FOR THE MONTH OF JULY 1994

MONTHLY			INSTITUTION	YEAR TO DATE		
1994	1993	VARIANCE		1994	1993	VARIANCE
267922	291216	-8.00%	BOSTON NATIONAL HISTORIC PARK (Parkwide totals)	913512	998534	-8.51%
56125	54535	2.92%	(Downtown Visitors Center)	190414	192527	-1.10%
9104	11079	-17.83%	BOSTONIAN SOCIETY	32902	43020	-23.52%
48830	54713	-10.75%	CHILDREN'S MUSEUM	226254	252162	-10.27%
43856	43510	0.80%	COMMONWEALTH ZOOLOGICAL CORPORATION	348272	358288	-2.80%
16579	17489	-5.20%	COMPUTER MUSEUM	81859	72436	13.01%
2725	2655	2.64%	CONCORD MUSEUM	15017	14947	0.47%
53134	54682	-2.83%	CRANBERRY WORLD	110850	118504	-6.46%
5359	7149	-25.04%	DECORDOVA MUSEUM & SCULPTURE PARK	31826	32412	-1.81%
11818	13668	-13.54%	DISCOVERY MUSEUMS	80625	87898	-8.27%
1963	2572	-23.68%	FULLER MUSEUM OF ART	12745	12911	-1.29%
0	0	ERR	HARVARD MUSEUMS OF CULTURAL & NATURAL HIST.	0	0	ERR
18476	18069	2.25%	HERITAGE PLANTATION	61927	64392	-3.83%
19289	23677	-18.53%	HOUSE OF SEVEN GABLES	61988	72119	-14.05%
14322	14933	-4.09%	ISABELLA STEWART GARRONER MUSEUM	86914	92361	-5.90%
64194	75039	-14.45%	MUSEUM OF FINE ARTS	123001	144429	-14.84%
5330	4221	26.27%	MUSEUM OF OUR NATIONAL HERITAGE	36147	32240	12.12%
158237	185776	-14.82%	MUSEUM OF SCIENCE	937960	959655	-2.26%
3447	2481	38.94%	MUSEUM OF TRANSPORTATION	9467	11272	-16.01%
85101	79526	7.01%	MYSTIC SEAPORT	230160	218131	5.51%
169515	172227	-1.57%	NEW ENGLAND AQUARIUM	801231	780000	2.72%
12870	15378	-16.31%	N.E. SCIENCE CENTER	87461	94438	-7.39%
2718	2702	0.59%	N.E. WILDFLOWER SOCIETY	27495	21149	30.01%
8885	13557	-34.46%	PERBODY ESSEX MUSEUM	52306	98410	-46.85%
58173	55989	3.90%	OLD STURBRIDGE VILLAGE	222780	223323	-0.24%
28155	27034	4.15%	PAUL REVERE HOUSE	89143	94279	-5.45%
81870	63877	28.17%	PLIMOUTH PLANTATION	179328	167640	6.97%
10531	14247	-26.08%	USS CONSTITUTION MUSEUM	26657	31931	-16.52%

The Computer Museum
Admissions Report
02-SEP-1994

Weekly Comparison 1994 vs. 1993	1994 Aug 1-Aug 31	1993 Aug 1-Aug 31	Change	Change
Adults	9980	10298	-318	-3.1%
Children	8026	7720	306	4.0%
Infants	419	620	-201	-32.4%
Seniors	379	401	-22	-5.5%
TOTAL PEOPLE	18804	19039	-235	-1.2%
TOTAL REVENUE	\$82,291	\$88,781	-\$6,490	-7.3%

Monthly Comparison 1994 vs. 1993	1994 Aug 1-31	1993 Aug 1-31	Change	Change
Adults	9980	10298	-318	-3.1%
Children	8026	7720	306	4.0%
Infants	419	620	-201	-32.4%
Seniors	379	401	-22	-5.5%
TOTAL PEOPLE	18804	19039	-235	-1.2%
TOTAL REVENUE	\$82,291	\$88,781	-\$6,490	-7.3%

Month Actual vs Budget	Actual	Budget	Change	Change
TOTAL PEOPLE	18804	20491	-1687	-8.2%
TOTAL REVENUE	\$82,291	\$87,087	-\$4,796	-5.5%

FYTD Thru Aug 31	FY 95 Actual	FY 95 Budget	FY 94 Actual
TOTAL PEOPLE	35383	39500	36528
TOTAL REVENUES	\$153,002	\$167,875	\$165,038

The Computer Museum

300 Congress Street
Boston, MA 02210

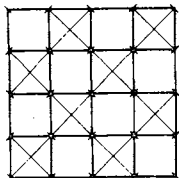
(617) 426-2800

Agenda

**The Computer Museum
EXECUTIVE COMMITTEE MEETING
Friday, October 14, 1994
8:00 a.m. - 10:00 a.m.**

*West Coast Bowl 11/3
party*

1. Operations Update
2. Waterfront Project
3. Discussion Areas Relating to the Three-Year Plan
 - Special Projects Fund
 - Collections Projects
 - Sim-Ride Funding & Development
4. Agenda for November Board Meeting



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

DATE: October 5, 1994
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: October 14 Meeting

Enclosed please find the agenda for our next meeting on Friday, October 14. The meeting, which starts at 8:00 a.m., will be held in the conference room on the sixth floor (in the office area)

I enclose the latest draft of the Museum's Three-Year Plan for your review. This incorporates the changes discussed at our September meeting, which include:

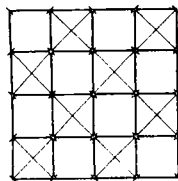
- a short introduction entitled "Main Features and Goals" (page 5);
- summaries of the current status of the Clubhouse and Collections (pages 12 and 13 respectively);
- a new section entitled "Partnerships," which describes the Museum's competition and potential affiliations (page 29).

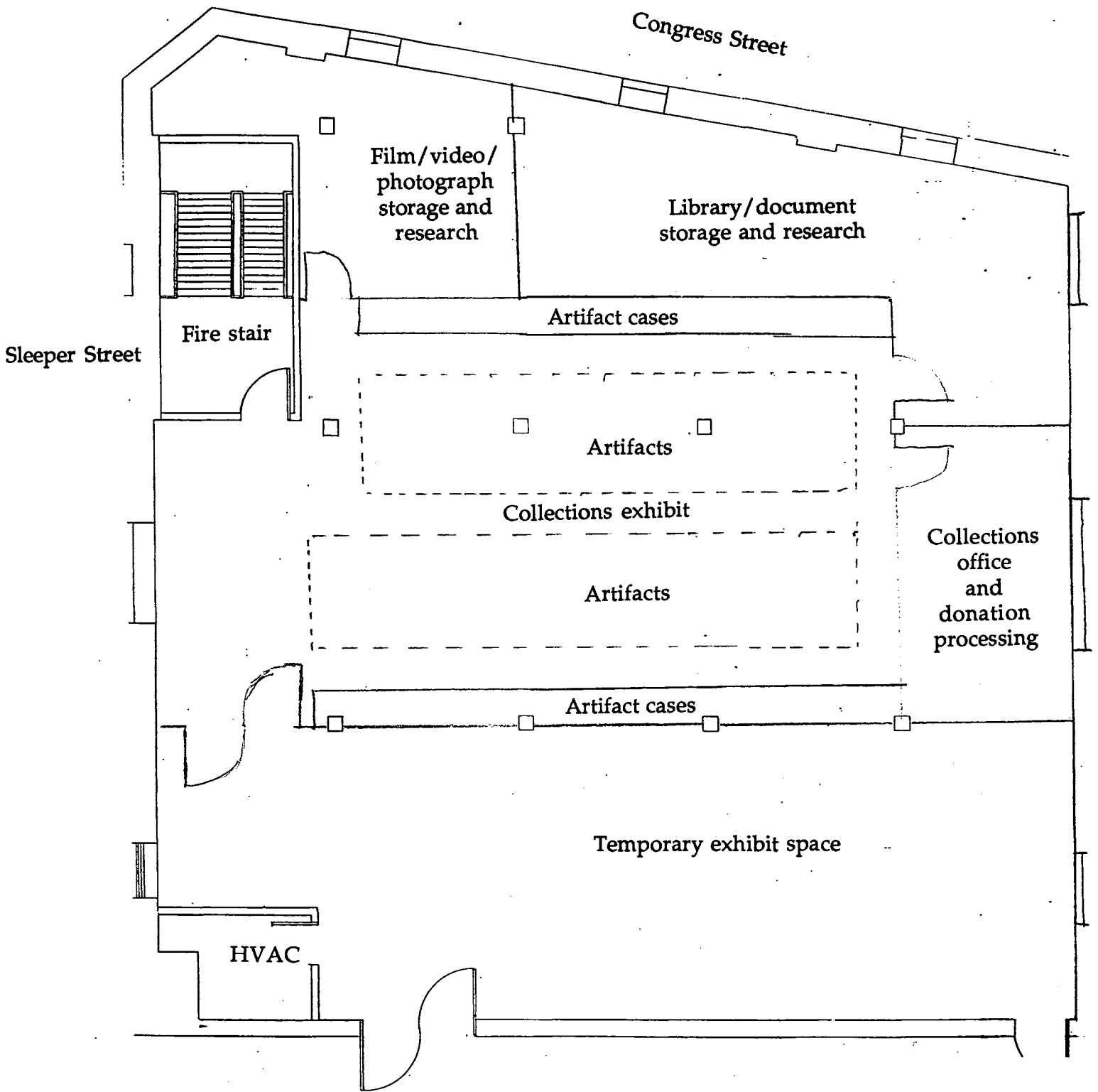
Please call or e-mail Mary McCann (ext. 372; McCann@tcm.org) to tell her whether you will attend the meeting.

I look forward to seeing you on the 14th.

Enclosures:

- Agenda
- August Financials
- Minutes of September 14 meeting
- Draft of Three-Year Plan





People and Computers

Bay 1 Floor 6 Collections/Exhibit Plan

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
2 Months Ending 08/31/94

	OPERATING FY95		OPERATING FY94 Actual	CAPITAL/EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY95
	Actual	Budget		Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE											
Restricted Support:											
Clubhouse	41,758	46,592	42,706					41,758	46,592	-4,834	280,000
Exhibit Related	22,278	31,989		118,755	206,705			141,033	238,694	-97,661	1,431,955
Govt & Foundation			1,358								
Endowment											
Unrestricted Support:											
Capital Campaign				52,000				52,000		52,000	41,000
Corporate Membership	34,000	29,500	23,575					34,000	29,500	4,500	250,000
Foundation											
Computer Bowl			36,000								365,000
Internet Auction	2,125							2,125			40,000
Membership Fund	8,338	5,000	7,330					8,338	5,000	3,338	210,000
Admission	153,722	174,330	165,154					153,722	174,330	-20,608	581,900
Store	64,315	70,500	75,703					64,315	70,500	-6,185	298,000
Historical Video	7,330							7,330			
Functions	15,974	14,609	29,322					15,974	14,609	1,365	190,850
Exhibit Sales											53,300
Other:											
Interest Income	522	900	742			830		522	1,730	-1,208	5,500
Publications											110,000
Program Income	3,750	4,500						3,750	4,500	-750	23,500
TOTAL SUPPORT/REVENUE	354,112	377,920	381,890	170,755	206,705	830		524,867	585,455	-70,043	3,881,005
EXPENSES											
Exhibit Development	4,074	12,988	338	120,148	202,709			124,222	215,697	-91,475	1,218,997
Exhibit Maint/Enhancement	10,352	9,686	15,556					10,352	9,686	666	58,179
Exhibit Sales/Kits	4,013	5,860	886					4,013	5,860	-1,847	40,560
Collections	9,747	9,982	10,099					9,747	9,982	-235	59,850
Publications											94,945
Education & Admission	59,579	59,698	46,858					59,579	59,698	-119	333,339
Clubhouse	32,154	35,748	32,851					32,154	35,748	-3,594	215,360
Marketing	39,341	50,312	36,618					39,341	50,312	-10,971	257,060
Public Relations	10,644	10,345	14,462					10,644	10,345	299	84,594
Store	48,873	39,786	55,101					48,873	39,786	9,087	238,826
Historical Video	7,330							7,330			
Functions	8,702	13,257	10,036					8,702	13,257	-4,555	102,320
Computer Bowl	11,759	10,062	5,681					11,759	10,062	1,697	115,616
Internet Auction		3,062							3,062		29,344
Fundraising	17,130	22,518	3,288	3,515	910			20,645	23,428	-2,783	155,366
Membership Fund	16,665	10,634	5,551					16,665	10,634	6,031	75,835
Museum Wharf											
Op Exp	48,000	50,000	48,955					48,000	50,000	-2,000	300,000
Mortgage				20,502	20,501			20,502	20,501	1	120,200
General Management	55,853	51,245	45,768					55,853	51,245	4,608	359,175
TOTAL EXPENSE	384,216	395,183	332,048	144,165	224,120	830		528,381	619,303	-90,922	3,859,566
NET REVENUE	-30,104	-17,263	49,842	26,590	-17,415	830		-3,514	-33,848	30,334	21,439

10/03/94

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
OPERATING FUND

	06/30/94 ACTUAL	FOR THE 2 MONTHS ENDED -----08/31/94-----				FY95 BUDGET
		ACTUAL	BUDGET	VARIANCE	PERCENT	
REVENUES:						
Clubhouse	250,710	\$41,758	46,592	-4,834	-10%	280,000
Exhibit Related	116,726	22,278	31,989	-9,711	-30%	283,100
Govt & Foundation	41,708					
Corporate Membership	206,136	\$34,000	29,500	4,500	15%	250,000
Computer Bowl	438,931					365,000
Internet Auction		2,125				40,000
Membership Fund	187,903	\$8,338	5,000	3,338	67%	210,000
Admissions	504,369	\$153,722	174,330	-20,608	-12%	581,900
Store	263,879	\$64,315	70,500	-6,185	-9%	298,000
Historical Video		7,330				
Functions	179,642	\$15,974	14,609	1,365	9%	190,850
Exhibit Sales	38,897					53,300
Publications						110,000
Interest Income	3,266	\$522	900	-378	-42%	5,500
Other	425	3,750	4,500	-750		23,500
	-----	-----	-----	-----	-----	-----
Total Revenues	2,232,592	354,112	377,920	(33,263)	-9%	2,691,150
EXPENSES:						
Exhibits Development	65,571	4,074	12,988	-8,914	-219%	78,792
Exhibits Maintenance	54,413	10,352	9,686	666	6%	58,179
Exhibit Sales	38,846	4,013	5,860	-1,847	-46%	40,560
Collections	65,288	9,747	9,982	-235	-2%	59,850
Publications						94,945
Education & Admissions	287,145	59,579	59,698	-119	0%	333,339
Clubhouse	192,304	32,154	35,748	-3,594	-11%	215,360
Marketing	255,301	39,341	50,312	-10,971	-28%	257,060
Public Relations	92,510	10,644	10,345	299	3%	84,594
Store	225,501	48,873	39,786	9,087	19%	238,826
Historical Video		7,330				
Functions	85,223	8,702	13,257	-4,555	-52%	102,320
Computer Bowl	135,552	11,759	10,062	1,697	14%	115,616
Internet Auction			3,062			29,344
Fundraising	66,070	17,130	22,518	-5,388	-31%	150,066
Membership Fund	48,180	16,665	10,634	6,031	36%	75,835
Museum Wharf	310,382	48,000	50,000	-2,000	-4%	300,000
General Management	268,547	55,853	51,245	4,608	8%	359,175
	-----	-----	-----	-----	-----	-----
Total Expenses	2,190,833	384,216	395,183	-15,235	-4%	2,593,861
NET REVENUES (EXPENSES)	\$41,759	-30,104	-17,263	-18,028	1	97,289

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
Month Ending 08/31/94

	OPERATING FY95		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY95
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	41,758	46,592							41,758	46,592	-4,834	280,000
Exhibit Related	22,278	31,989			118,755	206,705			141,033	238,694	-97,661	1,431,955
Govt & Foundation Endowment												
Unrestricted Support:												
Capital Campaign			52,000						52,000		52,000	41,000
Corporate Membership	34,000	29,500							34,000	29,500	4,500	250,000
Foundation												365,000
Computer Bowl												40000
Internet Auction	2,125								2,125			210,000
Membership Fund	8,338	5,000							8,338	5,000	3,338	581,900
Admission	153,722	174,330							153,722	174,330	-20,608	298,000
Store	64,315	70,500							64,315	70,500	-6,185	190850
Historical Video	7330								7,330			53,300
Functions	15,974	14,609							15,974	14,609	1,365	
Exhibit Sales												
Other:												
Interest Income	522	900					830		522	1,730	-1,208	5,500
Publications												110,000
Program Income	3,750	4,500							3,750	4,500	-750	23,500
TOTAL SUPPORT/REVENUE	354,112	377,920	52,000		118,755	206,705	830		524,867	585,455	-70,043	3,881,005
EXPENSES												
Exhibit Development	4,074	12,988			120,148	202,709			124,222	215,697	-91,475	1,218,997
Exhibit Maint/Enhancement	10,352	9,686							10,352	9,686	666	58,179
Exhibit Sales/Kits	4,013	5,860							4,013	5,860	-1,847	40,560
Collections	9,747	9,982							9,747	9,982	-235	59,850
Publications												94945
Education & Admission	59,579	59,698							59,579	59,698	-119	333,339
Clubhouse	32,154	35,748							32,154	35,748	-3,594	215,360
Marketing	39,341	50,312							39,341	50,312	-10,971	257,060
Public Relations	10,644	10,345							10,644	10,345	299	84,594
Store	48,873	39,786							48,873	39,786	9,087	238,826
Historical Video	7,330								7,330		7,330	
Functions	8,702	13,257							8,702	13,257	-4,555	102,320
Computer Bowl	11,759	10,062							11,759	10,062	1,697	115,616
Internet Auction		3,062								3,062	-3,062	29344
Fundraising	17,130	22,518	3,515	910					20,645	23,428	-2,783	155,366
Membership Fund	16,665	10,634							16,665	10,634	6,031	75,835
Museum Wharf												
Op Exp	48,000	50,000							48,000	50,000	-2,000	300,000
Mortgage			20,502	20,501					20,502	20,501	1	120,200
General Management	55,853	51,245							55,853	51,245	4,608	359,175
TOTAL EXPENSE	384,216	395,183	24,017	21,411	120,148	202,709	830		528,381	619,303	-90,922	3,859,566
NET REVENUE	-30,104	-17,263	27,983	-21,411	-1,393	3,996	830		-3,514	-33,848	30,334	21,439

10/03/94

THE COMPUTER MUSEUM
BALANCE SHEET
08/31/94

	OPERATING FUND	CAPITAL FUND	PLANT FUND	ENDOWMENT FUND	COMBINED TOTAL 06/30/94	TOTAL 6/30/93
ASSETS:						
Current:						
Unrestricted Cash	\$212,959	-	-	-	\$212,959	\$259,423
Restricted Cash	-	-	-	250,000	\$250,000	250,000
Cash Equivalents	-	-	-	-	-	167
Investments	166,672	-	-	-	\$166,672	2,074
Receivables	291,404	-	-	-	\$291,404	48,868
Inventory	44,525	-	-	-	\$44,525	49,137
Prepaid Expenses	14,161	-	-	-	\$14,161	9,143
Interfund Receivable	-	747,623	-	-	\$747,623	123,310
Total Current Assets	\$729,721	\$747,623		\$250,000	\$1,727,344	\$742,122
Property & Equipment:						
Investment in Wharf	-	-	1,013,888	-	\$1,013,888	
Equipment & Furniture	-	-	\$344,471	-	\$344,471	\$260,327
Capital Improvements	-	-	960,401	-	960,401	938,338
Exhibits	-	-	4,079,701	-	4,079,701	4,079,698
Construction in Process	-	352,279	-	-	352,279	52,908
Land	-	-	18,000	-	18,000	18,000
Less Accum. Depreciation	-	-	(3,690,244)	-	(3,690,244)	(2,962,311)
Net Property & Equipment		\$352,279	\$2,726,217		\$3,078,496	\$2,386,960
TOTAL ASSETS	\$729,721	\$1,099,902	\$2,726,217	\$250,000	\$4,805,840	\$3,129,082
LIABILITIES AND FUND BALANCES:						
Current:						
Accounts Payable	\$91,194	\$14,990	-	-	\$106,184	\$109,006
Accrued Expense	62,508	11,791	-	-	74,299	63,557
Deferred Income	84,460	562,099	-	-	646,559	194,919
Interfund Payable	747,623	-	-	-	747,623	123,310
Total Current Liabilities	\$985,785	\$588,880			1,574,665	\$490,792
Fund Balances:						
Operating	(\$256,064)	-	-	-	(225,960)	(\$108,566)
Capital	-	511,022	-	-	484,432	162,804
Endowment	-	-	-	250,000	250,000	250,000
Plant	-	-	2,726,217	-	2,726,217	2,334,052
Total Fund Balances	(\$256,064)	\$511,022	\$2,726,217	\$250,000	\$3,231,175	\$2,638,290
TOTAL LIABILITIES AND FUND BALANCES	\$729,721	\$1,099,902	\$2,726,217	\$250,000	\$4,805,840	\$3,129,082

**Simulation Theater Collaboration
between
The Computer Museum (TCM)
and
The Bradley Real Estate Trust (BRET)**

Statement of Purpose

TCM will develop a simulator theater program that will be the first to provide guests with a valuable, exciting, and memorable educational experience in the context of simulator theater technology. The simulator theater will increase visibility and generate additional visits and revenue for both partners, and BRET will have the public relations benefit of offering an educational experience in conjunction with the world's only dedicated Computer Museum.

The Guest Experience

Guests experience an exhilarating motion ride that follows the path of a bit of information as it travels into a computer and then onto the international computer networks, or "information highway." The journey is gripping entertainment that demystifies the workings of computers and the "information highway."

The ride begins as guests travel along a person's arm to the fingertip which is typing on a keyboard. The key is pressed and the journey into the computer begins as the viewer flies along the keyboard cable into the computer. The motion speeds up dramatically once the message reaches the computer's motherboard, and enters the processor. The guest experiences a simulated ride through the circuits of the microprocessor, to the RAM, disk drive, and out to the modem. Then viewers speed along a phone line, reaching a central switch, and become converted into pulses of light that fly along a fiber optic across the continent. In a breathtaking Transatlantic hop, the visitor flies up to a satellite and back. The satellite dish in Europe captures the signal, and viewers ride with the data as it splits off from the fiber to cable, to ever smaller information pathways, until it reaches its destination in an office in Paris. Along the way, viewers see what other information is sharing the "highway" with them.

The journey will be enhanced with a plot and engaging characters that provide emotional involvement in the ride. The Museum will work with an experienced production team to make sure that the content and its delivery are of top quality.

Program Development

TCM will manage the development and production of a compelling simulator theater experience that will combine the thrill of the simulator experience with valuable edu-tainment content. TCM has a unique educational position and a proven record of developing successful, progressive exhibitions and educational programs including *The Walk-Through Computer*, *The Networked Planet*, and *Tools & Toys*.

Partnership Formats

TCM will develop a simulator experience that will be employed at an 18-seat simulator at TCM and in a 36-seat simulator theater at a mall location. Funding for the project will follow one of these scenarios:

1. **Total Funding:** BRET will fund the development of a simulator film plus simulators at TCM and in one or more mall locations.
2. **Partial Funding:** BRET will fund the development of the film experience and a simulator theater in one or more mall locations. TCM will seek naming-opportunity funding from another source for the hardware of the theater.
3. **Partial Funding and Loan:** Same as #2, but BRET will provide TCM with a below-market loan for a portion of the hardware costs.

Sample expense information for the project is attached.

Goals and Results for TCM

TCM seeks to add a simulator theater experience to the exhibit program to achieve two goals:

- 1) expansion of the TCM's appeal to the guest population and, therefore, an increase in the number of people whom the Museum can contact, inspire, and educate on issues of computing.
- 2) increase of the TCM's earned revenue base. TCM anticipates a 50% increase in visitorship from 150,000 guests per year to 225,000 guests per year in the first year of operation of the simulator theater.

Goals and Results for The R.N. Bradley Real Estate Trust

Based on a sample master plan developed for Iwerks Entertainment, a simulator theater operating in a venue that attracts one million guests annually could capture 400,000 visits at an average ticket price of approximately \$3.00, yielding \$1.2 million in annual gross revenue. Net revenues would be affected by programming decisions after the first year if the Mall theater chooses to schedule additional features.

Although not as easy to quantify, simulator theaters currently in existence have generated significant sales for mall tenants. Customers enjoy an exhilarating experience and will stay at the mall longer for shopping and food. An important advantage to BRET are the roll-out possibilities to other BRET malls if the pilot project is successful. TCM would serve as an advisor and quality control resource for BRET. TCM would also be responsible for developing future programs for the theaters on a mutually acceptable financial terms.

Architectural Requirements

The simulator theater area for TCM is expected to require approximately 3,000 ft.² for an 18-seat theater. A simulator theater for a mall location would require approximately 7,000 ft.² for a 36-seat theater. In both cases, the space would accommodate public areas for ticketing and arrival, queuing area, a pre-show, the theater itself, and post-show programming area. Space for the control booth, equipment rooms, and staff areas can also be accommodated in this allowance.

Architectural Costs

Architectural costs estimates vary significantly based on several assumptions: new space versus renovated space; availability of required services, such as electricity and HVAC; and structural requirements. Iwerks sample plan estimates capital costs ranging from \$450,000 to \$750,000 for a theater in a renovated space.

Theater Operations: Through-Put "Capacity"

The capacity of the theater is identified as the maximum through put for the theater on the busiest day of the year for the site. For the theater in TCM, the maximum through-put on the busiest of days will be approximately 1,200 guests per day (225,000 per year). For the theater in a mall, the maximum through-put will be approximately 2,100 guests per day (400,000 per year). Calculations from the Iwerks sample plan are attached.

Personnel

The simulator theater in a mall setting will require staff in the following areas; staffing levels are based on the Iwerks sample plan: Theater manager (1 FTE), maintenance staff (1 FTE), visitor assistants / hosts (6), systems technician (1 FTE), ticketing (1 FTE). Additional staff in the marketing / special services area is recommended. Both the mall theater and the TCM theater would require the same staff positions, although several of them could be shared with other job descriptions.

Simulator Theater Annual Revenues and Operating Expenses

Operating Revenue

Venue Attendance	135,000	400,000	60% of TCM guests; 40% of mall visitors
Venue ATP	\$2.99	\$2.99	
Gross ticket revenue	\$403,650	\$1,196,000	

	TCM Theater	Mall Theater	
Operating Expenses			
Fixed Staff Costs (as per Iwerks sample plan)	\$36,255	\$84,730	*includes FT staff positions
Fixed Expenses	\$61,500	\$133,500	*insurance, maintenance contract, etc.
Variable Expenses	\$153,148	\$269,556	*includes PT staff positions
Sub-Total	\$250,903	\$487,786	
Overhead @ 15%	\$37,635	\$73,168	
	\$288,538	\$560,954	

Net Annual Profit	\$115,112	\$635,046
--------------------------	------------------	------------------

Profit as % of Gross Revenue	29%	53%
------------------------------	-----	-----

Start-Up Expenses

	TCM Theater	Mall Theater	
Architectural Costs to fabricate theater environment	\$475,000	\$750,000	estimated from Iwerks sample plan
Film and Software Production		\$700,000	film production budget
Capital Costs:			
Architectural, Engineering, Acoustics Consultants	\$100,000	\$300,000	
Support, equipment, ticketing, phones, signage, etc.	\$50,000	\$150,000	
Theater Systems	\$675,000	\$1,000,000	
Shipping, Installation	\$100,000	\$150,000	
Sub-Total	\$1,400,000	\$3,050,000	
Contingency @ 10%	\$140,000	\$305,000	
Total Start-up Expenses	\$1,540,000	\$3,355,000	
After-tax cost to company @ 40% tax	\$924,000	\$2,013,000	

Capacity and Through-Put Calculations

	TCM Theater	Mall Theater	
Annual visitation	225,000	400,000	
Peak month % of annual attendance	13%	13%	August currently is TCM's busiest month.
Peak day of week % of weekly attendance	18%	18%	Assume Sat. or Sun. is busiest day of week.
Theater cycles per hour	10	10	10 shows/hour cycled through the theater
Peak % of guests in busiest 4 hours	15%	15%	Peak demand from 10:30-2:30 on peak days.
Average number of guests on busiest day	1,216	2,162	



Michele Turre's "Me, My Girl, and My Mom at Three" uses scanned photos to manipulate time.

Transforming high tech into high art

By Robert Taylor
SPECIAL TO THE GLOBE

In moviehouses, "Forrest Gump" and "The Mask" indicate how swiftly computers are shaping mainstream

Art Review

American culture. Consider, too, the innovative collaboration "The Computer in the Studio," which Nicholas Capasso, George Fifield and Brian Wallace have organized this fall at Lincoln's DeCordova Museum and the Computer Museum of Boston. Uneven, though never less than stimulating, it's an eye-opener for those who know computer art only through video games.

"Very shortly, the oft-stated concern that computers will suck the humanity out of art will seem as culturally anachronistic as fears that a photograph will steal your soul or that a graven image will bring down the wrath of a jealous god," comments Capasso in the show's catalog. O brave new world! One can only



© RICHARD ROSENBLUM

Richard Rosenblum's "Sarajevo" captures the chaos of street fighting.

tory books into montages. She then applies water-based colors and ma-

THE COMPUTER IN THE STUDIO
At: *The DeCordova Museum and Sculpture Park, Lincoln, and the Computer Museum, Boston, through Nov. 27*

ful preparation for smoldering stained-glass contrasts between medieval pilgrimage and today's tourism. The serial imagery of Ron Rizzi deals with the ordeal of contemporary Tibet, where the Chinese have destroyed more than 6,000 monasteries, and mingles disparate processes of software, scanner, printer and photocopier.

If Rizzi occasionally interferes with the photocopying process, the violence of his interventions conforms to the violence of his content. Deanne Sokolin, though, allows the restraint of a detached viewpoint to endow her "Covering Series" with mute tragedy. The Jewish mourning ritual of sitting *shiva* is the subject; floating white forms against a solid black ground take on a silent mystical rhythm that straightforward

speculate about the future; but the burgeoning relationship of artist and computer suggests early modernist enthusiasm for the machine. Much of the rhetoric (repeatedly, the computer is a "tool," and "digital collage" and "digital montage" translate old concepts into new idioms) echoes the terminology of the industrial past. And no wonder. Computer media, some 25 years old, comprise, on any time line, the Generation X of art.

The two museums present 100 objects by 86 New England computer artists, 11 installed in Boston. They encompass a variety of approaches. Upon its first appearance, computer art was emphatically high tech, so enamored of the possibilities of the genre that it reveled in its own experiments. Although this has largely vanished from the scene, computer artists still seem divided between those who make keyboard, mouse and laser printer an enhancement of personal expression, a means to an end, and those for whom complex technologies assume a leading role.

Sometimes the result, after considerable labor and scientific legerdemain, could have been produced by conventional art materials. Despite the intricacies, for Stephen Golding (at the DeCordova) the computer serves as a vehicle for the scorching power of his vision. His subject is racism, his style expressionist, and his distorted figurative sepia images of slavery and discrimination are the equivalent of racist pathology itself.

More than a third of the artists use a combination of scanning technology and image-processing software. Olivia Parker, for instance, presents deceptively lucid images of toys and games that seem to have taken on decision-making characteristics of their own. Richard Rosenblum reworks scanned National Geographic photographs into an epic magnitude: "Sarajevo" captures the chaos of street fighting, but "Black Ryder," a winged figure astride a horse galloping through foam, reveals the computer's capacity for myth and fantasy. Time's paradoxes are Michele Turre's subject. "Me, My Girl, and My Mom at Three" employs scanned photographs of the artist, her daughter and her mother — all at the age of 3. Software enabled her to equalize the scale of the figures and set them in the same space. How objective is a photograph? Can time, that takes survey of all the world, have a stop?

Like Turre's family group, "The Computer In the Studio" raises many challenging issues. Emily Cheng converts photos from art his-

nipulates images ("the Bodhisattva Series") that imply a delicate fusion of Renaissance fresco and Chinese scroll and blur the distinction between original and copy. David Brody, using software, draws bizarre psychodramas directly on the computer screen.

Gregory Garvey disavows an anticlerical aim in his "Automatic Confession Machine," a computer-equipped kiosk that acts as an electronic confessional at the Computer Museum. The user kneels at a computer and enters the frequency and severity of his or her sins into a computer program. After evaluating the user's sins, the computer prints an absolution onto a paper receipt. Garvey says he hopes his work is seen as a warning about the soulless packaging of religious aspirations. Still, kneeling before a computer while an artificial confessor ticks off quantifiable sins may strike one as a penitential episode from a black comedy Evelyn Waugh never wrote.

Traditional religious overtones, however, inform the work of Douglas Kornfeld, who integrates large shimmering mosaics with computerized body types. Tom Krepcio finds in practical desktop publishing, with its color separations and paste-ups, use-

photography might capture only through happy accident.

Perhaps Dorothy Simpson Krause and Frank Ladd best exemplify the tensions between the computer age and the past. The starting point for both is the book, that old-fashioned but durable bundle of words. Her mixed-media collages contemplate the historical and cultural representation of women, and print frontispieces directly on canvas where she has a support for surface additions of metallic powder. A self-described "painter at heart," her work takes a nostalgic backward glance from the vantage of the present. Ladd's books, the source of the title of each piece, come from the confident post-World War II period. His montages are printed onto large rolls of paper and look as much like billboards as art. Ladd observes: "Like 20th century philosophy itself, my work is more a *commentary-on*, rather than an *explanation-of*. From start to finish, the art is untouched by human hands, but touched throughout by the varied intentions of human thinking." For those who prefer the impress of the human hand in art, thought may seem cold comfort; but, more likely, the future (as in the past) will be able to accommodate both.



OUT ON VIDEO

A weekly update of video releases

Dates in parentheses indicate a previous review of the film in the Monitor.

■ **JURASSIC PARK** – (PG-13, MCA). Steven Spielberg has a holiday with special effects in this movie that's set on an island with a scientifically created colony of dinosaurs. They wreak havoc when the island's security system runs amok, and two visiting scientists (Sam Neill and Laura Dern) and two children (Joseph Mazello and Ariana Richards) are left to reach safety. "Vivid and violent enough to stretch the PG-13 rating to its limit, it will delight Spielberg fans," David Sterritt wrote at the time of its original release. The film's violence could be extremely frightening for young children. (June 11, 1993)

— Judy Nichols

■ **THE NIGHTMARE BEFORE CHRISTMAS** – (PG, Touchstone Home Video). Based on characters and a story created by Tim Burton ("Beetlejuice," "Edward Scissorhands"), this skillfully animated tale stars a skeleton named Jack as the Pumpkin King in the town of Halloween. After he inadvertently discovers Christmas Town, Jack brings examples of its charms back to his ghoulish townmates and decides that they should produce Christmas — much to Santa's surprise. Although the movie is full of catchy songs, its subtleties will be appreciated

ARTS

Artists' Toolbox Turns High-Tech

A joint exhibit illustrates growing use of computers in prints and paintings

By Kirsten A. Conover

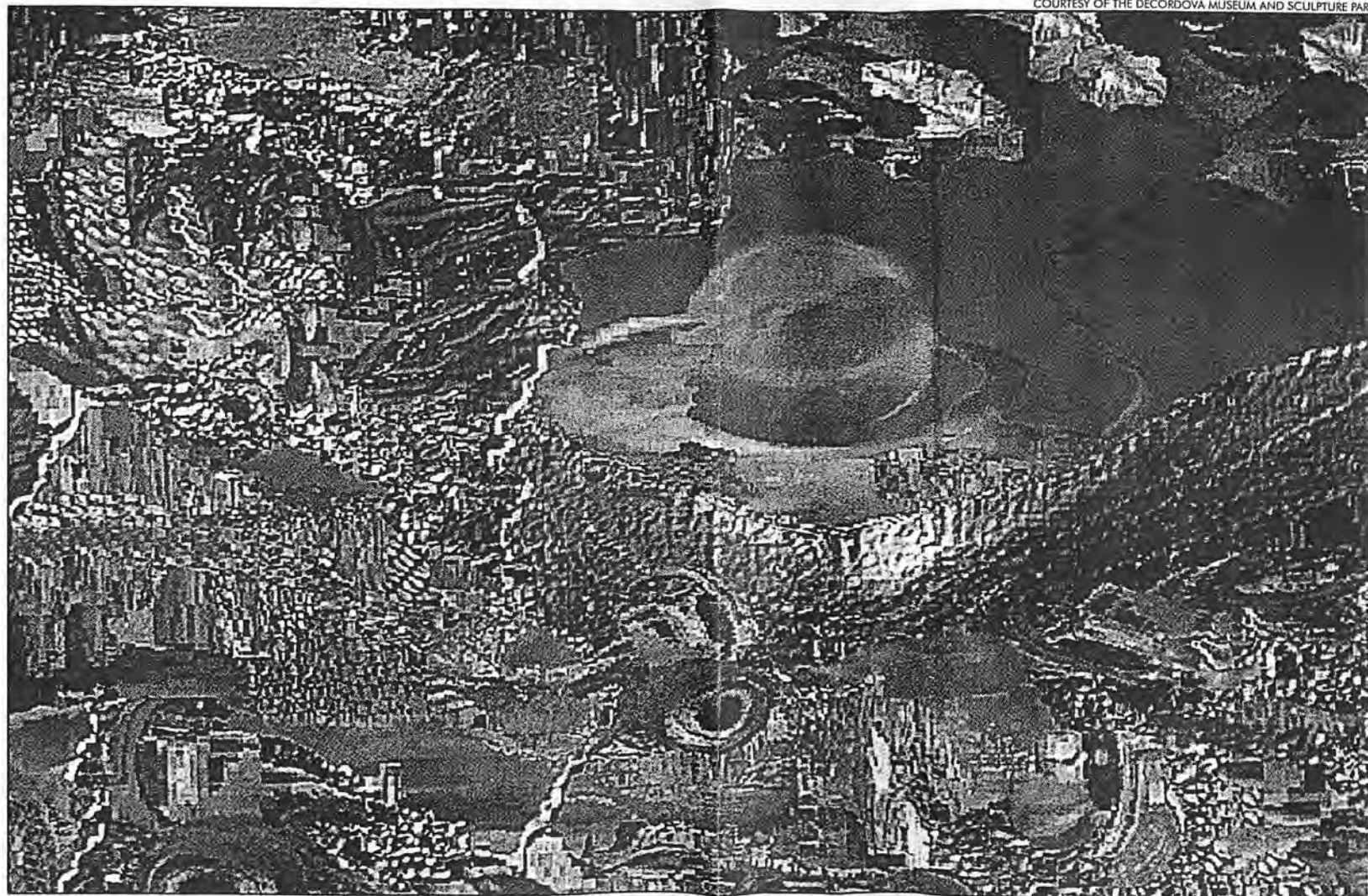
Staff writer of The Christian Science Monitor

BOSTON AND LINCOLN, MASS.

COMPUTER art. Whenever those words are paired, people envision different things: pretty screens, unusual print-outs, special effects in video.

Now change the description to "computer-assisted art" or "art using the computer as a creative tool," and the possibilities open up even more. Increasingly, the computer is considered more tool than technological wonder in society, and the art world is no exception. More artists are viewing the computer as an integral part of the creative process, whether it be in the planning, execution, or installation stage of their work.

One excellent study of computer-assisted art is "Computer in the Studio," a collaborative exhibit at the DeCordova Museum and Sculpture Park in Lincoln, Mass., and the Computer Museum in Boston (through Nov. 27).



INK JET ON CANVAS: Renee LeWinter's 'Pages from the Primordial Soup: Segments' suggests a sci-fi landscape; she scans objects such as marbles and fish eyes.

COURTESY OF THE DECORDOVA MUSEUM AND SCULPTURE PARK

THE NIGHTMARE BEFORE CHRISTMAS

(PG, Touchstone Home Video). Based on characters and a story created by Tim Burton ("Beetlejuice," "Edward Scissorhands"), this skillfully animated tale stars a skeleton named Jack as the Pumpkin King in the town of Halloween. After he inadvertently discovers Christmas Town, Jack brings examples of its charms back to his ghoulish townmates and decides that they should produce Christmas - much to Santa's surprise. Although the movie is full of catchy songs, its subtleties will be appreciated more by adults and older children than by younger viewers, who may not be ready for some of its situations and Halloween imagery. (Oct. 15, 1993)

- Kim Campbell

THE WEDDING BANQUET

(R, Fox Video). A gay Taiwanese-American (Winston Chao) hopes his marriage of convenience to a green-card-seeking friend will silence his matchmaking parents (Sihung Lung and Ah-Leh Gwa). But when his parents arrive in New York City from Taiwan, the simple ceremony turns into a full-blown wedding - further burying the truth under the elaborate nuptials. The clash of cultures and generations smolders under the loving efforts of the whole group - parents, son, his male companion, and fiancée. With humor and dignity, director Ang Lee crafts a film whose characters ultimately acquiesce to modern circumstances. (Aug. 6, 1993)

- Angela Wang



Serving as a microcosmic look at a national trend, "Computer in the Studio" features 36 New England artists who use computers to create works ranging from "watercolor" ink-jet prints, interactive video, and kinetic sculpture to mosaics, stained glass, and woodcut prints.

The time is ripe for this exhibit, says Nicholas Capasso, associate curator at the DeCordova Museum. The computer as an artist's tool is still relatively new. Five years ago, the technology and the affordability - specifically for personal computers - were not there, he notes.

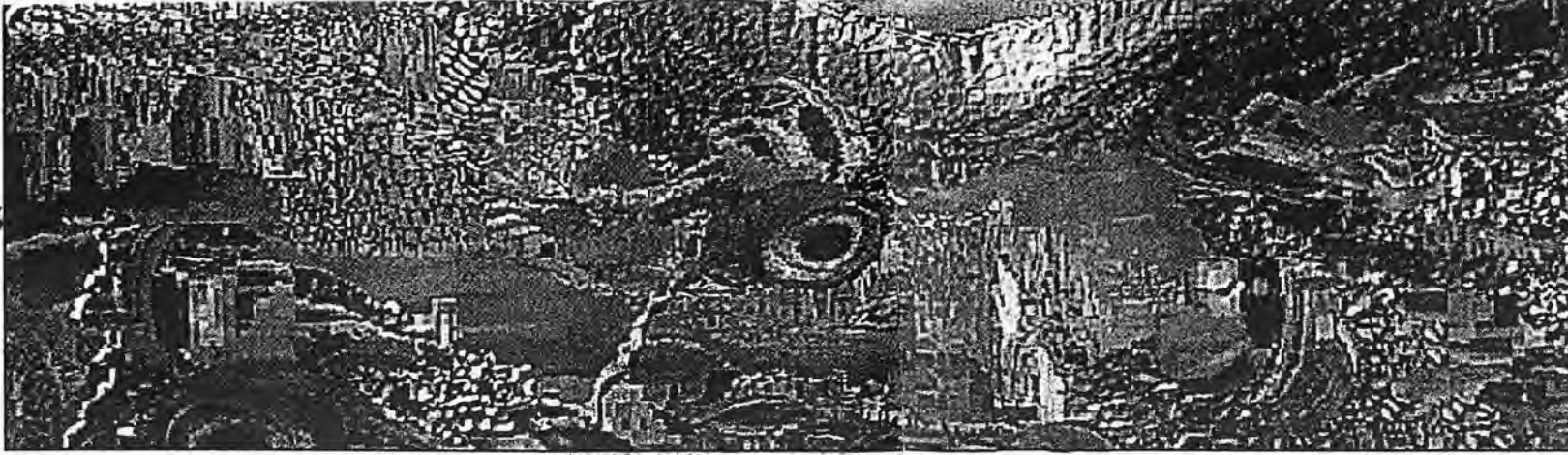
On the flip side, holding such an exhibit five years from now wouldn't work; computers will be so commonplace that it would be akin to hosting an exhibit today titled "art made with paintbrushes," Capasso says jokingly.

These days artists have an array of comput-

©1994 DEANNE SOKOLIN/COURTESY OF THE COMPUTER MUSEUM, BOSTON



FROM 'COVERING SERIES': Deanne Sokolin focuses on the Jewish mourning ritual of sitting Shiva.



INK JET ON CANVAS: Renee LeWinter's 'Pages from the Primordial Soup: Segments' suggests a sci-fi landscape; she scans objects such as marbles and fish eyes.

ers, software, scanners, printers, and video equipment to choose from, and as prices come down and technology keeps growing, the number of artists who use the computer as a creative tool will grow.

Brian Wallace, media arts exhibit developer at the Computer Museum, considers the joint exhibit "essentially a contemporary-art survey show." The art world in general is still very resistant to computer-generated art, "because they've seen a lot of bad computer art," Mr. Wallace says. For this exhibit, the high-tech aspect is downplayed a little. "We wanted the work to speak for itself. We didn't want to make the computer the focal point," Wallace says.

The computer frees artists from such limitations as scale, size, light, color, transition, time, and space. Call it image management or image manipulation.

"The concept that is most important to understand is scanning," Capasso says, whereby digital images of objects are input to computer memory, then manipulated, such as into a collage. "It's a complete revolution in collage," Capasso says.

Artist Michele Turre, for example, controls time in "Me, My Girl, and My Mom at Three," which shows three generations of women at age 3 in one image.

Richard Rosenblum takes National Geographic photographs, scans them

into his computer, then manipulates them to represent a sort of surreal, epic-looking, historical landscape "painting," such as his piece "Sarajevo."

Olivia Parker scans her own photographs and various objects into her computer and manipulates them in unexpected ways. Her "Toys and Games" series evokes the feeling of games gone awry.

Computer-assisted art comes in many forms as "Computer in the Studio" demonstrates: art drawn on the computer, collages, computer-enhanced photography, sculpture made with computer hardware, interactive installation, traditional media reinvigorated by computer, and more.

Angela Perkins's "Interiors" series shows the inner dimensions of common fruits and vegetables. By directly scanning the fruits and vegetables as well as manipulating the various images within and imbuing them with light, she suggests that there is something sacred within these products of nature.

Some of the pieces in "Computer in the Studio" hardly hint at computer involvement, such as Ron Rizzi's "The Buddha's Tooth," part of his Tibet Series about China's oppression of the Tibetan people. Mr. Rizzi takes video stills, scans and manipulates them, then incorporates

them into an oil on panel.

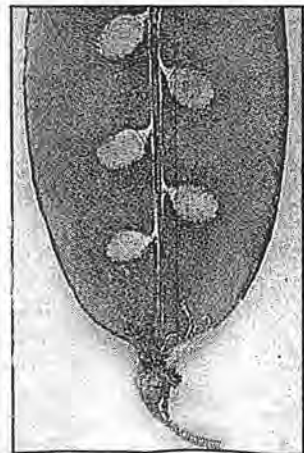
Works at both museums feature computers either as part of an installation or as interactive art. In "Making Progress" and "The Liar Paradox (Oliver North Mobius)," Janet Zweig uses a computer's continuous printout as a kinetic sculpture, allowing the computer to execute a kind of performance art.

Daniel Spikol and Hazen Reed have created "Dream Wheel," an installation whereby viewers access videos of people describing a dream.

Viewers can record their own video, which is then stored in the program. "If the user finds himself in the piece, there's a stronger emotional impact," Mr. Reed says.

In Douglas Kornfeld's interactive installation "Who are You?," viewers are asked to choose body-type symbols that best represent them. Then they can record their body-image perceptions. Kornfeld also incorporates the symbols into a larger context in "101": a huge mosaic of internationally recognized male and female symbols (such as those you might see on ladies' or men's rooms) in various shapes.

These are only a handful of ground-breaking artists featured in the exhibit, a survey well worth investigating given the juncture art and computer technology have reached.



COURTESY OF THE DECORVIA MUSEUM AND SCULPTURE PARK

'PEA POD': Angela Perkins's electronic image on paper illumines the insides of the common vegetable.

Co
nin
kits
cer
per

dis
anc
ear
hin
"St
anc
eve
imp
tha
ma
hau
sati
Buc
My
sol

give
ers
(19
"Ma
Gra
sion
and
mer
forr
(19
I
"Cl
195
on
Dak
Que
niq
exp
war
Dak
Clyt
C
Clyt
ban
turr
goir
saci
fav
turn
son,
deri
F

THE COMPUTER MUSEUM, INC.

FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

PRELIMINARY
FOR DISCUSSION TO THE BOARD

INDEPENDENT AUDITORS' REPORT

To the Board of Directors and
Members of
The Computer Museum, Inc.
Boston, Massachusetts 02210

We have audited the accompanying balance sheet of The Computer Museum, Inc. (a not-for-profit organization) as of June 30, 1994, and the related statement of activity and changes in fund balances, and statement of cash flows for the year then ended. The financial statements of The Computer Museum, Inc. as of June 30, 1993, which are included in condensed form for comparative purposes, were audited by other auditors whose report dated September 2, 1993 expressed an unqualified opinion on those statements. These financial statements are the responsibility of the Museum's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 1994 financial statements referred to above present fairly, in all material respects, the financial position of The Computer Museum, Inc. as of June 30, 1994, and the results of its operations and changes in its cash flows for the year then ended, in conformity with generally accepted accounting principles.

Boston, Massachusetts
September 30, 1994

PRELIMINARY DRAFT
FOR DISCUSSION PURPOSES ONLY

THE COMPUTER MUSEUM, INC.

BALANCE SHEETS

JUNE 30, 1994 AND 1993

ASSETS

	<u>Notes</u>	<u>Operating Fund</u>	<u>Capital Fund</u>
<u>CURRENT ASSETS:</u>			
Cash and cash equivalents	1e	\$ 351,494	\$ -
Receivables and other assets	2	236,536	-
Store inventory	1f, 3	52,403	-
Interfund receivable	1g	-	417,222
<u>TOTAL CURRENT ASSETS</u>		<u>640,433</u>	<u>417,222</u>
<u>OTHER ASSETS:</u>			
Restricted cash equivalents		-	-
<u>PROPERTY AND EQUIPMENT :</u>			
Equipment and furniture	1h	-	-
Capital improvements		-	-
Land and building	4	-	-
Exhibits	1b	-	352,279
		-	352,279
Less - accumulated depreciation		-	-
<u>NET PROPERTY AND EQUIPMENT</u>		-	<u>352,279</u>
<u>HISTORICAL COLLECTION</u>			
	1c	-	-
<u>TOTAL ASSETS</u>		<u>640,433</u>	<u>769,501</u>

LIABILITIES AND FUND BALANCES

CURRENT LIABILITIES:

Accounts payable and other current liabilities		146,281	68,870
Deferred revenue	5	126,654	388,206
Interfund payable	1g	417,222	-
<u>TOTAL CURRENT LIABILITIES</u>		<u>690,157</u>	<u>457,076</u>

BOND PAYABLE

6

-

FUND BALANCES:

Unrestricted		(49,724)	-
Restricted		-	312,425
Net investment in plant		-	-

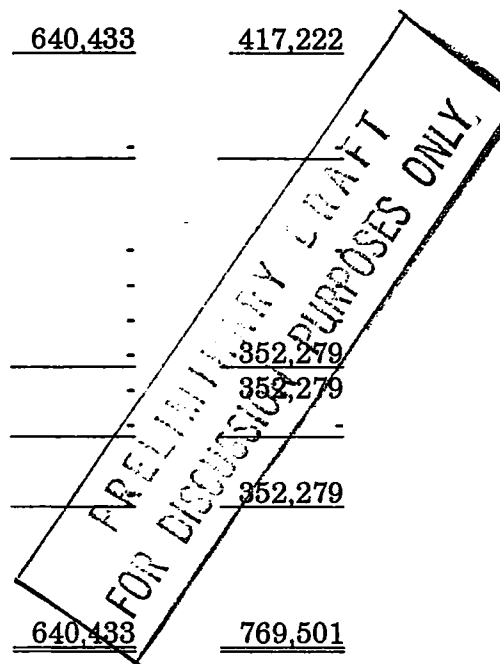
TOTAL FUND BALANCES

(49,724) 312,425

TOTAL LIABILITIES AND FUND BALANCES

\$ 640,433 \$ 769,501

The accompanying notes are an integral part of these financial statements.



<u>Endowment Fund</u>	<u>Plant Fund</u>	<u>Total 1994</u>	<u>Total 1993</u>
\$ -	\$ -	\$ 351,494	\$ 259,590
-	18,000	254,536	78,085
-	-	52,403	49,137
-	-	<u>417,222</u>	<u>123,310</u>
-	<u>18,000</u>	<u>1,075,655</u>	<u>510,122</u>
<u>250,000</u>	-	<u>250,000</u>	<u>250,000</u>
-	344,471	344,471	260,327
-	960,401	960,401	938,338
-	1,603,221	1,603,221	-
-	<u>4,078,754</u>	<u>4,431,033</u>	<u>4,132,606</u>
-	6,986,847	7,339,126	5,831,271
-	<u>(3,735,002)</u>	<u>(3,735,002)</u>	<u>(2,962,311)</u>
-	<u>3,251,845</u>	<u>3,604,124</u>	<u>2,368,960</u>
<u>250,000</u>	<u>3,269,845</u>	<u>4,929,779</u>	<u>3,129,082</u>
-	-	215,151	173,938
-	-	514,860	193,544
-	-	<u>417,222</u>	<u>123,310</u>
-	-	1,147,233	490,792
-	<u>509,333</u>	<u>509,333</u>	-
-	-	(49,724)	(108,566)
250,000	-	562,425	412,804
-	<u>2,760,512</u>	<u>2,760,512</u>	<u>2,334,052</u>
<u>250,000</u>	<u>2,760,512</u>	<u>3,273,213</u>	<u>2,638,290</u>
<u>\$ 250,000</u>	<u>\$3,269,845</u>	<u>\$4,929,779</u>	<u>\$3,129,082</u>

PRELIMINARY DATA
 FOR ENCLOSURE PURPOSES ONLY

THE COMPUTER MUSEUM, INC.

STATEMENTS OF ACTIVITY AND CHANGES IN FUND BALANCES

FOR THE YEARS ENDED JUNE 30, 1994 AND 1993

	<u>Notes</u>	<u>Operating Fund</u>	<u>Capital Fund</u>
<u>SUPPORT AND REVENUE:</u>			
Unrestricted gifts	4	\$ 714,876	\$ -
Restricted gifts	1a, 5	341,903	534,545
Memberships		187,903	-
Admissions		504,541	-
Auxiliary activities	3	482,418	-
Miscellaneous		<u>7,752</u>	-
<u>TOTAL</u>		<u>2,239,393</u>	<u>534,545</u>
<u>EXPENSES:</u>			
Exhibits and programs		512,366	18,761
Marketing and membership		390,867	-
Depreciation		-	-
Supporting services:			
Management and general		267,405	-
Fund raising		201,901	133,883
Occupancy	4	307,101	46,977
Auxiliary activities	3	<u>507,233</u>	-
<u>TOTAL</u>		<u>2,186,933</u>	<u>199,621</u>
<u>EXCESS (DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES</u>		52,460	334,924
<u>FUND BALANCES, BEGINNING OF YEAR</u>		(108,566)	162,804
<u>ADD (DEDUCT) TRANSFERS</u>			
Equipment purchase		-	(105,303)
Bond repayments		-	(80,000)
Investment income		<u>6,382</u>	-
<u>FUND BALANCES, END OF YEAR</u>		<u>\$ (49,724)</u>	<u>\$ 312,425</u>

PREPARED FOR
 FOR PRESENTATION PURPOSES ONLY

The accompanying notes are an integral part of these financial statements.

<u>Endowment Fund</u>	<u>Plant Fund</u>	<u>Total 1994</u>	<u>Total 1993</u>
\$ -	\$1,013,888	\$1,728,764	\$ 736,066
-	-	876,448	345,506
-	-	187,903	287,771
-	-	504,541	486,728
-	-	482,418	463,560
<u>6,382</u>	<u>-</u>	<u>14,134</u>	<u>41,489</u>
<u>6,382</u>	<u>1,013,888</u>	<u>3,794,208</u>	<u>2,361,120</u>
-	-	531,127	486,612
-	-	390,867	287,123
-	772,731	772,731	699,099
-	-	267,465	284,006
-	-	335,784	259,097
-	-	354,078	428,475
-	-	<u>507,233</u>	<u>334,173</u>
-	<u>772,731</u>	<u>3,159,285</u>	<u>2,778,585</u>
6,382	241,157	634,923	(417,465)
250,000	2,334,052	2,638,290	3,055,755
-	105,303	-	-
-	80,000	-	-
<u>(6,382)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ 250,000</u>	<u>\$2,760,512</u>	<u>\$3,273,213</u>	<u>\$2,638,290</u>

PRELIMINARY DRAFT
 FOR DISCUSSION PURPOSES ONLY

THE COMPUTER MUSEUM, INC.

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JUNE 30, 1994 AND 1993

	<u>Operating Fund</u>	<u>Capital Fund</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>		
Excess (deficiency) of support and revenue over expenses	\$ 52,460	\$ 334,924
Adjustments to reconcile excess (deficiency) to net cash provided by operating activities:		
Depreciation	-	-
Donated property and equipment, less debt assumed	-	-
Changes in operating assets and liabilities:		
(Increase) decrease in receivables and other assets	(176,451)	-
(Increase) decrease in store inventory	(3,266)	-
(Decrease) increase in accounts payable and other current liabilities	(14,243)	55,456
Increase in deferred revenue	<u>(66,890)</u>	<u>388,206</u>
<u>Cash provided by operating activities</u>	<u>(208,390)</u>	<u>778,586</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Additions to property and equipment	-	<u>(299,371)</u>
<u>CASH FLOWS FROM FINANCING ACTIVITIES:</u>		
Interfund receivables and payables	293,912	(293,912)
Transfer of funds for equipment purchase	-	(105,303)
Transfer of funds for bond repayments	-	(80,000)
Bond repayment	-	-
Transfer of investment income	<u>6,382</u>	<u>-</u>
<u>Cash provided by (used in) financing activities</u>	<u>300,294</u>	<u>(479,215)</u>
<u>NET INCREASE</u>	91,904	-
<u>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</u>	<u>259,590</u>	<u>-</u>
<u>CASH AND CASH EQUIVALENTS, END OF YEAR</u>	<u>\$ 351,494</u>	<u>\$ -</u>

PRELIMINARY STATEMENT
FOR THE YEAR ENDED JUNE 30, 1994

The accompanying notes are an integral part of these financial statements.

<u>Endowment Fund</u>	<u>Plant Fund</u>	<u>Total 1994</u>	<u>Total 1993</u>
\$ 6,382	\$ 241,157	\$ 634,923	\$ (417,465)
-	772,731	772,731	699,099
-	(1,098,032)	(1,098,032)	(105,740)
-	-	(176,451)	(18,221)
-	-	(3,266)	20,237
-	-	41,213	74,332
-	-	<u>321,316</u>	-
<u>6,382</u>	<u>(84,144)</u>	<u>492,434</u>	<u>252,242</u>
-	<u>(21,159)</u>	<u>(320,530)</u>	<u>(189,677)</u>
-	105,303	-	-
-	80,000	-	-
-	(80,000)	(80,000)	-
<u>(6,382)</u>	-	-	-
<u>(6,382)</u>	<u>105,303</u>	<u>(80,000)</u>	-
-	-	91,904	62,565
<u>250,000</u>	-	<u>509,590</u>	<u>447,025</u>
<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ 601,494</u>	<u>\$ 509,590</u>

PRELIMINARY DRAFT
 FOR DISCUSSION PURPOSES ONLY

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1994 AND 1993

NOTE 1. Summary of Significant Accounting Policies

The Computer Museum, Inc. (the "Museum") is a charitable not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Museum's principal objectives are:

- To educate and inspire all ages and backgrounds of the public from around the world through dynamic exhibitions and programs on the technology, applications and impact of computers;
- To preserve and celebrate the history and promote the understanding of computing worldwide; and
- To be an international resource for research into the history of computing.

Basis of Presentation

To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

The assets, liabilities, and fund balances of the Museum are reported in four self-balancing funds as follows:

- Operating Fund, which includes unrestricted and restricted resources, reflects the activity necessary to support the overall operations of the Museum.
- Capital Fund, which includes restricted resources, reflects the activity of managing major fund-raising efforts to establish the Museum in its location on Museum Wharf in Boston, Massachusetts, and to ensure the orderly growth of the Museum's exhibits and collection.
- Plant Fund reflects amounts invested in real estate, equipment, and exhibit-related assets.
- Endowment Fund reflects restricted resources which are to be held in perpetuity. Income derived from endowment principal may be utilized by the Museum in accordance with the donor's restrictions.

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1994 AND 1993

NOTE 1. Continued

a. Revenue Recognition

Restricted gifts are recorded as revenue upon the award or receipt of cash or other services subject to compliance with specified terms. Such amounts received but not yet earned are reported as deferred revenue. Memberships are reported as revenue in the fiscal year in which they are received. Pledge revenue is recorded when received. Revenue from functions is recorded as of the date of the function.

Gifts of Nonmonetary Items

b. Exhibit Related

The Museum received numerous gifts of computer hardware and software for use in its exhibits and a substantial number of unpaid volunteers have made significant contributions of their time to develop the Museum's programs.

The value of computer hardware and software acquired by donation for use in exhibits is reported as restricted gifts in the statement of activity and as property and equipment on the balance sheet and recorded at their estimated fair value at the time of the gift. The estimated fair values of these gifts were \$84,144 and \$105,740 for the years ended June 30, 1994 and 1993, respectively.

The value of contributed time, computer hardware, software and other nonmonetary items that are not readily susceptible to objective measurement or valuation have not been reflected in these statements.

c. Historical Collection

In conformity with the practice followed by many museums, property donated for the Museum historical collection is not reflected on the balance sheet. The estimated value of objects acquired by donation is not reasonably determinable and as such, is not included in the statement of activities.

d. Real Estate and Securities

The Museum received a gift in October 1993 of the land and building which it occupies and previously leased. This gift is further discussed in Note 4. The value of this gift has been determined by professional appraisal.

Revenue from donated securities is recorded at fair market value upon formal transfer of ownership. Donations of securities for which there are no active markets or for which trading is restricted are recorded as revenue upon determination of fair value through reasonable, independent appraisal or upon sale.

THE COMPUTER MUSEUM, INC.NOTES TO FINANCIAL STATEMENTSJUNE 30, 1994 AND 1993NOTE 1. Continuede. Cash Equivalents

Cash equivalents, which consist of money market funds, certificates of deposit and treasury bills, are stated at cost plus accrued interest, which approximate market. For purposes of the statement of cash flows, the Museum considers all highly liquid debt instruments with an original maturity of three months or less to be cash equivalents.

f. Inventories

Inventories of retail goods for the Museum store are stated at the lower of cost or market on a weighted average basis.

g. Interfund Receivable and Payable

The Museum manages its cash and cash equivalents on a combined basis. Cash receipts and disbursements for all funds are recorded in the Operating Fund with a corresponding receivable/payable to the appropriate fund. At June 30, 1994, the Operating Fund interfund payable represents the cumulative amount due to the Capital Fund as a result of these transactions.

h. Plant Assets and Depreciation

Expenditures made for plant acquisitions are accounted at cost and transferred to the Plant Fund upon completion and full payment of these assets. Therefore, other Funds may hold assets representing construction-in-process or assets in the process of being acquired. Direct costs associated with the development and construction of permanent exhibits are capitalized and included in funds invested in plant when completed.

The Museum provides for depreciation in amounts estimated to allocate the cost of these assets over the estimated useful life of the respective assets on a straight-line basis. The estimated useful life of equipment and exhibits is five years, twenty years for capital improvements, and thirty years for the building. Depreciation is a noncash charge which is recorded in the Plant Fund. No depreciation is recorded in the Operating or Capital Funds.

i. Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activity. Accordingly, certain costs have been allocated between program and support services, as well as between the Operating and Capital Funds.

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1994 AND 1993

NOTE 1. Continuedj. Reclassification

Certain amounts in the prior year have been reclassified to conform to the current year presentation.

NOTE 2. Pledges

The Museum generally records gifts when received. At June 30, 1994, the aggregate restricted amount pledged was \$62,500. Receipt of cash on these remaining pledges is expected to be collected as follows:

<u>Fiscal Year Ended</u>	<u>Plant</u>
1995	\$ 41,000
1996	20,000
1997	1,500
Total	<u>\$ 62,500</u>

The Museum has also been named the beneficiary of an irrevocable, charitable remainder unitrust. As of August 18, 1994, management estimated the trust had a market value of approximately \$1,235,364 (unaudited). The trust agreement calls for payment equal to 10% of the net fair market value of the trust assets each year to the donor. Upon the donor's death, the trustee shall pay over the remaining trust property, if any, to the Museum.

NOTE 3. Auxiliary Activities

The Museum operates a store during regular Museum hours, principally for the sale of items directly related to the purpose of the Museum. The Museum also operates the "Computer Clubhouse", providing computers and instructors for school children not having convenient access to such facilities. Additionally, the Museum holds the exhibit areas open for private events. Amounts derived from these activities are used for general support of the Museum and, as such, are recorded as unrestricted revenues.

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1994 AND 1993

NOTE 4. Land and Building

The Museum leased the premises it occupies from Digital Equipment Corporation (Digital) until October 1993. At that time, Digital donated its 50% leasehold interest in the property to the Museum.

A summarization of the components of the gift, representing the Museum's 50% leasehold interest are:

Land	\$ 229,500
Building	<u>1,346,687</u>
Total real estate (as appraised)	1,576,187
Miscellaneous other assets	<u>27,634</u>
Bond payable	<u>1,603,221</u>
	589,333
Total gift	<u>\$1,013,888</u>

The amount of this gift has been recorded as an unrestricted gift in the Plant Fund on the statement of activity, and recorded with the appropriate assets and liabilities on the balance sheet.

In appreciation of this gift, the Museum's board of directors voted to designate Digital as the Museum's founding patron.

The Museum occupies the wharf property together with another museum and other restaurant tenants. The Computer Museum and the other museum bear occupancy costs on a 40% - 60% basis, respectively, after rental revenues from the restaurants are considered. The percentages are based upon the relative amount of space occupied by each museum. Principal and interest payments due on the bond (Note 6) are shared on a 50% - 50% basis.

THE COMPUTER MUSEUM, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1994 AND 1993

NOTE 5. Deferred Revenue

The Museum received individual and corporate gifts and government funding during the year that are restricted to specific projects. This year's activity for restricted gifts at June 30, 1994 are as follows:

	<u>Operating Fund</u>		<u>Capital Fund</u>		<u>Total</u>
	<u>Computer Clubhouse</u>	<u>Other</u>	<u>Network Planet</u>	<u>Walkthru Computer</u>	
Deferred revenue at June 30, 1993	\$ 176,579	\$ 16,965	\$ -	\$ -	\$ 193,544
Gifts to these projects	159,175	48,000	497,518	225,000	929,693
Expenditures made during the year	(255,845)	(18,220)	(334,312)		(608,377)
Deferred revenue at June 30, 1994	<u>\$ 79,909</u>	<u>\$ 46,745</u>	<u>\$ 163,206</u>	<u>\$ 225,000</u>	<u>\$ 514,860</u>

PRELIMINARY DRAFT
FOR DISCUSSION PURPOSES ONLY

In addition to the amounts presented above, other restricted gifts totalling \$268,071 were received and entirely expended.

NOTE 6. Bond Payable

The Wharf's land and building are encumbered by a mortgage note payable financed by tax-exempt bonds issued by the Boston Industrial Development Financing Authority. The Museum is required to make monthly payments of \$6,667 for principal plus interest at 8.5% per year through August 2000.

Future annual principal payments on the note are:

<u>Year Ended June 30,</u>	<u>Amount</u>	
1995	\$ 80,000	6667
1996	80,000	12
1997	80,000	13334
1998	80,000	6667
1999	80,000	80004
Thereafter	109,333	
		509,000
		085
		2545000
		4072000
		43265,000

80k principal
43k interest on 500k

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

September 13, 1994

Present were Gwen Bell, Linda Bodman, Richard Case, Gardner Hendrie, David Kaplan, Tom Franklin, Clerk, Jim McKenney, David Nelson, Tony Pell, Nick Pettinella, Charles Zraket, Chairman, and Oliver Strimpel, Executive Director. The meeting was called to order at 9:15 a.m. by Mr. Zraket.

I. Dr. Strimpel presented an operations report. Press coverage of the checkers match was excellent; attendance is flat compared to the previous year but should be boosted by the opening of the Networked Planet exhibit in a few weeks. A \$42,000 grant for operating funds has been received from the Massachusetts Cultural Council.

Financial statements for July were distributed and discussed.

A joint exhibit with the DeCordova Museum, The Computer in the Studio, will open September 23 and The Networked Planet is on schedule to open November 10. Funding of \$805,000 has been raised and there is a good possibility that Unisys and the NSF will make further grants by the end of the month. The T1 line donated by Sprint together with a donated Stratus cpu and donated Notes will enable the Museum to offer graphic on-line visits over the Internet. Ed Belove was suggested to chair an advisory committee on on-line access to the Museum.

Funding for revision of The Walk-through Computer is going well, with an almost assured \$675,000 of an \$850,000 budget raised.

The Children's Museum is awaiting imminent notification whether they were awarded \$5 million federal funding for the barge and entrance project.

II. Gwen Bell reported on the Bowl. Pre-bowl parties will be held in October and November on the East and West coasts, an Internet auction will be conducted this Fall and the Bowl will be either April 20 or 27, 1995. The teams will participate from their respective coasts and will be electronically connected. The Bowl will be telecast but for a fee paid to the Museum rather than a fee paid by the Museum as in the past.

III. Linda Bodman presented a report from the Nominating Committee. From the current Board of 22 Trustees 7 terms expire this year and the by-laws disqualify 5 of those from re-election for one year. During discussion Dr. Zraket observed that when the by-laws were adopted in 1993 the "stand down" requirement was

waived for those trustees whose term expired the following year; he suggested that the same waiver be extended to all trustees holding office when the by-laws were adopted and his suggestion was adopted by unanimous vote. Mr. Franklin was asked to examine whether more formal action was needed to implement such waiver.

Ms. Bodman next addressed the issue of a successor chairman. Dr. Zraket initially agreed to serve for only one three-year term and Mr. Case initially declined to stand for election as chairman; both reconfirmed that such remained their wish. Accordingly, the Nominating Committee will plan to nominate at the June 1995 meeting a candidate for Vice-Chairman who will be intended for election as Chairman the following year, and will welcome suggestions.

Gary Eichorn, a Vice-President of Hewlett Packard and a vigorous supporter of the Museum, will be nominated for election as a Trustee at the November meeting. Nominations to the Board of Overseers previously approved for action at the November meeting are Eric Benhamon, Jim Champy, Bob Davoli, Bob Elmore and John Landry. Ms. Bodman additionally recommended Mort Myerson, Mark Porat and Roel Pieper, who were approved for nomination. To be cultivated for future nomination are Cheryl Vedoe, Ray Lane, Lacy Edwards, George Conrades and Menachim Abraham, all of whom were approved.

IV. The current draft of the three-year strategic plan was discussed, Dr. Zraket commending it as sound and accurate needing only editorial tuning. He encouraged others to supply their comments to Dr. Strimpel prior to the November Board meeting at which the Plan is to be voted. Discussion included the suggestion that the draft should contain financial goals, albeit conservatively presented, and that the plan include as an objective of the Museum the securing of permanent capital.

Funding strategies, the 850 Plan and funding for a simulated ride, will be discussed at the next meeting which was scheduled for October 14 at 8 a.m. The meeting after the November Board meeting was scheduled for 9 a.m. on December 5 following the Charles Wang breakfast seminar.

The meeting was adjourned at 11:20 a.m.

Respectfully submitted,

J. Thomas Franklin, Clerk

THE COMPUTER MUSEUM THREE-YEAR PLAN FY95-97

I. Introduction

- A. Museum Mission
- B. Strategic Analysis
- C. Strategy
- D. Ten-Year Objectives
- E. Main Features and Goals of the Three-Year Plan

II. Onsite Programs

- A. Exhibits: permanent, temporary; includes new exhibit development and renovation of existing exhibits
- B. Overall visitor experience: apron, lobby, signage, parking, visitor services, exhibit maintenance
- C. Education programs: The Computer Clubhouse, teacher development, overnights, computer camps, special events
- D. Collections: new acquisitions, collections management, collections access and documentation.
- E. Research

III. National & International Programs

- A. Exhibit licensing
- B. Traveling exhibit—Electronic Classroom
- C. Computer Museum materials: Book Series, videos, CD-ROMs, television programming, teacher materials
- D. The Computer Bowl
- E. The Museum on the Net

IV. Facilities Plan

- A. Lobby
- B. Store
- C. Overall deployment of space

V. Institutional Advancement

Three-year plan for building the Museum's base of support from individuals, corporations, & foundations for both operating, project, and capital purposes. Includes national events such as The Computer Bowl and a computer achievement recognition program.

VI. Marketing & Sales Plan

Marketing plan supports the institutional positioning, financial, and audience impact goals. Includes a discussion of Museum's earned revenue plans from existing streams and new streams.

VII. Diversity

Plan to increase diversity in the Museum's audience, staff, & Boards.

VIII. Finance

Three-year financial plan that reflects all planned activities; includes projections for all of Museum's operating and capital revenues and expenses.

IX. Administration

Three-year plan that addresses administrative needs to support the plan, including office and personnel requirements.

X. Appendices

Appendix 1: Exhibit Development Plan

Appendix 2: New Lobby Plan

Appendix 3: Overall Plans for Fifth- and Sixth-Floor Utilization

Appendix 4: The Museum on the Net

Appendix 5: FY95-97 Expense and Revenue Projections

I. INTRODUCTION

A. Museum Mission

The Computer Museum's mission is to:

1. educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers.
2. preserve and celebrate the history and promote the understanding of computers worldwide.
3. be an international resource for research into the history of computing.

B. Strategic Analysis

Milieu

- The usage of computers is skyrocketing as the cost/performance ratio continues to drop.
- Computer applications and usage continue to expand into more domains.
- The telecommunications, information and entertainment industries are fusing.
- Society and industry often focus on the new, next generation of products and services. The essence of the changes and the long view can get lost in the din of fast-paced incremental change.
- As information technology becomes recognized as the key technology of our era, interest in the origins of the information revolution will increase.
- Adoption of new technologies is very uneven across society, with many being excluded and feeling "left behind."
- Computers enable more people to work at home, increasing work flexibility and communications, but also increasing people's physical isolation.
- Life-long informal education is becoming more important as a way of staying abreast of changes.

As computers become more mainstream, new opportunities to learn about and interact with computers exist. Products and services that overlap and partially compete with the Museum include:

- easy-to use, multimedia computer-based applications offered at libraries, schools, other museums and over networks
- school usage of computers as tools to support education in all fields.
- sophisticated home-based educational, game, and productivity software, increasingly exploiting multimedia and network connections
- theme parks that make increasing use of computers with special emphasis on immersive, virtual reality-style experiences

The Need for the Museum's Mission: I: To Educate and Inspire

Science and technology museums have a well-established image as accessible places where visitors can explore in a relaxed fashion. They are also trusted as objective, non-commercial presenters of material. Most important, they provide a mixture between education and entertainment, a place for fun *and* learning. They are places that welcome groups and promote intergenerational group interaction.

These characteristics give the Museum an educational opportunity that formal educational institutions cannot pursue and that entertainment-oriented venues are not interested in. The Museum's image enables it to reach populations that have no other recourse as a first step.

These populations include those who come into contact with computing at work, often thrust into the role of users of specific applications. Though experienced in one computer application, they may have no knowledge or confidence in another. Indeed, everyone is an unwitting user of networks of computers in performing routine activities, such as shopping, or communicating.

Many feel excluded as they learn of technological marvels they cannot fully grasp or afford. The problem is particularly acute in underserved communities.

The Computer Museum can attract these populations by creating an exciting and accessible environment containing exhibits and programs on computer technology and its applications.

The Need for the Museum's Mission: II and III: To Preserve, Celebrate, and Conduct Research

Computing is the defining technology of our age, and its history is a key part of the world's heritage. The Museum is one of a very small handful of institutions that are seriously preserving the evolution of computing. These institutions are not competitive, but collaborate to ensure that their collective resources preserve as much of the significant record of computing as possible.

The loss of the computer pioneers themselves will reinforce the importance of the collections. With the constant flux of change in the industry, the Museum provides a secure record of technology developed by corporations that no longer exist. Researchers will increasingly seek access to the original materials held by the Museum.

As key computing anniversaries and other milestones occur, the public seeks information about the event, and the media look for a focus to "locate" their coverage. The computer industry also needs a non-competitive forum in which to come together and celebrate the achievements of the field and gain perspective.

C. Strategy

The Museum's strategy is to develop authoritative and spectacular exhibits and programs that will achieve high international visibility and public awareness.

High visibility of a limited number of flagship elements will assist the development and dissemination of all Museum programs. The flagship could be the Museum's main site, or a highly successful program or publication. Different flagship elements will serve to reach different segments of the public and the computer industry. The Museum will build upon

its spirited approach to informal education, as exemplified in its exhibits and education programs.

The Museum will seek to leverage every activity to extract maximum value and achieve the greatest possible impact. Exhibits will be leveraged with books, CD-ROMs, exhibit licensing, traveling components, and a presence on electronic networks; education programs will be designed as national models, and The Computer Bowl will be adapted to become more effective television programming.

The Museum is currently committed to two projects each on the scale of a million dollars—*The Networked Planet* and *The Walk-Through Computer 2.0*. These large projects will provide the basis for books, software, special events and programs. Through FY95 and much of FY96, they will be the Museum's flagships, providing the basis for positioning and visibility.

The Museum will position itself to build cachet within the industry so that corporations will view the Museum as a desirable location from which to launch products and host events.

D. Ten-Year Program Objectives

1. Become a world-class attraction offering exciting exhibits and special events that exploit and explain the latest technologies.
2. Become a significant provider of books, television programming, and other informal educational materials about computer history, technology, application and impact.
3. Develop innovative uses of computers in informal education. Become a provider, catalyst, supporter, mentor for museums, community organizations, schools and other groups seeking to establish their own informal exhibits and programs about computers. Actively support education reform.
4. Provide an internationally recognized forum for the celebration and recognition of key developments in the evolution of computing
5. Maintain and enhance the historical collections and their documentation as a definitive collection of the history of computing. Establish the Museum and its collections as a premier resource for research into the history of computing.

E. Main Features and Goals of the Three-Year Plan

Over the next three years, the Museum will fund and develop a new generation of immersive exhibits that will greatly enhance the excitement and educational impact of the Museum. The first of these will be a completely new version of the very popular Walk-Through Computer that will offer an unforgettable larger-than-life experience both outside and within a giant desktop computer. Second, the Museum will focus on developing a simulation ride through a computer and onto the wide area computer networks dubbed the "information highway." Simulation rides have immense drawing power and can provide a very strong feeling of "being there." The Museum's opportunity is to develop one of the first educational programs for this new medium. Third, the Museum will develop a large-scale simulation of an aquarium in which visitors will design their own "fish" which will interact with the simulated ocean environment. The fourth proposal is for a major exhibit

entitled "Computers and Entertainment," presenting the application of computing to music, film and video, games, and virtual reality.

These exhibit projects have been chosen for their ability to present important educational material about computers and their applications in a way that will appeal to the largest number of people.

A high priority for the next three years is to increase visitation so as to maximize the Museum's educational impact. The exhibit programs referred to in the previous paragraph will be coupled with vigorous marketing and public relations programs to draw visitors to the Museum. Attendance goals are presented in the following table:

	FY94 (actual)	FY95	FY96	FY97 with "Ride"	FY97 no "Ride"
increase over previous year	0	10%	7%	25%	4%
attendance (people)	120,000	132,000	140,000	174,000	145,000

The Museum's most important financial goal over the FY95-97 period is to raise dedicated funds to meet the mortgage liability of \$550,000 on Museum Wharf. This is the final step towards the Museum's complete ownership of its facility.

II. ONSITE PROGRAMS

A. Exhibit Program

Content

The Museum's 1989-94 Exhibit Plan addressed the three questions:

How do Computers Work?
How did Computers Evolve?
What do Computers Do?

With updating and reinterpretation for the mid-1990s, these questions remain a good basis for exhibit planning.

The *Walk-Through Computer* and its updated successor *Walk-Through Computer 2.0* will continue to address the first question effectively through FY97. *People and Computers* addresses the second question adequately, but will need refurbishing and updating, especially in the second half (from the PDP-8 to the 1980s) by FY97. *Tools & Toys, Robots & Other Smart Machines* and *The Networked Planet* (opening November 94) address the third question.

The applications of computing affect all members of society. New applications are continually in the news. Last year virtual reality was the hot topic. This year it is the information superhighway. The next exhibit plan will therefore shift increasing focus onto computer applications, and broaden its scope to deal more fully with the social impact of computing.

A significant application area of tremendous public interest is the application of computing to the arts and entertainment. These subjects have the ability to reach out to diverse audiences, and help the Museum shed its image as a place just for technology buffs. Exhibits that relate to the computers in the arts and the performing arts will, therefore, be a component of the next plan.

The Museum will plan for flexibility in its exhibit programs to address topics of public interest. "Rapid response" exhibits will require a new approach to exhibit development and funding in which exhibit development, fabrication, & installation can take place with staff and funding resources already in place.

Exhibits on topical issues will not shy away from controversy. The Museum can help visitors face dilemmas without taking an institutional stand. For example, the issue of users' right to privacy on the networks will be raised in *The Networked Planet* exhibit, with different "network guides" taking opposing sides in the debate.

Visitor research points out two areas the public would like addressed:

1. The future: visitors seek access to cutting-edge technology and applications
2. Resource guides: visitors want specific information about computer use and purchasing.

The first point is addressed in the plan (Appendix I) in several exhibits. The second will be addressed with resource materials and pointers to reliable sources of information, and through a program of public workshops.

Exhibit Approach

To achieve greater impact and visibility, the Museum needs to mount spectacular exhibits. Examples include larger-than-life exhibits (*Walk-Through Computer*), environmental exhibits, or group virtual reality experiences. The plan calls for a major renovation of *The Walk-Through Computer* that, as well as updating it, will increase its visual impact from the exterior and its immersive, environmental quality in the interior.

Increased provision for contact between visitors and Museum staff can provide a means of increasing visitor engagement, especially for groups. Scope for presentations and performances should be planned into exhibit spaces.

Space

After *The Networked Planet* opens, one remaining 4,000 sf bay will be available for development at Museum Wharf. (Bay 1 on 6, formerly collections storage). Further exhibit development will replace existing exhibits. Appendix 2 shows the proposed deployment of space.

Major Exhibit Program After *Walk-Through Computer 2.0 (WTC2.0)* (opening June 1995)

Three primary criteria need to be applied in selecting major exhibits:

1. How does the exhibit further the Museum's mission?
2. Will the exhibit support the Museum's audience building, marketing & positioning goals?
3. Is it fundable and are there opportunities for financial leverage?

The following three projects have been provisionally ranked highest according to these criteria and will be investigated further to determine their potential.

Fly-Through a Computer and the Information Highway Simulation Ride

<u>Cost:</u>	\$1,500,000
<u>Opening:</u>	June 1996
<u>Description:</u>	A six-minute movie with synchronized seat motion in a 15-20 person theater. Visitors view and feel a dramatic ride through the <i>Walk-Through Computer</i> . The ride follows the flow of information from a keypress, along the cable to the interface chip, along the bus, into the microprocessor, to the RAM, hard disk drive, back to the processor, to the video card and along cables to the monitor. The movie will incorporate animated sequences showing the inner workings of the components along the way. The visitor then follows the flow of information out via the network card onto a local area network and then through a router onto a wide area network. Visitors learn where computer networks go, what they connect, and gain a sense of their speed and capacity.
<u>Mission:</u>	The Ride serves as an introduction to both the <i>Walk-Through Computer</i> and <i>The Networked Planet</i> exhibits, introducing visitors to the basic elements of computer hardware, system software, and networks. It greatly increases the effectiveness of the <i>Walk-Through Computer</i> as an exhibit that explains how computers work.
<u>Audience:</u>	Motion rides are proven audience draws; people of all ages and backgrounds, but youth in particular, are drawn to simulation rides. This will draw populations from the New England area throughout the year.
<u>Positioning:</u>	No permanent motion ride is available in Boston. A high-tech motion ride will position the Museum as a leading-edge institution, and accelerate the

repositioning of the Museum as a fun, non-threatening place as opposed to a technologically challenging, history-oriented institution. This repositioning is a strategic objective for the Museum. The Ride's unique nature (owing to its coupling with WTC 2.0) will increase likelihood of print and electronic media coverage, which has been the Museum's best promotion vehicle to date.

- Fundability:** Two funding models exist:
- Raise funds from corporate sponsors and offer sponsors an option to create duplicate copies of the Ride, with the other copies traveling or permanently installed in locations where sponsors wish to make an investment.
 - Develop the Ride with a partner who invests part or all of the capital required in exchange for part or all of the Ride sales and licensing revenues.
- Leverage:** The Ride could be replicated for the cost of duplicate hardware only. If installed in other sites, the Museum would receive good exposure.

Computers in Entertainment

- Cost:** c. \$500,000
- Opening:** Fall 96-Spring 97
- Description:** A 3,000 sf exhibit and performance space featuring the application of computing in music, film & video, games, and virtual reality. Musical applications include the use of computers in the composition, arrangement, and performance of popular, jazz, and modern music. Movie applications include the creation of special effects, animation, and digital editing. The exhibit will offer many hands-on opportunities to experiment with and create music, movies, and games.
- Mission:** Visitors gain an understanding of a growing, vibrant area of computer usage and an introduction to how it works. Visitors will feel empowered to use this technology themselves after they leave the Museum.
- Audience:** This field is very accessible to people with no technical knowledge, and also appeals to diverse populations, especially young people. It has depth that gives it appeal to people in the computing field. A changing program in the exhibit's performance space would attract new audiences.
- Positioning:** *Computers in Entertainment* furthers the "fun" and "cutting-edge" image of the Museum. The exhibit will be a first of its kind, and its components will be attractive to other science and technology museums.
- Fundability:** Potential sponsors include computer hardware, software, IC, music, special effects, video game and software vendors. Possible federal support from the NEH and NEA. Exclusivity arrangements by entertainment companies may hamper funding.
- Leverage:** Good exhibit licensing and sales potential to other science and technology museums, other educational institutions, and entertainment equipment retail environments, such as malls and stores. Traveling version is possible.

Group Simulation Installation—Artificial Aquarium

- Cost:** c. \$750,000
- Opening:** June 97

- Description:** A 1,500 sf space in which up to 30 visitors interact with a simulated environment. One example of a simulated environment would be an aquarium projected onto the walls of the space. A number of stations offer visitors the opportunity to create their own fish, selecting appearance, behavior, breeding, and fitness functions. They then launch their fish into the environment and can watch its growth, interaction with other visitors' fish, and breeding patterns.
- Mission:** Visitors create their own simulated entities. The ability to select or script simple behavior offers an engaging and accessible introduction to programming. Computer simulation of complex systems is an increasingly important application. Visitors can experience a simulation that contains an element of their own creation.
- Audience:** The group simulation would be a one-of-a-kind experience that would be visually exciting and conceptually intriguing. As such it has the capability to draw well. The group nature of the interaction is highly desirable in a Museum, and would work very well with school visits.
- Positioning:** First permanent public installation involving a virtual environment and group interactions positions the Museum as a unique experience involving cutting edge and educational uses of computers.
- Fundability:** Federal grant support from NSF; support from corporations and individuals.
- Leverage:** The installation can be replicated for other spaces such as museums, corporate settings, or public spaces.

Temporary Exhibits

The Museum will mount at least one temporary exhibit per year that has the potential to drive attendance and attract repeat visitors. In FY95 the Museum plans *Aaron in Color: The Robot Painter*. Computer animation in FY96 and the Electronic Classroom in FY97 have the potential to drive attendance. Appendix 1 lists other special exhibits plans.

Conclusions: Framework for Exhibit Plan

1. Develop one medium-large (2-3,000sf) exhibit per year that has the potential to attract a large audience.
2. Open at least one popular special exhibit per year.
3. Renovate or replace all existing exhibits by the end of FY97.
4. Exhibits should contain elements that are spectacular and cutting-edge.
5. Exhibits provide for presentations and performances.

Appendix 1 contains the exhibit development schedule; maps showing use of the facility are in Appendix 3.

B. Overall Onsite Visitor Experience

The Museum's three-year plan seeks to raise the quality of a visitor's overall experience. Improving the overall experience will move the institution along the path set out in the first ten-year objective—to become a world-class attraction.

Visitors' experience of the Museum is significantly affected by the surroundings, parking facilities, signage, and lobby. In the Museum, visitors' satisfaction depends on contact with Museum staff and the quality of exhibit maintenance.

Over the next decade, major improvements will take place in the vicinity of the Museum—a Federal Courthouse will be built, a new MBTA line will be built with a stop within a block of the Museum, and a park area will extend continuously along the waterfront past the Courthouse. Additional development may occur on the old Northern Avenue bridge with a possible boat dock to service a newly created National Park on the Boston harbor islands. These changes will greatly improve the Museum's surroundings and could have a positive affect on Museum attendance. Over time, the primary approach route to the Museum building will swing from the Congress Street side to the northern side.

Open Space in Front of the Museum

A new park in front of the Museum is planned as part of the Waterfront Project being developed jointly with The Children's Museum. The overall cost of the new apron park is \$1 million. The primary initiative is being taken by The Children's Museum.

Parking

The Central Artery/Tunnel project and the new Federal Courthouse have reduced nearby parking space. Although some new parking garages have been constructed (e.g., Farnsworth Street), visitors are finding it harder to park. Efforts will be made to make parking arrangements with existing and new sites.

Signage & Visitor Orientation

External signs on the site and lobby will be an integral part of the Waterfront project. A new integrated internal sign system is needed to enable visitors to find their way round the galleries. New orientation signs will be placed at the fifth and sixth floor entrances. This will be implemented in FY95 at a cost of \$10,000.

Lobby

Plans for the "Wave," which will serve as a new entry lobby for The Computer Museum and The Children's Museum, are well developed. In order to exploit the Wave, the Museum will need to adapt its own existing lobby and store at an approximate cost of \$200,000, including an exhibit to attract visitors into the Museum from the Wave.

Visitor Services

Visitor research indicates that contact with members of Museum staff (either paid or volunteer) greatly affect the perception of the Museum. A gradual overhaul of Museum visitor services programs is planned to create specific gallery roles—visitor greeters and demonstrators. Increased use of volunteers is also planned, rising to 30% volunteer staffing by FY96.

Exhibit Maintenance

Since hands-on interactive exhibits are the primary experience, the quality of the visitor experience degrades rapidly if exhibits are out of order. The goal is to increase the present average from 90% to 97% or better of the exhibits in working order at any time by increased staff resources, more training for all floor staff, and daily status reviews. Exhibit

planning will continue to allow flexibility so that malfunctioning exhibits can be seamlessly removed from the floor.

C. Onsite Education Programs

Onsite education programs include The Computer Clubhouse, the establishment of a pilot teacher development program, overnight program, and the visitor services program in the Museum exhibit galleries.

The Computer Clubhouse

The Computer Clubhouse is an innovative learning environment in which 10-15 year-old youth engage in open-ended computer-based projects under the supervision of mentors. The program has reached approximately 500 children, over 90% from minority communities from the inner city. The projects encompass computer-controlled robotic devices, simulations, image-processing, music synthesis, and publishing.

Over the next three years, the Clubhouse will make a transition from a pilot and experiment to an ongoing service. In the "steady state" mode, the Clubhouse will be utilized to the maximum possible extent, serving an average of 50 children per day (9am-5pm), with each participant making 20 visits during a 5-10 week course. Open-ended projects will involve image processing, simulations, music, games, robotics, and publishing. Clubhouse programs will continue to be refined. New projects will be adopted and matched with the abilities of new mentors. New technologies will be integrated as they become available. For example, the use of high-speed networks is being planned.

Dissemination of the results of the pilot program will be priority. The Museum will test the feasibility of building a copy of the Clubhouse equipment for traveling to local community centers such as Freedom House, YMCAs and Boys and Girls Clubs. Projects will be packaged for distribution to other museum computer labs and after-school settings. The Traveling Electronic Classroom project (see section II.B) will take many Clubhouse projects to eight museum sites.

The Museum will develop fee-paying evening courses for adults (6:30-9pm) in such areas as desktop publishing and multimedia.

The majority of Clubhouse funding will continue to come from private and corporate foundations with missions to provide new horizons to youth, especially those in underserved communities. Major, multi-year grants will be sought. Additional revenue will come from the following sources:

1. Internet Auction: two auctions per year will provide approximately \$20,000 net.
2. Clubhouse corporate memberships: annual sponsorships from corporations will be sought to fund visits to the Clubhouse. These may be tied to specific communities or schools.
3. Fee-paying programs in the Clubhouse. A pilot Computer Camp program is under way to test this approach.

Teacher Development Program

The establishment of a teacher development program furthers the Museum's objective to support education reform.

The introduction of computers in schools is increasing faster than the ability of teachers to integrate them into their curricula. Teachers' need to learn is amplified by recent legislation

requiring teachers to take courses to be recertified at regular intervals. The Museum is uniquely positioned to offer relevant training for educators.

In FY95, the Museum will test a pilot teacher education program within the Computer Clubhouse. Teachers will develop their own projects, learning how to initiate similar activities in their own classroom. Collaborations on the development and implementation of this program will be pursued with Lesley College, Technical Education Research Centers (TERC), and other organizations serving pre-service and in-service teachers.

The Museum will develop, test, and then offer courses to teachers that emphasize informal, group, project-based uses of computers in the classroom, based on experience gained in the Computer Clubhouse.

Overnight Program

Groups of 40-120 people, with a primary focus on children aged 6-17, participate in educational activities that involve them in the Museum's exhibit galleries. The program provides a valuable opportunity for a group to have a prolonged exposure to the Museum in a supportive and entertaining framework. The number of overnights will grow from 18 in FY95 to 25 in FY97.

Computer Camps

Up to 15 children aged 8-15 explore the Museum galleries and build projects in the Clubhouse on one-week camps. The campers utilize the Clubhouse and exhibits, providing familiarity with selected graphics, animation, robotics, music, simulation, and publishing tools. In FY95, seven camps are programmed, four in the summer, three during public school vacation weeks. In FY96, camp sessions will increase to 10, with 7 summer sessions.

Special Events

The Museum has hosted special events such as the Loebner Prize Competition (Turing Test), the Harvard Cup (Computer Chess Championship), the checkers championship, and MIT student robot contests. Such events have proven successful in raising visibility for the Museum.

The Museum will continue to host events that are of public interest and that illustrate exciting and intriguing uses of computers. The contests will be conducted in partnership with other organizations to achieve greater leverage. Funding requirements range from a minimum of \$5,000 for a small event organized mainly by an outside body (such as the Harvard Cup), to \$50,000 for a complex event with major Museum involvement (such as the Loebner Prize).

Additional events scheduled on weekends and during public school vacation weeks will include computer animation festivals, teacher open houses, and demonstrations and educational activities in the galleries. The calendar of events will be designed to appeal to local audiences to encourage repeat visits.

D. Collections

The historical collections at the Museum are one of a small handful of significant collections of the history of computing. It comprises nearly 1,200 artifacts, 570 film & video titles, and 4,000 photographic images. Highlights of the collection include the Whirlwind, Univac I, IBM System 360, DEC PDP-1, Cray 1, Xerox Alto, and Altair 8800. The

document collection is accessible electronically, and a catalog that integrates the artifact, film, and document collections is in progress.

The first priority will be to continue to capture artifacts, photographs, films, documents, and software just-in-time, prior to literally being scrapped, by companies, individuals, and other museums. The Computer Museum has provided a parachute when missions change, companies merge or fail, and individual collectors pare down and move to smaller quarters, or die. In this way The Museum preserved a unique collection of Fairchild integrated circuits, the SAGE Computer, *SuperPaint*, the first paint program developed at CMU and Xerox PARC, and the first 'virtual reality' helmet. The Computer Museum does this with quick reaction time and a unique focus and expertise that selects the significant technology for preservation

From the start of collecting efforts, the characteristics of the collection have stayed the same. Highest priority is given to collecting the important technological innovations with carefully selected documentation. The next priority is given to insuring that the classic or standard implementations of a technology are represented. In addition, the collections include examples of technologies that failed, of clones, and intermediary stages of evolution.

The collection is devoted to computing, including intelligent machines, particularly robots. It includes all levels of integration of both hardware and software. While the historic roots are in the domain of hardware including semi-conductors, the future emphasis will increasingly be software.

Each hardware artifact or piece of software needs to have a full complement of material in order to be understood. For example, the original *SpaceWar Game* (the first interactive computer game) software is represented by its paper-tape program, program listings, videos of *SpaceWar* being played, oral history with its authors, photographs, and the PDP-1, the computer hardware on which it was designed.

Proactive Collecting

The greatest gains have been made in the collections when there have been special projects, such as the personal computer contest and the *Milestones of a Revolution* exhibition. In the next three years two significant activities will lead to improved and new collections:

- Pinnacles of computing technology (see section II.C.—television programming)
The technologies and their teams will lead to in-depth collecting in that area: hardware, documentation, video, film, software, oral histories and marketing ephemera.
- The Guide to Kids' Software is gathering all the software for children and saving it for the collection.

Access to the Collections

To provide greater access to the collections, a 2,000 square foot exhibit and research center will be opened in FY97. It will display approximately 50 significant artifacts from the collections, as well as cases housing numerous smaller items and new acquisitions. The center will accommodate the library, document and photo collections. Stations will provide access to the Museum's collections database, and the Internet. The space will be open to the public every afternoon, with regular tours and special educational programs based on the collections. This project has a capital cost of \$75,000 with an annual \$10,000 staffing cost.

The collections database of artifacts, documents, film and video will be placed on the Museum's World Wide Web server. The photograph collection will be scanned electronically and added to the database for remote reference and selection.

Space and environmental preservation needs

As shown in Appendix 3, (pages 4,6,& 8) space for collections at Museum Wharf will be reduced to make room for an exhibit staging area. The Museum will therefore move hardware artifacts to approximately 4,000 square feet of off-site storage in FY97.

The documents are indexed in special acid-free boxes and, after scanning, the photographs are stored in special sleeves. Uniform temperature conditions are most important for the film and video collections. Further, since video is a relatively new media there are still questions and concerns about any long-term utility for archival purpose; video that the Museum acquired in 1980 is already deteriorating. The video content is being evaluated and the most information-rich transferred onto more long-lived media.

E. Research

Historical Research

The Museum will provide the materials sought by researchers in the area of the history of computing. Materials include artifacts, archives, documents, books, film, and video. Students, scholars, prior-art researchers, and journalists are the primary users.

Informal Education

The Museum will establish an exhibit lab that will be used for three kinds of research:

1. Evaluation of Computer Museum exhibits in progress.
2. Development and testing of Museum-developed applications of technology to informal education. The NSF-funded virtual reality research currently under way is an example.
3. Public testing and evaluation of educational software and other educational research projects being conducted at academic research institutions.

III. NATIONAL AND INTERNATIONAL PROGRAMS

This section presents the plan to serve audiences primarily beyond the Museum's walls. The programs are designed to leverage Museum exhibits and collections.

A. Exhibit Licensing

The Museum currently offers fifteen of its exhibits for licensing, at an average price of \$2500. Most of these products are identical to exhibits running on the Museum floor. In some cases the Museum adapts its software to customize it for the client site. For example, the height sensor can be programmed with a custom script for aquariums and stores.

The Museum's exhibit developers will design new interactive exhibit software suitable for use in other locations. An example is *Letter to the President*, a prototype for *The Networked Planet* exhibition.

Despite aggressive marketing to the community of science and technology centers over the period 1991-4, exhibit sales have not provided significant net income to the Museum. In light of this experience, a new marketing and sales plan will be developed with greater emphasis on malls and retail stores. The Museum will seek an "OEM" arrangement with an outfitter of retail environments to act as our distributor to this market.

B. Traveling Exhibit: The Electronic Classroom

If funded by the National Science Foundation, The Computer Museum will collaborate with the New York Hall of Science and the Oregon Museum of Science and Industry to develop the Electronic Classroom, a traveling exhibit designed to show parents, teachers, administrators, students and other members of the general public how computers can support science, math, and technology educational reform. The Computer Museum will take the lead on the content and will develop all the interactive elements of the exhibition. The exhibit has a particular focus on reaching parents, teachers, and young people from underserved communities. Much of the material in the Electronic Classroom is expected to be derived from the Computer Clubhouse.

The development schedule is determined by NSF funding. The proposal will be submitted in February 1995, with a decision in late 1995. The overall funding requirement is approximately \$1.6 million, with about \$500,000 requested as The Computer Museum's budget.

C. Computer Museum Products and Educational Materials

Books and Software

The Museum is committed to developing three books for publication in 1995:

- How Computers Work: Journey Through The Walk-Through Computer
- The Computer Quiz Book of Trivia
- Computer Museum Guide to the Best of Kids' Software

The first two titles will be published by the Crown Division of Random House.

The TCM Guide to the Best of Kids' Software will be published annually. The project is contracted to Catherine Miranker and Allison Elliot.

Further books being planned include "Pinnacles of Computing," an illustrated history of computing featuring the pioneering inventors; a Computer Clubhouse book on informal education about computing; and a "Wonder Book of Computing."

In conjunction with the development of the Walk-Through Computer upgrade, the Museum will seek funding to develop a CD-ROM-based software product, entitled "How Computers Work: Journey Through The Walk-Through Computer." The CD-ROM will make use of graphics, animation, and software developed for The Walk-Through Computer. The software will offer users an interactive exploration through the many levels of hardware and software in a working computer.

To stimulate the creation of new sites based on The Computer Clubhouse, the Museum will create a Clubhouse project sampler presented in the form of an interactive "point and click" tour of the Clubhouse. It will include information on projects in the Clubhouse and explain how other educators can start similar projects in their own after-school, community, or school site. The project sampler will be distributed directly by the Museum to interested parties.

The publications program is projected to provide a net income of approximately \$15,000 a year.

Materials for Educators

The Museum will produce an updated teacher packet to cover new Museum exhibits, and provide pre-visit and post-visit resources to make the visit as enriching as possible. The packet will be distributed to teachers bringing groups, and, on demand, to educators nationwide.

To disseminate the experience gained in The Computer Clubhouse, the Museum will develop Clubhouse Project Guides. These will contain detailed descriptions of specific Clubhouse projects, which will provide a basis for other sites to replicate the projects that have been proven successes at the Museum.

Television Programming

The Museum will seek to fund and develop a television series for PBS on the people behind the major inventions of computing. The series, provisionally entitled *Pinnacles of Computing*, will largely feature recipients of the National Medal of Technology and winners of comparable awards from outside the United States. The programs will focus on the human dimension of the invention of computing, with a view to providing inspiring role models for today's youth. The research to be conducted for the series is expected to lead to the gathering of significant materials for the Museum's artifact and film and video collections.

Video Program

The Museum's film archives contain unique footage of pioneering computers and their designers. With a \$20,000 grant, the Museum is converting the film to a high-quality video series knitting together footage of the pioneers and their machines to cover the period between 1939 and 1952. The videos will then be marketed commercially.

The Museum will seek funding for a Walk-Through Computer 2.0 video, updating the successful first "How Computers Work" video.

D. The Computer Bowl

The Computer Bowl serves as a highly effective fund-raiser for the Museum, while at the same time providing a forum for the computer industry to indulge in some humor.

The Museum will develop and hold a second series of annual Computer Bowls to feature the next generation of industry leaders, modifying the format to allow for the production of a higher impact television show.

E. The Museum on the Net

With over 15 million people already connected to the Internet and a further 3 million connected to commercial on-line services, a "network presence" will offer the prospect of serving as a direct delivery tool to help execute the Museum's educational mission as well as significantly increase the Museum's international visibility.

As part of *The Networked Planet* exhibit development, the Museum has established a Gopher server that will contain general Museum information, selected exhibit text, graphics, video clips, interactive software samples, and a collections catalog. Details are presented in Appendix 4. Once the Gopher server is established, the Museum will set up a World Wide Web server so that graphics and video can also be disseminated.

Following the successful experience with a prototype in 1994, the Museum will offer two auctions annually over the Internet. The auction will include goods and services donated to the Museum for this purpose, as well as historical items that are acquired by the Museum but are not of interest for the collections.

The Computer Clubhouse will disseminate information and present works created in the Clubhouse using the popular multi-media Mosaic browser for the World Wide Web.

The Museum will offer membership services and sales from the Museum's store via the networks. The Museum collections catalogs will be placed on-line, including electronic images of the photograph collection.

The Museum will explore other ways in which the essence of the Museum experience can be captured for remote use, going beyond information delivery.

IV. FACILITIES PLAN

As part of the Waterfront Project, planned to be completed by 1996, both the Children's Museum and The Computer Museum will have a new entryway. This major addition to the building will have a dramatic impact on The Computer Museum's visitor flow in the lobby, and on the store.

This plan calls for growth in the Museum's exhibits, programs, and visitation. The Museum is reaching the point where its 44,000 square feet at Museum Wharf will be used to full capacity. Section C below indicates the overall allocation of space for the Museum through the end of FY97.

A. Lobby

Plans for the new lobby are based on the requirements to:

1. Attract visitors into The Computer Museum from the shared entry with The Children's Museum by providing a flavor of the Museum's galleries.
2. Allow for smooth, easy access to the admissions desk and into the elevator.
3. Maximize exposure of visitors to the Museum store.
4. Provide enough capacity to handle at least two groups of 30 visitors simultaneously.

A provisional plan for the lobby that achieves these goals is shown in Appendix 2.

The lobby renovation will cost approximately \$200,000 and needs to take place during FY96 to open with the new joint "Wave" entrance.

B. Store

A detailed plan for a new store facility, to be built in as part of the lobby renovation will be developed to offer:

1. Greater square footage to offer more items
2. Better flow-through, with all visitors exiting through store
3. Higher visibility from the Wharf: more window space

C. Overall Deployment of Space

After *the Networked Planet* opens, all the Museum's space will be developed with the exception of one 4,000 square foot bay (Bay 1 on the 6th floor). This Bay will provide temporary exhibit space, and an exhibit featuring highlights of the collections together with an archive and video library. Complete gallery maps are presented in Appendix 3.

V. INSTITUTIONAL ADVANCEMENT

Since establishing itself on Museum Wharf 10 years ago, the Museum has broadened its support to include over 200 corporate supporters and over 850 individual supporters. Over 50 sources supported the Museum above the \$10,000 level in FY94. Digital Equipment Corporation's past and continuing support, as well as the gift of the building, have assisted the Museum immeasurably. Today the Museum no longer relies on major support from any single source.

The Museum's exhibits, programs, collections, and vision for new and exciting developments make it the leader in hands-on educational exhibitry and preservation of computers. The Museum must establish itself as *the* museum of the computer industry, and the individuals who lead the industry. It must also build its reputation as an educational institution within the science & technology center community, and academics and practitioners of informal education about computing.

A. Corporate Support

FY95-97 Goals for Corporate Development

1. Establish six new in-depth corporate relationships that provide approximately \$50,000 in cash and/or equipment annually.
2. Double the number of corporate members, reaching 250 corporate members by the end of FY97, achieving the following revenues:

FY94 (actual)	FY95 (Budget)	FY96	FY97
\$206,136	\$250,000	\$300,000	\$325,000

Analysis of Corporate Support Growth Opportunities

Since FY90, more than 200 different corporations have supported the Museum. The Museum has had greatest success with the computer industry, with nearly \$150,000 (75%) of corporate membership coming from this sector. As the Museum has not come close to "saturating" this sector, the Museum should continue to put its resources into expanding its base of support in this sector for the FY95-97 period. Secondary sources of support are the telecommunications industry, and the industries that make intensive and strategic use of computers, including the banking, insurance, publishing, film & TV, and wholesale and retail trade.

The national trend towards the reduction in philanthropy and an increase in the support of non-profit organizations through corporate marketing programs is likely to continue. The Museum can respond to this trend by devising approaches that serve both the Museum's mission and corporate marketing needs. Programs in this category include the exhibits, the Bowl, and the Pinnacles of Technology TV series.

The Museum can grow significantly in all dimensions of corporate support by:

1. Targeting the computer hardware, software, telecommunications and media industries. The Museum's penetration is especially small in the latter two categories.

2. Developing a long-term, multi-faceted partnership with corporations that involve several internal advocates in each corporation, and multiple opportunities for participation in the Museum.

3. Increasing opportunities for corporations to sponsor group visits through an increased level of support.

4. Presenting its case to a greater number of prospects, both through individual contact by Board, staff, and Museum friends, and through some targeted marketing approaches to raise awareness of the Museum as an institution to which a corporation must belong. Examples include pro bono advertisements in the industry press and a presence at industry conferences.

5. Diligently following up on opportunities with corporations that result from personal contacts or other connections.

6. Enlisting leaders from major corporations to join the Museum's Boards.

Benefits of Corporate Membership

1. Supporting the world's only computer museum. The Museum's education and collecting mission enhances the public's appreciation of the computer industry.

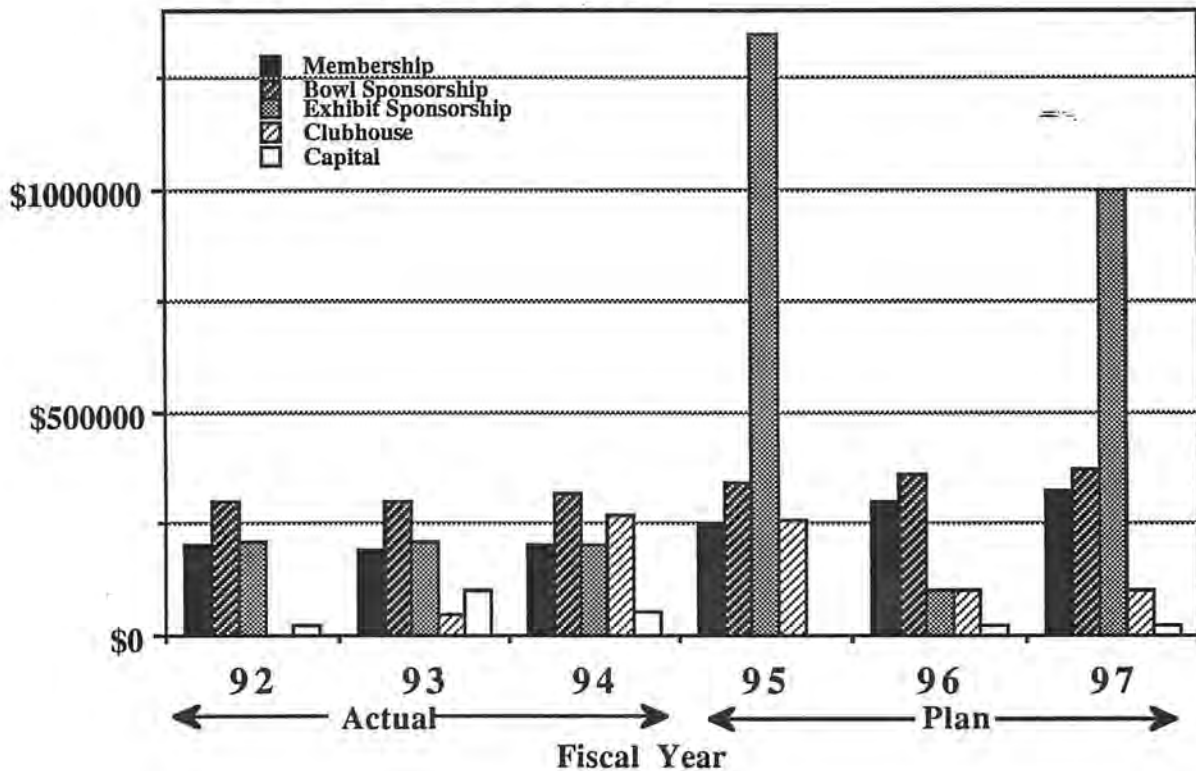
2. Corporate breakfast seminars, started in 1985, attract an average attendance of 70 people. For FY95-7, the program will continue with CEO/Chairman/President level speakers, with a projected increase in the average number of attendees from 60 to 100. Breakfast seminars will continue to be important opportunities to cultivate new prospects.

3. Free admission tickets are fully utilized by Massachusetts based corporations, either for employees or guests. Non-local members donate the majority of their tickets to the Museum for the ticket subsidy program to provide free visits of underserved groups. Children's thank you letters to corporations provide effective positive feedback, and encourage members to renew.

Overall Corporate Support

The following chart shows the full spectrum of corporate support. Exhibit sponsorship attracts the greatest support, but revenues fluctuate based on the scheduling of major exhibit projects. The Museum will prime the exhibit development pipeline with a rolling three-year program to allow sufficient lead time and planning to develop a steadier flow of new exhibit funding and development.

Corporate Support by Project



B. Individual Support

Individual Membership

To attract new members and increase the retention rate, the Museum will expand member benefits and become more aggressive in its recruitment.

New member benefits will include members-only exhibit previews and openings, invitations to special events, a members' desk in the lobby, and Internet access to Museum information. Joint promotions with other museums, non-profits, or for-profit corporations will offer special benefits for members.

FY95-97 Goals for Membership Development

The goal is to increase the number of members by 10% each year. This will be achieved by increasing the renewal rate from 50% to 65%, and by attracting a greater number of new members.

Annual Giving

All of the Museum's constituency will be invited to contribute each year to the Annual Fund. Approximately 50% of annual giving will come from the Museum's major donor group, the Friends of the Museum. The Museum will seek to grow the number of Friends

by 10% each year, both to enhance the annual giving, and to add to the pool of committed major donors able to make leadership gifts to support future capital and endowment projects.

FY95-97 Annual Giving Goals

FY95: \$210,000, a 16% increase

FY96: \$231,000, a 10% increase

FY97: \$254,000, a 10% increase

To achieve these goals, the staff and Board will work to enlist more donors at increasingly higher levels of giving, converting visitors to members, members to supporters, supporters to significant donors, and donors to Friends. The pipeline will need to be primed by introducing individuals who are new to the Museum. The Boards of Trustees and Overseers must play a leadership role, both in terms of their own personal giving, and in their active recruitment of new donors. To achieve the goals, each Board member will be asked to introduce three new potential supporters to the Museum each year during the FY95-7 period.

The opportunities to cultivate the Museum's supporters and prospective supporters are the monthly breakfast seminars, exhibit openings (four scheduled for 1994-5), the Computer Bowl events (the "kick-off" parties and the live event, one of each on each coast), and private tours with senior Museum staff at any time.

C. Foundation Support

Major, multi-year grants from major national foundations will be sought for educational programs. The Clubhouse is a good candidate for support especially with its dissemination plan and its potential for impact on K-12 education. Teacher development programs on the integration of computing within the schools with national applications will also be appropriate for major foundation support.

D. 850 Fund

To complete the acquisition of the building, the Museum needs to raise \$550K to retire its mortgage, and \$200K to develop a new lobby and store area to accommodate the opening of the new entry "Wave" with the Children's Museum. An additional requirement of \$50K to cover fund-raising expenses brings the total to be raised to \$850K over three years.

With guidance from the Development Committee, Trustees, and Overseers, leadership gifts will initially be sought from individuals, corporations, and foundations that did not contribute to the last Capital Campaign. As the fund progresses, donors who have already made capital gifts to earlier campaigns will be asked to contribute again to this special fund.

The following gift table will be the guideline for a successful 850 Fund:

one gift at \$250K
two gifts at \$100K
four gifts at \$50K
six gifts at \$25K
5-10 gifts at \$5-10K.

The pace-setter gift of \$250K will be required to launch the fund effectively. Cultivation and solicitation of the leadership gifts will begin in Fall 1994.

E. Federal Support

The Museum's exhibit and education programs are eligible for federal support from the National Science Foundation and the National Endowment for the Humanities. Both agencies take approximately 12 months from the time of submission of the preliminary proposal to the start of the grant period (if funding is granted). Panel reviewers also like to see a project development cycle extending over 12-24 months as this is the norm among the museum community. The Museum must therefore work on 2-3 year lead times in order to optimize its access to federal funds.

Major NSF support is usually predicated on a program impact of over 500,000 people per year. The Museum must work in partnership with other organizations or seek funding for dissemination of existing programs in order to deliver the required level of impact.

Within NSF, Informal Science Education is the most likely funder, provided there is natural science content in the programs. At CISE (Computer and Information Science), also within NSF, computing is the focus, but the challenge here is to fall within its primarily research-oriented umbrella. IMS (Institute for Museum Services) General Operating Support (\$120K over two years) will be sought.

The Museum will seek support from the National Endowment for the Humanities (NEH) for programs that have humanities themes. Exhibits that deal with the social impact of computing falls within the NEH's subject guidelines. Lead times of 2-3 years are essential if the Museum is to take advantage of both planning grants and the much larger implementation grants that can follow receipt of planning grants.

Other potential federal sources include the Department of Commerce through its initiatives to demonstrate the impact and potential of computer networks, and the National Endowment for the Arts for exhibits on computer art exhibitions.

Federal support requires a major investment in proposal development, but the sums granted can be significant (up to \$1m for a major project) and success with a peer-reviewed federal grant can stimulate private sources to contribute.

VI. MARKETING & SALES PLAN

A. Marketing Plan Outline

Positioning of the Museum as an Institution

The Museum's mission includes two quite distinct components. The first part speaks to the Museum's role as a source of inspiration about computing. The second delineates the Museum's role as a preserver, celebrator, and center for research into computing's past. The Museum offers unique experiences in both areas. A marketing opportunity for the Museum is to make both themes work together to support the positioning of the institution as a special, multi-faceted place.

The following table lists aspects of the Museum that appeal to various constituencies. The data is based on informal feedback from the constituents.

Museum Characteristic	Tourists	Teachers & School Groups	Local Families	Computer Professionals
unique institution: past, present, future	high	medium	low	high
cutting-edge, novel applications	medium	low	high	low
fun, engaging exhibits	medium	medium	high	low
introduction to history	low	medium	low	low
legendary icons of computing	low	none	none	high
supports curriculum	none	medium	none	low

The following table lists the vehicles that will be used to reach each of the Museum's four target segments effectively:

Segment	Vehicles
Tourists	Brochures in hotels, visitor centers, airport Listings in guide books, tourist magazines National and international media coverage
Teachers & school groups	Direct mail to teachers, teacher open houses Articles in educational magazines Telemarketing for repeat visits Presence in educator conferences and teacher workshops

Local families	Editorial in local & national newspapers & magazines about Museum activities Advertising: print, radio, billboards, posters TV & radio PSAs & news or magazine show coverage Partnerships and joint promotions
Computer professionals	Trade, business & professional press editorial and advertisements Promotion at conferences & trade shows

B. Earned Revenues

All museums' revenues are a mix between earned and contributed revenues, ranging from a low of below 28% earned (Lawrence Hall of Science) to a high of 87% earned (Pacific Science Center). The Museum has increased the percentage of earned revenue from 30% in FY85 to 50% in FY94 while increasing the operating budget from \$1m to \$2.2 million. Earned revenues are taken to include admissions, store (gross), functions, and exhibit sales.

Innovative museum programs are generally supported from contributed revenue. Together, the Clubhouse and research on virtual reality accounted for \$300,000 of operating revenue in FY94. An ongoing stream of innovative programs for underserved groups will keep the percentage of earned revenue from rising above the 60% level.

C. Admissions

Visitors are attracted by new exhibits and special events. The marketing and PR plan is designed to grow attendance. Word of mouth is the largest single contributing factor to cause people to visit, whether they come from Boston, other regions of the US, or from abroad.

According to "The Image Study," over 70% of the Museum's visitors are first-time visitors. This study also showed a high satisfaction rating by the visitor. Major new exhibits that are promoted should increase the proportion of repeat visitors.

For FY95 and FY96, attendance goals are determined by *The Networked Planet* and *The Walk-Through Computer 2.0*, for which funding is in place. FY97 goals will be determined by whatever exhibit is opened in June 96, with its attendant marketing and PR efforts. Two scenarios are presented for FY97:

Admissions Goals

Year	Total Visits	Increase of Total	Major Factors Affecting Attendance positively (+) or negatively (-)
FY94 (actual)	118,206	0%	-severe winter, no major exhibit opening
FY95 (bud)	130,179	10%	+Networked Planet; opens during lower attendance winter months, with 25% impact for last 6 months of year +Harold Cohen robot artist; 15% impact in April & May

FY96	140,000	7%	+Walk-Through 2.0: opening in peak months coupled with \$50K marketing budget; +Networked Planet continues to draw in its first summer -Central Artery construction -Wave construction
Scenario 1 FY97 Sim-Ride	174,000	25%	++Sim-Ride -Central Artery construction
Scenario 2 FY97 No Sim-Ride	145,000	4%	+Computers & Entertainment -Central Artery construction
Scenario 3 FY97 No major new exhibit	140,000	0%	+Temporary special exhibits -Central Artery construction

Admissions projections have proven hard to project accurately in the past. Weather, road-works, economic cycles and news that competes with Museum stories for press coverage can cause swings of +/- 5%.

The admission prices, currently \$7 for adults and \$5 for students and seniors, will be reconsidered in FY96 for a possible increase in FY97. The budget projections assume no change in rates.

Marketing Tactics to Increase Admissions

Advertising

Since 1984, the Museum has not purchased significant advertising. Over FY95-7, the Museum will increase its exhibit-funded marketing program to 8% of the exhibit budget, approximately doubling past allocations. Advertising will be enhanced through cooperation with media suppliers who will provide value-added packages that will appeal to current and prospective visitors and supporters. Wherever possible, advertising will be tied to promotional programs.

Partnerships

The Museum will work with exhibit sponsors to enhance the business value of the donation through marketing programs that capitalize on the relationship between the donor organization and the Museum. The Museum will also pursue marketing partnerships with consumer-oriented organizations, such as hotel, automobile, and beverage industries, with the goal of increasing awareness, attendance, and marketing presence.

Radio and Television Programming

The Museum will establish itself as a supplier of information on computing subjects of topical interest, with emphasis on computers in recreational and educational applications. For example, the Museum will appear regularly on the nationally syndicated radio show "On Computers."

Promotions

The Museum will pursue multi-faceted relationships with major retailers, membership organizations, and corporations. An example currently being pursued is to bring together a

media outlet (Boston Globe), retailer (Lechmere), computer hardware (Apple), software (Maxis) suppliers, and a hotel (Swissotel) and an airline sponsor to offer an appealing prize package for a promotion featuring the Museum.

Group Visits

The Museum will use direct mail to target additional school, community, and tour groups. The Museum currently mails to 15,000 educators and representatives once a year. By increasing both the frequency and saturation of mailings, the Museum will increase awareness of the Museum's exhibits and programs.

D. Functions

Margins of 50% or better make functions a very attractive revenue stream for the Museum. The Museum will continue to present itself as an optimal site for high-tech introductions, small conferences, educational workshops, and corporate hospitality functions. General functions revenue (excluding Overnights) will increase from \$153K (FY95) to \$160K (FY96) to \$168 (FY97). Revenue increases are expected from incremental gains on Bar Mitzvahs, corporate business associated with trade shows and conventions, and other corporate business. The plan is to emphasize corporate functions, as these support the development of the Museum's corporate relationships.

A sponsored special function for selected travel agents, tour operators, event planners and meeting planners featuring the new exhibits will showcase the Museum to new prospects.

E. Fee-Based Programs

The Museum will expand fee-based programming such as Overnights and Computer Camps. Adult-oriented evening courses in the Clubhouse will be developed.

F. Store

Plan for the store, including costs and impact of new facility associated with a new lobby resulting from the Waterfront Project.

Impact of Internet access to the store.

The Museum will increase the distribution of its unique products by forming relationships with strong retail organizations.

The store will explore relationships with strong mail-order retailers that could offer in-store customers competitive prices in the educational atmosphere of the Museum. For example, Mac/PC Connection could sell Museum videos, giftware, and publications via their catalogs, and sell software in the Museum store via on-line or telephone ordering services.

G. Exhibit Licensing and Sales

The Museum will market its appealing exhibits to public space markets such as malls, universities, and libraries, and to entertainment venues including amusement parks.

The Museum has established an OEM relationship with a supplier to retail stores in order to get increased access to the growing market for interactive fun activities in stores.

H. Partnerships

Museums

The Museum has benefitted from partnerships listed below:

Project	Cost	Partner
Building and site	\$2.5 million \$250K/year	Digital Equipment Corporation Children's Museum
Bowl	\$400K annually	ACM Computer Chronicles Ad agencies and PR firms
PC Contest	\$50K	IDG and Computerland
Annual Computer Art Exhibits	\$25-50K annually	SIGGRAPH DeCordova Museum
Annual contests: Chess, Checkers, Turing	\$10K each	Organizing entity

The Museum should actively seek out partnerships that offer the Museum one or more of the following:

- Awareness and interest from a larger audience and specific communities of geographic areas
- Higher profile in the computing community
- Visibility and positioning as a leader in the field
- Access to needed resources, either human or physical; examples include media production, exhibit fabrication, provision of equipment, communications facilities
- Credibility in education, community work, project management
- Access to new funding sources

Competition

In the Boston area, the Museum competes for visitors with other museums and with special attractions. The following table lists the major competitors and their annual visitations:

Competitive Institution	Annual Attendance (Calendar 93)
Museum of Science	1.7 million
NE Aquarium	1.3 million
Children's Museum	450,000
World Trade Center special event	100,000 approx per 3-month show

The Museum of Science has revitalized its program of special exhibits and has some future bookings that will compete directly with Computer Museum programs. An example is *Liquid Vision*, an exhibit developed by the Columbus Science Center which will be visit Boston in the Fall of 1996. The World Trade Center has held a major public exhibition on Virtual Reality in 1993.

Nationally, the Museum competes with the Smithsonian for attention among the computer community, both academic, and corporate. During Smithsonian fund-raising drives, the

Museum has more difficulty in gaining the attention of corporate supporters. The Museum cooperates with the Smithsonian in collections activities.

Regionally, the Museum competes with local science and technology centers. An example is the Tech Museum of Innovation in Silicon Valley.

On an international level, limited competition exists, primarily for artifacts, with the national science museums of Britain, France, and Germany.

VII. DIVERSITY

A. Overview

The Museum's mission statement embraces diversity in its charge "to educate and inspire people of all ages and backgrounds."

Diversity, or multiculturalism, is an important topic today, in both profit and nonprofit, corporate and educational sectors. In essence, it means to include people from all cultures and backgrounds in the makeup of an institution's Board, staff and audience. The Museum's goal is to achieve 20% minority representation in each of the three areas by FY97.

As of summer 1994, the Museum's visitor services department (which includes the visitor assistants who are most visible to the public) is 50% minority. The rest of the 30 staff have only two minority members. Gender diversity is good across the entire staff. The Museum's 25-person Board of Trustees has two minority and four female members, the remainder being white and male. The 38-person Board of Overseers has five minority and four female members. The cultural makeup of Museum visitors is not recorded currently.

B. Board

- Seek out Board members from diverse communities by establishing relationships with various organizations such as The Partnership, based in Boston.
- Seek nominations from existing members with ties to minorities.
- Proactively seek more women candidates.

C. Marketing to a Diverse Audience

The Museum offers ongoing initiatives to reach out to diverse populations. Some of these involve opening up the Museum to economically disadvantaged audiences, where the cost of admission might be a barrier. Currently offered are:

- Reduced prices on Sunday afternoons
- Reduced prices to teachers/school groups
- Ticket subsidy program for corporate members

Special needs/elderly visitors will also be solicited; individual attention by visitor assistants will ensure a successful visit.

The Museum's location is readily accessible by public transportation to diverse populations in Boston. Access will be promoted by advertising on Boston's subway.

D. Education

The Museum reaches out to Boston's diverse neighborhoods through the Computer Clubhouse, which serves 1000 children a year, 90% coming from economically disadvantaged communities. Plans are in process to disseminate Clubhouse programs to reach into diverse communities and into other cities nationwide. A Spanish language version of the audiotape exhibit tour, for which funding is currently being sought, will help make the Museum accessible to Hispanic communities.

E. Exhibit Design

- The Network Guides for *The Networked Planet* exhibit will have both Spanish and English captioning, appealing to the large Boston-area Hispanic population as well to as the hearing-impaired.
- The Network Guides also personify diversity — mix of ages, gender, race.

Exhibits staff are trying more and more to involve a diversity of approaches when creating exhibits, incorporating not just a technical bent, but a humanistic one as well. Developers also try to appeal to different types, not just techies or intellectuals, but to a broader audience.

Other exhibit-related goals:

- Incorporate as much diversity as possible into exhibit design and general signage — use of models, speakers with varying accents and range of vocabulary.

F. Administration

Steps to help ensure a pool of diverse candidates for job vacancies:

- Advertise job openings in community-based newspapers, organizations; post on community bulletin boards. Make a definite effort to use these venues in addition to more stereotypical places like other museums, museum associations, etc.
- Place larger ads in the *Boston Globe*, which has city-wide readership.
- Create and maintain an open, comfortable work environment where all staff feel at ease and valued.
- Hold training/awareness session for all staff about the importance of diversity — to promote staff cohesiveness and understanding of issues involved.

G. Building/Structural Issues

- Ensure Museum is welcoming to special needs visitors
- Develop a directional signage system that is language-neutral.
- Develop signage for non-English-speaking visitors.

VIII. FINANCE

A. Operating Fund

The Operating Fund supports all of the Museum's regular operations, including building costs, administrative staff, visitor services, education programs, temporary exhibits, collections, exhibit maintenance, general marketing, public relations, and development. The Museum plans to maintain a small net surplus each year in the Operating Fund, amounting to about 2% of revenues.

Operating Fund revenues are composed of earned revenues (approximately 55%) and contributed funds (approximately 45%).

While major exhibits are separately funded through the Exhibit Fund, temporary exhibits and education programs costing less than \$10,000 may be executed without special funding if they are expected to have a significant positive impact on the Museum.

The three scenarios are tied to the exhibit to be opened in June of 1996. In the most aggressive scenario, (#1), the Operating Fund revenues increase from \$2.7 million in FY95 to \$3.2 million in FY97, buoyed largely by a 25% increase in admission numbers and additional fees associated with the Simulation Ride and opening June 96. In Scenario 2, with *Computers and Entertainment* opening in June 96, Operating Fund revenue increases from \$2.7 million in FY95 to \$2.9 million in FY97, based on a 4% attendance increase. Scenario 3 with flat attendance, projects an increase to \$2.8 million in Operating Fund revenues for FY97.

B. Exhibit Fund

Permanent exhibits are developed with funds raised specifically for each exhibit. A 7% overhead is taken on all funds raised for permanent exhibits to meet costs of future, as yet unfunded exhibit planning. An additional 18% overhead is taken into the Operating Fund to meet administrative, building, and other indirect costs.

The first page of Appendix 5 shows exhibit funding associated with each scenario. Exhibit funding varies dramatically depending on what exhibits are funded. The Simulation Ride is budgetted at \$1.5 million in revenues, *Computers & Entertainment* is budgetted at \$500K, and the *Artificial Aquarium* at budgetted at \$500K.

C. Endowment Fund

The Museum's Capital Campaign of 1991-4 established an Endowment Fund. The fund is managed by the Endowment Committee. This plan assumes that all interest from the endowment will be applied to the Operating Fund.

D. Capital Fund

The Capital Fund holds funds raised through the Museum's capital campaigns. Capital Fund expenses include the building mortgage (principal and interest), building capital improvement costs, and fund-raising expenses.

The projections show revenues resulting from the completion of the Capital Campaign in FY95. Revenues from the new initiative to raise capital for the mortgage and the lobby renovation are projected at \$250,000 in FY96 and \$275,000 in FY97. In addition, \$75K of revenue is projected in FY97 for the new collections-based exhibit and research center described on page 15.

Appendix 5 shows overall expense and revenue projections for FY95-97.

IX. ADMINISTRATION

A. Overview

An expanding museum needs the necessary infrastructure—including the requisite number of staff, with adequate workspace and state-of-the-art equipment. In addition to a positive work environment, staff development and competitive salaries and benefits are crucial to keeping a stable staff with no vacancies.

B. Physical Space Requirements (see Appendix 3)

Adequate workspace and facilities are needed for new staff, as well as volunteers. This includes actual workspace, staff meeting rooms, design and construction areas, and exhibit development space.

- Additional staff will be accommodated by making more efficient use of the office spaces and by assigning unused spaces off the galleries as permanent office spaces.
- Bay 6 on the fifth floor will provide some space for exhibit development and staging, accommodating the fluctuating numbers of temporary exhibit development staff.
- Collections not included in the collections highlights exhibit will be moved offsite. The current collections space in Bay 6 on the fifth floor will be reconfigured to house additional staff, the carpentry workshop, and an exhibit staging area.

C. Office Computer Network

In FY95-6, the Museum will convert from the central host system to a client/server system.

An exhaustive survey of current staff computing needs, along with a detailed plan for upgrading, was prepared in FY94. It includes the acquisition and implementation of an interdepartmental client/server system to link all administrative and functional parts of the Museum. The backbone of the plan, including a server, has been installed. Next steps are to move staff onto the network and establish the necessary software systems (accounting, development database, etc.). The changeover will require an ongoing aggressive plan to seek necessary donations of both hardware and software.

With the recently acquired T1 line and fault tolerant host, the Museum is well positioned to conduct many facets of the Museum's development, marketing, PR, and dissemination via the Internet. Connections into *The Networked Planet* will be in place by November 1994, with the other Museum functions to follow in 1995.

Once the network is fully installed, one FTE will be needed for its upkeep — handling installations for new staff, training, upgrades, maintenance, etc.

D. Staff Development and Support Programs

Where appropriate, staff will be encouraged to attend conferences and courses to keep up with their professional peers and develop skills. Staff will be encouraged to attend the Museum's seminar series and public events. In addition, a series of lunchtime programs will be developed to help provide broadening learning opportunities for staff. Programs will include speakers, both staff and external, as well as video programs relating to computers. As funding permits, educational reimbursement will be implemented.

A periodic review of the staff benefits package will be conducted to ensure the Museum is getting the best possible value from its medical and insurance providers, and to review the opportunities and need for enhancing the benefits.

E. Building & Museum Wharf

When the new "Wave" lobby is complete, the Museum's maintenance costs will increase. The proportion of the building running costs paid for by the Museum, currently set at 40%, will be renegotiated at the time of the Wave's opening.

Museum Wharf has long-term parking and expansion problems, which are limiting to growth. The Museum will seek to partner with the Children's Museum in acquiring access to nearby parking.

Appendix I: Exhibit Development Plan

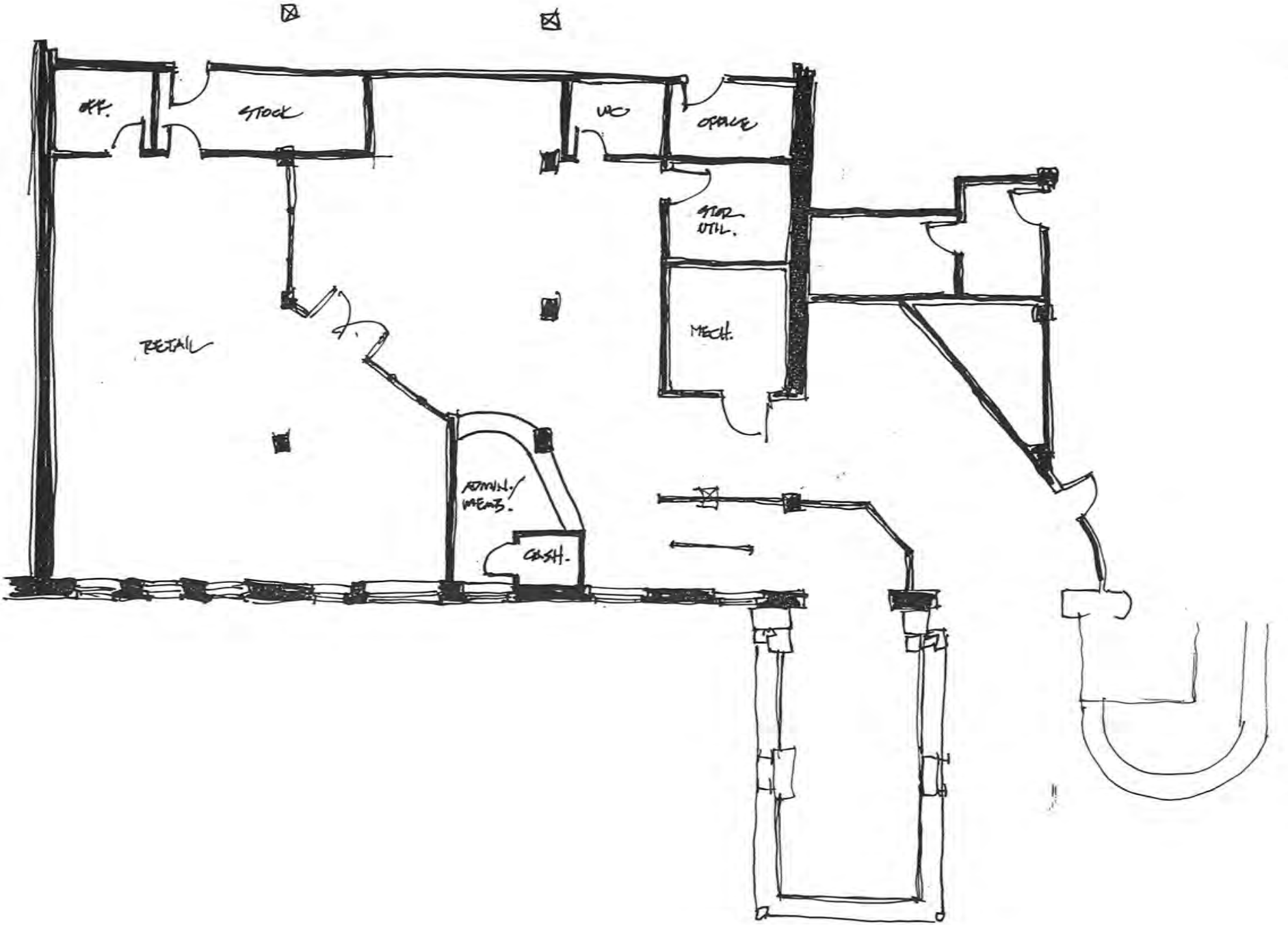
Permanent Exhibits

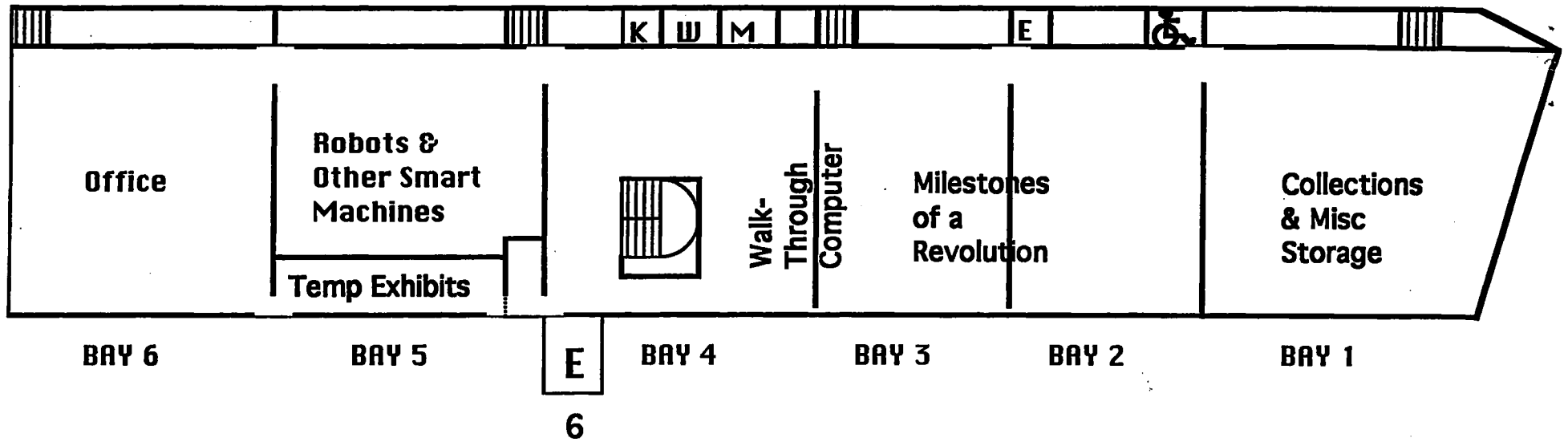
Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
Nov 94	The Networked Planet	Large scale computing, networks, impact of computer age	4,000 sq ft	\$815,000 Corporate NSF NEH	General— capitalize on public interest in networks	Interactive (15) 2-Dimensional Video VA interaction Demonstrations	Replace Graphics Gallery; Bay 1 on 5th floor
June 95	The Walk-Through Computer 2.0	How computers work	5,000 sq ft	\$850,000 Corporate; hardware & software industry	General	3-Dimensional Environment Learning Stations & Video	Revision of Original Walk-Through Computer
June 96	Simulation ride	Motion ride through computers and networks	1,000 sq ft	\$1.5 million Corporate; For-profit partner	General, youth in particular	15-20 person theater with large screen and moving seats	Adjacent to Walk-Through Computer; Bay 3 or 4 on 5th floor
June 97	Computers in Entertainment	Applications in movies and popular music	3,000 sq ft	\$500,000 Corporate; NEA, NEH	Youth Adults, Culturally diverse	Interactive (15) Video Demonstrations Process oriented	Replace Milestones second bay
June 97	Artificial Aquarium	Shared simulation of complex system	2,000 sq ft	\$750,000 Corporate; NEA, NEH	General	Installation	Bay 3 on 5th floor

Temporary Exhibits

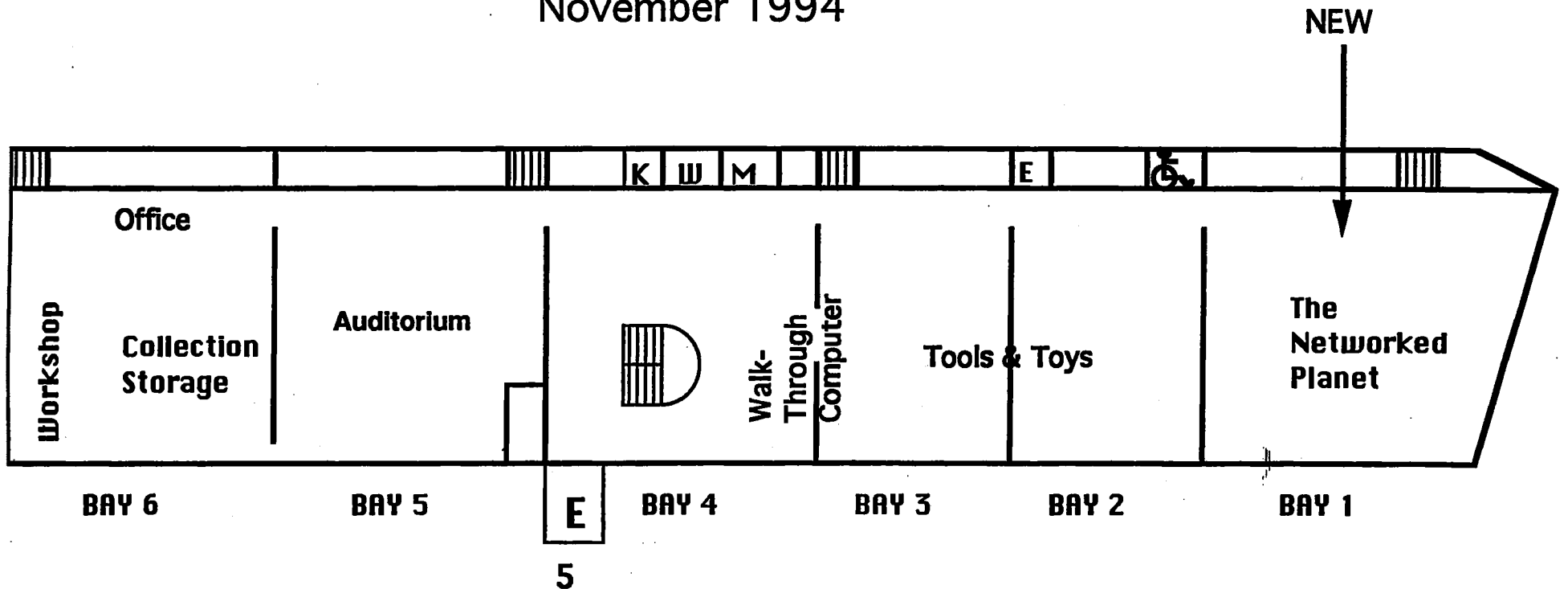
Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY95							
Sept 23- Nov 27	The Computer in the Studio	How New England artists are using computers in their work.	800 sq ft	NEA Corporate	General Art	2-Dimensional Talks Symposium; colab. with DeCordova Museum	Skyline Room
April 1- May 30 95	Harold Cohen Robot Painting Artist	Robotic paintbrush-handling art program	1,200 sq ft	Individual	General Art	One-of-a kind installation with retrospective	Bay 1 on 6th floor
FY96							
Nov 95	Computer Animation	Work of John Lasseter of Lucasfilm/Pixar to coincide with release of full-length feature movie	1,200 sq ft	Corporate NEA	Adults Children	2- Dimensional with 2-3 interactive stations	Bay 1 on 6th floor; then integrated into <i>Computers in Entertainment</i> permanent exhibit in June 96
Feb 96	Feats of Computing	Selected tour-de-forces of computing technology & applications on computing's 50th birthday	1,500 sq ft	NSF Corporate	Cutting edge technology; mainly interactive with some static display	2-Dimensional Interactive Video	Reconfigure 2nd bay of People and Computers
June 96	The Computer in the Olympics	Computers in the Olympics — in conjunction with Atlanta Olympics First topical issue gallery	1,000 sq ft	Corporate; Olympic sponsors	Sports Adult Youth Interest in Olympics	Interactive 2-Dimensional Video	Bay 1 on 6th floor Temporary exhibit space

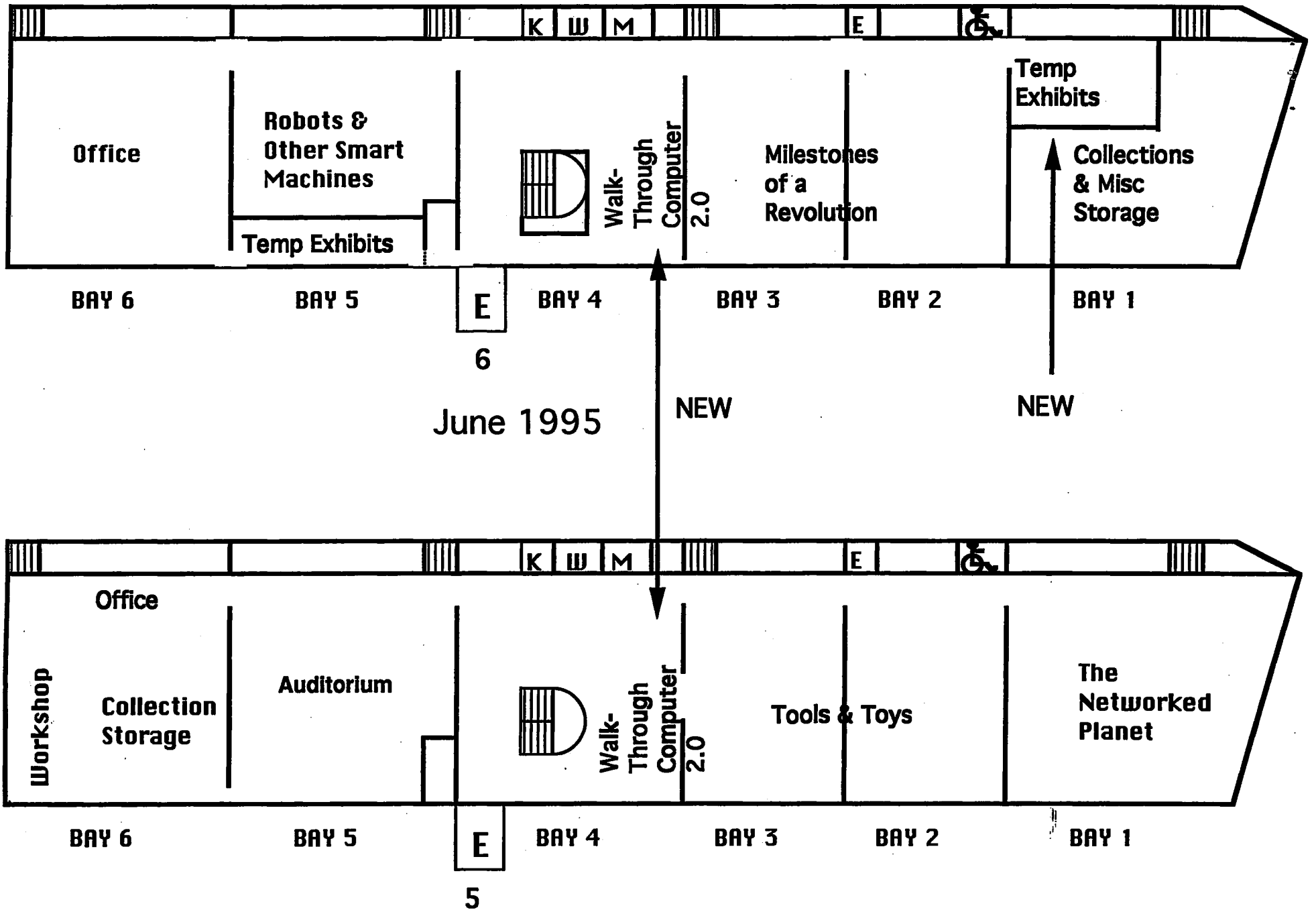
Opening Date	Exhibit	Content	Size	Cost/Funding Prospects	Target Audiences	Approach	Location
FY 97							
May 96	The Machine as Model: Artists' views of the computer	How artists portray the computer.	800 sq ft	NEH Corporate State Arts	Arts	2 and 3-dimensional	Skyline Room
Oct 96	to be determined	Current trend	1,000 sq ft	requires endowment	to be determined	Interactive Process oriented	Bay 1 on 6 temp. exhibit space
FY98							
Sep 97	The Electronic Classroom	Technology as tools for student expression, communication, collaboration etc.	2,500 sq ft	NSF Corporate	Teachers Students Parents	Interactive (12) Video Demonstrations Process oriented	Temporarily replace Robots & Other Smart Machines

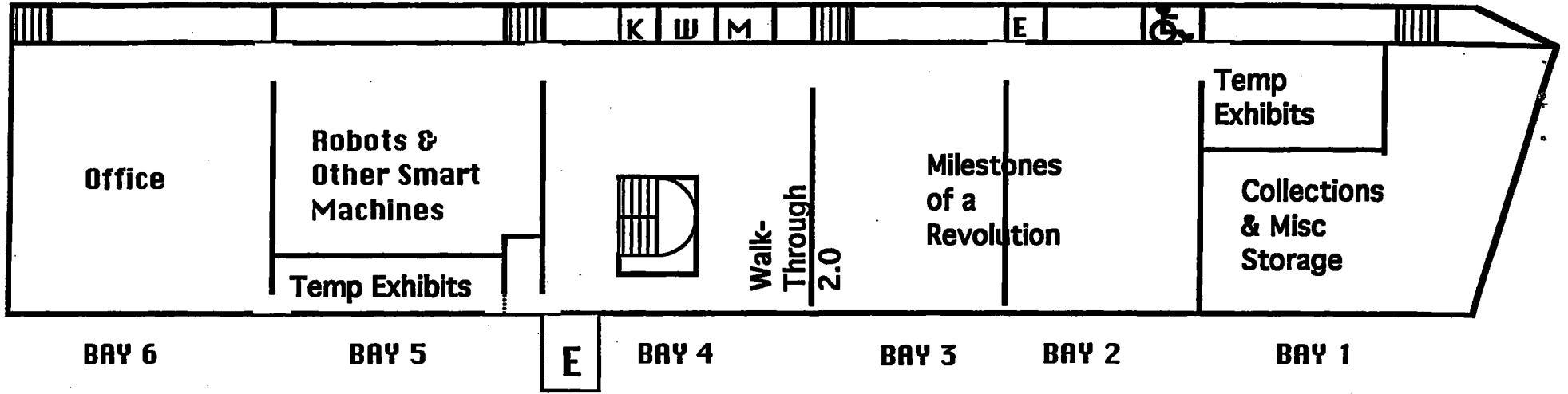




November 1994



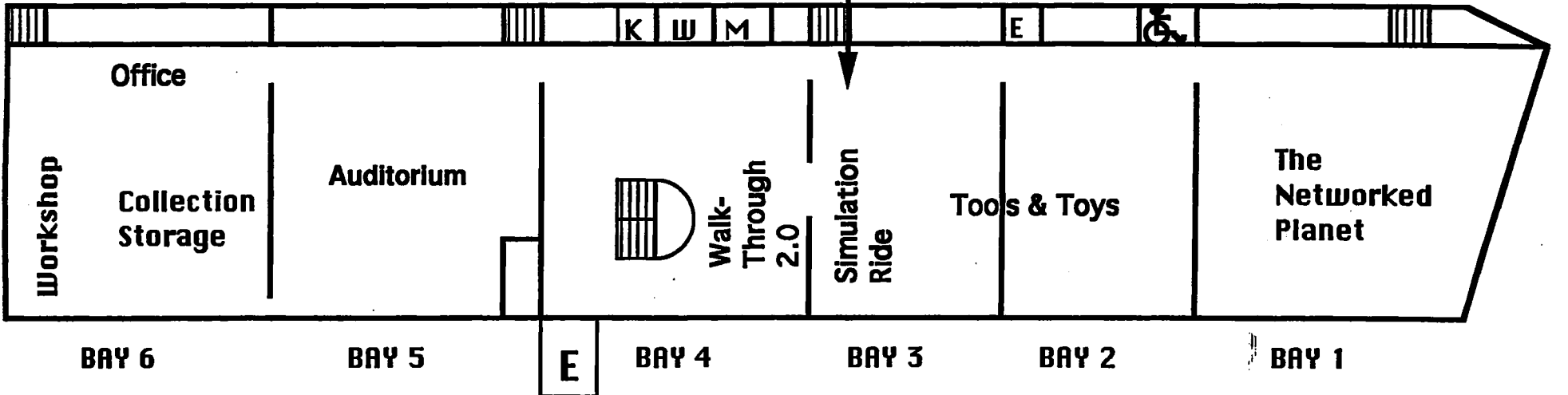




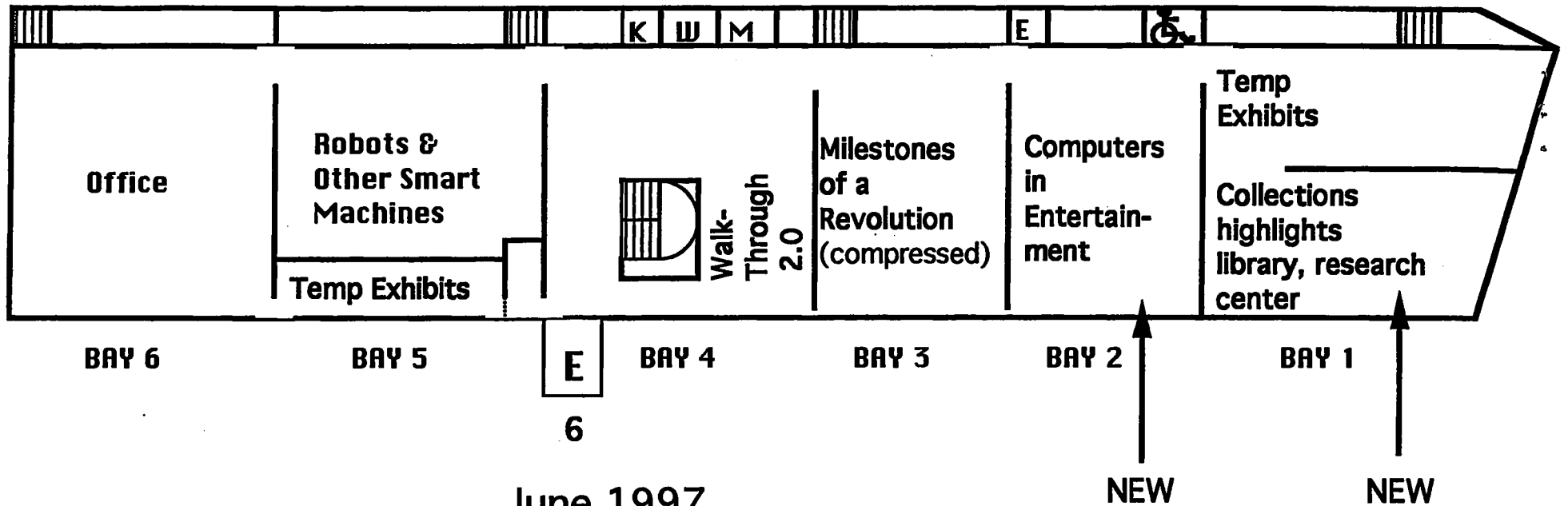
6

June 1996 scenario 1

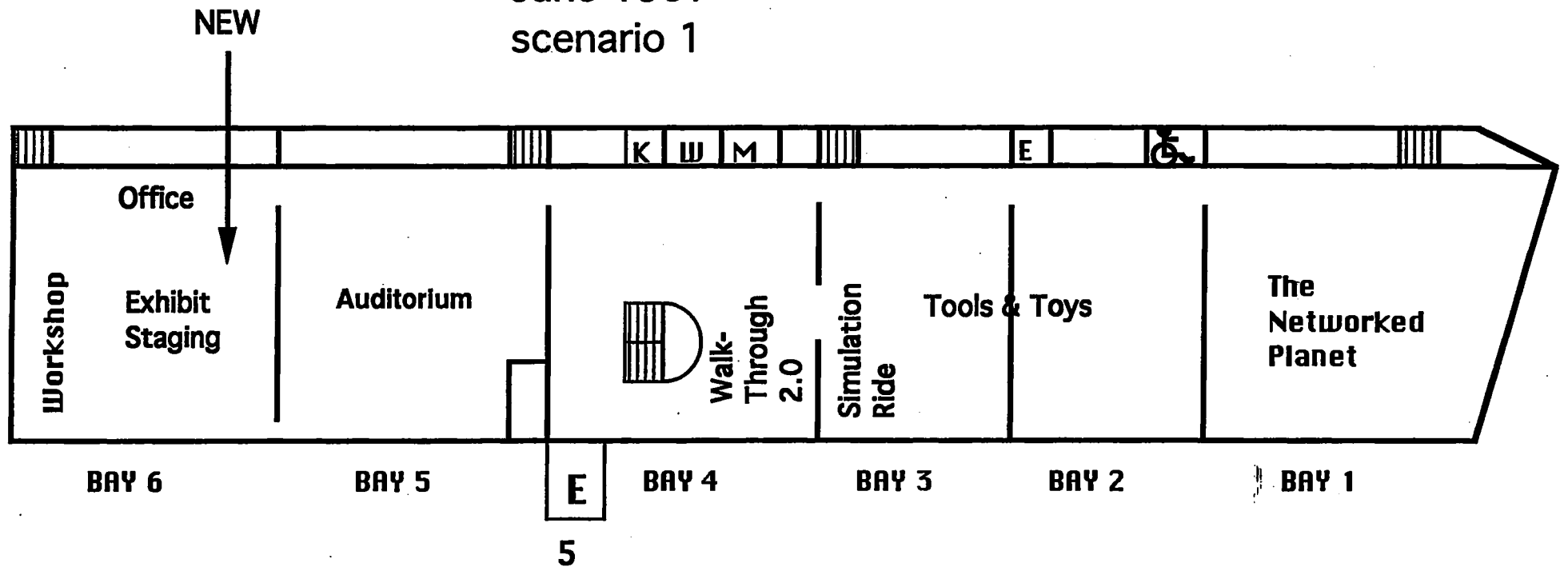
NEW

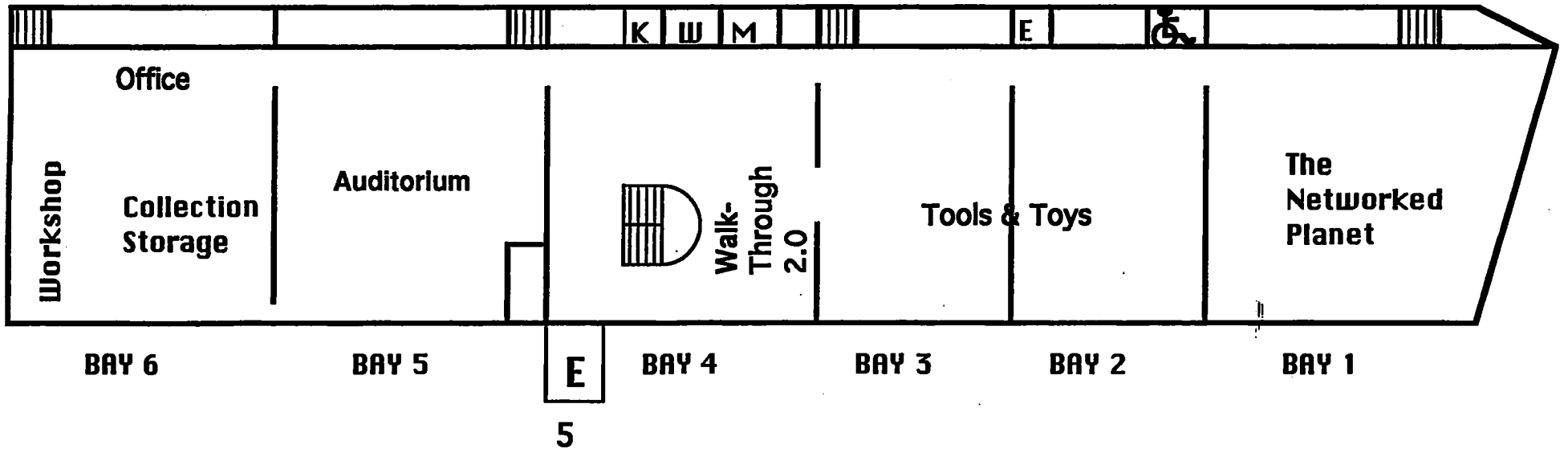
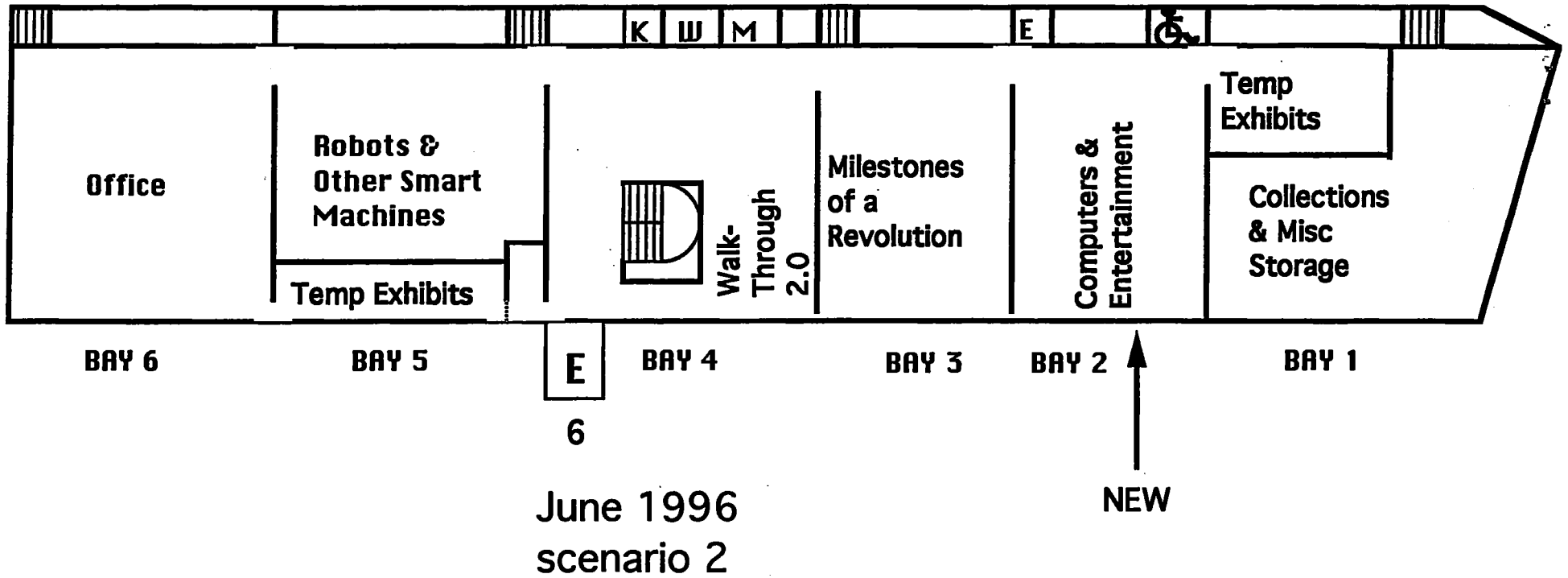


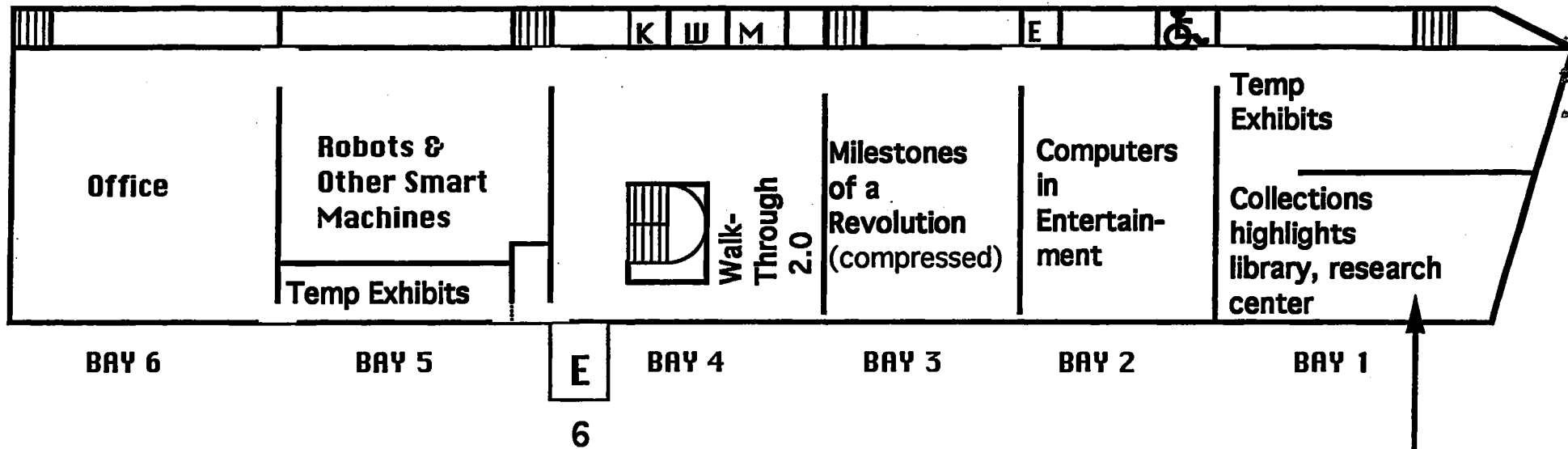
5



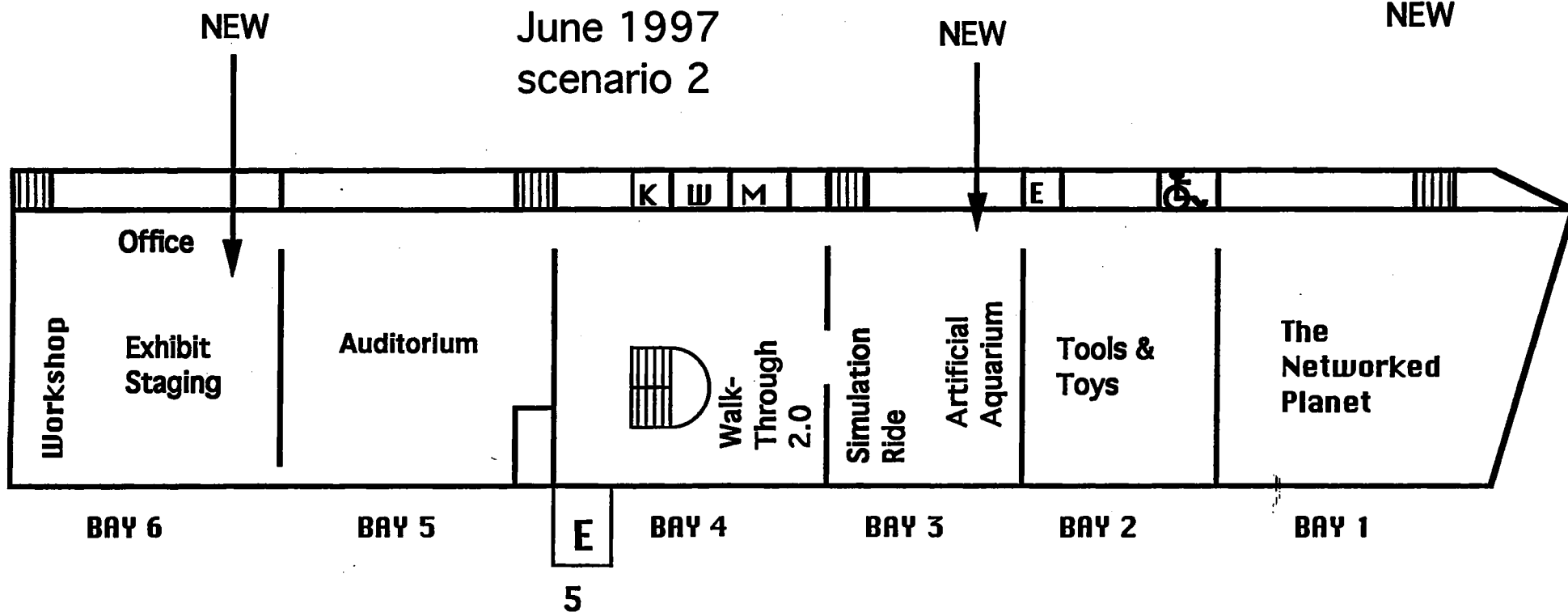
June 1997
scenario 1

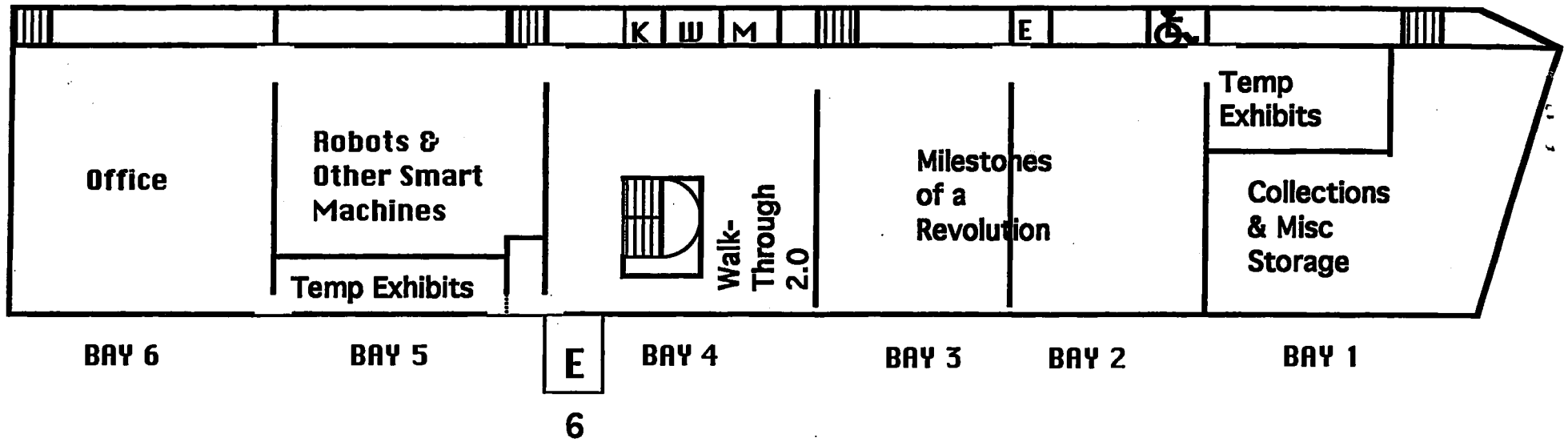




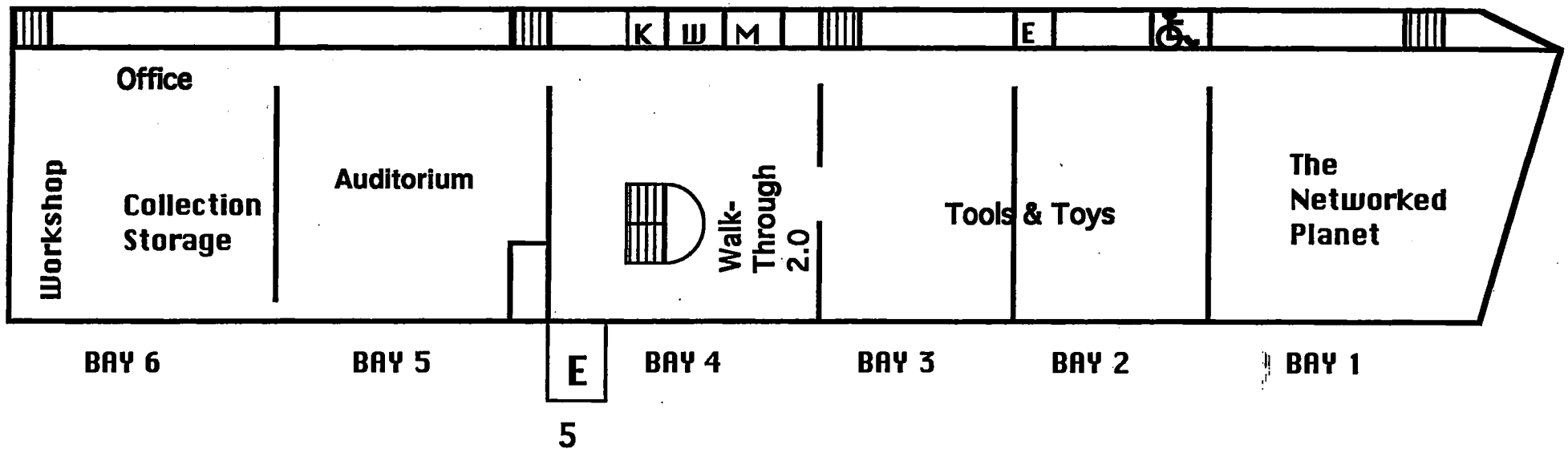


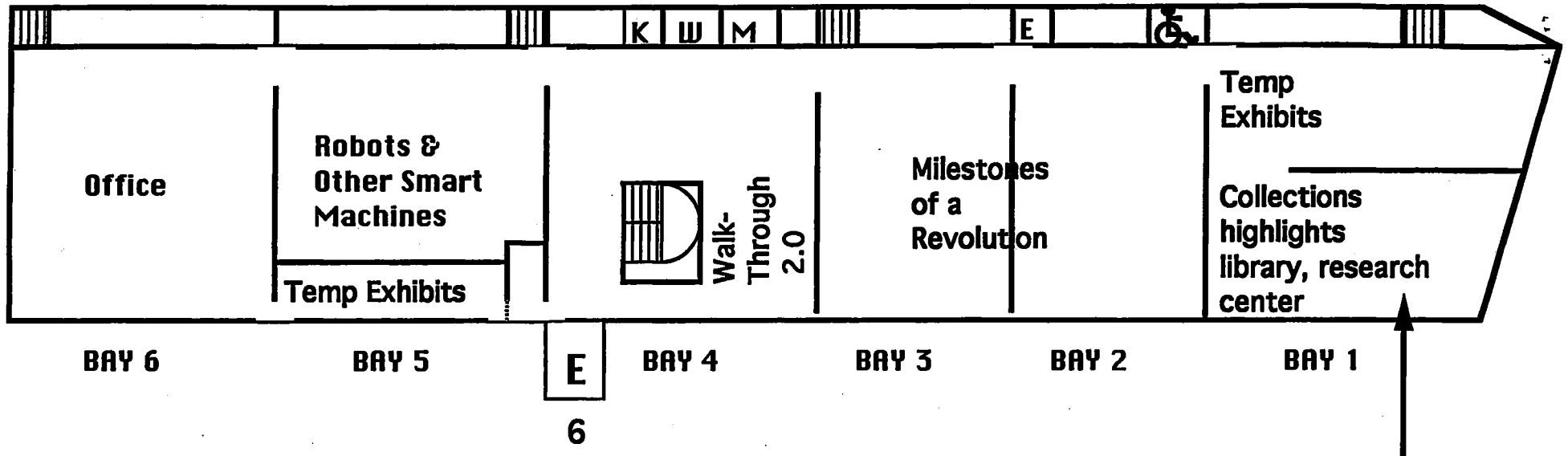
June 1997
scenario 2



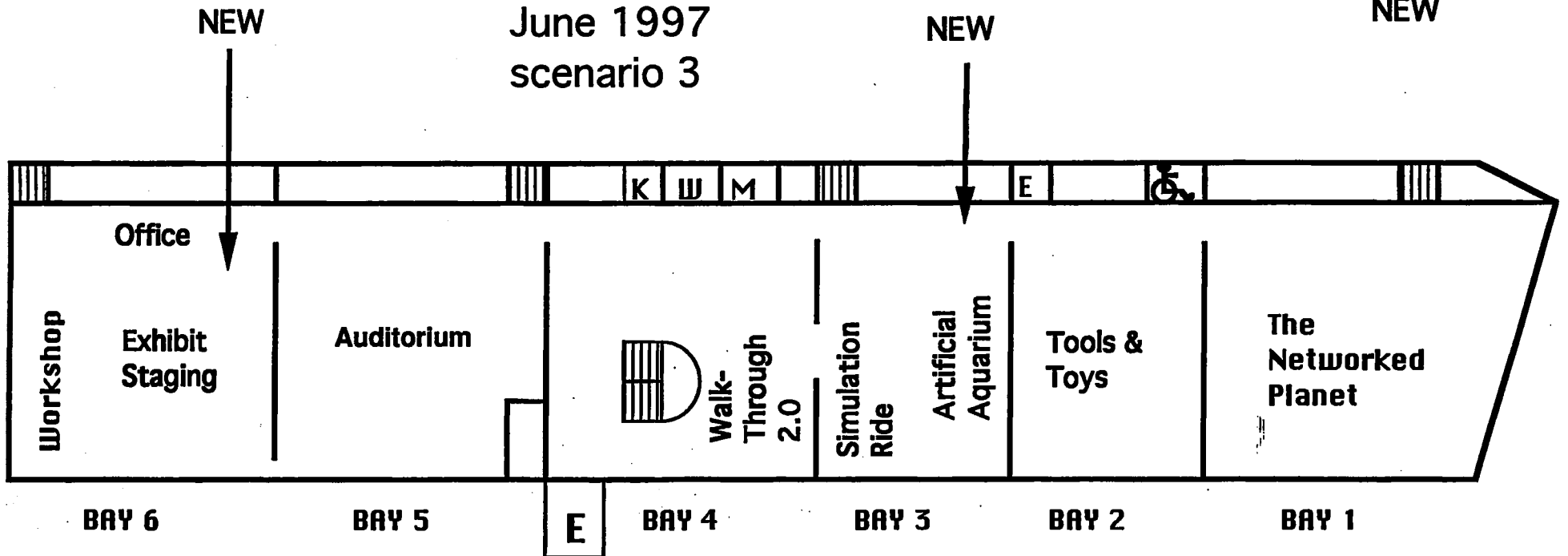


June 1996
scenario 3





June 1997 scenario 3



APPENDIX 4: THE MUSEUM ON THE NET

The Museum will establish a presence on the Internet. The first phase will be the establishment of a Gopher server to be up and running by November 1994, to coincide with the opening of *The Networked Planet* Exhibit. The second phase will be the development of materials for dissemination via the Mosaic browser on the World Wide Web. The Museum will develop a Mosaic home page by early 1995.

I. The Computer Museum Gopher

Gopher is a powerful, widely used text-based Internet tool. The information currently on the Museum's e-mail server will be imported to the Gopher server. In order to facilitate access to the Museum Gopher server, the Museum will offer, for a nominal fee, a simple public-domain terminal program, available for PC or Mac, configured to dial the Museum's local-access Gopher number automatically.

Computer Museum Gopher Menu

The Computer Museum Gopher (Boston MA)

1. Welcome to The Computer Museum Gopher/
 2. Exhibits/ (David Greschler)
 3. Educational Services/ (Marilyn Gardner)
 4. The Historical Collection/ (Gwen Bell, Brian Wallace)
 5. Museum Visits/ (John Marchiony)
 6. Special Events at the Museum/ (Gail Jennes)
 7. Museum Membership/ (Betsy Riggs)
 8. The Computer Museum Store/ (Margaret Dasha)
 9. Facility Rental for Functions (Martha Ballard)
 10. Exhibit Kits (Kevin Kelly)
 11. Museum Newsletter/ (Gail Jennes)
 12. Museum Administration/ (Mary McCann)
 13. Other Museum Gophers/
-
1. Welcome to The Computer Museum Gopher
 1. About The Computer Museum (mission profile)
 2. About this Gopher (purpose of Gopher site, access, features, instructions)
 3. How to Access Gopher if You Don't Have Internet Access (explains Gopher access via Gopher Mail and modem)
 2. Exhibits/
 3. Educational Services/
 1. The Computer Clubhouse/
 1. Mission Statement
 2. Project Areas
 3. Membership
 4. Mentoring
 2. Museum Publications/
 1. Educational Activities Packet
 2. People and Computers Catalog

3. How Computers Work Video
4. Group Tour Information
4. Historical Collection/
 1. History
 2. Holdings
 3. Usage
 4. Donations
 5. Images/
5. Museum Visits/
 1. Hours and Prices
 2. Travel Directions
 3. Group Tour Information
6. Special Events at the Museum/
(press releases--menu items change with updates)
 1. E-mail the President
 2. Virtual Reality Adventure
 3. The Internet Auction
 4. The Computer Bowl
 3. Breakfast Seminars
7. Museum Membership/
 1. Individual and Family Membership
 2. Corporate Membership
 3. Library Membership
8. The Computer Museum Store/
 1. Store Description
 2. Books (includes Museum publications)
 3. Videos (includes How Computers Work)
 4. Posters
 5. Educational Software
 6. Other Computer-related Products
 7. Ordering by Phone or Mail
9. Facility Rental for Functions
10. Exhibit Kits
11. Museum Newsletters/
 1. Spring 1994
 2. Winter 1994
 3. etc.
12. Administration/
 1. Overseers

2. Trustees
 3. Honorary Trustees
 4. Staff Directory
 5. Volunteer Opportunities
13. Other Museum Gophers
1. San Francisco Exploratorium
 2. UC Berkeley Museum of Paleontology
 3. etc.

Broadcasting The Museum's Presence

To generate interest in the On-line Museum, the Museum will broadcast via the following Usenet newsgroups alt.internet.services, comp.infosystems.gopher, and comp.infosystems.www

Information about the Museum can also be located by Internet users who use Archie (searches for file names with a given search string) and WAIS (tool for searching text).

II. The Computer Museum on the World Wide Web

The World Wide Web is a means of organizing access to information on the Internet using hypertext documents. In hypertext documents, users can follow pre-established links to quickly jump to material of interest to them. The Web can deal seamlessly with all media, including text, graphics, video and sound. Users access Web documents using a browser such as Mosaic, available from the National Center for Supercomputing Applications.

The Museum will seek funding to support the development of documents for dissemination on the Web.

Materials Suitable for the Web

Same material as provided by the Gopher server and additionally:

Collections:

- Photo Collections: selected images
- Video Collections: selected movie fragments

Exhibits:

- Museum floor plan
- Images of Museum site, galleries and interactive exhibit screen shots

Exhibit Scenarios

FY96				FY97			
	Total Funding	Exhibit Fund	Operating Fund		Total Funding	Exhibit Fund	Operating Fund
All Scenarios							
Electronic Classroom yr 1	\$150,000	\$123,000	\$27,000	Electronic Classroom yr 2	\$250,000	\$205,000	\$45,000
Temporary Exhibit	\$50,000		\$50,000		\$50,000		\$50,000
Scenario 1							
June 96, Sim-Ride Opens	\$1,500,000	\$1,230,000	\$270,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 1	\$1,700,000	\$1,353,000	\$347,000		\$800,000	\$615,000	\$185,000
Scenario 2							
June 96, Computers & Entertainment	\$500,000	\$410,000	\$90,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 2	\$700,000	\$533,000			\$800,000	\$615,000	
Scenario 3							
June 96: no major exhibit	\$100,000	\$82,000	\$18,000	June 97, Artificial Aquarium	\$500,000	\$410,000	\$90,000
Total Scenario 3	\$300,000	\$205,000	\$95,000		\$800,000	\$615,000	\$185,000
<p>Note: Non-temporary exhibit projects subject to 18% indirect expense allocated to the Operating Fund 8% of Exhibit Fund revenue allocated to marketing the funded project, 7% allocated to future exhibit planning</p>							

Scenario 1 (Sim-Ride)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$280,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$283,100	\$347,000	\$185,000					\$285,940	\$1,344,785	\$1,353,000	\$615,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$206,198	\$250,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$385,000	\$375,000	\$380,000								
Special Development proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,953	\$210,000	\$231,000	\$254,000								
Admission	\$504,388	\$581,800	\$623,000	\$949,505								
Store	\$263,782	\$298,000	\$327,000	\$422,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,266	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,685,650	\$2,900,000	\$3,248,255	\$196,100	\$41,000	\$250,000	\$350,000	\$285,940	\$1,344,785	\$1,353,000	\$615,000
Expenses												
Exhibit Development	\$83,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,309,785	\$1,244,760	\$565,800
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$87,000	\$100,000					\$4,299			
Exhibit Sales/Kits	\$38,848	\$40,580	\$46,700	\$54,000								
Collections	\$65,268	\$59,650	\$62,843	\$65,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$420,000								
Clubhouse	\$192,304	\$215,360	\$198,000	\$208,000								
Marketing	\$250,705	\$251,580	\$285,000	\$278,000						\$35,000	\$108,240	\$49,200
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$92,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,828	\$255,500	\$338,000								
Functions	\$85,190	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,618	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$86,070	\$150,088	\$158,000	\$165,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,382	\$300,000	\$315,000	\$330,000								
Mortgage					\$126,977	\$120,200	\$113,376	\$106,577				
General Management	\$287,340	\$359,175	\$380,000	\$400,000								
Total Expense	\$2,182,245	\$2,588,361	\$2,612,673	\$2,871,517	\$257,826	\$125,500	\$328,376	\$196,577	\$346,439	\$1,344,785	\$1,353,000	\$615,000
Net Revenue	\$41,872	\$97,289	\$287,328	\$374,738	(\$61,728)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions

**Assumes no Wave op. costs

Scenario 2 (C's & Entertainment)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$280,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$283,100	\$117,000	\$185,000					\$285,940	\$1,344,785	\$533,000	\$562,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$206,138	\$250,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$365,000	\$375,000	\$380,000								
Special Development proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,953	\$210,000	\$231,000	\$254,000								
Admission	\$504,386	\$581,000	\$623,000	\$647,935								
Store	\$263,782	\$298,000	\$327,000	\$380,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,268	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,885,650	\$2,670,000	\$2,882,685	\$196,100	\$41,000	\$250,000	\$350,000	\$285,940	\$1,344,785	\$533,000	\$562,000
Expenses												
Exhibit Development	\$63,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,344,785	\$533,000	\$562,000
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$87,000	\$75,000					\$4,299			
Exhibit Sales/Kits	\$38,848	\$40,560	\$46,700	\$54,000								
Collections	\$65,288	\$59,850	\$82,843	\$85,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$367,000								
Clubhouse	\$192,304	\$215,360	\$198,000	\$208,000								
Marketing	\$250,705	\$251,580	\$285,000	\$278,000								
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$92,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,828	\$255,500	\$273,000								
Functions	\$85,190	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,618	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$88,070	\$150,068	\$158,000	\$185,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,382	\$300,000	\$315,000	\$330,000								
Mortgage					\$126,977	\$120,200	\$113,376	\$106,577				
General Management	\$267,340	\$359,175	\$380,000	\$400,000								
Total Expense	\$2,182,245	\$2,586,361	\$2,612,673	\$2,728,517	\$257,826	\$125,500	\$328,376	\$196,577	\$346,439	\$1,344,785	\$533,000	\$562,000
Net Revenue	\$41,872	\$97,289	\$57,328	\$154,168	(\$81,726)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions

**Assumes no Wave op. costs

Scenario 3 (No Jun 96 exhibit)

	Operating Fund				Capital Fund				Exhibit Fund			
	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97	FY94 (act)	FY95 (bud)	FY96	FY97
Support/Revenue												
Restricted Support:												
Clubhouse	\$250,710	\$272,500	\$260,000	\$270,000								
Exhibit Related (detail attached)	\$109,719	\$283,100	\$95,000	\$185,000					\$265,940	\$1,344,785	\$205,000	\$615,000
Special Projects	\$10,904											
Unrestricted Support:												
Capital Campaign/850 Fnd					\$196,100	\$41,000	\$250,000	\$350,000				
Corporate Membership	\$206,136	\$250,000	\$300,000	\$325,000								
Foundation	\$29,180		\$25,000	\$25,000								
Computer Bowl	\$438,931	\$365,000	\$375,000	\$380,000								
Special Development proj*		\$40,000	\$45,000	\$50,000								
Membership Fund	\$187,953	\$210,000	\$231,000	\$254,000								
Admission	\$504,388	\$581,900	\$623,000	\$623,000								
Store	\$283,782	\$298,000	\$327,000	\$349,000								
Functions	\$179,828	\$190,850	\$204,000	\$224,000								
Exhibit Sales	\$38,897	\$53,300	\$75,000	\$93,000								
Other:												
Interest	\$3,268	\$13,000	\$13,000	\$13,000								
Publications		\$110,000	\$57,000	\$37,750								
Computer Camps	\$425	\$18,000	\$18,000	\$18,000								
Total Support/Revenue	\$2,224,117	\$2,685,650	\$2,648,000	\$2,846,750	\$196,100	\$41,000	\$250,000	\$350,000	\$265,940	\$1,344,785	\$205,000	\$615,000
Expenses												
Exhibit Development	\$83,570	\$78,792	\$40,000	\$40,000					\$342,140	\$1,344,785	\$188,600	\$585,800
Exhibit Maint/Enhancement	\$54,399	\$58,179	\$67,000	\$75,000					\$4,299			
Exhibit Sales/Kits	\$38,848	\$40,560	\$46,700	\$54,000								
Collections	\$65,288	\$59,850	\$62,843	\$65,985				\$75,000				
Education & Admission	\$287,037	\$333,339	\$350,000	\$367,000								
Clubhouse	\$192,304	\$215,360	\$198,000	\$208,000								
Marketing	\$250,705	\$251,560	\$265,000	\$278,000							\$16,400	\$49,200
Publications		\$94,945	\$43,130	\$19,532								
Public Relations	\$92,207	\$84,594	\$89,000	\$93,000								
Store	\$225,280	\$238,628	\$255,500	\$275,000								
Functions	\$85,190	\$102,320	\$109,500	\$117,000								
Computer Bowl	\$135,447	\$115,618	\$120,000	\$125,000								
Special Development Proj.*		\$29,344	\$32,000	\$35,000								
Fundraising	\$88,070	\$150,088	\$158,000	\$165,000	\$130,849	\$5,300	\$15,000	\$15,000				
Membership Fund	\$48,180	\$75,835	\$81,000	\$85,000								
Lobby & Store Renovation							\$200,000					
Museum Wharf:												
Operating Expense**	\$310,382	\$300,000	\$315,000	\$330,000								
Mortgage					\$126,977	\$120,200	\$113,376	\$106,577				
General Management	\$267,340	\$359,175	\$374,000	\$390,000								
Total Expense	\$2,182,245	\$2,588,361	\$2,606,673	\$2,720,517	\$257,826	\$125,500	\$328,376	\$196,577	\$346,439	\$1,344,785	\$205,000	\$615,000
Net Revenue	\$41,872	\$97,289	\$41,328	\$126,233	(\$61,726)	(\$84,500)	(\$78,376)	\$153,423	(\$80,499)	\$0	\$0	\$0

*In FY95, this will be the Internet Auctions
 **Assumes no Wave op. costs

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Meeting of the Board of Directors

February 14, 1992

8:30-12:30

Draft Agenda

8:30 Museum operations update

9:15 Capital Campaign $\frac{1}{2}$ hr. results & plans for next 6 mos.
vote on education endowment fund

10:00 Waterfront Project

12:00 Long-range exhibit planning

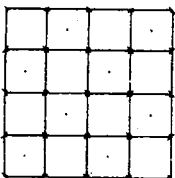
12:30 Ajourn

barge
wave
bridge
3.5M
Comp Mus lobby
Child Mus lobby

Lunch.

Nominations for Board
dig up old governance document

(Endowment) = (total cash in) - (mortgage principal pmt. since 6/30/91) - (Cap Expgn exp to date)



THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	FOR THE FIVE MONTHS ENDED						
	11/30/90 ACTUAL	BUDGET	-----11/30/91----- ACTUAL	FAV(UNFAV)	(%)	FY92 BUDGET	FY92 FORECAST
REVENUES:							
Operating Fund	811	1,092	902	(190)	(17%)	2,243	1,968
Capital Fund	176	910	487	(423)	(46%)	1,770	1,378
Total Revenues	----- 987	----- 2,002	----- 1,389	----- (613)	----- (30%)	----- 4,013	----- 3,346
EXPENSES:							
Operating Fund	769	1,006	838	168	17%	2,205	2,084
Capital Fund	340	328	293	35	11%	1,162	1,192
Total Expenses	----- 1,109	----- 1,334	----- 1,131	----- 203	----- 21%	----- 3,367	----- 3,276
NET REVENUES (EXPENSES)	----- (\$122)	----- \$668	----- \$258	----- (\$410)	----- (161%)	----- \$646	----- \$70

SUMMARY:

For the five months ended November 30, 1991, the Museum operated at a surplus of 258K compared to a budgeted surplus of 668K. As of November 30, 1991, total cash and cash equivalents amounted to 319K.

OPERATING: Operating revenues were 17% under budget due to lower than budgeted earned revenue in the Admissions, Store, and Function areas along with lower Unrestricted revenue. Expenses were 17% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 46% under budget due to lower than anticipated Capital Campaign contributions. Expenses were 11% under budget despite payment of 22K of unbudgeted expense related to FY91 opening of People and Computers.

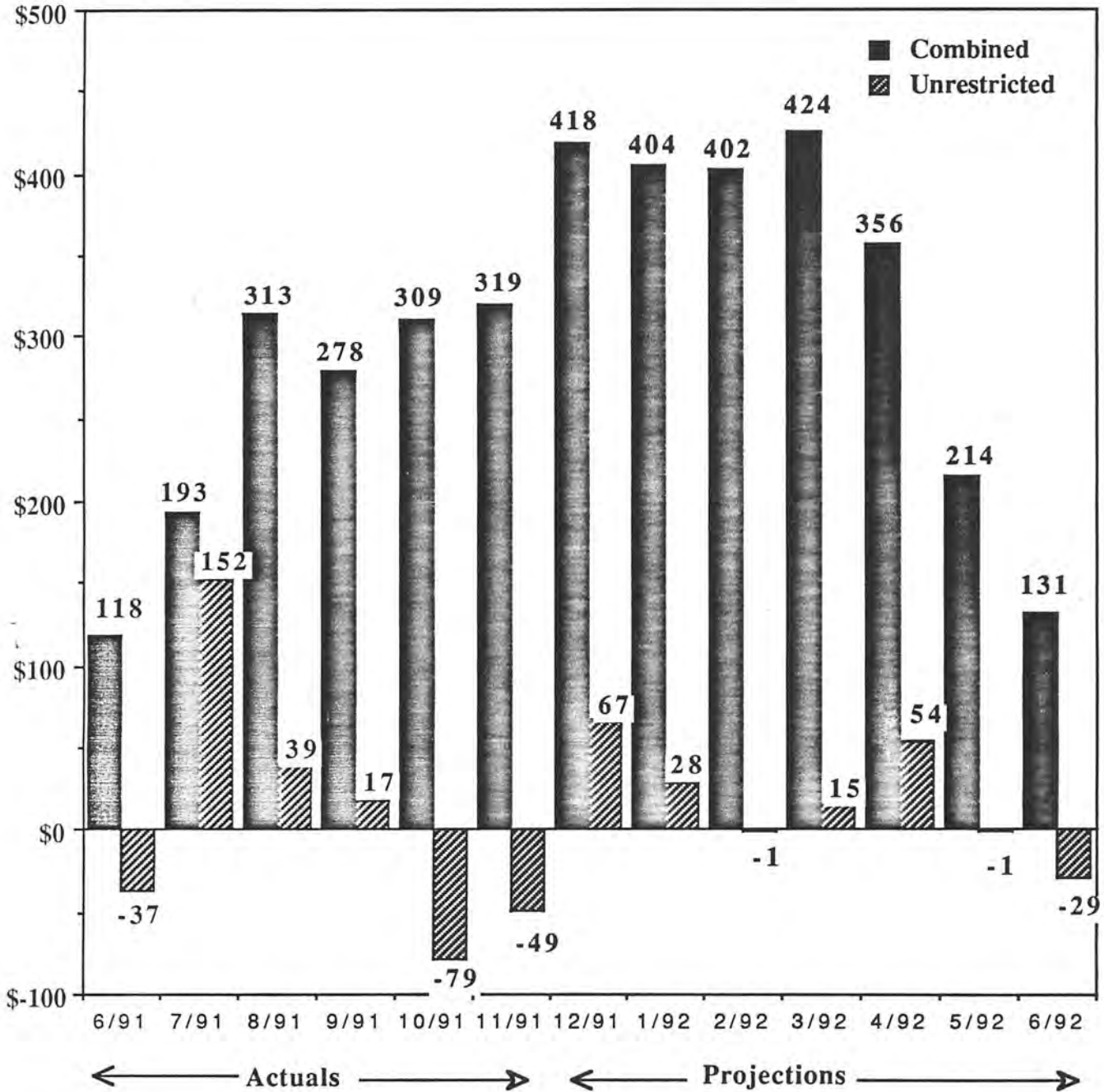
THE COMPUTER MUSEUM
BALANCE SHEET
11/30/91

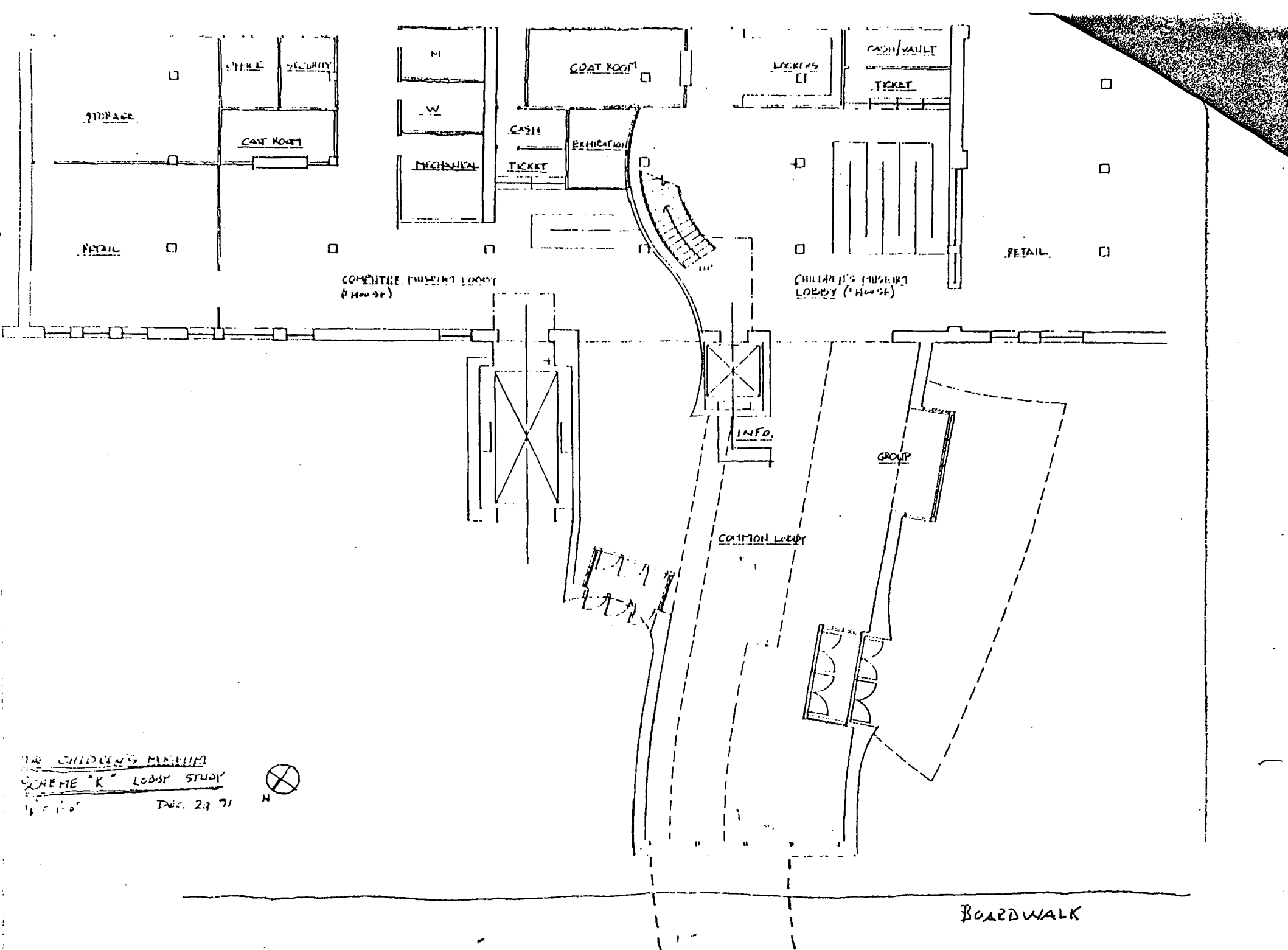
	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 11/30/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$278,412			\$278,412	\$77,891
Cash Equivalents	41,066			41,066	42,677
Investments		\$64,878		64,878	0
Receivables	50,601			50,601	98,538
Inventory	94,601			94,601	72,763
Prepaid expenses	6,399		0	6,399	15,591
Interfund receivable		246,973		246,973	207,798
	-----	-----	-----	-----	-----
TOTAL	471,079	311,851	0	782,930	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$471,079	\$323,179	\$2,277,159	\$3,071,417	\$2,803,745
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$140,170	\$30,477		\$170,647	\$209,840
Deferred income	17,895	-		17,895	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	246,973	-		246,973	207,798
	-----	-----	-----	-----	-----
Total	405,038	30,477	0	435,515	426,803
Fund Balances:					
Operating	66,041			66,041	(190,561)
Capital		292,702		292,702	290,344
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	66,041	292,702	2,277,159	2,635,902	2,376,942
TOTAL LIABILITIES AND FUND BALANCES	\$471,079	\$323,179	\$2,277,159	\$3,071,417	\$2,803,745
	-----	-----	-----	-----	-----

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
11/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 9/30/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$63,604	\$195,355	\$0	\$258,959	(\$115,374)
Depreciation			0	0	423,106
Cash from operations	63,604	195,355	0	258,959	307,732
Cash provided by/(used for) working capital:					
Receivables	47,937			47,937	21,764
Inventory	(21,838)			(21,838)	(9,551)
Investments		(64,878)		(64,878)	53,363
Accounts payable & other current liabs	52,111	(91,302)		(39,191)	51,496
Deferred income	8,730			8,730	(7,773)
Prepaid expenses	9,192	0		9,192	(349)
Cash from working capital	96,132	(156,180)	0	(60,048)	108,950
Cash provided by/(used for) Fixed assets					
Fixed assets		0	\$0	0	(586,601)
Net increase/(decrease) in cash before financing	159,736	39,175	0	198,911	(169,919)
Financing:					
Interfund pay. & rec.	39,175	(39,175)		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
Cash from financing	39,175	(39,175)	0	0	0
Net increase/(decrease) in cash & investments	198,911	0	0	198,911	(169,919)
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$319,479	\$0	\$0	\$319,479	\$120,568

The Computer Museum Inc
 Cash Flow Projections
 12/27/91





THE CHILDREN'S MUSEUM
 SCHEME "K" LOBBY STUDY
 1/4" = 1'-0" Dec. 29 71



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

I N T E R O F F I C E M E M O R A N D U M

DATE: May 5, 1992

TO: Executive Committee

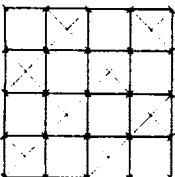
FROM: Oliver Strimpel

SUBJ: EXECUTIVE COMMITTEE MEETING - MONDAY, MAY 11, 1992

Attached is the agenda for the upcoming Executive Committee meeting on May 11 at 8am. At the end of the regular meeting, we will continue with an extended session to discuss Museum governance.

Our new business manager, Nancy Wright, started work yesterday. Her first priority is to assemble a draft FY93 budget. We shall fax the drafts to you at the end of this week.

Enclosed are nine-month financials for the period ended March 31, 1992. Projections show an anticipated year-end operating fund net deficit of \$95K. We continue to strive for a break-even budget, and during the month of April, through a combination of further expense savings and revenue improvements, have cut this deficit in half. We are watching the situation closely. I hope to have end of April financials ready for distribution on Monday.



The Computer Museum

300 Congress Street
Boston, MA 02210

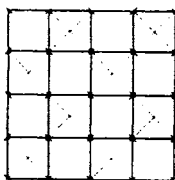
(617) 426-2800

AGENDA

EXECUTIVE COMMITTEE

MONDAY, MAY 11, 1992

- Operations update
- Museum Clerk nomination
- FY 93 Budget
- Education Activities (Natalie Rusk)
- Special Session: MUSEUM GOVERNANCE



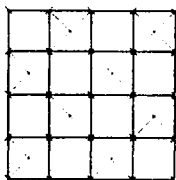
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

J. THOMAS FRANKLIN

Before beginning an of counsel relationship with the firm of Lucash, Gesmer, & Updegove, J. Thomas Franklin was a Partner with Gaston & Snow. He has served as General Counsel to International Data Corporation, Computerworld, Inc. and Encore Computer Corporation. From 1986 to 1990, he acted as Chairman or Co-Chairman of the High Technology Law Committee of the Massachusetts Bar Association's Section of Business Law. In 1989 and 1990, he chaired and moderated the License Terms Seminar Series, sponsored by the Massachusetts Computer Software Council. He has published and spoken extensively on topics relating to computer and intellectual property law. Over the last 20 years, Mr. Franklin has represented a wide variety of computer and high technology clients. Mr. Franklin is a graduate of Dartmouth College and Harvard Law School.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

EXECUTIVE COMMITTEE MINUTES

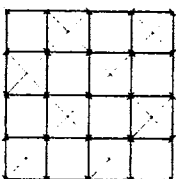
MARCH 17, 1992

Present at the meeting were Gwen Bell, Lynda Bodman, Larry Brewster, Jim McKenney, Tony Pell, Nick Pettinella, Ed Schwartz, Jim Davis, Clerk, and Oliver Strimpel, Executive Director. Geri Rogers attended to take the Minutes. Dick Case and Gardner Hendrie were unable to attend.

I. Oliver Strimpel opened the meeting by acknowledging Jim Davis's significant contribution as Clerk to the Museum, a position he has held since its inception in 1981. Since Jim is retiring as Clerk, Oliver presented Jim with a gift as a memento of his affiliation.

II. Update

- A. Oliver updated the committee about upcoming spring/summer events at the Museum: Robot Weekend, WGBH Event, Virtual Reality Weekend, and The Computer Bowl. Greg Welch is working with Digital to produce a temporary exhibit about the computer-aided design of the America's Cup boat for America³. Sue Dahling is collaborating with Sail Boston.
- B. Oliver announced the pending departure of Director of Development, Janice DelSesto who is leaving to seek new challenges elsewhere. Oliver asked for help in searching for candidates.
- C. The search for a business manager is underway. The Museum has hired a part-time accounting assistant to perform the clerical tasks, allowing the business manager to be a part-time position.
- D. Cash Flow Projection. The Museum has cut another \$30-50,000 of expense which improves the cash flow projections. Exhibit fund-raising efforts continue, but the success rate is lower than in previous years. The Museum is under budget on expenses and cannot reduce further without very painful cuts.
- E. The Tools & Toys exhibit development is making brisk progress. Oliver invited the group to take a look before leaving.



I. Update (continued)

- F. Ed Schwartz advised that Children's Museum Board has approved the waterfront proposal, allowing them to proceed.
- G. Oliver discussed the major new proposal for Digital support developed with Ed's help (\$450K each cash and equipment).

II. Chairman Status

Oliver reported that he and Gardner Hendrie talked with Charles Zraket. He is enthusiastic, but is overcommitted this year, and asked if he could wait, join as Chairman-Elect, be a member of Executive Committee, and take office in June '93. This would require Gardner to serve one more year.

VOTED: Oliver Strimpel and Dick Case to talk with Gardner Hendrie and, if Gardner agrees to remain Chairman for a year, then accept Charles Zraket's proposal.

III. Capital Campaign

Larry Brewster presented updated cash and pledge charts from the February Board meeting.

The Campaign is on target in pledges but behind in cash. More prospects capable of giving at the higher levels are needed. Donors are slow in completing one-third payments; some giving less; some deferring first payment until second year. Gwen noted that deferment of a few large gifts has had more impact than the smaller ones.

Larry and Janet Walsh gave a rundown on the status of pending asks and pledges. One difficulty is that a core of only twelve volunteers drive the process. Janet and Larry are talking about how to support them better to bring things to closure.

Ed asked if we are on target, just a little slow, or is the target not, in fact, attainable? Larry responded that in the next 45 days we'll have a better picture of whether changes to the target are warranted.

IV. Nominating Activity

Lynda Bodman met with Gardner Hendrie, and Charles Zraket regarding governance and the nominating process. Lynda is now soliciting nominations from the Board, and made the following points:

IV. Nominating Activity (continued)

- A. Objectives - Need local executive presence on the Board; technical and non-technical; industry and non-industry.
- B. The committee needs to be thinking about succession and tenure of the Board; to be adding people who will be workers and have long-term interest (beyond four years).
- C. The educational program will become a hot spot for the Museum to involve the corporate community.
- D. The target is three to five new members. Need to identify six or seven individuals as potential nominees.

Ed felt the Board is missing one or more senior local politicians, or community leaders, and said he would consider possible candidates in this category.

V. Next Meetings

- A. Monday, May 11, 8AM to Noon. Main topic: Governance.
- B. Friday, May 29, 8-9:30 AM. Regular meeting prior to BOD.

VI. Meeting adjourned at 9:45 AM.

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 4/8/92

	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Proj	May Proj	June Proj	Totals Proj	FY92 Budget	Proj Variance
<i>kits</i> Kits Project	0	14	0	0	5	0	0	9	3	3	3	4	41	30	11
<i>tools & toys</i> Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	0	440	770	-330
<i>network soc.</i> Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
<i>loebner</i> Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
<i>monetary & campaign</i> Capital Development Cash	2	4	2	5	79	96	16	7	38	88	4	359	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	8	132	215	-83
Annual Fund	5	1	0	4	9	31	10	1	8	15	13	12	109	125	-16
<i>bowl</i> Computer Bowl	0	9	90	32	25	33	11	20	23	48	5	0	296	305	-9
Corporate Memberships	6	22	6	10	6	25	22	27	15	32	21	21	213	231	-18
Individual Memberships	3	4	3	6	2	7	5	2	7	7	7	7	60	69	-9
Admissions	68	74	27	31	32	22	19	30	28	35	30	38	434	510	-76
<i>store</i> Store/Catalog	34	37	17	20	67	49	14	16	15	28	32	29	358	522	-164
<i>functions</i> Functions	3	9	5	20	19	13	7	6	5	8	11	11	117	150	-33
Misc.	1	0	1	23	1	3	6	4	3	3	3	6	54	36	18
Totals	172	457	159	351	250	316	110	146	145	337	129	495	3067	4013	-946

\$90k/yr

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	FOR THE NINE MONTHS ENDED				FY92	
	3/31/91 ACTUAL	-----3/31/92----- BUDGET	ACTUAL	FAV(UNFAV)	BUDGET	FY92 FORECAST
REVENUES:						
Operating Fund	1,337	1,732	1,457	(275) (15%)	2,243	1,900
Capital Fund	354	1,505	649	(856) (57%)	1,770	1,167
Total Revenues	----- 1,691	----- 3,237	----- 2,106	----- (1,131) (35%)	----- 4,013	----- 3,067
EXPENSES:						
Operating Fund	1,291	1,657	1,485	172 10%	2,205	1,995
Capital Fund	607	616	585	31 5%	1,162	1,013
Total Expenses	----- 1,898	----- 2,273	----- 2,070	----- 203 9%	----- 3,367	----- 3,008
NET REVENUES (EXPENSES)	----- (\$207)	----- \$964	----- \$36	----- (\$928) (96%)	----- \$646	----- \$59

SUMMARY:

For the nine months ended March 31, 1992, the Museum operated at a surplus of 36K compared to a budgeted surplus of 964K. As of March 31, 1992, total cash and cash equivalents amounted to 153K.

OPERATING: Operating revenues were 15% under budget due to optimistic budget expectations. Expenses were 10% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 57% under budget due to optimistic budget expectations. Expenses were 5% under despite payment of 25K of unbudgeted expense related to the FY91 opening of People & Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
3/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$111,138			\$111,138	\$77,891
Cash Equivalents	41,458			41,458	42,677
Investments				0	0
Receivables	10,376			10,376	98,538
Inventory	78,966			78,966	72,763
Prepaid expenses				0	15,591
Interfund receivable		184,722		184,722	207,798
	-----	-----	-----	-----	-----
TOTAL	241,938	184,722	0	426,660	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$241,938	\$196,050	\$2,277,159	\$2,715,147	\$2,803,745
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$74,050	\$34,357		\$108,407	\$209,840
Deferred income	8,240	-		8,240	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	184,722	-		184,722	207,798
	-----	-----	-----	-----	-----
Total	267,012	34,357	0	301,369	426,803
Fund Balances:					
Operating	(25,074)			(25,074)	2,437
Capital		161,693		161,693	99,347
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	(25,074)	161,693	2,277,159	2,413,778	2,378,943
TOTAL LIABILITIES AND FUND BALANCES	\$241,938	\$196,050	\$2,277,159	\$2,715,147	\$2,805,746
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
3/31/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$27,511)	\$64,346	\$0	\$36,835	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	(27,511)	64,346	0	36,835	307,732
Cash provided by/(used for) working capital:					
Receivables	88,162			88,162	21,764
Inventory	(6,203)			(6,203)	(9,551)
Investments				0	53,363
Accounts payable & other current liabs	(13,863)	(87,570)		(101,433)	51,496
Deferred income	(925)			(925)	(7,773)
Prepaid expenses	15,443	148		15,591	(349)
	-----	-----	-----	-----	-----
Cash from working capital	82,614	(87,422)	0	(4,808)	108,950
Cash provided by/(used for) Fixed assets					
	-----	-----	-----	-----	-----
Fixed assets		0	\$0	0	(586,601)
Net increase/(decrease) in cash before financing	55,103	(23,076)	0	32,027	(169,919)
Financing:					
Interfund pay. & rec.	(23,076)	23,076		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(23,076)	23,076	0	0	0
Net increase/(decrease) in cash & investments	32,027	0	0	32,027	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$152,595	\$0	\$0	\$152,595	\$120,568
	=====	=====	=====	=====	=====

Origin of FY92 Operating Budget Deficit

Nine Month Financials

Revenues projected to be off 15% or \$343K

Expenses projected to be lower by 10% or \$210K

Revenues

General Development: \$132K vs \$215 budgetted.

This refers to corporate and foundation grants budgetted for ticket subsidy and WIZ KIDS.

Annual fund is projected at \$109K vs budgetted \$125K

Bowl is on target

Corporate Memberships are projected at \$213K vs \$231K budgetted.

Admissions are projected at \$434K vs \$510K .

Store net projected at (17K) vs budgetted \$57K

Functions net projected at \$55K vs budget \$67K.

Kit sales are on target

Summary of Expense Savings Made

As soon as lower than anticipated admissions were seen in July 1991, the Museum scaled back its summer visitor assistant hiring, saving approximately \$10K over the summer period.

In August, the replacement of auditorium carpet budgetted at \$17K was cancelled.

In January, the six-month figures projected an operating budget deficit of \$132K. All departments were asked to trim any inessential expenditures and \$62K of spending was identified as such and cut.

A wage freeze effective January 1 was instituted, and two staff were let go in February.

Development of Tools & Toys is proceeding well under budget with savings being made at every opportunity. April projections indicate the total exhibit development expense will be below \$420K compared to \$550K total revenues.

Revenue Side Action

The Museum is seeking support to help maintain its exhibits. The AAAI has recently granted \$30K to refurbish Smart Machines. This will take place

in FY93. A grant request has been submitted to Kensington (\$5.5K) and a proposal will shortly be going to Intel (\$20K pa).

Several new initiatives are being implemented to add new corporate members, in particular, asking officials of associations such as the Mass Computer software Council to solicit their membership.

Annual fund - several rounds of solicitation letters have been sent out.

Admissions - events such as Virtual Reality weekend, funded by Intel, have been publicized to the maximum extent possible, with good media coverage results, yielding some high attendance, including a day of record attendance. April revenue figures will be approximately \$10K ahead of revised budget.

Status

The nine-month (through March 31) financials projected an operating deficit of \$95K.

Changes in April include stronger than anticipated admissions owing, in part, to a well publicized virtual reality event (\$10K), additional allocations of staff to the Tools & Toys exhibit (\$15K), strong Bowl table sales (\$10K), slight improvements in functions (\$3K), additional Kit sale (\$5K), the sale of a long-held stock gift (KSR \$7K), and miscellaneous other items (\$5K).

These changes will reduce the deficit to \$40K.

OS
4/29/92

THE COMPUTER MUSEUM INC
 FY92 DEVELOPMENT REVENUE STREAMS
 UPDATED 4/2/92

	JULY ACTUAL	AUG ACTUAL	SEPT ACTUAL	OCT ACTUAL	NOV ACTUAL	DEC ACTUAL	JAN ACTUAL	FEB ACTUAL	MARCH BUDGET	APRIL BUDGET	MAY BUDGET	JUNE	TOTAL	REVISED PROJECTION	AMOUNT TO ADJUST
DEPT 610 CAPITAL DEVELOPMENT															
BUDGET	\$0	\$0	\$50,000	\$75,000	\$200,000	\$200,000	\$75,000	\$35,000	\$100,000	\$100,000	\$100,000	\$65,000	\$1,000,000		
YTD BUDGET	\$0	\$0	\$50,000	\$125,000	\$325,000	\$525,000	\$600,000	\$635,000	\$735,000	\$835,000	\$935,000	\$1,000,000			
ACTUAL/PROJECTED	\$2,000	\$3,950	\$2,000	\$5,013	\$83,888	\$96,171	\$16,017	\$5,000	\$38,115	\$10,985	\$4,000	\$444,233	\$706,115	\$700,000	\$6,115
GAIN/LOSS ON SECURITIES	\$12	\$0	\$0	-\$13	-\$4,693	\$0	\$0	\$2,437				-\$3,000			
YTD ACTUAL	\$2,012	\$5,962	\$7,962	\$12,962	\$92,157	\$188,328	\$204,345	\$211,782	\$249,897						
DEPT 710 GENERAL DEVELOPMENT															
BUDGET	\$10,000	\$50,000	\$15,000	\$10,000	\$15,000	\$16,000	\$20,000	\$2,500	\$5,000	\$16,000	\$15,000	\$40,500	\$215,000	REVISED	AMOUNT TO
YTD BUDGET	\$10,000	\$60,000	\$75,000	\$85,000	\$100,000	\$116,000	\$136,000	\$138,500	\$143,500	\$159,500	\$174,500	\$215,000		PROJECTION	ADJUST
ACTUAL/PROJECTED	\$500	\$2,500	\$4,500	\$55,000	\$5,000	\$35,000	\$0	\$21,040	\$500	\$0	\$0	\$8,460	\$132,500	\$132,000	\$500
YTD ACTUAL	\$500	\$3,000	\$7,500	\$62,500	\$67,500	\$102,500	\$102,500	\$123,540	\$124,040						
DEPT 730 ANNUAL FUND															
BUDGET	\$3,500	\$4,500	\$6,500	\$5,000	\$14,500	\$32,000	\$8,500	\$11,000	\$11,000	\$10,555	\$9,000	\$8,945	\$125,000		AMOUNT TO
YTD BUDGET	\$3,500	\$8,000	\$14,500	\$19,500	\$34,000	\$66,000	\$74,500	\$85,500	\$96,500	\$107,055	\$116,055	\$125,000			ADJUST
ACTUAL/PROJECTED	\$5,300	\$620	\$550	\$3,770	\$8,915	\$31,339	\$10,460	\$680	\$7,700	\$19,000	\$16,265	\$15,661	\$120,260	\$125,000	-\$4,740
YTD ACTUAL	\$5,300	\$5,920	\$6,470	\$10,240	\$19,155	\$50,494	\$60,954	\$61,634	\$69,334						
DEPT 750 COMPUTER BOWL															
BUDGET	\$0	\$0	\$18,000	\$77,000	\$70,000	\$50,000	\$10,000	\$12,500	\$17,000	\$50,500	\$500	\$0	\$305,500	REVISED	AMOUNT TO
YTD BUDGET	\$0	\$0	\$18,000	\$95,000	\$165,000	\$215,000	\$225,000	\$237,500	\$254,500	\$305,000	\$305,500	\$305,500		PROJECTION	ADJUST
ACTUAL/PROJECTED	\$0	\$9,000	\$90,000	\$31,750	\$25,000	\$32,500	\$11,000	\$19,700	\$23,550	\$45,500	\$1,550	\$0	\$289,550	\$296,000	-\$6,450
YTD ACTUAL	\$0	\$9,000	\$99,000	\$130,750	\$155,750	\$188,250	\$199,250	\$218,950	\$242,500						
DEPT 810 CORPORATE MEMBERSHIPS															
BUDGET	\$7,000	\$6,000	\$8,000	\$24,000	\$26,000	\$26,000	\$20,000	\$21,000	\$21,000	\$36,000	\$21,000	\$15,000	\$231,000	REVISED	AMOUNT TO
YTD BUDGET	\$7,000	\$13,000	\$21,000	\$45,000	\$71,000	\$97,000	\$117,000	\$138,000	\$159,000	\$195,000	\$216,000	\$231,000		PROJECTION	ADJUST
ACTUAL/PROJECTED	\$6,000	\$22,000	\$6,000	\$9,500	\$6,000	\$24,500	\$22,000	\$27,000	\$15,000	\$32,000	\$21,000	\$21,500	\$212,500	\$213,000	-\$500
YTD ACTUAL	\$6,000	\$28,000	\$34,000	\$43,500	\$49,500	\$74,000	\$96,000	\$123,000	\$138,000						
DEPT 820 INDIVIDUAL MEMBERSHIPS															
BUDGET	\$4,500	\$2,000	\$7,875	\$3,500	\$9,700	\$7,275	\$2,100	\$2,500	\$8,375	\$6,900	\$7,100	\$7,175	\$69,000		
YTD BUDGET	\$4,500	\$6,500	\$14,375	\$17,875	\$27,575	\$34,850	\$36,950	\$39,450	\$47,825	\$54,725	\$61,825	\$69,000			LEAVE AS
ACTUAL/PROJECTED	\$3,197	\$4,009	\$3,219	\$5,956	\$1,965	\$7,304	\$5,266	\$2,285	\$6,395	\$6,900	\$7,100	\$6,469	\$60,025		PROJECTED
YTD ACTUAL	\$3,197	\$7,206	\$10,425	\$16,381	\$18,346	\$25,650	\$30,906	\$33,191	\$39,586						

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

EXECUTIVE COMMITTEE

THURSDAY, JULY 23, 1992

8:00 - 9:30 A.M.

AGENDA

- Operations Update
- Capital Campaign Update *Brochure
Going public*
- Education Programs: Strategy Development
- BOD Nominations follow-up



- 1) What types of education programs/initiatives are appropriate for museum
- 2) Within this set, statement of relative importance or emphasis
- 3) How are these programs to be funded
(working hypothesis is self-funded)
- 4) suggestions about the management
- 5) What is evaluation of payoff

Charlie Zuckert
Rick Barnes
Dorothy Tennell
Hal Shear
Barry Horowitz
Linda Bodman

The Capital Campaign for The Computer Museum

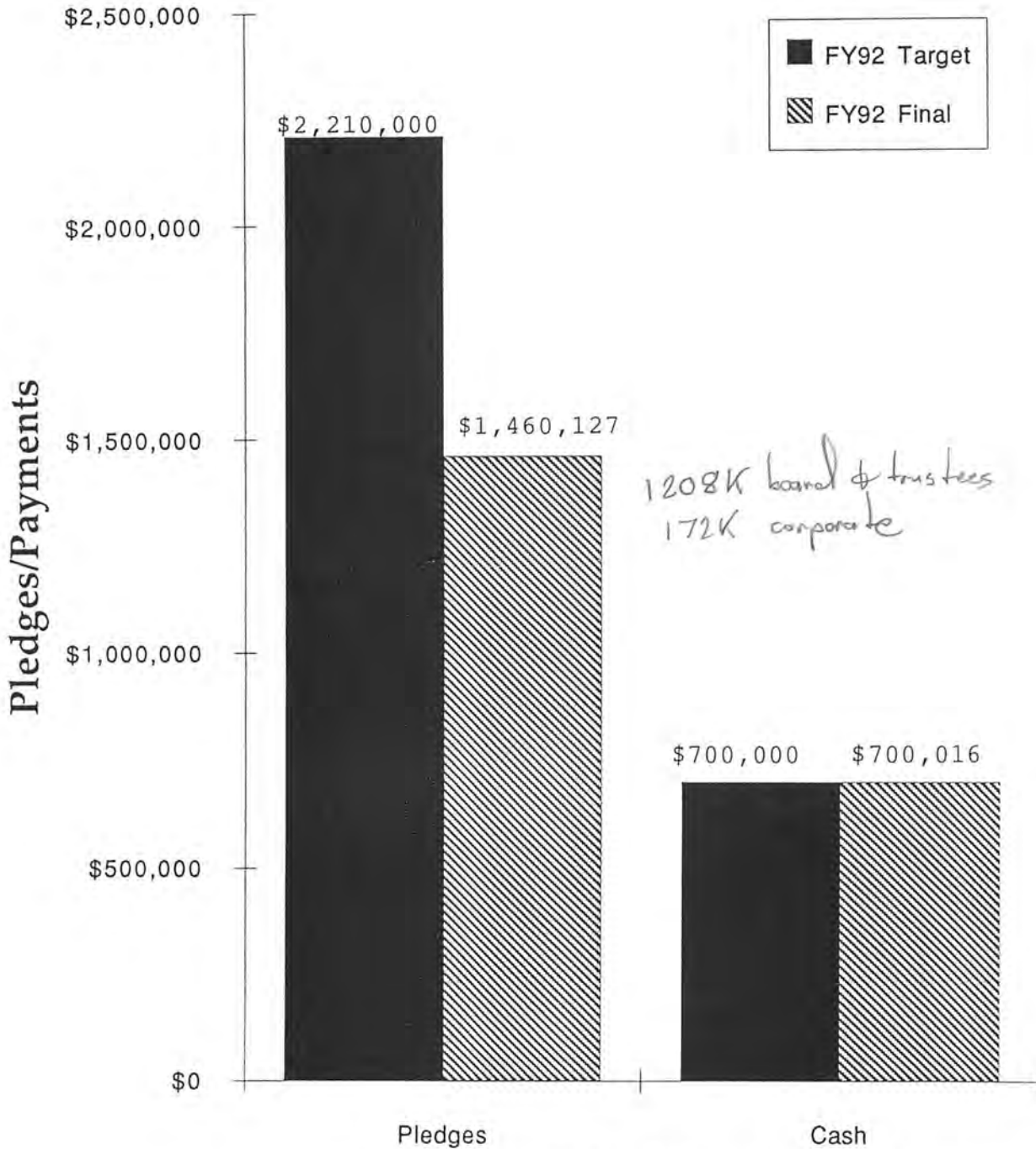
Report to the Executive Committee

July 23, 1992

Agenda

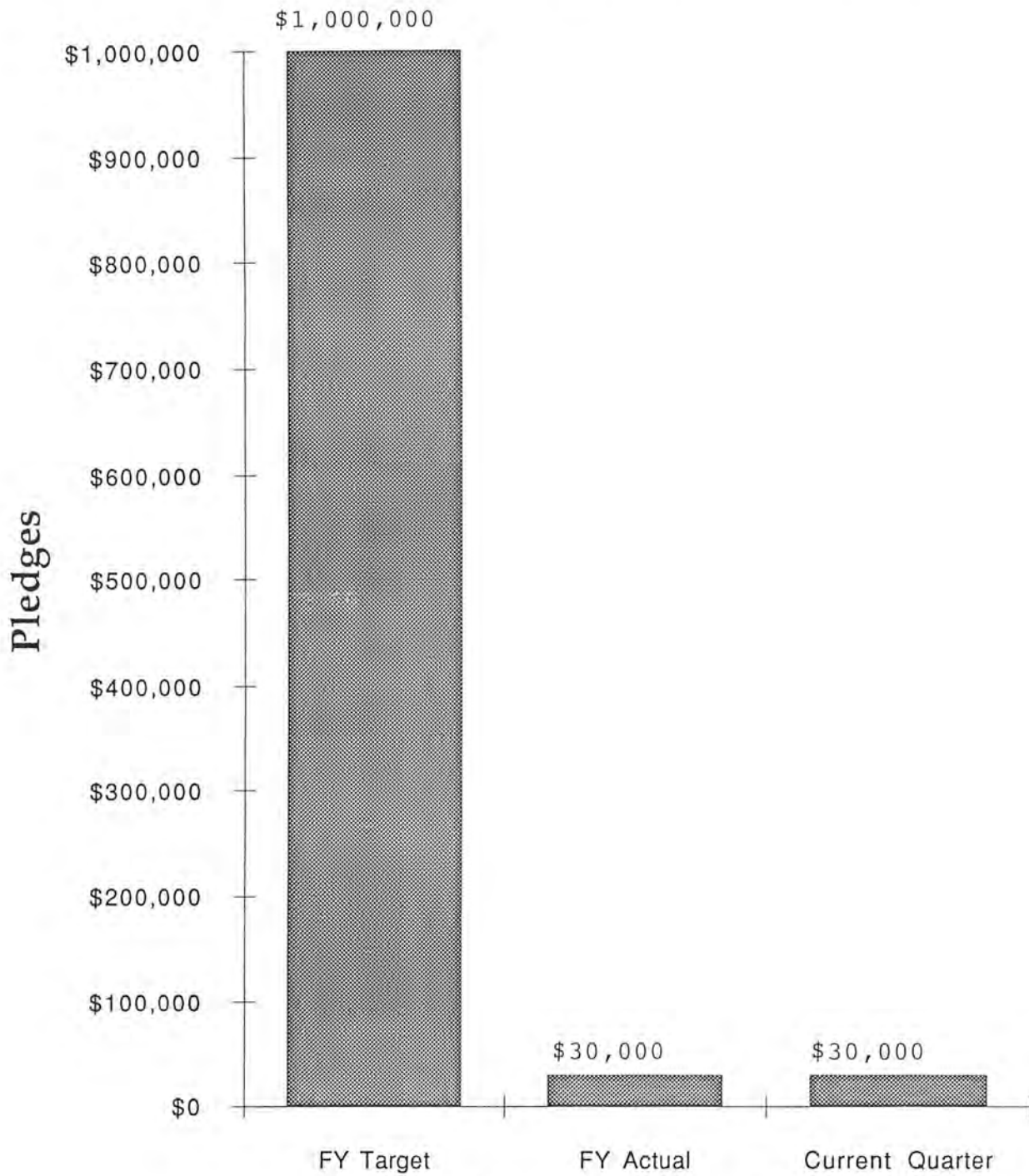
1. FY92 Results - Pledges/Cash
2. FY93 Performance to Date
3. Discussion and Questions

FY92 Final Report



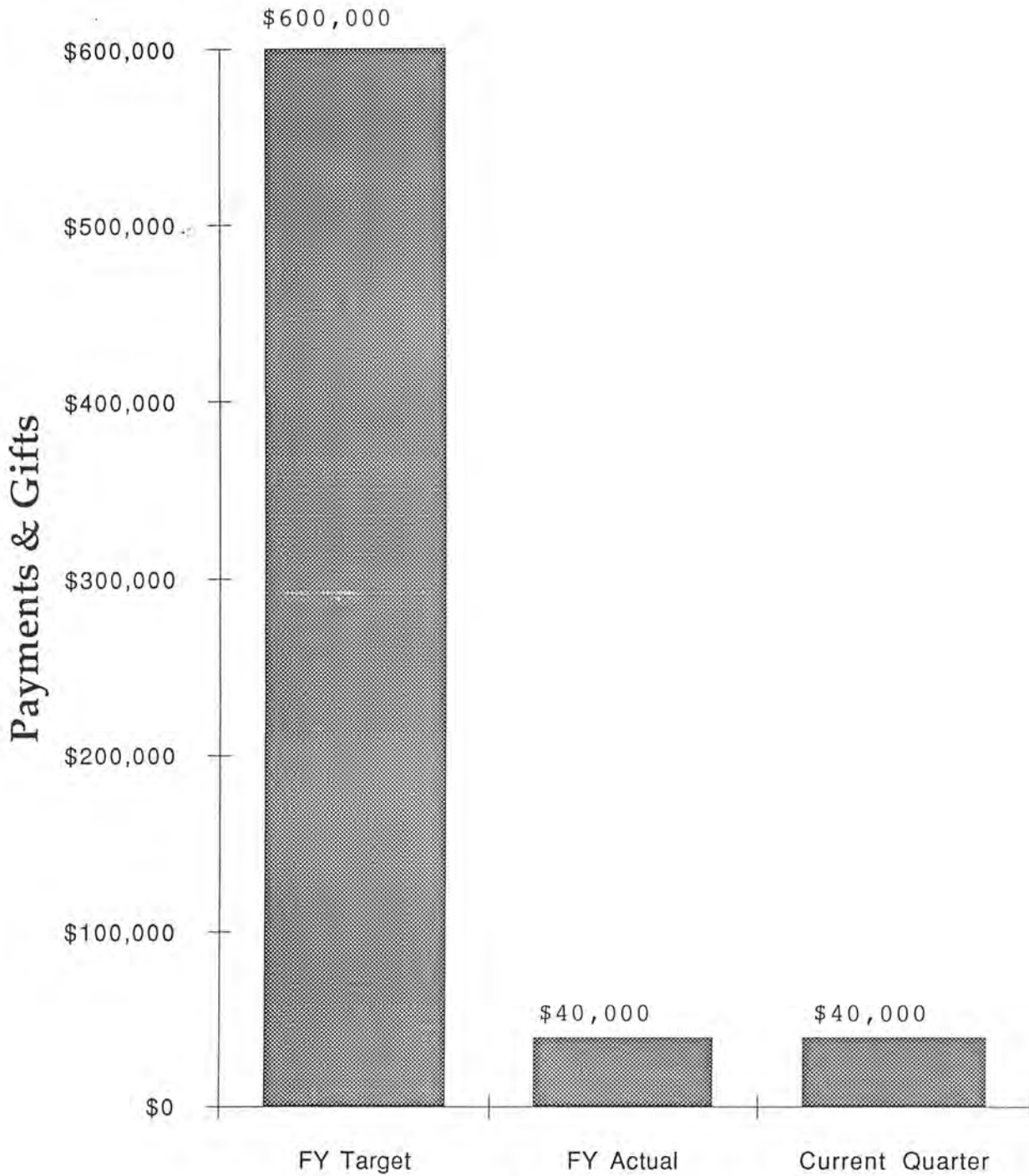
Pledge and Cash Performance

FY93 Pledge Performance



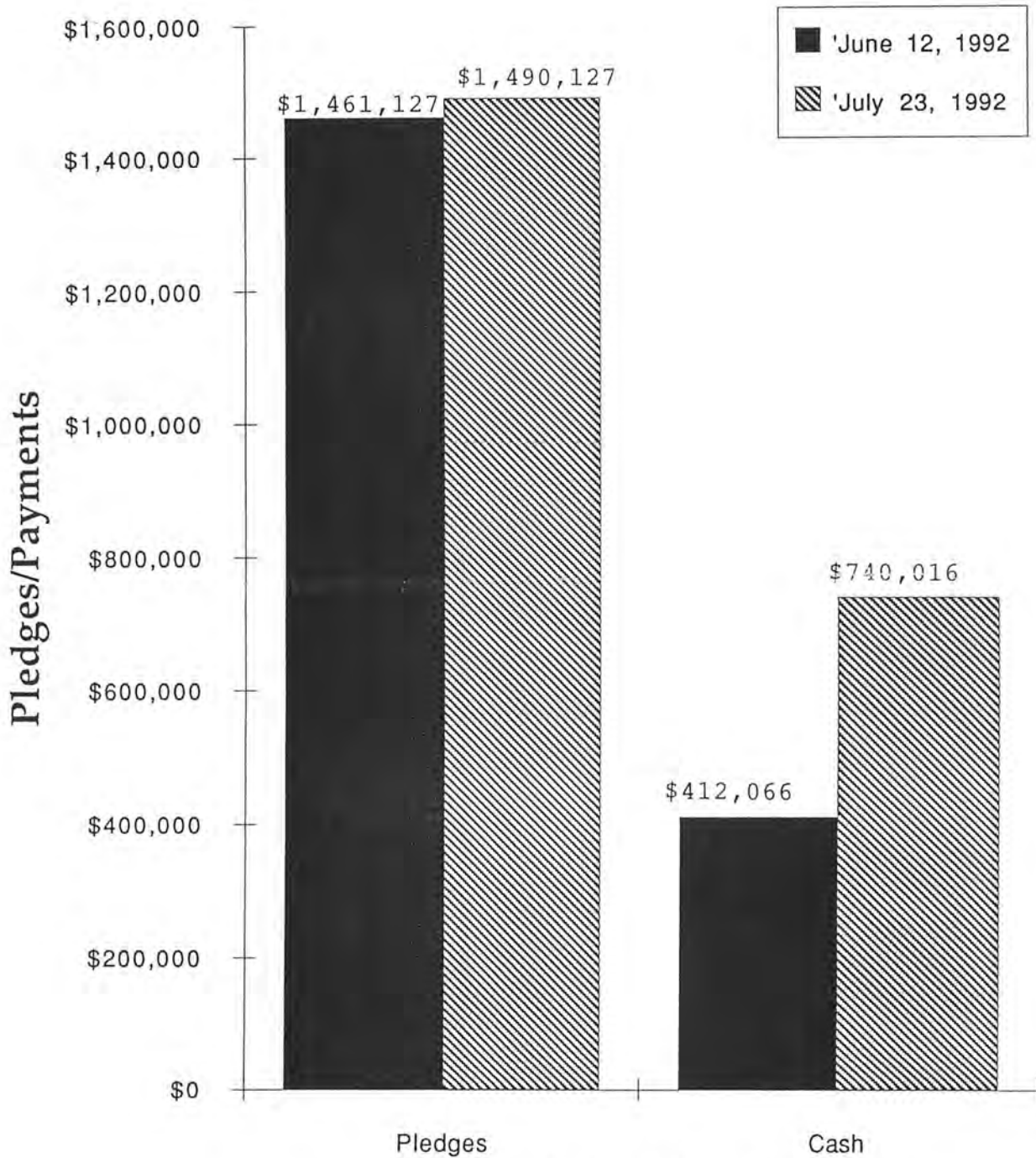
Target vs. Actual

FY93 Cash Performance



Target vs. Actual

Progress Since Last Meeting



Pledge and Cash Performance

LEARNING

THE BOSTON GLOBE
July 19, 1992
Circ: 516,981

THE BOSTON SUNDAY GLOBE • JULY 19, 1992

Collaborating on computers

Computer Museum consults Martin Luther King Middle School students in developing new exhibit

By Teresa A. Martin
SPECIAL TO THE GLOBE

Students from Boston's Martin Luther King Middle School talk over ideas for the museum's new "Tools & Toys" exhibit.



When the Computer Museum designed its new 3,600-square-foot, \$1 million personal computer exhibit, it looked for inspiration in many places, including an eighth grade class at the Martin Luther King Jr. Middle School in Dorchester.

The collaboration was so successful that the museum is making such arrangements part of the development of all future exhibits.

"One of the things you often see is lip service to consulting with schools," said Greg Welch, director of exhibits at the museum. "But for us this was a concerted effort to find out their needs."

The exhibit in question, which opened last month and will be permanent, is called "Tools & Toys: The Amazing Personal Computer."

The museum wanted to make personal computers understandable, accessible and fun, while providing lots of activities for people to share. The idea of a student advisory team seemed natural.

"We wanted to make the exhibit for the people who would be using it," said Natalie Rusk, director of education at the museum, "and we thought middle school students would give us honest advice."

Honest and very useful advice is exactly what the museum got as the students, who were members of one of the school's computer classes, tested software and gave feedback on the planned physical layout of the exhibit.

"We helped make things better," said Shahi L. Smart, 15, a member of the student team. "There were games that were too hard and we tried to make easier directions for the younger kids, and there were games that were too easy and we tried to make the idea of the game harder for older kids."

Irischa Valentin, 14, said, "I told them that they should make the computers a little bit more fun. They had a lot of games, but we gave them some tips on how to make them more exciting. Everyone pitched in an idea."

Rusk acknowledged that at first, the museum staff was a little leery of the project.

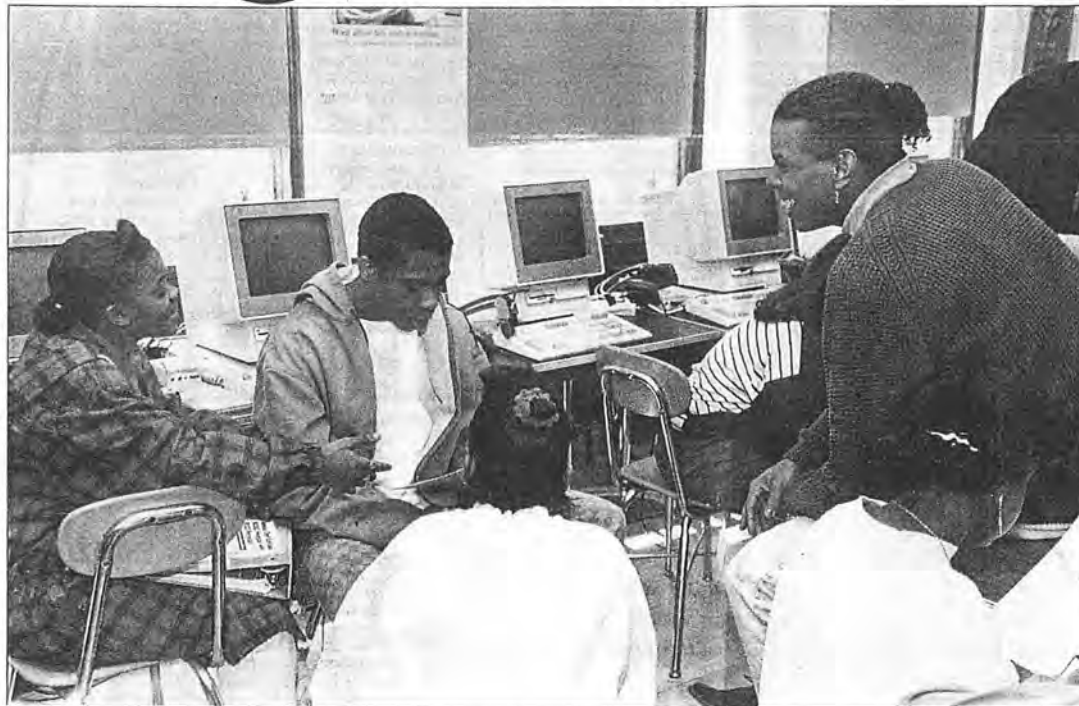
"Some of the people here haven't been around kids this age since they themselves were in junior high," she said, "so some of the staff wasn't sure of what we were getting ourselves into."

"At the beginning of that first meeting, there was a little unease on both sides, but then we introduced ourselves and started talking and the students started to see we were taking them seriously . . . and they had fantastic ideas for us."

Listening to the students and treating them with respect was critical. No one ordered the students to do this project. Rather, in December the class received a letter from Rusk outlining the museum's needs, with a request for help and a proposed schedule for the project. For compensation, the museum offered each student a year's family membership.

The class discussed the offer and agreed to sign on.

"I think the kids were wary in the beginning," said Ellen Vogel, another computer teacher involved in the process. "But when they arrived at the museum and saw what was going on, they really became involved in the project. The computer museum accepted their comments. I think the kids



GLOBE PHOTO / NEAL HAMBERG

Students collaborate on exhibit

■ MUSEUM

Continued from Page 35.
really enjoyed watching the project grow and they now have a vested interest in it.

The exhibit incorporates 35 different work areas of IBM and Digital PCs, Apple Macintoshes, an Apple II, Amiga PCs, a GRID system, notebook computers and a host of peripheral devices.

"The idea is to inspire people, to let them experience all the different things they can do with a computer," said David Greschler, exhibit developer. "We want them to get onto the machine and actually use it as a tool and get some results from it. You can draw and print out pictures. You can make up a song and listen to it play back. It's not just interactive, but creative.

"We want people to be able to say, 'I did it.'"

**'This has proven to
be one of the most
spectacularly
successful
collaborations
we've ever done.'**

GREG WELCH
*Director of Exhibits,
Computer Museum*

As part of their involvement, the students tested software. They didn't mince words, either. If something was dull, they said so. And if they liked a program, the staff heard the praise as well.

The students also saw blueprints of the site of the future exhibit and walked through it. The designers then altered the physical design to make it easier to see what other people are doing and to facilitate communication between groups in different areas.

In another meeting, students edited the draft text for the exhibition signage and described their versions of the computer of the future.

"It's been a terrific experience for us," said Welch. "So many times a museum will create an exhibit without consulting the people for whom it's designed. Then when it opens and it doesn't work, it's difficult to know what to do. But here, we're getting feedback while we are still able to make changes. This has proven to be one of the most spectacularly successful collaborations we've ever done."

THE COMPUTER MUSEUM

Minutes of Annual Meetings of Members, Directors and Trustees

June 12, 1992

Present were Sam Albert, Gordon Bell, Gwen Bell, Edward Belove, Lynda Bodman, Lawrence Brewster, Richard Case, David Chapman (Trustee), David Donaldson, Dr. Jon Eklund, Edward Fredkin, Charles House, James Lawrence, James McKenney, John Miller, Laura Morse, Dr. Suhas Patil, Nicholas Pettinella, William Poduska, Jonathan Rotenberg, Jean Sammet, Grant Saviers, Edward Schwartz, Naomi Seligman, Hal Shear, Michael Simmons, Irwin Sitkin, Charles Zraket, Gardner Hendrie, Chairman, Oliver Strimpel, Executive Director and Tom Franklin, Clerk pro tem.

I. The Chairman called the annual meeting of the Members of the museum to order at 8:45 am. Mr. Schwartz on behalf of the nominating committee proposed the election of Richard Burnes, Jr., Roger Heinen, Barry Horowitz and Dorothy Terrell as new Directors of the Museum and the re-election of current directors whose terms are expiring Dr. Jon Eklund, Richard Greene, Theodore Johnson and William Poduska. Mr. Schwartz nominated as new trustees of the Museum Mitchell Kapor and Edward Fredkin.

Election of the nominees was moved, seconded and approved unanimously. Following the election Ms. Sammet requested that the Executive Committee and Board consider attendance at prior meetings when making nominations for new positions.

II. The Chairman next opened nominations for Chairman. Mr. Case nominated Mr. Hendrie for re-election, which was seconded and unanimously approved. Mr. Hendrie explained that Charles A. Zraket has agreed to serve as Chairman after the current year and proposed his election as Vice-Chairman, which office is not currently authorized but will be created by the Board of Directors immediately following this meeting. The proposal was seconded and approved unanimously.

There being no further business the meeting was adjourned at 9:00 am.

III. The Chairman called to order the annual meeting of the Directors and Trustees of the museum at 9:00 am. He proposed the election of the following officers of the museum: Oliver Strimpel, Executive Director, Nicholas Pettinella, Treasurer and J. Thomas Franklin, Clerk. The nominations were seconded and unanimously approved.

The Clerk then read a proposed vote creating the office of Vice-Chairman, to be filled by Charles Zraket in accordance with the vote at the preceding meeting. After discussion and amendment of the proposed vote it was voted:

Pursuant to Article V, Section 3(d) of the bylaws to establish the office of Vice-Chairman of the Board of Directors who shall be elected from time to time by the Members for a term not to exceed one year.

IV. Gardner Hendrie referred to a memo distributed to those in attendance listing the nominees for the executive committee for the ensuing year, which slate was nominated, seconded and approved unanimously. Elected were Richard Case, Chairman, Oliver Strimpel, Gwen Bell, Lynda Bodman, Lawrence Brewster, Gardner Hendrie, James McKenney, Anthony Pell, Nicholas Pettinella, Edward Schwartz and Charles Zraket.

V. Lynda Bodman presented a report on a museum governance study which has been initiated by the Executive Committee. All Trustees and Directors were invited to contribute to the study and a subcommittee was appointed consisting of Ms. Bodman, David Donaldson, Gardner Hendrie, William Poduska, Edward Schwartz and Charles Zraket. The subcommittee will review the bylaws and the roles of the Members, Trustees, Directors and committees and will present a progress report in October for discussion at the February board meeting and proposed approval at the 1993 annual meetings.

VI. Oliver Strimpel briefly reviewed the museum's educational program and introduced Natalie Rusk, Education Director, who presented a more detailed review. Ms. Rusk presented the educational program of the museum as one by which to leverage the museum's unique assets, principally through the Computer Clubhouse project aimed at 10 to 15 year old children and utilizing highly interactive projects.

Oliver Strimpel next reviewed fiscal 1992 results and fiscal 1993 plans, characterizing 1992 as very successful from a program point of view and somewhat difficult financially. Hal Shear presented a brief report on the 1992 annual fund campaign noting that many trustees' and board members' annual gifts were not yet received. Laura Morse reported on corporate membership and Gwen Bell reported the very successful results of the Computer Bowl. The fiscal 1993 budget as proposed was unanimously approved.

VII. Lawrence Brewster presented a report on the capital campaign which is expected to achieve its revised goal of \$700,000 by the end of the 1992 fiscal year. There was

page three

discussion of the contributions expected from board members and trustees. Greg Welch, Director of Exhibits, outlined plans for the next major exhibit, The Networked Society, tentatively planned to open in February 1994 at a cost of approximately \$2 million. He encouraged suggestions and ideas from trustees and directors.

There being no further business to come before the meeting the meeting was adjourned.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

60K budget
89K Jan

INCLUDING TRANSFERS TO PLANT FUND
FOR THE FISCAL YEAR ENDED

	6/30/91	-----6/30/92-----			
REVENUES:	ACTUAL	BUDGET	ACTUAL	FAV (UNFAV)	
Operating Fund	1,875	2,243	1,950	(293)	(13%)
Capital Fund	819	1,770	1,196	(574)	(32%)
Total Revenues	----- 2,694	----- 4,013	----- 3,146	----- (867)	----- (22%)
Operating Fund	1,852	2,205	2,015	190	9%
Capital Fund	1,127	1,162	483	679	59%
Total Expenses	----- 2,979	----- 3,367	----- 2,498	----- 869	----- 26%
NET REVENUES (EXPENSES)	----- (\$285)	----- \$646	----- \$648	----- \$2	----- 1%

SUMMARY:

For the fiscal year ended June 30, 1992, the Museum operated at a surplus of 176K compared to a budgeted surplus of 646K. As of June 30, 1992, total cash and cash equivalents amounted to 447K.

OPERATING: Operating revenues were 13% under budget due to optimistic budget expectations. Expenses were 9% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 32% under budget due to optimistic budget expectations. Expenses were 59% under budget due to transfer of exhibit related costs to the plant fund balance.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	6/30/91	BUDGET	FOR THE FISCAL YEAR ENDED -----6/30/92----- ACTUAL	FAV	(UNFAV)
REVENUES:					
Unrestricted contributions:	214	\$207	\$176	(31)	(15%)
Restricted contributions	129	\$188	\$185	(3)	(2%)
Computer Bowl	282	\$305	\$317	12	4%
Corporate memberships	201	\$231	\$194	(37)	(16%)
Individual memberships	56	\$69	\$50	(19)	(28%)
Admissions	524	\$510	\$470	(40)	(8%)
Store	314	\$522	\$343	(179)	(52%)
Functions	136	\$150	\$139	(11)	(8%)
Interest Income	1	\$24	\$3	(21)	(88%)
Other	18	\$37	\$73	36	97%
Gain/Loss on Securities	0	\$0	\$0	0	0%
Total Revenues	1,875	2,243	1,950	(293)	(13%)
EXPENSES:					
Exhibits Development	79	82	128	(46)	(56%)
Exhibits Maintenance	58	68	62	6	9%
Collections	69	67	65	2	3%
Education	247	303	237	66	22%
Marketing & Memberships	321	435	379	56	13%
General Management	251	232	232	0	0%
Computer Bowl	96	109	117	(8)	(7%)
Fundraising	97	82	65	17	21%
Store	277	465	379	86	18%
Functions	71	83	72	11	13%
Museum Wharf expenses	286	279	279	0	0%
Total Expenses	1,852	2,205	2,015	190	9%
NET REVENUES (EXPENSES)	\$23	\$38	(\$65)	(\$103)	(274%)
	=====	=====	=====	=====	=====

-7K

200K

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
(\$ - Thousands)

	6/30/91	FOR THE FISCAL YEAR ENDED			
	ACTUAL	BUDGET	-----6/30/92----- ACTUAL	FAV	(UNFAV)
REVENUES:					
Unrestricted Contributions	\$88	\$625	\$452	(\$173)	(28%)
Restricted Contributions	715	1,145	744	(\$401)	(35%)
Interest Income	12	0	2	\$2	100%
Gain/Loss on Securities	4	0	(2)	(\$2)	(100%)
	-----	-----	-----	-----	-----
Total Revenues	819	1,770	1,196	(574)	(32%)
EXPENSES:					
Exhibits Development	727	670	31	639	95%
General Management	67	91	119	(28)	(31%)
Fundraising	186	265	196	69	26%
Wharf mortgage	147	136	136	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,127	1,162	482	680	59%
NET REVENUES (EXPENSES)	(\$308)	\$608	\$714	\$106	1%
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
BALANCE SHEET
6/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$155,114			\$155,114	\$77,891
Cash Equivalents	291,911			291,911	42,677
Investments				0	0
Receivables	39,762			39,762	98,538
Inventory	78,358			78,358	72,764
Prepaid expenses	2,102			2,102	15,591
Interfund receivable		419,376		419,376	207,798
	-----	-----	-----	-----	-----
TOTAL	567,247	419,376	0	986,623	515,259
Property & Equipment (net):					
Equipment & furniture	-		\$269,480	269,480	350,158
Capital improvements	-		553,469	553,469	601,305
Exhibits	-		1,361,335	1,361,335	1,307,697
Construction in Process	-	3,346		3,346	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	3,346	2,202,284	2,205,630	2,288,488
TOTAL ASSETS	\$567,247	\$422,722	\$2,202,284	\$3,192,253	\$2,803,747
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$146,051	\$91,657		\$237,708	\$209,840
Deferred income	64,426	-		64,426	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	419,376	-		419,376	207,798
	-----	-----	-----	-----	-----
Total	629,853	91,657	0	721,510	426,803
Fund Balances:					
Operating	(62,606)			(62,606)	2,437
Capital		331,065		331,065	97,347
Plant			\$2,202,284	2,202,284	2,277,160
	-----	-----	-----	-----	-----
Total	(62,606)	331,065	2,202,284	2,470,743	2,376,944
TOTAL LIABILITIES AND FUND BALANCES	\$567,247	\$422,722	\$2,202,284	\$3,192,253	\$2,803,747
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
6/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$65,043)	\$712,654	(\$553,812)	\$93,799	(\$115,374)
Depreciation			553,812	553,812	423,106
Cash from operations	(65,043)	712,654	0	647,611	307,732
Cash provided by/(used for) working capital:					
Receivables	58,776			58,776	21,764
Inventory	(5,595)			(5,595)	(9,551)
Investments				0	53,363
Accounts payable & other current liabs	58,139	(30,269)		27,870	51,496
Deferred income	55,261			55,261	(7,773)
Prepaid expenses	13,341	148		13,489	(349)
Cash from working capital	179,922	(30,121)	0	149,801	108,950
Cash provided by/(used for) Fixed assets		7,981	(\$478,936)	(470,955)	(586,601)
Net increase/(decrease) in cash before financing	114,879	690,514	(478,936)	326,457	(169,919)
Financing:					
Interfund pay. & rec.	211,578	(211,578)		0	0
Transfer to Plant	0	(478,936)	478,936	0	0
Line of credit/Loan Payable				0	0
Cash from financing	211,578	(690,514)	478,936	0	0
Net increase/(decrease) in cash & investments	326,457	0	0	326,457	(169,919)
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$447,025	\$0	\$0	\$447,025	\$120,568

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 7/16/92

	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Act	May Act	June Act	Totals Proj	FY92 Budget	Proj Variance
Kits Project	0	14	0	0	5	0	0	9	3	11	0	11	53	30	23
Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	25	465	770	-305
Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
Capital Development	2	4	2	5	79	96	16	7	38	88	11	352	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	25	149	215	-66
Annual Fund	5	1	0	4	9	31	10	1	8	16	4	17	106	125	-19
Computer Bowl	0	9	90	32	25	33	11	20	23	51	23	0	317	305	12
Corporate Memberships	6	22	6	10	6	25	22	27	15	22	17	16	194	231	-37
Individual Memberships	3	4	3	6	2	7	5	2	7	5	2	4	50	69	-19
Admissions	68	74	27	31	32	22	19	30	28	47	42	50	470	510	-40
Store/Catalog	34	37	17	20	67	49	15	16	16	25	22	25	343	522	-179
Functions	3	9	5	20	19	13	7	6	5	15	17	20	139	150	-11
Misc.	1	0	1	23	1	3	5	4	2	5	3	-1	47	36	11
Totals	172	457	159	351	250	316	110	146	145	355	141	544	3146	4013	-867

July 22, 1992

To: Oliver Strimpel

From: Sue Dahling

RE: FY '92 Attendance Overview

1. Compared to FY '90 and FY '91

	Attendance	Revenue	\$/Visitor	plan
FY '90	91,848	\$320,318	\$3.49	
FY '91	130,319	\$518,000	\$3.97	
FY '92	118,567	\$469,772	\$3.96	
FY '93 Projected	114,900	\$458,570	\$3.99	140 - 150

2. FY '92 Compared to Budget and Revised Budget

	Budget	Revsied Budget	Actual
Attendance	129,308	118,769	118,657
Revenue	\$510,055	\$472,438	\$469,772

% Change from Actuals

Attendance	(8.31)	(.17)	-
Revenue	(7.90)	(.56)	-

3. School Group Attendance

FY '91	17,748	
FY '92	21,978	19.25% increase

C

isco

Next Step:

Action Taken:

John Mangridge

MCI

Next Step:

Action Taken:

NYNEX

Next Step: - *send proposals*

Action Taken:

EDS

Next Step:

Action Taken:

CONVEX

Next Step:

Action Taken:

~~OS~~

~~Intel~~

~~Dave House~~

~~Next Step: OS follow up~~

~~Action Taken: OS gave proposal 7/13/92~~

GB NEC

Kobayashi

Next Step: *GB drafting ltr to Kobayashi*

Action Taken: OS has written Unohara per suggestion of Eric Bloch

GB Novell

Bills

Next Step: *GB to send proposal*

Action Taken: met here at Museum functions

GB Xerox

Seeley-Brown,

Next Step: *send proposal?*

Action Taken: - GB met w/ Weiser - he will discuss w/ Brown

GB Cabletron

Next Step: *-GB to call Glenda for info.*

Action Taken:

GB NetFrame

Enzo Torresi

Next Step: - *Gwen to meet or send proposal for \$?*

Action Taken: - Gwen saw at Shaeffer's conference-will give Netframe server

GW 3Com

David Abramson

Next Step: *get local people over to see game -- get Benhamou over*

Action Taken: - sent prop.v1.1 7/8/92

- OS visited Abramson in CA 7/13/92

GW Sprint

Next Step: GW to follow up w/ fellow from brainstorming
Action Taken:

GW American Airlines Max Hopper

Next Step: GW to write to revive
Action Taken:

GW Chipcom *Collection / Synopses* David Fowler

Next Step: GW to call and send prop.
Action Taken:

GW QED George Fosque 617/225-251

Next Step: - Greg call and send proposal
Action Taken: - OS met at opening

GW Cadre Technologies, Inc. Louis J. 401/351-595

Next Step: - GW follow up
Action Taken: - OS met w/ WHEN?

GW Unisys David Curry

Next Step: GW write -- "don't want to miss this opportunity"
Action Taken: - GB saw Curry?

JO AT&T Susana Thompson,

Next Step: JO to call Zeeman
Action Taken:

JO Banyan *Novell* Dave Mahoney

Next Step: - JO to set up talk in Oct.
Action Taken:

JO Bellcore George Hielmeiher

Next Step: - JO to call to speak at seminar
Action Taken:

JO 3M Telecom Systems Cary Williamson @ 214/233-095

Next Step: -JO invite rep. to visit -- submit prop.
Action Taken: -JO sent brief summary to Williamson 6/3/92

JO Sequent Casey Powell

Next Step: - send generic network proposal -- fr Gwen?
Action Taken: - Gwen saw at Shaeffer's conference

OS DEC Nancy Dubbie 508/123-456

Next Step: shmooze Debbie--invite to open house
Action Taken: pitched as part of 3-year plan,
send prop. v1.1 7/8/92

OS Wellfleet Communications Paul Severino 2617\123-36 50,000
Next Step: *send prop.?*
Action Taken: hosted w/ 5/17 brainstorming session

OS IBM Parkel, Howard
Next Step: - *follow up*
Action Taken: OS sent prop v1.1 to Pollard 7/87/92

OS Stratus *Handwritten signature* Foster, Bill
Next Step: *follow up -- Hendrie?*
Action Taken: OS sent Foster prop 1.1 DATE?, copy to Hendrie

OS Proteon Patrick Cortin
Next Step: *Geri to get Selwan in for visit*
Action Taken:

OS Amdahl Gene White
Next Step: *send prop?*
Action Taken: - OS toured on 7/21

OS Hewlett-Packard Jim Bell
Next Step: *get in touch w/ Bell and ask for local advisor, Gary Eichorn*
Action Taken: - OS met w/ Bell 7/9/92, invited to be advisor-declined- offer some one else

OS DARPA
Next Step: *OS follow up*
Action Taken: - sent prop. v 1.27/23/92

SWIFT

Down Jones / Compuserve / [Handwritten signature]

The Computer Museum
Dinner at the Browns' residence, Saratoga, California
September 1992
Proposed Guest List

Gardner

Carol Bartz and William Marr
Andy Bechtolsheim
Gwen and Gordon Bell
Eric Benhamou
Joel Birnbaum
Arthur Collmeyer
Finis Conner
Reid Dennis
Gordon Eubanks
Pier Carlo Falotti
Jean-Louis and Brigitte Gasse
Charles Geschke
Prabhu Goel
John Grillos
Trip Hawkins
Roger and Marny Heinen
Andy Heller
Peter Hirshberg
Chuck and Jenny House
Dave House
Philippe Kahn
Vinod Khosla
Steve Kirsh
Bernie and Ronnie LaCroute
Dan Lynch
Pat McGovern and Lore Harpe
Tom McWilliams
Carver Mead
Steve Merrill
Suhas Patil
Ruthann Quindlen and David Liddle
Wayne Rosing
Harry Saal
John Shoch
Mike Spindler
Oliver Strimpel
Ivan Sutherland
Jim Sutter
Enzo Torresi
Jim Treybig
Les Vadasz
John Warnock
Pierluigi Zappacosta

*Executive
Comm.*

*Campaign
Comm.*

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum

M E M O R A N D U M

July 21, 1992

To: Gardner Hendrie
Chairman of the Board

From: Janet Walsh (x333)
Capital Campaign Manager

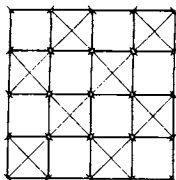
Subj.: Campaign brochure



Enclosed is a draft version of the copy for our Capital Campaign brochure. The words will be supplemented with photos of the exhibits, collections, and programs/events. Ted Groves will add his magic touch in terms of design. The finished brochure will be a business envelope-sized booklet with color and black-and-white illustrations.

We would love your comments on the copy. Please let me know what you think before you head off for vacation. We're eligible for a 30% discount at the printer if we get it done in August.

THANKS!



REVISED DRAFT
The Capital Campaign for The Computer Museum
brochure copy

Page 1 (front cover)

**The Capital Campaign
for The Computer Museum**

Page 2 (inside front cover)

**The Computer Museum
Mission Statement**

- To educate and inspire people of all ages and backgrounds from around the world through dynamic exhibitions and programs on the technology, application, and impact of computers.
- To preserve and celebrate the history and promote the understanding of computers worldwide.
- To be an international resource for research into the history of computing.

**The Capital Campaign for The Computer Museum
Goal**

- to raise seven and one half million dollars to help secure the Museum's long-term operations at its current home and to create an endowment for educational programming, exhibit development, and collection expansion.

Greetings from the Executive Director

A CRITICAL EDUCATIONAL ROLE

The nation's education leaders have called for creative reform in science and technology education. The Computer Museum is answering that call. Through its innovative exhibitions and programs, the Museum is applying its unique expertise in computer technology and informal, museum-style education to this national problem.

A UNIQUE INSTITUTION

Truly one-of-a-kind, The Computer Museum:

- inspires a diverse public through its dynamic, hands-on *exhibitions*;
- makes state-of-the-art *technology* accessible;
- creates innovative and effective *education programs and materials* on computing technology, history, and applications;
- holds the world's most comprehensive *collection* of historic computer artifacts and related materials.

The Computer Museum's grounding in the world of museum education distinguishes it from almost all other providers of computer education, including schools, computer learning centers, and afterschool clubs. By providing access to cutting edge computing technology and everyday applications of computing technology, the Museum encourages learning through exploration, social interaction, play, and multi-sensory experiences. This hands-on experience stimulates curiosity and fosters confidence among young and old alike.

THE CAPITAL CAMPAIGN

To achieve the programmatic goals set forth in the Museum's mission, the Museum has launched a \$7.5 million Capital Campaign. Campaign gifts will enable the Museum to secure its facility and establish an endowment. Income from the endowment will provide resources for the Museum's education programs, public service, collections management, and international outreach.

Completion of the Campaign is critical to the Museum's long-term stability and continued growth. To succeed, the Museum will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations the history of a technology that has reshaped the world.

I extend sincere gratitude to you for your interest and encourage you to invest in
The Computer Museum.

OS signature
Dr. Oliver Strimpel

The Computer Museum

Computers have changed the world. Today, they affect people from all walks of life, at work, at home, and at play. Though the impact of computers has already been enormous, still greater changes lie ahead. The Computer Museum helps the public understand and appreciate these changes.

While computers have become almost ubiquitous, the public's understanding of them has not kept pace with this proliferation. If today's youth -- tomorrow's workforce -- are to pursue careers in technology or simply to prepare themselves to join the increasingly technological workplace, they must have access to technology and be encouraged to explore it.

The Computer Museum is the only institution in the world solely dedicated to educating and inspiring the public about computer technology and to preserving the history of that technology. Visitors learn by direct interaction with computers. For students, this informal educational experience complements classroom instruction or, in many cases, provides their only access to computers.

The Computer Museum

Founded in 1982 as an independent, public non-profit 501(c)3 institution, The Computer Museum has grown rapidly in the last decade.

The Museum has assembled the world's most significant collection of computers and related materials and artifacts. The Museum's programs and projects attract international attention. The number of interactive exhibits within the Museum's walls has more than quadrupled since 1984. Annual visitation at the Museum's Boston waterfront site has doubled, to 150,000, in just seven years, while off-site impact -- through traveling exhibits and internationally distributed educational materials -- has spread to millions more people around the world. The operating budget has more than tripled since the 1984 Boston opening, with a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors, including The National Science Foundation, the National Endowment for the Humanities, and the Institute of Museum Services.

The Strategic Plan

The year 1992 marked The Computer Museum's tenth anniversary as an independent public non-profit institution. Today, the Museum is poised to move to new levels of international prominence. The Board of Directors has set forth a five-year strategic plan to increase the Museum's on-site visitation, financial stability, and outreach to other institutions, educators, underserved communities, and the remote public.

- The Museum's greatest impact stems from the on-site educational experience it offers. The strategic plan calls for dramatic new exhibitions and programs to maximize that impact.
- The Museum is an internationally-recognized developer of educational software and materials. Building on that expertise, the strategic plan calls for reaching an international audience through the Exhibit Kits Program, traveling exhibits, dissemination of Educational Activities Packets and educational videos, and expansion of The Computer Clubhouse as a model education center.
- The Museum's collection is unique in the world. The strategic plan calls for enriching the permanent collections of computers, photographs, films, video, and documentation.
- The Museum is here to stay. The strategic plan calls for creating a stronger Museum by acquiring its building and starting an endowment, through the Capital Campaign.

<<Several photos with 2-3 sentence quotes interspersed>>

"The Computer Museum..."

- Bill Gates, Chairman, Microsoft Corporation

"The Computer Museum..."

- Pat McGovern, Chairman, International Data
Group

"The Computer Museum..."

- Gordon Moore, Chairman, Intel Corporation

"The Computer Museum (collections) ..."

- Jim Adams, The Smithsonian Institution

"The Computer Museum (education)..."

- Howard Gardner, Harvard University, School of
Education

<<Centerfold>>

<<NOTE: Graphical depiction - multi-layered timeline>>

A Decade of Achievement:

The Computer Museum's Educational Programming and Plans

Major Exhibits

- **The Computer and The Image, and 6 other displays on computing history**
(major exhibitions, 1984)
- **Smart Machines**
(world's first permanent exhibition on AI and robotics, 1987)
- **The Walk-Through Computer™**
(major exhibition, 1990, capturing international attention and boosting attendance by 40% that year)
- **People and Computers: Milestones of a Revolution**
(major exhibition, 1991)
- **Tools & Toys: The Amazing Personal Computer**
(major exhibition, 1992)
- **New Smart Machines**
(updated exhibition, 1993)
- **The Networked Society: Living in a Wired World**
(major exhibition, 1994)

Special, Temporary Exhibits

- **Computers in Your Pocket: The History of Hand-Held Calculators**
(first traveling exhibit, 1987)
- **Terra Firma in Focus: The Art and Science of Digital Satellite Imagery**
(traveling exhibit, 1989)
- **ACM SIGGRAPH Art Show Traveling Exhibitions (1989, 1990, 1991)**
(the only continuous venue for American computer artists since 1981)
- **Science in Depth**
(special computer art exhibition, winter 1991)
- **Silicon Sailing**
(special exhibition, summer 1992)

- **Programming Languages**
(special exhibition, 1993)

Activities and Events

- **Breakfast Seminar and Symposia Series**
(presentations by industry leaders, visionaries, scientists)
- **The Computer Bowl**
(annual industry trivia contest first held 1988)
- **The First Loebner Prize**
(world's first limited Turing Test competition, 1991)
- **Sailing, Satellites, and Software**
(demonstrations, 1991-1992)
- **Virtual Reality Weekend**
(special exhibit/demonstration, spring 1992)
- **Robot Workshops and Weekends**
- **School Vacation Special Events and Workshops**
- **Computer Kids Fairs**
- **Computer Animation Festivals**
- **Sunday Lecture Series**
(presentations by computer industry innovators and pioneers)

Outreach

- **Robot Demonstrations**
(demonstrations in public school classrooms)
- **How Computers Work: A Journey through The Walk-Through Computer™**
(educational video)
- **Exhibit Kits Program**
(dissemination of affordable interactive software to science and technology centers worldwide)
- **Educational Activities Packet**
(English- and Spanish-language educational materials including suggested curricula and activities for classroom use)
- **Ticket Subsidy Program**
(subsidized admission for groups from underserved communities)

- **Summer Internship Program**
(summer employment for youth from underserved communities)
- **Student Advisory Teams**
(innovative program in education and exhibit development)
- **The Computer Clubhouse**
(model learning center for underserved youth)

Highlights

- **Joint collecting agreement with Smithsonian - 1987**
- **1,000,000th visitor - 1993**

<<NOTE: Show in 3 pictures with captions.>>

Highlights of The Collections

In 1987, The Computer Museum signed an unprecedented joint collecting agreement with the Smithsonian Institution. The Museum's growing collections of artifacts, ephemera, video and film, books and technical documentation, include:

and much, much more!

Message from the Honorary Campaign Chairman

I have been fortunate to play a part in the computer revolution -- a revolution which continues to change our world in profound ways. My children's generation cannot remember (or imagine!) a world without computers. To develop and apply advances in computing technology wisely, we must understand their history and impact on us and on our society.

The Computer Museum is the only institution in the world that preserves the historical record of the computer revolution for future generations. While the world is changing quickly with computing technology, the technology itself is evolving even more rapidly. Through careful and timely collecting of artifacts and associated materials, The Computer Museum documents the profound impact of computers on our society.

As a Trustee and major donor to the Museum, I have been gratified to see this young institution grow. Today, the Museum fulfills its mission to educate, inspire, preserve, and celebrate through its collections, world-class interactive exhibitions, historical displays, and educational programs and materials.

The Capital Campaign for The Computer Museum will enable the Museum to continue to grow and succeed as a one-of-a-kind community-oriented educational institution. As Honorary Chairman of the Campaign, I encourage you to collaborate in the Museum's work by contributing to this important Campaign.

MK signature
Mitchell Kapor

Message from the National Campaign Chairman

<<NOTE: Larry to provide 3-4 short paragraphs>>

the importance of education/competitiveness, why he chose to be Campaign Chairman, why he believes in the Campaign, volunteer time and energy

LB signature
Lawrence S. Brewster

The Endowment for The Computer Museum

Every dollar of the Museum's operating budget must be earned through admission revenues, merchandise sales, and other fees or raised through contributions and grants. By creating an endowment, the Museum is creating a permanent base of operating funds and seed monies to protect itself from economic fluctuations, enhance its ability to plan, and position itself to take advantage of unexpected opportunities.

To create quality new programming that will become self-supporting or sponsorable, the Museum must build a solid base of seed money for project development. Each new program or exhibit requires seed money for the advisory input and initial planning which occur before funding for project implementation can be sought.

The Computer Museum endowment will accomplish this.

To preserve effectively the historical record of computing, the Museum must have scholars on staff for judicious collection and knowledgeable restoration, and for the proper preservation of one-of-a-kind artifacts when the opportunities to acquire such arise.

The Computer Museum endowment will accomplish this.

The long-range plan calls for significant growth in earned revenues, continued expansion of the base of contributed income, and the creation of an endowment. This restricted fund will provide income to support educational programming, public service, collections management, and international outreach.

The endowment will provide the permanent base of support on which the Museum can continue to grow.

Annual Giving

The Museum's annual fund raising will continue during the Campaign. Annual contributions support on-going operational needs and are absolutely essential. We urge donors to continue their annual support while making a special Capital gift.

The Capital Campaign for The Computer Museum

Endowments are crucial to the fiscal security and growth of non-profit institutions. The graph below illustrates the endowment foundation of older institutions geographically and/or programmatically comparable to The Computer Museum. Just ten years old, The Computer Museum is ready to begin building such a foundation.

<<NOTE: In the form of a bar chart>>

Endowment Comparison

			<u>Founded</u>
The Franklin Institute, Philadelphia	\$?		1824/1934
Museum of Science, Boston	\$18,000,000	in 1989	1864/1951
Children's Museum, Boston	\$ 3,509,000	at 6/30/91	1913/1914
New England Aquarium, Boston	\$ 5,300,000	at 12/31/91	1969
The Exploratorium, San Francisco	\$ 3,477,600	at 5/31/90	1969
The Computer Museum	\$ 0		1982
The Tech, San Jose	\$?		1983

How You Can Help

Outright gifts

The Museum accepts gifts of cash or appreciated property such as securities or real estate. Donors may make multi-year pledges to suit their financial planning and to maximize their tax benefits. The Computer Museum is a certified not-for-profit organization in compliance with the Internal Revenue Service standards, and gifts to it are tax-deductible to the extent allowed by law.

Deferred gifts

Gifts in the form of bequests, charitable remainder trusts or charitable gift annuities also help the Museum. Donors are encouraged to consult with their financial advisors to plan the most advantageous ways of giving.

Named Gift Opportunities

The Capital Campaign offers a range of opportunities to recognize major gifts in tribute to the donor, or a relative, friend, or colleague. In keeping with the Museum's independent status, naming opportunities are offered in honor of individuals and families rather than corporate donors. Naming opportunities include the permanent collections, designated areas of the Museum building, and program and staff endowments.

The Campaign staff is available to meet with donors to structure a gift or pledge payment schedule, discuss specialized ways of giving or explore naming opportunities.

For more information, contact:
The Office of The Capital Campaign
The Computer Museum
300 Congress Street
Boston, Massachusetts 02210
(617) 426-2800 x333

Page 15 (inside back cover)

**The Computer Museum
Board of Directors 1992-1993**

Gardner C. Hendrie
*Chairman, The Computer Museum
Sigma Partners*

Charles A. Zraket
*Vice Chairman, The Computer Museum
The MITRE Corporation*

Dr. Oliver Strimpel
Executive Director, The Computer Museum

Sam Albert
Sam Albert Associates

C. Gordon Bell

Dr. Gwen Bell
Founding President, The Computer Museum

Edward Belove
Ziff Desktop Information

Lynda Schubert Bodman
Schubert Associates

Lawrence S. Brewster
Aspen Technology, Inc.

Richard Burnes
Charles River Ventures

Richard P. Case
IBM Corporation

James E. Clark
NCR Corporation

Howard Cox
Greylock Management Corporation

David M. Donaldson, Esquire
Ropes & Gray

Dr. Jon Eklund
*Smithsonian Institution
National Museum of American History*

Dr. Richard Greene
Data Switch Corporation

Roger Heinen
Apple Computer, Inc.

Dr. Barry M. Horowitz
The MITRE Corporation

Charles House
Informix, Inc.

Theodore G. Johnson
Consultant

David Kaplan
Price Waterhouse

James A. Lawrence
LEK Consulting, Inc.

Dr. Robert Lucky
AT&T Bell Laboratories

Dr. James L. McKenney
Harvard Business School

John A. Miller, Jr.
Miller Communications

Laura Barker Morse
Heidrick & Struggles

Dr. David Nelson
Fluent, Inc.

Dr. Seymour Papert
Massachusetts Institute of Technology

Dr. Suhas S. Patil
Cirrus Logic, Inc.

Anthony D. Pell
Pell, Rudman and Co., Inc.

Nicholas Pettinella
Intermetrics, Inc.

Dr. John William Poduska, Sr.
Advanced Visual Systems Inc.

Jonathan Rotenberg
The Monitor Company

Jean E. Sammet
Programming Language Consultant

F. Grant Saviers
Consultant

Edward A. Schwartz, Esquire
New England Legal Foundation

Naomi O. Seligman

The Research Board

Paul Severino
Wellfleet Communications, Inc.

Hal B. Shear
Research Investment Advisors, Ltd.

Michael Simmons
Bank of Boston

Irwin J. Sitkin, *retired*
Aetna Life and Casualty

Casimir S. Skrzypczak
NYNEX Corporation

James Sutter
Rockwell International Corporation

Dorothy A. Terrell
SunExpress

Trustees

Charles Bachman
Erich Bloch
David L. Chapman
Harvey Cragon
Robert Everett
William Foster
Edward Fredkin
Max Hopper
A.L.C. Humphreys, CBE
Mitchell Kapor
August Klein
Andrew C. Knowles III
Koji Kobayashi
John Lacey
Patrick J. McGovern
Carver Mead
Robert Metcalfe
George Michael
Pat Collins Nelson
Russell Noftsker
Brian Randell
Kitty Selfridge
William Spencer
Ronald G. Smart
Michael Spock
Erwin Tomash
Paul Tsongas

Page 16 (back cover)

**The Capital Campaign for The Computer Museum
Leadership**

Mitchell Kapor
Honorary Campaign Chairman

Lawrence S. Brewster
National Campaign Chairman

Gardner Hendrie
Chairman of the Board

Charles A. Zraket
Vice Chairman of the Board
Co-chair, Corporate Campaign Gifts

Gwen Bell
West Coast Coordinator

Lynda Schubert Bodman
Co-chair, Corporate Campaign Gifts

David M. Donaldson
Co-chair, Individual Campaign Gifts

Theodore G. Johnson
Co-chair, Corporate Campaign Gifts

John A. Miller, Jr.
Co-chair, Individual Campaign Gifts

Anthony D. Pell
Chair, Board Campaign Gifts

Oliver Strimpel
Executive Director

Janet Walsh
Capital Campaign Staff

Susan Pekock
Capital Campaign Staff

The Computer Museum
300 Congress Street
Boston
Massachusetts 02210
617.426.2800

CM Exec Comm Mtg.

5/29/92

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		
3	REVENUE				
4	Restricted Contribs.	188	189	70	special exhibits, ticket subsidy, educ. workshops & exhibit refurb; no Loebner
5	Computer Bowl	305	316	345	assumes additional ticket sales to Apple developers
6	Corp, Govt, Fnd Support	313	263	257	assumes \$25K from DEC (down \$25K), \$25K from IBM (up \$10K)
7	Membership fund	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
8	Admissions	510	446	458	assumes 8% growth for summer, increased groups, central artery disruption
9	Store	263	210	255	new store manager, new product mix, increased margins, focus on store
10	Mail Order	259	146	0	discontinue gift & educational catalogs
11	Functions	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
12	Clubhouse	0	0	350	new education project; targets minorities, kids, technology education
13	Exhibit sales	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
14	Other	31	35	20	video, photo, space rental, interest
15	TOTAL	2243	1940	2145	
16					
17	EXPENSE				
18	Exhibits Development	50	68	30	Silicon Sailing, HOPL exhibit, Temp exhibit in June
19	Exhibit Sales	32	67	25	salaries & supplies
20	Exhibits Maintenance	68	58	54	salaries & supplies
21	Collections	67	67	70	salaries & minor shipping expenses
22	Education & admission	355	273	286	salaries for visitor services staff, special events, educational workshops
23	Clubhouse	0	0	276	expenditure contingent on achieving revenues
24	Marketing & PR	303	282	317	promotions including advertising, PR salaries, newsletter & annual
25	Membership Fund	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
26	General Management	232	220	229	salaries for executive & business office, audit fees
27	Computer Bowl	109	100	115	additional expenses associated with larger audience and California location
28	Fundraising	103	74	77	salaries to support restricted contribs. & corporate revenue streams
29	Store	236	205	241	cost of goods, salaries
30	Mail Order	230	175	0	discontinue catalogs
31	Functions	83	57	65	salaries, advertising, direct mail piece
32	Museum Wharf	279	279	284	Computer Museum pays 40% of Wharf expense; security, cleaning, utilities etc
33	TOTAL	2205	1983	2136	
34					
35	NET REVENUES	38	-43	9	
36					
37	* FY92 restated to match FY93 categories				

	A	B	C	D	E
38					
39	EXHIBIT FUND	FY92	FY92 P*	FY93	COMMENTS
40		budget *	proj. *		
41					
42	Revenues				
43	Tools & Toys	770	440	0	
44	Networked Society	0	25	100	
45	Exhibit Enhancement	0	3	60	\$30K AAAI; \$30K additional enhancement grant
46	TOTAL	770	468	160	
47					
48	Expenses				
49	People & Computers	46	85	0	
50	Tools & Toys	616	435	53	
51	Networked Society	8	8	57	
52	Exhibit Planning	45	59	42	FY92 projected includes \$18K to Waterfront project
53	Exhibit Enhancement	46	61	46	refurbish and update Smart Machines gallery
54	TOTAL	761	648	198	
55					
56	NET REVENUES	9	-180	-38	
57					
58					
59	CAPITAL FUND				
60					
61	Revenues				
62	Capital Campaign	1000	700	600	<i>\$260 old pledges - \$340 new pledges assumes \$1M in new pledges</i>
63					
64	Expenses				
65	Capital Development	265	208	208	<i>18% expenses</i>
66	Mortgage	136	136	134	
67	TOTAL	401	344	342	
68					
69	NET REVENUES	599	356	258	

5/28/92

	A	B	C	D	E
1	OPERATING FUND	FY92	FY92	FY93	COMMENTS
2		budget *	proj. *		
3					
4	Computer Bowl				
5	Revenue	305	316	345	assumes additional ticket sales to Apple developers
6	Expense	109	100	115	additional expenses associated with larger audience and California location
7	Net	196	216	230	
8					
9	Membership fund				
10	Revenue	194	167	190	assumes lobby membership sales & mail campaign to catalog buyers
11	Expense	58	58	67	individual memberships plus annual fund; includes salaries, mailing, print
12	Net	136	109	123	
13					
14	Store				
15	Revenue	263	210	255	new store manager, new product mix, increased margins, focus on store
16	Expense	236	205	241	cost of goods, salaries
17	Net	27	5	14	
18					
19	Mail Order				
20	Revenue	259	146	0	discontinue gift & educational catalogs
21	Expense	230	175	0	discontinue catalogs
22	Net	29	-29	0	
23					
24	Functions				
25	Revenue	150	123	130	no DECWorld in FY93, but new direct mail piece & joint sales efforts
26	Expense	83	57	65	salaries, advertising, direct mail piece
27	Net	67	66	65	
28					
29	Clubhouse				
30	Revenue	0	0	350	new education project; targets minorities, kids, technology education
31	Expense	0	0	276	expenditure contingent on achieving revenues
32	Net	0	0	74	
33					
34	Exhibit sales				
35	Revenue	30	45	70	market at ASTC conference Toronto & Boston; new virtual reality product
36	Expense	32	67	25	salaries & supplies
37	Net	-2	-22	45	

5/28/92

THE COMPUTER MUSEUM BOARD OF DIRECTORS

Draft Agenda for meeting on June 12, 1992 8:30am-12:00

- 8:30 Call to Order of Annual Meeting of Members of the Corporation
Nominations of New Members to the Board of Directors
~~Amendment of Bylaws~~
- 9:00 Call to Order of Board of Directors Meeting
Election of Board Committees
- 9:10 Museum Governance
Plan to be presented at February meeting
- 9:20 FY92 Review and Goals for FY93
Budget Discussion
- 10:00 Capital Campaign: Status and Discussion of Next Steps
- 10:20 Break
- 10:40 Education Programs: Existing Programs and Discussion of Plans
- 11:30 Exhibit Planning
The Networked Society
- 12:00 Meeting Adjourns
- Lunch

THE COMPUTER MUSEUM

EXECUTIVE COMMITTEE MINUTES

MAY 11, 1992

Present were Gwen Bell, Lynda Bodman, Larry Brewster, Dick Case, Gardner Hendrie, Jim McKenney, Tony Pell, Nick Pettinella, Ed Schwartz, Tom Franklin, Clerk pro tem and Oliver Strimpel, Executive Director.

I. Oliver Strimpel reported on recent events:

a) Virtual Reality weekend, which established a new attendance record at the Museum,

b) the upcoming Faneuil Hall exhibit "Be Your Own Band" to be displayed during the Memorial Day weekend, and

c) Gwen Bell reported on the Computer Bowl which produced approximate gross receipts of \$313,000 and net proceeds of \$212,000. Gwen particularly credited and thanked a California volunteer staff of ten "power women" and discussed ideas for future bowls including an auction of items contributed by former bowl participants and possible prime time TV coverage. She also stated her intention to run the bowl for only two more years after which she suggested the event be re-evaluated. After brief discussion of possible new formats for the bowl Mr. Case on behalf of the Committee generously thanked Gwen for her enthusiasm and dedication to the bowl program.

II. Oliver Strimpel reported on the current financial status of the Museum and presented a cash flow projection indicating short-term results and assumptions necessary to maintain compliance with the commitment to DEC to maintain a minimum of \$100,000 of restricted and unrestricted funds. He reported also that mail order sales from the Museum Store were disappointing and would be reviewed.

III. Several current developments were discussed:

a) the Tools and Toys exhibit is opening on schedule on June 11,

b) the Silicon Sailing (use of computing in sailboat design) exhibit will open July 1 for two months, possibly with an actual boat hull from America 3 on loan for display at the Museum entrance, and

c) the "wave" entrance announcement was given good publicity and will inaugurate significant fund-raising possibilities.

IV. Larry Brewster presented a Capital Campaign report indicating that capital receipts for the year should attain the revised projection of \$700,000 and total pledges should attain \$1.5 to 1.6 million, against a target of \$2.1 million. He also reviewed plans for the remainder of the 3 year/\$5 million capital campaign, such as a hierarchy of prospective donors and the amalgamation of the Lead Gifts and Major Gifts committees into a single large gift prospect list. The Committee discussed how to communicate and market the Museum's emphasis upon corporate giving. Mr. Hendrie observed that the easy portion of the capital campaign was virtually concluded and that raising the remainder of the target would be more difficult.

V. Oliver Strimpel discussed the plans for fiscal 1993, in particular an emphasis upon educational activities rather than major exhibits. He also announced the appointment of Nancy Wright as new business manager and introduced Tom Franklin, nominee for election as clerk at the next Board meeting.

VI. Natalie Rusk, Acting Education Director, presented an overview of the Museum's educational programs, relating them to national educational priorities for science and mathematics. Mr. McKenney recommended that the report be made to the next Board meeting; Ms. Bodman acknowledged the high level of interest by corporate donors in educational programs.

VII. New members of the Board were discussed and it was agreed to nominate 3 to 5 new members from a current list of 12 via a nominating committee of Ms. Bell, Ms. Bodman, Mr. Hendrie and Mr. Sitkin, to be acted upon at the next board meeting. Creating ex officio board status also was discussed.

VIII. Ms. Bodman conducted a review and discussion of Museum governance from 12 focus questions derived from past concerns and her experience. Her recommendations were presented in preliminary form, principally a four tier governance adding a Board of Overseers and Emeriti/Emeritaea to the current Board and Executive Committee structure. Following her presentation and discussion she was asked to convene a formal governance subcommittee to further evaluate the subject and make recommendations by the calendar year-end for implementation shortly thereafter, the committee to consist of the chairman of the board, the chairman of the development committee and others appointed by the chairman, all subject to approval at the next board meeting. Ms. Bodman accepted the position

subject to specification of the objectives and intended end-result, which the committee expressed as the objectives stated in her preliminary report to be implemented in the context of a 5 to 7 year time perspective, first conceptually and then as expressed in specific by-laws, handbooks and other appropriate documents.

The process for establishing succession to the chairman of the board was discussed and it was agreed to amend the by-laws of the Museum to establish the position of Vice-Chairman, to be filled in the discretion of the board by vote of the board, explicitly designating the officer as intended successor to the chairman but with no authority or responsibility as such until formally elected by the board. Mr. Franklin was asked to prepare such an amendment for consideration at the next board meeting.

IX. Next Meetings

a) Friday, May 29, 8:00 - 10:00 AM. Executive Committee meeting prior to BOD.

b) Friday, June 12, 8:00 - 12:30 AM. Board meeting.

X. The meeting adjourned at 11:55 AM.

THE COMPUTER MUSEUM

To establish the office of Vice-Chairman by vote of the board of directors.

Board of Directors Vote

VOTED: Pursuant to Article V, Section 3(d) of the bylaws to establish the office of Vice-Chairman of the Board of Directors who shall be elected from time to time by the Members for a term not to exceed one year and who shall serve as the Chairman-elect of the Board of Directors, to assume the position and responsibilities of the office of Chairman when duly elected thereto.

FY93 Operating Budget

Objectives

1. Achieve break even or better.
2. Eliminate "general development" fund-raising approach. Apply fund-raising effort towards specific education and exhibit projects.
3. Initiate new educational program "The Computer Clubhouse." Target education-oriented corporate and foundation proposals towards this project.
4. Develop The Networked Society exhibit to open in FY94. No major permanent exhibit opening in FY93.
5. Maintain visibility through special events and exhibits: proposed schedule attached.

Revenue Assumptions

1. Restricted Contributions
Major reduction here owing to reassignment of prospects to Computer Clubhouse project. Revenue shown is for a small temporary History of Programming Languages exhibit, a temporary exhibit for June '93, Mass Cultural Council reduced admissions grant, & miscellaneous other grants.
2. Computer Bowl
Growth assumes two \$25K underwriters (as in FY92) and increased ticket sales made possible by timing coincident with Apple Developers conference at San Jose Convention Center.
3. Corporate, Government & Foundation Support
Increase in corporate membership offset by reduction in support from DEC. Corporate membership increase is from planned active solicitation of former exhibit sponsors for annual support & solicitation of industry associations. Corporate membership committee will be expanded.
4. Membership fund
Combine annual fund and individual membership into one and streamline contact with members & donors & reduce expenses.
Total revenues budgetted to increase slightly owing to:
-expanded membership committee
-membership sales desk in lobby at busy times

-direct mail campaign to past catalog buyers & store purchasers

5. Admissions

Attendance assumed slightly ahead of FY92 actuals. Exposure and draw from new exhibit and publicised activities during the year will be offset by traffic and parking disruption caused by Third Harbor Tunnel and Central Artery construction.

6. Store

Alter product mix to increase sales per visitor and improve margin. Discontinue catalog and focus staff attention on store.

7. Mail Order

FY92 catalogs are projected to make a significant loss. With untested new store manager and tight cash position, a catalog in FY93 should not be risked.

8. Functions

5% revenue increase owing, in part, to new functions marketing brochure. No DECWorld in FY93.

9. Clubhouse

Major new education initiative. All foundation and educationally-oriented corporate foundations will be approached for this project. Replaces WIZ KIDS and Ticket Subsidy projects of FY1992.

10. Exhibit Sales

Increase owing to longer term impact of sales packet, reassignment of sales to exhibit department, marketing at ASTC conferences, and a new product. Assumes 13 kit sales (at average \$3.8K price) based on current marketing efforts plus a virtual reality "chair."

11. Other

Discontinued space rental income from ground floor space owing to Clubhouse taking over space.

Expense Assumptions

Staffing levels held constant except for Computer Clubhouse.

Wage freeze lifted January 1 1993, and 3% salary increase awarded on staff hire anniversary dates thereafter.

1. Exhibit Development

Includes:

- \$10K for a temporary exhibit to open June 93

- \$5K for Silicon Sailing, co-developed with Digital

- \$15K for History of Programming Languages exhibit coinciding with HOPL-II conference in early 1993

2. Clubhouse

Project will be conducted as for exhibits:

- no incremental expenditure made until project funds have been raised

- permanent staff salaries allocated to project

OS

5/28/92

EXECUTIVE COMMITTEE

Meeting of May 29, 1992 8-10AM

AGENDA

- 1. FY 93 Budget**
- 2. Agenda for Board of Directors meeting June 12**
- 3. Nominations to Board of Directors**

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

May 14, 1992

To: Lynda Bodman

cc: Dick Case, Gardner Hendrie, Oliver Strimpel

re: Board restructuring

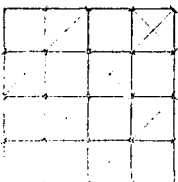
from Green Bell

A suggestion for your file!

This morning I had a discussion with Brad Towle, formerly of IBM and acting executive director of Boston's Science Museum. He told me (in the context of what his non-scientist wife does) that she is active on the "Volunteer Board" of the Science Museum.

I also sat in on part of a Chamber of Commerce Committee meeting held at the Museum of people concerned with Science and Adult Literacy. Representatives from Lotus, Fleet Bank, etc. all were there to funnel projects to employee volunteer efforts.

The Computer Museum badly needs a way to channel volunteers and this might come up as one of your potential active Board Committees in a new structure. If we had such a group it would be able to relate to these corporate efforts and bring in volunteers without draining the staff.



THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	FOR THE TEN MONTHS ENDED						
	4/30/91 ACTUAL	-----4/30/92----- BUDGET	ACTUAL	FAV(UNFAV)	FY92 BUDGET	FY92 FORECAST	
REVENUES:							
Operating Fund	1,488	1,938	1,655	(283)	(15%)	2,243	1,940
Capital Fund	472	1,605	807	(798)	(50%)	1,770	1,167
Total Revenues	----- 1,960	----- 3,543	----- 2,462	----- (1,081)	----- (31%)	----- 4,013	----- 3,107
EXPENSES:							
Operating Fund	1,500	1,818	1,632	186	10%	2,205	1,940
Capital Fund	707	820	689	131	16%	1,162	992
Total Expenses	----- 2,207	----- 2,638	----- 2,321	----- 317	----- 12%	----- 3,367	----- 2,932
NET REVENUES (EXPENSES)	----- (\$247)	----- \$905	----- \$141	----- (\$764)	----- (784%)	----- \$646	----- \$175

SUMMARY:

For the ten months ended April 30, 1992, the Museum operated at a surplus of 141K compared to a budgeted surplus of 905K. As of April 30, 1992, total cash and cash equivalents amounted to 202K.

OPERATING: Operating revenues were 15% under budget due to optimistic budget expectations. Expenses were 10% under budget due to cutbacks in spending.

CAPITAL: Capital revenues were 50% under budget due to optimistic budget expectations. Expenses were 16% under despite payment of 40K of unbudgeted expense related to the FY91 opening of People & Computers.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	4/30/91 ACTUAL	BUDGET	FOR THE TEN MONTHS ENDED			FY92 BUDGET	FY92 FORECAST
			-----4/30/92-----	ACTUAL	FAV (UNFAV)		
REVENUES:							
Unrestricted contributions:	134	\$189	162	(27)	(14%)	207	159
Restricted contributions	42	130	153	23	18%	188	189
Computer Bowl	264	305	294	(11)	(4%)	305	316
Corporate memberships	159	195	160	(35)	(18%)	231	213
Individual memberships	46	55	45	(10)	(18%)	69	58
Admissions	451	431	379	(52)	(12%)	510	446
Store	262	456	296	(160)	(35%)	522	356
Functions	113	132	102	(30)	(23%)	150	123
Interest Income	1	19	3	(16)	(116%)	24	4
Other	16	26	61	35	135%	37	76
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	1,488	1,938	1,655	(283)	(15%)	2,243	1,940
EXPENSES:							
Exhibits Development	55	81	123	(42)	(52%)	82	135
Exhibits Maintenance	50	60	55	5	8%	68	58
Collections	58	56	53	3	5%	67	67
Education	217	253	195	58	23%	303	225
Marketing & Memberships	228	353	311	42	12%	435	392
General Management	207	187	181	6	3%	232	220
Computer Bowl	79	70	55	15	21%	109	100
Fundraising	78	51	51	0	0%	82	70
Store	230	402	319	83	21%	465	380
Functions	59	73	55	18	25%	83	57
Museum Wharf expenses	239	232	234	(2)	(1%)	279	279
Total Expenses	1,500	1,818	1,632	186	10%	2,205	1,983
NET REVENUES (EXPENSES)	(\$12)	\$120	\$23	(\$97)	(81%)	\$38	(\$43)

THE COMPUTER MUSEUM
BALANCE SHEET
4/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/92	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$160,441			\$160,441	\$77,891
Cash Equivalents	41,576			41,576	42,677
Investments		13,380		13,380	0
Receivables	22,113			22,113	98,538
Inventory	73,993			73,993	72,763
Prepaid expenses				0	15,591
Interfund receivable		216,640		216,640	207,798
	-----	-----	-----	-----	-----
TOTAL	298,123	230,020	0	528,143	515,258
Property & Equipment (net):					
Equipment & furniture	-		\$350,158	350,158	350,158
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	2,277,159	2,288,487	2,288,487
TOTAL ASSETS	\$298,123	\$241,348	\$2,277,159	\$2,816,630	\$2,803,745
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$46,241	\$25,893		\$72,134	\$209,840
Deferred income	9,765		-	9,765	9,165
Line of credit/Loan Payable	0		-	0	0
Interfund payable	216,640		-	216,640	207,798
	-----	-----	-----	-----	-----
Total	272,646	25,893	0	298,539	426,803
Fund Balances:					
Operating	25,477			25,477	2,437
Capital		215,455		215,455	99,347
Plant			\$2,277,159	2,277,159	2,277,159
	-----	-----	-----	-----	-----
Total	25,477	215,455	2,277,159	2,518,091	2,378,943
TOTAL LIABILITIES AND FUND BALANCES	\$298,123	\$241,348	\$2,277,159	\$2,816,630	\$2,805,746
	=====	=====	=====	=====	=====

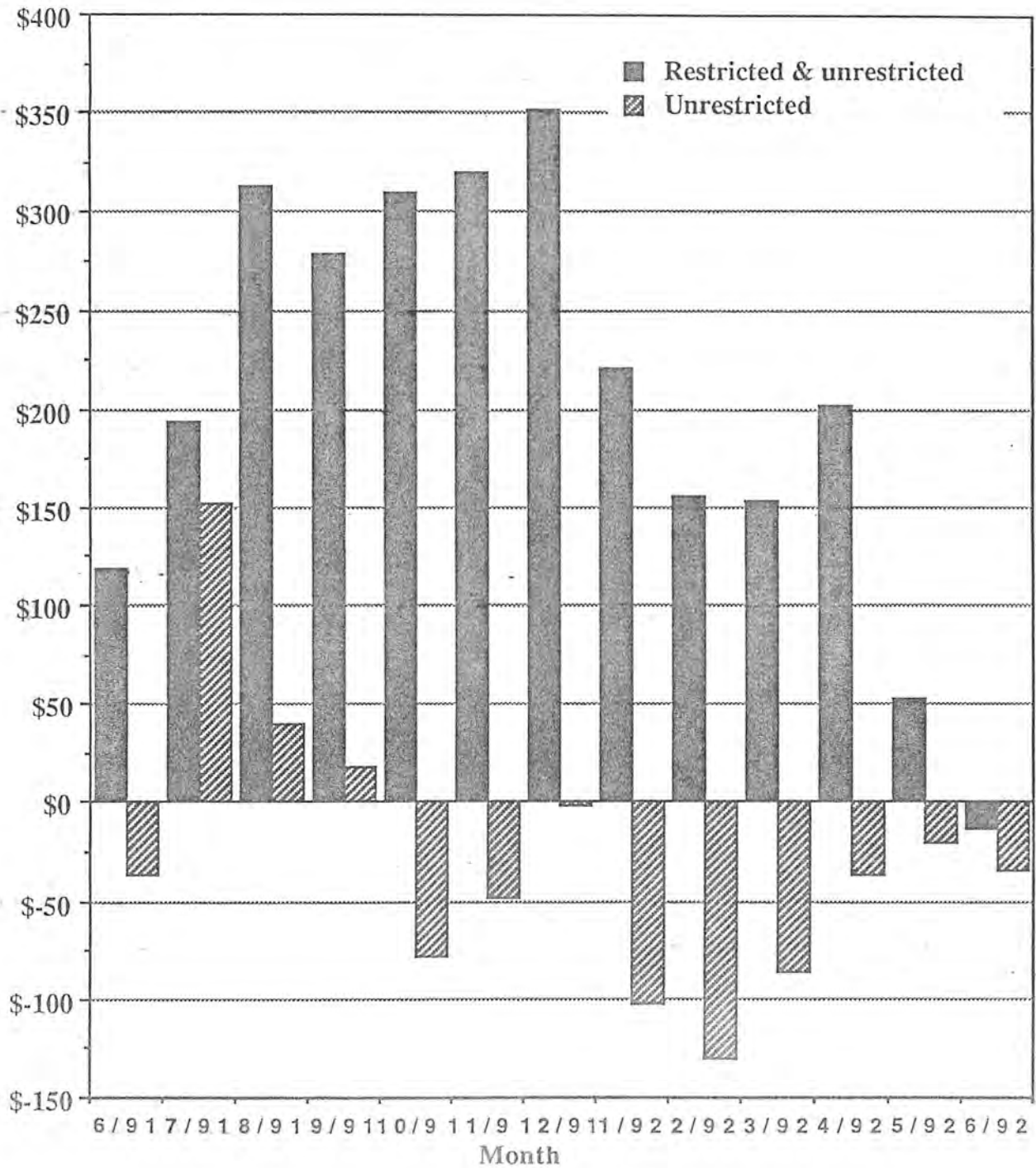
THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
4/30/92

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/92	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$23,040	\$118,108	\$0	\$141,148	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
cash from operations	23,040	118,108	0	141,148	307,732
Cash provided by/(used for) working capital:					
Receivables	76,425			76,425	21,764
Inventory	(1,230)			(1,230)	(9,551)
Investments		(13,380)		(13,380)	53,363
Accounts payable & other current liabs	(41,671)	(96,034)		(137,705)	51,496
Deferred income	600			600	(7,773)
Prepaid expenses	15,443	148		15,591	(349)
	-----	-----	-----	-----	-----
Cash from working capital	49,567	(109,266)	0	(59,699)	108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	72,607	8,842	0	81,449	(169,919)
Financing:					
Interfund pay. & rec.	8,842	(8,842)		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	8,842	(8,842)	0	0	0
Net increase/(decrease) in cash & investments	81,449	0	0	81,449	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$202,017	\$0	\$0	\$202,017	\$120,568
	-----	-----	-----	-----	-----

The Computer Museum Inc
 FY92 Revenue Tracking Sheet
 Updated 5/7/92

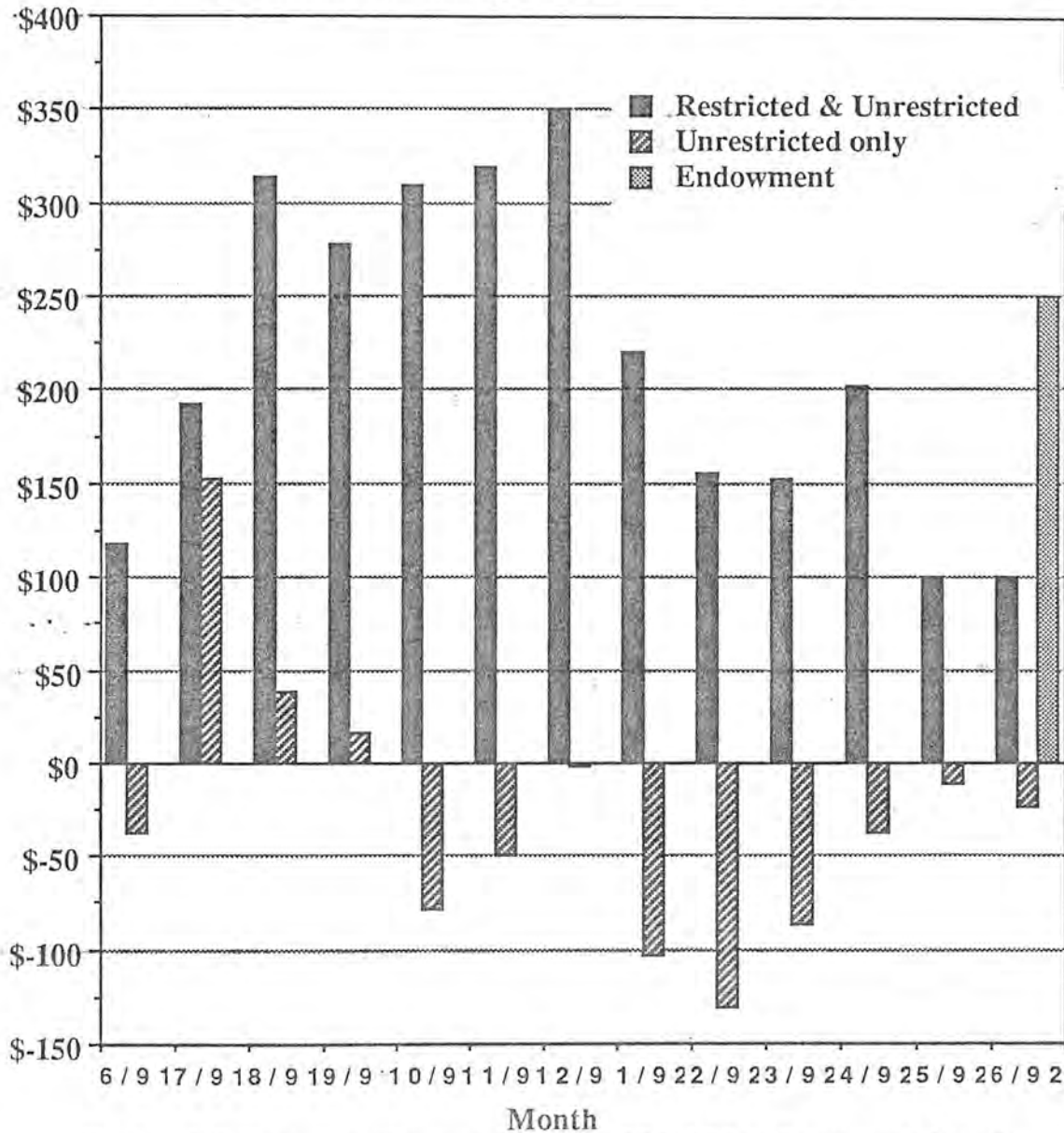
	July Act	Aug Act	Sept Act	Oct Act	Nov Act	Dec Act	Jan Act	Feb Act	March Act	April Act	May Proj	June Proj	Totals Proj	FY92 Budget	Proj Variance
Kits Project	0	14	0	0	5	0	0	9	3	11	4	0	46	30	16
Tools & Toys	0	250	0	120	0	0	0	0	0	70	0	0	440	770	-330
Networked Society	0	0	0	25	0	0	0	0	0	0	0	0	25	0	25
Loebner Prize	50	30	3	0	0	2	0	3	0	0	0	0	88	50	38
Capital Development	2	4	2	5	79	96	16	7	38	88	5	358	700	1000	-300
General Development	0	3	5	55	5	35	0	21	0	0	0	8	132	215	-83
Annual Fund	5	1	0	4	9	31	10	1	8	16	13	11	109	125	-16
Computer Bowl	0	9	90	32	25	33	11	20	23	51	18	2	314	305	9
Corporate Memberships	6	22	6	10	6	25	22	27	15	22	21	31	213	231	-18
Individual Memberships	3	4	3	6	2	7	5	2	7	5	7	7	58	69	-11
Admissions	68	74	27	31	32	22	19	30	28	47	30	38	446	510	-64
Store/Catalog	34	37	17	20	67	49	15	16	16	25	32	29	357	522	-165
Functions	3	9	5	20	19	13	7	6	5	15	11	10	123	150	-27
Misc.	1	0	1	23	1	3	5	4	2	5	5	6	56	36	20
Totals	172	457	159	351	250	316	110	146	145	355	146	500	3107	4013	-906

The Computer Museum Cash Flow Projection 5/8/92



Assumes \$112,000 of capital cash before July 1;
 outstanding probable gifts stand at \$145,000.

The Computer Museum Cash Flow Projection 5/8/92 Assumptions to keep above \$100,000

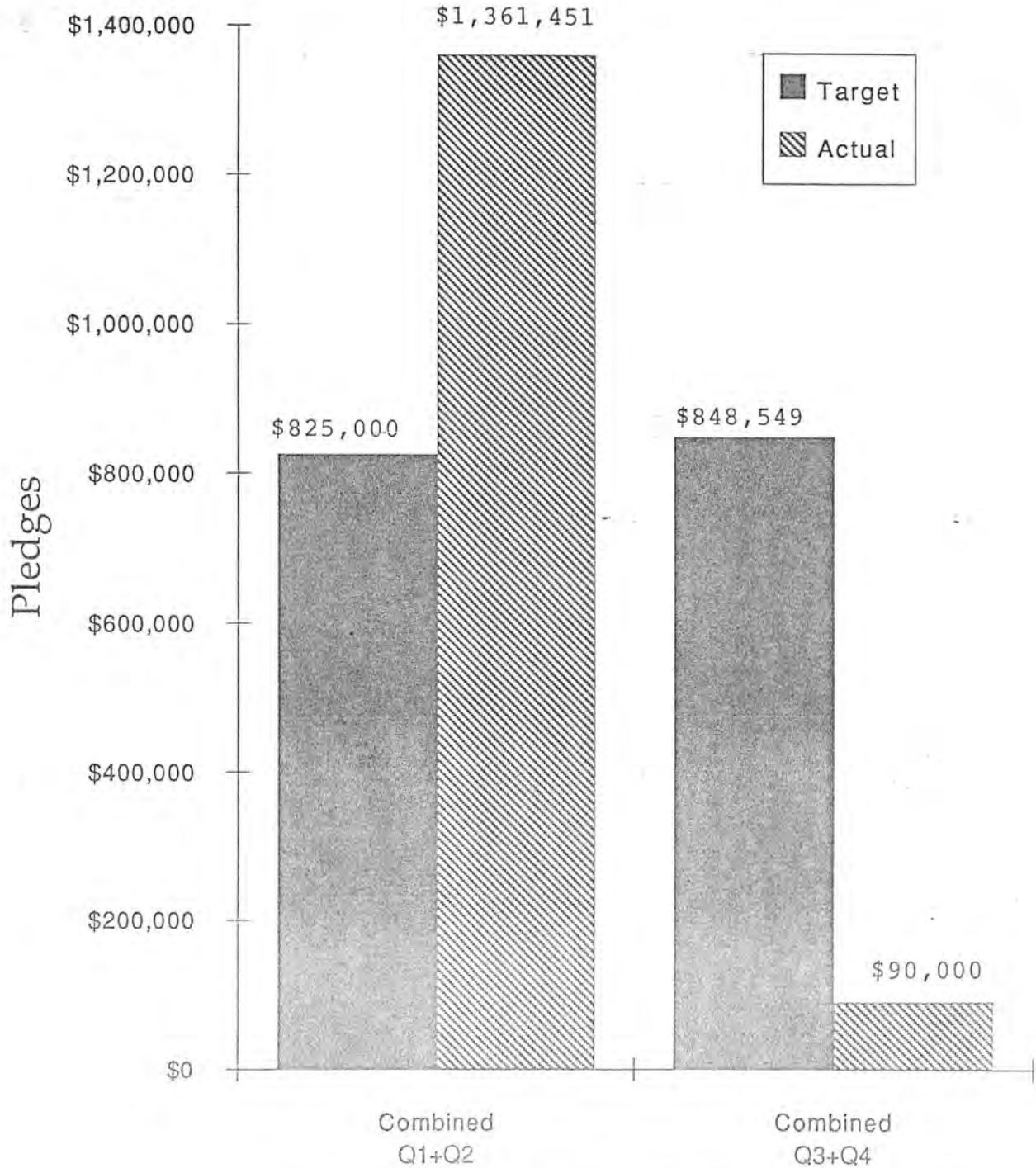


End of May: early payments; \$10,000 of unrestricted.
 Year end: \$30,000 - AAI;
 \$20,000 exhibit saving;
 \$15,000 (AMD, Intel, or Logitech);
 \$10,000 additional capital;
 \$39,000 delayed payments of bills.

The Capital Campaign for The Computer Museum

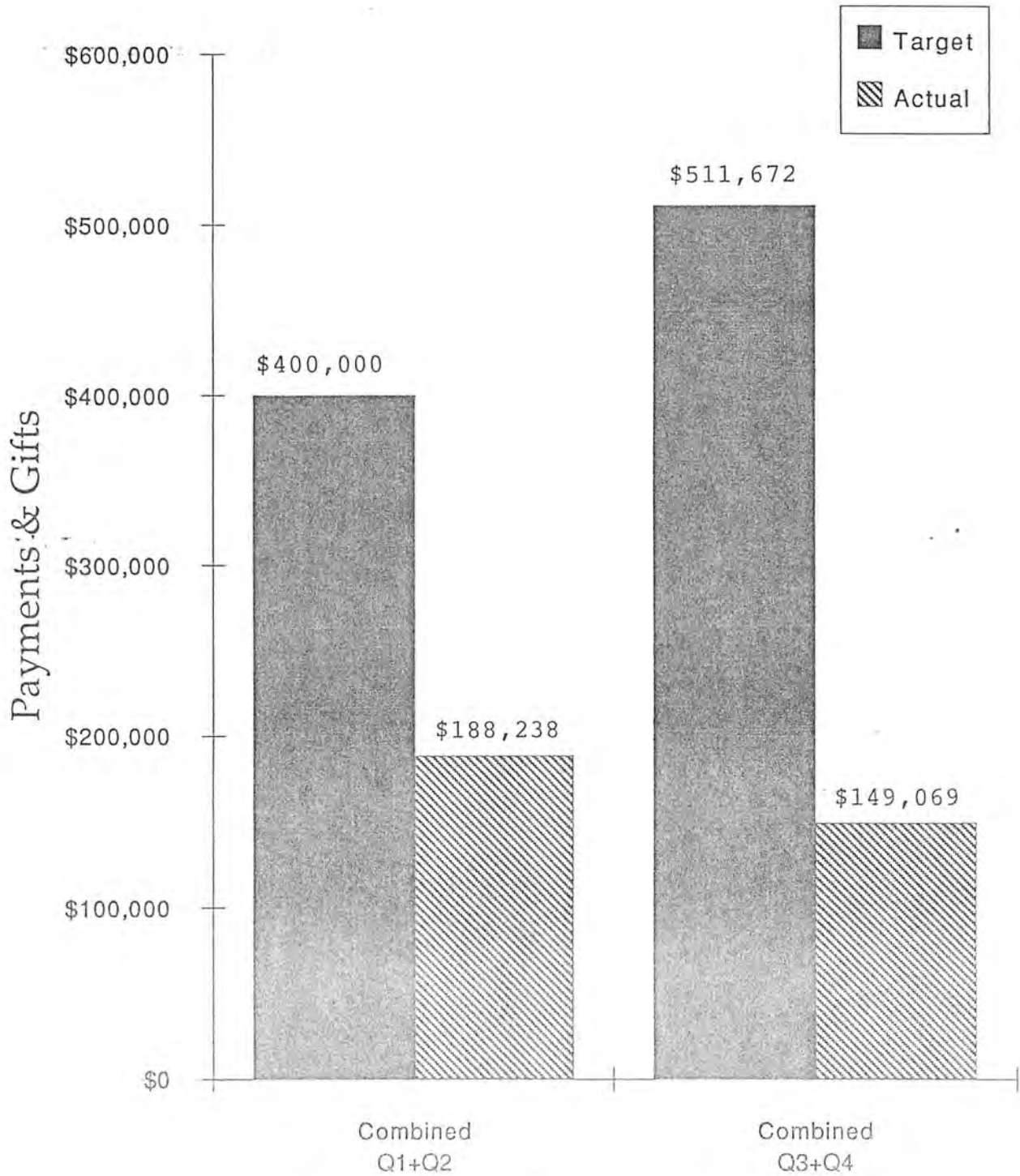
**Report to Executive Committee
May 11, 1992**

FY92 Pledge Performance



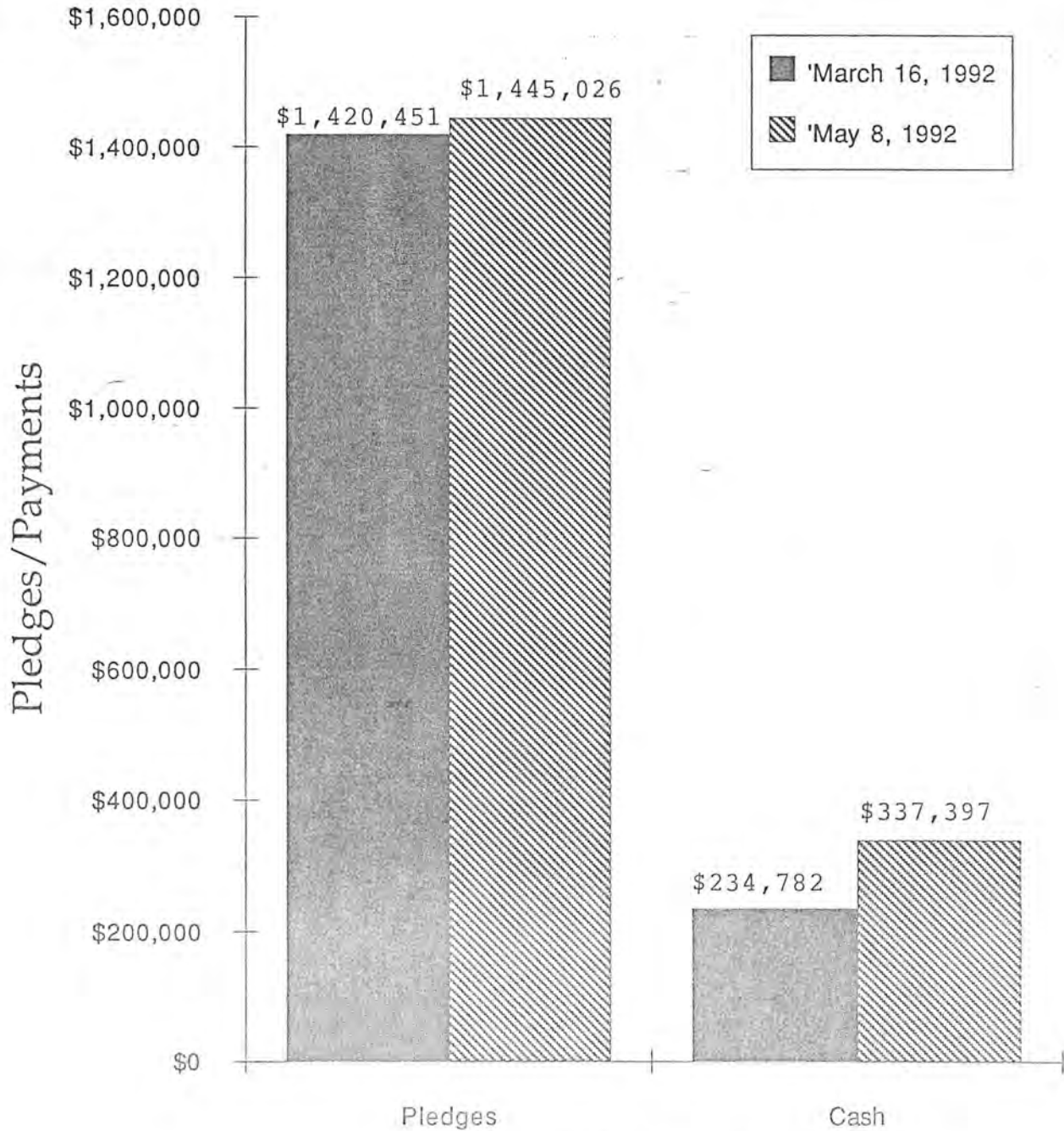
Target vs. Actual Pledge Performance

FY92 Cash Performance



Target vs. Actual Cash Performance

Progress since March Executive Committee meeting



Pledge and Cash Performance

FY93 Operating Budget

Objectives

1. Achieve break even or better.
2. Eliminate "general development" fund-raising approach. Apply fund-raising effort towards specific education and exhibit projects.
3. Initiate new educational program "The Computer Clubhouse." Target education-oriented corporate and foundation proposals towards this project.
4. Develop The Networked Society exhibit to open in FY94. No major permanent exhibit opening in FY93.
5. Maintain visibility through special events and exhibits: proposed schedule attached.

Revenue Assumptions

1. Admissions
Attendance will be level with FY92 actuals. Exposure and draw from new exhibit and publicised activities during the year will be offset by traffic and parking disruption caused by Third Harbor Tunnel and Central Artery construction.
2. Retail
Planning not completed yet.
No catalog unless projected to be profitable.
3. Functions
10% revenue increase owing, in part, to new functions marketing brochure
No DECWorld in FY93.
4. Corporate Support
Decrease from FY92 projected \$255K to \$227K. Breakout as follows:

(\$K)	FY92	FY93
Corp Membership	190	202
DEC	50	0
IBM	15	25
<u>TOTAL</u>	<u>255</u>	<u>227</u>

Corporate membership increase is from planned active solicitation of former exhibit sponsors for annual support. Corporate membership committee will be expanded.

5. Restricted Contributions

Assume \$50K will be raised for a special exhibit opening June 1993;
\$26K from Mass. Cultural Council reduced admissions grant

6. Computer Bowl

Assume level with FY92 actual or \$313K; a new underwriter (@\$25K) will need to be signed up in order to reach the goal.

7. Individual Membership & Annual Fund

Combine these two lines into one and streamline contact with members & donors & reduce expenses.

Total revenues budgetted to increase slightly owing to:

- expanded membership committee
- membership sales desk in lobby at busy times
- marketing brochure for membership

8. Computer Clubhouse

Major new education initiative — \$312K FY93 revenue

All foundation and educationally-oriented corporate foundations will be approached for this project.

9. Exhibit Kits

- how many \$?

Assumes 10 kit sales based on current marketing efforts.

Expense Assumptions

Staffing levels held constant except for Computer Clubhouse.
Wage freeze lifted January 1 1993, and 3% salary increase awarded on staff hire anniversary dates thereafter.

1. Exhibit Development

No exhibit gets developed unless funded.

Includes:

- \$50K for a temporary exhibit to open June 93
- \$10K for AAAI/SIGGRAPH Art show

2. Education

Note: \$50K of expense for the front desk and cash room operation transferred from "marketing & memberships" line to "education."

Assumes minimum summer visitor assistant staffing levels.

3. Clubhouse

Project will be conducted as for exhibits: no incremental expenditure made until project funds have been raised. \$286K expense budget includes \$55K in allocated time of permanent staff.

OS

5/8/92

Proposed Programs and Events for FY93

- July Lego/Logo workshop
- July-Aug Special exhibit: **Silicon Sailing** *Bill Koch*
featuring computers and the design of the America's Cup yacht
to coincide with Tall Ships event
- September Special exhibit: **The Computer Connection**
featuring the first Connection Machine
- October Fair: **Educational Software**
Demonstrations of selected educational software: **Computer
Learning Month**
- Event: **Hi-Tech Halloween and the Robot Parade**
- November Event: **The Loebner Prize**
Round two of the restricted Turing Test
- December School vacation program: **Adventures in ComputerLand**
- January Overnight: **Silicon Slumber Party**
- Opening: **The Computer Clubhouse**
- February School vacation program: **Computers & Candy**
- Opening: **Smart Machines renovation**
- Special exhibit: **Smart Art**
Joint exhibition of AAAI and SIGGRAPH Art shows
- March Event: **Robot Weekend**
- April School vacation program/Science and Technology Week:
Where in the World are Computers?
Computer learning around the globe.
- The Computer Bowl**
- June Special exhibit opening: to be determined

5/8/92

THE COMPUTER BOWL

EAST COAST PAST TEAM MEMBERS

AT&T: James Clark
Author: Pamela McCorduck
Bachman Information Systems: Charles Bachman
Capitol Technologies: Ed Fredkin
DEC: Sam Fuller
Fluent Machines: David Nelson
Edventures: Esther Dyson
IBM: John Armstrong
IDG: Pat McGovern
Lotus Development: Bob Frankston (at the time)
New York Times: John Markoff
ON Technologies: Mitch Kapor
Prime Computer: Russell Planitzer
Stellar Computer: Bill Poduska
Venrock: David Hathaway
Stratus: Bill Foster
Technologic: Dick Shaffer
Technology Research: Andy Rappoport
Wellfleet Communication: Paul Severino
Ziff-Davis, Bill Machrone

WEST COAST PAST MEMBERS

Adobe: John Warnock
Alex Brown: Ruthann Quindlen
Apple Computer: Larry Tesler
Ardent Computer: Allen Michels (at the time)
Asset Management: John Shoch
Borland: Phillippe Kahn
Hewlett-Packard: Chuck House (at the time)
Intel: David House
Kleiner Perkins: John Doerr
Masspar: Jeff Kalb
Metaphor: David Liddle (at the time)
Microsoft: Bill Gates
ParcPlace: Adele Goldberg
PC Letter: Stewart Alsop
PC World: David Bunnell (at the time)
Sequent: Casey Powell
Slate: Vern Raburn
SUN Microsystems: Bill Joy
Tandy: Ed Juge
T/Maker: Heidi Roizen

THE COMPUTER MUSEUM--GOVERNANCE

OBJECTIVES

- Expand understanding and support of governance structure
- Direct, empower and energize leadership and membership
- Provide for continuity of leadership and involvement
- Make explicit oversight of TCM management and staff
- Involve and direct TCM management and staff
- Make explicit relationship and responsibilities of Directors vis a vis Trustees, "Overseers," Volunteers, and Advisers
- Broaden and sustain development base
- Facilitate and guide nominating process

QUESTIONS TO BE ADDRESSED/RESOLVED

1. What should the Governance structure be and why? Should it be tiered? How?

Recommendations for Tiering: Four Levels plus EO Members

Executive Committee of the Board of Directors

Board of Directors

Board of Overseers

Trustees Emeriti and Emeritae--Comprised of former members of either the Board of Directors or the Board of Overseers

Ex Officio Membership to the Executive Committee:

- President/Chair of Business and Professional Leadership Association
- Chairperson of Friends/Volunteers Advisory Group

2. What are the responsibilities and rights of each tier and associated member?

3. Should governors be expected to make monetary contribution to the museum? Assuming a tiering of the governance structure (see above), should minimum and explicit contribution levels be established for each tier (and likely specified in terms of gift class and total give/get objectives per annum)?

4. What policy, if any, should be established regarding non-performing governors?

5. Should the tenure and progress of governors within and between Governance classes be made explicit? How/content?

6. What should be the committee structure of the TCM governors? Which should be designated Standing Committees (via by-law), and which should be activity review committees? How should the committee membership be composed--what combination and number of Directors, Overseers, Trustees, Volunteers, Advisers, TCM Executive Management, and TCM staff?

Suggested Committees:

Executive Committee of Board of Directors
Executive Committee of Board of Overseers
Budget
Investment and Audit
Marketing
Buildings and Grounds
Exhibitions and Collections
Education
Directors Nominating Committee
Overseers Nominating Committee
Personnel Relations
Cultural Diversity
Government Relations
Development
--Capital Gifts
--Annual Funds
--Business Fund
--Business and Professional Leadership--Special Programs

7. What Officers should be named to constitute the Officers of the Board of Directors? Should there be one or more Vice Chairmen of the Board of Directors? Should the Chairman of the Board of Trustees also be the Chairman of the Executive Committee of the Board of Directors?

8. Which officers/Committee Chairs/etc. would be members of the Executive Committee of the Board of Directors

9. What should be the explicit duties and rights of the Executive Committee of the Board of Directors? Of the Board of Directors? What should be the explicit duties of each standing and advisory committee?

10. Should the membership of the Board of Directors include, in addition to individuals holding positions in their own names, Corporation and/or Institutional and/or Association entities who may designate representatives to serve at their discretion on approval of (the Executive Committee of) the Board of Directors? If so, what should be the approximate membership percentage/number of each type of Director?

11. Alternatively, should there be a separate "Corporate Board" or perhaps a Standing Corporate Committee, the Chair of which is a member of the Executive Committee of the Board of Directors?

12. How do we make a transition from the current structure to a new one?

The Computer Museum

call: Chuck House for where he is
Mitch Kapper for mtg.
Linda Beelman on nominees

300 Congress Street
Boston, MA 02215

(617) 426-2800

DATE: March 20, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel *Oliver*
RE: March 26, 1991 Agenda

The following is the agenda for our March 26th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update *Mantha Balland
Dan Griscom is moving on to develop kids*
*Deft Case suggests Corporate
night for IBM built ground
Walk through*
2. Chairman of the Board search update *Scientific Atlanta guy*
3. 1991 Board of Directors nominations: report and discussion *asks
Tom Phillips
Eric Bloch*
*talk to Mitch
about Jim Lawrence - LEK - Yale '75 roommate of Mitch*

I look forward to seeing you next Tuesday.

Enclosures: Financial Statements for the Eight Months ended February 28, 1991

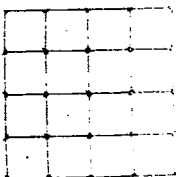
Audit of Board, Trustee and Corporate support

Revised draft of Strategic Plan

*Jim McKinnon
wealthy
workers
names
connection to Co.'s*

P.S. For your interest, I also enclose yesterday's Wall Street Journal article on the Loebner Prize which we are hosting November 8, 1991.

*Companies - wk. in software - SI
Education - more educators with connection to Foundations
Wealthy Individuals -
Merchandisers
Disney & Spielberg Studios*



THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	2/28/90 ACTUAL	FOR THE EIGHT MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	2/28/91 ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	954	1,185	1,261	76	6%	2,019	1,967
Capital Fund	909	611	284	(327)	(54%)	1,011	900
Total Revenues	1,863	1,796	1,545	(251)	(16%)	3,030	2,867
EXPENSES:							
Operating Fund	930	1,305	1,181	124	10%	1,992	1,845
Capital Fund	622	580	528	52	9%	1,138	1,275
Total Expenses	1,552	1,885	1,709	176	7%	3,130	3,120
NET REVENUES (EXPENSES)	\$311	(\$89)	(\$164)	(\$75)	(84%)	(\$100)	(\$253)

SUMMARY:

For the eight months ended February 28, 1991, The Museum operated at a deficit of (164K) compared to a budgeted deficit of (89K). As of February 28, 1991 total cash and cash equivalents amounted to 209K.

OPERATING: Operating revenues were 6% over budget due to strong earned revenue streams. Expenses were 10% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 54% under budget due to optimistic contribution expectations. Expenses were 9% over budget due to unbudgeted expense in Exhibits Development (Walk-Through Computer Video funding which was received in FY90).

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	2/28/90 ACTUAL	BUDGET	FOR THE EIGHT MONTHS ENDED			FY91 BUDGET	FY91 FORECAST
			-----2/28/91----- ACTUAL	FAV	(UNEAV)		
REVENUES:							
Unrestricted contributions:	196	\$286	334	48	17%	600	594
Restricted contributions	178	172	41	(131)	(76%)	315	82
Corporate memberships	92	135	114	(21)	(16%)	200	200
Individual memberships	27	34	35	1	3%	52	63
Admissions	198	232	382	150	65%	370	521
Store	137	186	232	46	25%	268	315
Functions	100	113	106	(7)	(6%)	153	148
Interest Income	8	2	1	(1)	(50%)	4	6
Other	18	25	16	(9)	(36%)	57	38
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	954	1,185	1,261	76	6%	2,019	1,967
EXPENSES:							
Exhibits Development	0	122	44	78	64%	204	133
Exhibits & Collection	69	84	85	(1)	(1%)	123	123
Education	168	173	176	(3)	(2%)	261	257
Marketing & Memberships	165	268	192	76	28%	391	291
General Management	142	163	162	1	0%	239	235
Fundraising	42	94	85	9	10%	182	173
Store	130	159	196	(37)	(23%)	232	272
Functions	42	51	50	1	2%	74	75
Museum Wharf expenses	172	191	191	0	0%	286	286
Total Expenses	930	1,305	1,181	124	10%	1,992	1,845
NET REVENUES (EXPENSES)	\$24	(\$120)	\$80	\$200	266%	\$27	\$122

THE COMPUTER MUSEUM
BALANCE SHEET
2/28/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 2/28/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$66,167			\$66,167	\$8,298
Cash Equivalents	142,366			142,366	282,190
Investments		\$291		291	53,363
Receivables	30,699			30,699	120,302
Inventory	64,817			64,817	63,212
Prepaid expenses	1,544	101		1,645	15,238
Interfund receivable		368,261		368,261	617,702
	-----	-----	-----	-----	-----
TOTAL	305,593	368,653	0	674,246	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
TOTAL ASSETS	\$305,593	\$439,737	\$1,737,647	\$2,482,977	\$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$62,912	\$32,573		\$95,485	\$158,341
Deferred income	8,118	-		8,118	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	368,261	-		368,261	617,702
	-----	-----	-----	-----	-----
Total	439,291	32,573	0	471,864	792,981
Fund Balances:					
Operating	(133,698)			(133,698)	(213,272)
Capital		407,164		407,164	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(133,698)	407,164	1,737,647	2,011,113	2,176,055
TOTAL LIABILITIES AND FUND BALANCES	\$305,593	\$439,737	\$1,737,647	\$2,482,977	\$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
2/28/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 2/28/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$79,574	(\$244,516)	\$0	(\$164,942)	\$748,966
Depreciation			0	0	310,606
Cash from operations	79,574	(244,516)	0	(164,942)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	89,603			89,603	(83,875)
Inventory	(1,605)			(1,605)	(19,504)
Investments		53,072		53,072	(15,863)
Accounts payable & other current liabs	(3,953)	(58,906)		(62,859)	81,895
Deferred income	(8,820)			(8,820)	(5,292)
Prepaid expenses	12,684	909		13,593	(8,011)
Cash from working capital	87,909	(4,925)	0	82,984	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	167,483	(249,441)	0	(81,958)	12,594
Financing:					
Interfund pay. & rec.	(249,441)	249,441		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(249,441)	249,441	0	0	7,564
Net increase/(decrease) in cash & investments	(81,958)	0	0	(81,958)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$208,529	\$0	\$0	\$208,529	\$290,487

OS FR log

Date	Prospect	Action	Next Step	Result
2/12/91	Wolfram Research	solicited corp or indiv. support	solicit Wolfram for CC after v	\$1K corp membership
2/21/91	Gordon Eubanks	Symantec Corp membership	\$3000 member solicit	
		Eubanks primed re CC		
2/28/91	Arthur Greenberg, SPI	visited, invited for tour	letter, call; annual fund	
2/28/91	Jean Sammet	requested pledge of \$15Kpa x 3	letter	
3/2/91	Varian, Robert Fulford	invite to B'fast/lunch	corp membership	
3/6/91	Xerox	Norm Beyer solicited		\$10K corp renewal

THE COMPUTER MUSEUM REVENUE STREAMS

3-12-91

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	90A	3	0	0	4	0	0	4	0	1	19	0	0	31
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	6	1	18	6	0	0	4	0	0	0	0	0	0
INDV UNREST	610	90A	1	1	0	2	0	34	0	0	6	3	0	143	190
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	0	0	0	0	0	0	6	0	0	0	0	0	0
TOTAL-CAPITAL	610	90A	4	1	0	6	0	34	4	0	7	22	0	143	221
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	6	1	18	6	0	6	4	0	0	0	0	0	0
OPERATING:															
CORP MEMBER	810	90A	6	0	20	5	5	5	29	22	9	36	19	7	163
		91B	10	10	15	20	15	10	30	20	20	20	10	10	190
		91A	6	5	5	15	25	25	17	16	0	0	0	0	114
INDV MEMBER	820	90A	4	5	3	4	4	4	2	1	7	6	4	11	55
		91B	4	4	4	4	4	4	4	4	4	4	4	4	48
		91A	3	2	7	2	10	6	2	3	0	0	0	0	35
ANNUAL FUND	730	90A	4	0	1	4	11	26	4	1	9	8	2	12	82
		91B	4	1	5	4	15	38	5	2	16	10	10	10	120
		91A	2	2	3	2	12	28	6	7	0	0	0	0	62
CORP UNREST	710	90A	0	0	0	0	0	0	0	0	0	1	0	0	1
		91B	0	0	25	50	10	0	0	10	0	25	0	0	120
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
GOVT UNREST	710	90A	19	0	0	19	0	0	19	0	0	18	0	0	75
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
FOUNDATION UNRES	710	90A	0	0	0	0	0	0	0	0	0	0	0	0	0
		91B	0	0	20	0	0	0	20	20	0	0	0	0	60
		91A	0	0	0	0	0	0	0	5	0	0	0	0	5
INDV UNREST	710	90A	28	50	0	0	0	0	3	0	0	0	0	0	81
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	710	90A	47	50	0	19	0	0	22	0	0	19	0	0	157
		91B	0	0	45	50	10	20	20	10	0	25	0	0	180
		91A	0	50	0	0	0	0	0	5	0	0	0	0	55
BOWL CORP	750	90A	25	0	0	0	0	20	43	36	11	50	8	3	196
		91B	0	0	0	0	10	48	0	0	60	94	27	36	275
		91A	0	0	46	0	15	78	42	27	0	0	0	0	208
BOWL INDV	750	90A	0	23	0	0	0	4	0	0	0	26	2	5	60
		91B	0	0	0	0	0	0	0	0	10	15	0	0	25
		91A	0	0	0	0	0	0	0	5	0	0	0	0	6
SUBTOTAL	750	90A	25	23	0	0	0	24	43	36	11	76	10	8	256
		91B	0	0	0	0	10	48	0	0	70	109	27	36	300
		91A	0	0	46	0	15	78	42	33	0	0	0	0	214
TOTAL-OPERATING		90A	86	78	24	32	20	59	100	60	36	145	35	38	713
		91B	18	15	69	78	54	120	59	36	110	168	51	60	838
		91A	11	59	61	19	62	137	67	64	0	0	0	0	480
GRAND TOTAL		90A	90	79	24	38	20	93	104	60	43	167	35	181	934
		91B	18	15	74	88	94	190	129	76	115	173	51	65	1088
		90A	17	60	79	25	62	143	71	64	0	0	0	0	521

Circ: 1,935,866

Does That Computer Have Something on Its Mind?

By DAVID STIPP

Boston

"Can machines think?" That question no longer has the ring of science fiction, as computers knock off chess masters, diagnose illnesses and guide investments. The quest for artificial intelligence (AI) now has progressed so far that computers are being readied for the ultimate test. The Turing test.

Turing refers to Alan Turing, the British genius who helped usher in the computer age. A legendary polymath, Turing laid down theoretical cornerstones of computing, cracked German codes in World War II and even explained how leopards got their spots. He committed suicide in 1954 after being convicted of the crime of homosexuality under British law. Today, his influence still pervades the AI quest because of an ingenious experiment he proposed to determine whether a machine can think. The experiment is at last to be conducted this fall in the form of an international sporting event: here, pitting humans against computer. It promises to be a momentous competition—the thinking man's and woman's (and perhaps machine's) version of John Henry vs. the steam hammer.

The Turing test couldn't be simpler. Sit a human "interrogator" before a Teletype that is linked in another room either to a person with a Teletype or to a computer. Ask the interrogator, via a typed conversation, to tell which of the two is on the other end. If he or she wrongly concludes it's human, then the computer can properly be called a thinking machine. Q.E.D.

Well, not necessarily. Philosopher John Searle contends a computer able to pass the test would still be just a tarted-up word processor that manipulates symbols without understanding. Others argue that the purported thinking machine should be outfitted in robot garb and put to a harder test than Turing's—say, getting a taxi in rush hour on a rainy day in Manhattan. Such

disputes have long raged between AI skeptics and the eminent hackers they wryly call the artificial intelligentsia. And no wonder—as Turing noted, many intellectuals deeply dislike the prospect of thinking machines, "since they value the power of thinking" so highly.

Perhaps the closest thing to a Turing test passer so far is a system called Parry. Created in the 1970s by AI researcher Kenneth Colby, it mimics a paranoid human, sidestepping questions it's too dumb to answer with wild-eyed responses, such as, "Maybe you have to watch out for the Mafia." Several psychiatrists conversing with it by Teletype concluded it really was a twisted person—a result thought to say more about psychiatrists than computers.

Anyway, the game Parry plays is more parlor trick than cognition. AI stalwarts will get their first shot at a bona fide Turing test on Nov. 8, thanks to a New York businessman and computer buff, Hugh Loebner. President of restaurant supplier Crown Industries Inc., he has offered a \$100,000 prize for the first machine to pass a Turing test. He doesn't expect a computer to fool humans in a 70-holds-barred Q&A for some time. Until one does, nominal prizes, starting at \$1,500, will be awarded for the best entry in a series of annual contests.

The first round is scheduled to take place at Boston's Computer Museum. Planning is being coordinated by psychologist Robert Epstein, founder of the Cambridge (Mass.) Center for Behavioral Studies and a friend of Mr. Loebner's. The format will likely resemble a public chess match, with typed interplay between human interrogators and about 10 hidden entities—both humans and machines—shown to an audience on big screens. An expert commentator will analyze the proceedings for the crowd. But the interrogators won't be computer experts—presumably a person who doesn't know the computer pioneer Charles Babbage from cabbage could unmask even a slick electronic poseur by hitting it with enough perplexers from right field. How is Elvis Presley like Madonna? What makes a good boss? What's 3,455,698 times 7,899? (If it answers instantly, it's a computer.)

Meanwhile, the real brains of AI experts are overloading with ideas about how the contest should be run, and they're bombarding Mr. Epstein with suggestions. One even hurled a version of "kill the umpire" at the committee he assembled to serve as referees—since you're all Western white males, this kibitzer wrote the committee, you may unconsciously bias the test to favor computers showing only those mental qualities prized by people of your ilk.

The committee duly added that one to its list of quandaries. The issues raised by the test range from the administrative, such as how to foil hackers who use clandestine electronic links to pinch-hit for their machines on tough questions, to the far-fetched, such as whether it would be ethical to switch off a computer once it passes the test and has human-like credentials. And, as AI writer Douglas Hofstadter has asked, should a winning machine get the prize money itself? The committee has received more than 100 requests for information on entering the contest, and one of its hardest jobs may be selecting 10 finalists for the November joust. Still, if any group has the smarts to set up a proper test, this one does.

One member from Harvard, a precise, courtly man named W.V. Quine, is commonly said to hold the world's true heavyweight title, "greatest living philosopher." Working with him is Joseph Weizenbaum, Massachusetts Institute of Technology emeritus professor of computer science, who is known both for advancing AI research and for issuing eloquent jeremiads about its tendency toward hubris. The committee chairman is Daniel Dennett, a Tufts University philosopher who has written some of the most pungent pieces on what the AI game is really all about.

This brain trust's main act of ratiocination so far has been to tilt the playing field

in favor of computers to ensure that early rounds of the test are interesting. AI systems excel in some specific subjects like chess, but their general mental muscle barely exceeds that of a moderately gifted cockroach. Thus, the plan is to confine the interrogators' questioning to narrow areas of knowledge that computer entries have been specially programmed to handle. The committee recommends that contestants submit computer "expert systems" on down-to-earth subjects like getting a haircut.

While going along with this tilt, Mr. Dennett, for one, says he fears it will make computer systems look smarter than they are. Humans tend to get sentimental about conversing computers, he notes, and willingly suspend disbelief in the machines' ability to understand things even when it's plainly absent.

MIT's Mr. Weizenbaum himself unintentionally provoked vivid instances of this tendency in the 1960s when he created Eliza. It's an AI system that crudely mimics a psychologist simply by reformulating what a person said to it, as a question. He was shocked to see how quickly people anthropomorphized and got emotionally involved with it. Even his secretary, who was well aware Eliza was just a witless program, fell under its spell. "After only a few interchanges with it, she asked me to leave the room," he recalled in a book.

It's this tendency to accept computers as people that Mr. Dennett thinks might be catered to unduly by restricted questioning during the test. And that could increase the public's already exaggerated respect for the authority of computers. Would a doctor be willing to operate on a patient against the advice of a medical-expert system, knowing that if things went wrong the computer might provide damning evidence in a liability suit?

For all the significance of such issues, the \$100,000 question about the full Turing test remains when, if ever, it will be passed. Turing predicted that by the year 2000, a machine might fool some people some of the time. (The batting average a computer needs to win Mr. Loebner's prize hasn't been specified yet.) To some AI experts, that seems about right. Others contend that hugely complex "neural network" computers, decades away, will be required to put a truly substantial ghost in the machine. But after the first running of the Loebner classic this fall, the AI game will never be the same. Think about it.



Alan Turing

FAX TRANSMISSION RECORD

Date: 12/14/90To: Gardner Hendric307-0478From: GILLIAN LAY

The Computer Museum

Fax (617) 426-2943

Voice (617) 426-2800

Number of pages (including cover sheet) 2

Gardner -

This came in the mail today +
I thought you should see it. Let
me know if you want me to send
out a solicitation to the person/company
following:

Gillian

Sigma Partners

300 Commercial Street, #705
 Boston, MA 02109
 Telephone 617 227-0303
 Telephone 508 393-7396
 Fax 617 367-0478

November 30, 1990

Mr. John P. Morgridge
 cisco Systems, Inc.
 1360 Willow Road
 Menlo Park, CA 94025

Dear John:

It is an exciting time for the Computer Museum. With the opening of the giant Walk-Through Computer in June, attendance has increased 64 percent over the previous summer. The Museum has become one of the "hottest" museums in the country! The new educational video based on The Walk-Through Computer, the Exhibit Kits Program, and a major new history exhibit scheduled to open next year, are some of the many exciting national programs and projects.

The Museum is growing at an impressive rate; however, as the fuel that keeps the Museum running, it is important that Annual Fund support grows along with it. The Museum's programs and exhibits must continue to meet the educational needs of its public. New and old friends showed their support by making last years' Annual Fund the largest in the Museum's history with a 97 percent increase over the previous year.

We have set an ambitious goal this year. After reviewing the enclosed brochure, I hope you will consider becoming a "Friend" of the Computer Museum and make a \$100 donation to the 1990-91 Annual Fund now.

Your gift really makes a difference!

Sincerely,



Gardner C. Hendrie
 Chairman of the Board

Business is good

You sure picked a winner with Cisco. I hope you will support us at the Museum.

G.

Get Foster + Freiburghouse to sign up + I will send you \$100. JH.

THE COMPUTER MUSEUM REVENUE STREAMS
6-12-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL	
CAPITAL:																
CORP UNREST	610	89A	1	10	15	1	9	0	8	23	1	0	7	0	75	
		90B	0	0	0	0	0	20	20	35	35	30	30	30	200	
		90A	3	0	0	4	0	0	4	0	1	19	0		31	
INDV UNREST	610	89A	2	4	2	0	0	32	9	253	0	0	10	1	313	
		90B	0	0	0	20	20	25	25	35	35	30	5	5	200	
		90A	1	1	0	2	0	34	0	0	6	3	0		47	
TOTAL-CAPITAL	610	89A	3	14	17	1	9	32	17	276	1	0	17	1	388	
		90B	0	0	0	20	20	45	45	70	70	60	35	35	400	
		90A	4	1	0	6	0	34	4	0	7	22	0	0	78	
OPERATING:																
CORP MEMBER	810	89A	4	2	24	14	13	9	3	13	9	24	11	7	133	
		90B	16	16	16	16	16	16	16	16	15	15	15	15	188	
		90A	6	0	20	5	5	5	29	22	9	36	19		156	
INDV MEMBER	820	89A	3	6	6	3	5	5	6	4	5	7	4	5	63	
		90B	7	7	7	7	7	7	7	7	7	7	6	6	82	
		90A	4	5	3	4	4	4	2	1	7	6	4		44	
ANNUAL FUND	730	89A	0	0	2	0	1	13	10	3	7	7	0	2	45	
		90B	1	2	1	3	27	22	5	3	1	5	15	15	100	
		90A	4	0	1	4	11	26	4	1	9	8	3		70	
CORP UNREST	710	89A	0	0	0	0	0	0	0	0	0	1	0	10	11	
		90B	0	3	3	5	5	5	7	10	10	0	0	2	50	
		90A	0	0	0	0	0	0	0	0	0	0	1		1	
GOVT UNREST	710	89A	0	0	0	0	0	0	0	0	0	0	0	0	0	
		90B	19	0	0	19	0	0	19	0	0	0	18	0	0	76
		90A	19	0	0	19	0	0	19	0	0	0	18	0		75
FOUNDATION UNRES	710	89A	0	0	0	0	0	0	0	0	0	0	0	1	1	
		90B	0	3	3	5	5	5	7	10	10	0	0	2	50	
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0	
INDV UNREST	710	89A	0	0	0	0	0	0	0	17	0	0	10	20	117	
		90B	0	0	0	0	0	0	0	0	0	0	0	0	0	
		90A	28	50	0	0	0	0	3	0	0	0	0		81	
SUBTOTAL	710	89A	0	0	0	0	0	0	0	17	0	1	50	61	137	
		90B	19	6	6	29	10	10	33	20	20	18	0	4	175	
		90A	47	50	0	19	0	0	22	0	0	18	1	0	197	
BOWL CORP	750	89A	17	21	25	32	5	15	9	0	0	0	1	0	125	
		90B	14	23	20	20	0	0	118	32	0	0	0	0	227	
		90A	25	0	0	0	0	20	43	36	11	50	8		193	
BOWL INDV	750	89A	2	1	5	8	2	1	0	1	0	0	23	0	43	
		90B	0	0	0	0	0	0	0	23	55	17	0	0	95	
		90A	0	23	0	0	0	4	0	0	0	26	2		55	
SUBTOTAL	750	89A	19	22	30	40	7	16	9	1	0	0	24	0	168	
		90B	14	23	20	20	0	0	118	55	55	17	0	0	332	
		90A	25	23	0	0	0	24	43	36	11	76	10	0	248	
TOTAL-OPERATING		89A	26	30	62	57	30	43	28	38	21	39	89	75	538	
		90B	57	54	50	75	60	55	179	101	98	62	36	40	867	
		90A	86	78	24	32	20	59	100	60	36	144	36	0	675	
GRAND TOTAL		89A	29	44	79	58	39	75	45	314	22	39	106	76	926	
		90B	57	54	50	95	60	100	224	171	168	122	71	75	1267	
		90A	90	79	24	38	20	93	104	60	43	166	36	0	753	

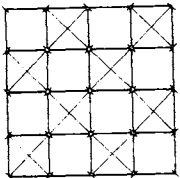
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Executive Committee Meeting
January 9, 1991
10:00 a.m.

1. Operations Report
2. Capital Campaign - status, timing
3. Board nominations; openings in 1991; nominating policy
4. Report on Exhibits Committee meeting; strategy for fund-raising for Computer Discovery Center and Reality on Wheels



\$EX

On December 3, 1990, the Exhibit's Committee for the Computer Museum met for the first time in two years. Present were: Oliver Strimpel, Jim McKenney, Ed Belove, Dick Case, Dave Nelson, Gregg Welch, (who is a candidate for the position of the Exhibit's Director) and an unidentified female from the Computer Museum staff. (I believe it was the education coordinator, but I'm not certain.)

The three items on the agenda were:

1. a review of the overall space allocation in the master plan.
2. review of the specific exhibit development plan for the next couple of years.
- 3.. discussion of the Reality on Wheels project.

On the first item, after lengthy discussion, it was concluded that some provision should be made for showing more of the collection in an exhibit primarily aimed at the first of our three audiences, computer professionals. The argument for doing this was that though they represent a small proportion of the total potential audience for the museum, they are very important audience because of their willingness and ability to contribute money to the museum, and work on the various volunteer boards of the museum. The space allocation for such an exhibit was suggested at being relatively modest like 5 percent or less of the total available exhibit space. A number of ideas were suggested for how to do this.

1. The visual storage concept - where the actual storage space is organized where people can walk through on a special request basis.
2. It was suggested that some wall space, which would not have to be very deep be lined with historical artifacts and exhibits, for instance the walls of the auditorium, and it might only require four feet of space out from the walls to show a relatively densely compacted exhibit of some of the artifacts with only signage and no interaction. Everybody I think agreed that no interactive characteristics were necessary to appeal to the professional audience who wanted to look at old stuff.
3. Another idea was to take an area in the back of the museum and have a rotating exhibit, possibly changing every year, some of the artifacts with potentially each display having some theme behind it.

Oliver committed to taking these ideas under advisement and to propose a specific way of executing this need.

The second suggestion, which was made by Ed Belove, was for a space devoted to topical or current computing events. This would respond to what was actually in the news at a specific time, such as computer privacy when that was an issue or maybe an exhibit on viruses, or anything else that was currently in the news. This would clearly add a new dimension to the Museum experience.

Oliver responded favorably to this idea, and hopefully he will incorporate this into the overall plan.

Relative to the second item on the agenda, it was agreed that the plan for the Discovery Center, with a potential opening in February of 1992, followed by the Networked Society, approximately a year later was a good plan for the next two exhibits and the Museum should continue to pursue the objective of opening both of those exhibits when planned.

The discussion then continued around the subject of what other exhibits might potentially be ~~added~~ ^{added} to the calendar and also what sort of refurbishment of current exhibits might be appropriate.

The third item on the agenda Virtual Reality, was not really covered to any significant extent.

For the next meeting, we plan to do the following things:

1. Present an outline for the Museum's exhibit's plan that would form the basis for the exhibit's portion of the Museum's overall long-range plan.

Oliver and I will both take a crack at that independently.

2. Oliver will present alternatives for adding additional exhibits. a) The first sub category will be adding additional floor space to the Museum as a whole, including the problems of adding another floor to the building on the roof, the issues of moving the collections out of the building or moving some of the offices.

- b) The second sub category is, if we don't add to the overall square footage of the museum's available space, where do we put a new exhibit? Possibilities might be to eliminate the auditorium, tear down smart machines (or any other move that is exhibit replacement), etc.

The next meeting will be held January 9, after the Executive Committee meeting, from noon to 2 p.m.

\$EX

On December 3, 1990, the Exhibit's Committee for the Computer Museum met for the first time in two years. Present were: Oliver Strimpel, Jim McKenney, Ed Belove, Dick Case, Dave Nelson, Gregg Welch, (who is a candidate for the position of the Exhibit's Director) and an unidentified female from the Computer Museum staff. (I believe it was the education coordinator, but I'm not certain.)

The three items on the agenda were:

1. a review of the overall space allocation in the master plan.
2. review of the specific exhibit development plan for the next couple of years.
- 3.. discussion of the Reality on Wheels project.

On the first item, after lengthy discussion, it was concluded that some provision should be made for showing more of the collection in an exhibit primarily aimed at the first of our three audiences, computer professionals. The argument for doing this was that though they represent a small proportion of the total potential audience for the museum, they are very important audience because of their willingness and ability to contribute money to the museum, and work on the various volunteer boards of the museum. The space allocation for such an exhibit was suggested at being relatively modest like 5 percent or less of the total available exhibit space. A number of ideas were suggested for how to do this.

1. The visual storage concept - where the actual storage space is organized where people can walk through on a special request basis.
2. It was suggested that some wall space, which would not have to be very deep be lined with historical artifacts and exhibits, for instance the walls of the auditorium, and it might only require four feet of space out from the walls to show a relatively densely compacted exhibit of some of the artifacts with only signage and no interaction. Everybody I think agreed that no interactive characteristics were necessary to appeal to the professional audience who wanted to look at old stuff.
3. Another idea was to take an area in the back of the museum and have a rotating exhibit, possibly changing every year, some of the artifacts with potentially each display having some theme behind it.

Oliver committed to taking these ideas under advisement and to propose a specific way of executing this need.

The second suggestion, which was made by Ed Belove, was for a space devoted to topical or current computing events. This would respond to what was actually in the news at a specific time, such as computer privacy when that was an issue or maybe an exhibit on viruses, or anything else that was currently in the news. This would clearly add a new dimension to the Museum experience.

Oliver responded favorably to this idea, and hopefully he will incorporate this into the overall plan.

Relative to the second item on the agenda, it was agreed that the plan for the Discovery Center, with a potential opening in February of 1992, followed by the Networked Society, approximately a year later was a good plan for the next two exhibits and the Museum should continue to pursue the objective of opening both of those exhibits when planned.

The discussion then continued around the subject of what other exhibits might potentially be added to the calendar and also what sort of refurbishment of current exhibits might be appropriate.

The third item on the agenda Virtual Reality, was not really covered to any significant extent.

For the next meeting, we plan to do the following things:

1. Present an outline for the Museum's exhibit's plan that would form the basis for the exhibit's portion of the Museum's overall long-range plan.

Oliver and I will both take a crack at that independently.

2. Oliver will present alternatives for adding additional exhibits. The first sub category will be adding additional floor space to the Museum as a whole, including the problems of adding another floor to the building on the roof, the issues of moving the collections out of the building or moving some of the offices.

The second sub category is, if we don't add to the overall square footage of the museum's available space, where do we put a new exhibit? Possibilities might be to eliminate the auditorium, tear down smart machines (or any other move that is exhibit replacement), etc.

The next meeting will be held January 9, after the Executive Committee meeting, from noon to 2 p.m.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

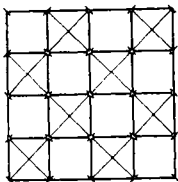
DATE: November 27, 1990
TO: The Computer Museum Exhibits Committee
FROM: Oliver Strimpel
RE: December 3, 1990 Meeting

I have enclosed, at the suggestion of Gardner Hendrie, a copy of the Exhibit Development Policy for your information.

Look forward to seeing you at the meeting next week.

/sj

Enclosure



COMPUTER MUSEUM EXHIBIT DEVELOPMENT POLICY

The Purpose of the Exhibits

The Computer Museum's mission is, in part, *to educate and inspire all ages and levels of the public through dynamic exhibitions and programs on the technology, applications and impact of computers.*

Exhibits provide an environment for "landmark learning," the grasping of key ideas in a new subject. The aim is to raise curiosity and awareness, not to teach a course. Exhibition galleries filled with an engaging array of interactive displays, original artifacts, and video have a unique power to inspire visitors to make mental leaps into new fields. The selection of content and media serve the educational goals of the Museum.

The Museum's Audience

The audiences served may be divided into three groups. Group 1 consists of technically literate individuals, the majority of whom are professionally involved with computers. Group 2 consists of the remainder of the adult visitors, with little or no knowledge of computers; this group may have some interest in computing, perhaps through a family member, or through the use of personal computers. Group 3 are school-age visitors, who come to the Museum in group field trips, or with their families during weekends and vacations.

The degree to which an exhibit appeals to one of the groups depends both on the its subject matter as well as on the manner in which it is presented. The Museum will try to ensure that at least two of the three groups are well served by any individual exhibit. In addition, the Museum will produce supporting materials, such as worksheets, catalogs, and gallery guides, that will supplement each exhibit's educational impact. The overall mix of exhibits at the Museum will offer a rewarding experience for members from all audience groups.

Two exhibit genres offer great potential rewards for all groups. The first are 'larger-than-life' displays, epitomized by the walk-through human heart in the Chicago Museum of Science and Industry, or the "Soup Machine" animated computer of NMST, Ottawa. Such exhibits instill a powerful take-home impression which is a salient

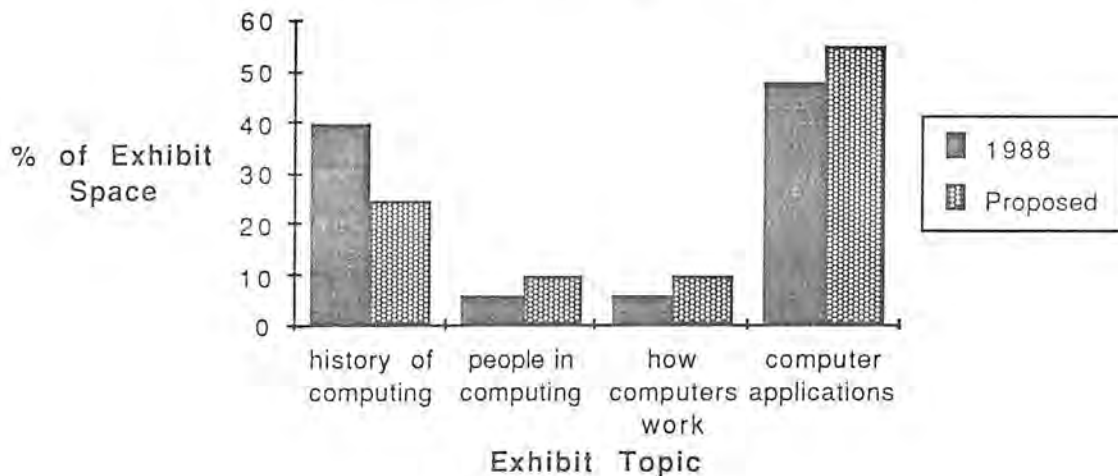
characteristic of many successful museums. The second is the hands-on interactive exhibit where visitors learn through actively doing something themselves. This stimulates a depth of understanding not attainable by passive watching or listening. Where possible, both of these types of exhibits should be a feature of new Museum galleries.

Allocation of Exhibit Space by Content

There are four fundamental areas that will be addressed within the Museum's exhibits. Taken as a whole, these areas span the content areas delineated by the Museum's mission statement. Taken separately, they each offer the opportunity of engaging at least two of the Museum's audience groups.

A percentage of Museum exhibit space to be devoted to each subject area is given. This figure refers to exhibits in which that particular subject area is the dominant theme. However, it is highly desirable for most exhibits to interweave elements of all the areas listed below. This will add a diversity that will widen the appeal of each exhibit.

Allocation of Exhibit Space by Topic



1. History of Computing (20-30% of space)

An exhibit on the evolution of computer hardware, software and applications is an essential component of a well-rounded museum visit; indeed, most people expect to see some history in a Museum, but it must be presented in a lively manner to sustain interest and reward visitors. The Museum therefore plans to develop two historical exhibits. In the first, vignettes from key episodes in the history of computing will be presented with emphasis on the social context that brought the technology about. A typical vignette will include an original artifact in a period recreation, a video program presenting its application and impact, and an interactive computer offering visitors a means of sampling the type of problem to which the computer was applied. Text will fill in background context and related events. The second exhibit will consist of a dramatic, walk-through recreation of a large computer installation of the vacuum tube era. The sheer size of vacuum tube computers will make a lasting impression on visitors. Every effort will be made to target these introductory exhibits towards all three audience groups.

In addition to these two permanent exhibits in which the historical theme is uppermost, many other aspects of computer history will be covered as introductory or background sections within other thematic exhibits, both permanent and temporary. The history of personal computers, for example, may be presented within a thematic gallery on personal computing.

A result of this policy is that only a small percentage of the Museum's collection of historical artifacts will be on display in the public galleries. Visitors with a desire to see more of the collection (anticipated to consist mainly of audience group 1) will be accommodated by the Museum's Visible Storage area. This consists of a well organized artifact storage area in which most of the significant artifacts in the collection are laid out, well lit, and labelled with technical descriptions.

2. How Computers Work (10% of space)

To address the mission's requirement for exhibits on computer technology, an introduction to the basic principles of computer hardware and software will be presented, either as a separate exhibit, or as a facet of several thematic exhibits. Fundamental aspects to convey include the function of the processor, main memory, secondary memory, display and interfaces, and how

information flows between them. Other themes include miniaturization, the difference between hardware and software, and the nature of a program.

Special devices will be required to ensure that technical ideas are effectively communicated to members of audience groups 2 and 3. A major exhibit on the personal computer could provide a good opportunity for explaining basic elements of computer architecture and information flow within the computer. For example, a giant computer could be fabricated in the form of a landscape through which visitors roam to discover the anatomy of the computer, and learn what happens at each part through computer animation and hands-on interactive stations.

3. People in Computing (10% of space)

The achievements of individual computer engineers and entrepreneurs provide a good vehicle for focussing on specific technologies and their applications and social impact. Temporary exhibits may be mounted to feature specific groups of individuals, perhaps on the occasion of important anniversaries. Audiovisual programs featuring computer innovators will be used wherever appropriate to add a human dimension to the exhibits.

4. Computer Applications (50-60% of space)

This topic appeals to the largest proportion of visitors because people want to see what computers can do. In addition, the Museum is a natural place in which to demonstrate computer applications; visitors can engage directly with the applications, offering an experience that cannot be matched by text or audiovisual media alone.

Two of the existing major galleries in the Museum, constituting 25% of the total available exhibit space (37% of exhibit space open in 1988), have themes that demonstrate computer applications: "Smart Machines" shows achievements in artificial intelligence and robotics; "The Computer and the Image" shows image processing and computer graphic applications.

The Museum should greatly expand the scope and range of computer applications presented. Future exhibits being proposed in this area include a major exhibit on personal computers, in which the largest section will demonstrate about six generic application areas for personal computers, each with half a dozen computers for visitors to use.

"The Networked Society" is a proposed exhibit that will feature large-scale computer applications that control information essential to the running of modern society. Examples will include airline reservations, telephone networks, on-line banking, international financial transactions, and supermarket systems.

In another proposed exhibit, "The Ubiquitous Computer," computer applications would be approached from a different perspective. This exhibit would reveal and explain the use of computers inside machines we use every day. Examples include the car, telephone, microwave oven, camera, and many other devices drawn from all walks of life.

Some other application-oriented themes for future exhibits include the use of computers in medicine, helping the disabled, defence, space, and publishing.

Layout of Exhibit Space

The excitement of a Museum visit should start as soon as the building is approached. Displays outside the building and in the lobby should serve to arouse interest and provide a taste of the Museum galleries. Kinetic or interactive sculptures and large-screen video might be appropriate here.

It is especially important that the first gallery seen by visitors place all audience groups in a good frame of mind. Visitors who desire to see computer history exhibits should have this opportunity early on in the visit.

Exporting Exhibits

Although the first priority is to develop The Computer Museum's galleries, the Museum should also clone or travel exhibits for audiences across the world. This can help the Museum reach audiences well beyond its reach in Boston. Increasing the Museum's visibility outside Boston can play a very beneficial role in the development of Museum support from new geographical regions.

One approach is to build exhibits that tour science and technology centers under the auspices of organizations such as the Smithsonian Institution Travelling Exhibition Service (SITES) or the Association of Science and Technology Centers. "Computers in Your Pocket" is the first such Computer Museum exhibit, currently being toured by SITES. Special funding is usually required to rebuild exhibits in a form suitable for touring.

Another approach is to build exhibit kits based on Computer Museum exhibits. These would include software, hardware specifications, installation and maintenance instructions, and explanations of the subject matter. Once developed, such kits could be sold at reasonable prices to science and technology centers that lack their own exhibit development teams. Unsolicited requests for exhibits from about 10 institutions, and the absence of other providers of such items give preliminary indication that a market for exhibit kits exists.

Schedule of Exhibit Development

It is the Museum's objective to open one major new exhibit and a pair of temporary exhibits each year. This rate is required in order to keep the Museum exhibits current and relevant, as well as to maintain high visibility for the Museum. The opening of new exhibits has a significant impact on visitor attendance levels.

Exhibit quality rather than quantity is usually the deciding factor in determining repeat visits. The Museum is already large enough to occupy most visitors for the typical two hour visit. Priority should therefore be given to the replacement of the least successful exhibits with new ones rather than expansion into unused space. An increase in the overall gallery square footage should be tied to visitor attendance levels.

If possible, galleries near the entrance should be improved first.

Exhibit Funding Strategy

The Museum exhibits will be self funding. In other words, all development costs will be met with funds raised specifically for the development of exhibits. Funds can be tied to specific exhibits, or,

more desirably for the Museum, applied to an exhibit development phase considered as a whole.

The main sources of funding are the computer and computer-user industries. These include both the corporations and the founders and other individuals within the corporations. Secondary sources of funding include state and federal government grants and independent foundations.

Funders will be acknowledged within the exhibits. The Museum will be sensitive to the promotional interests of the funder, but will be the final authority on the content of the exhibit and the use of the company name, logo and products.

END

October 28, 1988

 *
 * TO: O. Strimpel, Executive Director DATE: January 7, 1991
 * J. McKenney, Chairman Finance FROM: Nick Pettinella
 * Committee REF: 91-2
 *
 * cc: E. Schwartz
 * Chairman Executive Committee
 * B. McLaughlin, Business Manager
 *
 * SUBJECT: THE COMPUTER MUSEUM CASH POSITION
 *



I will be on travel the week of January 7th. As a result, I will be unable to attend the Executive Committee meeting on Wednesday, January 9, 1990. Because of the importance of the cash discussion we had at the Finance Committee meeting on January 3, I thought it would be appropriate to communicate my considerations on this issue as well as communicate the consensus of the Finance Committee.

After review of the current and projected cash flow for the Museum, it appears the Museum is entering another period of lower cash balances. Based on the cash flow projections presented, it was the consensus of the Finance Committee that the Museum is entering a period of concern about its cash, especially the next 2-3 months (January - March 1991) and that the Museum should accelerate its efforts to increase its inflow of cash.

The Museum staff presented two Cash Flow projections which I have marked as A and B and attached to this memo. Chart A reflects the "expected" cash balances based on actual results to-date together with a re-forecast of the original budget. Chart B reflects the same information as Chart A but assumes the remaining \$214K of budgeted Unrestricted Contributions under the Capital Fund will not be received.

The Finance Committee members at the meeting agreed that the solution to the cash situation probably requires several simultaneous efforts which address both the short-term and long-term cash needs of the Museum. A major fundraising effort, proposed by the consultants, is designed primarily to address the longer-term cash needs of the Museum. However, the Museum budgeted and the Board approved \$250K of Unrestricted Contributions for FY91 as part of the Capital Fundraising activities. To-date, only \$36K of this \$250K has been received. The short-term cash needs of the Museum are dependent on receiving this entire amount. Increased effort should be placed on attempting to raise this cash.

In the short-term, it was suggested the Museum staff focus additional effort on attempting to get more out of existing and reasonably successful activities such as Admissions, Corporate Memberships, Grants, Store and Functions. For example, the performance of the Store has improved significantly over the past year. However, perhaps the Store can do better. Admission revenues for the first five months of FY91 were up over 100% while Store revenues were up 67%. The margin earned by the Store was approximately \$26K or 16% on total Store revenues of \$180K. However, on revenues of \$80K received for "Functions", this activity earned \$45K or a margin of 56% on revenues. This analysis suggests that these two activities are successful and the Museum should try to leverage them even more. A concerted effort should be made to raise the margin on Store activity. Additionally, it is suggested that more effort be focused on Functions, ostensibly one of the highest margin producing activities at the Museum. The Function activities seems to be under recognized and have demonstrated excellent potential.

Given the growing concern about the Museum's cash position, I suggest the Finance committee meet again in early February, rather than waiting until the next quarterly meeting.

Attachments:

- Cash Flow Projections - A
- Cash Flow Projections - B

Board of Directors Terms of Office

	✓91	Bodman	87-91	+++ } <i>rating</i>
X	91	Chapman	87-91	---
	✓91	Donaldson	83-87;91	++++
X	91	Gerrity	87-91	---
	91	Hopper	87-91	+
	✓91	McKenney	83-87;91	+++
	✓91	Morse	87-91	+++
	✓91	Nelson	87-91	+
	✓91	Sammet	83-87;91	+
	✓91	Schwartz	83-87;91	+++++
	91	Seligman	87-91	++
X	91	Severino	87-91	-
	✓91	Shear	87-91	+++
X	91	Smart	87-91	-

THE COMPUTER MUSEUM
 STATEMENT OF REVENUES AND EXPENSES
 COMBINED OPERATING AND CAPITAL FUNDS
 (\$ - Thousands)

	11/30/89 ACTUAL	FOR THE FIVE MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	-----11/30/90----- ACTUAL	FAV(UNFAV)			
Operating Fund	595	715	811	96	13%	2,019	2,183
Capital Fund	761	198	176	(22)	(11%)	1,011	987
Total Revenues	1,356	913	987	74	8%	3,030	3,170
EXPENSES:							
Operating Fund	583	821	769	52	6%	1,992	1,955
Capital Fund	317	293	340	(47)	(16%)	1,138	1,301
Total Expenses	900	1,114	1,109	5	1%	3,130	3,256
NET REVENUES (EXPENSES)	\$456	(\$201)	(\$122)	\$79	39%	(\$100)	(\$86)

SUMMARY:

For the five months ended November 30, 1990, The Museum operated at a deficit of (122K) compared to a budgeted deficit of (201K). As of November 30, 1990 total cash and cash equivalents amounted to 264K.

OPERATING: Operating revenues were 13% over budget due to strong earned revenue streams. Expenses were 6% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 11% under budget due to timing of Unrestricted contributions. Capital expenses were 16% over budget due to unbudgeted expense in Exhibits Development (Walk-Through Computer Video funding which was received in FY90).

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	11/30/89 ACTUAL	BUDGET	FOR THE FIVE MONTHS ENDED		FY91 BUDGET	FY91 FORECAST	
			-----11/30/90----- ACTUAL	FAV (UNEAV)			
REVENUES:							
Unrestricted contributions:	142	\$144	134	(10)	(7%)	600	585
Restricted contributions	58	88	31	(57)	(65%)	315	311
Corporate memberships	36	70	57	(13)	(19%)	200	200
Individual memberships	19	22	24	2	9%	52	72
Admissions <i>budgeted +15% Δ</i>	152	171	311	40	23%	370	510
Store	27	133	164	31	23%	368	301
Functions	74	77	80	3	4%	153	158
Interest Income	5	3	2	(1)	0%	4	5
Other	12	7	8	1	0%	57	38
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	595	715	811	96	13%	2,019	2,183
EXPENSES:							
Exhibits Development	0	67	22	45	67%	204	159
Exhibits & Collection	48	55	54	1	2%	123	119
Education	85	103	115	(12)	(12%)	261	272
Marketing & Memberships	101	176	128	48	27%	391	353
General Management	103	100	103	(3)	(5%)	339	239
Fundraising	31	53	55	(2)	(4%)	182	187
Store	81	113	138	(25)	(22%)	232	264
Functions	27	35	35	0	0%	74	76
Museum Wharf expenses	107	119	119	0	0%	286	286
Total Expenses	583	821	769	52	6%	1,992	1,955
NET REVENUES (EXPENSES)	\$12	(\$106)	\$42	\$148	140%	\$27	\$228

26

THE COMPUTER MUSEUM
BALANCE SHEET
11/30/90

	OPERATING FUND	CAPITAL FUND	PLANT — FUND	TOTAL 11/30/90	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$58,161			\$58,161	\$8,298
Cash Equivalents	205,449			205,449	282,190
Investments		\$0		0	53,363
Receivables	29,338			29,338	120,302
Inventory	65,507			65,507	63,212
Prepaid expenses	7,644	745		8,389	15,238
Interfund receivable		447,312		447,312	617,702
	-----	-----	-----	-----	-----
TOTAL	366,099	448,057	0	814,156	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,737,647	1,808,731	1,808,731
 TOTAL ASSETS	 \$366,099	 \$519,141	 \$1,737,647	 \$2,622,887	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$80,208	\$30,860		\$111,068	\$158,341
Deferred income	9,591	-		9,591	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	447,312	-		447,312	617,702
	-----	-----	-----	-----	-----
Total	537,111	30,860	0	567,971	792,981
Fund Balances:					
Operating	(171,012)			(171,012)	(213,272)
Capital		488,281		488,281	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(171,012)	488,281	1,737,647	2,054,916	2,176,055
 TOTAL LIABILITIES AND FUND BALANCES	 \$366,099	 \$519,141	 \$1,737,647	 \$2,622,887	 \$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
11/30/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 11/30/90	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$43,260	(\$163,399)	\$0	(\$121,139)	\$748,966
Depreciation			0	0	310,606
	-----	-----	-----	-----	-----
Cash from operations	42,260	(163,399)	0	(121,139)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	90,964			90,964	(83,875)
Inventory	(2,295)			(2,295)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	13,343	(60,616)		(47,273)	81,895
Deferred income	(7,347)			(7,347)	(5,292)
Prepaid expenses	6,588	262		6,850	(8,011)
	-----	-----	-----	-----	-----
Cash from working capital	101,253	(6,991)	0	94,262	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	143,513	(170,390)	0	(26,877)	12,594
Financing:					
Interfund pay. & rec.	(170,390)	170,390		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(170,390)	170,390	0	0	7,564
Net increase/(decrease) in cash & investments	(26,877)	0	0	(26,877)	20,158
	-----	-----	-----	-----	-----
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$263,610	\$0	\$0	\$263,610	\$290,487
	=====	=====	=====	=====	=====

The Computer Museum

300 Congress Street
Boston, MA 02210
(617) 426-2800

Dinner Party at Chuck and Jenny House residence
1140 Hamilton Avenue, Palo Alto, California
January 29, 6:30 p.m.

Fax
783-7707

ACCEPTANCES

Gwen and Gordon Bell (2)
Owen Brown
Ed Feigenbaum and Penny Nii (2)
Gardner Hendrie and Karen Johansen (2)
Peter Hirshberg
Ted Johnson
Bob and Robyn Metcalfe (2)
Suhas Patil
Dave Patterson

TOTAL 13 + Houses = 15

PENDING

Pat and Nancy Forster
Hal Shear

REGRETS/NO RESPONSES

Ed Belove
Joel Birnbaum
Lynda Bodman
Larry Brewster
Dick Case
Jim Clark
Howard Cox
John and Ann Doerr
Dave Donaldson
Andy Grove
Max Hopper
Bill Joy
Mitch Kapor
Pat McGovern
Jim McKenney
Carver Mead
Steve Merrill
Andy Miller
David Nagel
Tony Pell
Nick Pettinella
Dave Rodgers
Heidi Roizen
Dick Ruopp
Grant Saviers
Ed Schwartz
Oliver Strimpel
Larry Tesler and Colleen Barton
John White

1/23/91



DATE: January 25, 1991

TO: Karen Johansen

FROM: Sue Johnson

Karen, the directions for the dinner party on Tuesday, January 29th, are as follows:

Chuck and Jenny House
1140 Hamilton Avenue
Palo Alto, CA
(415) ~~232-0520~~ 323-0520

From San Jose, take Route 101 north to the University exit. Cross back over Route 101 heading south. Take a left on Lincoln. The first street on the right is Hamilton. Their home is on the left hand side of the street.

Everyone attending was sent a copy of the attached Mission Statement and Questions for Discussion. In addition, Gwen is planning on reviewing draft goals numbers 1-5, and the objectives for goals 2, 3 and 5 (goals 2, 3 and 5 seemed most appropriate for this group). I have included these for Gardner's convenience.

Gwen has Museum materials on hand to distribute.

Please let me know if I can be of any additional assistance.

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-3800

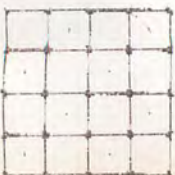
The Computer Museum

MISSION STATEMENT

- * To educate and inspire all ages and levels of the public through dynamic exhibitions and programs on the technology, applications and impact of computers.
- * To preserve and celebrate the history and promote the understanding of computers worldwide.
- * To be an international resource for research into the history of computing.

QUESTIONS FOR DISCUSSION

1. Does the Museum's mission statement need to be changed at this time? Has the mission changed or has our way of expressing it become obsolete?
2. What primary messages does the Museum want to project and to what audiences? What means are available to achieve this?
3. How does the issue of site/locale/physical plant affect the Museum's effectiveness? How can this be addressed?
4. Are there more opportunities for collaborative or cooperative programming?
5. What are the Museum's means for measuring success?
6. What opportunities can the Museum pursue for increasing earned revenue, while enhancing its mission?
7. How can the Museum use volunteers more effectively? What local, national, and international roles exist for volunteers/advocates?



THE COMPUTER MUSEUM
Strategic Plan 1991-95

Draft Goals

1. To create a broad range of exciting, inspiring, and educational exhibits and programs on the subject matter of computing.
2. To establish the Museum as a leader in the development of interactive computer-based exhibits.
3. To sustain and expand the Museum's role in preserving the history of computing.
4. To develop research and publication projects that enhance the Museum's role as an international resource for the history of computing.
5. To increase the Museum's audiences on local, national, and international levels.
6. To purchase appropriate space for the Museum.
7. To increase overall financial stability.
8. To expand and deepen volunteer involvement at all levels.
9. To enhance the strength of the staff.

1/16/91

Goal 2

To establish the Museum as a leader in the development of
interactive computer-based educational exhibits

1. amplify the Exhibit Kit program

include replicable interactive components in all new exhibits

upgrade existing exhibitions with new interactive exhibits that
can be exported

2. create and host international symposia on the principles and
techniques of interactive exhibit design and development, and
participate in national conferences on this topic

Goal 3

To sustain and expand the Museum's role in preserving the history of computing

1. enhance the collection through proactive collecting, particularly of integrated circuits, photographs, film, video, and documentation
2. become a resource for corporations setting up their own collections and museums by loaning artifacts, and providing photographs, video, and advice relating to exhibits and collections.
3. maintain a high-quality collections storage facility for artifacts and paper archives

Goal 5

To increase the Museum's audiences on local, national, and international levels.

Onsite Audience

1. create programming plan to increase overall local audience as well specific segments including the underserved, people of color, youth, senior citizens
2. create amenities and attractions to address negative impact of Boston's Central Artery construction

Offsite Audience

1. travel one exhibition every other year
2. market exhibit kits, targetting science and technology centers
3. create and market original educational materials, including videos, software, slide sets, books, teaching aids, and printed materials
4. participate in nationally-broadcast television or radio programs
5. become a focal point for computer industry celebrations with at least one internationally focussed event each year
6. continue to televise The Computer Bowl through 1994, and, if it is not continued, replace it with another activity of a national scale.
7. explore other possibilities for national or international special events, such as contests and fairs

SUSAN L. DAHLING
820 South Street
Roslindale, MA 02131
(617) 325-5313

Experience

- 1990 - **Opus Marketing** Roslindale, MA
Principal and Founder. Manage marketing consulting practice to small and large businesses and non-profit organizations. Projects include conference and special event planning, marketing plans, and marketing analyses for clients including Radcliffe College, Hemenway Design, Henschel, and Work Family Directions.
- 1989 **Eldred Wheeler** Hingham, MA
Sales and Marketing Manager. Developed and executed sales and marketing programs and strategies for \$3 million company of high-end antique reproduction furniture. Reported directly to Chief Operating Officer. Managed two direct retail stores and a distribution network of 40 dealers. Implemented first new product program introduction, developed new distribution strategy, and initiated new pricing policy. Created first image campaign through advertising and promotional programs.
- Summer, 1988 **Apple Computer, Inc.** Cupertino, CA
Intern in Healthcare Marketing. Participated in national new vertical market introduction acting as project manager for major industry tradeshow and opening of a permanent exhibit. Shared supervisory responsibility for video production (Healthcare: Year 2008), special events, and exhibit design. Coordinated with field sales force, vendors, third party developers, and corporate headquarters.
- 1986-1987 **Heller Breene** Boston, MA
Account Supervisor-Weebok by Reebok, Reed & Barton Silversmiths, S.D. Warren Paper Company, Cartier Collection. Developed strategies and implemented advertising campaigns and design projects for major clients. Participated in successful new product introduction of Weebok Infant Shoes and the Cartier Collection. Conceived and developed account management training program. Assisted in transition of design department at HBM/Creamer Inc. to an international subsidiary during billings growth of 350% as company became top creative shop in New England.
- 1984-1986 **HBM/Creamer Inc.** Boston, MA
Account Manager. Promoted from assistant within six months in design department. Managed design projects for clients including American Tourister, Stanley Tools, Prime Computer, and Acushnet/Footjoy. Responsible for financial systems management including hiring, developing systems, and budget forecasts.
- 1983-1984 **USS Constitution Museum** Boston, MA
Director of Community Relations. Planned and implemented complete marketing program for most visited single tourist attraction in New England, coordinating federal government agencies, City of Boston, and State of Massachusetts.

1980-1983

Harvard University

Cambridge, MA

Reunion Coordinator, Major Reunions. Planned and executed most extensive major reunion program in nation comprised of ongoing special events culminating in a week-long program each year for over 3,000 people. Supervised student staff of 150. Assisted in administration of \$1M budget.

Other:

Worked for U.S. Customs, Housing and Urban Development, Admissions Offices for Mount Holyoke and Williams Colleges, and *Mademoiselle Magazine*.

Education

1987-1989

**The Amos Tuck School of
Business Administration**

Dartmouth College
Hanover, NH

Master of Business Administration degree, June 1989. Selected to be one of five graduate admissions assistants for Admissions Office, 1988-89.

1976-1980

Mount Holyoke College

South Hadley, MA

Bachelor of Arts degree in American Studies. Class of 1980 Alumnae Scholar. State of Connecticut Scholar. Class Officer. Literary Editor of Yearbook.

1978-1979

Williams College

Williamstown, MA

Junior Year Exchange. Dean's List. Selected as first exchange student to serve on Junior Advisor Selection Committee. Big Brother/Big Sister Program participant.

Other:

Additional credit work done at Radcliffe Graduate Management Program, University of Massachusetts, and Harvard Extension Program.

Personal

President of Mount Holyoke Young Alumnae Club, 1981-1983. Board member, Boston Alumni Clubs, 1981-1983. Class Agent, 1986-1990. Cited in Outstanding Young Women in America, 1984. Served on City and State Tourism Boards. Enjoy travel, writing, squash, and cross country skiing.

Opus Marketing

I. Client List

- Radcliffe College
- Work/Family Directions
- Henschel Corporation
- Hemenway Design
- Boston Latin School Foundation

II. Teaching

- Women in Development, Marketing Panelist for Annual Meeting
- Instructor, Management Training 2000 Program, Boston Center for Adult Education, "Print Communications"

III. Other

- Featured in December Issue of Entrepreneurial Woman

COMPUTER MUSEUM STRATEGIC PLAN

List of Topics for Discussion at March 1 Board Meeting

1. Does the revised mission statement articulate the purpose of the Museum?
2. How important is it to increase visitation to capacity for the site?
3. How much should the visitation growth goal affect the exhibit planning priorities?

Example: A "block-buster" is needed in FY93. Can The Networked Society exhibit achieve 20% growth in visitation? If not, should it be postponed? But then computer uses in large-scale business is not treated.

4. What proportion of the Museum's resources should be devoted to serving people onsite as opposed to offsite, nationally, and internationally?
5. Who is the Museum primarily trying to reach - students, adults, what backgrounds? Is the exhibit plan well-fitted to the current and future constituencies of the Museum?
6. To what use should the Capital Campaign funds be put? Building down payment, endowment (of all, parts of Museum), mortgage payment?
7. Are the timing and goals of the capital campaign, as laid out in the plan, achievable?

draft 2/14/91

Foundation support status

	A	B	C	D	E
1	Based on JDS/OS conversation 2/12/91				
2	Note: All sources listed would be received in FY91				
3					
4	Proposals sent out	Request	Expectation	Outcome	Potential for
5	as of 2/13/91				repeat support
6					
7	Shraft	\$10,000	\$5,000	\$5,000	
8	Dewing	\$5,000	\$2,500		
9	Houghton Mifflin	\$10,000	\$2,500		
10	John Hancock	\$5,000	\$2,000		
11	Liberty Mutual	\$10,000	\$5,000		
12	Boston Globe	\$25,000	\$10,000		
13	Millipore	\$25,000	\$5,000		
14	NET	\$25,000	\$12,500		
15	Polaroid	\$10,000	\$2,000		
16	Fidelity	\$10,000	\$2,500		
17	Fuller	\$25,000	\$5,000		
18					
19	Subtotal	\$160,000	\$54,000	\$5,000	
20					
21	Props going out in February				
22					
23	Bank of Boston	\$10,000	\$2,500		
24	Toyota	\$25,000	\$15,000		
25	Boston Edison	\$10,000	\$2,500		
26	State Street	\$10,000	\$2,500		
27					
28	Subtotal	\$55,000	\$22,500	\$0	
29					
30	Proposals going out in March				
31					
32	Cox Charitable Trust	\$100,000	\$50,000		
33	Richard Smith	\$100,000	\$50,000		
34	Haydn (for Learning Center)	\$100,000	\$50,000		
35	Babson	\$10,000	\$5,000		
36	Loomis Sayle & Co	\$10,000	\$5,000		
37	Paine Assoc.	\$3,000	\$1,500		
38					
39	Subtotal	\$323,000	\$161,500	\$0	
40					
41	TOTAL	\$538,000	\$238,000	\$5,000	

2/13/91

MEMORANDUM

TO: Self
FROM: Ed
RE: Oliver's review
DATE: January 9, 1991

* * * * *

The following comments were made during the Executive Committee meeting's discussion about Oliver's performance during 1990:

Positive Comments:

- Seemed to handle his transition from Exhibits Director to present position as good or better than expected.
- Many +'s, no -'s.
- Relatively responsive to requests and suggestions of Executive Committee.
- Controlled costs to a good degree; did fine with regard to the numbers.
- Good representative of the museum.
- Took the job very seriously.
- Has been very willing to learn in areas where he needs help.
- Evidences a high energy level for the position.

Negative Comments:

- Needs to be a stronger and more forceful leader; may be too deferential to more senior people than is necessary or desirable.
- Needs to work more on his role as a visionary for the museum.
- Needs to be sure that the right preparation is in place for meetings with Board before the meetings are held.

- Has not yet demonstrated a clear ability to develop and retain a competent staff.

- Has not yet demonstrated the strong broad-based development ability needed for this position.

Comments Which Need To Be Made:

- We still believe that his pay is in the upper portion of the salary scale for this position.

- This salary increase of 7% reflects how we judged his performance in 1990 against expectation.

- He needs to become a superstar in the years ahead for his salary to grow as we think he would desire.

- If Jan becomes (or stays) a superstar, don't worry about her salary as we should be able to afford those costs.

J:\wp\cas\compmus.jan

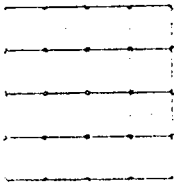


Computer
Museum

111 Congress Street
Boston, MA 02210

Executive Committee Meeting
January 9, 1991
10:00 a.m.

1. Operations Report
2. Capital Campaign - status, timing
3. Board nominations; openings in 1991; nominating policy
4. Report on Exhibits Committee meeting; strategy for fund-raising for Computer Discovery Center and Reality on Wheels



The Computer Museum

300 Congress Street
Boston, MA 02210

617-436-2800

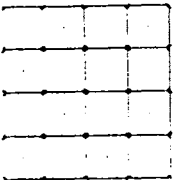
DATE: January 3, 1991
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: January 9, 1991 Agenda

The agenda for our January 9th meeting (10:00 a.m., 5th floor conference room) is enclosed.

I look forward to seeing you next Wednesday.

/sj

Enclosure



The Computer Museum

300 Congress Street
Boston, MA 02210
(617) 426-2800

DATE: January 2, 1991
TO: The Computer Museum Board of Directors
FROM: Oliver Strimpel
RE: Director of Exhibits

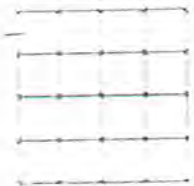
I am delighted to be able to announce that, following a national search, I have appointed the Museum's own Greg Welch as Director of Exhibits.

Greg has worked on and off at the Museum since 1983, and was responsible for a number of exhibits including the highly successful travelling exhibit, "Computers in Your Pocket". For the last two years Greg has been exhibit developer for our next major new exhibit, "Milestones of a Revolution: People and Computers". He has shown great talent in formulating exhibit concepts, getting them funded, and following through with their development. I am confident that the Museum's exhibit development program will thrive with Greg as Director of Exhibits.

I am also very excited to be able to tell you that we have raised over 80% of the funds needed to develop the "Milestones" exhibit. Almost half the funds raised have been awarded by the National Endowment for the Humanities on the strength of two excellent proposals written by Greg. We have now fixed the opening date for the evening of Thursday, June 27, 1991, with the summer Board meeting the following morning at 8:30 a.m. Please mark your calendars!

As you will recall, I had originally hoped to hire a Director of Public Programs to oversee both the exhibits and the education activities. Unfortunately, I found that this placed so many constraints on the candidates' background that the pool of potential candidates became small. I have therefore decided to revert to the original structure, with separate directors and departments for exhibits and education. We are therefore still searching for a Director of Education. As always, I would be glad to hear of any potential candidates you might suggest.

In addition, I have enclosed the audited financial statements for the fiscal year ending June 30, 1990.



Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

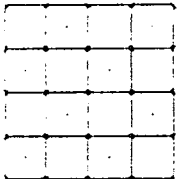
DATE: December 14, 1990
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: Minutes of December 3, 1990 Executive Committee Meeting

Enclosed please find the minutes from our meeting of December 3, 1990.

In addition, please note that our next Executive Committee Meeting will take place on January 9, 1991 at 10:00 a.m. This meeting will be held in the fifth floor conference room here at The Computer Museum. Our February meeting is scheduled for February 6, 1991 at 7:30 a.m.

/sj

Enclosure



THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting

December 3, 1990

In attendance were Richard Case, Gardner Hendrie, James McKenney, Nicholas Pettinella, Edward Schwartz, and Oliver Strimpel.

Oliver reported that the financial patterns of earlier months were continuing, with strong revenues in attendance, functions and the store. The \$180K budgeted for general development, however, may well fall short owing, in part, to the delay in hiring a grant writer. A new person has been hired, starting December 3rd. The Computer Bowl is performing on target, with \$145K (of a total \$300K) committed to date. Over 120,000 people have visited the Museum in the calendar year to date. School groups, though up from last year, would be stronger if schools could afford busses.

Unfortunately, the Museum's Director of Marketing has not performed as strongly as hoped for and will be leaving the Museum. A search is underway for a new person. The committee felt this was an important position and encouraged Oliver to find the best possible candidate. Oliver reported interviewing candidates for the Director of Exhibits and Education position, and has also been looking at splitting the position again into two jobs owing to the difficulty of finding someone with the appropriate background.

Oliver reported that The Children's Museum is moving forward rapidly on the proposed Waterpark Development; the group felt that connections with The Children's Museum and The Computer Museum should be made at the Board level, and a 3-4 person committee of the Board formed to pursue The Computer Museum's role in the development, maintaining the Museum's position as equal partners for as long as possible. A staff person at the Museum should be appointed to act as the main liason.

Milestones

Oliver announced a \$275,000 grant from the National Endowment for the Humanities which brings the total funds committed to \$753,295. It was agreed that a certain percentage, to be determined, should be set aside to support the operation and maintenance of the exhibit after its opening. It was decided that sufficient funds are in place to be confident that the exhibit development can proceed to completion. June 27, the day before the Annual Meeting of the Board and Trustees, was set as the opening date. Fundraising for Milestones will continue, while new fundraising efforts will be started for the next major exhibit, The Computer Discovery Center.

Capital Campaign

The schedule proposed by Charles Webb & Associates, delayed by approximately one month, was adopted. The committee also agreed to the other recommendations of the capital working group to retain Charles Webb as consultant at \$4K per month during the planning phase, to bring a staff person to work exclusively on the Capital Campaign, and to develop a five-year plan based on input from all the Museum's committees of the Board and ad hoc long-range planning committee. It was hoped that as much "new blood" as possible could be added to enrich the planning process and help draw in future supporters.

The next meetings of the Executive Committee will be January 9, 1991 at 10:00 a.m., and February 6, 1991 at 7:30 a.m.

THE COMPUTER MUSEUM REVENUE STREAMS
11-7-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	90A	3	0	0	4	0	0	4	0	1	19	0	0	31
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	6	1	10	6	0	0	0	0	0	0	0	0	0
INDV UNREST	610	90A	1	1	0	2	0	34	0	0	6	3	0	143	190
		91B	0	0	5	10	40	70	70	40	5	5	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-CAPITAL	610	90A	4	1	0	6	0	34	4	0	7	22	0	143	221
		91B	0	0	5	10	40	70	70	40	5	5	0	0	5
		91A	6	1	10	6	0	0	0	0	0	0	0	0	0
OPERATING:															
CORP MEMBER	810	90A	6	0	20	5	5	5	29	22	9	36	19	7	163
		91B	10	10	15	20	15	10	30	20	20	20	10	10	190
		91A	6	5	5	15	0	0	0	0	0	0	0	0	0
INDV MEMBER	820	90A	4	5	3	4	4	4	2	1	7	6	4	11	53
		91B	4	4	4	4	4	4	4	4	4	4	4	4	48
		91A	3	2	7	2	0	0	0	0	0	0	0	0	0
ANNUAL FUND	730	90A	4	0	1	4	11	26	4	1	9	8	2	12	82
		91B	4	1	5	4	15	38	5	2	16	10	10	10	120
		91A	2	2	3	2	0	0	0	0	0	0	0	0	9
CORP UNREST	710	90A	0	0	0	0	0	0	0	0	0	1	0	0	1
		91B	0	0	25	50	10	0	0	10	0	25	0	0	120
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
GOVT UNREST	710	90A	19	0	0	19	0	0	19	0	0	18	0	0	75
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
FOUNDATION UNRES	710	90A	0	0	0	0	0	0	0	0	0	0	0	0	0
		91B	0	0	20	0	0	0	20	0	0	0	0	0	60
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	90A	28	50	0	0	0	0	3	0	0	0	0	0	81
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	710	90A	47	50	0	19	0	0	32	0	0	19	0	0	157
		91B	0	0	45	50	10	0	20	10	0	25	0	0	180
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
BOWL CORP	750	90A	25	0	0	0	0	20	43	36	11	50	8	3	196
		91B	0	0	0	0	10	48	0	0	60	94	27	36	275
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46
BOWL INDV	750	90A	0	23	0	0	0	4	0	0	0	26	2	5	60
		91B	0	0	0	0	0	0	0	0	10	15	0	0	25
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	750	90A	25	23	0	0	0	24	43	36	11	76	10	8	256
		91B	0	0	0	0	10	48	0	0	70	109	27	36	300
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46
TOTAL-OPERATING	90A	90A	86	78	24	32	20	59	100	60	36	145	35	38	713
		91B	18	15	69	78	54	120	59	36	110	168	51	60	838
		91A	11	59	61	19	0	0	0	0	0	0	0	0	150
GRAND TOTAL	90A	90A	90	79	24	38	20	93	104	60	43	167	35	181	934
		91B	18	15	74	88	94	190	129	76	115	173	51	63	1088
		90A	17	60	79	25	0	0	0	0	0	0	0	0	181

31 of 0

0 of 15

31 of 55

14 of 16

9 of 14

50 of 75

0 of 20

46 of 0

0 of 0

150 of 180

FY 90 Bowl
income B 312
A 256
expense A 88

FY 91
income B 300K
expense B 90K

November , 1990

Dear ,

I am writing to thank you for your participation in the recent Capital Campaign Planning Study for The Computer Museum. The time taken and thoughtful responses given by those interviewed are reflected in the ~~document~~ enclosed ~~document~~.

To summarize the findings, the study concluded that there are very positive feelings about the Museum's exhibits, programs, and services, its staff, its board, and its current ability to attract public, private, and government support. ~~Many individuals see this campaign as a pivotal effort in the Museum's development.~~

~~However~~ Although there is some confusion about the Museum's identity, mission, and plans, the campaign represents an opportunity to take a clear story to its constituency. ~~This will build donor confidence, involve new volunteers, and methodically build support from new sources.~~

~~Based on the recommendations made by The Charles Webb Company which completed the study,~~ ^{conducted} the Board of Directors has voted to mount a multi-year campaign. ~~The exact time span and financial goal of the campaign are still being considered.~~ ^{concluded that the Museum was at a point in its development that it could launch} ^{however the} ^{evaluated.} As a result, a successful campaign.

A Steering Committee is being formed to address these issues as well as that of recruiting national leadership for this important effort. (We are delighted that you have expressed interest in assisting with the campaign. Within the next few months we'll be calling you to discuss ~~to discuss~~ the organizational structure and your possible role in it.) or (Should you find yourself able and willing to participate in this important campaign, please call me or Dr. Strimpel, the Museum's executive director.

We appreciate your interest in The Computer Museum and thank you again for your time and consideration.

Sincerely,

Gardner C. Hendrie, Chairman
Board of Directors

Sigma Partners

FACSIMILE COVER

Number of pages (including cover sheet): 2

Date: 11/12/90

Company: Computer Museum

Attn: Jan DelSesto

FAX #: 426-2943

CC: _____

From: Gardner

MESSAGE: A little more straightforward & direct.
Most of the interviewees were "good friends"
of the Museum. If you feel more
comfortable using your more salesy letter to
corporations, foundations & "distant relatives"
please feel free. Call if you have any questions.
I will call into my machine from Las Vegas

Gardner
P.S. - I assume the board & trustees &
good friends got at least a summary & hopefully
the whole report.

Sigma uses the NEC Nefax 14. The FAX number is 617-367-0478.

If you did not receive all your pages, or if your copies are not legible, please call Sigma Partners at 617-227-0303.

Put in Stratus file w/ your cover letter which should be copied cc: to Gardner Hendrie along w/ a copy of this.

I N T E R O F F I C E M E M O R A N D U M

**Boston Childrens Museum
and
The Computer Museum**

Date: 09-Aug-1990 02:14pm EST
From: Julie Oates
OATES
Dept:
Tel No:

TO: Jan DelSesto

(DELSESTO)

Subject: Stratus CComputer

jan --

I spoke with Ellie Harris today from Stratus. She is the one who called in late July and wanted to know if they could get more passes instead of using designees. You and I discussed it and agreed that she could get 50 more passes instead of having designees and that if she wanted more tickets, she could move to a higher level of membership or she could buy tickets at a reduced price. She said that she couldn't do either because she didn't have any budget.

Today she called to see where the tickets were (they were sent out last Monday). I told her that I had sent 50. She became upset that they were only getting fifty tickets, and said that they must have never received 300 tickets for membership because all of the tickets were gone already. She said that we must have only given her 100 tickets. She thinks that we should give her "a couple of hundred additional tickets because they have given so much to the Museum (the Bowl for two years, membership dues)." I explained that the Bowl was a separate issue and that the companies received a great deal of benefits from the Bowl in terms of free advertising and exposure. I told her that our records indicated that they recieved 300 passes and that I would have to investigate the number of tickets that were sent out and get back to her.

She then said that she would speak to Gardner Hendrie about getting tickets, and then hung up! I later called her back and left a message that if she didn't receive the additional 50 tickets by tomorrow, she could call me and I'd leave tickets at the front desk for employees who wanted to visit this weekend. Let's decide how to handle when you recover from vacation!

-- julie

The
Computer
Museum

300 Congress Street
Boston, MA 02210
(617) 426-2600

August 14, 1990

Ms. Ellie Harris
Stratus Computer
55 Fairbanks Blvd.
Marlboro, MA 01752

Dear Ms. Harris:

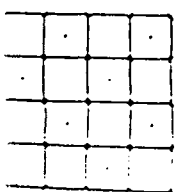
I have discussed your request for additional passes with Jan Del Sesto, the Museum's Director of Development. Enclosed please find 250 admission passes to The Computer Museum.

While our records indicate that we did send 300 admission passes to Stratus on April 18, 1990, there may have been an error in the number of tickets that were actually placed in your package. You mentioned that perhaps Stratus received only 100 passes, therefore 200 of the enclosed passes should be used to bring the number up to the originally intended 300. The additional 50 passes are in appreciation of Bill Foster's personal support of the Museum. He has been, and continues to be, a faithful supporter of the Museum.

As always, we appreciate Stratus' support and we are pleased that the passes to the Museum are so popular.

Regards,

Julie Oates
Julie Oates
Membership Coordinator



I N T E R O F F I C E M E M O R A N D U M

Boston Childrens Museum
and
The Computer Museum

Date: 08-Sep-1990 11:33am EST
From: Jen DeSesto
DELSESTO
Dept: Computer Museum
Tel No: Ext. 378

TO: COCHRAN (PAPER MAIL)
TO: ALLCOCK (PAPER MAIL)
CC: Gwen Bell (BELL)
CC: Oliver Strimpel (STRIMPEL)
CC: Gardner Hendrie (PAPER MAIL)

Subject: cc planning study

DATE: 9/8/90
TO: Janet Cochran, Thom Allcock
Charles Webb Co.
RE: Summary and response for 9/5 mtg w/ JDS

Janet and Thom,

As we discussed, Gwen will complete her annotations on the supplementary list and get them to you. You will assess the potential success rate with remaining numbers and call me on Monday 9/10 if you think we need to add new names to get us to a minimum survey number of 75. I have also talked with Gwen Bell and Gardner Hendrie about those individuals with whom you're having trouble getting appts. Here is the outcome:

<u>NAME</u>	<u>ACTION</u>
Bechtolsheim	JDS to send fax from GR
Boucher	don't push
Brown	TA should call. He should be back in CA and responsive to the call.
Clark	Forget him.
Cullinane	Pell does not know. Try but don't push
Dennis	Don't push. Is friendly and will probably continue to give as he said.
Drane	JDS and GR will see at cult dinner

on 9/12. Will ask him to schedule
asap.

Feigenbaum

Correct numbers are:
office - 415-723-4874
home - 415-493-5610 (during
weekdays not weekends)

Fredkin

Don't push. He has pledged money
he has not yet payed and right
now that is the priority.

Hearst

GB will call and push.

Hopper

GH will call. American Airlines
Reservation system had a crisis
last week. That's Max's area, so
we might want to give him another
week to resolve this before bugg-
ing him.

Luft

Should be replaced by local head.
JDS will get letter out and cc
C. Webb with info. wk of 9/10

Manzi

Forget him.

McGovern

GB will call to arrange.

Merrill

JDS will read fax from GH asking
that it not be deferred to Coit
since we'd like Merrill's CA point
of view.

Nelson

GH will call and push.

Schaffer

Forget him.

Treybig

Forget him.

Young

Forget him.

I N T E R O F F I C E M E M O R A N D U M

Boston Childrens Museum
and
The Computer Museum

Date: 08-Sep-1990 12:47pm EST
From: Jan DelSesto
DELSESTO
Dept: Computer Museum
Tel No: Ext. 378

TO: Gwen Bell
TO: Oliver Strimpel
To: G. Hendrie

(BELL)
(STRIMPEL)

Subject: additions and corrections to attached

Please note the following additions and corrections

Jamison
Lucky

GH to call and push
GH to call and push

Nelson

GH to call and push (not GB)

We have added a few names who can be called by the end of next week. We will cc you and send annotation with letters. The two individuals are:

Andy Miller 617-536-0470
Miller Communications

David Rodgers 503-626-5700
Sequent Computer

Please note that I am sending you (by mail) a copy of information I've been collecting on salaries and wealth of those in the industry. Obviously, there are a significant number of additional names that should ultimately be included on our cc cultivation/propsect. I thought the information might help give you some more perspective on the donor pool. As you will see, it is quite large, but we would expect to encounter that same problems with access, and time as we do with our insiders.

I am especially pleased that Bill Gates has agreed to the interview. We had been told that he really couldn't do anything for us until he had done something major locally. He has since done so and now has a favorable and friendly relationship with the Museum. There will be yet more contact when he again becomes a major component in the Computer Bowl next April.

Gardner has suggested that we add some local non computer industry money philanthropists to our survey to get a feel for that third group - those capable and known to be generous but with no connection to computers. I am working on some names for you at present.

THE COMPUTER MUSEUM REVENUE STREAMS
5-7-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	89A	1	10	15	1	9	0	8	23	1	0	7	0	75
		90B	0	0	0	0	0	30	20	35	35	30	30	30	300
		90A	3	0	0	4	6	0	4	0	1	19			31
INDV UNREST	610	89A	2	4	2	0	0	32	9	233	0	0	10	1	313
		90B	0	0	0	20	20	25	25	35	25	30	5	5	200
		90A	1	1	0	2	0	34	0	0	6	3			47
TOTAL-CAPITAL	610	89A	3	14	17	1	9	32	17	276	1	0	17	1	388
		90B	0	0	0	20	20	45	45	70	70	60	35	35	400
		90A	4	1	0	6	0	34	4	0	7	22	0	0	78
OPERATING:															
CORP MEMBER	810	89A	4	2	24	14	13	9	0	12	9	24	11	7	133
		90B	16	16	16	16	16	16	16	16	15	15	15	15	188
		90A	6	0	20	5	5	5	23	22	9	35			137
INDV MEMBER	820	89A	3	6	6	3	9	5	6	4	5	7	4	5	62
		90B	7	7	7	7	7	7	7	7	7	7	6	6	82
		90A	4	5	3	4	4	4	4	1	2	4			40
ANNUAL FUND	730	89A	0	0	2	0	1	13	10	3	7	7	0	2	45
		90B	1	2	1	3	27	22	5	2	1	5	15	15	100
		90A	4	0	1	4	11	26	4	1	9	8			68
CORP UNREST	710	89A	0	0	0	0	0	0	0	0	0	1	0	10	11
		90B	0	3	9	5	5	5	7	10	10	0	0	2	50
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0
GOVT UNREST	710	89A	0	0	0	0	0	0	0	0	0	0	0	0	0
		90B	19	0	0	19	0	0	19	0	0	18	0	0	75
		90A	19	0	0	19	0	0	19	0	0	18			75
FOUNDATION UNRES	710	89A	0	0	0	0	0	0	0	0	0	0	0	1	1
		90B	0	3	3	5	5	5	7	10	10	0	0	2	50
		90A	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	89A	0	0	0	0	0	0	0	17	0	0	50	50	117
		90B	0	0	0	0	0	0	0	0	0	0	0	0	0
		90A	28	50	0	0	0	0	3	0	0	0			81
SUBTOTAL	710	89A	0	0	0	0	0	0	0	17	0	1	50	51	124
		90B	19	6	6	29	10	10	35	20	20	18	0	4	175
		90A	47	50	0	19	0	0	22	0	0	18	0	0	156
BOUL CORP	750	89A	17	21	25	32	5	18	9	0	0	0	1	0	125
		90B	14	23	20	20	0	0	118	32	0	0	0	0	227
		90A	25	0	0	0	0	20	43	35	11	50			193
BOUL INDV	750	89A	2	1	5	8	3	1	0	1	0	0	23	0	43
		90B	0	0	0	0	0	0	0	23	55	17	0	0	95
		90A	0	23	0	0	0	4		0	0	26			53
SUBTOTAL	750	89A	19	22	30	40	7	16	9	1	0	0	24	0	168
		90B	14	23	20	20	0	0	118	35	55	17	0	0	322
		90A	25	23	0	0	0	24	43	36	11	76	0	0	238
TOTAL-OPERATING		89A	26	30	62	57	30	43	28	30	21	29	85	75	538
		90B	57	54	50	75	60	55	179	101	99	62	26	40	867
		90A	86	78	24	32	30	39	100	80	36	144	0	0	639
GRAND TOTAL		89A	29	44	92	78	37	75	45	314	22	29	106	76	926
		90B	57	54	50	75	60	100	224	171	168	122	71	75	1267
		90A	90	79	24	31	30	93	104	80	43	165	0	0	717

LIST OF PERSONS WHO INDICATED INTEREST IN WORKING ON THE CAMPAIGN

Gene Amdahl
James Baar
Edward Belove
Gwen Bell
Larry Brewster
Richard Carpenter
Richard Case
David Chapman
Jon Eklund
Bob Everett
Richard Greene
Gardner Hendrie
Peter Hirschberg
Max Hopper
Ted Johnson
David Kaplan
Mitch Kapor
Fritz Landmann
Andy Miller
Hugh Miller
Christopher Morgan
Laura Morse
Suhas Patil
Nicholas Pettinella
Bill Poduska
Jonathan Rotenberg
Grant Saviers
Paul Severino
Robert Shafto
Hal Shear
Michael Simmons
Irwin Sitkin
Gordon Smith

The Computer Museum

100 New Cross Street
Boston, MA 02109
(617) 438-2900

Memorandum

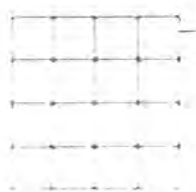
to: Lynda Bodman, David Donaldson, Gardner Hendrie, Ed
Schwartz
from: Oliver Strimpel
re: nomination of chairmen
date: 11/7/90

Please find enclosed a summary of the characteristics we would ideally seek in our chairmen as discussed in our meeting on October 31. I have added the role of honorary chairman of the capital campaign as a possible way of structuring that role that came out of discussions on the 31st and 1st.

This is a very helpful start, and I look forward to a second meeting later this month when we might look at specific candidates. Sue Johnson will be calling next week to set this meeting up.

Thank you very much for your input. As you know, these are the most important volunteer positions for the Museum!

Oliver



Requirements for Chairmen Roles

Chairman of the Board

requires time, perhaps up to one day a week (can't have a fulltime demanding job)
outgoing personality, likes fund raising
likes the leadership role, involving cultivation
high level position and reputation
financial means
strongly believe in the Museum's mission
ideally Computer Museum Board member, but not essential

Chairman of the Executive Committee

requires time, must be available, sometimes at short notice
management skills
trust in and be trusted by the staff
Computer Museum Board member, preferably Exec. Cttee member

Working Chairman of Capital Campaign

organizational and motivation skills
have a reputation and position
goal oriented
staying power (over a 3-year campaign)
have a strong ego and will to succeed
strong belief in the Museum's mission
need not be Computer Museum Board member

Honorary Chairman of Capital Campaign

major reputation and status
large personal means
small time requirement
need not be a Computer Museum Board member

The Computer Museum

300 Congress Street
Boston, MA 02210
(617) 426-2800

capital campaign budget for FY 91
 cash in 1,000K
 use of funds { expenses 265K
 { bldg mortgage 136K
 { endowment 600K
 { 70% Jan D 60K
 { 100% Jan W 50K
 { 4K/mos. Webb 50K
 { ? 105K ← Oliver - what is this

Memorandum

to: The Computer Museum Executive Committee
 from: Oliver Strimpel
 re: Agenda for September 4 meeting
 date: August 1, 1991

The agenda for the next meeting will be as follows:

- Operations update
- Capital Campaign report
- Waterfront Project—update and discussion (see enclosures)
- Museum governance

I enclose:

- FY91 year-end financials (prior to audit)
- financials for July 1991
- summary of Waterfront Project received from The Children's Museum
- Waterfront Project desiderata prepared by Computer Museum staff and presented to Childrens Museum

The meeting will take place 8-10am in the fifth floor conference room. I look forward to seeing you then.

Oli
 Lobner Prize - \$800K committed

tools & toys 800K budget
 95 cash \$95K BCS
 420 pledges 250K + 95K + 75K
 Gator BCS DEC
 prospects 50K 300K 100K 125K
 50% 30% 10% 25%
 Apple NSF Intel IBM
 25K 100K 10K 30K

DEC
 tools & toys 75
 planning & sec. 25
 operating 50



THE CHILDREN'S MUSEUM

WATERFRONT PROJECT

EXECUTIVE SUMMARY

1. Project Concept

We believe that children have a great need for positive experiences with their cities. The goal of the waterfront project is education about the urban environment, through enjoyable direct experiences in the built and natural Fort Point Channel neighborhood. The Waterfront Project programs and capital improvements will create an accessible setting for lively and relevant learning. To accomplish this goal and meet the needs of our growing child and adult audience, The Children's Museum will build a new waterfront park, a floating exhibition center, and expand the capacity and quality of lobby/visitor service spaces.

Waterfront Park

Through the construction of an expanded urban waterfront park the Museum will bring its diverse exhibitions, programs, and activities outdoors—into the park and out onto the water to create Boston's most visible family gathering place. The waterfront park will be the only public open space on Fort Point Channel, enhancing downtown pedestrian waterfront access and setting the pattern for future land development. The new park will provide a setting for public art, water play, outdoor festivals and performances.

Floating Exhibition Center

The Children's Museum was founded on the principle that children learn best through direct experience with real objects and people. By locating a new exhibition space on the Channel which puts kids and adults out on the water, close to bridges and downtown buildings, with exposure to wind and weather, we will create a place for interactive learning unique in the City.

The multi-disciplinary programs will focus on science, art and culture and the city environment. During summer and vacation weeks when visitation is high, the floating exhibition center will delight children and families. We will also be able to offer school groups the opportunity for in-depth learning through lab and workshop investigations during our off-peak times. The center will be staffed by young people from local high schools, employed and trained by the Museum.

Lobby and Visitor Services Expansion

The Children's Museum planned improvement to its visitor services facilities will make visits more comfortable for our 500,000 person audience of families, school groups, senior citizens and people with disabilities. The improvements will allow us to grow and to comfortably increase our peak capacity. This component will contain better entry for families and group visitors, clearly marked elevators, coat storage space, a new admissions system and back pack rental.

DRAFT BUILDING AND SITE PROGRAM SUMMARY

A. The "core" building program for the visitor services spaces - including new space and existing building renovation includes:

- Entry, group entry, orientation and eating area, lobby, admissions, orientation/ respite spaces, security station, bathrooms, personal belonging storage, new vertical and horizontal circulation (if possible visible from outside) and physically challenging kid circulation (next generation of climbing sculpture).

Desirable program elements are:

- expansion of retail (recycle, shop, kits) and food service spaces, indoor public eating area.
- theatre/performance space (usable for meetings and functions) with capacity of 250-300
- interior loading dock and service entry, secure short term traveling exhibition storage
- indoor trash collection & compaction
- additional floor (7th)

B. Basic building program for the floating exhibition space (aka barge) includes:

- Central exhibition space, capacity 400 people +, exhibit maintenance, janitor closet, mechanical electrical room, bathrooms, entry space, security station.
- Variety of outdoor decks, balconies and observation spaces. Public viewing area and walkway, access to wharf.

Desirable building program elements are:

- Workshop for messy activities, classroom/resource area (possibly join both rooms for multi-purpose use, collections storage wall, staff support.

C. The park program is:

- Lots of landscaping, water features, physically challenging play opportunities, contemporary art, seating, information, gathering spaces for 50--200 people, temporary shelter and other support infrastructure for seasonal exhibition, functions and festivals, off hour delivery dropoff and emergency vehicle access.
- Water taxi mooring.
- Relocate electrical equipment and dumpster.

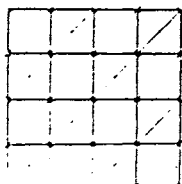
7/18/91

General

1. View Lines View lines to the Computer Museum entrance and signs at present levels must be maintained, or additional signs added. Overall visibility must be maintained or improved.
2. Expansion The Project should preserve opportunities for further expansion of the site.
3. Identity The building as a whole should become more visible and attractive, during daylight and dark hours.

Apron

1. Retail Museums should have equal access to retail space and share revenues and expenses equally.
2. Functions Easy-to-use function space needed. (for example, provision for tent-poles) Site should not be so developed as to preclude functions.
3. Electric Power should be available outside for outside activities at the performance spaces.
4. Entrances There should be no "front" and "back" entrance. Both ends of the park should be equally exciting.
5. Public space Ample public seating, gathering space should be provided. Space should not all be carved up into program areas.
6. Plants Living plants, greenery should play a part in the park plans.



- | | |
|-----------------------------|---|
| 7. Boat dock | Any boat dock added should be for Museum Wharf as a whole. |
| 8. Ticketing | An outside kiosk for Museum ticketing is desirable. |
| 9. Groups | Space for groups of up to 100 people to gather in front of the Museum would be desirable. |
| 10. Lobby and Program Space | Ample space is provided for lobby and program space to be expanded. |

Site Utilities

- | | |
|------------------|---|
| 1. Trash | In 1991 approximately 650,000 people visit the 2 museums each year. Plans call for an increase to 900,000 by 1996. The handling of the existing trash and additional trash needs to be dealt with preferably by an indoor, covered dumpster area. It is unacceptable to The Computer Museum to leave the open dumpster where it is now. |
| 2. Loading Dock | Full access by a full-size truck to the large elevator for deliveries is needed. |
| 3. Parking | A minimum of 6 unallocated parking spaces (i.e 3 for each museum) is needed for contractors, VIPs, etc. |
| 4. Special needs | Vehicles carrying wheelchairs must be able to pull up near the Museum entrance and ramp access to the lobby must be maintained. |
| 5. School Bus | Congress Street drop-off (or better) must be maintained |
| 6. Electric | Existing outdoor transformer should be moved and capacity should be adequate for anticipated loads |
| 7. HVAC | Additional indoor space will need its own additional HVAC as existing system is at the limit. |
| 8. Lighting | Good night lighting of the site is needed. |

Major Education Program Initiatives

I. Innovative Educational Materials

- Based on Museum exhibits and exhibit themes
- Video, print materials, software, and computer-related objects in kits
- For school and home use

II. Computer Learning Center

- Innovative classroom space with variety of computers to promote learning through inquiry and design
- Free afterschool programs for underserved youth ages 8-14
- Site for school group programs, family classes, and teacher education workshops

III. Teacher Education and Internships

- Internships for pre-service and in-service teachers
- Hold workshops for teachers and school administrators (starting with MITS)
- Become site in national initiative for teacher education through ASTC

IV. Mentor/Internship Program for Students (MIPS)

- High school students work as computer education interns at Museum
- Help teach LEGO/Logo workshops for upper elementary school students
- Learn about careers with computers from role models working in the field

V. Museum Visit Enhancement

- Develop hands-on collaborative activities related to each exhibit
- Activity-based exhibit guides and classroom idea sheets to better prepare and involve school, camp, and other visiting groups
- Museum theater and more technology demonstrations

Long-Range Goals for Museum Education

Model On-Site Programs

- Computer Learning Center and Mentor program as model programs for serving underrepresented groups
- Excellent educational activities and presentations for general public and school groups
- Quality professional development for in-service and pre-service teachers

National Impact

- Museum known as key source of innovative educational materials on computing (for home, schools, and other informal education centers)
- Unique high-profile annual education event
- Museum's strengths and findings communicated to larger museum and education communities through presentations and publications

Broader Audience

- Close ties with teachers, school districts, other educators
- Exhibits accessible and inspiring to wide range of people
- Special events accessible and inspiring to wide range of people

Educational Mission throughout Museum

- Exhibits accessible, educational, and engaging to broad audience
- Educational programs high quality and high visibility
- All staff familiar with exhibits, educational programs, and basic principles of informal education

RICHARD R. RUOPP

11 YORK ROAD, BELMONT, MA, 02178 • 617-489-5254, FAX 617-489-5255

Sunday, June 9, 1991

Dear Gardner,

I have given careful thought to what I am about to say. As I lose strength, travel is increasingly difficult for me, and early morning meetings impossible. I believe the board of the Computer Museum needs, and should expect, every member to participate fully and enthusiastically. I can do the latter, but not the former. Therefore, I think it best I resign now, so you can use the election coming up to fill my seat.

Of course, I wish it were otherwise. I have cherished my short, but intense and personally meaningful involvement. But circumstances warrant this decision, and I know you and our board colleagues will support it.

As my last contribution as a board member, I would like to nominate Franklin E. Smith as a board member. Frank graduated from Harvard in the late 60s and within ten years was a senior Vice President at Abt Associates in Cambridge. For the last decade he has been an educational software developer. Most notably, he was co-developer of the Bank Street Writer, the single most successful piece of school software to date. I think the board could use more members with Frank's kind of expertise. He lives in Belmont at 46 Hammond Road (02178), 484-7213.

My best to you and my colleagues on the board. The Computer Museum is an important organization and deserves the committed board work it is getting.

Sincere regards,



Richard R. Ruopp

Gardner Hendrie
Sigma Partners
300 Commercial Street #705
Boston, MA 02109

cc: Ed Schwartz
Oliver Strimpel

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	7/31/90 ACTUAL	FOR THE MONTH ENDED			FAV(UNEAV)	FY92 BUDGET
		BUDGET	-----7/31/91----- ACTUAL			
REVENUES:						
Operating Fund	170	224	166	(58)	(25%)	2,243
Capital Fund	16	0	1	1	100%	1,770
	-----	-----	-----	-----	-----	-----
Total Revenues	186	224	167	(57)	(26%)	4,013
EXPENSES:						
Operating Fund	150	222	172	50	23%	2,205
Capital Fund	62	70	80	(10)	(14%)	1,162
	-----	-----	-----	-----	-----	-----
Total Expenses	212	292	252	40	14%	3,367
NET REVENUES (EXPENSES)	(\$26)	(\$68)	(\$85)	(\$17)	(25%)	\$646
	=====	=====	=====	=====	=====	=====

SUMMARY:

For the month ended July 31, 1991, the Museum operated at a deficit of (85K) compared to a budgeted deficit of (68K). As of July 31, 1991, total cash and cash equivalents amounted to 209K.

OPERATING: Operating revenues were 25% under budget due to lower than budgeted earned revenue in Admissions and Store revenue. Expenses were 23% under budget due to timing in spending and lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 100% over budget due to timing. Expenses were 14% over budget due to timing of expenses related to FY91 opening of People and Computers.

THE COMPUTER MUSEUM
BALANCE SHEET
7/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 7/31/91	TOTAL 6/30/91
ASSETS:					
Current:					
Cash	\$44,604			\$44,604	\$77,891
Cash Equivalents	164,218			164,218	42,677
Investments		\$0		0	0
Receivables	21,923			21,923	98,538
Inventory	73,370			73,370	72,763
Prepaid expenses	11,031	148		11,179	15,591
Interfund receivable		343,159		343,159	400,798
	-----	-----	-----	-----	-----
TOTAL	315,146	343,307	0	658,453	708,258
Property & Equipment (net):					
Equipment & furniture	-		\$33,896	33,896	33,896
Capital improvements	-		601,304	601,304	601,304
Exhibits	-		1,307,697	1,307,697	1,307,697
Construction in Process	-	11,328		11,328	11,328
Land	-		18,000	18,000	18,000
	-----	-----	-----	-----	-----
Total	0	11,328	1,960,897	1,972,225	1,972,225
TOTAL ASSETS	\$315,146	\$354,635	\$1,960,897	\$2,630,678	\$2,680,483
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$157,230	\$142,860		\$300,090	\$209,840
Deferred income	10,581	-		10,581	9,165
Line of credit/Loan Payable	0	-		0	0
Interfund payable	343,159	-		343,159	400,798
	-----	-----	-----	-----	-----
Total	510,970	142,860	0	653,830	619,803
Fund Balances:					
Operating	(195,824)			(195,824)	(190,561)
Capital		211,775		211,775	290,344
Plant			\$1,960,897	1,960,897	1,960,897
	-----	-----	-----	-----	-----
Total	(195,824)	211,775	1,960,897	1,976,848	2,060,680
TOTAL LIABILITIES AND FUND BALANCES	\$315,146	\$354,635	\$1,960,897	\$2,630,678	\$2,680,483
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
7/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 7/31/91	TOTAL 6/30/91
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	(\$5,263)	(\$78,569)	\$0	(\$83,832)	(\$115,374)
Depreciation			0	0	423,106
	-----	-----	-----	-----	-----
Cash from operations	(5,263)	(78,569)	0	(83,832)	307,732
Cash provided by/(used for) working capital:					
Receivables	76,615			76,615	21,764
Inventory	(607)			(607)	(9,551)
Investaents		0		0	53,363
Accounts payable & other current liabs	69,320	20,930		90,250	51,496
Deferred income	1,416			1,416	(7,773)
Prepaid expenses	4,412	0		4,412	(349)
	-----	-----	-----	-----	-----
Cash from working capital	151,156	20,930	0	172,086	108,950
Cash provided by/(used for) Fixed assets		0	\$0	0	(586,601)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	145,893	(57,639)	0	88,254	(169,919)
Financing:					
Interfund pay. & rec.	(57,639)	57,639		0	0
Transfer to Plant	0	0	0	0	0
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(57,639)	57,639	0	0	0
Net increase/(decrease) in cash & investments	88,254	0	0	88,254	(169,919)
	-----	-----	-----	-----	-----
Cash, beginning of year	120,568	0	0	120,568	290,487
Cash, end of period	\$208,822	\$0	\$0	\$208,822	\$120,568
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
(\$ - Thousands)

	6/30/90 ACTUAL	EXCLUDING TRANSFERS TO PLANT FUND FOR THE FISCAL YEAR ENDED			
		BUDGET	ACTUAL	FAV(UNFAV)	
REVENUES:					
Operating Fund	1,550	2,019	1,875	(144)	(7%)
Capital Fund	1,452	1,011	819	(192)	(18%)
Total Revenues	<u>3,002</u>	<u>3,030</u>	<u>2,694</u>	<u>(336)</u>	<u>(11%)</u>
EXPENSES:					
Operating Fund	1,528	1,992	1,852	140	7%
Capital Fund	1,399	1,138	1,127	11	1%
Total Expenses	<u>2,927</u>	<u>3,130</u>	<u>2,979</u>	<u>151</u>	<u>4%</u>
NET REVENUES (EXPENSES)	<u>\$75</u>	<u>(\$100)</u>	<u>(\$285)</u>	<u>(\$185)</u>	<u>(185%)</u>

SUMMARY:

For the year ended June 30, 1991, the Museum operated at a deficit of (285K) compared to a budgeted deficit of (100K). As of June 30, 1991, total cash and cash equivalents amounted to 120K.

OPERATING: Operating revenues were 7% under budget due to optimistic budgeted foundation support. Expenses were 7% under budget due to lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 18% under budget due to optimistic budgeted unrestricted contributions. Expenses were 1% under budget despite higher fundraising costs which were offset by lower exhibit costs.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
(\$ - Thousands)

	FOR THE FISCAL YEAR ENDED				
	6/30/90	-----6/30/91-----			
REVENUES:	ACTUAL	BUDGET	ACTUAL	FAV	(UNEAV)
Unrestricted contributions:	253	\$300	214	(86)	(28%)
Restricted contributions	121	315	129	(186)	(59%)
Computer Bowl	256	300	282	(18)	(6%)
Corporate memberships	163	200	201	1	0%
Individual memberships	55	52	56	4	7%
Admissions	320	370	524	154	41%
Store	211	268	314	46	17%
Functions	139	153	136	(17)	(11%)
Interest Income	11	4	1	(3)	(75%)
Other	21	57	18	(39)	(68%)
Gain/Loss on Securities	0	0	0	0	0%
	-----	-----	-----	-----	-----
Total Revenues	1,550	2,019	1,875	(144)	(7%)
EXPENSES:					
Exhibits Development	7	204	79	125	61%
Exhibits & Collection	132	123	127	(4)	(3%)
Education	268	261	247	14	5%
Marketing & Memberships	255	391	321	70	17%
General Management	209	239	251	(12)	(5%)
Computer Bowl	88	88	96	(8)	(9%)
Fundraising	42	94	97	(3)	(3%)
Store	203	232	277	(45)	(19%)
Functions	65	74	71	3	4%
Museum Wharf expenses	259	286	286	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,528	1,992	1,852	140	7%
NET REVENUES(EXPENSES)	\$22	\$27	\$23	(\$4)	(14%)
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
(\$ - Thousands)

	6/30/90 ACTUAL	FOR THE FISCAL YEAR ENDED			
		BUDGET	ACTUAL	FAV (UNEAV)	
REVENUES:					
Unrestricted Contributions	\$221	\$250	\$88	(\$162)	(64%)
Restricted Contributions	1,177	761	715	(\$46)	(6%)
Interest Income	19	0	12	\$12	100%
Gain/Loss on Securities	35	0	4	\$4	(100%)
	-----	-----	-----	-----	-----
Total Revenues	1,452	1,011	819	(192)	(18%)
EXPENSES:					
Exhibits Development	1,010	746	727	19	2%
General Management	155	90	67	23	25%
Fundraising	80	155	186	(31)	(20%)
Wharf mortgage	154	147	147	0	0%
	-----	-----	-----	-----	-----
Total Expenses	1,399	1,138	1,127	11	1%
NET REVENUES (EXPENSES)	\$53	(\$127)	(\$306)	(\$181)	(142%)
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
BALANCE SHEET
6/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$77,891			\$77,891	\$8,298
Cash Equivalents	42,677			42,677	282,190
Investments				0	53,363
Receivables	98,538			98,538	120,302
Inventory	72,763			72,763	63,212
Prepaid expenses	15,443	148		15,591	15,238
Interfund receivable		400,798		400,798	617,702
	-----	-----	-----	-----	-----
TOTAL	307,312	400,946	0	708,258	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		\$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		18,000	18,000	24,000
	-----	-----	-----	-----	-----
Total	0	71,084	1,731,647	1,802,731	1,808,731
 TOTAL ASSETS	 \$307,312	 \$472,030	 \$1,731,647	 \$2,510,989	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	\$87,863	\$121,930		\$209,793	\$158,341
Deferred income	9,165	-		9,165	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	400,798	-		400,798	617,702
	-----	-----	-----	-----	-----
Total	497,826	121,930	0	619,756	792,981
Fund Balances:					
Operating	(190,514)			(190,514)	(213,272)
Capital		350,100		350,100	651,680
Plant			\$1,731,647	1,731,647	1,737,647
	-----	-----	-----	-----	-----
Total	(190,514)	350,100	1,731,647	1,891,233	2,176,055
 TOTAL LIABILITIES AND FUND BALANCES	 \$307,312	 \$472,030	 \$1,731,647	 \$2,510,989	 \$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
6/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 6/30/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$22,758	(\$301,580)	\$0	(\$278,822)	\$748,966
Depreciation			(6,000)	(6,000)	310,606
Cash from operations	22,758	(301,580)	(6,000)	(284,822)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	21,764			21,764	(83,875)
Inventory	(9,551)			(9,551)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	20,998	30,451		51,449	81,895
Deferred income	(7,773)			(7,773)	(5,292)
Prepaid expenses	(1,211)	862		(349)	(8,011)
Cash from working capital	24,227	84,676	0	108,903	(50,650)
Cash provided by/(used for) Fixed assets					
		0	\$0	0	(996,328)
Net increase/(decrease) in cash before financing	46,985	(216,904)	(6,000)	(175,919)	12,594
Financing:					
Interfund pay. & rec.	(216,904)	216,904		0	0
Transfer to Plant	0	0	6,000	6,000	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(216,904)	216,904	6,000	6,000	7,564
Net increase/(decrease) in cash & investments	(169,919)	0	0	(169,919)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$120,568	\$0	\$0	\$120,568	\$290,487

The Computer Museum

60-80

300 Congress Street
Boston, MA 02210

(617) 426-2800

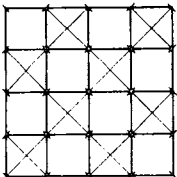
Betsy Riggs - consultant
Susan Downs - reports to VP External Affairs
Victoria Rogers - VP Ext. Affairs - SCITEK in all.

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
7. Capital Campaign: Plans for Revitalization

Howard Salween



The Computer Museum
Admissions Report
28-JUN-1993

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

membership budget best actual
190K 150K 120K

work down to list of 15

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					

Bullent, Alan

Capital Campaign Corporate Target Matrix

	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 support	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 Bowi 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. prospect	Miller
23	Computer Sciences Corp.	CA							Johnson
24	Deloitte & Touche	MA	\$1,000	7A		\$1000, Bowl, 1990		CC prospect	
25	Dow Chemical	M	\$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	

Capital Campaign Corporate Target Matrix

	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	Helnen
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		OGB
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		OGB
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		
Chehey, 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

Capital Campaign Individual Gift Prospects

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	OGB
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)		
<i>Heinen, Roger (Microsoft)</i>	<i>\$50,000</i>	<i>GB/CGB/OS, solicited 11/92</i>
Held, Rob (Chipcom)		
Heller, Andy (HaL)		IS
Hennesey, John (Stanford/MIPS)		
Henson, Joe (Legent)		CZ
Hewlett, Bill (H-P)		
<i>Hoar, Fred</i>	<i>\$25,000</i>	<i>GB, solicited 10/91</i>
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)		OGB
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)		

Capital Campaign Individual Gift Prospects

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, Sessa (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)		

Capital Campaign Individual Gift Prospects

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**

<u>Ask Date</u>	<u>Prospect name</u>	<u>Ask Amount</u>	<u>Askers</u>	<u>Result</u>	<u>Result Date</u>
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

The Capital Campaign for The Computer Museum
 Solicitation Activity Log
 Page Two

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	

The Capital Campaign for The Computer Museum
 Solicitation Activity Log
 Page Three

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.

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.

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 than 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.)

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

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

Memorandum

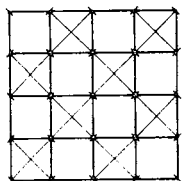
DATE: June 22, 1993
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: June 29 Meeting

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. Cl	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	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	Sellgman, 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	Zrocket, C	

4 yr 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		Trustee	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	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		overseer	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
Foster

trustee

overseer

OK 4/29
G. talks to LM OK 5/30
OK 4/30
Gwen talks to Linda talks Ed S Gwen
Gwen Oliver
G 5/28 Ed G OK
Linda
Linda Gwen
G talk to LMT OK
G talk to will to trustee or overseer
Oliver 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
Oliver
Linda
G. Oliver died
Gwen
G OK

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	overseen 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 X
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	overseen 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 X
95	1	Zraket, C	Trustee		Exec	OK

L. J. Cas

overseen

overseen or trustee

overseer

overseen or trustee

Koster trustee how many trustees

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"

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 X
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	Seligman, 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 X
95	1	Zraket, C	Trustee		Exec	OK

Handwritten notes: J. D. L. discuss

Handwritten note: overseer

Handwritten note: overseer or trustee

Handwritten note: overseer or trustee

Handwritten note: Foster trustee how many trustees

Handwritten note: 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	
Metcalf, 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, Audit	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
98	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	

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.			

The Computer Museum

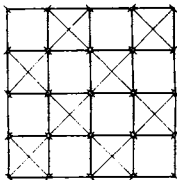
300 Congress Street
Boston, MA 02210

(617) 426-2800

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.



AGENDA
JUNE 21, 1993
Monday 8:00-10:00am

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

**The Computer Museum
Board Education Committee Minutes
April 14, 1993**

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. Committee 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 And reference

3/93

- 1) 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 effusive

still good @ using

Tom Streck - back to Fla. - Bill Hester - Customer Support 294-6000
7267

Bruce Hamilton X2117 435-1000 EMC

Shirley Sampson Associate
Conference Mgmt Systems
813-925-4321
back on Monday

good mgr & motivation of people
Nancy was mgr. of guest service
promoted 2 or 3 times
work was done by strong organization
ran user Groups
very opinionated & determined to get things done
definitely results oriented

~~Charlotte~~

~~813-751-9196~~

← Lina Smith - Mgr

4.0M Accell & Matrix

REFERENCES FOR NANCY ROBB

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 for any reason chooses to resign as Trustee, he will notify both Museum and Hendrie in writing (Notification).

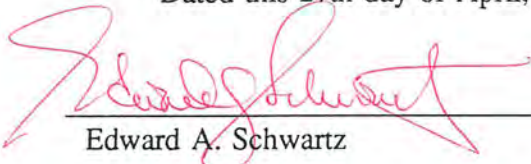
4. Upon receipt of Notification, Hendrie will assume total and full responsibility for himself and Schwartz to explain to the Museum Schwartz's desire to so resign and will act expeditiously and in ways which will reflect only positively on Schwartz so as to preserve Schwartz's valued and good reputation.

~~2.8~~ 5 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 Hendrie 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.

~~2.8~~ 6 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.

ES
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

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
PROJECTED FY 94 BUDGET
APRIL 30, 1993

	ANNUAL OPERATING FY93	FY93 ACTUAL 3/31/93	FY93 PROJECTED	FY94	VARIANCE	CAPITAL			EXHIBIT			ENDOWMENT			'COMPARISON		\$ VARIANCE	
						FY93	FY94	VARIANCE	FY93	FY94	VARIANCE	FY93	FY94	VARIANCE	FY93 BUDGET	FY94 BUDGET		
SUPPORT/REVENUE																		
Restricted Support:																		
Clubhouse	\$340,000	107,900	126,000	\$287,900	161,900											\$340,000	\$287,900	-\$52,100
Exhibit Related	\$35,000	24,581	29,600	\$100,000	70,400				160,000	\$632,000	472,000					\$195,000	\$732,000	\$537,000
Govt & Foundation Endowment	\$43,500	41,391	54,000		-54,000											\$43,500		-\$43,500
Unrestricted Support:																		
Capital Campaign						600,000	\$726,200	126,200								\$600,000	\$726,200	\$126,200
Corporate Membership Foundation	\$247,000	132,750	190,300	\$205,000	14,700											\$247,000	\$205,000	-\$42,000
Computer Bowl Membership Fund	\$345,000	254,450	320,000	\$388,000	68,000											\$345,000	\$388,000	\$43,000
Admission	\$190,000	98,955	155,000	\$178,000	23,000											\$190,000	\$178,000	-\$12,000
Store	\$458,600	343,643	471,900	\$536,841	64,941											\$458,600	\$536,841	\$78,241
Functions	\$258,000	164,527	226,500	\$332,395	105,895											\$258,000	\$332,395	\$74,395
Exhibit Sales	\$130,000	108,935	135,800	\$140,352	4,552											\$130,000	\$140,352	\$10,352
Other:																		
Interest Income	\$70,000	44,240	64,900	\$90,000	25,100											\$70,000	\$90,000	\$20,000
Interest Income	\$10,000	2,348	7,000	\$5,000	-2,000											\$10,000	\$12,000	\$2,000
Rental Income	\$6,000	5,950	6,000	\$6,000												\$6,000	\$6,000	
Program Income	\$12,400	6,092	6,000	\$2,500	-3,500											\$12,400	\$2,500	-\$9,900
Collections	\$4,000	3,732	4,400	\$4,000	-400											\$4,000	\$4,000	
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																		
Exhibit Development	\$29,568	11,134	26,000	\$94,178	68,178				145,416	\$477,755	332,339					\$174,984	\$571,933	\$396,949
Exhibit Maint/Enhancement	\$54,438	52,424	66,300	\$51,813	-14,487				49,348	\$26,328	-23,020					\$103,786	\$78,141	-\$25,645
Exhibit Sales/Kits	\$25,979	47,615	50,615	\$52,611	1,996											\$25,979	\$52,611	\$26,632
Collections	\$69,569	45,948	59,600	\$62,400	2,800											\$69,569	\$62,400	-\$7,169
Education & Admission	\$284,603	195,468	231,912	\$292,568	60,656											\$284,603	\$292,568	\$7,965
Clubhouse	\$276,819	23,289	90,000	\$235,989	145,989											\$276,819	\$235,989	-\$40,830
Marketing	\$221,924	126,964	180,635	\$229,191	48,556											\$221,924	\$229,191	\$7,267
Public Relations	\$103,169	59,861	85,661	\$93,334	7,673											\$103,169	\$93,334	-\$9,835
Store	\$234,772	154,108	211,295	\$268,932	57,637											\$234,772	\$268,932	\$34,160
Functions	\$64,526	49,111	64,500	\$69,402	4,902											\$64,526	\$69,402	\$4,876
Computer Bowl	\$120,886	22,543	120,800	\$135,324	14,524											\$120,886	\$135,324	\$14,438
Fundraising	\$77,585	40,486	44,223	\$64,854	20,631	209,273	\$221,731	12,458								\$77,585	\$64,854	-\$12,731
Membership Fund	\$66,638	23,557	33,319	\$83,611	50,292											\$66,638	\$83,611	\$16,973
Museum Wharf																\$288,000	\$302,000	\$14,000
Op Exp	\$288,000	222,698	288,000	\$302,000	14,000											\$288,000	\$302,000	\$14,000
Mortgage						133,777	\$126,977	-6,800								\$133,777	\$126,977	-\$6,800
General Management	\$227,012	170,566	227,000	\$213,271	-13,729											\$227,012	\$213,271	-\$13,741
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 aggressive 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.

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.

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

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.

audit committee: David Kaplan
Ed. Belove - G talk to & get back to Linda
Dick Case
~~Benny Horowitz~~
Tom Franklin
Russell Nofsker

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.

J. Thomas Franklin

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+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	Zrocket, C	

Computer Museum Governance Strawman as of 2/22/93

Bd. Clg	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	Zrocket, C	Trustee		

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Agenda

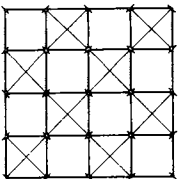
**The Computer Museum
EXECUTIVE COMMITTEE MEETING
May 4, 1993
8:00 a.m. - 10:00 a.m.**

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 Project

Lists - FYI

The Computer Museum
300 Congress Street
Boston, MA 02210
(617)426-2800 x 333

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		OGB
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		OGB
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

Capital Campaign Individual Gift Prospects

Carpenter, Richard		GB
Carr, Art (Bytex)		OS
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	OS
Evans, Larry (Aspen Tech)		LB
Exley, Chuck (formerly NCR)		IS
Falotti, Pier Carlo (ASK)		OS
Feigenbaum, Ed/Penny Nii	\$10,000	OGB
Ferri, Paul (Matrix Partners)		
Fine, Ken	\$25,000	OGB
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

Capital Campaign Individual Gift Prospects

Frankston, Bob		
<i>Fredkin, Ed (Capital Tech.)</i>	\$50,000	<i>CGB, solicited 7/92</i>
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		
<i>Heinen, Roger (Microsoft)</i>	\$50,000	<i>GB/CGB/OS, solicited 11/92</i>
Held, Rob (Chipcom)		
Heller, Andy (HaL)		IS
Hennesey, John (Stanford/MIPS)		
Henson, Joe (Legent)		CZ
Hewlett, Bill (H-P)		
<i>Hoar, Fred</i>	\$25,000	<i>GB, solicited 10/91</i>
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		

Capital Campaign Individual Gift Prospects

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	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
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)		
Metcalf, 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, Sessa (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

Capital Campaign Individual Gift Prospects

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, Phillippe		
Waite, 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)		

Capital Campaign Individual Gift Prospects

Yocam, Del		
Young, John (H-P, retiring)		
Yu, Albert (Intel)		
Zapf, Hermann		Top member
Ziff, Bill (Ziff Davis)		

Capital Campaign Corporate Target Matrix

	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	ΔApple	CA			X	\$25,000, Bowl, 1991-92	REFUSED TNT, GOS support	CC prospect	
8	ΔApple (cont.)	CA			X	\$50,000, PAC, 1991	Clubhouse proposal		
9	ΔApple (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	ΔBoston Globe FDN	MA	\$1,000	5		\$2640, Intern, 1991, 1992	REFUSED,\$25k,WK,1991	CC, Clubhouse prospect	
16	ΔBoston 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	M	\$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	ΔFleet Bank	MA	\$1,000	2A				CC prospect	
26	ΔGeneral 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	ΔHP (Apollo Computer)	CA	\$1,000	2		\$75,000, CC, 1985-9	REFUSED \$100k,TNT	CC, Clubhouse prospect	G. Bell
31	Δ HP (Apollo) (cont.)	CA				\$60,000,Exh, 86-88		TNS proposal	
32	ΔIBM	NY	\$15k	6A	X	\$2,500, Bowl, 1991-92	\$100,000,TNT, REFUSED	CC prospect	Case
33	ΔIBM (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	ΔLotus Development	MA	\$3,000	5A		\$50,000, TNT, 1992	\$125k, Clubhouse, 1992	CC prospect	Strimpel
38	ΔLotus Development (cont.)	MA				\$50,000, PAC, 1991			
39	ΔLotus Development (cont.)	MA				\$25000, TWTC, 1990			

Capital Campaign Corporate Target Matrix

	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									

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

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 experience.

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.

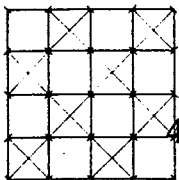
Employees of museums tend to work long hours for little pay when compared to employees of other nonprofit organizations. And salaries at The Computer Museum have increased little in the past few years — we had a wage freeze last year for everyone; this year the freeze was kept for department heads, while 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.



4/9/93

- 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 than 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 suitable)

that must be conducted during regular business hours (e.g., medical or other professional appointments, house/apartment/car emergencies, etc.)

Sabbatical Leave: (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

- 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)

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 gross of \$4million last year with profitability 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

Continued on Page 10

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."

Index

32	Grants	17-23
45-52	Ideas & Resources	28-32
52	Letters & Opinion	42-44
47-49	Managing	33-41
45	News in Brief	12

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

Continued from Page 1

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-com-

pany 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-

Continued on Page 12

Continued from Page 11

Philanthropy has been "sort of de issue," says Jan Houghton, o supervisors Silicon Graphics' at-making program. "As the help Eloisa Pascual High School in development Caribe, contributed staff members and office space to Rico-based subsidiary, Lotus Puerto

Lotus, through its 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, say some company officials.

"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 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.

Typical of the industry's grants: Sun Microsystems gave \$12,000 to teach poor teenagers in East Palo Alto, Cal., how to build and market canoes. Four computer companies ve \$37,000 to the Girl Scouts of Santa Clara County, Cal., to offer on-science courses to 210 elementary schools.

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-tech 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 Arts Project, an AIDS group in Campbell, Cal., has become more sophisticated at writing grant proposals and managing information about the organization.

Since giving programs are often small—or non-existent—at computer companies, many fund raisers are concentrating on getting contributions from the entrepreneurs who 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 silicon on only one non-profit board, 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.

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.

Robert A. Sorenson, Arts' executive director.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit 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."

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 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 silicon on only one non-profit board, 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.

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.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit projects.



Robert A. Sorenson, Arts' executive director.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit projects.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit projects.

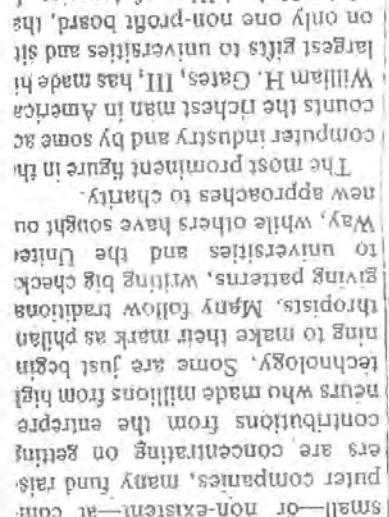
Ms. Lewis, the San Jose Symphony president, says she has been most successful in getting corporate money in Silicon Valley to sponsor flashy programs rather than to defray the mundane expenses associated with running an arts organization. The group's C.E.O. Night, which has become one of the city's most 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."

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 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 silicon on only one non-profit board, 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.

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.



Robert A. Sorenson, Arts' executive director.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit projects.

Software than to get money from high-tech companies. However, he and physical sciences are allowed to take a full deduction, even if they have exceeded the ceiling for such deductions. Fund raisers say that many of the companies are eager to receive credit for making contributions particularly in support of high-profit projects.

Computer Companies Accused of Giving Too Little Away

Continued from Page 12

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."

04/22/93 10:21

617-248-8810

BOSTON LYRIC OPERA

PAGE 01



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)

To: Gardner Hendrie
Karen Johnson

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

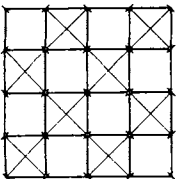
(617) 426-2800

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

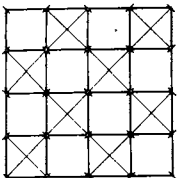
Job qualifications:

- 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

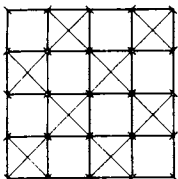
(617) 426-2800

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.



Comp Mus

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 fiscal 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.

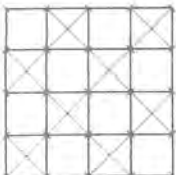
Special Development Meeting at 10:00 a.m.

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

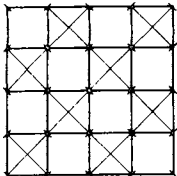
300 Congress Street
Boston, MA 02210

(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.

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										
Govt & Foundation	\$46,825	\$30,000			\$90,550	\$110,000			\$100,400	\$196,134	-\$95,734	\$340,000
Endowment									\$106,069	\$140,000	-\$33,931	\$195,000
									\$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
Other:									\$46,940	\$46,666	\$274	\$70,000
Interest Income	\$2,028	\$6,600										
Rental Income	\$5,950	\$6,000					\$4,504	\$0	\$6,532	\$6,600	-\$68	\$10,000
Program Income	\$658	\$7,500							\$5,950	\$6,000	-\$50	\$6,000
Collections	\$2,900	\$2,666							\$658	\$7,500	-\$6,842	\$12,400
									\$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										
Exhibit Maint/Enhancement	\$34,857	\$35,822			\$97,421	\$113,177			\$104,048	\$125,621	-\$21,573	\$140,000
Exhibit Sales/Kits	\$46,452	\$19,270			\$51,838	\$49,348			\$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							\$198,698	\$192,000	\$6,698	\$285,000
Mortgage			\$89,940	\$89,940					\$89,940	\$89,940	\$0	\$133,777
General Management	\$143,406	\$148,323							\$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

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

Memorandum

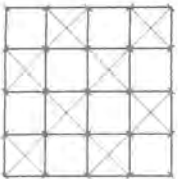
DATE: March 30, 1993
TO: Board of Directors
FROM: Oliver Strimpel
SUBJECT: Change in October Board Meeting Date

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 Committee 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

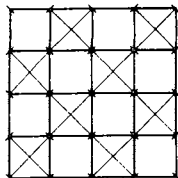
Meeting Agenda

**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**



The Computer Museum

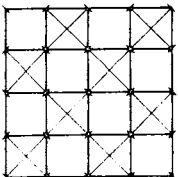
300 Congress Street
Boston, MA 02210

(617) 426-2800

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)



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

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.

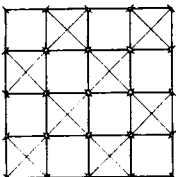
In order to attract high-caliber individuals, the Museum needs to offer the Overseers "big-picture" involvement, encouraging members to take ownership of initiatives that tap into their interests. The Museum should be flexible, with a minimum of fixed requirements for Overseers, enabling individuals 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 with 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		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
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

Curriculum Vitae

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

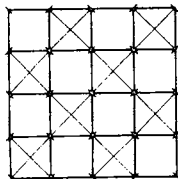
Enclosed please find the agenda for our next meeting on Tuesday, July 27. The meeting, which starts at 8:00 a.m., will be held in the Skyline Room on the sixth floor.

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



	<u>FY 1993</u>	<u>FY 1992</u>
REVENUES	\$481,171	\$469,779
VISITORS	118,857	118,567
PER CAPITA	\$ 4.04	\$ 3.96

VISITOR DEMOGRAPHICS

STUDENTS	41.5%	41.5%
ADULTS	54.0%	53.4%
INFANTS & SENIORS	4.5%	4.9%

GEOGRAPHIC LOCATION OF VISITORS

MASS.	38.0%	38.9%
EASTERN SEABOARD	70.9%	70.5%
USA TOTALS	82.5%	82.7%
FOREIGN TOTALS	17.5%	17.3%

UCHIDA YOKO CO., LTD.

Educational System Division
 4-7, 2-chome, Shinkawa,
 Chuo-ku, Tokyo, Japan
 Phone: 03-3555-4675
 Fax : 03-3555-5965

TELEFAX

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:

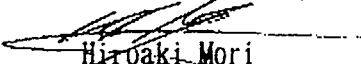
You have a great variety of softwares which fill the computer museum perfectly. We want to have all of them. Localization can be done by ourselves. Please let us know of your business conditions about it.

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 partnership.

We look forward to hearing your most favourable answer on our new idea.

Best regards,

UCHIDA YOKO CO., LTD.


 Hiroaki Mori
 Secretarial Division Manager
 Office 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 statutory and financial responsibilities 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

Table of Contents

Summary.....	1
List of Goals for 1991-1996.....	2
Introduction.....	3
Goal 1: Onsite Visitation.....	4
Goal 2: Offsite Public.....	6
Goal 3: New Exhibits.....	11
Goal 4: Collections.....	18
Goal 5: Financial.....	19
Competition.....	26
Vision of The Computer Museum in 1996.....	29
Financial Projections.....	31

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	<ul style="list-style-type: none">• prepare and distribute brochure• complete first set of Exhibit Kits• promote at ASTC conference
FY92	<ul style="list-style-type: none">• complete second set of Exhibit Kits based on Computer Discovery Center• distribute brochure for Kit sets 1 and 2
FY93/4	<ul style="list-style-type: none">• prepare third set of Kits and promote
FY95/6	<ul style="list-style-type: none">• 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	fund-ing 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.

Objective 2d: Increase functions revenue at 5-10% per annum reaching \$245,000 in FY96

The Museum will increase business from sectors that are currently functions customers, such as computer, computer support companies, professional societies, and universities. New markets including industries that support the computer industry, including law, accounting and public relations agencies, and financial services firms will be targeted by direct mail and telemarketing.

The Museum will diversify offerings, including options with more formal involvement of Museum exhibits and staff.

Functions revenue has grown at 23% over the past five years. The projection below assumes no increase in the number of events in FY92, 10% growth in FY93 and FY94, and 5% in FY95 and FY96. The lack of initial growth assumes a slow economy; growth towards the end of the period is slowed as the Museum becomes fully booked during peak periods. FY93 and FY95 projections include 10% fee increases.

Table of Numbers of Projected Functions Events

Type of Event	Number of Events Per Category							
	%	FY90	FY91	FY92	FY93	FY94	FY95	FY96
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

Objective 2e: Increase individual members by 15% per annum to 1560 in FY96

In 1991 the Museum will develop a new individual membership marketing plan with new offerings for members to attract national membership. Expanded exhibits will also be an additional incentive for local membership increase. Membership sales efforts will be made at the Museum and through the store catalog. Based on results to date, a minimum of 0.1% of onsite visitors and 0.5% of store catalog recipients are projected to become members, amounting to 200 new members in FY92. A new brochure and direct mail solicitation will form a part of the membership marketing plan. Projected membership growth is shown in the table of individual contributors on the next page.

Objective 3: Increase unearned revenues from \$1 million in FY91 to \$1.5 million in FY96.

Objective 3a: Increase corporate memberships and unrestricted corporate operating grants by 10% per annum to \$400K in FY96

The Museum will attract new corporate membership through the offering of additional local and national benefits; examples are the Ticket Subsidy Program and the use of collections and archives for loans to corporate sites or for research.

The primary growth area is expected to be the computer and computer support industries (such as publishers, accounting firms, financial services), as well as the major computer users. In FY91, the proportion of corporate members based in Massachusetts is 75%.

The Museum also plans to grow annual unrestricted operating grants, which are expected to be received mainly from the leading members of the computer industry and from major computer users.

Table of Projected Unrestricted Corporate Support by Type of Corporation

	FY91	FY92	FY93	FY94	FY95	FY96
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.

Financial Projections

	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

Financial Projections

	A	B	C	D	E	F	G	H
		FY90	FY91	FY92	FY93	FY94	FY95	FY96
37	Capital Fund							
38								
39	Support and Revenue:							
40								
41	Unrestricted Gifts	256	193	2000	1500	4000	350	400
42								
43	Restricted Gifts	1177	625	1000	800	1000	800	1000
44								
45	Miscellaneous	19	13	0	0	0	0	0
46								
47	Total Revenue	1452	831	3000	2300	5000	1150	1400
48								
49	Expenses:							
50								
51	Exhibits and Programs	1010	864	900	740	936	776	972
52								
53	Management and General	155	73	78	84	89	96	102
54								
55	Fundraising	80	190	200	200	200	150	150
56								
57	Mortgage Payable	154	147	141	134	2627	120	113
58								
59	Total Expenses	1399	1274	1319	1158	3852	1142	1337
60								
61	Net Profit/Loss	53	-443	1681	1142	1148	8	63

Financial Projections

	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

Financial Projections

	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

Financial Projections

	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

Financial Projections

	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

Financial Projections

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

Financial Projections

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

Financial Projections

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

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
12 Months Ending 06/30/93

	OPERATING		DESIGNATED FUND		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
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	\$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	\$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	

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

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.

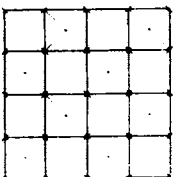
In order to attract high-caliber individuals, the Museum needs to offer the Overseers "big-picture" involvement, encouraging members to take ownership of initiatives that tap into their interests. The Museum should be flexible, with a minimum of fixed requirements for Overseers, enabling individuals 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 with 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 our 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:

Trustees: 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.

Overseers/Board of Overseers: 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.

Honorary Trustee: 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.

* Intynde - 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.

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 as committees*
- The overview of the collection, where are the holes, what is the strategy for the future. *educational programs*
- 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*

Cultural
their
interest

Mix owners, trustees as 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 be 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

MEMORANDUM

300 Congress Street
Boston, MA 02210

(617) 423-2800

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 institutional marketing communications, with direct responsibility for admissions and functions.

Financial Situation

The first quarter financials are enclosed. Our cash position continues 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

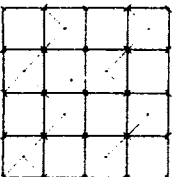
We shall reopen the newly renovated Smart Machines gallery at an evening reception for Board members, trustees, and special guests. The gallery will include a number of newly developed hands-on stations on topics including expert systems and artificial life, and will incorporate the 1992 American Association 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		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
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

THE COMPUTER MUSEUM FY 1993 BOARD OF DIRECTORS

300 Congress Street
Boston, MA 02210

(617) 426-2800

CHAIRMAN

Mr. Gardner C. Hendrie
Sigma Partners
300 Commercial Street, #705
Boston, MA 02109

O: 617-227-0303
FAX: 367-0478

Dr. Gwendolyn K. Bell
Founding President
The Computer Museum
300 Congress Street
Boston, MA 02210

O: 617-426-2800 x331
FAX: -2943

VICE-CHAIRMAN

Mr. Charles A. Zraket
The MITRE Corporation
Burlington Avenue
Bedford, MA 01730

O: 617-271-2356
FAX: -7999

Mr. Edward Belove
Vice President
Ziff Desktop Information
25 First Street
Cambridge, MA 02142

O: 617-252-5000
FAX: -5361

EXECUTIVE DIRECTOR

Dr. Oliver Strimpel
The Computer Museum
300 Congress Street
Boston, MA 02210

O: 617-426-2800 x330
FAX: -2943

Ms. Lynda Schubert Bodman
President
Schubert Associates
10 Winthrop Square
Boston, MA 02210

O: 617-338-0930
FAX: -0960

Mr. Sam Albert
President
Sam Albert Associates
27 Kingwood Road
Scarsdale, NY 10583

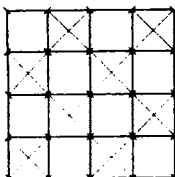
O: 914-723-8296
FAX: -2886

Mr. Lawrence S. Brewster
Senior VP, Worldwide Operations
Aspen Technology, Inc.
10 Canal Park
Cambridge, MA 02141

O: 617-577-0310
FAX: -0303

Mr. C. Gordon Bell
450 Old Oak Court
Los Altos, CA 94022

O: 415-949-2735
FAX: X22



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1993 BOARD OF DIRECTORS

Mr. Richard M. Burnes, Jr.
General Partner
Charles River Ventures
67 Batterymarch Street
Boston, MA 02110

O: 617-439-0477
FAX: -0084

Mr. Richard P. Case
Director of Technical
Strategy Development
IBM Corporation
Old Orchard Road, RM 3A-69
Armonk, NY 10504

O: 914-765-4050
FAX: -7384

Mr. James E. Clark
Asst. Vice President
ATT/NCR
1100 E. Warrenville Road
Naperville, IL 60566

O: 708-979-7700
FAX:

Mr. Howard E. Cox, Jr.
Greylock Management Corp.
One Federal St., 26th Floor
Boston, MA 02110

O: 617-423-5525
FAX: 483-0059

David M. Donaldson, Esquire
Ropes and Gray
One International Place
Boston, MA 02110

O: 617-951-7250
FAX: -7050

Dr. Jon Eklund
Smithsonian Institution
Nat'l Museum Of American History
Washington, D.C. 20560

O: 202-357-2089
FAX: -1853

Dr. Richard E. Greene
Chairman of the Board and Founder
Data Switch Corporation
One Enterprise Drive
Shelton, CT 06484

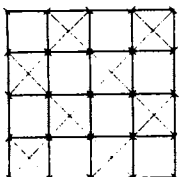
O: 203-926-1801
FAX: 929-6408

Mr. Roger A. Heinen, Jr.
Sr. VP and General Manager
Apple Computer, Inc.
20525 Mariani Avenue
MS: 81RH
Cupertino, CA 95014

O: 415-851-8212
FAX: -7356

Dr. Barry Horowitz
The MITRE Corporation
MS A240
202 Burlington Road
Bedford, MA 01730

O: 617-271-7382
FAX: -7999



The Computer Museum

THE COMPUTER MUSEUM FY 1993 BOARD OF DIRECTORS

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mr. Charles House
Informix, Inc.
4100 Bohannon Drive
Menlo Park, CA 94025

O: 415-926-6000
FAX: -6571

Mr. David L. House
Intel Corporation
3065 Bowers Ave. M/S Sc4-75
Santa Clara, CA 95051

O: 415-765-4386
FAX:

Mr. Theodore Johnson
Consultant
736 Annursnac Hill Road
Concord, MA 01742

O: 617-371-3217
FAX: -1363

Mr. David B. Kaplan
Audit Partner
Price Waterhouse
160 Federal Street
Boston, MA 02210

O: 617-439-7371
FAX: -7393

Mr. James A. Lawrence
Executive Vice President
Pepsi-Cola International
One Pepsi Way
Somers, NY 10589

O: 914-767-6000
FAX:

Dr. Robert Lucky
Vice President - Applied Research
Bellcore, Inc.
Room 2F 373
445 South Street
Morristown, NJ 07961-1910

O: 201-829-4092
FAX:

Dr. James L. McKenney
Harvard Business School
Soldiers Field Road
Boston, MA 02163

O: 617-495-6595
FAX: -5277

Mr. John A. Miller, Jr.
Chairman
Miller Communications
607 Boylston Street
Boston, MA 02116

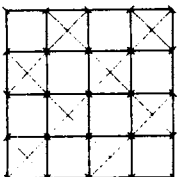
O: 617-536-0470
FAX: 266-9210

Ms. Laura Barker Morse
Partner
Heidrick & Struggles
One Post Office Square
Boston, MA 02109

O: 617-423-1140
FAX: -0895

Dr. David Nelson
Chairman
Fluent, Inc.
594 Worcester Road
Suite 308
Natick, MA 01760

O: 508-651-0911
FAX: -1106



The Computer Museum

THE COMPUTER MUSEUM FY 1993 BOARD OF DIRECTORS

300 Congress Street
Boston, MA 02210

(617) 426-2800

Dr. Seymour Papert
Director of Media Technology
MIT
Room E15-313
20 Ames Street
Cambridge, MA 02139

O: 617-253-7851
FAX: -6215
HOME FAX: 742-7932

Dr. Suhas S. Patil
Chairman & Executive VP
Products & Technology
Cirrus Logic, Inc.
3100 West Warren Avenue
Fremont, CA 94538

O: 510-623-8300
FAX: 226-2230

Mr. Anthony D. Pell
President
Pell Rudman & Co., Inc.
40 Rowes Wharf
Boston, MA 02110

O: 617-439-6700
FAX: -0594

Mr. Nicholas A. Pettinella
Vice President and CFO
Intermetrics, Inc.
125 Cambridgepark Drive
Cambridge, MA 02140

O: 617-576-3266
FAX: 547-3879

Dr. John William Poduska, Sr.
President and CEO
Advanced Visual Systems
300 5th Avenue
Waltham, MA 02154

O: 617-890-4300
FAX:

Mr. Jonathan Rotenberg
The Monitor Company
25 First Street
Cambridge, MA 02116

O: 617-252-2969
FAX: -2100

Ms. Jean E. Samnet
Programming Language Consultant
P.O. Box 30038
Bethesda, MD 20824

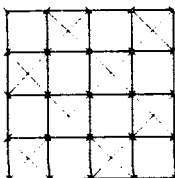
O: 301-907-0233
FAX:

Mr. F. Grant Saviers
President and COO
Adaptec, Inc.
691 South Milpitas Blvd.
Milpitas, CA 95035

O: 408-945-8600
FAX: 262-2533

Edward A. Schwartz, Esquire
President
New England Legal Foundation
150 Lincoln Street, 6th Floor
Boston, MA 02111

O: 617-695-3660
FAX: -3656



The Computer Museum

THE COMPUTER MUSEUM FY 1993 BOARD OF DIRECTORS

300 Congress Street
Boston, MA 02210

(617) 426-2800

Mrs. Naomi O. Seligman
Senior Vice President
The Research Board
220 East 61 Street
New York, NY 10021

O: 212-486-9240
FAX: 754-2811

Mr. Paul Severino
Chairman and CEO
Wellfleet Communications
15 Crosby Drive
Bedford, MA 01730-1418

O: 617-275-2400
FAX: -5001

Mr. Hal B. Shear
President
Research Investment Advisors, Ltd.
10 Commercial Wharf
Post Office Box 2393
Boston, MA 02107

O: 617-720-3436
FAX: 367-0085

Mr. Michael Simmons
Executive Vice President
Bank Of Boston
PO 2016, MS 01 02 0514
Boston, MA 02106

O: 617-434-6464
FAX: -7825

Mr. Irwin J. Sitkin
Vice President
Aetna Life & Casualty, Retired
180 Clover Street
Middletown, CT 06457

O: 203-347-3511
FAX: 233-9856

Mr. Casimir S. Skrzypczak
President
NYNEX Science and Technology, Inc
120 Bloomingdale Road, 4th Floor
White Plains, NY 10605

O: 914-287-5487
FAX: 683-3194

Mr. James Sutter
Vice President, General Manager
Rockwell International Corp.
P.O. Box 2515
Seal Beach, CA 90740-1515

O: 310-797-5754
FAX: -2449

Mr. Richard L. Taylor
Secy of Transportation
and Construction
Commonwealth of Massachusetts
10 Park Plaza, Ste 3510
Boston, MA 02116

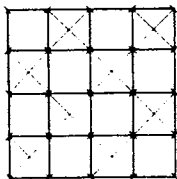
O: 617-973-7000
FAX:

Ms. Dorothy A. Terrell
President
SunExpress
55 Old Bedford Road
Lincoln, MA 01773

O: 617-259-2260
FAX: -2207

CLERK
J. Thomas Franklin, Esq
Lucash, Gesmer, Updegrove
One McKinley Square
Boston, MA 02109

O: 617-723-2770
FAX: -2257



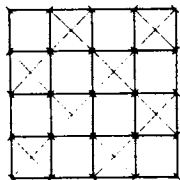
The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

THE COMPUTER MUSEUM FY 1993 BOARD OF TRUSTEES

Mr. Charles Bachman
Erich Bloch
Mr. David Chapman
Robert R. Everett
William Foster
Mr. Edward Fredkin
C. Lester Hogan
Max D. Hopper
A. L. C. Humphreys
Mitchell Kapor
August Klein
Andrew C. Knowles, III
Dr. Koji Kobayashi
John W. Lacey
Patrick J. McGovern
Carver A. Mead
Robert Metcalfe
Mr. George Michael
William H. Millard
Pat Collins Nelson
Mr. Russell Noftsker
Professor Brian Randell
Kitty Selfridge
Dr. Ronald G. Smart
Dr. W. J. Spencer
Michael Spock
Erwin Tomash
Mr. Paul Tsongas



The Computer Museum

300 Congress Street
Boston, MA 02210

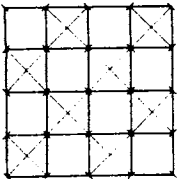
(617) 426-2800

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

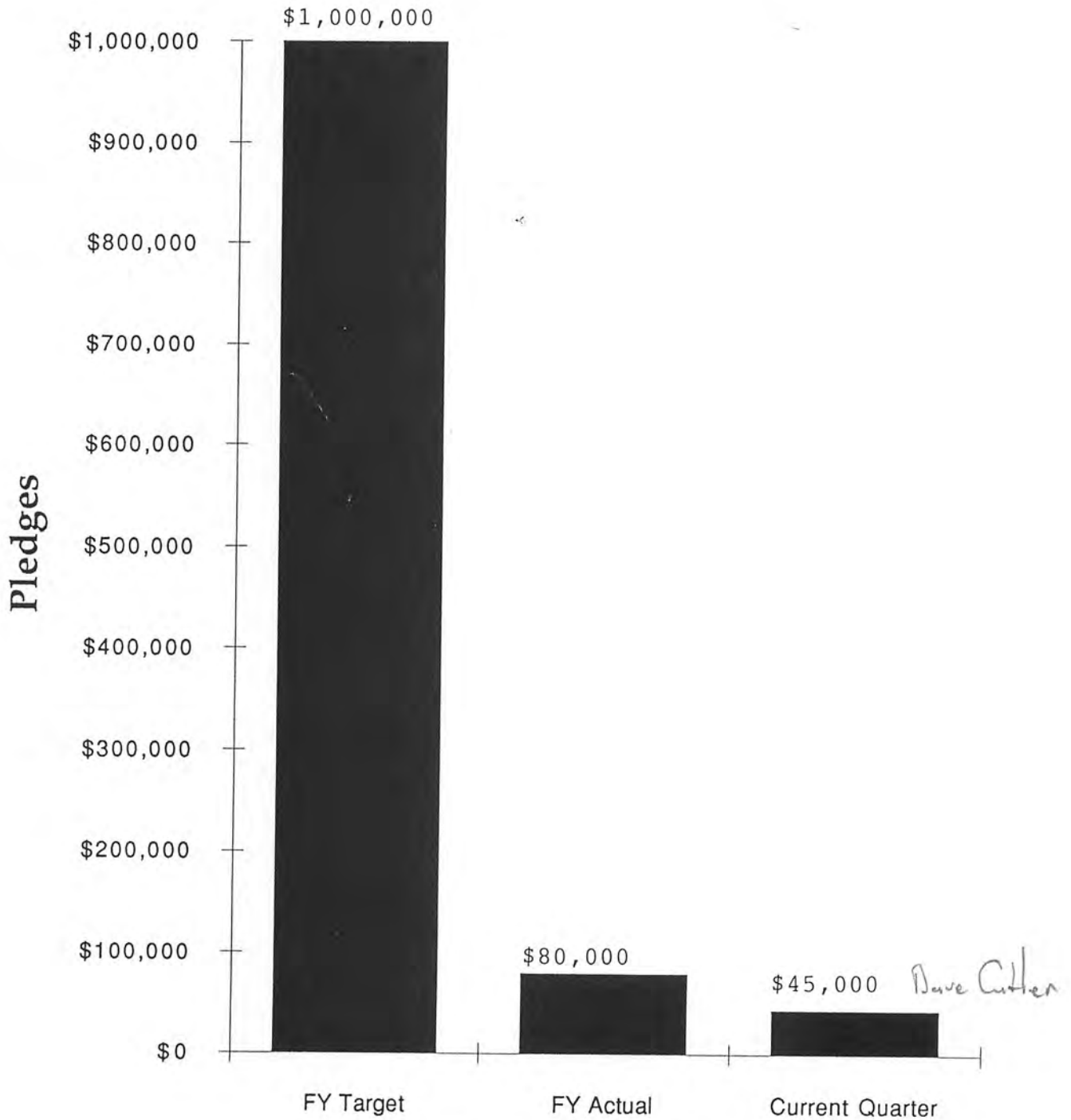
Report to the Executive Committee

November 9, 1992

Agenda

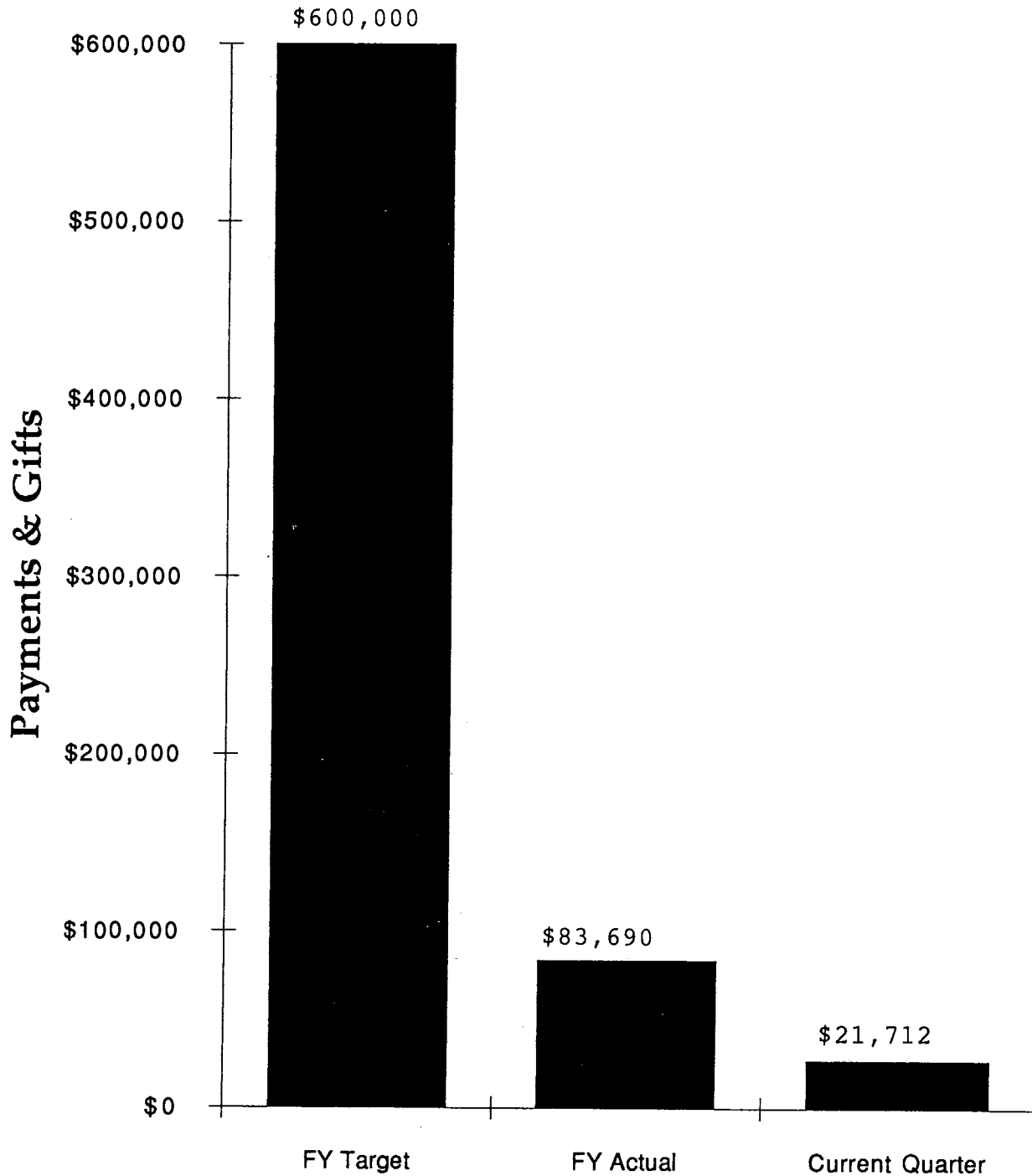
1. FY93 Performance to Date and Progress Since October Board Meeting
2. Planned Activity for Remainder of Calendar Year 1992
 - Solicitations
 - Cultivation - Open House 11/19/92
3. Critical Issues

FY93 Pledge Performance



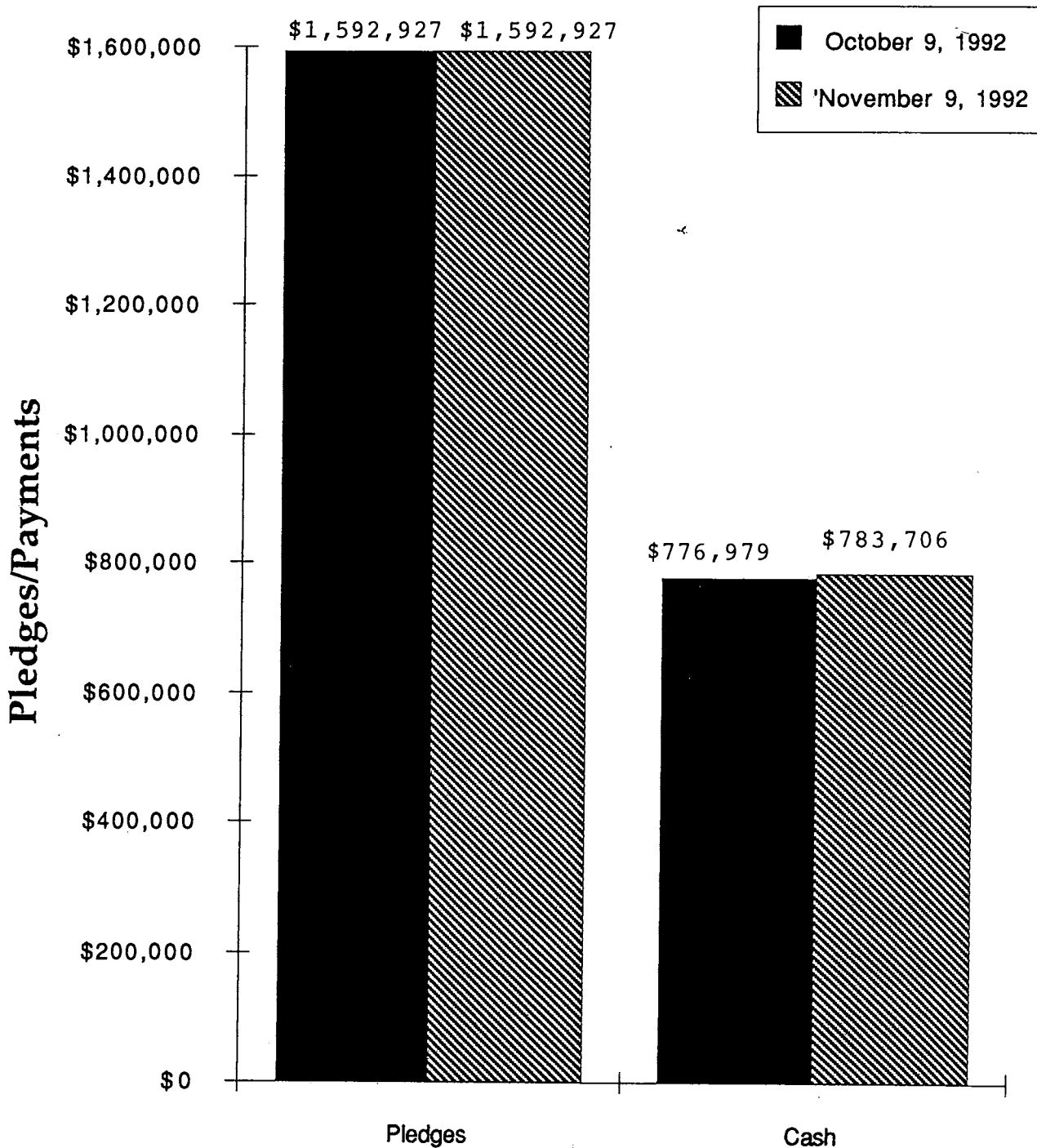
Target vs. Actual

FY93 Cash Performance



Target vs. Actual

Progress Since Board Meeting



Pledge and Cash Performance

	ask	expect
7 solicitations - on West Coast - \$700K		60K
9 solicitations - 4Q'92		

REVENUE/EXPENSE TRACKING SUMMARY
AS OF 11/1/92

THE COMPUTER MUSEUM

	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 vs BUDGET	\$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
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 vs BUDGET	\$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	\$2,683.6	-\$278.8
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

	ACTUAL			REVISED PROJECTIONS									
	July	August	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
~~operating cash~~

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 9/30/92

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	\$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	COMBINED 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 Strumpel 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.

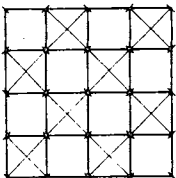
We remain about \$100,000 behind where we need to be in the operating fund, a situation we have been in for several months now, largely owing to lower than budgeted revenues last fiscal year.

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.

East Coast Team bio

I have a picture + more Corp. info

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.

Powersoft Corporation
70 Blanchard Road
Burlington, MA 01803
Direct Voice 617 238 1000
FAX 617 229 7904

F A X

TRANSMISSION RECORD

The Computer Museum

300 Congress Street
Boston, MA 02210

Date: 10/22/92

To: Gardner Hendrie

From: Sue Peacock Ext. 376 TEL 617. 426. 2800
FAX 617. 426. 2943

Number of pages (including cover sheet): 3 (+ 2 latted bowl party RSVP)

Notes:

Gardner,

Status of gifts follows. F.Y.I.: Dave Donaldson just sent \$1,500 annual fund gift, Jim McKeune did \$2,000 the week of the Board meeting.

Lynda and Hal's ament due until December, Sue.

PS - Remember the November 19 Open House.

The Capital Campaign for The Computer Museum
Board Pledge Status as of 10/7/92

DIRECTORS:

Board member

Board member	Pledge	Payment expected	
Albert	\$3,000	\$1,000 in 1/93	
Bells	\$6,000 (IBM match)	must be in CY 93 for matching?	
Belove	\$139,527	\$68,013.94 in 6/93	
Bodman	\$54,500 paid in full 11/91	\$0	
Brewster	\$10,000	\$3,000 in 1/93	4 in 12/31/91
Case	\$5,000	\$1,000 in 6/93?	
	\$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	

*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:

<u>Board member</u>	<u>Pledge</u>	<u>Payment Expected</u>
Everett	\$10,000	\$1,000 in 5/93
	\$3,000 (DEC match)	
Foster	1000sh \$45,000 (Stratus stock)	\$11,000 in 12/92
Kapor	\$173,637	\$50,000 in 6/93
Spock	\$100 paid in full 10/91	\$0

250sh in 12/91

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

Carol A. Welsh
Page 2

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

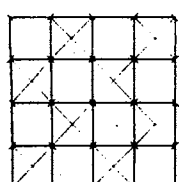
DATE: November 3, 1992
TO: Executive Committee
FROM: Oliver Strimpel
SUBJ: NOVEMBER 9 MEETING

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 membership 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

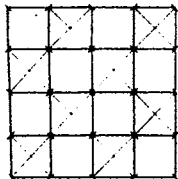
8:00 - 11:00 A.M.

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		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY93
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
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

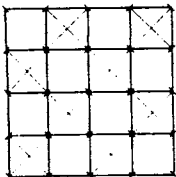
The Computer Museum is a dynamic, growing institution with a mission to inspire and educate the public on the evolution, technology, and impact of computing on our daily lives.

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.

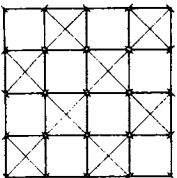
At the meeting, Oliver Strimpel explained how the early fall months have traditionally been the slowest months financially, as they sit between summer's high admissions revenues and the end-of-tax-year increases in contributions and sponsorship revenue. For the past three years the Museum has had major 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.



TO: Mr. Gardner C. Hendrie
October 22, 1992
Page 2

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

CONFIDENTIAL

300 Congress Street
Boston, MA 02210
(617) 426-2800

THE COMPUTER MUSEUM
FAX TRANSMISSION COVER SHEET

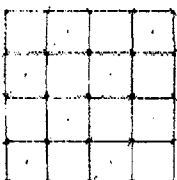
Date: 10/30/92

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

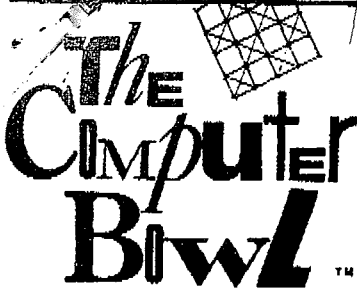
Mick and Chris Savage:

- 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 corporate 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



FAX TRANSMISSION RECORD

DATE: Oct. 28, 1992

TO: Harold Hendrie

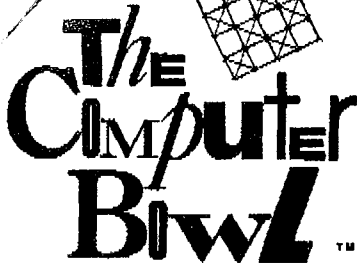
FROM: Kate Foxe

EXT: 346

RE: Kapal 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 shouldn'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

KAPOR LIST			
NAME	COMPANY	TELEPHONE	COMMENTS
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	campalgn 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 & Committee
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	EEF		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	Heldrick & Struggles	617/423-1140	Board
O'Bourke, Cathy	Rourke Co.	617/267-0042	PR Committee
Poss, Ellen			Hostess
Rosseau, 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

E. McKinley
Page 2

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.

F A X

TRANSMISSION RECORD

The Computer Museum

TEL 617.426.2800
FAX 617.426.2943

Date: 2/10/93

To: Gordon

From: Oh Ext. _____

Number of pages (including cover sheet): 4

300 Congress Street
Boston, MA 02210

Notes:

Gordon - herewith

1. Revised BOD agenda for your comment / approval
2. Suggestions for Thursday speeches.

Oh

PS. Dick Case is inter-
viewing David G tomorrow.

ROBOTS & OTHER SMART MACHINES (ROSM) opening
Thursday, February 11, 1993, 6:30 p.m.

Order of Events

- 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.

Major exhibit sponsors (cash and equipment):

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

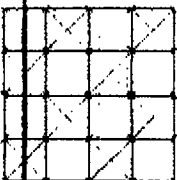
From: Janet Walsh
The Computer Museum
Fax (617) 426-2943
Voice (617) 426-2800 extension 333

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 committee.

- 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:	Horowitz	Trustee:	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)

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

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

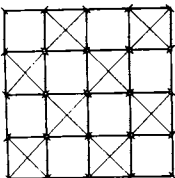
Visitors are reacting enthusiastically to the new exhibit, and spending much longer there than they did in the former gallery. R2-D2 is a special draw for children.

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		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	\$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:

**Director of Administrative Services
Information Services Department**

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:

Director, Information Systems Services

DUTIES:

- . Responsible for 150 I/S professionals and constructors; \$ 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:****Director, Corporate Conference Center****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:**Senior Manager, CIS Planning/Management****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:****Assistant Commissioner for Systems****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 artificial 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:

Director of Research, Planning,
Evaluation, and Data Processing

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:

Responsible I/S positions in Criminal
Justice and City Planning

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

F A X

T R A N S M I S S I O N
R E C O R D

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.



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>

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

Brussels
Cambridge (UK)
Hong Kong
Houston
Tokyo

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: Brandeis University Admissions Introduction (1989)
•A Tour of Brandeis University that allows prospective students and their parents to explore the academic and social opportunities on campus.

Chemistry Videodisc (1989)

•A Videodisc controller that allows users to select video segments of periodic elements reacting with a variety of materials.

American Architectural History Survey (1987-1990)

•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: Harvard Graduate School of Education

Instructor, Spring Semester, 1991

Taught graduate students from the Interactive Technologies section a course on educational software design.

The Cambridge Center For Adult Education,

Faculty member, 1987-1990

Courses included: "Appreciating Architecture," "Modern Architecture," "American Architecture," and "An introduction to HyperCard."

PUBLIC TALKS: Association of Science and Technology Centers 1992 Conference - October 1992
"Information Verses Experience: Designing Computer Exhibits"

Visions of Computing in Higher Education - July 1990

"Cooperation Between Professor and Programmer in the American Architecture Stack"

MIT Media Laboratory- 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.

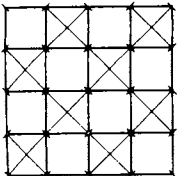
Cash

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



File

File

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: Brandeis University Admissions Introduction (1989)
• A Tour of Brandeis University that allows prospective students and their parents to explore the academic and social opportunities on campus.

Chemistry Videodisc (1989)
• A Videodisc controller that allows users to select video segments of periodic elements reacting with a variety of materials.

American Architectural History Survey (1987-1990)
• 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: Harvard Graduate School of Education
Instructor, Spring Semester, 1991
Taught graduate students from the Interactive Technologies section a course on educational software design.

The Cambridge Center For Adult Education
Faculty member, 1987-1990
Courses included: "Appreciating Architecture," "Modern Architecture," "American Architecture," and "An introduction to HyperCard."

PUBLIC TALKS: Association of Science and Technology Centers 1992 Conference - October 1992
"Information Verses Experience: Designing Computer Exhibits"

Visions of Computing in Higher Education - July 1990
"Cooperation Between Professor and Programmer in the American Architecture Stack"

MIT Media Laboratory- 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 Actual vs	Quarter 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

file

MARCH		APRIL		MAY		JUNE		Totals	FY93	Variance
Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	BUDGET	
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$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 its 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 "Artificial 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 dramatic 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.

J. Thomas Franklin

DONALD F. COLLINS
22 Appleton Street
Boston, MA 02116
Tel. (617)426-0613

OBJECTIVE: To secure a challenging position which will capitalize 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, collaborative 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; Maintenance 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, acquisitions; 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: Accounting

REFERENCES: Available upon request

SMART MACHINES INVITEES

	SOURCE
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
Natural Language/Ernest Lumperis	Sponsor
United Educ/Nancy Kokat	Sponsor
Xerox/Paul Allaire	Prospect
Xerox/Pat Wallington	Prospect

ADDRESS

CA
CT

①

Richard Taylor
McKinnon
Sproul
Cunning
Kaplan
Gensym
Belgrave
Fredrick
Xerox

Jim Pitts
Bachman
Taylor - Raytheon
Kline - Price Waterhouse
Morgan, Chris
CMD
Denet - ProT-Talks
Jeff Braun - Maxis Pres.
Houghton Mifflin

963 P02

THE COMPUTER MUSEUM

JAN 14 '93 17:48

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	FNS	
BASE/Bill Clifford	Bowl sponsor	MA
Gary Beach/Computerworld Corp.	Corp.	
Andy Bechtolsheim	TARGET 100	CA
Ed Belove	Board	MA
Erich Bloch	Trustee	DC
David Blohm/Mathsoft Corp.	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	FR	
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

963 P03

THE COMPUTER MUSEUM

JAN 14 '93 17:49

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	
Diaper 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/Med 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 Gasse	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

963 P04

THE COMPUTER MUSEUM

JAN 14 '93 17:49

Brad Jeffries	Prospect	
Ted Johnson	Board	MA
William R. Johnson, Jr.	TARGET 100	MA
William Joy	TARGET 100	CA
Doug Kahn	Prospect	MA
Philippe Kahn	TARGET 100	CA
Mr. Louis I. Kane	TARGET 100	MA
Dave Kaplan	Board	MA
Jerrold Kaplan	Bowl team	CA
Mitch Kapor	Trustee	MA
Mr. Mitchell Kertzman	TARGET 100	MA
Kid Company/Jody Snider	PR	
Mr. Steven Todd Kirsch	Top member	CA
Gus Klein	Trustee	
Andy Knowles	Trustee	MA
J. Koven/J. Sutherland	Top member	
Floyd Kvanme	TARGET 100	
John Lacey	Trustee	
Jim Lawrence	Board	MA/NY
Jerry Levin	TARGET 100	MA
Stephen Levy	TARGET 100	
David Liddle/Ruthann Quindlen	TARGET 100	CA
Bob Lucky	Board	NJ
Mr. Daniel C. Lynch	TARGET 100	
Mr. Bill Machrone	TARGET 100	NY
Mimi Macksood	Corp	
David Mahoney	TARGET 100	MA
Jim Manzi	TARGET 100	MA
Tom and Marian Marill	CC Donor	MA
Mike Markkula	TARGET 100	CA
John Mashey	Top member	
MasPar/Jeff Kalb	Bowl sponsor	CA
Michael McConnell	Bowl team	CA
Pat McGovern	Trustee	MA/CA
Jim McKenney	Board	MA
Scott McNealy	TARGET 100	CA
Thomas McWilliams	TARGET 100	CA
MCI/Richard Liebhauer	Prospect	
Carver A. Mead	Trustee	CA
William and Marie Meehan	Prospect	MA
Merrill, Pickard/Steve Coit	Bowl sponsor	MA
Bob Metcalfe	Trustee	
Doug Mellinger	Prospect	
George Michael	Trustee	
Andy Miller	Board	MA
Michael Moody	TARGET 100	MA
Gordon Moore	TARGET 100	CA
John Jay Moores	Prospect	
Christopher Morgan	PR	
Laura Morse	Board	MA
Dave Nagel	Prospect	CA
Dave and Pat Nelson	Board	MA
N.E. Telephone/Paul O'Brien	TMS	
Russell Noftsker	Trustee	MA
Northern Telecom/Roy Merrills	Prospect	TN
Novell/Terri Holbrooke	Prospect	
Novell/Scott Ford	Prospect	
Novell/Ray Noorda	Prospect	
Kenneth Olsen	TARGET 100	MA
Kathy O'Rourke/Rourke	Prospect	
Seymour Papert	Board	MA
Susan Parrish	Corp	
Suhas Patil	Board	CA
Tony Pell	Board	MA
Pepsi/John Osborne		
Nick Pettinella	Board	MA

(5)

Mr. Eckhard Pfeiffer	TARGET 100	TX
Paul Pierce	Top member	
James and Koreen 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 Pytko	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

963 P016

THE COMPUTER MUSEUM

JAN 14 '93 17:51

T.J. Watson, Jr.
Jeff and Kay Waxman
Mr. Frederick Weiss
Mr. Eugene White
Allyn Woodward/Silicon Valley
William Wulf and Anita Jones
Mr. G. Mead Wyman
Hermann Zapf
Bill Ziff
Robert Ziff
Charles Zrakat
MEDIA PAL
MEDIA PAL
MEDIA PAL
MEDIA PAL
MEDIA PAL
Greg Welch
David Greschler
Ted Groves
James Mandolini
Dan Griscom
Don Greene
Steve Snow
Brian Wallace
Natalie Rusk
Carol Welsh
Gail Jennes
Oliver Strimpel
Janet Walsh
Susan Pekock
Julie Oates
Stacey Romanoff
Kate Jose
Martha Ballard

Prospect
Prospect
TARGET 100
TARGET 100
Corp.
Top member
TARGET 100
Top member
Prospect
Top member
Board

CF
MA
MA
NV
VA
MA
NY
NY
MA

Staff
Staff
Staff
staff
Staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff
staff

6

963 P07

THE COMPUTER MUSEUM

JAN 14 '93 17:51

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

P.S. Thanks for the grant for Networked Society!
Everyone's 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

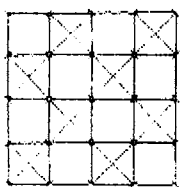
Number of pages (including this cover sheet) 7

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) 426-2810

MEMORANDUM

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

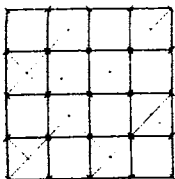
Further good news. Lotus has come through with a \$50,000 gift (due January) with a strong possibility of another \$50,000 later in '93. This brings us to \$175,000 out of the \$350,000 budget goal for this year. It's especially good to get a grant from Lotus, which is known for its carefully thought-out 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

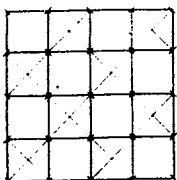
8:00 - 11:00 A.M.

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



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 423-2800

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.

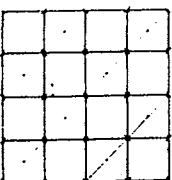
The Museum has been operating in a very lean fashion, economizing wherever possible, stretching our staff resources to the full. We have managed to save 16% of the budgeted Operating Fund expense year to date without significantly compromising our programs. But our revenue shortfall has been greater, 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)		Rounds 1,2)	
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	

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

Lag in generating new momentum for Museum

Long Term

No appreciable impact

ROUND TWO CUTS

Short Term

Strategic ads only

Long Term

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

30% cancellation rate in school groups

Little to no marketing to school groups

Department runs on "automatic pilot" as it was
before I arrived

A reduction of awareness that shrinks
admissions *by at least* one-third

No growth in school group market,
impacting Museum's mission

No marketing programs

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

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
as of 12/21/92

THE COMPUTER MUSEUM

	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		APRIL		MAY		JUNE		Totals	FY93	Variance
	Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	BUDGET	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
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

<i>Dec./Week</i> <i>1992 vs 1991</i>	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%

<i>Dec./Month-to-Date</i> <i>1992 vs 1991</i>	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%

<i>Against FY '93 Plan</i>	'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 BAPONER 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 renovations - July 1992

(2) Closed for season

(3) Closed for season

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%	DECOROVA 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	-13.33%
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 renovations - 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

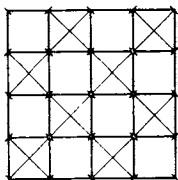
Funders:

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
<hr/>	
Maxis	\$10,000
Gensym	\$3,000
<u>Houghton-Mifflin</u>	<u>\$2,000</u>
TOTAL	\$45,000

Pending:

Sun Microsystems	\$15,000
Ed Feigenbaum	\$10,000

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

MEMORANDUM

DATE: December 18, 1992

TO: Ken Brecher, Executive Director, The Children's Museum

FROM: Oliver Strimpel, Executive Director, The Computer Museum OS

RE: Waterfront Project

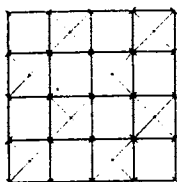
We are pleased to hear that the permitting and fundraising for the Waterfront Project are progressing, and wish to take this opportunity to clarify our commitment to the Project.

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	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	

1405
1265

Capital Expense (Dev) 167K
 Mortgage Expense 80K

 250K
 Interest 40K

 '93 Cap Camp Exp 290K

 '93 Cap Camp Inc 496K

Rev less Cap Camp 1995
 Exp less Cap Camp 2072

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

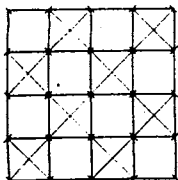
Our bank balance stands at \$115K with \$85K of payables. We expect \$130K of Clubhouse cash this month, which should keep us going till next month.

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.

Cash savings plan Op Fnd 1/8/93

	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 6-month breakout 1/8/93

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 financial statements of The Computer Museum for fiscal year 1992

*Gardner -
a paper on
conversations.
Charlie knows Frank
Doyle well, but thinks
we should wait till they
make a decision
regarding their
CC gift -
OC*

Approved By <i>ksw</i>		
Date <i>9/10/92</i>		
ACCT.	PROJ.	AMOUNT
<i>5200</i>	<i>510</i>	
Date Paid _____		
Check # _____		

\$10,000.00
=====

617/574-5381

tax identification number 13-5218870

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 _____

remt to:
Coopers & Lybrand
Department 1146
Pittsburgh, Pa 15264-1146

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

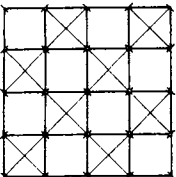
Further good news. Lotus has come through with a \$50,000 gift (due January) with a strong possibility of another \$50,000 later in '93. This brings us to \$175,000 out of the \$350,000 budget goal for this year. It's especially good to get a grant from Lotus, which is known for its carefully thought-out 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.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

EXECUTIVE COMMITTEE

TUESDAY, JANUARY 5, 1993

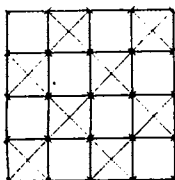
8:00 - 11:00 A.M.

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



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: 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.

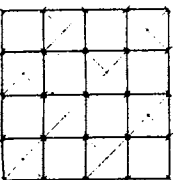
The Museum has been operating in a very lean fashion, economizing wherever possible, stretching our staff resources to the full. We have managed to save 16% of the budgeted Operating Fund expense year to date without significantly compromising our programs. But our revenue shortfall has been greater, 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)		Rounds 1,2)	
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	

cut Accty 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

Lag in generating new momentum for Museum

Long Term

No appreciable impact

ROUND TWO CUTS

Short Term

Strategic ads only

Long Term

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

30% cancellation rate in school groups

Little to no marketing to school groups

Department runs on "automatic pilot" as it was
before I arrived

A reduction of awareness that shrinks
admissions *by at least* one-third

No growth in school group market,
impacting Museum's mission

No marketing programs

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

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

REVENUE/EXPENSE TRACKING SUMMARY
as of 12/21/92

THE COMPUTER MUSEUM

	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		APRIL		MAY		JUNE		Totals	FY93	Variance
	Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	v Budget	Proj	BUDGET	
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
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	<u>\$238.3</u>	<u>\$264.5</u>	<u>\$206.3</u>	<u>\$213.0</u>	<u>\$184.3</u>	<u>\$179.9</u>	<u>\$423.9</u>	<u>\$455.6</u>	<u>\$2,492.3</u>	<u>\$2,909.5</u>	<u>-\$417.2</u>

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 +7	\$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

MEMORANDUM

TO: Oliver Strimpel
 FROM: Carol Welsh
 RE: WEEKLY REPORT: December 15-20, 1992
 DATE: December 23, 1992

<i>Dec./Week 1992 vs 1991</i>	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%

<i>Dec./Month-to-Date 1992 vs 1991</i>	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%

<i>Against FY '93 Plan</i>	'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%	PERBODY 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 renovations - July 1992
(2) Closed for season
(3) Closed for season

The Computer Museum

30 Congress Street
Boston, MA 02210

(617) 426-2000

MEMORANDUM

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.

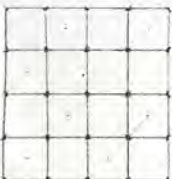
Carol will have dotted line responsibility for retail and exhibit sales. Nancy, Carol, and I will now move ahead to turn the situation in the store around.

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

M E M O R A N D U M

300 Congress Street
Boston, MA 02210

(617) 426-2800

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:

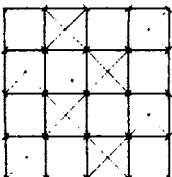
Marketing Director

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.



MEMO TO EXECUTIVE COMMITTEE
November 19, 1992
Page 2

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
Manchester, Massachusetts 01944

Tel.: (508)526-4988 (H)

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*

OG 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

Lawrence S. Brewster
Senior Vice President
Worldwide Operations

Brussels
Cambridge (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

The Computer Museum

300 Congress Street
Boston, MA 02215

(617) 426-2500

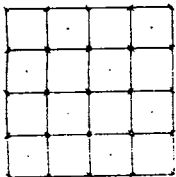
EXECUTIVE COMMITTEE

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

Exhibit Sales Report

EXHIBIT SALES ACTIVITIES

<u>SALES</u>	<i>Value</i>	<i>Received</i>	<i>Payable</i>
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	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%
<i>Total Daytrip</i>	<i>53.3%</i>
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 Kapur and Edward Fredkin.

Election of the nominees was moved, seconded and approved unanimously. Following the election Ms. Sammet requested that the Executive Committee and Board consider attendance at prior meetings when making nominations for new positions.

II. The Chairman next opened nominations for Chairman. Mr. Case nominated Mr. Hendrie for re-election, which was seconded and unanimously approved. Mr. Hendrie explained that Charles A. Zraket has agreed to serve as Chairman after the current year and proposed his election as Vice-Chairman, which office is not currently authorized but will be created by the Board of Directors immediately following this meeting. The proposal was seconded and approved unanimously.

There being no further business the meeting was adjourned at 9:00 am.

III. The Chairman called to order the annual meeting of the Directors and Trustees of the museum at 9:00 am. He proposed the election of the following officers of the museum: Oliver Strimpel, Executive Director, Nicholas Pettinella, Treasurer and J. Thomas Franklin, Clerk. The nominations were seconded and unanimously approved.

The Clerk then read a proposed vote creating the office of Vice-Chairman, to be filled by Charles Zraket in accordance with the vote at the preceding meeting. After discussion and amendment of the proposed vote it was voted:

Pursuant to Article V, Section 3(d) of the bylaws to establish the office of Vice-Chairman of the Board of Directors who shall be elected from time to time by the Members for a term not to exceed one year.

IV. Gardner Hendrie referred to a memo distributed to those in attendance listing the nominees for the executive committee for the ensuing year, which slate was nominated, seconded and approved unanimously. Elected were Richard Case, Chairman, Oliver Strimpel, Gwen Bell, Lynda Bodman, Lawrence Brewster, Gardner Hendrie, James McKenney, Anthony Pell, Nicholas Pettinella, Edward Schwartz and Charles Zraket.

V. Lynda Bodman presented a report on a museum governance study which has been initiated by the Executive Committee. All Trustees and Directors were invited to contribute to the study and a subcommittee was appointed consisting of Ms. Bodman, David Donaldson, Gardner Hendrie, William Poduska, Edward Schwartz and Charles Zraket. The subcommittee will review the bylaws and the roles of the Members, Trustees, Directors and committees and will present a progress report in October for discussion at the February board meeting and proposed approval at the 1993 annual meetings.

VI. Oliver Strimpel briefly reviewed the museum's educational program and introduced Natalie Rusk, Education Director, who presented a more detailed review. Ms. Rusk presented the educational program of the museum as one by which to leverage the museum's unique assets, principally through the Computer Clubhouse project aimed at 10 to 15 year old children and utilizing highly interactive projects.

Oliver Strimpel next reviewed fiscal 1992 results and fiscal 1993 plans, characterizing 1992 as very successful from a program point of view and somewhat difficult financially. Hal Shear presented a brief report on the 1992 annual fund campaign noting that many trustees' and board members' annual gifts were not yet received. Laura Morse reported on corporate membership and Gwen Bell reported the very successful results of the Computer Bowl. The fiscal 1993 budget as proposed was unanimously approved.

VII. Lawrence Brewster presented a report on the capital campaign which is expected to achieve its revised goal of \$700,000 by the end of the 1992 fiscal year. There was

page three

discussion of the contributions expected from board members and trustees. Greg Welch, Director of Exhibits, outlined plans for the next major exhibit, The Networked Society, tentatively planned to open in February 1994 at a cost of approximately \$2 million. He encouraged suggestions and ideas from trustees and directors.

There being no further business to come before the meeting the meeting was adjourned.

Exhibit Sales Report

EXHIBIT SALES ACTIVITIES

<u>SALES</u>	<i>Value</i>	<i>Received</i>	<i>Payable</i>
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

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.

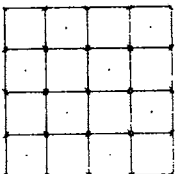
If you could bring your calendars along, the dates for November and December meetings can be fixed on Friday too.

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		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		ANNUAL
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	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											
Unrestricted Support:									\$0	\$0	
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

TO: Finance Committee

DATE: September 16, 1992

FROM: Nick Pettinella *NK*

REF: 92-39

SUBJECT: FINANCE COMMITTEE MEETING - SEPTEMBER 17, 1992

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 DeVecchio 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

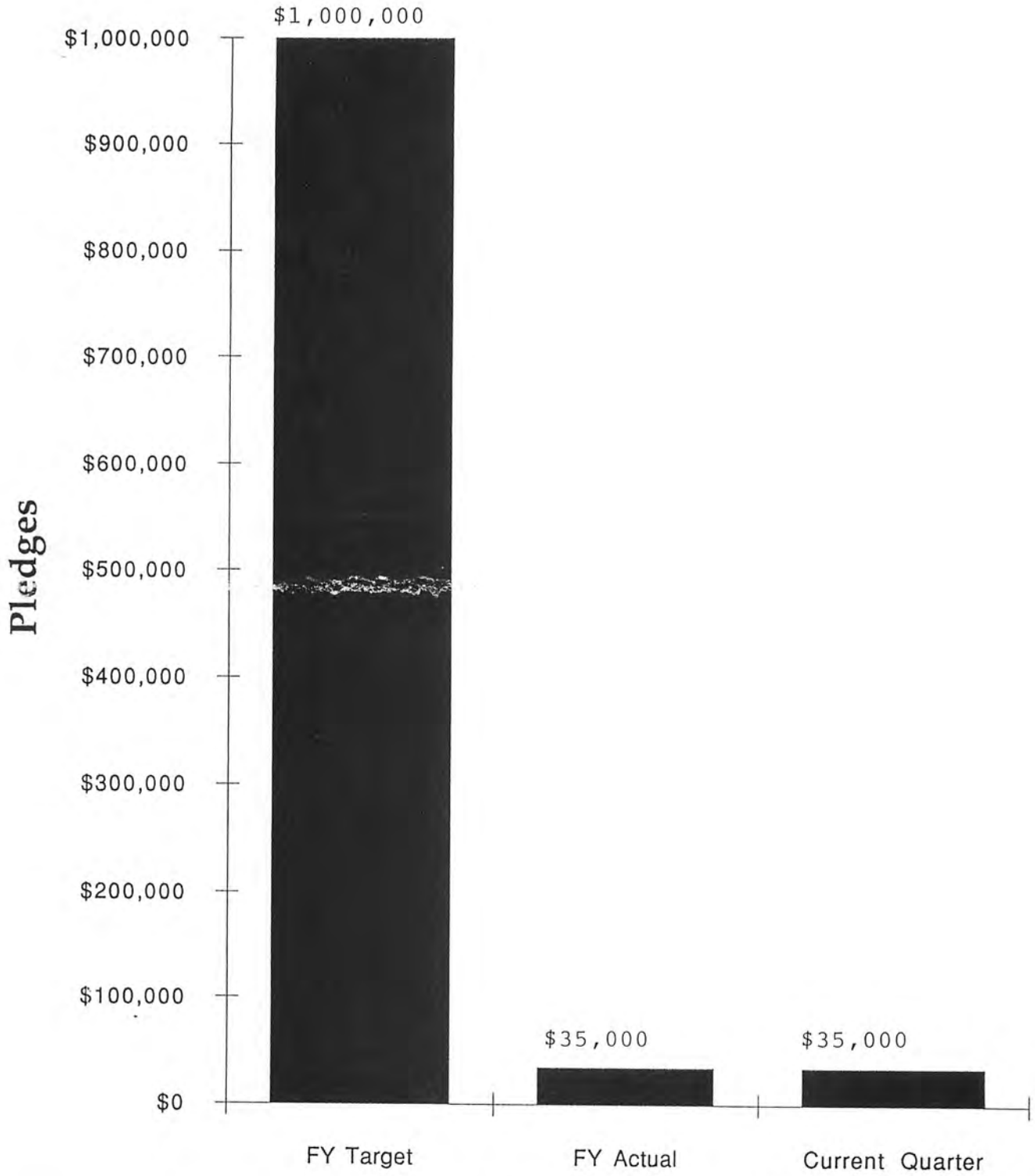
Agenda

1. FY93 Performance to Date
2. Discussion and Questions
3. Upcoming Cultivation Events

Open Houses: 10/8 and 11/19

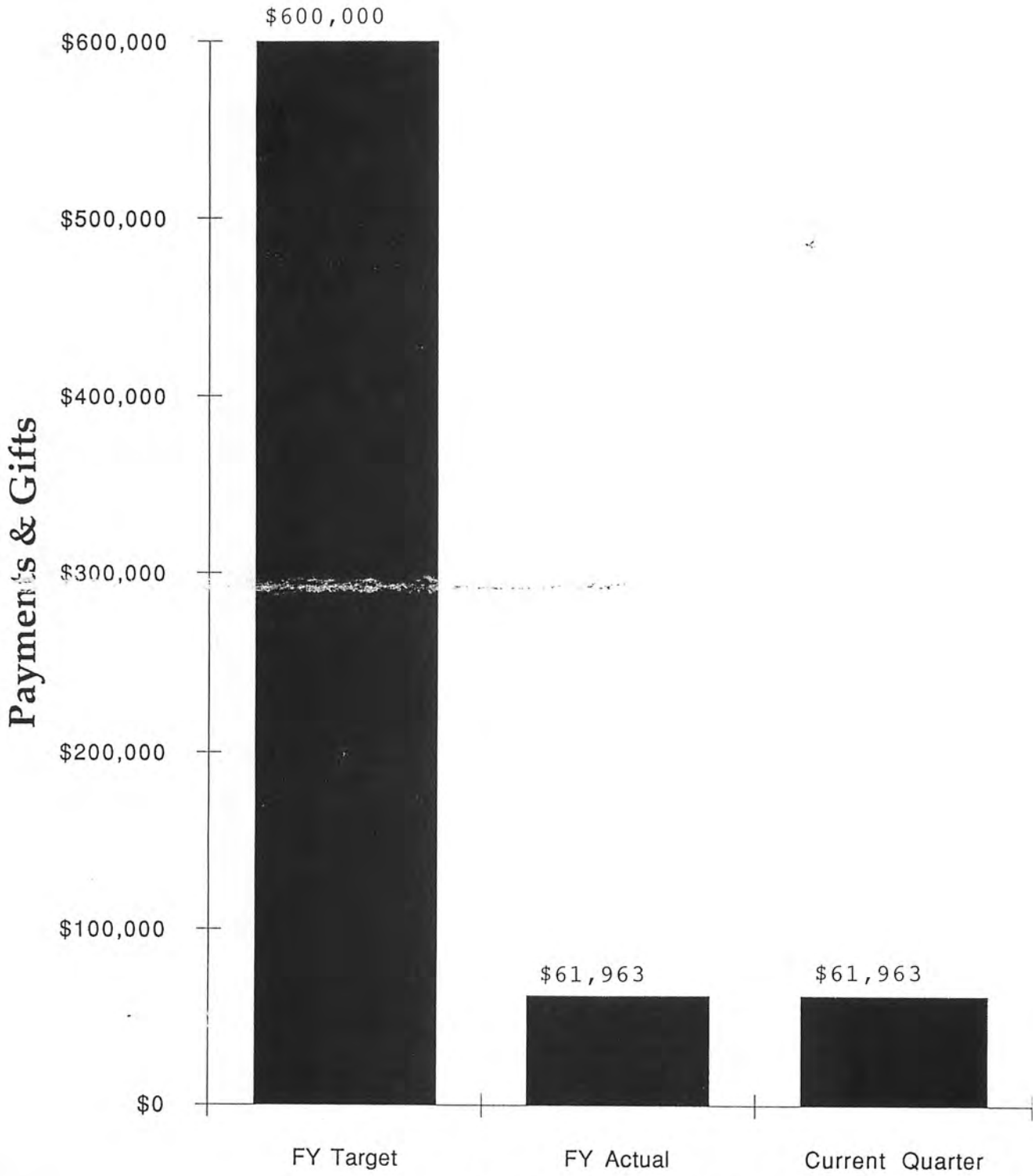
Bowl parties: 10/30 and 11/5

FY93 Pledge Performance



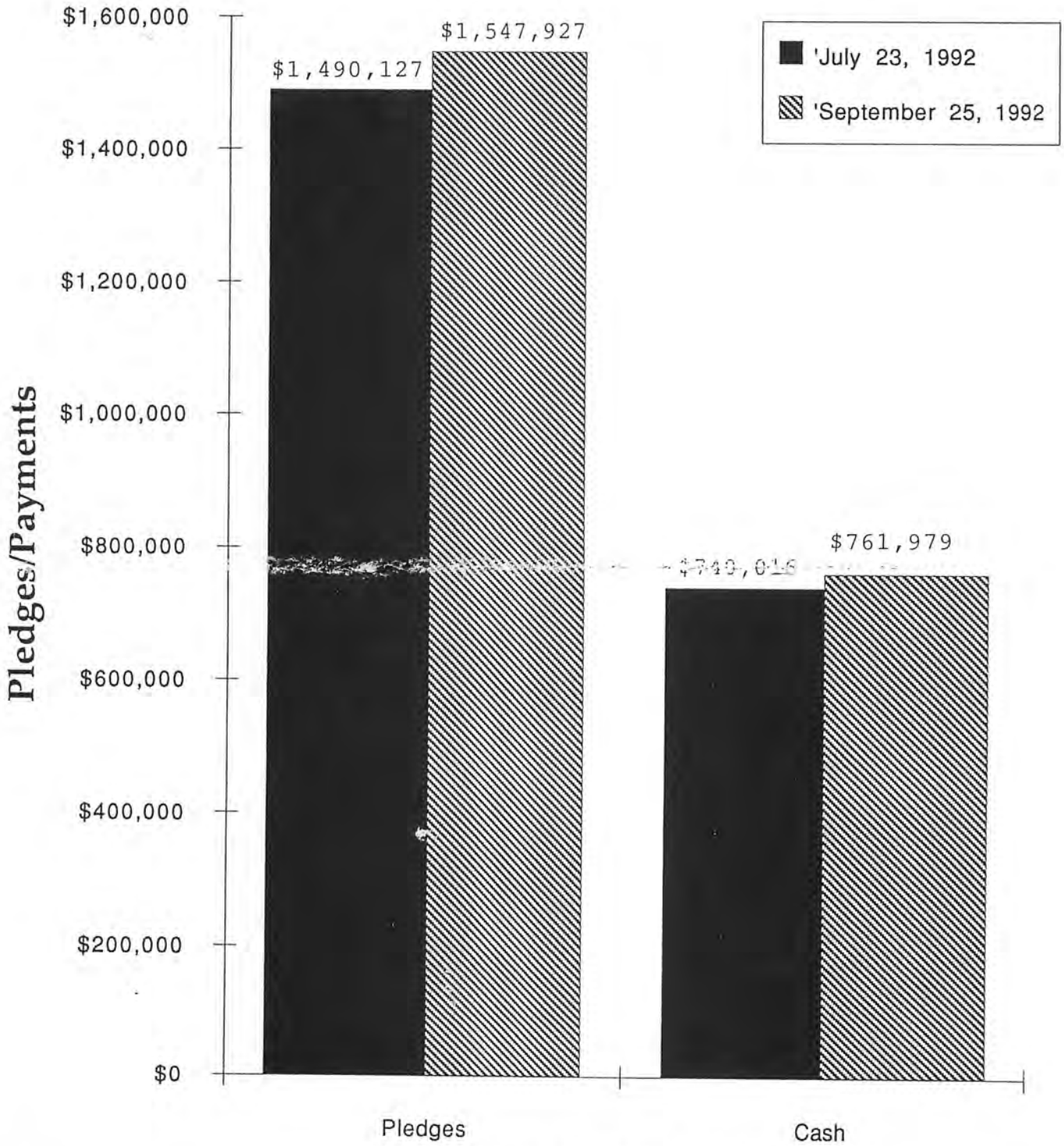
Target vs. Actual

FY93 Cash Performance



Target vs. Actual

Progress Since Last Meeting



Pledge and Cash Performance

The Computer Museum

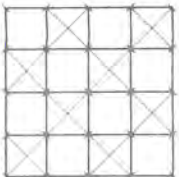
300 Congress Street
Boston, MA 02210

(617) 426-2800

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.

STRATEGIC PLAN: DRAFT OUTLINE

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.

Earned Revenue

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

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.

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	<i>The Networked Society</i> (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	<i>The Walk-Through Computer 2.0</i> (1995) Updated and more immersive version of Museum's blockbuster	general appeal	\$300K; computer hardware & peripheral vendors
cutting edge technology	<i>Computing at 50!</i> (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	<i>Artificial Life</i> (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	<i>Electronic Arts</i> 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	<i>Computer Animation</i> 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	<i>Computers in the News</i> 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	<i>Robots and Artificial Intelligence</i> Develop themes of Smart Machines gallery with new hands-on expert systems and immersive robot theater	general appeal	\$1m; companies that use expert systems

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

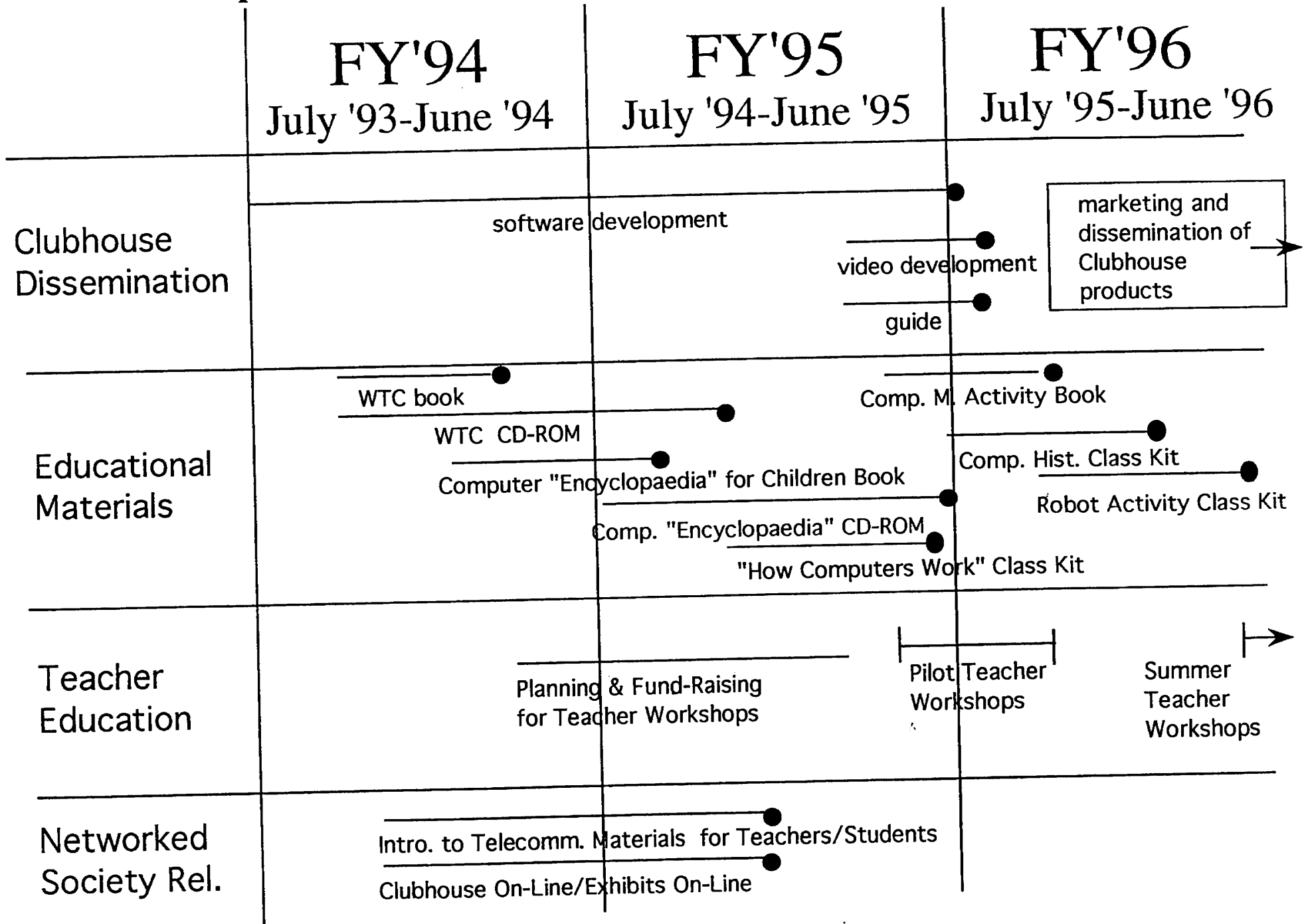
Other Facilities

Facility	Useage	Resources & funding prospects
<i>Technology Hall of Fame</i> 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
<i>Computer Clubhouse</i> 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
<i>Teacher Development Center</i> 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

Computer Museum Planned Educational Initiatives



THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
1 Month Ending 07/31/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	\$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

388
135
253

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 Foundation	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
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

Smith guy

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

~~XXXXXXXXXX~~

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 ~~hope~~^{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 Corporate 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

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.

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.

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 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.

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)

The Computer Museum
 Admissions Report
 04-OCT-1993

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%	DECOROVA MUSEUM & SCULPTURE PARK	40585	41675	-2.62%
14049	14077	-0.20%	DISCOVERY MUSEUMS	101947	111049	-8.20%
12038	14348	-16.10%	ESSEX & PEARBODY (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	19.26%

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)

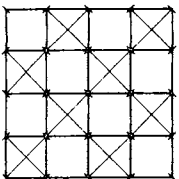
The Computer Museum

300 Congress Street
Boston, MA 02210

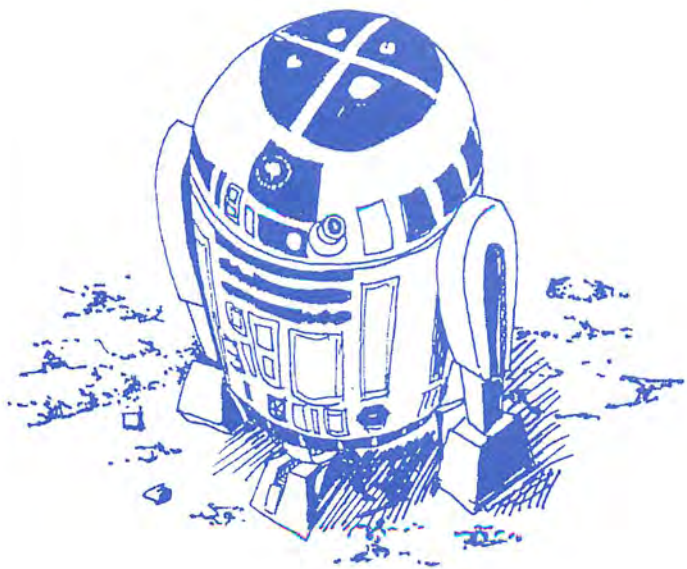
(617) 426-2800

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

WFO

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.

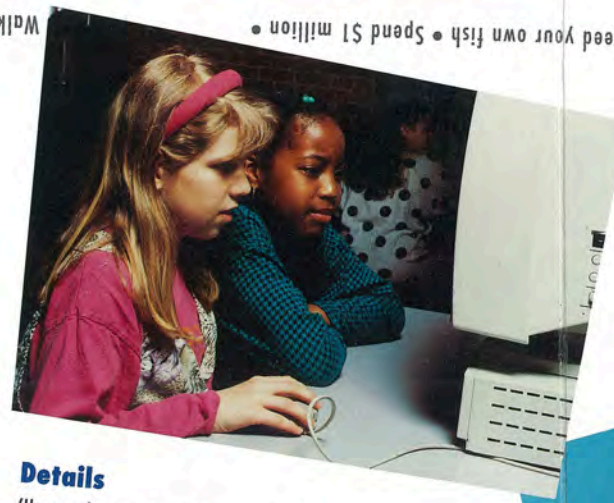
Neat! (Informative)
Take yourself through interactive time tunnels to trace today's personal computers from their original, giant ancestors.

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.

Publish your own paper

Star in your own commercial • Create electronic art • Play video games • Talk to a computer • Create your own ecosystem • Play chess with a computer • Haggle with a street vendor

Walk inside a computer • Record your own music • Control a robot • Do explosive experiments • "Network" with friends



Breed your own fish • Spend \$1 million

"Pilot" your own DC-10 • Experience virtual reality • Race

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."

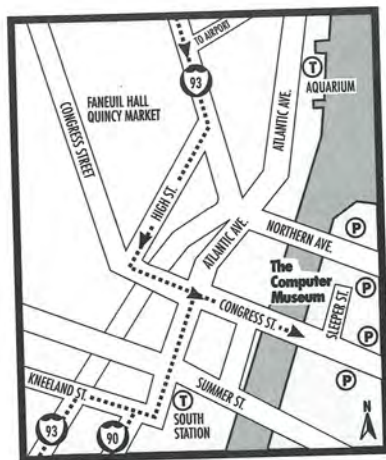
— *The New York Times*



Jack McWilliams

The Computer Museum

300 Congress Street, Boston, MA 02210
(617) 423-6758



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

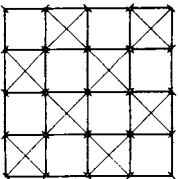
operating loss for FY '93 -26K
whole payroll left out

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 Zwickel - 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%)

Group Attendance FYTD '94

	Actual '94	Actual '93	%
July	3809	2948	29%
August	2021	1237	63%

Competitive Attendance Data

	<i>'93 vs. '92 % Change</i>		
	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

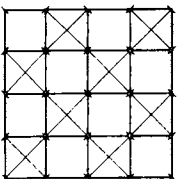
H. Peter Karoff, The Philanthropic Initiative, Administrator

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!**



Executive Committee, September 9, 1993

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?

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?

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

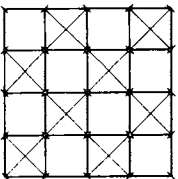
Memorandum

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

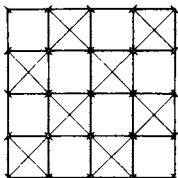
Enclosed please find the agenda for our next meeting on Thursday, September 9. The meeting, which will be held in the Skyline Room on the sixth floor, will run until 1:00 p.m. to accommodate discussion of the Museum's Long-Range Plan. A light lunch will be served.

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

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 <i>plan*</i>	# of sites <i>actual*</i>	av kits/ site <i>plan*</i>	av kits/ site <i>actual*</i>	gross revenue (\$500/kit) <i>plan</i>	gross revenue <i>actual</i>
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

	<u>plan</u>	<u>actual</u>
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 fulfills 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.

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 focused 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)

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

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.

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 Learning Center	40	not developed
	Contest (Turing Test)	100	30
FY93	Contest (Turing Test)	50	80
	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.

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).

Networking the Future

September Breakfast

The
Computer
Museum
Breakfast
Seminar
Series



Speaker
Robert B. Palmer
President &
Chief Executive Officer
Digital Equipment Corporation

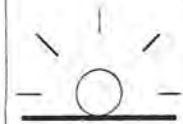
Date
Tuesday, September 28, 1993
7:30 AM
Limited Seating
Please RSVP at your earliest
convenience.

Topic
Information Technology:
Opportunities for an Industry
in Revolution

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**

I N T E R O F F I C E M E M O R A N D U M

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 only 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 Ed.M., Specialization in Teaching, Curriculum and Learning Environments	Cambridge, MA June 1991
TUFTS UNIVERSITY B.A., Philosophy Concentration in Engineering Sciences	Medford, MA May 1987

CERTIFICATION

Massachusetts Secondary Certification in Math and Science, June 1991

TEACHING EXPERIENCE

McCORMACK MIDDLE SCHOOL <u>Student Teacher</u>	Boston, MA 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 <u>Director</u>	Chelsea, MA 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.

<u>Independent Mathematics Curriculum Developer</u>	Cambridge, MA 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 <u>Project Coordinator</u> , JFK Library Corps	Boston, MA 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 <u>Founder, Director</u>	Medford, MA 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

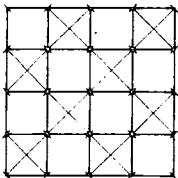
300 Congress Street
Boston, MA 02210

(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

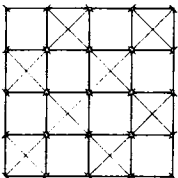
DATE: November 17, 1993
TO: Executive Committee
FROM: Oliver Strimpel
SUBJECT: November 23 Meeting

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 Conference Room on the fifth floor. 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		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
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 Endowment	2,982								2,982		2,982	
Unrestricted Support:												
Capital Campaign			43,111	75,800					43,111	75,800	-32,689	726,200
Corporate Membership Foundation	43,575	49,200							43,575	49,200	-5,625	205,000
Computer Bowl Membership Fund	171,000	147,300							171,000	147,300	23,700	388,000
Admission	18,944	52,940							18,944	52,940	-33,996	178,000
Store	229,357	227,797							229,357	227,797	1,560	536,841
Functions	111,152	117,647							111,152	117,647	-6,495	332,395
Exhibit Sales	60,143	50,600							60,143	50,600	9,543	140,352
Other:	9,597	10,000							9,597	10,000	-403	90,000
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

Board of Overseers: Long-Range Planning Committee

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."

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

Admissions Report
22-NOV-1993

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

	LIVE	AUCTION			INTERNET	AUCTION	Grand TOTAL
No. items	Bid price			No. ite	Bid price		Highest Bids
	High	TOTAL			High	TOTAL	
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

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.*

BOSTON SUNDAY HERALD, NOVEMBER 7, 1993

CIRCULATION: 235,084



CHESS KING: Chess prodigy Ilya Zaremsky, 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 Zaremsky 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 p.56

Picking Up Some Museum
Pieces

by PATRICIA HARRIS and DAVID LYON

MUSEUM WHARF

YOU'LL FIND IT CON-
venient that the
Children's Museum
and the Computer Mu-
seum share Museum
Wharf near Boston's
South Station. Between
them, their shops have toys for
of every age.

The Com-
puter Museum shop, directly next
door, is a good hunting ground
for chip cognoscenti and the com-
putationally disadvantaged alike.
Goods range from historical arti-

facts (an illustrated historical re-
view 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 flash-
ing lights (\$20-\$35) and ele-
gant desk accessories that
represent the ultimate in re-
cycling: The clipboard
(\$19.50) and the covers of
the notepad (\$30) and
datebook (\$20) put strik-
ingly patterned printed
circuit boards to new use.

The gift shop at the
Boston Tea Party Ship &
Museum, halfway across the
Congress Street bridge be-
tween South Station and Mu-
seum 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

Living Arts

THE BOSTON GLOBE • SATURDAY, NOVEMBER 6, 1993

Chess-playing computers, quilts by Vermonters

By Bruce McCabe
GLOBE STAFF

CIRCULATION: 508,867

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.

In addition to the grandmasters' tournament, a special contest pits 13-year-old prodigy Ilya Zaremsky 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

WEEKEND, Page 27



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.

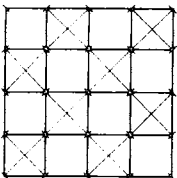
True to its exciting and innovative style, The Computer Museum informed and enlivened the lives of over 135,000 visitors this year. The Computer Clubhouse, where school children from underserved communities explore computing technology in an informal learning laboratory, the multi-media Letter to the 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,

Tony Pell

Anthony D. Pell
Chairman, Development Committee



Gardner:

Be try 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!

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

FRIENDS OF THE MUSEUM BENEFITS

\$1,000

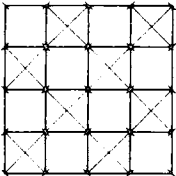
- * Family membership
- * Four complimentary passes
- * One gift membership
- * Invitations to breakfast seminar series
- * Invitations to exhibit openings
- * Invitations to exclusive "Friends" events

\$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.

FAX TRANSMITTAL

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

The Computer Museum BOARD OF TRUSTEES

Future Meeting Dates

•

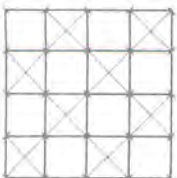
February 11, 1994

•

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**

TCM/10/15/93 - 1

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.**

TCM/10/15/93 - 2

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**

TCM/10/15/93 - 3

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"**

4TCM/10/15/93 - 4

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.**

TCM/10/15/93 - 5

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.

TCM/10/15/93 - 6

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.**

TCM/10/15/93 - 7

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.**

TCM/10/15/93 - 8

THE COMPUTER MUSEUM
STATEMENT OF REVENUE & EXPENSE
3 Months Ending 09/30/93

	OPERATING		CAPITAL		EXHIBIT		ENDOWMENT		COMBINED		\$ VARIANCE	ANNUAL BUDGET FY94
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
SUPPORT/REVENUE												
Restricted Support:												
Clubhouse	\$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	\$227,785	\$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

SEP 26 1993

31
Knead

WF
a...n

TRAVEL WITH CHILDREN

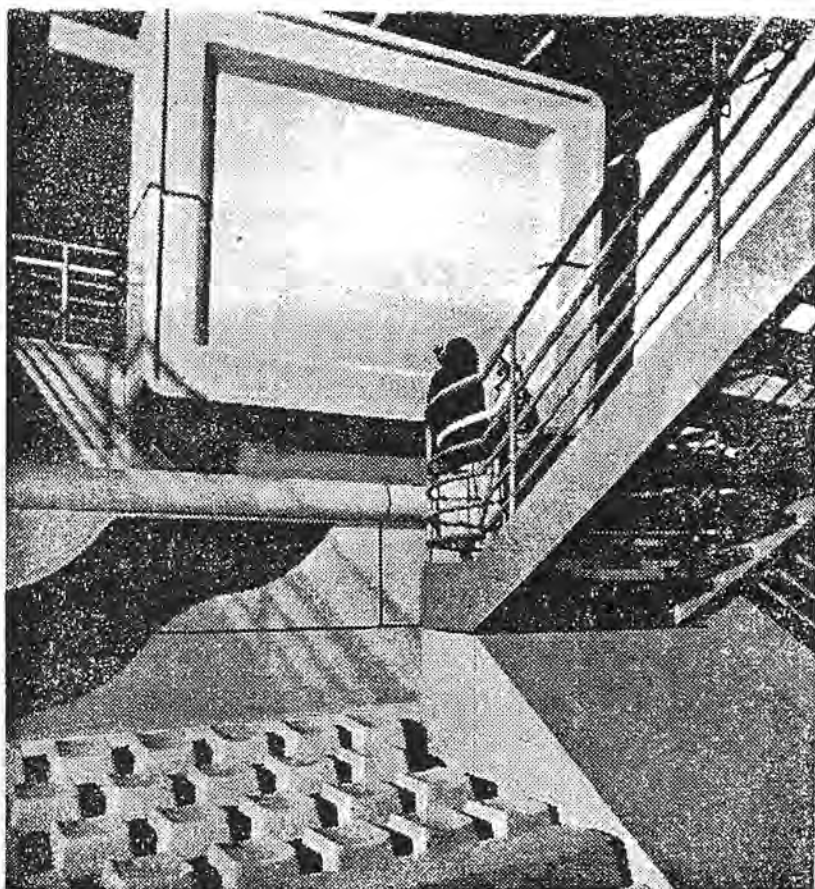
Stepping Out in Boston

4079
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 DUNN



THE BOSTON GLOBE • SATURDAY, OCTOBER 9, 1993

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.

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

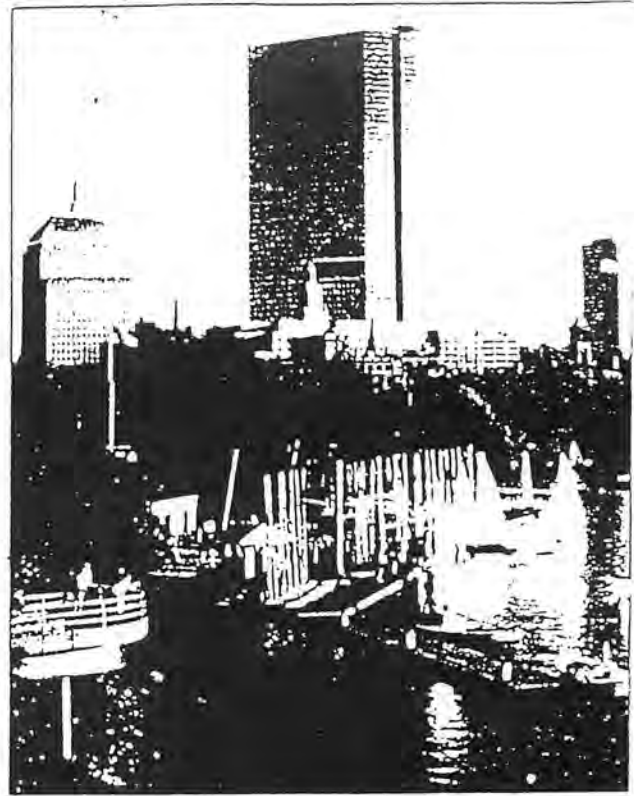
WEEKEND, Page 28

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

FLIGHTS

Air Canada has daily flights from Toronto, Vancouver and Montreal. Delta Airlines offers direct flights only from Montreal. Toronto passengers stop in Hartford, Conn.; Vancouver passengers in Salt Lake City or Portland, Ore. Delta offers an economy fare only.
Return fares: Toronto: Air Canada economy, \$390, business class, \$488; Delta economy, \$535. Montreal: Air Canada economy, \$238; Delta economy, \$231. Vancouver: Air Canada economy, \$1,720; business class, \$1,892; Delta economy, \$1,240. Promotional fares and seat sales may also be available. Check with the airlines or your travel agent.

CAR RENTALS AND TAXIS

Although Logan International Airport is only five kilometres southwest of downtown, the drive includes a stretch under Boston harbor in a two-lane tunnel. Depending on city traffic and tunnel conditions, it can take anywhere from five minutes to an hour to get downtown. There are cab stands outside each terminal; cost is about \$15.
All the major car rental agencies have offices at the airport.

PUBLIC TRANSPORTATION

The public transit system, called the "T", connects everything from Logan airport to the Freedom Trail. The Boston Passport gives visitors unlimited use of the bus and subway system (including out to Cambridge) for one price. The three-day pass costs \$9, seven-day \$18. The pass also entitles holders to \$100 worth of discounts at museums, restaurants and entertainment venues. It can be purchased at the Information Centre on Boston Common, 9 a.m. to 5 p.m. A 50-passenger ferry operates between Logan and Rowes Wharf downtown every 15 minutes during the week, every half-hour on weekends. Travel time seven minutes; cost is \$7.

HOTELS

Back Bay: Boston Back Bay Hilton, 40 Dalton St., (800) 874-0663, fax (617) 267-8893, 16 rooms per floor, some with balconies, near Hynes Convention Centre, \$155 to \$215; Lenox Hotel, 710 Boylston St./Copley Place, (800) 225-7676, fax (617) 267-1237, rooms in the grand tradition, \$155 to \$215. Downtown: Boston Harbor, 70 Rowes Wharf, (617) 439-7000, fax (617) 330-9450, Boston's newest luxury hotel, within walking distance of the financial district, \$180; Lafayette Hotel, 1 Ave. de l'Hayette, (617) 451-2600, fax (617) 451-0054, luxury hotel close to Quincy Market, South Station and the financial district, \$110 to 180.

RESTAURANTS

Locke-Ober Café, 3 Winter Place, (617) 542-1340, authentic Victorian, a bastion of Boston's elite, reservations advised, \$100; Rowes Wharf Restaurant, 70 Rowes Wharf, (617) 439-3995, waterfront view and new American cuisine, i.e. poached Maine lobster over chorizo pasta, \$60; Upstairs at the Pudding, 10 Holyoke St., Cambridge, (617) 864-1933, elegant, featuring Northern Italian cuisine in the Harvard Club, \$100. Prices include dinner for two with wine.

EXCHANGE RATES

US\$1 = \$1.26

CLIMATE

The average temperature is 2°C in winter, 22°C in summer. Carry an umbrella summer or winter.

CONTACTS

The American Express office is at 31 St. James Ave., 11th floor, 02116, (617) 350-1304. The Canadian Consulate is at 3 Copley Place, 02201, (617) 262-3760.

For more information on Boston contact the U.S. Travel & Tourism Administration, 480 University Ave., Suite 602, Toronto Ont., M5G 1V2, (416) 595-0335.

By Laddie Dennis

For The Financial Post

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 sight-seeing. 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."

Sited 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, in-

cluding the recently opened New England Sports Museum, Cambridgeport 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-who-dunit 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 four 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 grass-hopper weather-vane; since colonial days it has been the scene of political debates. It also houses several historic paintings.

HEMISPHERES

THE WORLD BROUGHT TO YOU BY UNITED AIRLINES

SEPTEMBER 1993

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 intelligence: Can machines really think and act like humans? At the 30 interactive computer stations,



you can build an ecosystem where animals and plants live or die depending 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 created by combining photography and electronic 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-



. . . "Grand Canyon" at the Mugar Omni Theatre.

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 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



Original image: Nicole with Straw Hat.



The fourth and final image of Nicole captures her quiet introspection.

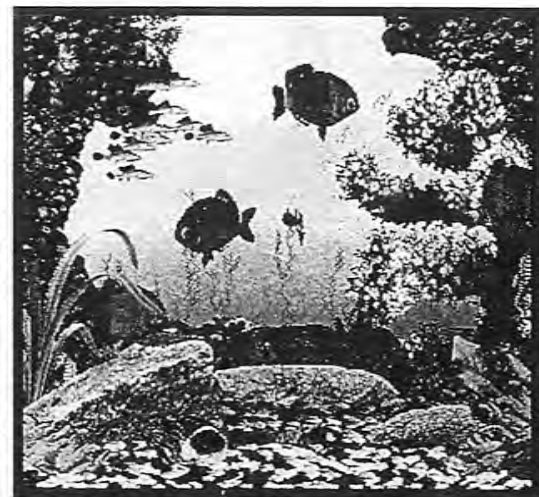
the evolution of the world's rainforests. Viewers are surrounded by a dense canopy of foliage, engulfed by animal sounds, and become insect-size watching a rare Ulysses butterfly struggle from its chrysalis to unfurl its trembling turquoise wings. The current threat to the rainforest is dramatized as 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 desktop 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.

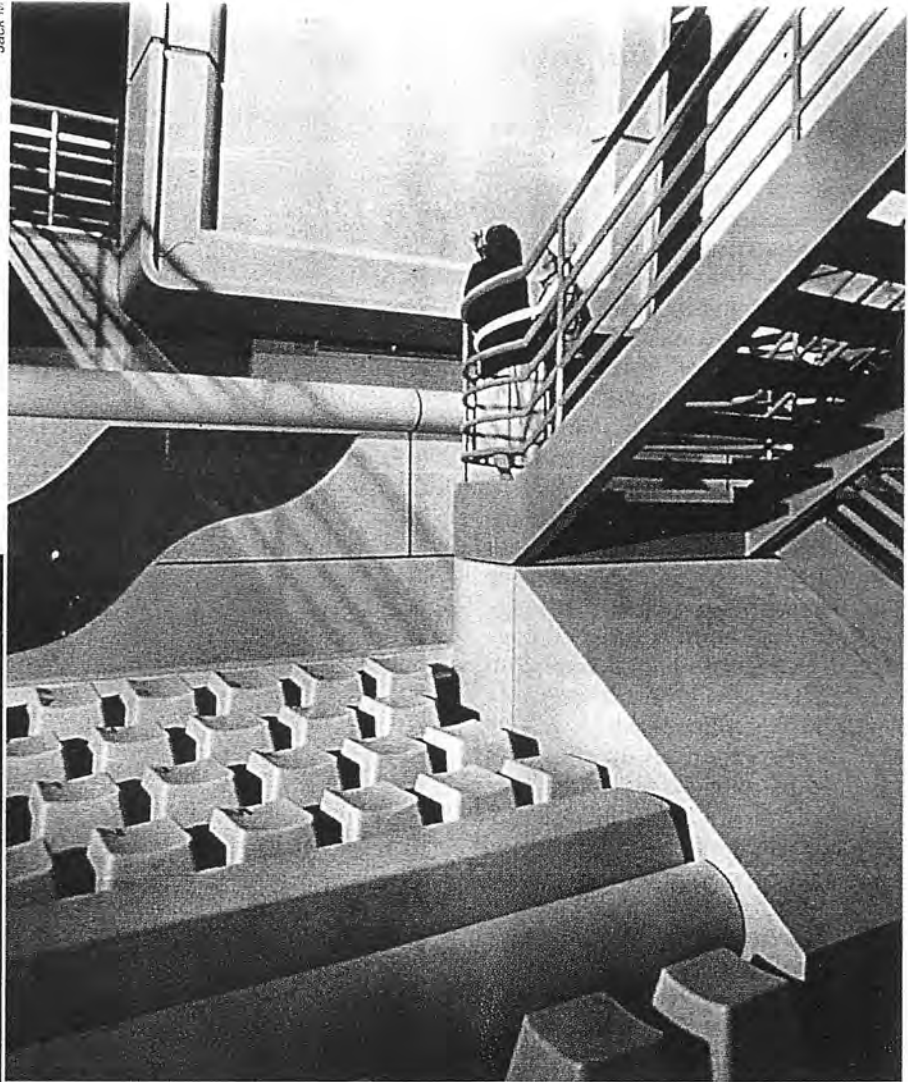
The intriguing exhibits in The Computer Museum explain how computers have touched most aspects of modern life, from business, education, and health to entertainment and art.

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

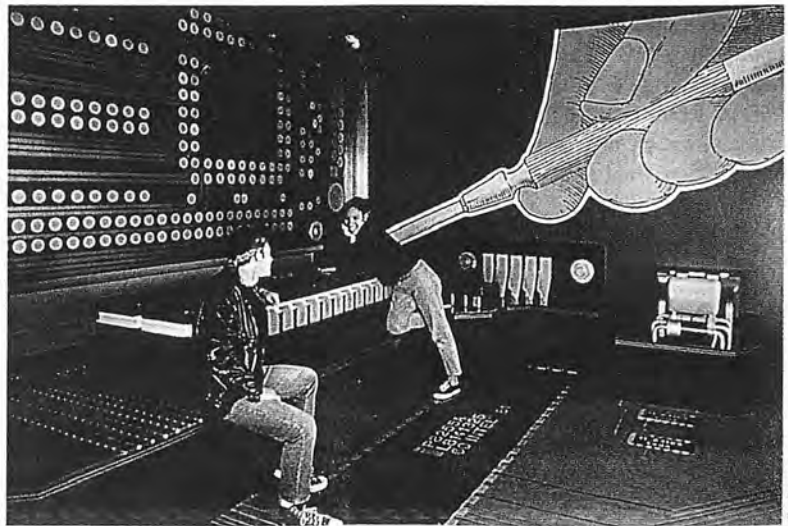
The Computer Museum's centerpiece is a two-story, walk-through model of a desktop computer that includes a 108-square-foot screen and a twenty-five-foot operational keyboard.

Jack M.



Neal Henningberg

Children become familiar with computer applications by playing musical instruments at "Tools and Toys," one of more than one hundred interactive exhibits.



F. Bohl

N
with un
"nerd" a
attitudes
Comput
sidered a
a decade
the esote
At T
half the
history.
changing
of comp
The
kind, or
neth O
Equipm
then pr
saved th
puter fr
in the la
Institut
wind co
pied 3,
ten-roo
dinosaur
Its prim
are as q
movie s
of Oute
Otho
comput
1930s,
oped da
switch
record
Admin
seven m
In a
to the c
"electr
such as
cially a
ing use
in the

Circuit Breakers

NSC swallows up Bytex

Mobil makes 'significant' computer buy

by JOHN S. MCCRIGIT
JOURNAL STAFF

the living room, the board room and the operating room."

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.

* 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.

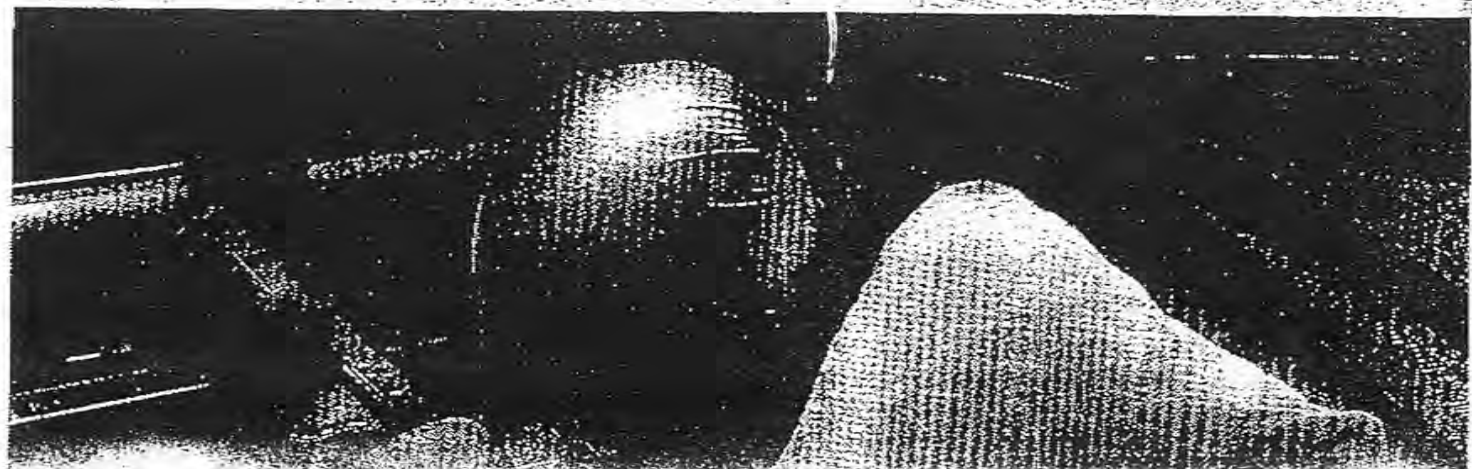
Palmer was justifiably proud of Digital's Alpha AXP chip, which 19 months after its unveiling is still the fastest semiconductor on the planet. Palmer feels that Digital is one of the few players left in the microprocessor market with the financial strength and talent to build the chips that will run 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.

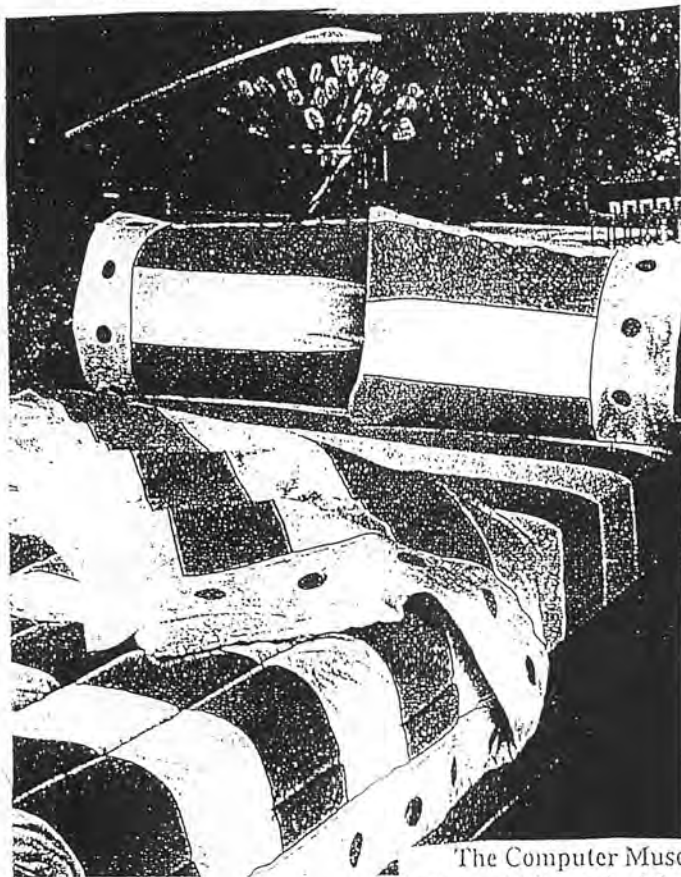
Future speakers in the museum's 7:30 a.m. series will be Mitchell Kertzman, CEO of Powersoft Corp., Oct. 20; Richard Liebhauer, MCI Communications Corp., Nov. 30; and Scott McNealy, CEO of Sun Microsystems Inc., Jan. 20, 1994. For information, call the development office at 426-2800, ext. 339. □



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.

INFORMATION WEEK

MANHASSET, NY
WEEKLY 182,300

JUL 12 1993

BURRELLE'S

-3433
t.oe..

DI
cp....

8078

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 newsroom, 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**



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.

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

"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

• computer ■

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

continued to page 6a

continued from page 4a

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.

The Computer Museum

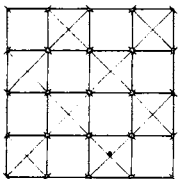
300 Congress Street
Boston, MA 02210

(617) 426-2800

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 Don Network Society

NS

Ed Before

Howard Sulwen

Jim Mc Kenney

Paul Severino

G.C. Hendrie

Dave Mahoney

Leonard Kahlisch

Dave Nelson

Exhibits Comm

Golden Bell

Ed Before

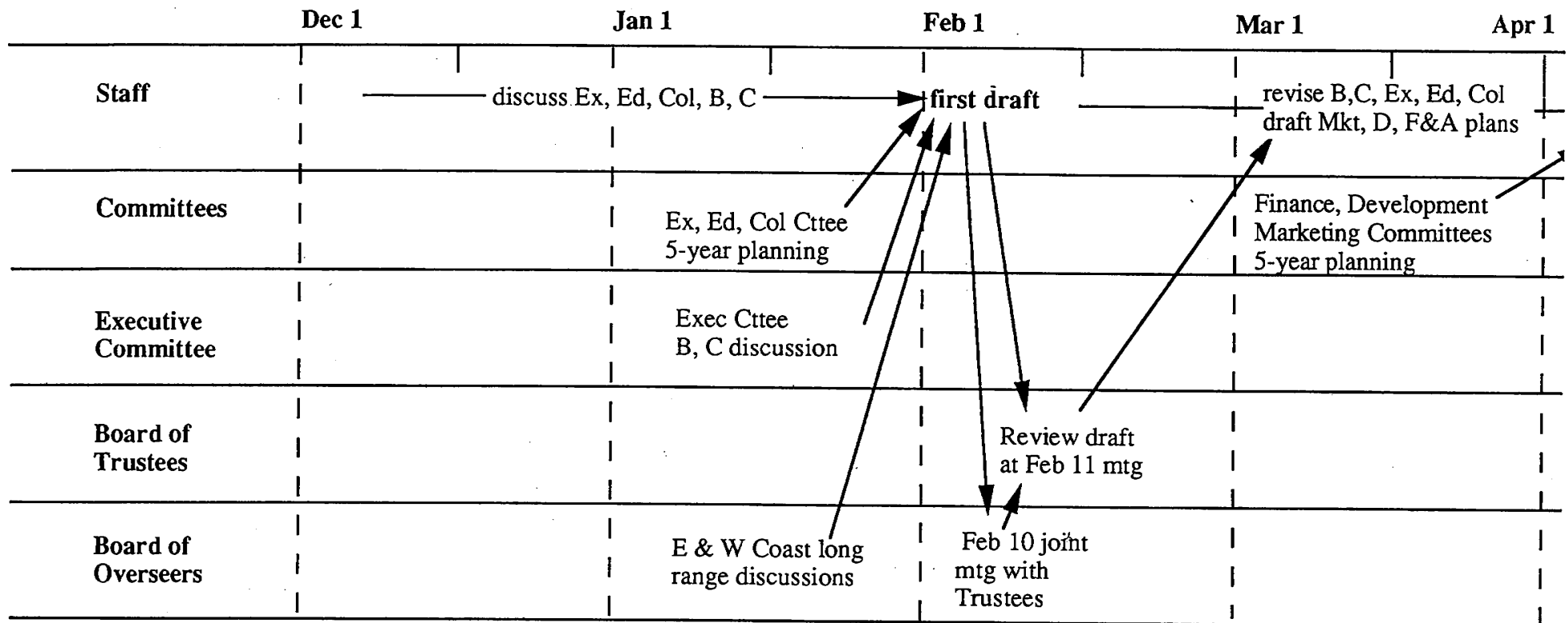
Richard Case

Jim Mc Kenney

Dave Nelson

GCH

10-12 1/11/93



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.

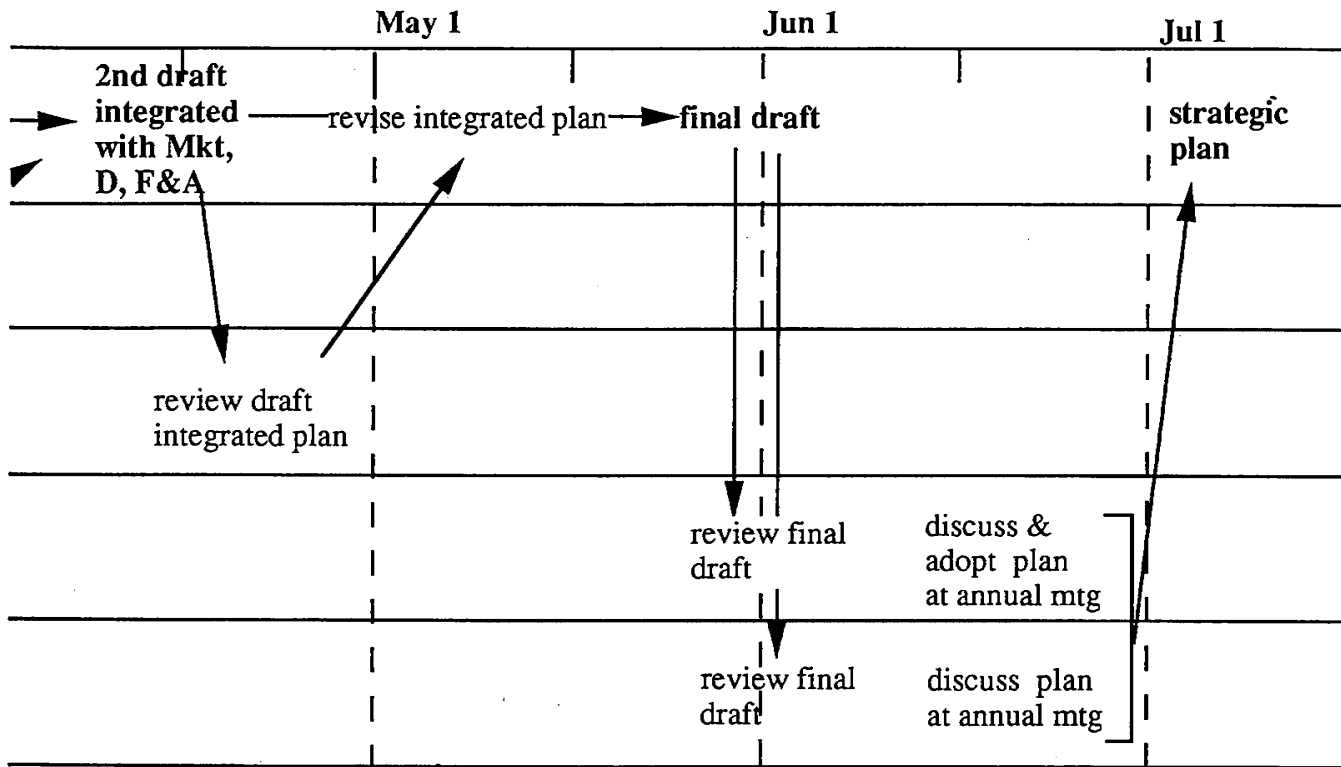
Ed: Education: education programs onsite, nationally, and internationally and development of Museum materials, eg. books, CD-ROMs, videos, software, kits, & other educational products for mass dissemination.

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.

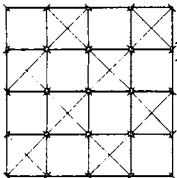
Candidates must possess a combination of relevant talents and experience:

- Previous experience plus national recognition as a leader in innovative education via 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. Friends of The Museum 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 mailed 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.

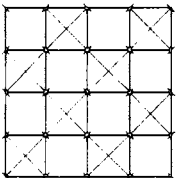
- The Computer Museum Guide to the Best Educational Software. We have identified some highly qualified writers who have already researched this field and who have prepared a book outline for us, which I enclose.

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



The Computer Museum
 Admissions Report
 13-DEC-1993

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

TRAVELLING ELECTRONIC CLASSROOM
A Preliminary Proposal
December 1, 1993

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	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * learning how to access relevant information * real-world applications 	computer, modem, on-line services
teleconferencing, distance learning	<ul style="list-style-type: none"> * 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

Advisory Committee Members

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 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, 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.
- ❑ The *Guide* is authoritative. Taking its cue from the highly successful Zagat Restaurant *Guide* series, the *Guide* bases its four-tiered rating system — *Classic, Three Star, Two Star, and One Star* — on responses from an exceptionally broad group of people. They include thousands of people who respond to our "call for comments" over computer networks and on-line services — parents, kids, teachers — plus experts on child development, kids and technology, and education.

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, education, journalism, and parenting to the task of turning this wealth of information into easy-to-understand advice that parents can trust.

Miranker spent 10 years as a reporter, editor, and computer columnist before moving into marketing communications at such technology companies as SuperMac and Rocket Science Games. Elliott's background includes 10 years of software marketing for Apple Computer, Claris, and Borland International, among others, and three years of teaching. They have spent the past year researching the kid's software market and the needs of parents and kids.

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 relationships 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. Raise Awareness of Museum

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. Financial Control

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. Inaccurate information was primary cause of FY93 operating fund deficit. System still needs to be streamlined & automated, while maintaining costs.

10. Planning

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 Museum 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

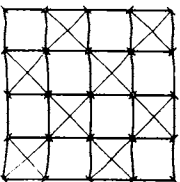
Plans to upgrade the Walk-Through Computer should incorporate technologies that have become widespread since 1990, including a CD-ROM drive and a network connection. It was felt that sponsorship for the WTC 2.0 should be sought from vendors from all segments of the personal computer industry, including 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	PAGE 3
KIDS AND COMPUTERS: THE HOME MARKET TAKES OFF	PAGE 7
FILLING THE INFORMATION GAP: A MASS-MARKET OPPORTUNITY	PAGE 8
POTENTIAL SOURCES OF PARENT-FRIENDLY SOFTWARE ADVICE	PAGE 9
Personal Recommendation	PAGE 9
Computer Magazines	PAGE 9
Parent Magazines	PAGE 10
Children's Magazines	PAGE 11
Books	PAGE 11
INTRODUCING THE <i>GUIDE TO THE BEST</i>	PAGE 12
Tapping the Voice of Experience	PAGE 13
Reviewing and Comparing the Best	PAGE 13
The Best Organization	PAGE 14
COMPLETING THE GUIDE	PAGE 15
MARKETING THE GUIDE	PAGE 16
Marketing and Distribution	PAGE 16
Derivative Products	PAGE 17
AUTHOR BIOGRAPHIES	PAGE 17
SAMPLE TEXT & PAGE DESIGN	ATTACHED

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.

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.
- The *Guide* is authoritative. Taking its cue from the highly successful Zagat Restaurant *Guide* series, the *Guide* bases its four-tiered rating system — *Classic, Three Star, Two Star, and One Star* — on responses from an exceptionally broad group of people. They include thousands of people who respond to our "call for comments" over computer networks and on-line services — parents, kids, teachers — plus experts on child development, kids and technology, and education.

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, education, journalism, and parenting to the task of turning this wealth of information into easy-to-understand advice that parents can trust.

Miranker spent 10 years as a reporter, editor, and computer columnist before moving into marketing communications at such technology companies as SuperMac and Rocket Science Games. Elliott's background includes 10 years of software marketing for Apple Computer, Claris, and Borland International, among others, and three years of teaching. They have spent the past year researching the kid's software market and the needs of parents and kids.

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 relationships with computer companies and software publishers who could buy copies in bulk for sales incentives or merchandising tools.

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.

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 notwithstanding, 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.

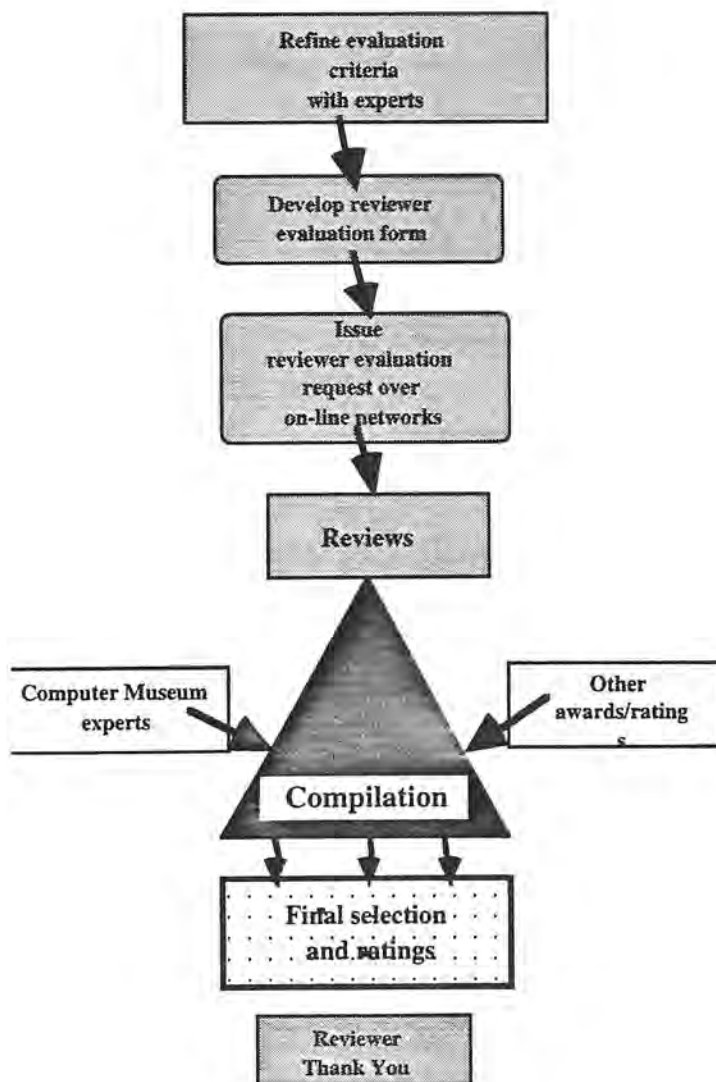
In *The Winning Titles* section, the *Guide* groups software titles into 11 subject areas, including such topics as *Interactive Storytime*, *Essential Skills* like reading, math, and critical thinking, and *Explorations*. The reviews in each of these subject categories strike a balance between description (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.



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

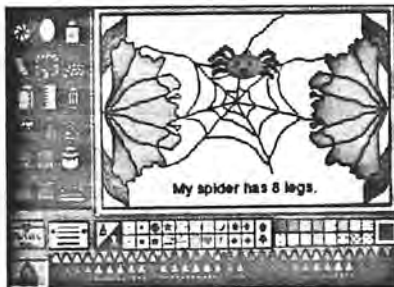


Introduction

Kids & Computers...Getting Started	vii
Making the Most of The Best	xi

Introduction	1
The Best for Your 2-3-Year Old	3
The Best for Your 3-5-Year-Old	4
The Best for Your 5-7-Year-Old	5
The Best for Your 7-12-Year-Old	6
The Best Classics	7
The Best CD-ROM Titles	8
If You Only Buy 5 Programs...For Kids 7 and Under	9
If You Only Buy 5 Programs...For Kids 8 and Over	10
The Best Homework Helpers	11
The Best Education-Meets-Video-Game Titles	12
The Best Programs for Parents & Kids to Use Together	13
The Best Software That's Sure to Break the TV Habit	14
Programs Kids Love (But Parents Don't!)	15
The Best Software For Fighting Gender Stereotypes	16
The Best Software If Your Kid's Gotta Have Dinosaurs	17





The Winning Titles

Introduction	19
Just Clicking Around	21
Playing to Learn	25
Creative Pursuits	29
Arts & Crafts	32
Storytelling	34
Publishing	36
Music to My Ears	38
Interactive Storytime	41
No Reading Required	42
For More Accomplished Readers	44
Essential Skills	47
Getting Ready to Read	50
Boning Up on the Basics of Reading	52
Playing with Math Concepts	54
Mastering Math Skills	56
Critical Thinking	58
Explorations for Curious Kids	61
Around the World	63
Back in Time	65
Into Science and Nature	67
Out of This World	69



TABLE OF CONTENTS

Simulations & Games	71
Learning a Language	77
Productivity & Reference	87
Solutions for Special Needs	94
Parental S.O.S.	102

Talking Back to Us

Introduction	117
The Kids' Software Survey	119

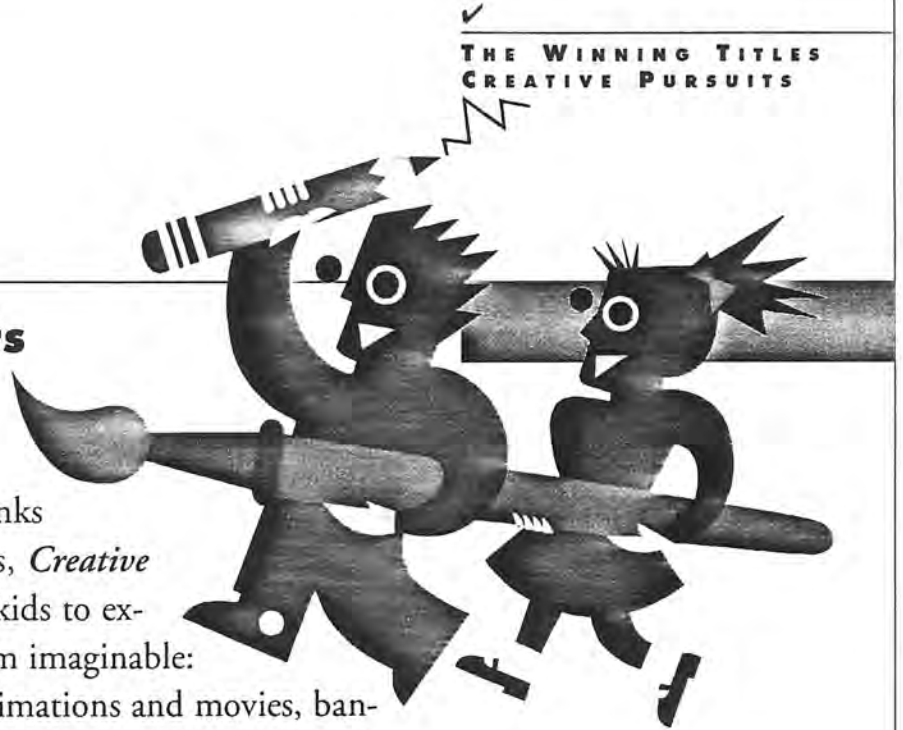
Indices

Titles in the Guide	123
Publishers in the Guide	127
CD-ROMs in the Guide	131
Macintosh Titles in the Guide	133
Windows Titles in the Guide	137
DOS Titles in the Guide	141



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



Emily, age 7½, *Storybook Weaver*



Molly, age 4, *Kid Pix*

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. ✓

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



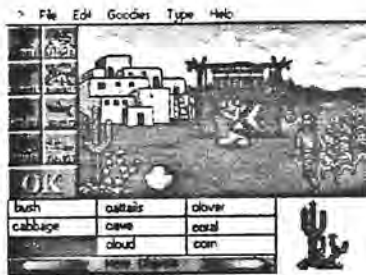
pre-readers by acting as scribe while they dictate. Click a button, and words automatically change into pictures (the program’s most charming feature). Then, you read the written words, and they “read” the pictures. Five- and six-year-olds will feel at home with the program’s familiar ruled paper (rather 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). ✓

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

Storybook 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

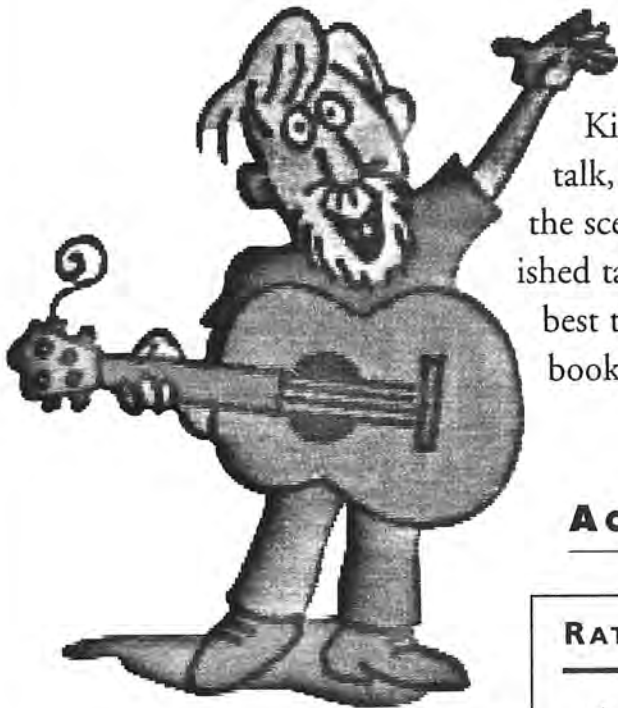


Remember your child's pleasure when you read her a "lift-the-flap" book for the first time? That kind of delight is what *Interactive Storytime* software is all about. Only instead of a few flaps to flip, there are dozens of hidden surprises. Playing with these programs is like jumping into the pages of a book.

NO READING REQUIRED

<u>RATINGS</u>	<u>TITLES</u>
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**

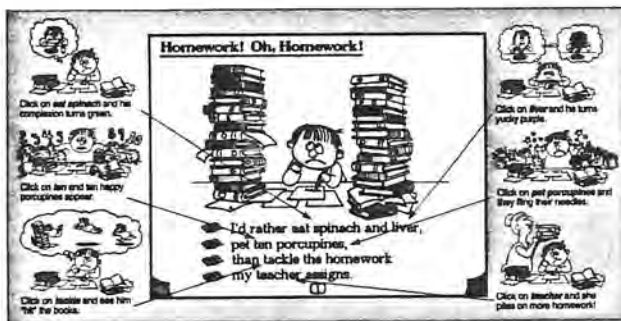
<u>RATINGS</u>	<u>TITLES</u>
★ ★ ★	The New Kid on the Block
★ ★ ★	Est Omnis
★ ★ ★	Unam Inculunt Belgae
★ ★	Est Omnis
★ ★	Aliam Aquitani Est
★ ★	Peter Pan
★ ★	Unam Inculunt Belgae
★ ★	Aliam Aquitani Est
★	Est Omnis
★	Unam Inculunt Belgae
★	Aliam Aquitani Est



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

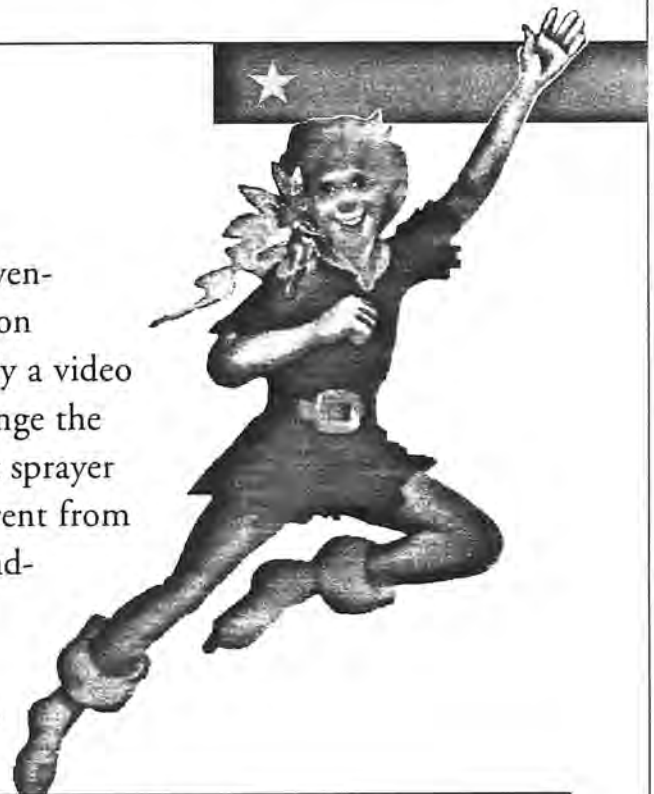
Ages	6-12
Introduced	1993
Publisher	Broderbund (800)521-6263
DOS	N/A
Windows	386 or higher, Super VGA, Windows 3.1, 4MB RAM, sound board
Mac	System 6.0.7 or higher, 4 MB RAM 256-color Mac
CD-ROM	MPC- or Mac-compatible CD-ROM drive
Price	\$35.95

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

The Computer Museum

300 Congress Street
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

