

Expand the Stone space

Pair: comp 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

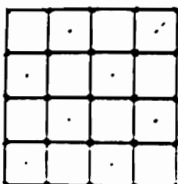
300 Congress Street
Boston, MA 02210
(617) 426-2800

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



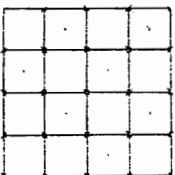
The Computer Museum

300 Congress Street
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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

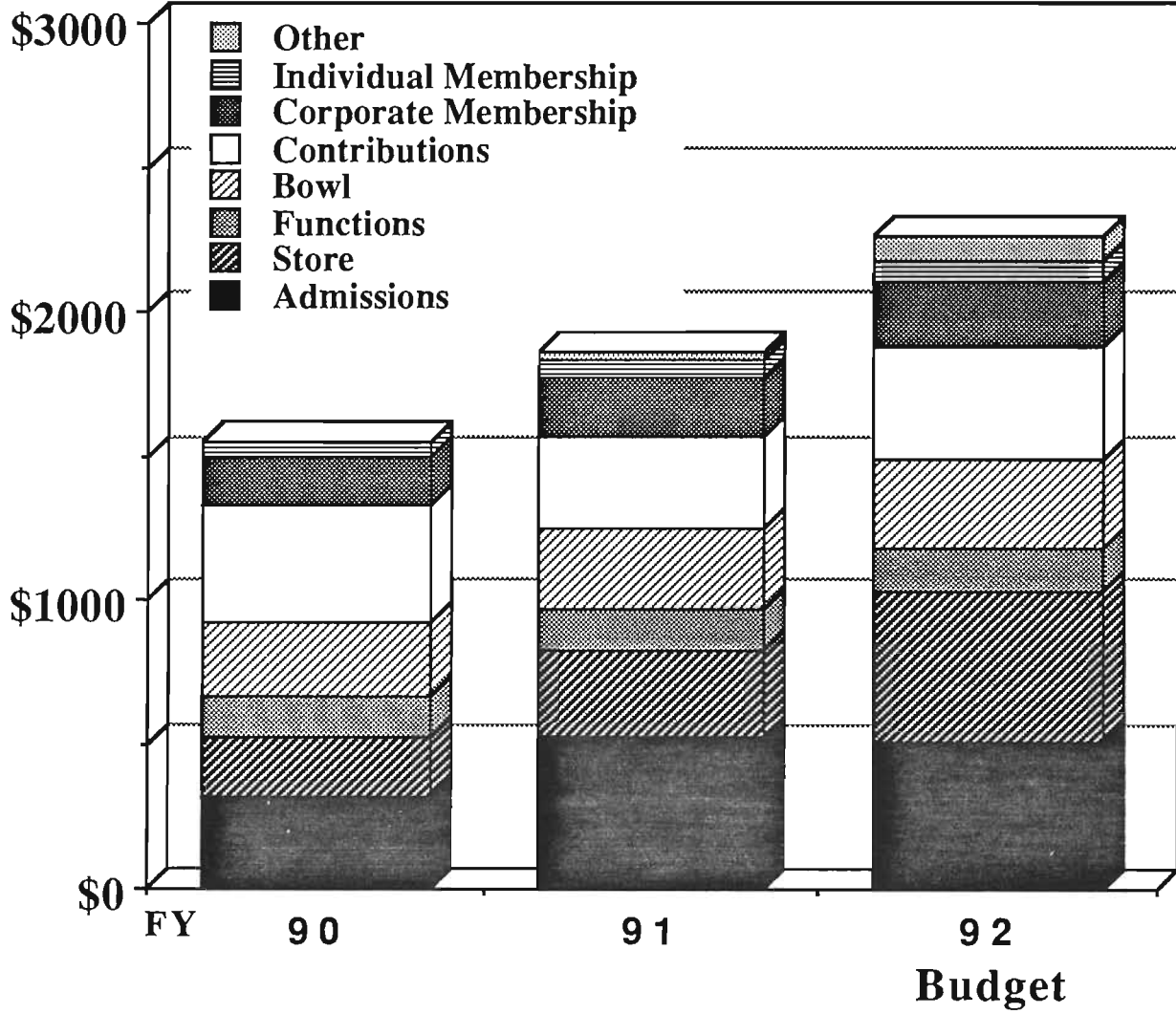
- fully fund and develop Computer Discovery Center
- fund & develop onsite educational programs:
 - learning center
 - teacher development
 - “Wiz Kids” : internships & family participation
- offsite programs:
 - install Exhibit Kits in 30 sites
 - fund & develop P&C video
 - fund & develop a travelling 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

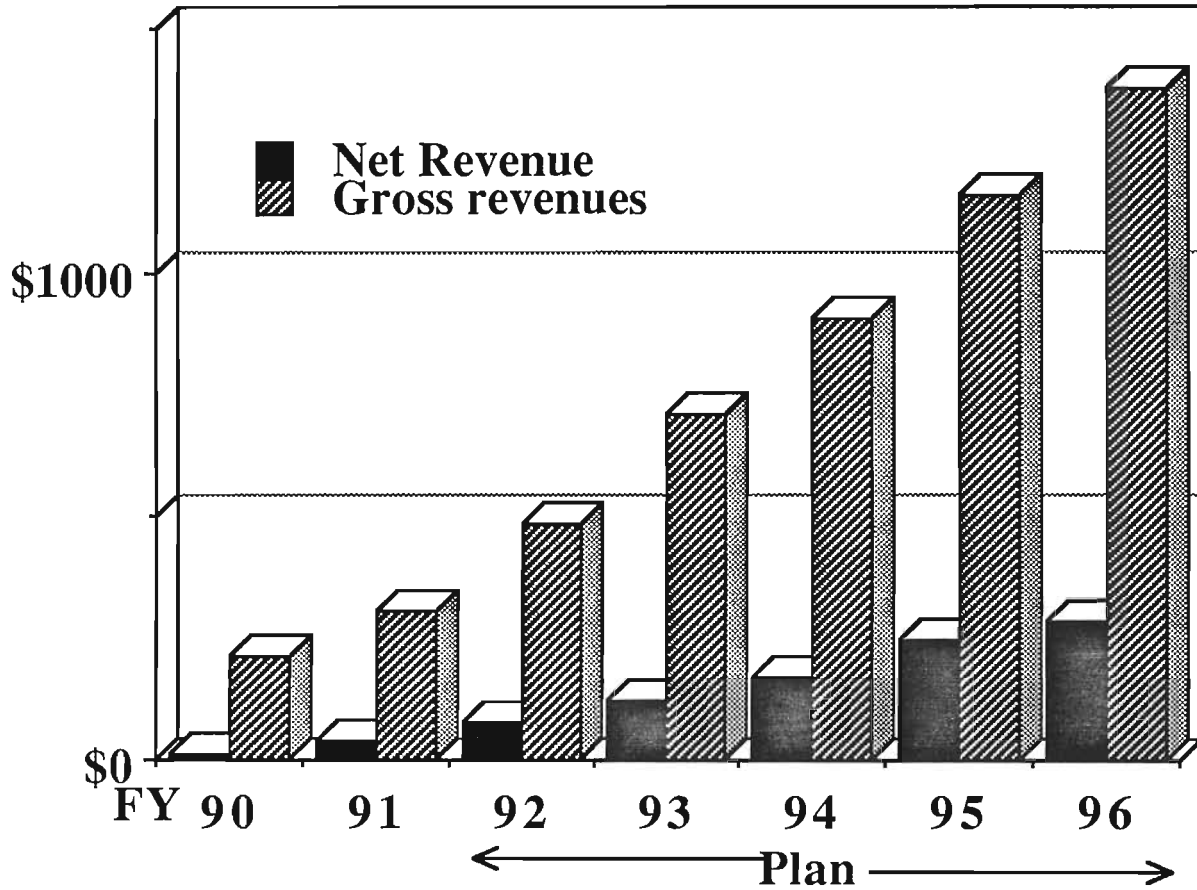
The Computer Museum Operating Income

Thousands

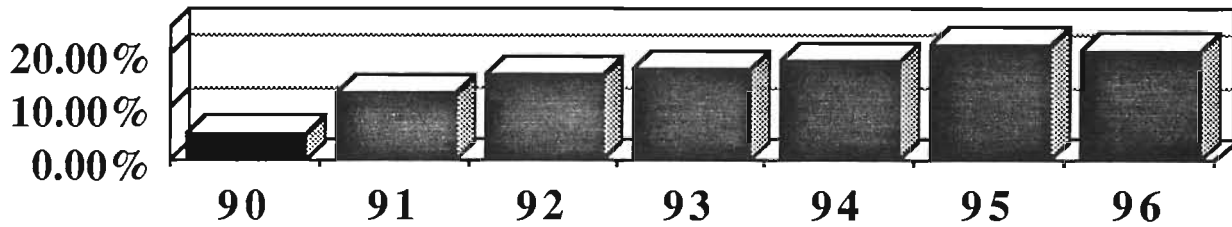


The Computer Museum Store Revenues

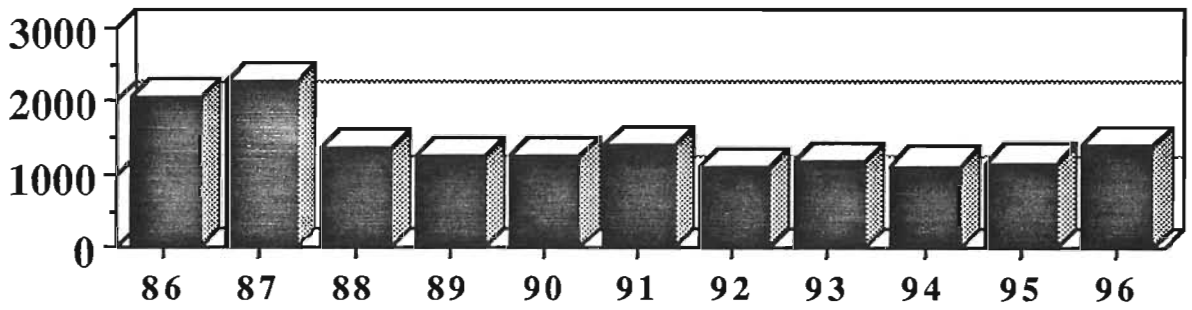
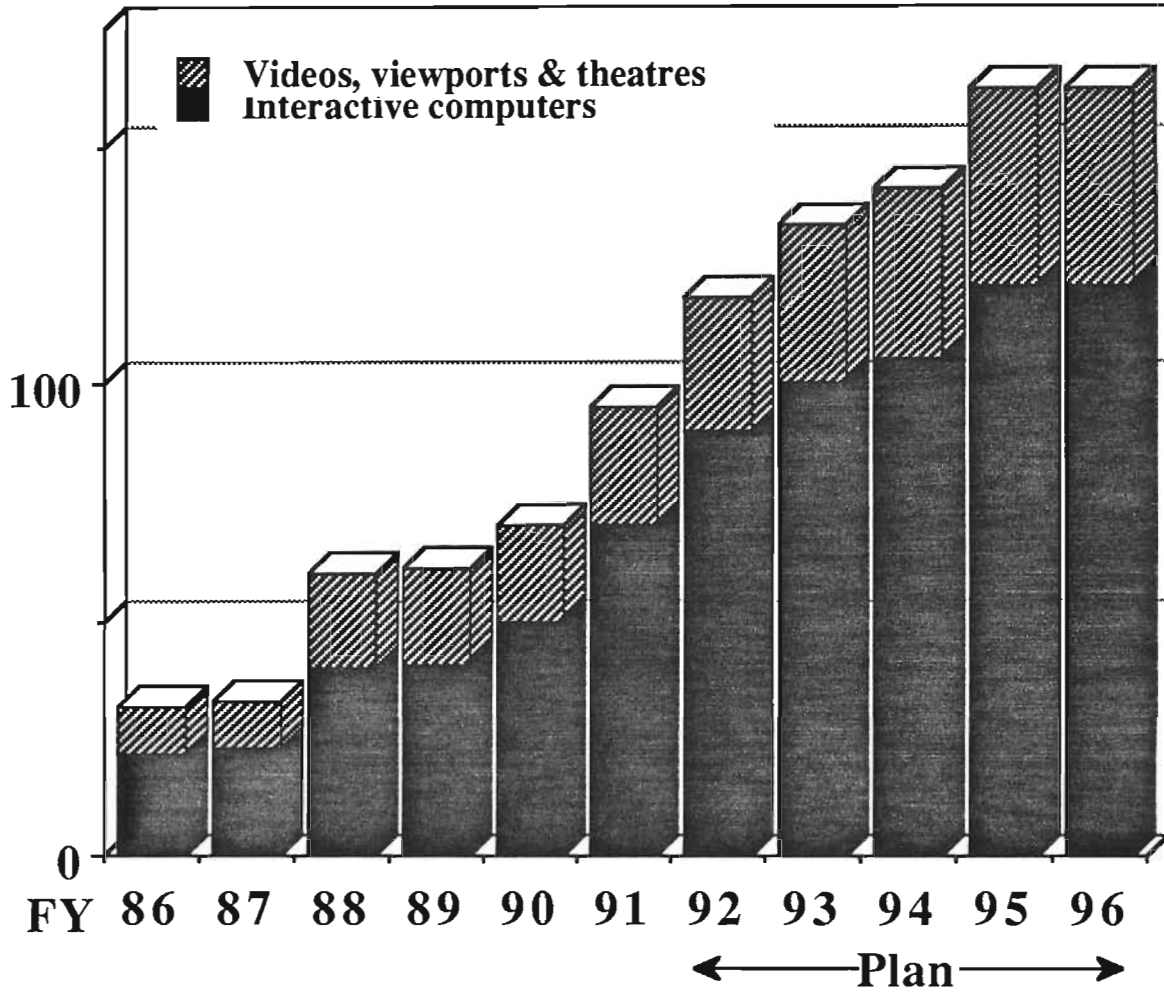
Thousands



Percent Profit



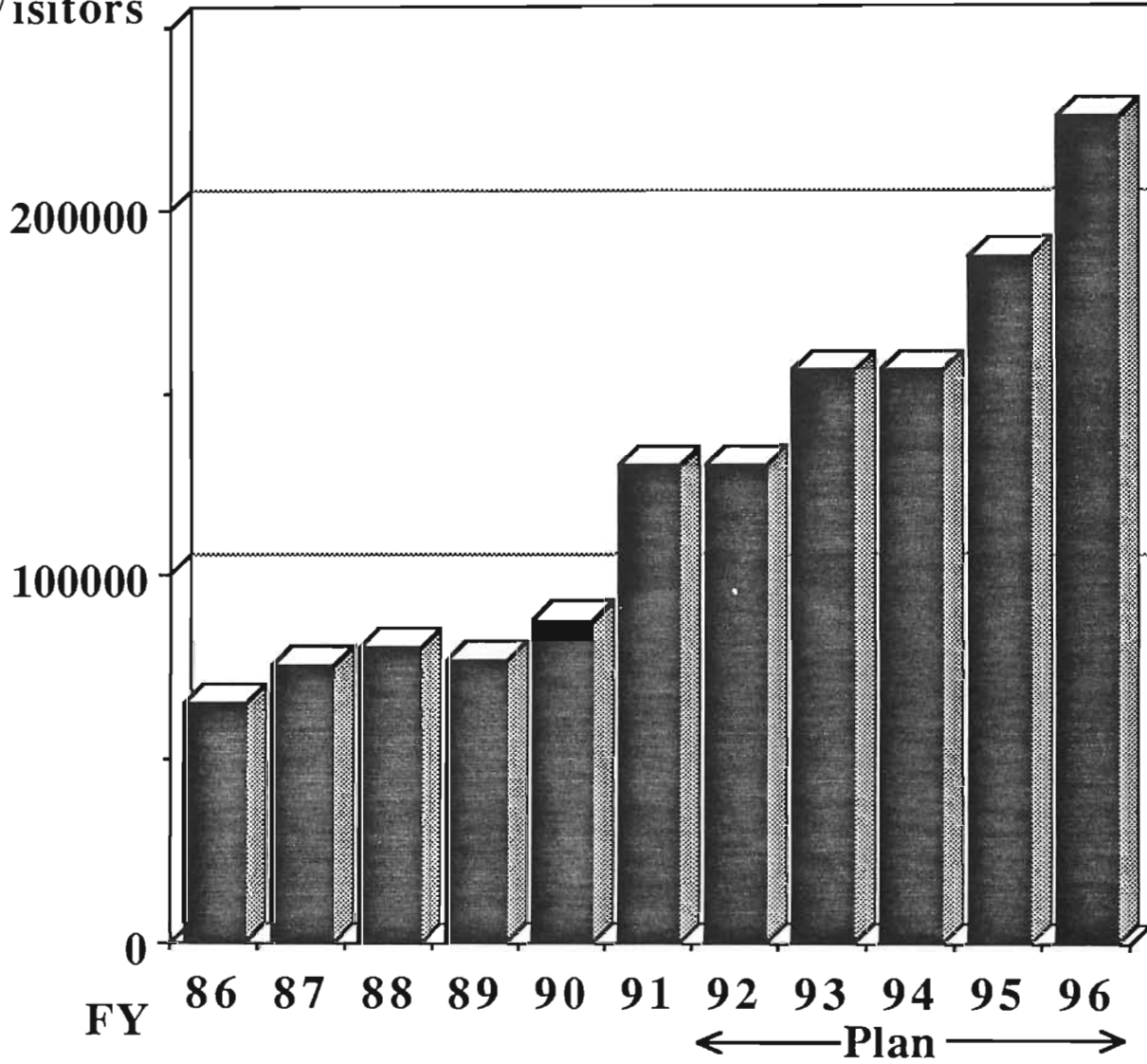
The Computer Museum Interactive & Dynamic Exhibits



Number of Visitors
per interactive computer, videos, viewports & theatres

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	CA 720-0655 415-949-2735 (spouse: Gordon)	same
<u>BREWSTER, LARRY</u> Campaign Chairman	497-9020 x337 (asst: Mary Putur)	497-7806	Bus: Car: 235-8474 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
	\$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

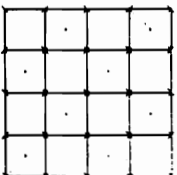
The Computer Museum

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

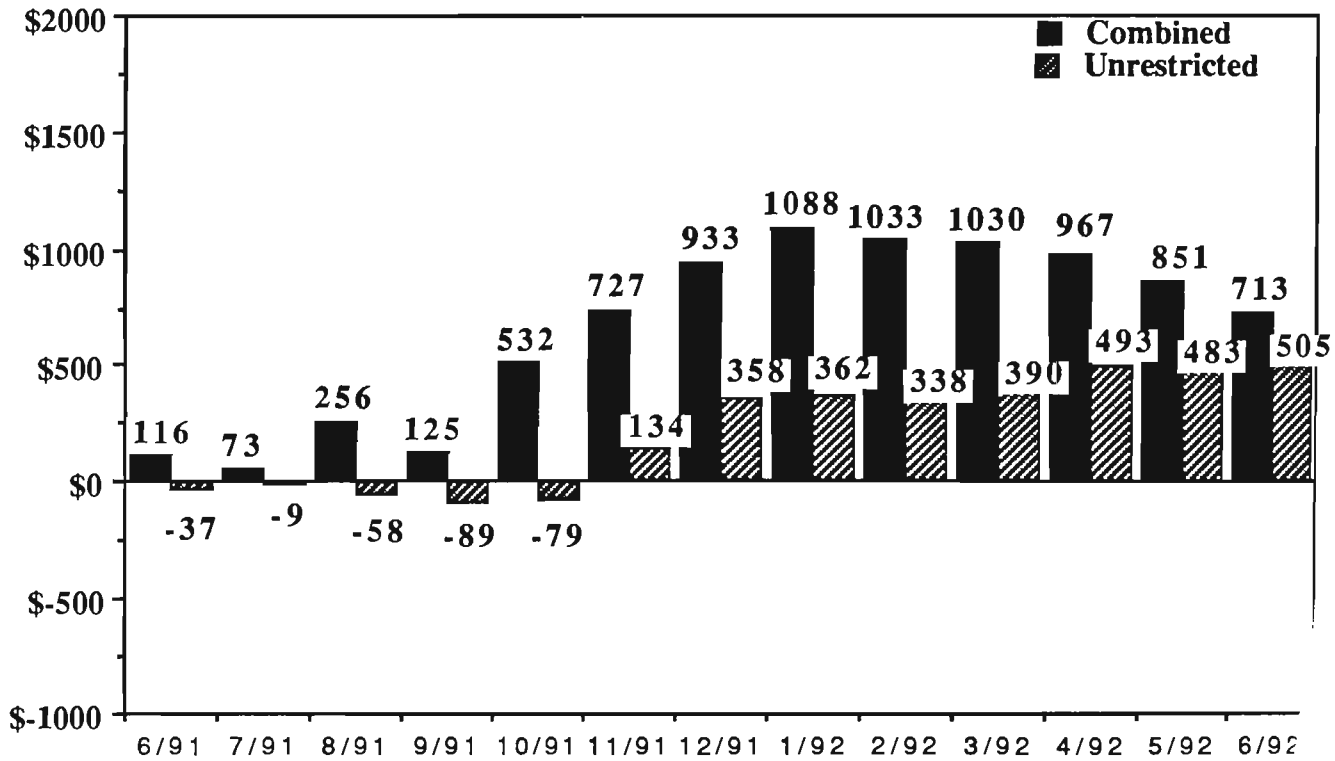
Strong emphasis on increasing revenues:

- 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

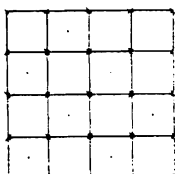
To ensure proper usage of restricted and unrestricted assets, the Museum maintains its accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

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.

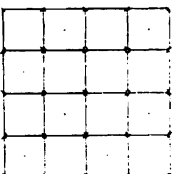
EMPLOYEES

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
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THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

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

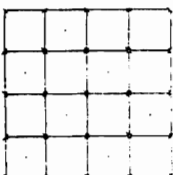
<u>DESCRIPTION</u>	<u>FY91</u>	<u>FY92</u>
Corporate/Foundation Grants	\$ 99	\$ 72
Annual Fund	100	125
Other	<u>1</u>	<u>10</u>
Operating Fund Total	200	207
Capital Fund Total	<u>149</u>	<u>625</u>
Combined Unrestricted Total	349	832

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
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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

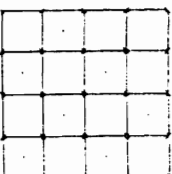
The increase in visitors from FY90 to FY91 was mainly attributable to the opening of The Walk-Through Computer exhibit. The Museum expects to retain the increased level of visitors in FY92 as a result of the opening of the People and Computers exhibit, and marketing efforts, focusing especially on school 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

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THE COMPUTER MUSEUM

NOTES (Cont'd)

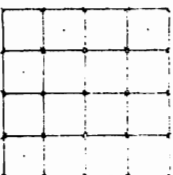
FY92 BUDGET

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) ~~cancel~~ 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

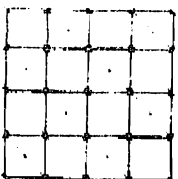
300 Congress Street
Boston, MA 02210
(617) 426 2800

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.

JUN 27 '91 14:02

P.3

-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	(UNEAV)		
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
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/>				
	\$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.

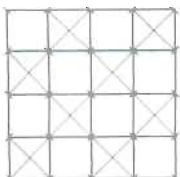
Please note: Also included is a copy of Campaign Policy Recommendations for your review. Please review them and contact Jan or Janet for your comments and approval. We would like to have policies approved by all Working Committee members before the June 28 Board meeting. Thank you.

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 Kapor 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.
 Levis 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

Peta 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 Marvick
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 B. BREWSTER, MUSEUM, W. PETER, STATE HULLFORD, OLIVER 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

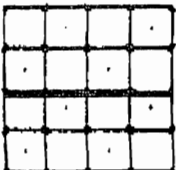
Subject: Follow up

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.

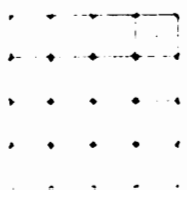
The Computer Museum

300 Congress Street
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(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) 426-2900

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

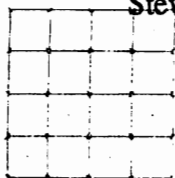
Mitch Kapor (Honorary Chair)
Larry Brewster (Chair)
David Donaldson (Chair, Lead Gifts)
Andy Miller (Chair, Major Gifts)
Tony Pell (Chair, Board Gifts)
Gordon Bell
Gwen Bell
Gardner Hendrie
Chuck House
Ted Johnson

Corporate Membership

Laura Barker Morse (Chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytko
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) 438-2800

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.

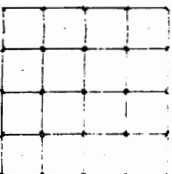
I also enclose the proposed membership of the Executive Committee for FY92, together with the current membership of the other Museum committees.

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.

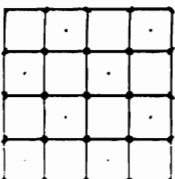
In addition to addressing the election of five new Directors, we will also place in nomination for re-election to the Board ten Directors whose terms expire June 1991. They are:

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

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Boston, MA 02210

(617) 426-2800

Board of Director Nominations -- Class of 1995 Submitted for Consideration June 1991

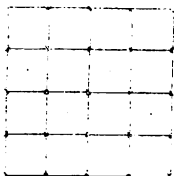
Mr. Sam Albert
Sam Albert Associates
27 Kingwood Road
Scarsdale, NY 10583
Tel.: (914) 723-8296
Fax: (914) 723-2886

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.

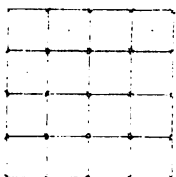
During his 30 year career with the IBM Corporation, Albert was responsible for creating IBM's business partner program and pioneering the firm's worldwide relationships with the management consulting, accounting, auditing, legal, and information services professions.

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.

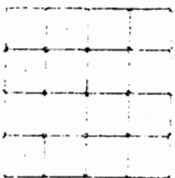
Clark was instrumental in forging AT&T's joint marketing and development relationships with Pyramid Technology and Tandem Computers. The alliance with Pyramid is for high performance, UNIX system-based computers. The Tandem relationship focuses on bringing fault-tolerant UNIX systems to market.

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

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(617) 426-2600

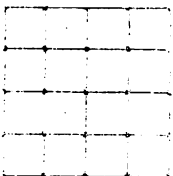
JAMES A. LAWRENCE LEK CONSULTING, INC.

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.

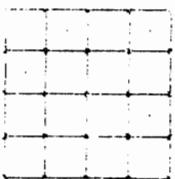
**Chairman of the Board and Executive Vice President
Products and Technology**

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

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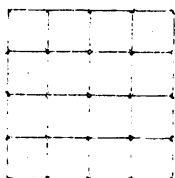
CHARLES A. ZRAKET

**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) 426-3800

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:

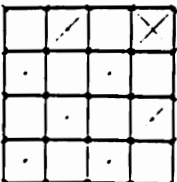
Friday, June 28, 1991 - 8:30 a.m. - 12:30 p.m.
Thursday, November 7, 1991 - 8:30 a.m. - 12:30 p.m.

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 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 (secretary)
Gardner Hendrie
Jim McKenney
Tony Pell
Nick Pettinella
Ed Schwartz

.....
.....
.....
.....

THE COMPUTER MUSEUM STRATEGIC PLAN 1992-1996

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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 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 \$50-100,000 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

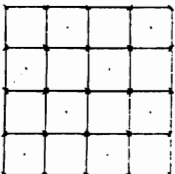
Memorandum

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.

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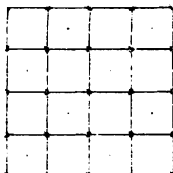
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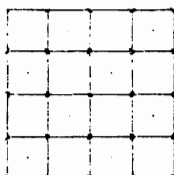
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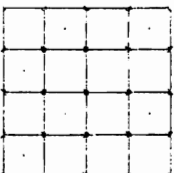
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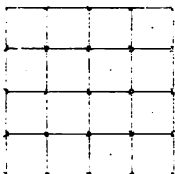
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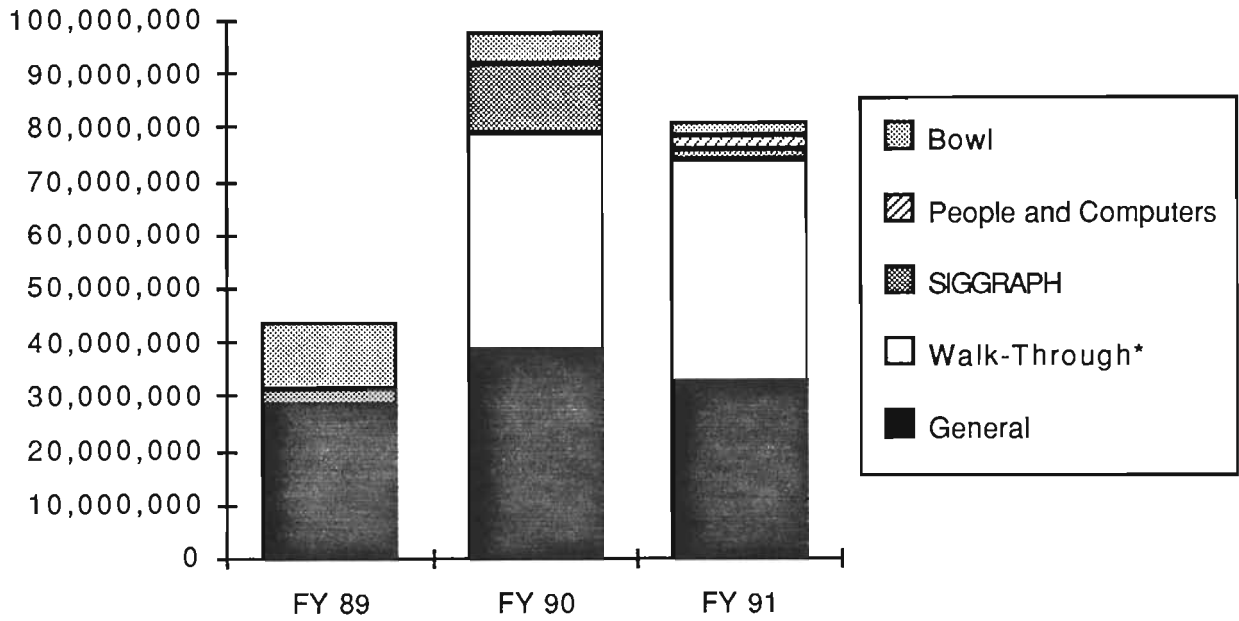
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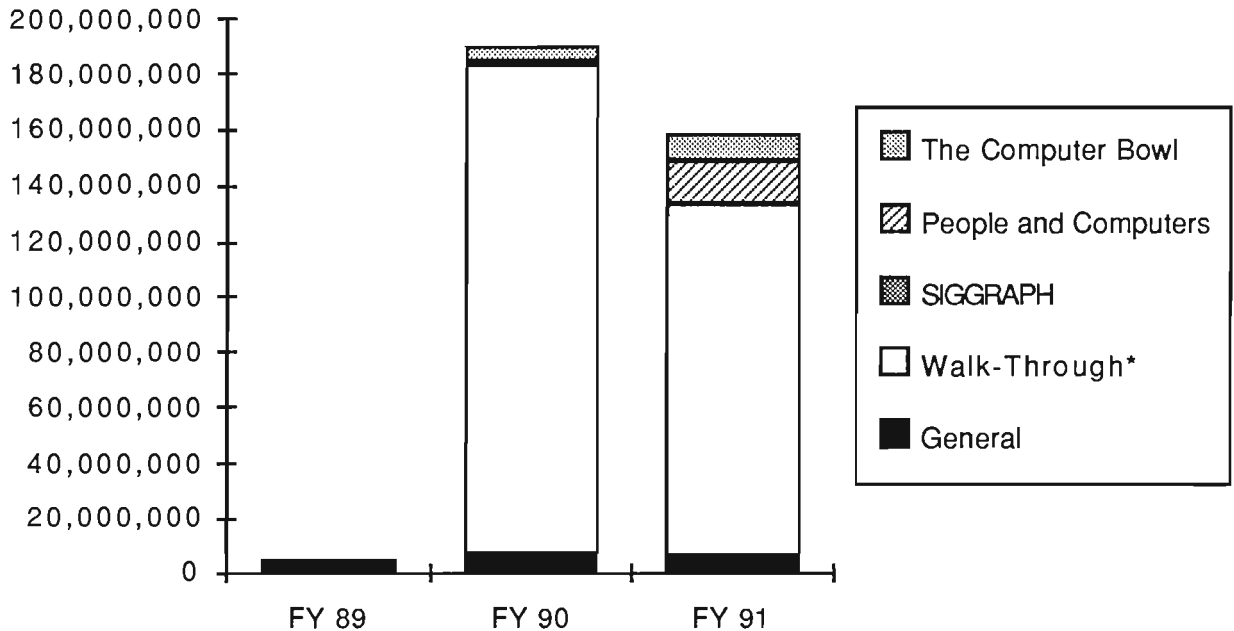
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MEDIA ANALYSIS FY'89-'91

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

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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.

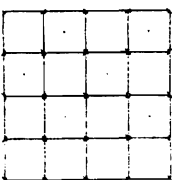
It is still too early to gauge the extent of electronic coverage for PEOPLE AND COMPUTERS, but early interest from ABC Business World, CNN's Science and Technology and Future Watch, the Travel Channel, and Canadian Broadcasting Corporation (radio) bodes well.

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, Computel, 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.

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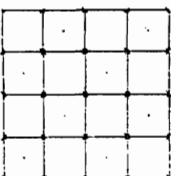
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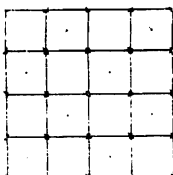
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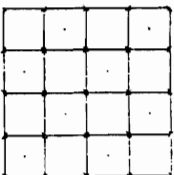
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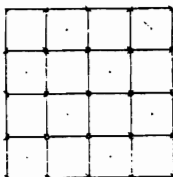
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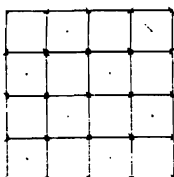
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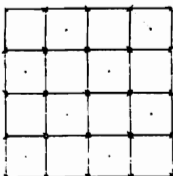
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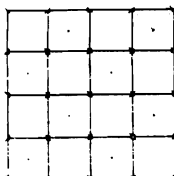
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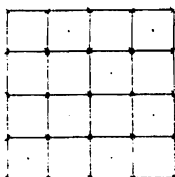
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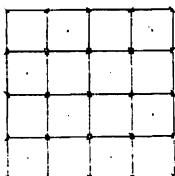
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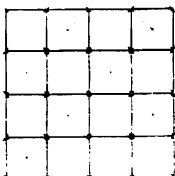
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