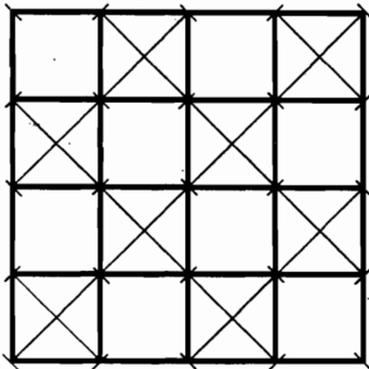


**PLANNING THE
FUND-RAISING STRATEGY
FOR THE
COMPUTER MUSEUM**



**The
Computer
Museum**

The Charles Webb Company, Inc.

Fund-Raising Counsel

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Cupertino, CA

Mr. James A. Baar
President and
Managing Consultant
Omegacom, Inc.
Boston, MA

NBS ✓
Edward Belove
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Research and Development
Lotus Development Corporation
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Mr. C. Gordon Bell
(Member, Board of Directors)
Consultant
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Dr. Gwen Bell
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Director of Collections
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Ms. Lynda Schubert Bodman
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President
Schubert Associates
Boston, MA

Mr. Lawrence S. Brewster
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Vice President,
Worldwide Operations
Aspen Technology, Inc.
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✓
Mr. Owen Brown
Consultant
Saratoga, CA

Mr. Rod Carlson
Director of Public Relations
Hewlett-Packard Company
Palo Alto, CA

Mr. Richard Carpenter
President and CEO
Index Technology Corporation
Cambridge, MA

Mr. Richard P. Case
(Member, Board of Directors)
Director of Systems Analysis
IBM Corporation
White Plains, NY

Mr. David L. Chapman
(Member, Board of Directors)
President and CEO
Computer Power Group
Natick, MA

✓
Mr. Steve Coit
General Partner
Merrill, Pickard, Anderson &
Eyre
Waltham, MA

Mr. Richard Condari
Vice President, Regional Sales
AT&T Laboratories
Holmdel, NJ

Mr. Martin Cooperstein
CEO
Logica Data Architects Inc
Waltham, MA

Mr. Alex D'Arbelloff
President
Teradyne, Inc.
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Ms. Janice Del Sesto
Director of Development and
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The Computer Museum
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Mr. Walter Donahue
Associate Director
The Boston Globe Foundation
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Attorney
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?
✓
Ms. Nancy Dube
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Dr. Jon Eklund
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Curator, Division of Computers
Smithsonian Institution
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✓
Mr. Robert R. Everett
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✓
Mr. William Foster
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Stratus Computer
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Chairman and Founder
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Partner
Sigma Partners
Boston, MA

Mr. Winston Hindle
Senior Vice President,
Corporate Operations
Digital Equipment Corporation
Maynard, MA

Mr. Peter Hirschberg
Apple Computer
Cupertino, CA

Mr. Max Hopper
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Senior Vice President,
Information Systems
American Airlines
Dallas, Texas

Mr. Chuck House
(Member, Board of Directors)
General Manager, Software
Engineering Systems Division
Hewlett-Packard Company
Sunnyvale, CA

✓
Mr. Burgess Jamieson
Partner
Sigma Partners
San Jose, CA

Mr. Theodore Johnson
(Member, Board of Directors)
Consultant
Concord, MA

Mr. David B. Kaplan
(Member, Board of Directors)
Partner
Price Waterhouse
Boston, MA

Mr. Mitchell Kapor
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Chairman and CEO
ON Technology, Inc.
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NB ✓
Mr. Fritz Landmann
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Ms. Marilyn Lyons
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Smithsonian Institution
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Ms. Katie Kadigan
Director of Public Relations
Tandem Computers, Inc.
Cupertino, CA

Ms. Jennie Magid
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Mr. Gordon Moore
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Intel Corporation
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✓
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IBM Corporation
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Mr. Jonathan Rotenberg
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Chairman
The Boston Computer Society
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✓
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Vice President, P.C. Systems
and Peripherals
Digital Equipment Corporation
Maynard, MA

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The Research Board
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Mr. Edward A. Schwartz
(Member, Board of Directors)
President
New England Legal Foundation
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Mr. Robert A. Shafto
(Member, Board of Directors)
President, Insurance and
Personal Financial Services
The New England
Boston, MA

Mr. Hal B. Shear
(Member, Board of Directors)
President
Research Investment
Advisors, Ltd.
Boston, MA

Mr. Michael Simmons
(Member, Board of Directors)
Executive Vice President
Bank of Boston
Boston, MA

Mr. Irwin J. Sitkin
(Member, Board of Directors)
Retired, Vice President
Aetna Life and Casualty
Middletown, CT

Mr. Gordon Smith
Consultant
Watsonville, CA

Dr. Oliver Strimpel
Executive Director
The Computer Museum
Boston, MA

Mr. Charles Waite
Partner
Greylock Management Corp.
Boston, MA

Ms. Dinah Waldsmith
Administrator
Shawmut Charitable Foundation
Boston, MA

Ms. Karyn Wilson
Administrator
Community Investment Dept.
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Boston, MA

**PLANNING THE FUND-RAISING STRATEGY FOR
THE COMPUTER MUSEUM**

October 29, 1990

Prepared by:
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Fund-Raising Counsel

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October 25, 1990

Board of Directors
The Computer Museum
300 Congress Street
Boston, MA 02210

Dear Ladies and Gentlemen:

It has been a pleasure to participate in the planning process of The Computer Museum. Our goals have been to determine the Museum's fund-raising potential among key segments of its potential constituency and to propose a strategy to meet the Museum's goal to raise funds for the purchase of its building and for endowment.

As you know, the study was conducted under my personal direction. Interviews and background research were conducted by members of my staff: Janet Cochran, Campaign Director, Adrienne Morris, Campaign Consultant, and Thom Allcock, Campaign Associate. Preparation for the project began in July, 1990, and interviews were conducted through October, 1990.

This project could not have succeeded without the assistance of many individual, including Gardner Hendrie, Chairman of the Board; Gwen Bell, Founding President; Oliver Strimpel, Executive Director; and Janice Del Sesto, Director of Development and Public Relations. Thanks must be given to those many respondents who gave their time and knowledge so generously and thoughtfully..

Respectfully submitted,



Charles D. Webb
President

Attachment

CDW/ta

PLANNING THE FUND-RAISING STRATEGY FOR
THE COMPUTER MUSEUM

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I. SUMMARY OF CONCLUSIONS

The Computer Museum has made major strides during its brief history. Since its founding in 1979 and its relocation to the Boston waterfront five years later, it has overcome a range of challenges and difficulties to achieve an international reputation for excellence in its collections, exhibits, and programs. In fact, the Museum's achievements reflect an extraordinary level of dedication and work on the part of key volunteers and staff members. Today the Museum faces a new challenge: as part of its growth toward institutional stability and maturity, it seeks to raise funds to complete the purchase of its building and to establish an endowment.

This study was conducted to assess the likelihood of realizing a fund-raising goal of \$10 million, and to provide a campaign plan and strategy. Based on an analysis of data gathered, and taking into consideration local and national economic projections, this report recommends that the Museum's Board of Directors launch a campaign to raise \$5 million over a three-year period. This conclusion is based on data gathered during the course of the study, including: (1) volunteer and donor commitments to the campaign; (2) local, national, and industry-specific economic indicators; and (3) general perceptions of the Museum, its mission,

long-range plans, and needs. It is a conservative recommendation, and it will be crucial that the Museum monitor progress and trends throughout the campaign and be prepared to adjust the goal upward if a more optimistic climate prevails.

An outline of goals by category is below, for both the recommended goal of \$5 million as well as for \$10 million. Should early gifts be on a high level, the goal should be adjusted before the end of the first phase of the campaign.

	<u>Goal: \$5,000,000</u>	<u>Goal: \$10,000,000</u>
Director and Trustee gifts	2,000,000	4,000,000
Individuals	1,500,000	3,500,000
Local/national/ international corporations	750,000	1,750,000
Foundations	750,000	750,000

The campaign will require a combination of unorthodox approaches together with more "traditional" campaign methodologies. Past successful fund-raising efforts at the Museum have largely been the result of the work of one or two individuals appealing to friends and business associates. This campaign should also rely on peer contact, but it must be supported by methodical and thorough prospect research,

careful record-keeping, professional fund-raising materials, and staff-monitored follow-up. In fact, many of the Museum's supporters were highly confident that a goal of \$10 million would be easily achievable (a sentiment not supported by the level of giving indicated), but that it would require a much more well-organized effort than the Museum had made in the past. Others added that this campaign would be a test of the Museum's ability to reach beyond its current circle of supporters and build a donor base -- for both the campaign and annual support -- of individuals, corporations, and foundations who are directly or indirectly associated with the computer industry.

The following factors summarize the findings behind this report's recommendations.

1. The Museum's Board of Directors is seen as a strong and highly-regarded group, but suffers from problems inherent in managing a large and geographically-diverse body. The Board is still evolving and defining itself, and needs to take into consideration the limitations and challenges that its structure dictates.

2. Likewise, most of the Museum's Board members, supporters, and friends have extremely limited time to devote to volunteer activities. (In fact, the task of securing

interviews for the study was more difficult than anticipated, with an inordinate number of individuals indicating that they would support a campaign but did not have time to participate in a study.) This poses a serious problem for the Museum in terms of securing leadership and structuring the volunteer committees for a major fund-raising campaign.

3. There is confusion regarding the Museum's identity, mission, and plans. It is not unusual for an institution as young as The Computer Museum to encounter this problem, particularly an institution that has seen rapid or uneven growth, changing leadership, or publicly-acknowledged financial troubles. Ironically, there seems to be more confusion locally among corporate and foundation funders than further afield. Several interviewees from the West Coast asked about the Museum's long-term plans to remain in Boston and encouraged it to continue building a national presence through exhibits and programs.

4. Many interviewees see this campaign as a pivotal effort in the Museum's development. Many participants in this study expressed concern about the Museum's track record in fund raising and management and its current ability to conduct a broad-based campaign. Some mentioned that this campaign will represent an opportunity to build donor confidence in the institution, take a clear story about the

Museum to donors, involve more volunteers, and methodically build support from new sources. It is essential that this campaign be executed with the same level of professionalism as the other achievements that have recently moved the institution to a new stage, such as the Walk-Through, Computer Bowl, and Breakfast Seminars.

5. Because it is the only institution of its kind, The Computer Museum is able to appeal for support from all segments of the computer industry and computer-users in other industries. Although the computer industry is constantly changing (and the Northeast no longer represents the economic focus that it has in the past), leaders within the industry acknowledge that there is great potential for individual and corporate support for a museum of this nature. Several study participants offered to assist in the identification and cultivation of new prospects.

6. While this study identified strong individual support for an endowment drive -- particularly in the area of education -- most corporate representatives who were interviewed indicated that their giving would most likely be in the areas of exhibit sponsorships or the building purchase. Several corporations stressed the increasing importance of the national recognition that sponsorship offered them.

7. The Museum is ideally situated to take advantage of the growing national concern regarding education in science and information technology, and the renewed respect for museums as educational centers. The recent opening of the Walk-Through Computer and the international press coverage it received have been a great boon. The Museum can now take advantage of that momentum and build a strong case for the institution as a unique, effective, and complementary tool in addressing the crisis in science education.

8. The prevailing economic climate does not warrant recommending a campaign goal above \$5 million. As mentioned above, many interviewees were optimistic that a goal of \$10 million would be achievable. There is a general confidence in the wealth within the industry and the fact that many campaign prospects are largely insulated from economic changes. However, a total of approximately \$1 million in individual and corporate gifts was indicated during this study, implying a significant base of support, but not enough to warrant a goal of \$10 million at this time. By launching a campaign for \$5 million, the Museum will communicate a message of fiscal conservatism and caution, but will still be able to increase the goal if early large gifts indicate such action is appropriate.

The Museum has many of the essential ingredients for a successful campaign already in place: an excellent reputation among those who are familiar with it, international press coverage, a strong director and staff, a dedicated Board, an ongoing effort to cultivate donors, and a well-respected set of programs and exhibits. In order to move forward with a \$5-million campaign, the Museum should proceed with the following plan.

1. Campaign Preparation and Institutional Advancement:
November, 1990 - October, 1991

The first year of campaign preparation should be devoted to addressing the issues identified above. It should include the following tasks.

A. Review of long-range plan and business plan. The Museum Board should appoint an ad-hoc committee to assess current plans and to adjust them or create a new plan as appropriate. These documents, always valuable to an institution in its management, are becoming increasingly important tools in fund-raising activities. Because The Computer Museum must appeal to many younger, business-oriented donors (as opposed to families who have a history of philanthropy), a long-range plan, or business plan, will be even more crucial. At the completion of the planning effort, the Museum should prepare a campaign Case for Support, incorpo-

rating the plans and needs and demonstrating the qualitative and quantitative improvements that a successful campaign will bring.

B. Implement a formal cultivation program to introduce donor prospects to the Museum. A brief audio-visual presentation should be prepared, telling the Museum's story and its needs, to be shown to prospective donors. This presentation should reflect the mission, institutional goals, long-range plans, achievements, and financial needs.

C. Create a "Friends" group for the Museum. A volunteer support group, separate from the Board, should be recruited and organized. This group can assist the Museum through such efforts as special events fund raising or volunteer educational offerings.

D. Intensify prospect research and rating. While the Museum has done an excellent job in recent years of building new support -- often through the attractive recognition opportunities offered by the Walk-Through and the Computer Bowl -- prospect research must be an ongoing effort. In fact, the fast pace of the computer industry requires that prospect files be updated more frequently than might be needed at other institutions, and the international scope of the Museum will require that particular attention be paid to

foreign corporations. The Museum should consider adding staff for this task.

E. Increase outreach to schools and host sites for traveling exhibits. The recent award of an NSF grant to fund exhibit kits is a major step toward broadening the Museum's reach. This must remain a top priority, as outreach and off-site programs are the primary means through which the Museum can now build a case for itself as a national and international institution.

F. Identify, cultivate, and recruit effective campaign leadership. Although no clear candidate as campaign chairman was identified during the course of this study, several good suggestions were offered. The Capital Funds Working Group or another appropriate committee should review suggestions and plan a strategy to recruit a national chairman. Concurrent with that effort, the Group should recruit a Campaign Steering Committee, with assignments for Trustee Gifts, Lead Gifts, Prospect Review, and Cultivation. With the appointment of a Steering Committee, the Capital Funds Working Group can be dissolved. (See Steering Committee organizational chart, Appendix A.)

G. Solicit lead campaign gifts (\$100,000 and above) and Board gifts. During this initial phase, all Board members

should be solicited and the Steering Committee should solicit those Lead Gift Prospects (\$100,000 and above) evaluated as ready to make pledges. Furthermore, the committee should identify those prospects capable of \$1-million gifts, and should plan strategies and solicitation timetables for those prospects on a case-by-case basis. A list of named gift opportunities should be prepared to offer incentives for large gifts and pledges. Challenge gifts of six or seven figures will be particularly helpful in setting the tone for the campaign and stimulating further giving.

H. Hold a series of meetings with local funders. The Museum needs to make itself better known to foundation and corporate givers in Boston. It should increase written communication with funders (newsletters, invitations to events, press clippings) and invite representatives of foundations and corporate giving programs to visit.

I. Add campaign staff. Because this study identified only limited commitment of volunteer time for a campaign, it will be essential that the development staff be expanded to manage the increased fund-raising effort and make optimal use of volunteer time. A preliminary recommendation is that the following positions be added as the campaign progresses: Campaign Coordinator/Researcher, Administrative Assistant,

and Director of Major Gifts and/or Corporate and Foundation Gifts.

2. Campaign Solicitation Phase: November, 1991 - October, 1993

A. Cultivation and solicitation of major gifts prospects (\$25,000-\$99,999). The campaign should devote 12-18 months to the solicitation of this group of individual, corporate, and foundation prospects. During this time the Steering Committee should be expanded further. The Steering Committee, Major Gifts Committee, and Corporate and Foundation Gifts Committees should meet regularly to assess strategies for reaching these donors and progress in solicitation, and the cultivation effort should be accelerated.

B. Formal campaign brochure and other printed materials. At this point, the full campaign committee should be in place and the official goal should have been determined, so it will be appropriate to print formal campaign materials.

C. Campaign announcement. When a significant mass of pledges and gifts have been secured, the campaign should be announced with a public kick-off event.

D. Volunteer training. All campaign committee members should be trained in solicitation techniques, and a Volunteer Training Kit should be prepared for use in these sessions.

E. Supporting and Community Gifts solicitations. Prospect research should continue during this phase, and lists of prospects for gifts under \$25,000 should be assembled. These gifts should be solicited either in person or, for lower levels, through a mail appeal.

F. Completion of all outstanding solicitations. All prospect lists should be reviewed and all "asks" completed.

In the six years since its move to Boston and opening to a broad public, The Computer Museum has encountered -- and successfully met -- a series of challenges. Today the Museum is preparing to move to a new level of financial security and sound management. It has laid the groundwork for this effort by creating a sound plan for exhibits, building an unrivaled collection, securing operational support from new sources, and appointing a highly-regarded Executive Director. At this point, the building purchase and establishment of an endowment are not only essential for the Museum's stability, but fully appropriate in terms of growth and institutional maturation. Furthermore, a cam-

paigh will be an opportunity for the Museum to exhibit the same level of professionalism in management, planning, and volunteer involvement that it has recently shown with its exhibits. The fund-raising effort will also allow the Museum to take its case and future plans to new donors, thereby building a larger and broader donor base for annual support, project funding, and future capital campaigns. With a clear sense of strategy and methodology, strong leadership, and a compelling statement of need, a campaign to raise \$5 million -- and, if early support is strong, \$10 million -- should be achievable.

II. DESCRIPTION OF THE PLANNING STUDY PROCESS

This planning study was carried out to assist The Computer Museum in its efforts to determine a strategy for a capital campaign to raise capital and endowment funds, Specifically, The Charles Webb Company was retained to determine the feasibility of raising between \$5 to \$10 million for the following projects: purchase of the Museum building and endowment funds for unrestricted use as well as to support education programs and collections. Recommendations contained in this report are based on an informed analysis of data gathered during the course of interviews with individuals, an analysis of the Museum's fund-raising history, and from other sources in the field. In developing these recommendations, the staff of The Charles Webb Company has taken into consideration the Museum's planning and fund-raising history and its current management and governance structure.

The interview list was generated in conjunction with the members of the Board and staff, and included a broad representation of Board members, current donors, corporate and foundation representatives and other community leaders. Through personal interviews and other research, the Charles Webb Company examined the following:

1. attitudes of Board members, other knowledgeable professionals, and current and potential donors

regarding the Museum's plans, governance, and potential for funding;

2. positive and negative aspects of the Museum's situation; and

3. problem areas to be addressed on order to increase the organization's fund-raising potential.

Seventy-one individuals were interviewed. The information gathered and the opinions expressed were analyzed and weighed according to the best judgment of the staff of The Charles Webb Company. It is felt that those interviewed provide a reasonable cross section of the Museum's constituency and funding community, and that their views provide an informed basis for the conclusions and recommendations offered in this study.

A list of persons interviewed is included in Chapter VIII. Respondents were assured anonymity, and therefore the interview sheets must remain the confidential property of The Charles Webb Company. This guarantee assured the interviewees that complete candor was possible. A representative sampling of unattributed comments can be found in Chapter V.

Some of the recommendations will be new to the Museum's Board and staff; some will not. It is hoped that this systematic presentation of information will be helpful to those who will ultimately make the decisions regarding the Museum's short- and long-term plans, and will

enable them to make the most informed and prudent choices possible.

Chapter III summarizes positive and negative aspects of the Museum that were revealed in this study. Ensuing chapters discuss the key concerns that affect preparation for a campaign, and Chapter VI includes a set of recommendations designed to capitalize on the positive aspects and address the negative aspects of the current situation. Some of the procedures outlined have proven successful with other organizations with the experience of the Charles Webb Company, while other recommendations cite methods that are specifically applicable to The Computer Museum.

III. POSITIVE AND NEGATIVE FACTORS

Any planning analysis must be based on a clear understanding of the perceptions the organization's potential membership and funding constituencies have about the organization. There are positive and negative factors relating to these perceptions that must be taken into consideration. Interpretation and evaluation must be made in light of The Computer Museum's fund-raising potential before recommendations on how to proceed can be realistically offered. The interpretation, evaluation, and recommendations offered in this report are based on the factors enumerated below.

Positive Factors

1. The Computer Museum is a young and energetic institution. The Museum's rapid growth has not been without ups and downs, but it indicates a very positive level of institutional energy and vision. As a young institution, the Museum has already achieved international recognition, a loyal following within the computer industry, and, most recently, a stable financial position.

2. In fact, the Museum's recent financial improvements are recognized among its circle of supporters. Many partici-

pants in this study praised the Museum for recent progress in attracting a broader base of support and moving away from Digital as a "parent" institution and primary funder.

3. The Museum's Board of Directors is highly respected.

Members of the Board were praised for their expertise, dedication, breadth within the computer industry and other fields, and prominence.

4. The new Executive Director is seen as an excellent addition to the Museum staff. The Director received highest praise for his creativity, dedication, achievements, and leadership ability. Other key members of the staff were also cited as energetic and highly capable members of a management team.

5. The Walk-Through Computer is a major accomplishment. The significance of the Walk-Through is enormous. It represents a considerable achievement in terms of the Museum's fund-raising record; it has attracted favorable international media coverage; it is bringing in new audiences at a time when museum visitation is down throughout the region; and it is seen as an example of the Museum's commitment to education and a model for exhibits and programs at other institutions.

6. The Museum's visitation is growing. As mentioned above, The Computer Museum is one of the few museums in the greater Boston area that are not suffering from declining attendance. Visitation has grown from 72,272 during the period January-September, 1989 to 97,592 during the same period in 1990 (See Appendix D), representing increased revenue, and greater potential for membership, donations, and earned income through the Museum store.

7. The Museum has built a significant, well-respected collection. The Museum staff received considerable praise for their sense of vision and tenacity in collecting artifacts and written materials associated with the history of the computer industry. Many leaders within the industry indicated that they appreciate attention to history while most people are concentrating on the future. The significance of the collection is expected to increase even more in future years.

8. The Museum has a sound plan for expanding its breadth of service through exhibits and programs. The long-range plan to create new exhibits and explore different facets of computer history and applications is very positive. Several study participants already involved with the Museum expressed enthusiastic support for the exhibits and programming plan that is in place.

9. The Museum has already established a significant presence on the West Coast through the Computer Bowl. There is a high level of excitement and support associated with the Bowl. Many interviewees from the West Coast indicated that they would like to see the Museum expand its presence further through temporary exhibitions and distribution of exhibit kits at West Coast sites.

10. The relationship with the Smithsonian is a major vote of confidence in the Museum. The collecting agreement between the two institutions has further helped to establish The Computer Museum as a national repository and study center for the history of the computer industry.

11. The Museum already has some very loyal and generous supporters. The Computer Museum is a top giving priority for some individual, corporate, and foundation donors. These donors have indicated a willingness to continue their support, as well as their eagerness to see the Museum broaden its reach to new funders.

12. The computer industry has represented great financial gains for many of its leaders. There is enormous potential for corporate and individual support from the computer industry itself as well as other fields associated with it

and computer-user industries. Even in those segments of the industry that are experiencing a downturn, there is still personal wealth that the Museum could appeal to.

13. The Museum has virtually no competition. The new Technology Center of Silicon Valley was the only institution identified as a direct competitor, in terms of fund raising, with The Computer Museum. Several Silicon Valley interviewees indicated that they felt obliged to support the Technology Center because it was nearby.

14. Donors recognize and appreciate the Museum's move toward educational programming, and expect the need for that type of service to increase. While many leaders in the computer industry expressed strong personal interest in the Museum's role as a collecting and historical institution, they also acknowledged its growing commitment to educational programming and its importance of its role as a technology and science education center.

15. Although it is not equally strong in all sectors, the computer industry is growing and changing rapidly. The computer industry is continuing to evolve at a fast pace and many segments of it are very strong financially at this time.

Negative Factors

1. The Museum appeals to -- and depends on -- a circle of supporters who have little history of voluntarism or philanthropy. Time is seen as an extremely valuable commodity among the leaders of the computer industry. Many of those interviewed stated that their time was devoted to their work and families and that they had very little to spare for other activities. As a result, both experience in philanthropy -- either giving or getting money -- and understanding of the philanthropic process are very limited.

2. The Museum has had a difficult history. Many donors are aware of the difficulties that the Museum has faced in the past, in such areas as staffing, management, and finance.

3. The economy is not good. The local and national economy is not strong now. Although philanthropic giving is on the rise (see article reprints, Appendix F), donors are increasingly cautious about their giving.

4. The Museum's staff is not consistent. Although the institution's top management team received highest praise from interviewees, the overall staff is not seen as uniform in performance and dedication.

who!
what departments!

5. The computer industry is changing, and much of the current growth is on the West Coast and in the international marketplace. The rapid changes and shifting geographical foci within the industry make it even more necessary for the Museum to have a Board and fund-raising team that can reach all segments.

6. The Museum's close association with Digital is seen as both a pro and con. Most study participants recognized that without Digital's early and generous support, the Museum would not exist. However, most emphasized that the Museum must now present itself as an independent, non-affiliated institution.

7. Other nonprofit organizations in Boston look to the Museum to "unlock" support from the computer industry. Some local funders indicated that they expect the Museum to get most of its support from the computer industry, and would like to see it lead the way toward "educating" that group in philanthropic giving. Although certain corporations within the industry have been extremely generous and sophisticated in their giving, this is generally a group that is not known for a tradition of philanthropy.

IV. ANALYSIS AND INTERPRETATION OF KEY ISSUES

Four particular areas of concern need to be examined before coming to any conclusions about the possibilities of success in a major campaign for The Computer Museum: (1) public perception of the Museum; (2) institutional governance and administration; (3) potential for support; and (4) campaign goal. These four topics are discussed on the following pages and provide, in light of all the material analyzed, a commentary on the positive and negative factors mentioned by those interviewed and summarized in Chapter III.

These comments are prefaced by statistical analysis of some of the key concerns discussed during interviews.

It is extremely difficult to gather absolute data in a study of this sort. This tabulated material is itself drawn from personal interviews in which the tenor of comments had to be interpreted by the interviewer. Furthermore, each client's situation has the potential to offer circumstances or situations apparently at odds with "standard fund-raising principles" that must be carefully considered in the process of assessing the readiness of an institution for a campaign.

The statistical information is believed to mirror the opinions of the Museum's Board, audience, and funding constituencies.

Statistical Analysis

1. Public Perception of The Computer Museum

A. How familiar are you with The Computer Museum?

Very familiar	71%
Moderately familiar	22%
Not very familiar	7%

B. What is your overall impression of the Museum?

Excellent	38%
Good	51%
Average	9%
Fair	2%

C. What is your impression of the Museum's collections and educational programs?

Excellent	20%
Good	63%
Average	7%
No answer/Unsure	10%

2. Institutional Governance

A. What is your impression of the Museum's Board of Directors?

Excellent	13%
Good	46%
Average	4%
Fair	2%
No answer/Unsure	35%

B. What is your impression of the Museum's staff?

Excellent	11%
Good	58%
No answer/Unsure	31%

3. Potential for Support

A. What do you feel are the Museum's most important needs?

Building purchase	58%
Unrestricted endowment	3%
Education program endowment	29%
Collections endowment	10%

B. Would you consider giving to the campaign?

Yes	81%
No	13%
No answer/Unsure	6%

C. Would you work on a campaign?

Yes	69%
No	21%
No answer/Unsure	10%

4. Campaign Goal

A. What do you think is the most realistic goal for The Computer Museum to pursue at this time?

\$10 Million	64%
Less than \$7 Million	19%
No answer/Unsure	17%

1. Public Perception of The Computer Museum

Participants in the planning study were questioned about how they regarded the Museum -- how familiar they were with it, what their relationship with it was, how they viewed its facilities, collections, exhibits, and programs, and how they perceived the Museum's audience and role both now and in the future.

Almost everyone interviewed was familiar with the Museum (71 percent very familiar; 22 percent moderately so). Several indicated that their knowledge of the Museum was limited to what they had heard and read about it, and many credited the press coverage of the opening of the Walk-Through Computer for having increased the Museum's visibility.

The Museum's overall programs and exhibits were rated as excellent or good by 89 percent of participants. Several mentioned specific offerings that they considered outstanding, including the Walk-Through, Smart Machines, Breakfast Seminars, and historical collections. Those individuals who were familiar with upcoming exhibits mentioned that Milestones and the Computer Discover Center will provide the Museum with a wide scope of educational offerings.

Collections and educational programs were described as good or excellent by 83 percent of respondents. When asked about their strengths and weaknesses, many individuals responded that the collection was a major strength in terms of building support from the industry. Even more added that education was an extremely important role for the Museum and that it could serve as a role model for schools and other museums in computer education.

2. Institution Governance

The Museum's Board of Directors was described as excellent or good by 60 percent of those interviewed. One-third of those interviewed (35 percent) were not familiar enough with the Board to comment on its ability to govern and lead the Museum.

Several Directors indicated frustration with the size and structure of the Board, adding that they would like to be more involved through active committees.

The staff was rated as excellent or good by 69 percent of respondents. The Executive Director received wide-spread praise for his creativity, leadership ability, and attention to financial management. The Founding President was also recognized for her dedication and extraordinary achievements in building the Museum, its collections, and a group of supporters.

3. Potential for Support

The overwhelming fund-raising needs identified during this study were the building purchase (58 percent) and educational endowment (29 percent). Interviewees were enthusiastic about the Museum increasing its stability through the building purchase, and generally indicated that a "bricks and mortar" project would be easiest to raise funds for. Educational programming was cited as central to the Museum's mission and a compelling issue among new donors.

The campaign received energetic support from those interviewed, with 81 percent planning to make a gift to the drive, and 69 percent willing to work on the campaign. The identification of campaign leadership was less clear. Although two-thirds of all campaign participants plan to volunteer time for fund raising, none indicated a willingness to chair the effort. An ideal campaign chairman was frequently described as a leader with international prominence, and with financial and time resources to give to the campaign.

4. Campaign Goal

When questioned about the Museum's ability to seek endowment and capital support, 64 percent of all respondents were confident about a campaign achieving a goal of \$10 million. Several commented that the Museum could receive this more easily than most other institutions and that the industry and individuals in it should give willingly to this campaign. However, as mentioned elsewhere in this report, this attitude was not supported by the level of giving indicated during the study.

It should be noted that the time frame for this study (July through October, 1990) saw national and international changes in economic and political arenas. The enthusiasm noted in the early months had lessened to a more cautious attitude by September and October.

V. REPRESENTATIVE COMMENTS

The Museum explains the role of computation in the world. For people my age, this Museum is really very special. This is a very young industry, and for those of us who have been involved in it since the very beginning it's important to see this work preserved. The Museum has to record this history before it disappears. It is a remarkable, unparalleled piece of history, as important as the Industrial Revolution or the Agricultural Revolution. It's essential that this history be preserved for us and for our children.

The mission of the Museum has changed over time. It has gone from being more of a repository to more of an educational center. The outreach programs complement offerings of other museums and schools. Educators need to understand the many applications of computers.

The Museum has gotten much more savvy about fund raising. The Computer Bowl and corporate sponsorship programs have been very successful at bringing in new supporters and broadening the Museum's base and reach. Fund raising has been a rocky road, but it's gotten much, much better.

It's important that this campaign reach well beyond Boston, to the West Coast and to the international market. Gardner is the kind of guy who can push this pretty far. His enthusiasm is great.

I don't believe much in public funding. People should support the things they are interested in, and causes where they can make a difference. People have a debt to society. They have to preserve a sense of what is appropriate to their lives, the intellectual understanding of art and science. This Museum is a place where important work is being done, and where each gift does matter.

Corporations have a definite interest in influencing young people to go into the computer business. You can see this reflected in how many companies give their money away. They also want to show the public what they've done, what they've achieved. Computer companies are in the business of helping people think -- this Museum is what they're all about.

It's important that this campaign make a case for the Museum in a relative sense as well as an absolute sense. People are being solicited by their universities and countless other good causes. Why is this Museum more important than those groups? You can't just say it's a good cause.

Digital's early support was crucial for the Museum's creation and survival. Now the annual support is much broader. The Walk-Through Computer has brought the Museum to a new level -- in terms of what it offers, the scope of programming, and the Board's collective psyche.

The Museum is now giving the message that it is an important institution. Marketing to school groups is an area where we need to work harder. We need to offer more workshops for science and math teachers. We need to become a sexy public institution...a destination site.

When the Museum opened in Boston it did so very quickly. It was undercapitalized. The Museum has never been in a strong position financially, but it's much better off now than ever before. There are a lot of people from this industry who are capable of supporting the Museum.

You can't have a first-rate museum without collections. These collections are very important, and are a major resource for researchers. The Museum has evolved beyond being just a collecting institution, with more public services and programming. Marketing is the weak link now...getting the word out to prospective visitors and funders.

It would help the Museum a lot to have more of a presence in California. This could mean moving out here, placing a Walk-Through out here, or just having more traveling exhibits. The Bowl is a great help already in building West Coast support. But unless people have visited the Museum, they're not going to relate to it or give to it.

The Museum is very impressive. It is performing a valuable service for everyone from industry leaders to complete novices. They shouldn't hide the storage...many donors want to see what they've given even if it's not on permanent display.

People will give to this either out of personal pride or an altruistic interest in preserving the past. Don't forget that the U.S. was the leader in the industry.

People used to think of this as a Digital museum, though I don't think they do any more. Still, though, it's important to emphasize the Museum's independence. Show that it is not tied to any particular company, but needs support from all computer companies.

The early computer companies want to see that their materials are preserved, even enshrined. Once they've donated an object, they should be interested in supporting the Museum financially. The more modern companies might not have such a strong interest right now.

I know the Museum only from what I've heard...I've never visited. It strikes me as very well promoted, well accepted. It looks like they're doing things properly and attracting a lot of attention.

This campaign shouldn't be difficult if you can get the right players. It is a sound plan. It will be competing with a similar effort here on the West Coast. Its success will really depend on who the volunteers are. You could do the whole thing with 20 donors.

The Museum can play a leading role in helping to raise the educational level of the average American worker. People need to be educated about what technology is, and children need to be encouraged in their interest in technology. Working through the media, the way the Museum is doing already, can be an effective first step.

Are European and Japanese companies involved with the Museum? Are they represented on the Board? A few key people could be a sort of spark plug...could get things going.

The Museum is still in a formative stage and needs a lot of work to make an effective exhibition site. Everyone involved is very enthusiastic. It's a young institution and very ambitious -- even presumptuous sometimes.

The educational programming needs work. It's often a question of funds and resources. The Museum still seems very archival and not active...archival in a passive way. How can the Museum make the archival experience more interactive? The public expects a museum to "speak" to them. This can be done through interpreters, audio- or video-guides.

I would be happy to see the Museum relocate to a more appropriate facility. I know that issue is tied to funding. I just think the current building is less than solicitous.

The Museum needs to upgrade its exhibits and image constantly. The direction is toward larger, more dramatic displays. The building limitations force the staff to be creative.

Pay attention to education in this campaign. Education is what the Museum has to offer. Show what is working, what is successful. Giving follows quality, not vision. A good idea is not enough.

The Museum needs to articulate its mission and vision. Then show what it is doing in terms of programs and exhibits. Then show the financial needs. This should all be part of a business plan.

The Museum is moving to a new plateau...away from historical collections and toward education. This ties in well with what is going on in the industry. The Walk-Through Computer is the first event on this new plateau.

The redefinition of the mission and greater emphasis on education have had a direct impact on the Museum's financial health. You can already see the changes in fund raising and earned income. The Museum clearly needs to look at endowment now. It's a logical time. But to pull this off the Museum will need the right volunteer infrastructure and energetic leadership.

I hope that the financial mood in Massachusetts picks up after the election this fall. This is a bad time; everyone is feeling a pinch. Expectations are low...we all know people who are having problems.

The Museum started small and grew slowly. This endowment doesn't seem like too great an increment for them to strive for now. They have to be careful of trying to grow too fast, but this makes sense.

What stands out to us is all the publicity and attention the Museum has gotten recently. We are interested in early science education, and want to help kids get interested in math and science. We believe that this is a very big problem facing the country. You can start reaching children with science even at preschool ages.

My first impression of the Museum was that it was not well planned and that a lot of their exhibits and graphics were dated. But I can see that the level of professionalism is on the rise now. The Walk-Through Computer is well conceived and brilliantly executed. I think a lot of people have a growing confidence in the Museum. We can see it struggling but getting better.

We support the Museum as much out of a commitment to education as out of a sense of altruism. We are particularly interested in the Milestones exhibit.

The Museum has to present itself as a place where the influence of data processing on society is expressed.

This year was good for the Museum in terms of fund raising, but they will need five more years like this to make the place really sound. They need to have a clear view of a long-range plan. Some people and businesses in the computer industry are not supporting the Museum the way they should be.

We are in danger of losing a sense of perspective about our own history. The history of the computer industry is moving very fast. This is the organization that is uniquely qualified to help in this point of view.

This campaign will have to really focus on the major players...people who are very involved in the industry. But don't forget to go to computer users -- the banking, finance, and insurance industries.

The Museum is an asset to the industry and the community. It illustrates the role and importance of computers in the world. It also reinforces this geographical area as a center for the computer industry.

The Museum is finally addressing a public that is interested in hands-on learning about technology. Education experts are now focusing on science education. The Museum can supplement the schools' core curriculum with programs and situations where kids learn by doing.

There's almost no history of philanthropy among many of the people who have made their fortunes from the computer industry. The Museum needs to educate both individual and corporate donors. Many just don't understand their obligations as citizens of the world.

One main function of the Museum is to explain to people what computers can do for them. It needs more exhibits on practical applications, how computers work, where they're found.

The Museum is so young that it hasn't really learned how to use a board yet. Many of the directors don't serve on other boards, so they're not sure of how to behave. So a lot of them end up feeling disengaged, not feeling a deep responsibility for the institution.

This is the only one of its kind in the world. It is a unique place. The Computer Bowl is a very good marketing and development effort. The Museum is much better known in Boston than anywhere else, but that is changing now. Could they open a branch in Silicon Valley?

The Museum has somehow managed to go a long way. It has done a good job of weaning itself from Digital. But it is an uphill struggle to handle the mortgage in addition to all the regular operating expenses.

There are three audiences the Museum should always be thinking about: people in the business, adults who are curious about computers, and children. Sometimes they seem to be more concerned about the first group than the other two. The problem then becomes the fact that people in the business are so young that many of them don't give yet.

The Walk-Through is a magnet exhibit. Milestones should also be great at attracting broad audiences. But the Museum still needs a critical mass of exhibits. People need a reason to come back and want to see more.

The good news is the people in the computer industry are very direct and make decisions quickly. The bad news is they don't change their minds, so we have to make sure they make a decision in favor of the Museum!

The Museum has to function both as a service to the industry and a resource for the general public. Right now it is the only institution that chronicles the history of the industry. It is the first cultural institution devoted to the history -- and current applications -- of computers.

I see two distinct problems for the Museum. First is the basic practical machinery of fund raising. Second is the task of creating a "sellable," clear story about the institution and communicating the benefits to donors.

The Museum is an emerging institution. It has provided a valuable service in terms of preservation of history and education. It is an idea that deserves more aggressive fund raising. The Walk-Through is helping it develop a real presence as a community museum.

The exhibits and appeal of the Museum are going in the right direction. It still doesn't tell enough of a story to visitors, and it doesn't communicate how the business developed in an interesting way. It needs to excite people about the development of ideas and technology, and explain the impact in terms of past and future.

The new exhibits at the Museum offer a good fund-raising potential. But the Museum's fund-raising structure needs to be strengthened vis-a-vis management and board involvement. They need to concentrate on building awareness within the industry, on drawing key industry players into the Museum.

Right now there is a sense of direction emerging at the Museum. They can take advantage of this to create a more dynamic view of the Museum. They need to define the "product" they are selling more effectively. Then they have to get the really big guys in the industry involved.

Any organization needs a base of capital -- otherwise there is no security. How you allocate that base of capital is up to the board. What is important right now is building that base, not worrying about how to allocate it.

The Computer Bowl is helping to create a national scope for the Museum. With a lot of the computer industry doing better on the West Coast than the East, this is important. Whatever they can do to continue that effort will be helpful. What are they doing to build support internationally?

One critical element of the Museum's mission is the "demystification" of technology. In the past, the Museum has represented a strong collection of historic artifacts. Now it is evolving into a real public educational institution. They've demonstrated an ability to produce results with modest amounts of money.

The Museum's financial position has been precarious, but isn't that typical for any institution in its early years? I don't know how committed the board leadership has been toward fund raising.

Donors have to understand the unique function of this museum -- that it is the only institution in the world dedicated to preserving, promoting, and protecting the role of computers in society.

I'm not sure how strong the tie is between the Computer Bowl and the Museum. It has to be very a close connection in people's minds. The Museum should continue more exhibits like the Walk-Through.

The breakfast lectures have been a good means of diversifying the Museum's following. I'd like to see the Museum doing more things simultaneously, but I understand that they can't due to financial constraints.

I love the Museum. It has had hard times financially, but now has a good chance for survival. It is run by an enthusiastic group who are doing an excellent job. They are always looking for opportunities to try new things and be innovative while keeping costs down. So you see some real creativity and excitement within a constrained budget.

The Walk-Through and Smart Machines are both significant exhibits. The collections are of particular interest to historians and people in the computer business.

Kids love this place. The Museum is innovative in both display and programming. It is a place where people can go for both superficial and in-depth learning. The need for endowment is logical, but it might be difficult to raise that money now. As a corporate sponsor, we're more interested in exhibits.

The Museum should be positioned as a community education resource. Can they develop cooperative programming with other educational institutions in the region? Make sure the educational goals are clear when you're seeking endowment funding.

We like to associate ourselves with high quality institutions with an educational emphasis. The Computer Museum fits the bill.

The importance of these collections will only be recognized later. We're so close to the events of history, but some of the history is already dissipated. The importance of the Walk-Through is that it will go a long way toward demystifying computers.

It's astonishing to see how little engineers give back to their communities. Many of them have no community ties. But the Museum is part of their world. They seem to be responding to it.

The nation has a critical shortage of people going into technology. The Museum's responsibility toward education is enormous. It can do a lot to provide exciting programs and get kids involved in technology. The Walk-Through helps people overcome a fear of technology.

I think the Museum has suffered from some institutional jealousy. Some companies still view it as a Digital "toy" and don't want to support it. But it's not an industry vehicle. You have to get that message out.

The Museum has traveled on some rocky roads but it has a bright future. Smart Machines and the Walk-Through have earned the Museum credibility in the broad community. I know that education is important, but it is collecting that discriminates this as a museum. This Museum must have the largest and best collection in the world. At the same time, the drawing card for the public has to be simple and not intimidating.

In terms of fund raising, the Museum has more tools to work with than ever before. The exhibits are very compelling. And the Museum can define itself as the collecting institution in the world. Now donors have to have faith in the Museum.

The Museum hasn't done the best possible job of communicating why it is important.

The Museum needs an endowment -- this plan is definitely a good idea. I don't know if they're ready for it, though, or if this is a good economic climate for fund raising. In the past, the Museum hasn't kept us informed about what's going on. We're donors and we expect to hear from them more.

We're now starting to lose the first generation from the computer industry. Now is the time that we have to preserve a history that will be forgotten otherwise. The Museum is important and it is unique. And it is a cultural institution that helps the city by adding to a mix of offerings.

It's very important that people understand computers and what they can and cannot do. The Museum helps people to realize the participatory role of the user.

The entire educational program needs to be strengthened. They could be offering classes like Lotus 1-2-3 for homemakers or high school students. These classes could also bring in more money.

We're pleased to see that IBM has become involved. It's very good for the Museum. Until recently the Museum was designed more for thinkers than for the general public. The Walk-Through is a good start. More interactive exhibits will help draw the public in.

The Museum's Board of Directors is the "creme de la creme" of technology executives. Their interaction is extremely limited because they don't meet very often. We've seen some improvements over past financial management and fund raising.

We've never gotten a good explanation of why the Museum needs money or why all these things are important. How do you explain to a donor that the Museum needs to buy the building when they have trouble paying the rent? They need to put together a marketing plan to fully explain the real need.

This Museum is a national treasure. It is important to the general public, to universities, to the industry. It would be great to hold more computer industry conventions in Boston so that a visit to the Museum is part of the convention package.

It's not hard to figure out whom the Museum should be approaching for support -- the difficult part is getting their time and attention. First and foremost, you will need a sound long-range plan to show them.

I have the impression that the Museum's activities are a little distinct from the sponsors, that they don't keep the sponsors involved. It would be good to get the two intertwined more. Corporate donors really look for a lot of recognition.

The Museum provides an excellent presentation -- it is friendly, educational, and very well done. It takes a lot of the mystery out of computers. I have found the staff to be very impressive. Unfortunately, there is a great deal of competition for money right now. This foundation is looking more at community service needs. We support the Museum, but an endowment gift wouldn't be a high priority for us.

Educational programming has a great value. The offerings must be enjoyable and participatory -- entertaining as well as educational. What is the point of looking at a computer? What different roles are computers playing in the world? These are the kinds of questions the Museum can answer.

The quality of the Museum is wonderful. This is a fascinating field and the educational aspect of the Museum is very important. Outreach to children must be a high priority. The Museum needs to create an image as a global organization.

The new Walk-Through Computer has created a fine balance to address three important constituencies: business-minded people with an interest in history; children; and the "unwashed millions" -- including adults who are afraid of computers and don't realize that they come in contact with them every day. The Walk-Through is the first exhibit to address that third group.

Everyone is out raising money right now. Since there are so many fund-raising campaigns, the money will go to the organization with the most emotional -- and most urgent -- appeal.

The Computer Museum has made tremendous progress. They should be able to bring this effort to more people. Maybe distribute videotapes of the Walk-Through to schools. They have to reach beyond Boston.

The Computer Museum is the new-comer on the block, and it seems as though the Museum is still unclear about its mission. I have visited the Museum several times and have been a little disappointed in the exhibitions. Although I have not seen the new Walk-Through Computer, the exhibitions are not as engaging as they could be and seem a bit out of date. My expectation is to see the state-of-the-art and my expectation was not fulfilled.

The Computer Museum's fund-raising is very low key. With the exception of receiving a few requests for funds, we have had limited contact with the Museum. We do not hear from them regularly and don't get any of their publications, invitations to events, or other information that we would normally expect to get, especially from an institution soliciting funds.

We would expect that the bulk of this money would come from the high-tech industry. Is this going to be a national campaign? The economic situation throughout New England and the competition for funds at the moment are going to make it extremely difficult for them to raise this kind of money -- particularly endowment funds, which are the hardest to raise even during good times.

We are not making any multi-year commitments for the next three to five years. In other words, we are not making any pledges of over \$25,000. In terms of capital campaigns, we have received a lot of requests and only gave to two campaigns at the \$15,000 level. In both cases, there was senior level involvement and a customer relationship. With the Computer Museum, we have no history of giving, no senior level involvement, and no apparent customer relationship. Given this situation, I would not encourage them to seek a capital gift but try to secure general operating funds.

The Museum is getting better. The programming is stronger and more relevant and the exhibitions are more professionally presented. My question is whether there is a fundamental need for a separate Museum for computers. With the competition for funds and the declining economic situation, we are looking for innovative collaborations both in the profit and non-profit sectors. If there is going to be a separate computer museum then it needs to define its niche and mission more clearly.

We would expect the high-tech industry to take a lead in this campaign. There is a lot of grumbling in the funding community that high-tech does not give as generously as it should. This is an opportunity for these companies to prove themselves otherwise. Also, the campaign should be national, particularly if the Museum is trying to position itself as a national organization.

The Museum's role as historian combined with its vision for the future makes it one of the most exciting cultural institutions in the country. There is a definite need for the Computer Museum. Information technology is central in our times; it is the driving force of the late 20th century. The Computer Museum is right in the middle of this.

The Computer Museum is a very special institution. It has taken on a role that has evolved into something more important than anyone thought. The Board and staff have done an outstanding job in developing the Museum and in cultivating an intellectual enthusiasm for the subject matter.

The Museum's needs are real. There must be a more compelling articulation of these needs in terms of fulfilling the future potential of the Museum. There are three selling points that the Museum has to get across to its funders and the general public: 1) its critical role as a driving force in furthering science and technology in America; 2) its role in gathering and presenting information on the impact of information technology and helping us understand this impact; and 3) its role in preserving and saving an important part of our material culture.

The vision of the Museum has to be more clearly articulated. It has to establish its leadership role in order to attract significant donations. It is able to do this.

I have not seen the Walk-Through Computer but the idea seems very attractive and innovative. The Museum provides an important opportunity to observe and understand the evolution of the industry. In terms of the campaign, we would be interested in knowing the "business case" for the needs. What impact will this plan have on the operating budget? How do the numbers fall into place?

It seems that the Computer Museum is a very sleepy organization and that it derives most of its support from the high-tech industry, particularly DEC. We receive very little communication and information from the Museum. We would like to hear more, especially if money is going to be requested.

The Museum could be a more important part of the computer community. Is it merely a collection of artifacts or does it have a clear educational role? The impact of computers is what's most interesting.

I'm very impressed with the approach that the Museum has been taking recently. I'm aware that they are hampered by a lack of funds. They need to expand beyond the Boston area and become a national museum. They have made very wise decisions in terms of building a collection, and I know that they recognize the need to be an educator rather than just a collection.

A year ago, a goal of \$10 million wouldn't have been a problem. Today I'm less optimistic. The economic climate is not the best and sales in the computer industry are down. The economy is the biggest obstacle that this campaign will face.

There's a lot to be said for having one central collection of artifacts from the computer industry. Educational exhibits can be replicated and shared throughout the country. It's so important, though, to get the collection in place, to preserve the early roots of this industry.

The computer industry is comparable to the mechanical advances of the 19th century. It is an industry that was started in this country, so it makes sense to have an international museum headquartered in the U.S. This is a history that needs to be preserved. The Museum is a great source of education. People need to be educated to understand computer technology.

With the implementation of the Milestones and Virtual Reality exhibits, the Museum will fill the gaps that now exist. The kits and traveling exhibits are great and round out the Museum's scope of service. I'm very impressed by the range of exhibits and projects, both past and present.

The Museum has the resources to raise this kind of money. Now they need a sound plan to take advantage of those resources. The Museum has a wonderful story to tell and should have the contacts to reach the right people.

I love the Museum. It's had hard times financially but, in spite of operating under a very constrained budget, it has shown some real creativity. It's an exciting place -- it has never been dull. The leadership is enthusiastic, energetic, and creative.

Acquiring the building has to be the Museum's top priority. This will ensure survival. I understand the need for an endowment, particularly for educational offerings. The Museum should establish more links with organizations that use computers in education. Children need to understand the history of computers, to see how they are used.

The Museum has been very innovative in both display and programming. It's a place where people can go for superficial or in-depth learning. Kids really love it.

It's not easy to raise money for endowment right now. I understand the need for endowment, and think that it is logical, but it just doesn't sit well with corporate donors. Even so, I think a goal of \$10 million sounds modest. Yes, money is tight in Boston, but the Museum has a very good and generous board.

How much has the Museum thought about developing cooperative programming with other educational institutions in the region? Education is really the key element. Show that the Museum is working with other organizations and that it is an educational resource.

The computer business is still a small fraternity. Requests for gifts will have to come from the right person. Find a leader who is respected throughout the industry.

The cutting edge of computer research has moved to the West Coast. The Museum has to take into account the question of location in all of its long-range planning. It could be that it is no longer located in the right place. Is it a regional or national institution? That needs to be defined.

There is money in the computer industry, but it is very hard to get people's attention. The successful ones are always starting new companies...their business energy isn't focused toward the Museum.

The computer industry is suffering from a critical shortage of people who are educated in technology. The Museum offers some very exciting programs that can address this shortage. The educational programs and the Walk-Through can play a major role in encouraging children to study science and technology.

There are a lot of people who are dependent on the computer industry, either directly or indirectly. Some venture capitalists have made their fortunes from the computer business.

It will take years to repair the damage in science education in this country. We need to replace teachers, reshape attitudes. There is a very important role for the Computer Museum here. It can serve as a resource for other museums and for educational institutions. It should concentrate on developing exhibits and programs that can be replicated, and it should work closely with teachers. Education is the most important role for the Museum.

There is a good healthy cross section of supporters behind the Museum. The press from the Walk-Through has set very high expectations. There are plenty of people who are capable of giving to this, but so many of them are very young and not in the habit of philanthropic giving.

The Museum has built a strong base of support, but it needs to do even more. The current board and staff are equipped to meet that challenge, but they need a plan -- a fund-raising "machine." This will require a tremendous amount of work and time. They also need to develop the right story to tell donors -- a story that shows how the Museum can benefit the industry.

The Museum is better structured today than ever before, but it has a long way to go. The Walk-Through is the biggest and best exhibit ever, but the Museum now has to capitalize on it. Otherwise it will be a major setback. The national press has helped to position the Museum to be a national and international institution. The product is the key to philanthropy -- so much giving is for personal desire, not for the public good. With the right product, the Computer Museum can appeal to that sense in donors.

Very few people who use computers understand what goes on inside them. The Walk-Through is the first exhibit ever that shows the workings of a computer. It is great for young people and adults.

I care deeply about The Computer Museum but I have no idea if it is capable of raising this kind of money. In approaching prospective donors, the Museum has to focus its appeal either on the historical and curatorial role of the Museum or on its educational role.

The Museum's Board needs to be more involved and informed about the Museum's fund-raising initiatives. The fund-raising management structure needs to be strengthened significantly before the Museum can move forward with a capital campaign. Right now, I have little confidence in its fund-raising abilities.

The perception that this is a Digital museum has changed significantly in the past few years. The Museum is getting support from a broad range of information technology companies. The Museum needs to focus its public relations and curatorial efforts on promoting non-Digital achievements.

The corporate marketing is getting more and more difficult in terms of fund raising because profits are down and the outlook for the future is uncertain. As long as any corporate funders perceive this as Digital's museum, there will be problems in building support.

The Museum does a first-class job with limited funds and limited staff. The exhibitions and programs are tremendously creative and informative. On first blush, the Board does not seem to be a good fund-raising group, but there are some good people who could be very helpful.

Whose obligation should it be to ensure that the educational process produces generations of people capable of taking advantage of this technology? It should be a widely distributed responsibility. The Museum is a very small venue -- how much impact can it have? This has to be a shared effort with NSF, universities, business leaders. It's not clear to me how The Computer Museum can do enough. Unless you can be certain of the Museum's role I don't see how you can enlist support on this level.

I was quite impressed with the newer areas that the Museum is pursuing. They are showing the current potential of computing on our daily lives...showing computers' impact on the public and on education. Historic preservation doesn't mean much to most people, but preparing people for a technological world is very important.

Professional groups within the industry will be deeply concerned about how this Museum can influence how people use and regard computers. The campaign should appeal to every sector of the industry.

The Museum's strength is its collection. They need to enhance educational programs and develop more cooperative programs. This was identified as a need three years ago. The Museum has made progress, but there are a lot of opportunities to develop more in that area.

We have watched the Museum closely these past few years and have been pleased. Sure, we're aware that it's been difficult, but it's very impressive to see an institution take off the way this group has recently. They're very determined!

Oliver has a very strong commitment and a good vision. He is moving the Museum in the right direction. I've noticed some staff overturn, and feel that it is probably for the better. I think they're in better shape now than ever before for a campaign like this.

VI. RECOMMENDATIONS

1. The Board should appoint an ad hoc planning committee. This group should work with the Museum staff to review and clarify long-range plans for programs, exhibits, collections, fund raising, and marketing. An overall strategic plan, or business plan, should be developed showing the institution's goals and objectives and strategies for achieving them. The value of this plan in fund raising -- particularly among The Computer Museum's target constituency -- cannot be overemphasized.

2. A case for support should be prepared for use in annual and capital campaign fund raising. The case will serve as the basis for all campaign materials. It should reflect the Museum's strategic plan and need for building and endowment support, and should include the following points.

- a. The Museum serves a national and international audience through collections, research offerings, exhibits, and programs. It is a resource to other educational institutions and museums, offering exhibit kits and traveling exhibits, and serving as a model for education in computer literacy. It has a long-range plan in place to further strengthen its educational role and geographical scope through outreach and cooperative programming.
- b. The Museum is the only institution of its kind. It functions as the central repository for the history of the computer industry.

- c. Although it was founded with the generous support of a single corporate donor, the Museum has succeeded in attracting a wide range of funders. One objective now is to reach -- as audience and funders -- the large group of individuals and corporations that use computers but are not directly involved in the computer industry.

The case must also demonstrate the specific benefits that will derive from the purchase the Museum building and establishment of an endowment education.

3. The Museum should conduct extensive prospect research and distribute prospect dossiers to a development review committee. In preparation for a campaign, all donor and prospect files (national and international corporations, foundations, and individuals) must be brought up to date and assessed by a prospect review committee. All prospects must be assessed as to readiness for solicitation for an annual gift, specific project support or sponsorship, or a campaign pledge.

4. A Campaign Steering Committee should be recruited. An effective campaign chairman should be an individual of national or international prominence, capable making of a significant campaign gift, and able to devote volunteer time. The campaign may be structured with an honorary chairman in addition to a working chairman. The committee should include subcommittees for different segments within

the industry, Board gifts, Cultivation, Prospect Review, Foundation Gifts, and such giving levels as Lead Gifts, Supporting Gifts, and Community Gifts. (See Appendix A.)

5. The Museum should make a special effort to cultivate West Coast prospects. In general, donors from the West Coast currently view the Museum as a valuable institution in terms of its role as a central repository and educational model, but feel a primary obligation to support local non-profit institutions. The Museum can communicate its national role through the Computer Bowl, temporary exhibitions, and cooperative programming with other local institutions. The Board should continue to appoint Directors and Trustees from different geographical regions.

6. The Development Office should strengthen communication with the New England funding community. Representatives from foundations and corporate giving programs should be added to all Museum mailing lists for press releases, invitations, and general announcements. Individual meetings with funders should be scheduled, preferably for Museum tours.

7. All participants in this study should be thanked. A brief letter should be sent to all interviewees, thanking

them for their time and informing them (in general terms) of the Museum's plans.

8. As the campaign progresses, the Development Office should assess personnel needs and add staff. It will be essential that all campaign communication be conducted with efficiency and a high standard. A campaign coordinator/researcher should be added to the staff early on, and other positions (administrative assistant and director of major gifts and/or corporate and foundation gifts) later on.

9. The Museum should institute a formal cultivation program. A brief audio-visual program, based on the campaign case for support, should be prepared for showing in informal social gatherings of campaign prospects. The objective of the cultivation program should be to introduce prospects to the Museum and its long-term funding needs. A Cultivation Chairman should be appointed to supervise this effort.

10. The Museum should continue to seek new sources of support for annual and project support. Not all of the Museum's prospects will be interested in supporting the campaign. In fact, many corporations have already indicated that their preference is to sponsor specific programs and exhibits. Throughout the campaign effort, the Museum should

continue to identify and cultivate donors for annual and project support, and should continually review and upgrade what means of recognition it can offer sponsors.

11. Campaign Timetable

A. Campaign Preparation and Institutional Advancement: November 1990 - October, 1991

November, 1990 - January, 1991

- Appoint ad hoc planning committee
- Prepare strategic plan
- Prepare campaign case for support
- Hire campaign coordinator/researcher
- Begin prospect research and review
- Identify candidates for campaign chairman and honorary chairman
- Hold regular meetings of Capital Funds Working Group

February - April, 1991

- Complete case for support
- Prepare audio/visual presentation
- Review all prospect lists
- Identify prospects for annual support
- Recruit campaign chairman
- Recruit campaign steering committee
- Continue prospect research
- Solicit Board and lead gift pledges
- Develop recognition opportunities/naming opportunities for annual, project, and campaign donors
- Hold meetings with local funders
- Develop structure for a Museum "friends" group; recruit chairman

May - July, 1991

- Produce audio/visual presentation
- Hold meeting of campaign steering committee
- Hold volunteer training seminar
- Launch cultivation program
- Solicit Board and lead gift pledges
- Contact local funders for personal meetings
- Continue prospect research

August - October, 1991

Complete Board solicitation
Continue lead gift solicitation
Review all prospect lists
Prepare major gifts prospect lists
Assess fund-raising progress and adjust goal if appropriate
Continue prospect research

B. Campaign Solicitation Phase: November, 1991 - October, 1993

November, 1991 - April, 1992

Begin major gifts solicitation
Continue solicitation of annual gifts
Continue cultivation program
Hold regular meetings of campaign steering committee
Produce and print campaign brochure
Add campaign staff, as appropriate
Submit proposals to corporate and foundation campaign prospects
Follow up all prospects that have been cultivated
Continue prospect research
Hold campaign kick-off event

May - October, 1992

Hold volunteer training seminar
Prepare prospect lists for supporting and community gifts solicitation
Continue cultivation program
Hold regular meetings of steering committee
Submit corporate and foundation proposals
Hold West Coast cultivation events

November, 1992 - April, 1993

Continue prospect research and review
Complete outstanding solicitations
Hold West Coast cultivation events
Continue volunteer training
Hold regular meetings of steering committee
Launch supporting and community gifts solicitation

May - October, 1993

Continue to submit and follow up corporate and
foundation proposals
Conduct direct mail phase of campaign to lower-level
donors
Follow up all outstanding solicitations
Plan and hold victory celebration
Continue to conduct prospect research and review for
annual and project support

VII. SERVICES OF THE CHARLES WEBB COMPANY, INC.

Should The Computer Museum choose to continue its development efforts with the assistance of The Charles Webb Company, Inc. as fund-raising counsel and campaign directors, the firm would offer the following services.

A. Campaign Preparation and Institutional Advancement (November, 1990 - October, 1991)

1. Facilitate and guide the development of the institution's strategic plan. The final document should be clear and concise, and should include market projections, services, operating and capital needs, financial projections, and the fund-raising plan.
2. Research and write a comprehensive case for support. Two different versions would be prepared, for annual support as well as the capital campaign. Several drafts would be anticipated, with the opportunity for discussion and comments from Board, volunteers, and staff. This document would form the basis for other materials to be written by counsel, including:
 - a) the script for an audio/visual presentation;
 - b) a cultivation hand-out for use in the cultivation program;
 - c) corporate and foundation proposals; and
 - d) a volunteer training kit.
3. Conduct prospect research; train Museum staff in techniques for research and record-keeping; supervise donor file system.
4. Assist in the identification, recruitment, and training of campaign volunteers, including the Steering Committee members, a campaign chairman, and chairs of campaign subcommittees.
5. Produce an audio/visual presentation for use in donor cultivation.

6. Provide specific guidance in the cultivation of West Coast prospects. Prepare specific written materials (a simple brochure, or hand-out) explaining the Museum's national and international role and documenting its achievements in different geographical areas. Work with campaign staff and volunteers to develop specific strategies for reaching donors for capital or project support.
7. Organize a Cultivation Program, providing guidelines for the committee and volunteers, recommendations for follow-up, and recommended script for speakers. Assist in recruitment of chairman and committee and provide training and guidance.
8. Supervise Board and Lead Gift solicitation, including preparation of prospect lists, prospect review and analysis, and development of cultivation and solicitation strategies.
9. Prepare a list of named gift opportunities for use in solicitation calls.
10. Conduct volunteer training seminars for campaign workers.
11. Provide a Monthly Action Plan for both fund-raising counsel and Museum staff and volunteers, with tasks and deadlines for the campaign.
12. Assist in staff recruitment and training, where appropriate.
13. Offer general fund-raising counsel and participation at whatever levels are necessary and appropriate, with regard to staff functions, Board and committee meetings, and direct assistance to the administration of the Museum's Development office.
14. Attend meetings of the Steering Committee and subcommittees.
15. At the close of Phase I, evaluate campaign progress and advise the Steering Committee on the adjustment of the goal.

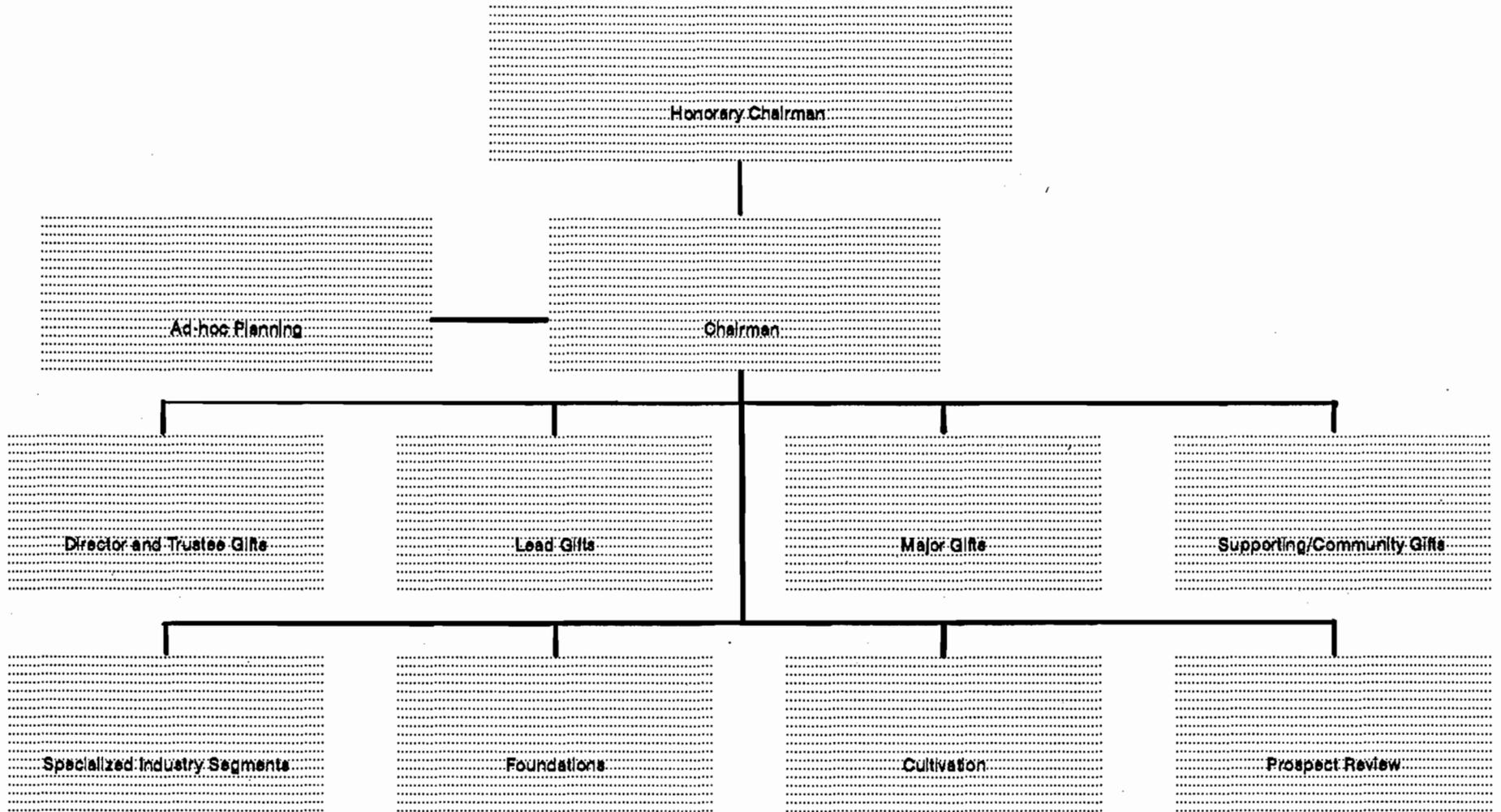
B. Phase II: Campaign Solicitation: November, 1991 - October, 1993

16. Review all Major Gifts prospects and advise on cultivation and solicitation strategies.
17. Assist in strategy and proposal preparation for corporate and foundation prospects; supervise follow-up.
18. Write copy for campaign brochure; work with staff and graphic designer on brochure production.
19. Continue to supervise prospect research and review.
20. Supervise ongoing Cultivation Program.
21. Continue volunteer training as new campaign workers are recruited.
22. Plan and supervise Campaign Kick-Off.
23. Supervise Supporting and Community Gifts solicitation.
24. Coordinate follow-up of all outstanding solicitations.
25. Plan and supervise campaign victory celebration.

Appendix A

Campaign Organizational Chart

CAMPAIGN STEERING COMMITTEE: The Computer Museum



Appendix B

SELECTED COMPETING CAMPAIGNS: BOSTON AND CALIFORNIA AREA

Organization	Goal	Comments
CULTURAL / SCIENCE INSTITUTIONS:		
Children's Museum Boston	\$13 Million (not approved)	Campaign in early planning stages
Museum of Fine Arts Boston	Amount unconfirmed	Campaign in early planning stages
Museum of Science Boston	\$15 Million	Discovery Campaign: endowment/capital
New England Aquarium Boston	\$35 Million	Building new facility
Plimouth Plantation Plymouth	\$10 Million	Recently completed; Pledges being paid
Technology Center of Silicon Valley (I) San Jose	\$7.5 Million	Recently completed
Technology Center of Silicon Valley (II) San Jose	\$30 Million	To be launched beginning of 1991; funds for exhibits
U.S.S. Constitution Museum Boston	\$10 Million	Early planning stages
MAJOR COLLEGE FUND DRIVES		
Cornell University	\$1.25 Billion	Targeted for 1995
Stanford University	\$1.1 Billion	Targeted for 1992
Boston University	\$1.0 Billion	Targeted for 2000
M.I.T.	\$700 Million	Targeted for 1992

Appendix C

COMPUTER INDUSTRY STATISTICS

50 Largest Computer and Office Equipment Manufacturers in the United States

Rank	Company	Sales \$ (000)
1.	I.B.M.	59,700,000
2.	Digital Equipment Corporation	12,700,000
3.	Unysis Corporation	9,900,000
4.	Hewlett-Packard Company	9,830,000
5.	Southern Bell Telephone/Telegraph	6,960,000
6.	NCR Corporation	5,990,000
7.	Apple Computers	5,280,000
8.	Control Data Corporation	3,630,000
9.	Wang Laboratories, Inc.	2,870,000
10.	Zenith Electronics Corporation	2,690,000
11.	Pitney-Bowes, Inc.	2,650,000
12.	Compaq Computers	2,070,000
13.	Bull HN Information Systems	2,060,000
14.	Amdahl Corporation	1,800,000
15.	Sun Microsystems	1,770,000
16.	Prime Computer, Inc.	1,590,000
17.	Seagate Tech, Inc.	1,370,000
18.	Data General Corp.	1,310,000
19.	Tandem Computers	1,310,000
20.	Nippon Mining US, Inc.	1,210,000
21.	Memorex Telex	1,200,000
22.	SCI Systems, Inc.	987,000
23.	Magnetic Peripherals, Inc.	902,000
24.	Storage Tech Corp.	874,000
25.	AM International, Inc.	851,000
26.	Intergraph Corporation	800,000
27.	Cray Research Inc.	756,000
28.	NDEX Corporation	735,000
29.	Ampex Corporation	702,000
30.	Conner Peripherals	650,000
31.	ALCATEL USA Corporation	636,000
32.	Miniscribe Corporation	630,000
33.	Carlisle COS, Inc.	567,000
34.	AST Research, Inc	457,000
35.	ATARI Corporation	452,000
36.	WYSE Tech	452,000
37.	DIEBOLD, Inc.	451,000
38.	Mai Basic Four, Inc.	421,000
39.	ABD Holdings, Inc.	420,000

40.	DICK A B Company	420,000
41.	Convergent, Inc.	402,000
42.	Stanley Bostitch, Inc.	392,000
43.	Ampex Group, Inc.	386,000
44.	Everex Systems, Inc.	377,000
45.	Dataproducts Corporation	353,000
46.	Micropolis Corporation	351,000
47.	Maxtor Corporation	314,000
48.	Applied Magnetics Corporation	313,000
49.	Datapoint Coporation	309,000
50.	Tandem Corporation <i>Stratus Computer</i>	308,000

SOURCE: Dun's Business Ranking, 1990

10 Highest Salaried Computer Executives

1. John Sculley, Apple Computer
2. Rod Canion, Compaq
3. Michael Blumenthal, Unisys
4. John Akers, IBM
5. John Young, Hewlett-Packard
6. Robert Allen, AT&T
7. Charles Exley, NCR
8. Karpar Cassani, IBM
9. Jack Kuelher, IBM
10. Michael Spindler, Apple

SOURCE: 1990 Computer Industry Almanac

Corporate Donors to Information Age Exhibition

The following are some of the major corporate donors to the Smithsonian Institution's Information Age Exhibition:

Donors of \$1.0 million and over:

IBM

EDS

Consortium Gift: Ameritech, Bell Atlantic, Bellsound, NYNEX, Pacific Telesis Group, Southwestern Bell, US West, Bellcore

Donors of \$300,000 to \$999,999:

Unisys

Nothern Telecom

Xerox

Digital Equipment Corp.

Hewlett-Packard

Donors of \$100,001 to \$299,999:

AT&T
NCR
Intel
Micro

Donors of \$100,000 and less:

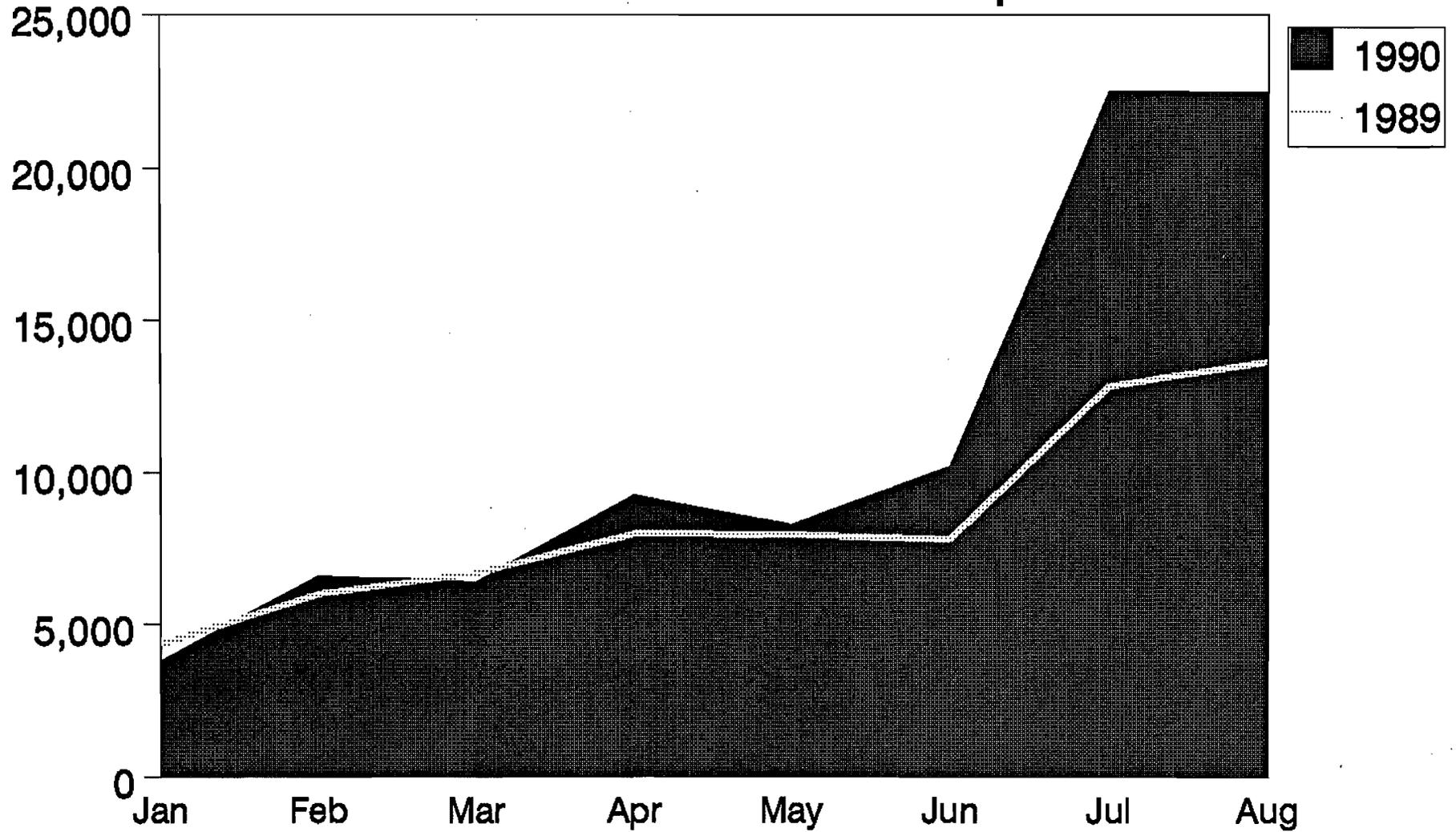
Texas Instruments
Tandem
Computerworld
Reuters
Apple Computer

SOURCE: The Smithsonian Institution, Development Office

Appendix D

Visitation Statistics

1989-90 ATTENDANCE: The Computer Museum



COMPARATIVE ATTENDANCE FIGURES FOR SELECTED BOSTON AND WORCESTER AREA MUSEUMS

	January	February	March	April	May	June	July	August
COMPUTER MUSEUM								
1990	3,800	6,602	6,387	9,257	8,274	10,198	22,512	22,477
1989	4,357	6,025	6,708	8,007	7,982	7,815	12,852	13,678
Variance	-12.78%	9.58%	-4.8%	15.61%	3.66%	30.49%	75.16%	64.39%
CHILDREN'S MUSEUM								
1990	31,984	46,980	42,699	50,171	34,539	38,231	59,447	70,221
1989	35,219	43,008	41,119	61,002	30,942	41,341	63,239	70,887
Variance	-9.19%	9.24%	3.84%	-17.76%	11.62%	-7.52%	-6.00%	-0.94%
MUSEUM OF SCIENCE								
1990	116,230	139,032	148,679	155,388	142,524	10,278	149,834	161,473
1989	129,830	128,126	154,414	183,652	139,725	8,548	144,695	169,188
Variance	-10.48%	8.51%	-3.71%	-15.39%	-2.00%	20.42%	3.55%	-4.56%
NEW ENGLAND SCIENCE CENTER								
1990	4,555	8,926	8,643	15,343	18,392	16,018	N/A	15,028
1989	5,009	7,707	7,299	11,422	14,570	13,891	N/A	9,677
Variance	-9.06%	15.82%	19.99%	34.33%	26.23%	15.31%	N/A	55.30%
USS CONSTITUTION MUSEUM								
1990	1,855	2,657	3,708	6,589	N/A	7,749	10,515	N/A
1989	2,324	2,729	4,734	6,317	N/A	9,020	12,379	N/A
Variance	-20.18%	-0.02%	-21.67%	0.04%	N/A	-14.09%	-15.06%	N/A

Appendix E

STANDARDS OF GIVING: \$5,000,000

Long experience in fund raising has shown that certain basic patterns of giving almost always materialize in successful campaigns. These so-called "standards of giving" for any given target amount need to be studied in the campaign planning period in order to ensure that the target amount is at once ambitious and realistic, assuming prospective donors are fully informed and well motivated regarding an institution. The following Standards of Giving have been developed for a campaign target of \$5,000,000.

1	gift of	\$ 750,000	will produce	\$ 750,000
1	gift of	500,000	will produce	500,000
2	gifts of	350,000	will produce	700,000
2	gifts of	250,000	will produce	500,000
4	gifts of	100,000	will produce	400,000
<hr/>				
10	Gifts will produce over 50% of goal			\$2,850,000
<hr/>				
5	gifts of	\$ 75,000	will produce	\$ 375,000
5	gifts of	50,000	will produce	250,000
10	gifts of	30,000	will produce	300,000
15	gifts of	20,000	will produce	300,000
15	gifts of	15,000	will produce	225,000
20	gifts of	10,000	will produce	200,000
20	gifts of	5,000	will produce	100,000
<hr/>				
90	Gifts will produce			\$1,750,000
<hr/>				
Top 100 gifts will produce over 90% of goal				\$4,600,000
<hr/>				
Numerous smaller gifts will produce				\$ 400,000
<hr/>				
GRAND TOTAL				\$5,000,000

STANDARDS OF GIVING: \$10,000,000

Long experience in fund raising has shown that certain basic patterns of giving almost always materialize in successful campaigns. These so-called "standards of giving" for any given target amount need to be studied in the campaign planning period in order to ensure that the target amount is at once ambitious and realistic, assuming prospective donors are fully informed and well motivated regarding an institution. The following Standards of Giving have been developed for a campaign target of \$10,000,000.

1	gift of	\$1,000,000	will produce	\$1,000,000
3	gift of	750,000	will produce	2,250,000
3	gifts of	500,000	will produce	1,500,000
3	gifts of	300,000	will produce	900,000
<hr/>				
10	Gifts will produce over 50% of goal			\$5,650,000
<hr/>				
5	gifts of	\$ 200,000	will produce	\$1,000,000
10	gifts of	100,000	will produce	1,000,000
10	gifts of	75,000	will produce	750,000
10	gifts of	50,000	will produce	500,000
20	gifts of	25,000	will produce	500,000
35	gifts of	10,000	will produce	350,000
<hr/>				
90	Gifts will produce			\$4,100,000
<hr/>				
Top 100 gifts will produce over 90% of goal				\$9,750,000
<hr/>				
Numerous smaller gifts will produce				\$ 250,000
<hr/>				
			GRAND TOTAL	\$10,000,000

Appendix E

Articles and Reprints Index

"Big Gains in Giving to Charity"

The Chronicle of Philanthropy

October 16, 1990

"In New England, Hardest Recession in U.S. Takes Hold"

The New York Times

July 23, 1990

"Press Clippings: Computer Companies' Giving"

The Chronicle of Philanthropy

October 2, 1990

"Computer Earnings Continue Their Slide"

The Boston Globe

July 27, 1990

BIG GAINS IN GIVING TO CHARITY

The average household's contribution went up 31% in 2 years, survey finds; blacks, baby boomers, and the affluent led the way

By ANNE LOWREY BAILEY

CHARITABLE GIVING and volunteering soared from 1987 to 1989, led by big increases in giving by baby boomers, affluent Americans, and blacks, according to a new nationwide survey.

Health, environmental, and youth organizations and education were the largest beneficiaries of the increase in giving, the survey found, while the arts, international organizations, and private and community foundations lost ground.

The study also offered new evidence that women give less money than men, the wealthy are less generous than the poor and middle class, and Catholics are the least generous religious group.

The Gallup Organization-Independent Sector study, to be released this week, showed that American households gave an average of \$734 last year, up

31 per cent from \$562 two years earlier. Three-quarters of all American households—94.6 million homes—made charitable donations last year, up from 71 per cent in 1987.

"Giving is going up faster than income," said Virginia A. Hodgkinson, vice-president for research at Independent Sector.

"This means there is a change in values going on—one we haven't seen since the 1950's."

Among the groups that registered the biggest gains, according to the poll:

Baby boomers. Eighty-six per cent of households headed by people aged 35 to 44 gave to charity last year, up from 76 per cent two years ago.

Affluent Americans. Ninety-two per cent of households with incomes between \$75,000 and \$100,000 made charitable donations in 1989, up from 75 per cent in 1987.

Blacks. Sixty-one per cent of households headed

by blacks gave to charity last year, up from 51 per cent two years earlier.

The survey found evidence that baby boomers, long derided as selfish and uncaring, are moving full tilt into what fund raisers call "the giving years." Those are peak-earning years when people begin to contribute more of their time and money to charity.

"Baby boomers are coming of age, philanthropically," said Ms. Hodgkinson.

A Change in Attitudes

The data also suggested a change in public attitudes toward social problems. Ms. Hodgkinson said that respondents seemed to be redirecting their giving and volunteering toward areas where they perceived the greatest need:

- Health organizations received an average contribution per household of \$46, a 35-per-cent increase, adjusted for inflation, over the two-year period.

- Youth groups received an average contribution per household of \$28, a 65-per-cent increase.

- Environmental groups received \$12 per household, a 20-per-cent increase.

- The average household donation to education was \$58, a 21-per-cent increase.

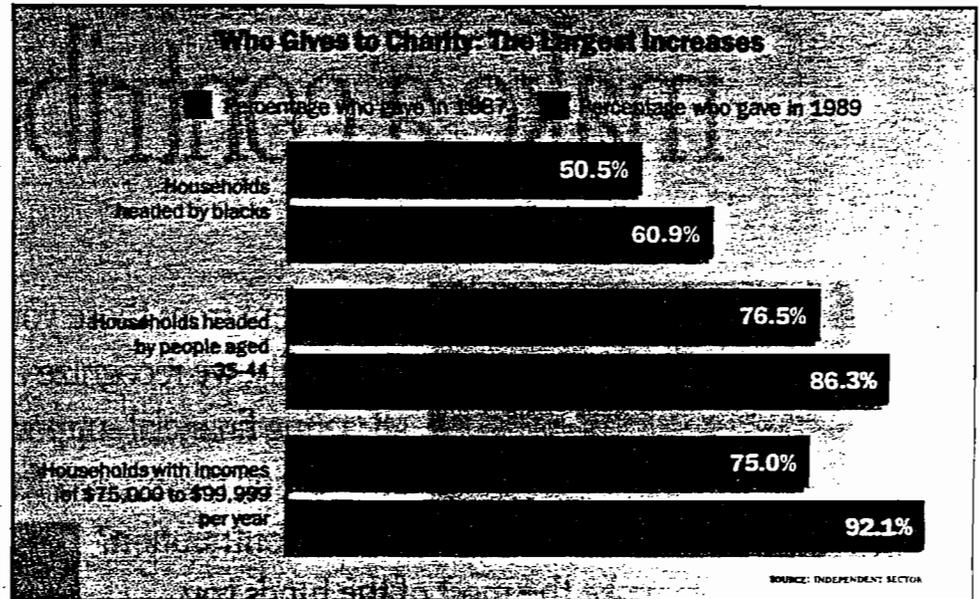
- At the same time, international organizations saw their average contributions plummet 38 per cent, arts groups suffered a 17-per-cent drop, and private and community foundations saw a 12-per-cent decline, all adjusted for inflation.

"Donors can't solve the problems, but they're expressing, through their giving, where they think the problems are," explained Ms. Hodgkinson. "People are expressing their values through their private contributions more clearly than they are through their voting."

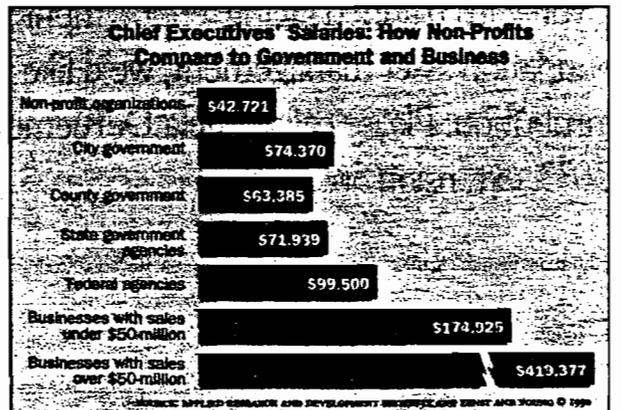
The findings were based on in-depth interviews with 2,727 American adults, conducted by the Gallup Organization in the spring of 1990. The survey covered households with incomes of up to \$200,000. Independent Sector analyzed the findings, which appear in a 290-page report, *Giving and Volunteering in the United States, 1990*.

Individuals gave an estimated \$96.4-billion to

Continued on Page 17



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Non-Profit Salary Gap
Top executives of non-profits make far less than their counterparts in business and government (see chart), according to findings from a new study. Story on Page 27.

Help for Poor Farmers
TechnoServe, an organization founded by a low-key ex-businessman, helps poor farmers in Africa and Latin America start self-sufficient enterprises. Story on Page 6.

A complete guide to this issue appears on Page 3.

Are there any organizations that you and the members of your family or household stopped giving to this year?

Yes	12.2%
No	87.0%

Which types of organizations did you stop giving to?

Arts, culture, and humanities	3.4%
Education	5.1%
Environment	7.2%
Health	28.9%
Human services	19.0%
International, foreign	2.3%
Private and community foundations	3.9%
Public and societal benefit	10.9%
Recreation—adults	4.5%
Religion	16.6%
Youth development	6.0%
Other	4.3%

Which of the following reasons describe why you stopped giving to an organization?

Misuse of funds	17.8%
Lack of money	16.8%
Lack of trust in organization	12.1%
Poor fund-raising tactics/pestering me	7.7%
Disagree with/don't hold the same beliefs	9.1%
Gave to another organization	7.6%
Other	23.7%
Don't know	7.4%

In the past year, have you and the members of your family or household given contributions to any organizations to which you have not given before?

Yes	18.6%
No	80.3%

Which types of organizations did you give to for the first time?

Arts, culture, and humanities	4.2%
Education	5.2%
Environment	12.7%
Health	24.9%
Human services	23.4%
International, foreign	3.4%
Private and community foundations	2.6%
Public and societal benefit	8.4%
Recreation—adults	1.6%
Religion	10.0%
Youth development	9.0%
Other	5.0%

Which of the following reasons describe why you began giving to organizations to which you had not contributed to before?

Receiving a letter asking me to give	29.6%
Being asked to give by someone I know well	22.7%
Receiving a phone call asking me to give	16.6%
Someone coming to the door asking me to give	14.4%
Being asked at work to give	12.9%
Read/heard news story	11.5%
Asked by clergy to give	9.4%
Reading a newspaper or magazine advertisement asking me to give	8.3%
Seeing a television commercial asking you to give	6.1%
Being asked to give in a telephone or radiothon	4.8%
Other	12.1%
Don't know	4.8%

Overall, in the amount of money you and the members of your family or household gave to charity in the past year about the same as you usually give, or was it a larger or smaller amount?

About the same	62.9%
Larger amount	18.6%
Smaller amount	12.4%
Not sure	6.1%

Was there any particular reason you gave more money to charity in the past year?

I had more money available	47%
I gave more because there was more need	22%
I was more involved	11%
No particular reason	11%
I gave for spiritual reasons	3%
I gave because of the sickness or death of a friend or relative	1%
Other	5%
Don't know/no answer	2%

Was there any particular reason you gave less money to charity in the past year?

I had less money available	65%
I was less involved	8%
I am not working/retired	7%
No particular reason	7%
Sickness/death of a friend	5%
Other	5%
Don't know/refused	2%

In which of these areas have you done some volunteer work in the past twelve months?

Arts, culture, and humanities	7.3%
Education	16.3%
Environment	6.3%
Health	11.9%
Human services	14.0%
Informal	25.7%
International, foreign	1.6%
Political organizations	4.9%
Private and community foundations	2.3%
Public and societal benefit	7.7%
Recreation—adults	8.5%
Religious organizations	28.6%
Work-related organizations	8.7%
Youth development	15.8%
Other	2.5%

In which areas, if any, have you done any fund raising or collected money in the past twelve months?

Arts, culture, and humanities	27.3%
Education	32.3%
Environment	24.3%
Health	58.7%
Human services	40.3%
International, foreign	43.8%
Political organizations	27.5%
Private and community foundations	21.8%
Public and societal benefit	34.5%
Recreation—adults	22.8%
Religious organizations	31.7%
Work-related organizations	22.4%
Youth development	42.8%
Other	52.6%

How did you first learn about your volunteer activities?

Asked by someone	42.4%
Through participation in an organization	41.3%
Family member or friend benefited	27.8%
Sought an activity on my own	21.0%
Saw an advertisement	6.0%
Other	5.6%
Don't know	1.8%

Who asked you to volunteer?

Friend	52.0%
Someone at church or synagogue	28.3%
Family member or relative	25.0%
Someone at work	11.3%
My employer	7.9%
Contacted by organization representative	7.9%
Teacher/school youth activities leader	4.0%
Other	5.1%
Don't know	4.2%

Through which organization did you learn about volunteering?

Religious institutions	62.5%
Workplace/employer	17.9%
Membership organization/service club/professional society	16.0%
Another voluntary organization	15.7%
School or college	15.1%
Informal social group	9.3%
Other	5.6%

For what reasons did you first become involved in volunteer activities?

Wanted to do something useful	62.2%
Thought I would enjoy the work	33.6%
Family member or friend would benefit	28.9%
Religious concerns	26.4%
Had a lot of free time	10.1%
Previously benefited from the activity	8.9%
Wanted to engage in activities more fulfilling than my current job	8.4%
Wanted to learn and get experience	7.8%
Other	3.1%
Don't know	2.5%

Were the following considerations a major motivation, a minor motivation, or not a motivation for your charitable giving or volunteering?

	Major motivation	Minor motivation	Not a motivation	Don't know
Feeling that those who have more should help those with less	52.9%	29.2%	17.0%	1.0%
Gaining a sense of personal satisfaction	49.6%	30.3%	19.2%	0.9%
Meeting religious beliefs or commitments	43.4%	23.6%	31.9%	1.1%
Insuring the continuation of activities or institutions I or my family benefit from	32.0%	28.3%	38.4%	1.3%
Giving back to society some of the benefits it gave me	29.6%	35.0%	34.6%	0.8%
Serving as an example to others	25.7%	30.9%	42.3%	1.1%
Being asked to contribute or volunteer by a personal friend or business associate	22.4%	30.2%	45.6%	1.8%
Fulfilling a business or community obligation	18.0%	31.1%	50.0%	0.9%
Creating a remembrance of me or my family	13.7%	24.5%	60.6%	1.2%
Being encouraged by an employer	10.2%	21.8%	67.1%	0.9%
Tax considerations and deductions	5.9%	18.8%	74.4%	0.9%

Which of the following goals do you hope to accomplish by your charitable giving of money and volunteering time?

	Major goal	Minor goal	Not a goal	Don't know
Finding cures for diseases	55.9%	21.7%	20.9%	1.5%
Increasing opportunities for others	52.7%	26.9%	19.3%	1.1%
Protecting the natural environment	48.9%	26.3%	23.4%	1.4%
Enhancing the moral basis of society	47.0%	26.6%	25.4%	1.1%
Teaching people to be more self-sufficient	45.1%	27.2%	26.8%	0.9%
Helping organizations that work at the grassroots level	41.2%	31.5%	25.5%	1.9%
Keeping taxes or other costs down	40.8%	25.0%	32.8%	1.5%
Making good use of my free time	40.4%	28.7%	29.4%	1.5%
Helping individuals meet their material needs	39.2%	33.2%	26.7%	1.0%
Improving the cultural life of the community	38.1%	33.6%	27.3%	1.0%
Promoting global peace	36.8%	27.9%	34.1%	1.2%
Changing the way society works	30.7%	33.0%	34.9%	1.4%
Improving or learning new skills	28.1%	25.5%	45.2%	1.2%
Helping me to obtain job experience	21.4%	23.0%	54.5%	1.1%

Which of the following aspects of your background influence your charitable giving of money and volunteering time?

	Major influence	Minor influence	Not a influence	Don't know
Personal values	64.1%	23.1%	11.7%	1.2%
Religious beliefs	50.7%	23.6%	24.7%	1.1%
Parents' example	40.0%	24.8%	34.5%	0.7%
Having been helped in the past by others	31.3%	28.3%	38.9%	1.4%
The impact of a personal or medical crisis	29.4%	25.4%	44.2%	1.0%
Social or political philosophy	21.5%	33.4%	43.5%	1.6%

For what reasons do you continue to volunteer in these activities?

Wanted to do something useful	60.2%
Enjoy doing the work/feel needed	34.6%
Work helps relative or friend	22.3%
Religious concerns	22.0%
Previously benefited from the activity	11.0%
Had a lot of free time	7.6%
Wanted to engage in activities more fulfilling than my current job	6.7%
Wanted to learn and get experience	6.3%
Other	2.3%
Don't know	5.9%

Would you say you spend more, fewer, or about the same number of hours on volunteer work today as you did three years ago?

Same	30.9%
More	37.3%
Fewer	26.2%
Don't know	5.6%

Which types of organizations would you prefer to volunteer for?

Private, nonsectarian (charitable) organization	54.0%
Private, religious organization	44.7%
For-profit organization	7.8%
Government agency or organization	12.3%

All in all, are you and the members of your family or household giving as much money to religious charities as you think you should be giving?

Yes	51.3%
No	39.0%
Not sure	9.7%

All in all, are you and the members of your family or household giving as much money to other than religious charities as you think you should be giving?

Yes	51.9%
No	36.8%
Not sure	11.4%

As a goal to strive towards, what percentage of their total annual income before taxes do you think Americans should try to give to charitable organizations such as educational and religious organizations?

Percentage of household income to be given	Percentage who would like to give this much	Percentage that give this much
Less than 1 percent	3.1%	28.9%
1 to 2 percent	8.5%	10.9%
2 to 3 percent	6.3%	5.8%
3 to 4 percent	3.0%	2.4%
4 to 5 percent	5.5%	2.6%
5 to 10 percent	12.8%	5.7%
10 percent or more	15.9%	3.3%

As a goal to strive toward, how many hours of volunteer work each week on average do you think Americans should perform?

Volunteer hours per week	Percentage who would like to volunteer this amount	Percentage who did volunteer this amount
None	1.7%	45.6%
Less than 1 hour	2.3%	11.1%
1 to 2 hours	12.7%	11.8%
2 to 3 hours	13.7%	9.0%
3 to 4 hours	5.9%	4.4%
4 to 5 hours	5.4%	4.0%
6 hours or more	11.9%	14.1%

Charitable Giving and Volunteering Soared From 1987 to 1989

Continued from Page 1
charitable causes in 1989, according to *Giving USA*, an annual estimate prepared by the American Association of Fund Raising Counsel Trust for Philanthropy. The *Giving USA* figures and a Roper poll conducted earlier this year generally support the Independent Sector findings, although they differ in some details.

Seeking Moral Values

Two activities that correlate strongly with charitable giving also soared, the survey showed:

Volunteering. Some 98.4 million adults—54 per cent of adult Americans—volunteered their time, up 23 per cent from 80 million two years ago. The survey also found that volunteers gave an average of \$1,022 in 1989, nearly three times the \$357 average contribution from non-volunteers. And volunteers gave more than they had before—2.6 per cent of average household income, up from 2.1 per cent in 1987.

Religious worship. The number of people who regularly attend religious services is rising: 37 per cent said they attended services weekly, up from 29 per cent in 1987. Seventy per cent reported that they held memberships in churches, synagogues, or mosques, up from 65 per cent. People who worship regularly made 70 per cent of all contributions to charity, and gave more to non-sectarian causes than those who did not worship. Those who were members of a congregation gave an average of 2.4 per cent of household income to charity, compared with 0.8 per cent for households with no formal religious affiliation.

Ms. Hodgkinson speculated that because many baby boomers are now raising their own offspring, they are joining religious groups to instruct the children in moral values.

"The schools stopped teaching values a long time ago," she said. "Mom's working, so there's not as much guidance from home. Parents are turning to religion for help. And once they are in local congregations, they become educated about other causes and needs, and their giving and volunteering goes up."

Steps to Increase Giving

In an analysis of the survey, Ms. Hodgkinson identified several steps that she said could lead to increased giving:

Encourage volunteering. Since volunteers give more than non-volunteers, an increase in their number would lead to increases in giving. One way to get more people to volunteer is to ask them: Many more people respond when they are directly asked, the study found. Over 40 per cent of the respondents reported that they had been asked to volunteer, and 87 per cent of that group did so. By comparison, 57 per cent had not been asked and, of those, only 30 per cent volunteered.

The data indicated that some groups would volunteer a lot more if asked. Groups that received the fewest requests to volunteer in 1989 were health care (26 per cent) and

panics (27 per cent), youths aged 18 to 24 (31 per cent), and people with household incomes below \$20,000 (26 per cent). But when people in those groups were asked to volunteer, they did so at the same or greater frequency as other groups.

Encourage pledging. Pledging a percentage of income to charitable causes, setting a dollar amount to give to charity each year, and including a charitable bequest in a will all increase giving, the study found.

For example, people who pledged a percentage of their income to religious causes made an average contribution of \$1,934, or 5 per cent of household income, to

charity. That was more than twice the average—\$894, or 2.3 per cent of income—given by those who did not pledge.

"If you think about your giving seriously, chances are, you'll increase it," says Ms. Hodgkinson.

Extend the charitable deduction. The study provided new evidence that tax policy influences the size of the gifts that people make to charity. People who planned to itemize their tax deductions and claim their gifts to charity gave more than three times as much money as those who did not claim a charitable deduction: \$1,456 versus \$434.

Encourage women to give more.

Women consistently gave less than men, regardless of other factors. Giving by women dropped from \$700 in 1987 to \$693 in 1989, while men said they had given \$1,294 last year, up from \$888 in 1987.

"If women gave as much in money as they do in time, giving in this country would soar," said Ms. Hodgkinson.

Encourage Catholics to give more. Although Catholics, who account for about a quarter of the U.S. population, gave more money over the past two years, they still lagged behind other religious groups, the study found. Catholic households gave an average of

\$515, or 1.3 per cent of income, up from \$341, or 1 per cent of income, in 1987.

By comparison, Protestant households gave \$842, or 2.1 per cent of income, up from \$616 per cent of income. Jewish households gave \$1,854, or 3.8 per cent of income, more than double \$689, or 1.4 per cent, they gave in 1987.

"If Catholics increase their giving, you will measurably increase giving in this country," Ms. Hodgkinson said.

Why People Give

People who said they held religious beliefs, personal values, and views about society more likely than others to give

Continued on Pa

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Factors That Influence Giving

	Average Contribution	Percentage of Income Contributed
Church attendance		
Those who attend church	\$ 362	2.4%
Weekly or nearly every week	1,386	3.8%
Once or twice a month	301	1.5%
Only a few times a year	423	1.3%
Those who do not attend church	293	0.8%
Worries about money		
Those who have money worries	343	1.8%
Those who do not have money worries	956	2.3%
Claiming a charitable tax deduction		
Those who claim a charitable deduction	1,456	3.1%
Those who itemize but do not claim a charitable deduction	434	1.0%
Those who do not itemize	363	1.2%
Pledging gifts to church, synagogue or mosque		
Those who pledge an annual amount	1,943	5.0%
Those who do not pledge an annual amount	894	2.3%
Those who pledge a weekly amount	1,480	3.4%
Those who do not pledge a weekly amount	954	2.7%
Pledging gifts to non-religious charities		
Those who try to give a percentage of their income	1,299	3.1%
Those who do not try to give a percentage of their income	1,018	2.4%
Those who try to give a certain amount each year	1,115	2.5%
Those who decide each gift on its merits	696	2.4%

Giving to Different Kinds of Charities

	Percentage who gave	Average contribution		
	1987	1988		
1. Religion	62.5%	53.2%	\$375	\$477
2. Health	23.9%	32.4%	31	46
3. Human services	23.9%	23.0%	50	60
4. Youth development	18.5%	21.6%	16	28
5. Education	15.1%	19.1%	44	56
6. Environment	10.6%	13.4%	9	12
7. Public and societal benefit	6.5%	11.2%	10	13
8. Arts, culture, and humanities	8.0%	9.6%	21	19
9. Private and community foundations	4.8%	6.4%	7	7
10. Recreation—adults	—	6.2%	—	8
11. International, foreign	4.2%	4.2%	12	8
Other	1.3%	3.0%	10	6

Note: Charities are ranked according to the percentage who gave to them in 1989.
SOURCE: INDEPENDENT SECTOR

Who Gave to Charity and How Much They Gave

	Percentage who gave to charity		Average contribution to charity		Percentage of income donated to charity	
	1987	1988	1987	1988	1987	1988
All	71.1%	75.1%	\$790	\$978	1.9%	2.5%
Sex						
Male	68.9%	71.9%	888	1,294	2.1%	3.1%
Female	73.1%	78.1%	700	683	1.8%	1.8%
Race						
White and other	73.6%	76.7%	816	1,010	2.0%	2.5%
Black	60.5%	60.9%	490	653	1.6%	2.1%
Hispanic	56.2%	62.2%	273	478	1.0%	1.5%
Age						
18-24	54.1%	53.9%	219	484	0.6%	1.2%
25-34	67.7%	70.0%	625	893	1.6%	2.1%
35-44	76.5%	86.3%	825	956	1.8%	2.2%
45-54	76.3%	78.6%	1,066	1,098	2.1%	2.3%
55-64	79.4%	79.9%	1,094	1,420	2.6%	3.6%
65-74	72.4%	78.8%	959	1,070	3.1%	4.4%
Over 75	75.0%	76.7%	737	696	3.0%	3.2%
Income						
Under \$10,000	48.0%	49.0%	172	379	2.8%	5.5%
\$10,000-\$19,999	67.1%	65.1%	429	485	2.5%	3.2%
\$20,000-\$29,999	73.4%	76.9%	666	728	2.5%	2.9%
\$30,000-\$39,999	77.3%	81.9%	769	894	2.0%	2.6%
\$40,000-\$49,999	72.9%	84.5%	933	831	1.9%	1.8%
\$50,000-\$74,999	84.3%	85.5%	1,015	1,096	1.5%	1.8%
\$75,000-\$99,999	75.0%	92.1%	1,602	2,793	1.7%	3.2%
\$100,000 and above	79.8%	86.8%	2,225	2,893	2.1%	2.9%
Marital status						
Married	78.6%	79.7%	967	1,132	2.1%	2.6%
Single	55.8%	60.8%	293	654	0.8%	1.7%
Divorced, separated, or widowed	60.8%	72.8%	493	592	1.9%	2.6%
Employment status						
Employed	72.8%	77.3%	797	1,097	1.8%	2.4%
Full-time	72.6%	76.4%	788	1,163	1.7%	2.5%
Part-time	73.5%	81.6%	826	806	2.9%	2.0%
Not employed	68.0%	70.3%	779	734	2.4%	2.5%

Public Attitudes Toward Charity

	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
The need for charitable organizations is greater now than five years ago	31.6%	49.7%	10.8%	1.4%	6.5%
Charitable organizations are more effective now in providing services than five years ago	13.7%	43.3%	22.0%	3.1%	17.9%
I place a low degree of trust in charitable organizations	4.9%	23.5%	50.4%	13.4%	7.7%
Most charitable organizations are honest and ethical in their use of donated funds	11.2%	59.4%	15.9%	3.6%	9.8%
On the whole, I believe that my donation is put to an appropriate use when I give to a charitable organization	17.1%	63.1%	8.6%	1.5%	9.8%
I believe most charitable organizations are administered by honest people	10.8%	64.3%	13.2%	2.3%	9.4%
Most charitable organizations are wasteful in their use of funds	4.6%	21.1%	48.4%	13.4%	12.6%

Levels of Confidence in Institutions

Rank	A great deal	Quite a lot	Some	Very little	Can't say
1. Private higher education	22.8%	35.4%	29.1%	6.3%	6.4%
2. Public higher education	19.3%	37.3%	32.4%	8.1%	2.9%
3. Charities providing health or social services	16.0%	37.8%	37.1%	7.2%	2.0%
4. Private elementary or secondary education	21.2%	31.4%	33.8%	7.7%	5.8%
5. Public elementary or secondary education	20.0%	32.2%	34.4%	11.9%	1.6%
6. The military	19.6%	31.5%	32.0%	14.1%	2.9%
7. Federated charitable appeals (e.g., United Way)	16.5%	34.1%	32.9%	13.5%	3.0%
8. Organized religion	23.9%	25.5%	31.9%	16.0%	2.8%
9. Community foundations	10.1%	27.4%	45.7%	9.6%	7.2%
10. Media, such as newspaper, television, radio	11.1%	26.0%	41.8%	19.4%	1.7%
11. State and local government	9.8%	27.0%	45.2%	16.2%	1.8%
12. Federal government	9.5%	25.7%	45.4%	17.5%	1.8%
13. Organized labor	11.3%	20.0%	40.0%	24.9%	3.8%
14. Organizations that advocate a particular cause	7.6%	21.5%	47.4%	17.3%	6.2%
14. Congress	7.3%	21.8%	43.7%	24.4%	2.7%
16. Private foundations	6.1%	21.1%	48.5%	16.3%	8.1%
17. Big business	7.0%	18.8%	45.2%	25.5%	3.5%

Note: Institutions are ranked according to the total of those who agreed "a great deal" and "quite a lot."
SOURCE: INDEPENDENT SECTOR

Charitable Giving and Volunteering Soared Over 2 Years, Study Finds

Continued from Page 17

volunteer their time. Among the other key findings:

Motives. Fifty-three per cent of respondents said they felt strongly that those who have more should help those who have less. Of that group, 83 per cent actually gave.

Half of those participating in the survey said they had gained a feeling of personal satisfaction from giving and volunteering. Of that group, 81 per cent gave to charity.

Personal goals. Certain personal philanthropic goals lead to more giving and volunteering than others, the data showed. Among people who said they cared a great deal about increasing opportunities for others, 82.6 per cent gave to charity. Of those who said they strongly wanted to enhance the moral basis of society, 82.5 per cent gave. Both groups made average contributions of 3.3 per cent of household income.

People who did not report such motives as a major influence on their giving gave far less money and time to charity.

People who said that their religious beliefs had strongly influenced their charitable behavior also gave more generously: 59 per cent gave an average of 3.7 per cent of household income.

By contrast, those who reported that a personal or medical crisis, or their social or political philosophy, had been major influences on their giving gave far less generously.

First-time givers. Nearly 19 per cent of those participating in the poll said that they had given to a charity for the first time in the past year. Many of those first-time givers were in the baby-boom age group—35 to 44 years old (25 per cent). They had average household incomes between \$75,000 and \$100,000 (43 per cent). They most commonly made a first-time gift because they had received a letter asking them to give (30 per cent), had been asked to give by someone they knew well (23 per cent), or had received a phone call asking them to give (17 per cent).

People who stopped giving. Some 12 per cent of the respondents reported that they had stopped giving to an organization in the past year. When asked why they had done so, the highest number said that they suspected a misuse of their donations (18 per cent), lacked money (17 per cent), or distrusted an organization (12 per cent).

Attitudes About Charity

Americans hold more positive

attitudes toward non-profits than toward many other institutions in society, the survey showed:

Confidence. People expressed more confidence in certain types of non-profits than in such institutions as Congress, organized labor, big business, and private foundations. Private higher education got the highest approval rating. Some 22.8 per cent of those surveyed had

attitudes toward non-profits than colleges and universities. Private foundations rated second lowest, just above big business, with only 6.1 per cent expressing a great deal of confidence in them.

Honesty. Seventy-one per cent of those responding to the survey said they thought most non-profits were honest and ethical in their use of funds, while 80 per cent believed that their charitable donations had been put to an appropriate use.

Need. Eighty-one per cent of the respondents, up from 71 per cent on the last survey, agreed that charities were more needed today than five years ago.

The Independent Sector study is the second in a planned series of biennial surveys. Copies of the full report may be purchased for \$30 from Independent Sector, 1828 L Street, N.W., Washington 20036. Computer tapes are also available.

Computer Companies' Giving; Criticism of Nader's Groups; Celebrities' Charities

"The personal computer industry is better at making money than it is at giving it away," says an article in the September 24 issue of *Infoworld*.

Only a handful of computer companies are particularly generous, says the newspaper, which covers the computer industry. Among the big givers, it says, are Apple Computer, Digital Equipment Corporation, the Hewlett-Packard Company, International Business Machines Corporation, and Microsoft Corporation.

"But most companies do not have established giving programs. "Smaller companies who've earned their entire fortunes within the last 10 years, the *nouveau riche* of the industry, have given the least back," the article says. "These younger, smaller companies are also less likely to have formalized charitable-giving activities."

Much of the giving in the computer industry goes to education, *Infoworld* says, partly because the gifts are eligible for federal tax credits and because the donations often get good publicity. The article adds: "Contributions of time and equipment to schools and other educational projects teach potential customers about P.C.'s and often enable P.C. companies to get out their marketing messages."

The article says that some observers think the computer companies will become more philanthropic as the industry matures. Jeffrey Weiss, a co-founder of SOCALTEN, a group of executives at southern California technology companies, told the paper: "They have the excuse that they've been growing and haven't had the infrastructure to determine which charities to support. They're probably ready to give their fair share."

IN NEW ENGLAND, HARDEST RECESSION IN U.S. TAKES HOLD

SWIFT REBOUND UNLIKELY

High-Technology Companies and Military Contractors Cut Back as Taxes Rise

By FOX BUTTERFIELD

Special to The New York Times

LOWELL, Mass. — After a decade of spectacular growth built on the pillars of high-technology industries, military contractors and financial services, New England has plunged into recession, the worst of any region in the country.

In an economy that has had the highest per capita income and housing prices in the country, unemployment is rising rapidly in all six states in the area, real estate prices are falling and the growth of wages is slowing.

Five states — Maine, Massachusetts, New Hampshire, Rhode Island and Vermont — suffered job losses in the last year, the only states to do so, said Sara Johnson, a regional specialist with DRI/McGraw-Hill, an economic consulting organization in Lexington, Mass. The other state, Connecticut, had a job growth rate of only 0.1 percent, giving it the seventh-worst record after the other New England states and Michigan.

An Important Measure

Job growth is important, Ms. Johnson said, because economists often use that as the best measure of a state's economic performance. It is particularly important because the Federal Government does not calculate output by state, as it does for the nation as a whole with the gross national product.

"We're suffering a big hangover from the party we threw in the 1980's," said Nicholas S. Perna, chief economist for the Shawmut National Bank in Boston. "I call it life in the slow lane."

Ten years ago, for instance, Pauline Anton eagerly quit her job to take a new position with Wang Laboratories Inc., then emerging in the fast lane as the world's leading maker of word processors and the force behind the revival of Lowell, an old mill town.

"It was a career move, I was looking for security," Mrs. Anton said of her decision to leave her job at a smaller electronics company. But facing increased competition and poor business decisions in the last two years, Wang has cut its work force to 21,000 from 31,600, and Mrs. Anton was registering recently to collect unemployment benefits in this city where the first American industrial revolution blossomed in the 19th century.

Foreclosures Are Doubling

The situation has become so bad that personal and business bankruptcies in the first six months of this year are about double the level in the first half of 1989 in each New England state, according to the United States Justice Department. Real estate foreclosures in Massachusetts jumped to 3,497 in the first half of this year, against 1,441 in same period in 1989, according to

Banker and Tradesman, a weekly trade publication in Boston.

The Land Court in Boston is where many such cases are filed, and The Boston Globe reported its figures as showing 254 residential and commercial foreclosures in 1985 during the boom. The number more than doubled in 1988, to 546, and in 1989 the number more than doubled again, to greater than 1,200.

Throughout New England, states and local communities have begun slashing services as tax revenue has sharply fallen. In Laconia, N.H., for instance, the City Council has eliminated kindergarten, achievement tests and sports and all other extracurricular activities like band and chorus.

The Outlook

How Long Will Downturn Last?

The major question is: What kind of a downturn is New England facing? It could be just a normal cyclical correction after one of the greatest periods of regional growth in modern American history.

Or is it a long-term structural contraction, as the industries on which New England's prosperity was built undergo permanent decline? These include high-technology companies like Wang, many of which made the now out-of-fashion minicomputers or word processors; military contractors imperiled by the winding down of the cold war, and financial service companies, which have suffered since the stock market crash of 1987.

Unlike those who expect the pillars to last a long time, the optimists say they believe that the worst will happen this year or next year as wages and real estate prices continue to fall and that then a gradual rebound will occur.

"The down cycle was inevitable as we hit the wall" with an unemployment rate below 3 percent and wages rising almost 10 percent a year, said Karl Case, a professor of economics at Wellesley College. "We priced ourselves out of the market so business just didn't want to invest here. This is nothing to do with high technology defense."

At the height of the boom years, 1987, for example, Boston became the highest-priced housing market in the country. Today, the city has dropped being the fifth-costliest housing market, with the median price of an existing single-family house at \$182,300, according to the National Association of Realtors. But that is still almost double the national median of \$95,900.

But other economists see deeper problems. "This is not just cyclical; it's also structural," said Barry Bluestone, a professor of political economy at the University of Massachusetts Boston.

In his view, the pillars on which the New England economy has been built, like the high-technology and military businesses, are in trouble and may have to shrink. "There will be a period of painful readjustment," he said.

Diane Swonk, an economist with the First National Bank of Chicago who wrote a recent study called "Regional Winners and Losers," predicts that "New England will be at the bottom of all the regions for growth in the 1990's."

The Advantages

Competitive Edge Will Not Go Away

Most economists agree, however, that even with much slower growth, New England will remain one of the country's most affluent regions. The Commerce Department's Bureau of Economic Analysis projects that Connecticut, which ranks first among all states in per capita income, with \$18,500 a year, will still be No. 1 in the year 2000. Similarly, Massachusetts, which is fourth, is expected to remain in that position, while New Hampshire, which is seventh, is expected to keep

Economic Pulse



New
England
A special report

that ranking. The worst drop is expected to occur in Maine, falling to 30th from 28th.

One reason for hope that the economy will rebound, experts say, is that New England will retain its main competitive advantage: the large number of universities that produced the founders of companies like Wang and the Digital Equipment Corporation, the biggest employer in both Massachusetts and New Hampshire. "Universities are our natural resource, and we were able to mine them when the information age came in the 80's," Mr. Bluestone said.

New England has the highest percentage of employees in professional, technical and managerial jobs of any of the eight regions counted by the Commerce Department, said Andrew M. Sum, the director of the Center for Labor Market Studies at Northeastern University in Boston.

The economists also stress that the growth of the 1980's in New England

icut and Madeleine Kunin of Vermont — deciding not to run again. And while the three Republican Governors in the region are running again, two of them, William DiPrete of Rhode Island and John R. McKernan Jr. of Maine, appear to be in trouble, and Judd Greg of New Hampshire faces an unexpectedly tough campaign.

But despite this abundance of difficulties, most economists believe that New England is far from being in as bad shape as Texas was in the late 1980's when the price of oil declined. They estimate that after the regional economy works off some of the high costs of labor and housing, it will resume a period of slower growth sometime in the next few years.

"The real question is how long it will take us to work off the excesses of the 80's," said Frederick Breimyer, president of the New England Economic Project, a nonprofit organization that does regional economic analyses.

New England still has several potential advantages, Mr. Breimyer and other economists say. For one thing, it has an older and slower-growing population than most other regions and attracted few new residents even in the boom years, a result partly of its high housing costs and of its climate. But this slowly growing population also means that any improvement in the economy will reduce unemployment faster than in regions with greater population growth.

The Future

Region Adds Up Pluses and Minuses

There is more bad news to come. Because New England, particularly Massachusetts and Connecticut, benefited disproportionately from the military buildup in the Reagan years, the region will be harder hit than much of the nation as the Pentagon's budget is cut in the next few years, said Yolanda K. Henderson, an economist with the Federal Reserve Bank in Boston.

In a study published in June by the Federal Reserve, Ms. Henderson estimated that New England could lose \$4.1 billion to \$9.6 billion in military funds by 1995, roughly double the national average, and from 57,000 to 134,000 jobs.

The recession, which has led to sharp declines in state tax receipts and caused havoc with state budgets, has resulted in tax increases or budget cuts or both in each state. For example, the largest tax increase in the history of Massachusetts was signed into law last week in an effort to raise more than \$1 billion to pay for a deficit in the fiscal year that ended on June 30 and to balance the budget for the current year.

The developments have taken a toll on New England's politicians, with the three Democratic Governors — Mr. Dukakis, William A. O'Neill of Connect-

icut and Madeleine Kunin of Vermont — deciding not to run again. And while the three Republican Governors in the region are running again, two of them, William DiPrete of Rhode Island and John R. McKernan Jr. of Maine, appear to be in trouble, and Judd Greg of New Hampshire faces an unexpectedly tough campaign.

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But there remains the critical question of what will happen after New England returns to a normal slower pattern of development in the next few years, as Mr. Perna put it.

Can New England, drawing on its universities and high-technology resources, develop new industries or revitalize its faltering electronics companies so that it can continue having one of the highest rates of productivity growth?

There are some candidates for new industries: computer software and biotechnology are often mentioned. But Mr. Bluestone is dubious. "They won't be the white knight," he said. They employ too few people and there is too much competition from parts of the country that missed out on the computer manufacturing boom in the 1980's.

More important to Mr. Bluestone is how "the current pillars are restructured," meaning how well the big companies like Digital can develop new products to replace its minicomputers or Pratt and Whitney in Hartford can make the transition from manufacturing military jet engines to engines for civilian airliners.

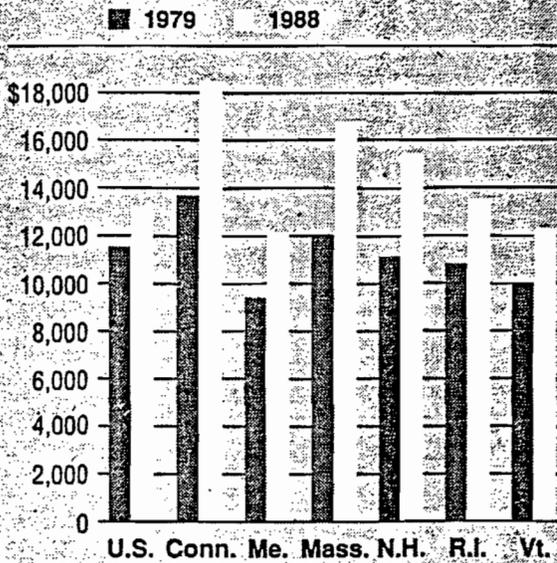
The evidence on this question so far is mixed.

Still, a number of the economists are optimistic. "My gut feeling is, if the American economy is going to make it, it will be in technology," said Professor Case of Wellesley College. "And technology is what we do best."

New England: Boom to Bust

Income Increased . . .

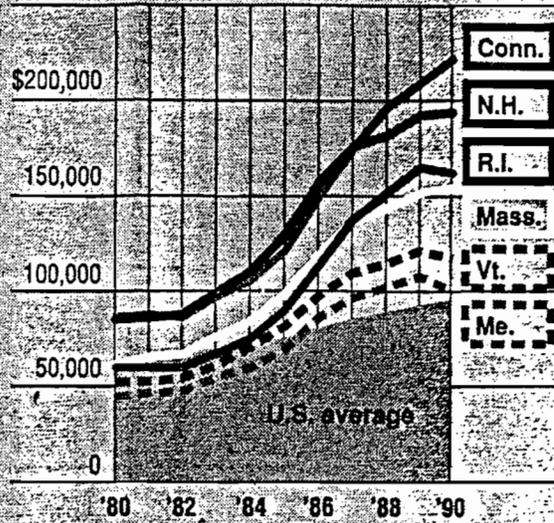
Average per capita income, in 1982 dollars.



Source: Commerce Department

While Housing Prices Soared

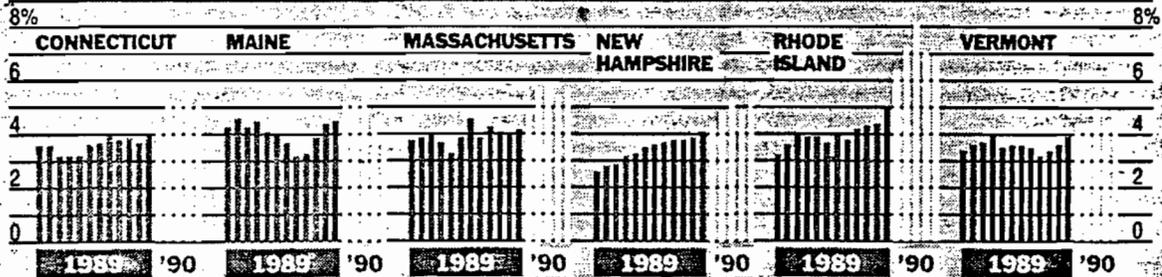
Average single-family home prices in each state. Figure for 1990 is a first-quarter average.



Source: First National Bank of Chicago

But Unemployment Is on the Rise . . .

Unemployment rates in each state each month.



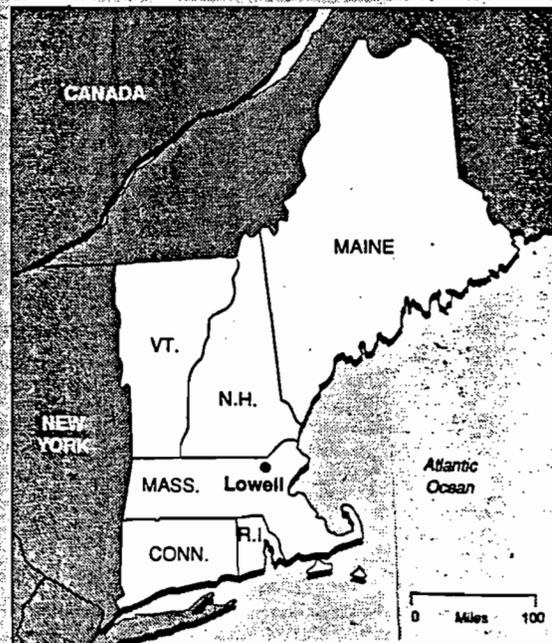
Source: Bureau of Labor Statistics

And Military Spending Is Likely to Drop

Average per capita military spending for 1987-89, and the projected amounts for 1995, if cuts in military spending are made.

	Average military spending	After a 2% cut overall	After a 4% cut overall
Connecticut	\$1,651	\$1,271	\$947
Maine	480	352	272
Massachusetts	1,405	1,181	864
New Hampshire	437	370	278
Rhode Island	446	374	293
Vermont	241	187	141
New England	1,176	954	706
U.S.	514	422	314

Source: First National Bank of Chicago



Computer earnings continue their slide

By Gordon McKibben
GLOBE STAFF

There was more bleak news on the high technology front yesterday as Data General Corp. and Teradyne Inc. reported big losses and falling sales, following Wednesday's first-ever loss reported by Digital Equipment Corp. of Maynard.

Data General failed to pull out of its long tailspin as hoped in the third quarter and the company is "not likely to be profitable" in the fourth quarter, chief executive

officer Ronald L. Skates said yesterday.

The Westborough computer maker's third-quarter net loss was 71 cents a share, compared with 79 cents in the 1989 third quarter. Sales in the quarter fell to \$302.4 million from \$306.1 million, due mostly to the continuing fall in demand for the company's proprietary line of minicomputers.

The one-time high-flying minicomputer maker, which suffered its fifth consecutive quarterly loss, paid the price for surprising Wall Street, which had expected a loss of

HIGH TECH, Page 22

Weak sales hit DG, Teradyne

■ HIGH TECH

Continued from Page 21

about 40 cents. Data General stock lost more than 10 percent of its value in active trading yesterday as the share price fell 1 to 7/8.

Teradyne, the Boston maker of test systems for electronic and telecommunications producers, reported quarterly sales off nearly 17 percent to \$108.5 million, and a net loss of \$6.9 million, compared with net profit of \$5.5 million in the 1989 quarter.

Teradyne vice president Frederick Van Veen blamed the figures on weak capital spending in industry, but added that Teradyne is encouraged by a pickup in orders in recent weeks. In particular, he said, there has been strong new business for the

Boston division's signal testing equipment.

Teradyne stock closed yesterday

at 8 1/2, down 1/8.

At Data General, Skates said in an interview that he is "disappointed in the results," which fell far short of his projections last spring for a possible breakeven third quarter and profitable fourth quarter. He said the company will take every opportunity to cut costs further — they were reduced \$14 million in the third quarter.

No layoffs are planned but "we can't say we will or won't have layoffs," Skates said. Since Skates arrived at Data General less than four years ago, the work force has been reduced from more than 18,000 to about 11,600.

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. Of the total, \$5 million will form the basis of the Museum's operating endowment, income from which will support education programs and collections management. The remaining \$2.5 million will repay an interest-free loan for the purchase of the Museum's building. Most important, the Campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The 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.

The \$7.5-million goal has two equally important segments: \$2.5 million will be applied toward the purchase of the Museum's building and \$5 million will be placed in an endowment fund. When the Museum moved to the Boston waterfront in 1984, it was granted an interest-free loan of \$2.5 million for the building down payment. Without generous support on that level, the Museum would not have been able to grow at the rate that it has. However, the loan comes due in 1993, and the Museum is obligated to raise outside funds in order to repay it.

The establishment of an operating endowment is critical to the Museum's future. The Museum currently has no endowment or reserve fund, and every dollar of the operating budget must either be earned through 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, as well as continued expansion of the base of contributed income. However, it also calls for the creation of an endowment, a restricted fund that will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits

allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a commitment to 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 Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

May 31, 1991

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

Dear Gardner:

After a year of study and planning, we are preparing to launch the "quiet phase" of The Computer Museum's Capital Campaign. As you know, the Campaign was initiated to address two critical needs: the \$2.5-million loan repayment for its building; and the establishment of an endowment.

As we launch this Campaign, we are confident that the Museum will reach its goal. The clear momentum and direction that the Museum has achieved in the past few years will be most helpful. We are fortunate to have an international group of individuals, corporations, and foundations, to which we can turn for support.

I have agreed to Chair the solicitation of Campaign gifts from members of the Museum's Board. As with every campaign, this is the first stage, and is absolutely necessary before we can ask others to contribute. Our goal is to obtain 100 percent participation of the Board, with gifts and pledges that are generous within the means of each individual. We must complete Board pledges by the October board meeting.

Together with other Campaign volunteers, I plan to contact every member of the Board within the next few months to schedule a personal meeting to discuss the Campaign and their commitment to it.

Enclosed is a copy of the draft of the Campaign "Case for Support". We welcome your comments on it.

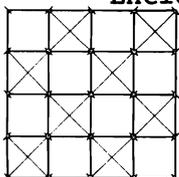
I look forward to talking with you in the coming months. Thank you in advance for your support.

Sincerely,

Tommy Pell
Anthony D. Pell
Chairman, Board Campaign Gifts

We're off and running...

Enclosure



THE COMPUTER MUSEUM
CONFIDENTIAL PROSPECT PROFILE

CONFIDENTIAL

David Marbury (Dave) Donaldson, Esquire

office: Ropes & Gray
One International Place
Boston, Massachusetts 02110-2624
phone: (617) 951-7250
FAX: (617) 951-7050
assistant: Nancy Smith

home: 22 Weston Road
Lincoln Center, Massachusetts 01773
phone: (617) 259-8824

Biographical Information

- born in Lincoln, MA on 4/27/38
- married (wife, Lynn Burrows); 3 children (Sarah, Robert, Rachel - one of the girls is now a student at Harvard)
- Unitarian (deacon, First Parish Church in Lincoln)
- A.B. in 1960 and L.L.B. in 1963, Harvard University
- Board, Radcliffe College
Emerson Hospital (and Campaign volunteer)
Harvard Law School (visiting committee)
Carroll School (trustee)
- Secretary, Harvard Class of 1960
Member, Harvard Club of Boston
- Member, WGBH Endowment for Program Excellence Campaign Committee
- Town of Lincoln, Planning Board (1967-78)
Moderator (1978-present)
- neighbor of Ken Olsen (Digital)

Professional History

- 1963-65, Lecturer, Law, University of Singapore
- 1965-present, Partner, Ropes & Gray
(chairman, tax department and expert on tax-exempt organizations and charitable contributions)
- Lecturer, Harvard University Extension School
- Director, Charrette Corp.
Lemire & Co., Inc.
- Author, Harvard Manual on Tax Aspects of Charitable Giving
- Fellow, American Bar Foundation
ABA Society
- Member, National Association of College and University Attorneys
(director 1985-89)
American Bar Association
Massachusetts Bar Association
Boston Bar Association (board, Volunteer Lawyers Project)

Indicators of Wealth

- No published record of investments available.
- Property: House and lot at 22 Weston Road assessed at \$625,800; also own house and lot at 33 Tower Road in Lincoln, assessed at \$384,200 and adjoining lot (3 acres held under a 30-year conservation), assessed at \$20,200. David and Lynn are co-owners of all properties and all assessments are for fiscal year 1991 and reflect the full and fair market value.

Confidential Prospect Profile
 David M. Donaldson
 Page Two

CONFIDENTIAL

TCM Affiliation

- 1983 - present, Board of Directors
- 1984 - present, Museum Wharf Board
- 1991, Campaign Committee
- former member, Executive Committee
- Nominating Committee (Vice Chair)
- 1/17/91, hosted long-range planning retreat at Ropes & Gray
- provides pro-bono counsel

Possible Solicitors

Gardner Hendrie
 Tony Pell
 Bill Poduska
 Ed Schwartz
 Oliver Strimpel

TCM Personal Giving History

12/30/90	\$5,000	Annual Fund '91
12/21/89	5,000	Annual Fund '90
12/29/88	1,000	Annual Fund '89
12/19/88	5,000	Capital Campaign (final payment on \$10k pledge)
12/23/87	5,000	Capital Campaign (first payment on \$10k pledge)
08/14/86	200	Executive Committee retreat expenses
12/85	100	Membership
11/09/84	5,000	Capital Campaign (from JH Holdings Corp.)
EST. TOTAL \$26,300		

TCM Corporate Giving History (Ropes & Gray)

12/31/90	\$3,000	Corporate Membership - Patron
12/27/90	1,500	Breakfast Seminar Sponsorship
02/01/90	3,000	Corporate Membership - Patron
09/28/88	3,000	Corporate Membership - Patron
07/26/88	889	Breakfast Seminar Sponsorship
07/25/88	1,000	Computer Bowl '88 cheerleader
11/24/87	3,000	Corporate Membership - Patron (from JH Management)
08/28/86	563	Breakfast Seminar Sponsorship
01/07/86	3,000	Corporate Membership - Patron
EST. TOTAL \$18,952		

Other Giving

- Harvard - significant donor, gave \$5,000 in 1983 and \$38,000 in 1986 (possibly a 25th reunion stretch gift), more recent giving could not be determined.
- WGBH - in 1989/90, gave annual gift (The Ralph Lowell Society) of between \$2,500 and \$4,999

Next Step

6/13/91 Pell and Strimpel to solicit for Board Campaign gift

Sources: Board files/Development files; Database; Who's Who in America, 1990/91; Town of Lincoln Assessor's Office; WGBH Financial Year 1990 report.

JW: 6/4/91

The Computer Museum

300 Congress Street
Boston, MA 02210

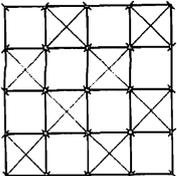
(617) 426-2800

CAPITAL CAMPAIGN

Working Capital Group Meeting 11/20/90

AGENDA

- 1) Discussion of proposed plan and time table
- 2) Recruitment and scheduling of Planning Committee
- 3) Hiring consultant
- 4) Hiring staff coordinator/review of job description



The Computer Museum

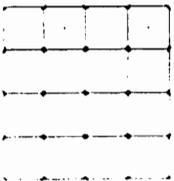
300 Congress Street
Boston, MA 02210

(617) 426-0300

Campaign Coordinator

Reporting to Director of Development and Public Relations, the Campaign Coordinator will assist the board and key staff in all aspects of the Capital Campaign coordination and implementation. Responsibilities will include:

- Organizing and scheduling meetings and appointments for and with board, staff, volunteers, consultants, and prospects
- Researching, developing, and maintaining prospect lists
- Maintaining prospect and donor data base
- Drafting and distributing campaign related correspondence and mailings
- Coordinating campaign related staff efforts
- Organizing and scheduling all cultivation events and activities



VI. RECOMMENDATIONS

1. The Board should appoint an ad hoc planning committee. This group should work with the Museum staff to review and clarify long-range plans for programs, exhibits, collections, fund raising, and marketing. An overall strategic plan, or business plan, should be developed showing the institution's goals and objectives and strategies for achieving them. The value of this plan in fund raising -- particularly among The Computer Museum's target constituency -- cannot be overemphasized.

2. A case for support should be prepared for use in annual and capital campaign fund raising. The case will serve as the basis for all campaign materials. It should reflect the Museum's strategic plan and need for building and endowment support, and should include the following points.

- a. The Museum serves a national and international audience through collections, research offerings, exhibits, and programs. It is a resource to other educational institutions and museums, offering exhibit kits and traveling exhibits, and serving as a model for education in computer literacy. It has a long-range plan in place to further strengthen its educational role and geographical scope through outreach and cooperative programming.
- b. The Museum is the only institution of its kind. It functions as the central repository for the history of the computer industry.

- c. Although it was founded with the generous support of a single corporate donor, the Museum has succeeded in attracting a wide range of funders. One objective now is to reach -- as audience and funders -- the large group of individuals and corporations that use computers but are not directly involved in the computer industry.

The case must also demonstrate the specific benefits that will derive from the purchase the Museum building and establishment of an endowment education.

3. The Museum should conduct extensive prospect research and distribute prospect dossiers to a development review committee. In preparation for a campaign, all donor and prospect files (national and international corporations, foundations, and individuals) must be brought up to date and assessed by a prospect review committee. All prospects must be assessed as to readiness for solicitation for an annual gift, specific project support or sponsorship, or a campaign pledge.

4. A Campaign Steering Committee should be recruited. An effective campaign chairman should be an individual of national or international prominence, capable making of a significant campaign gift, and able to devote volunteer time. The campaign may be structured with an honorary chairman in addition to a working chairman. The committee should include subcommittees for different segments within

the industry, Board gifts, Cultivation, Prospect Review, Foundation Gifts, and such giving levels as Lead Gifts, Supporting Gifts, and Community Gifts. (See Appendix A.)

5. The Museum should make a special effort to cultivate West Coast prospects. In general, donors from the West Coast currently view the Museum as a valuable institution in terms of its role as a central repository and educational model, but feel a primary obligation to support local non-profit institutions. The Museum can communicate its national role through the Computer Bowl, temporary exhibitions, and cooperative programming with other local institutions. The Board should continue to appoint Directors and Trustees from different geographical regions.

6. The Development Office should strengthen communication with the New England funding community. Representatives from foundations and corporate giving programs should be added to all Museum mailing lists for press releases, invitations, and general announcements. Individual meetings with funders should be scheduled, preferably for Museum tours.

7. All participants in this study should be thanked. A brief letter should be sent to all interviewees, thanking

them for their time and informing them (in general terms) of the Museum's plans.

8. As the campaign progresses, the Development Office should assess personnel needs and add staff. It will be essential that all campaign communication be conducted with efficiency and a high standard. A campaign coordinator/researcher should be added to the staff early on, and other positions (administrative assistant and director of major gifts and/or corporate and foundation gifts) later on.

9. The Museum should institute a formal cultivation program. A brief audio-visual program, based on the campaign case for support, should be prepared for showing in informal social gatherings of campaign prospects. The objective of the cultivation program should be to introduce prospects to the Museum and its long-term funding needs. A Cultivation Chairman should be appointed to supervise this effort.

10. The Museum should continue to seek new sources of support for annual and project support. Not all of the Museum's prospects will be interested in supporting the campaign. In fact, many corporations have already indicated that their preference is to sponsor specific programs and exhibits. Throughout the campaign effort, the Museum should

continue to identify and cultivate donors for annual and project support, and should continually review and upgrade what means of recognition it can offer sponsors.

11. Campaign Timetable

A. Campaign Preparation and Institutional Advancement: November 1990 - October, 1991

~~DECEMBER~~, - ~~February~~
November, 1990 - January, 1991

- Appoint ad hoc planning committee
- Prepare strategic plan
- Prepare campaign case for support
- Hire campaign coordinator/researcher
- Begin prospect research and review
- Identify candidates for campaign chairman and honorary chairman
- Hold regular meetings of Capital Funds Working Group

~~March~~ - ~~May~~
February - April, 1991

- Complete case for support
- Prepare audio/visual presentation
- Review all prospect lists
- Identify prospects for annual support
- Recruit campaign chairman
- Recruit campaign steering committee
- Continue prospect research
- Solicit Board and lead gift pledges
- Develop recognition opportunities/naming opportunities for annual, project, and campaign donors
- Hold meetings with local funders
- Develop structure for a Museum "friends" group; recruit chairman

~~June - August~~
May - July, 1991

- Produce audio/visual presentation
- Hold meeting of campaign steering committee
- Hold volunteer training seminar
- Launch cultivation program
- Solicit Board and lead gift pledges
- Contact local funders for personal meetings
- Continue prospect research

June - ~~December~~
May - October, 1993

Continue to submit and follow up corporate and
foundation proposals
Conduct direct mail phase of campaign to lower-level
donors
Follow up all outstanding solicitations
Plan and hold victory celebration
Continue to conduct prospect research and review for
annual and project support

November 1, 1990

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

Dear Gardner:

I think that some of the "case" ideas of the Directors' meeting were excellent and imaginative.

My view is that the fund raising for specific programs is an "easy" fund raising activity for the Museum. It has had great success in this in the past and should continue to do so going forward. I do not share the general optimism that \$ will easily be raised for the Museum's endowment. Perhaps the theme for the campaign can be to raise the funds to build the support and staff to be the innovative producer of programs and products which relate broadly to computer education. This would enable the Museum to go out as specific program ideas are developed to find sponsors for those programs. The key, in my view, is to link the two efforts for the fund raising drive but to be clear that the \$5,000,000 campaign is for general, not specific, purposes. The opportunity is to be the Channel 2 of the Science Museum world - The entity to which Science Museums around the world look for innovation and products relating to computer education and training.

Some care should be exercised in accepting illiquid stocks. The Museum has already had some experience with this. As you know, these values can be pretty fragile. What sort of discount should they be carried at by the Museum, and how does that price relate to what the donor - entrepreneur - is trying to claim as a charitable gift? There have been some recent incidents where museums lost their tax-exempt status for consenting to arrangements which give taxpayers inflated tax deductions. An unanticipated writedown of Museum assets would seem to be highly probable if it is carrying too much private company stock. Writedowns of fully liquid stocks are enough to worry about!

November 1, 1990

Page 2

I would like to remain involved with the capital campaign, and leave it to your discretion as to what Committee I can be most useful on.

I would like to organize a lunch to acquaint you with Dave Riddeford and Greg Stone, who are responsible for our venture capital fund. We are able to invest roughly \$1 Million in any particular company, anticipating that the payments would be in stages. Our focus is regional (i.e. the Northeast) and we concentrate on technology, medical instrumentation and services and telecommunications.

Very truly yours,



Anthony D. Pell
President

ADP/jaa

LIST OF PERSONS WHO INDICATED INTEREST IN WORKING ON THE CAMPAIGN

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

October 31, 1990

Dr. Oliver Strimpel
Executive Director
The Computer Museum
Museum Wharf
300 Congress Street
Boston, Massachusetts 02210

Dear Dr. Strimpel:

It has been our pleasure to work on the fund-raising strategy for The Computer Museum. Should the Museum wish to continue working with The Charles Webb Company, Inc. as fund-raising counsel, we would be prepared to offer the following services during the Campaign Preparation/Institutional Advancement phase of November, 1990 through October 1991.

OK 1. Facilitate and guide the development of the institution's strategic plan. The final document should be clear and concise, and should include market projections, services, operating and capital needs, financial projections, and the fund-raising plan.

OK 2. Research and write a comprehensive case for support. Two different versions would be prepared, for annual support as well as the capital campaign. Several drafts would be anticipated, with the opportunity for discussion and comments from Board, volunteers, and staff. This document would form the basis for other materials to be written by counsel, including:

OK a) the script for an audio/visual presentation;

b) a cultivation hand-out for use in the cultivation program; a brochure?

c) corporate and foundation proposals; and for cc?

OK d) a volunteer training kit.

3. Have staff to do conduct prospect research; train Museum staff in techniques for research and record-keeping; supervise donor file system.

JOS may have lesser expensive trainer for this

4. Assist in the identification, recruitment, and training of campaign volunteers, including the Steering Committee members, a campaign chairman, and chairs of campaign subcommittees.

how?

5. ^{Advise} ~~Produce~~ an audio/visual presentation for use in donor cultivation.

6. Provide specific guidance in the cultivation of West Coast prospects. Prepare specific written materials (a simple brochure, or hand-out) explaining the Museum's national and international role and documenting its achievements in different geographical areas. Work with campaign staff and volunteers to develop specific strategies for reaching donors for capital or project support.

How?
Is this different than 2B?

7. Organize a Cultivation Program, providing guidelines for the committee and volunteers, recommendations for follow-up, and recommended script for speakers. Assist in recruitment of chairman and committee and provide training and guidance.

What kind

8. Supervise Board and Lead Gift solicitation, including preparation of prospect lists, prospect review and analysis, and development of cultivation and solicitation strategies.

OK

9. ^{Advise + assist in preparing} ~~Prepare~~ a list of named gift opportunities for use in solicitation calls.

OK

10. Conduct volunteer training seminars for campaign workers.

OK

11. Provide a Monthly Action Plan for both fund-raising counsel and Museum staff and volunteers, with tasks and deadlines for the campaign.

OK
great

12. Assist in staff recruitment and training, where appropriate.

How?

13. Offer general fund-raising counsel and participation at whatever levels are necessary and appropriate, with regard to staff functions, Board and committee meetings, and direct assistance to the administration of the Museum's Development office.

?

yes 14. Attend meetings of the Steering Committee and subcommittees. as possible. [on our schedule]

15. At the close of Phase I, evaluate campaign progress and advise the Steering Committee on the adjustment of the goal.

Our fee for these services would be \$6,000 per month, invoiced on the first of each month and payable within thirty days. In addition to our fee, we invoice out-of-pocket expenses, including transportation, hotels and meals, photography and studio time for the audio/visual production, postage, photocopying, fax and courier, telephone, and other related expenses. In all cases expenses are kept to an absolute minimum commensurate with optimum service to our client's cause, and any extraordinary items are cleared with you in advance.

It is understood that The Charles Webb Company, if engaged, will be full participants in all decisions affecting the campaign and ~~that no decisions relating to it will be made without the firm's involvement.~~

This contract may be canceled by either party with or without cause upon written notice thirty (30) days prior to the month in which the contract is to be terminated.

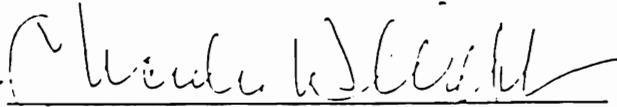
If the Board of Directors of The Computer Museum wishes to move forward with our continued assistance, this may serve as our Letter of Agreement if you will sign both copies and return one to our office.

(AGREED)

(AGREED)

The Charles Webb Company, Inc.

The Computer Museum

By: 
Charles D. Webb, President

By _____

Date Oct 31 1990

Date _____

THE COMPUTER MUSEUM
PROJECTED CAMPAIGN BUDGET

	Phase I (12 months)	Phase II (24 months)
	<hr/>	<hr/>
Consultant Fee	\$ 72,000	\$144,000
Consultant Expenses	9,000	20,000
SUBTOTAL	\$ 81,000	\$164,000
Printing	\$ 6,000	\$ 20,000
Telephone, Fax, Xerox	3,000	7,000
Staff Travel and Donor Cultivation	3,000	8,000
A/V Presentation	1,500	0
SUBTOTAL	\$ 13,000	\$ 35,000
Additional Staff Member	T.B.D.	T.B.D.
TOTAL	\$ 94,000	\$199,000

Meeting ~~4/30/90~~ 4/30/90

Gordon B.
Bill Poduska

80K/yr over 3 yrs

Ed. Fredkin

Ted Johnson

John Doerr

Bill Gates

Ken Olsen

G.C. Wendler

Pat McGovern

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

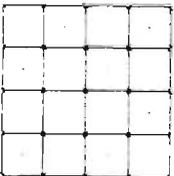
DATE: November 27, 1990
TO: The Computer Museum Executive Committee
FROM: Oliver Strimpel
RE: December 3, 1990 Agenda

The agenda for the next meeting (7:30 a.m., 5th floor conference room) is enclosed. Also enclosed are the October financial statements.

I look forward to seeing you next Monday.

/sj

Enclosures



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

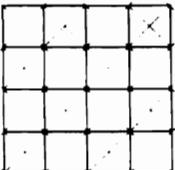
**Executive Committee Meeting
December 3, 1990
7:30 a.m.**

1. **Operations Update**

2. **Milestones Exhibit**

3. **Capital Campaign: Recommendations for planning
activities and staffing from the capital campaign
working group.**

4. **Cash flow projections based on Capital Campaign Schedule**



THE 1991 COMPUTER BOWL

Revenue Report (FY 91)
November 29, 1990

GOAL: \$300,000	COMMITTED: \$145,000	RECEIVED: \$51,000		
<u>SPONSOR</u>	<u>COMMITTED</u>	<u>RECEIVED</u>	<u>GOAL</u>	<u>SUBTOTAL</u> (committed)
<u>Presenter</u>			\$ 50,000	
ACM	\$47,500			\$ 47,500
<u>Underwriter(s)</u>			\$ 25,000	
Apple	\$10,000 (\$15,000 in-kind for set)			\$ 10,000
<u>Official Sponsors</u>			\$125,000	\$105,000
AT&T	\$10,000			
AMD	\$10,000			
Andersen Consulting	\$ 9,000	\$ 9,000		
BASF	\$ 9,000	\$ 9,000		
Kubota	\$10,000	\$10,000		
MPAE	\$10,000			
Metaphor	\$10,000			
Price Waterhouse	\$ 9,000	\$ 9,000		
Robertson, Stephens	\$10,000			
Stratus	\$ 9,000	\$ 9,000		
Visix	\$ 9,000	\$ 9,000		
<u>Satellite Sponsors</u>			\$ 15,000	\$ 5,000
Borland	\$ 5,000	\$ 5,000		
<u>Table Sponsors</u>			\$ 50,000	\$ 2,500
Forster	\$ 2,500			
<u>Cheerleaders</u>			\$ 5,000	
<u>Individual Tickets</u>				
East Coast			\$ 18,000	
West Coast			\$ 12,500	

kpj/11/29/90

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

	10/31/89 ACTUAL	FOR THE FOUR MONTHS ENDED			FY91 BUDGET	FY91 FORECAST	
		BUDGET	-----10/31/90----- ACTUAL	FAV(UNFAV)			
REVENUES:							
Operating Fund	524	561	650	89	16%	2,019	2,144
Capital Fund	361	158	168	10	6%	1,011	1,028
Total Revenues	885	719	818	99	14%	3,030	3,172
EXPENSES:							
Operating Fund	473	665	601	64	10%	1,992	1,962
Capital Fund	266	222	284	(62)	(28%)	1,138	1,238
Total Expenses	739	887	885	2	1%	3,130	3,200
NET REVENUES (EXPENSES)	\$146	(\$168)	(\$67)	\$101	60%	(\$100)	(\$28)

SUMMARY:

For the four months ended October 31, 1990, The Museum operated at a deficit of (67K) compared to a budgeted deficit of (168K). As of October 31, 1990 total cash and cash equivalents amounted to 359K.

OPERATING: Operating revenues were 16% over budget due to strong earned revenue streams. Expenses were 10% under budget due mainly to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 6% over budget. Capital expenses were 28% over budget due to unbudgeted Walk-Through Video expense in Exhibits Development (funding which was received in FY90).

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

	FOR THE FOUR MONTHS ENDED					FY91 BUDGET	FY91 FORECAST
	10/31/89 ACTUAL	BUDGET	-----10/31/90-----				
			ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted contributions:	131	\$109	107	(2)	(1%)	600	589
Restricted contributions	57	47	30	(17)	(36%)	315	309
Corporate memberships	31	55	31	(24)	(44%)	200	200
Individual memberships	15	17	14	(3)	(20%)	52	72
Admissions	133	149	275	126	85%	370	496
Store	83	112	118	6	5%	268	276
Functions	62	64	71	7	11%	153	162
Interest Income	4	3	2	(1)	0%	4	6
Other	8	5	2	(3)	(60%)	57	34
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	524	561	650	89	16%	2,019	2,144
EXPENSES:							
Exhibits Development	0	47	7	40	85%	204	175
Exhibits & Collection	44	46	45	1	2%	123	120
Education	63	82	97	(15)	(18%)	261	273
Marketing & Memberships	86	144	106	38	26%	391	370
General Management	85	83	83	0	0%	239	240
Fundraising	21	43	41	2	5%	182	183
Store	66	96	99	(3)	(3%)	232	240
Functions	22	29	28	1	3%	74	75
Museum Wharf expenses	86	95	95	0	0%	286	286
Total Expenses	473	665	601	64	10%	1,992	1,962
NET REVENUES(EXPENSES)	\$51	(\$104)	\$49	\$153	147%	\$27	\$182

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

	10/31/89 ACTUAL	FOR THE FOUR MONTHS ENDED -----10/31/90-----				FY91 BUDGET	FY91 FORECAST
		BUDGET	ACTUAL	FAV	(UNFAV)		
REVENUES:							
Unrestricted Contributions	\$11	\$15	\$30	\$15	0%	250	250
Restricted Contributions	350	143	133	(\$10)	(7%)	761	771
Interest Income	0	0	7	\$7	100%	0	9
Gain/Loss on Securities	0	0	(2)	(\$2)	(100%)	0	(2)
Total Revenues	361	158	168	10	6%	1,011	1,028
EXPENSES:							
Exhibits Development	113	83	159	(76)	(92%)	746	859
General Management	80	21	22	(1)	0%	90	85
Fundraising	21	68	53	15	22%	155	147
Wharf mortgage	52	50	50	0	0%	147	147
Total Expenses	266	222	284	(62)	(28%)	1,138	1,238
NET REVENUES (EXPENSES)	\$95	(\$64)	(\$116)	(\$52)	(81%)	(\$127)	(\$210)

THE COMPUTER MUSEUM
BALANCE SHEET
10/31/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 10/31/90	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	\$61,197			\$61,197	\$8,298
Cash Equivalents	297,985			297,985	282,190
Investments		\$0		0	53,363
Receivables	10,827			10,827	120,302
Inventory	62,697			62,697	63,212
Prepaid expenses	5,621	1,564		7,185	15,238
Interfund receivable		509,938		509,938	617,702
	-----	-----	-----	-----	-----
TOTAL	438,327	511,502	0	949,829	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	 \$438,327	 \$582,586	 \$1,737,647	 \$2,758,560	 \$2,969,036
	=====	=====	=====	=====	=====
LIABILITIES AND FUND					
BALANCES:					
Current:					
Accounts payable and accrued expenses	\$83,784	\$47,734		\$131,518	\$158,341
Deferred income	8,938	-		8,938	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	509,938	-		509,938	617,702
	-----	-----	-----	-----	-----
Total	602,660	47,734	0	650,394	792,981
Fund Balances:					
Operating	(164,333)			(164,333)	(213,272)
Capital		534,852		534,852	651,680
Plant			\$1,737,647	1,737,647	1,737,647
	-----	-----	-----	-----	-----
Total	(164,333)	534,852	1,737,647	2,108,166	2,176,055
 TOTAL LIABILITIES AND					
FUND BALANCES	 \$438,327	 \$582,586	 \$1,737,647	 \$2,758,560	 \$2,969,036
	=====	=====	=====	=====	=====

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
10/31/90

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 10/31/90	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	\$48,939	(\$116,828)	\$0	(\$67,889)	\$748,966
Depreciation			0	0	310,606
	-----	-----	-----	-----	-----
Cash from operations	48,939	(116,828)	0	(67,889)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	109,475			109,475	(83,875)
Inventory	(515)			(515)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	16,919	(43,742)		(26,823)	81,895
Deferred income	(8,000)			(8,000)	(5,292)
Prepaid expenses	9,579	(495)		9,084	(8,011)
	-----	-----	-----	-----	-----
Cash from working capital	127,458	9,126	0	136,584	(50,650)
Cash provided by/(used for) Fixed assets		0	\$0	0	(996,328)
	-----	-----	-----	-----	-----
Net increase/(decrease) in cash before financing	176,397	(107,702)	0	68,695	12,594
Financing:					
Interfund pay. & rec.	(107,702)	107,702		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
	-----	-----	-----	-----	-----
Cash from financing	(107,702)	107,702	0	0	7,564
Net increase/(decrease) in cash & investments	68,695	0	0	68,695	20,158
	-----	-----	-----	-----	-----
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	\$359,182	\$0	\$0	\$359,182	\$290,487
	=====	=====	=====	=====	=====

The Computer Museum

300 Congress Street
Boston, MA 02210

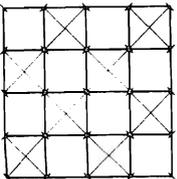
(617) 426-2800

DATE: May 4, 1990
MEMO TO: Capital Campaign Working Group
FROM: Janice Del Sesto

I wanted to remind you about our next meeting on Wednesday, May 9, at 8 am in the 5th floor conference room. On the agenda will be a review of the interviews Oliver, Gwen, and I have had with various fundraising consultants.

For your information, I am enclosing the two proposals and client information we have received from the Corcoran Company and The Charles Webb Company.

There are reserved spaces for you in front of the Museum. I look forward to seeing you on Wednesday.



April 20, 1990

MEMORANDUM OF AGREEMENT BETWEEN

ROBERT J. CORCORAN COMPANY

and

COMPUTER MUSEUM

- I. Robert J. Corcoran Company (RJCC) is pleased to furnish professional fund-raising counseling services to the Computer Museum (CM), a non-profit Massachusetts Corporation. The following will serve as a Memorandum of Agreement between the parties.
- II. RJCC will provide up to 10 hours of counseling services if needed to assist the CM in carrying out the necessary steps prior to conducting an effective feasibility study.
- III. The counseling services would include assisting the CM in:
 1. The preparation of presentation booklet explaining the institution and its needs.
 2. The development of a cross-section of individual names to be reviewed in order to identify those who would be the most knowledgeable about the feasibility of a campaign.
- IV. RJCC will undertake a feasibility study to determine the level of capital funds CM is capable of raising.
- V. RJCC agrees to provide the following professional services to CM:
 1. Create an introductory letter to be mailed by CM to those to be interviewed.
 2. Design a questionnaire to be used in interviews and in the development of specific information.
 3. Finalize the list of individuals to be interviewed concerning CM's capital needs.
 4. Arrange appointments for approximately 40 personal interviews with a cross-section of the market which best reflects opinions on the image, the proposed needs, the sources of funds, the quality of leadership, and the timing of a possible campaign.

5. Conduct personal interviews lasting on an average of one hour each.
6. Compile and evaluate the results.
7. Submit a written report to the Board of CM. If a capital campaign is appropriate, the report will detail an over-all fund-raising plan, including a realistic goal, sources of funds, a gift table, a time schedule, an organizational chart, and job descriptions of campaign leadership.

VI. If the recommendations of the feasibility study are positive and if requested by the CM, RJCC will provide up to 20 hours of counseling services to assist the CM prepare for a capital campaign.

VII. The professional fee for the counseling services of RJCC in Section II and Section VI will be billed at \$130 per hour.

The professional fee for the services of RJCC in Section IV will be \$17,500 payable as follows: \$8,750 at the mid-point of the study, and \$8,750 upon submission of the final report.

Balances outstanding in excess of 30 days are subject to a late payment charge of 1.5% per month.

VIII. In addition to the above, certain reimbursable expenses will be incurred by RJCC for CM. These expenses will include travel, telephone, and printing additional copies of the report. Expenses will be billed to CM by RJCC following the submission of the feasibility study.

When executed by the parties, this Memorandum of Agreement will take effect as a binding agreement under Massachusetts law.

Accepted this _____ day of _____, 1990.

ROBERT J. CORCORAN COMPANY

By 
President

COMPUTER MUSEUM

By _____

Past and Present Clients	Area of Activity
Adaptive Environments, Inc. Boston, Massachusetts	State
Alea III Boston, Massachusetts	Metropolitan Boston
** American Association of Neurological Surgeons Chicago, Illinois	National
** Andover/North Andover YMCA Building Fund Andover, Massachusetts	Local
Anesthesia & Resuscitation Foundation of Pittsburgh Pittsburgh, Pennsylvania	National
Anna Jaques Memorial Hospital Newburyport, Massachusetts	Local
** Appalachian Mountain Club Boston, Massachusetts	New England, New York, Middle Atlantic
Archdiocesan Urban Affairs - East Boston Collaborative East Boston, Massachusetts	Local
* Arlington Boys' Club, Inc. Arlington, Massachusetts	Local
Arlington Seniors Association, Inc. Arlington, Massachusetts	Local
Associated Day Care Services of Metropolitan Boston Boston, Massachusetts	Metropolitan Boston
Belmont Day School Belmont, Massachusetts	Local
Belmont Music School Belmont, Massachusetts	Local

Past and Present Clients	Area of Activity
Benevolent Fraternity of Unitarian Churches Boston, Massachusetts	Metropolitan Boston
Bishop Stang High School No. Dartmouth, Massachusetts	Local
Boston Cecilia Society Boston, Massachusetts	Metropolitan Boston
Boston Center for the Arts Boston, Massachusetts	Metropolitan Boston, National Foundations
Boston Children's Services Association Boston, Massachusetts	Metropolitan Boston
* Boston City Hospital Boston, Massachusetts	Local
Boston College Chestnut Hill, Massachusetts	National
** Boston College High School Dorchester, Massachusetts William McNeill Vice President of Development 436-3900	National
Boston Computer Society, Inc. Boston, Massachusetts	National
Boston Housing Partnership Boston, Massachusetts	Local
** Boston Latin School Boston, Massachusetts	National
Boston Municipal Research Bureau Boston, Massachusetts	Local
Boston Natural Areas Fund Boston, Massachusetts	Metropolitan Boston
** Boston Public Library Boston, Massachusetts	National
Boston Symphony Orchestra - Hundredth Anniversary Fund (BSO/100) Boston, Massachusetts	National

Past and Present Clients	Area of Activity
Boston 200 (Bicentennial Program) Boston, Massachusetts	National
Boston Young Women's Christian Association Boston, Massachusetts	Metropolitan Boston
** Brockton Art Center Brockton, Massachusetts	Southeastern Massachusetts
Buckingham, Browne & Nichols School Cambridge, Massachusetts	Local
Cambridge Arts Council Cambridge, Massachusetts	Local
* Cambridge Boys' Club, Inc. Cambridge, Massachusetts	Local
* Cambridge College Cambridge, Massachusetts	National
Cambridge Family YMCA Cambridge, Massachusetts	Local
Cambridge Historical Society Cambridge, Massachusetts	Local
Cambridge Street Community Development Corporation Boston, Massachusetts	Metropolitan Boston
Cambridge Young Women's Christian Association Cambridge, Massachusetts	Local
* Camp Becket in the Berkshires - Chimney Corners Camp for Girls State Executive Committee, YMCAs of Massachusetts and Rhode Island	New England, New York, Middle Atlantic
Cape Ann Historical Association Gloucester, Massachusetts	Local
** Cardinal Cushing General Hospital Brockton, Massachusetts Ms. Charlene Pontbriand Director of Development (508) 588-4000	Local
* Cardinal Cushing School & Training Center Hanover, Massachusetts	National

Past and Present Clients	Area of Activity
Careers for Later Years, Inc. Boston, Massachusetts	Metropolitan Boston
** Carney Hospital Dorchester, Massachusetts	Metropolitan Boston,
Carroll Center for the Blind Newton, Massachusetts	Metropolitan Boston, National Foundations
Center House, Inc. Boston, Massachusetts	Local
Charles River Watershed Association Newton, Massachusetts	Local
Cheney Hall Manchester, Connecticut	State
Cheswick Center Cambridge, Massachusetts	National
* Children's Aid & Family Service Fitchburg, Massachusetts	Local
Children's Discovery Museum Acton, Massachusetts	Local
** Children's Museum Boston, Massachusetts	Eastern Mass. National Foundation
Civic Education Foundation Lincoln Filene Center Tufts University Medford, Massachusetts	National
Community Music Center Boston, Massachusetts	Metropolitan Boston
Community Workshops, Inc. Boston, Massachusetts	Metropolitan Boston
** The Computer Museum Boston, Massachusetts	National
Continuum Newton, Massachusetts	Metropolitan Boston
Coolidge Corner Theatre Foundation, Inc. Brookline, Massachusetts	Local
Copley Square Centennial Committee Boston, Massachusetts	Metropolitan Boston

Past and Present Clients	Area of Activity
Creative Center for the Arts Medfield, Massachusetts	Southeastern Massachusetts
Dante Alighieri Society of Massachusetts Brookline, Massachusetts	Metropolitan Boston
* DeCordova & Dana Museum & Park Lincoln, Massachusetts	Metropolitan Boston, National sources
Dorchester YMCA Dorchester, Massachusetts	Local
Ecumenical Social Action Committee Jamaica Plain, Massachusetts	Local
Emerson College Boston, Massachusetts	Metropolitan Boston
** Emerson Hospital Concord, Massachusetts	Local
Emmanuel College Boston, Massachusetts	National
Episcopal City Mission / John Melville Burgess Fund Boston, Massachusetts	Eastern Massachusetts
Facing History and Ourselves National Foundation, Inc. Brookline, Massachusetts	Local
Faulkner Hospital Jamaica Plain, Massachusetts	State
First Night, Inc. Boston, Massachusetts	Local
First Parish Unitarian Universalist Church Arlington, Massachusetts	Local
** Fitchburg Art Museum Fitchburg, Massachusetts Peter Timms Director (508) 345-4207	Regional
* Forest Park Zoological Society Springfield, Massachusetts	Western Massachusetts
Foundation for Faces of Children Boston, Massachusetts	National

Past and Present Clients	Area of Activity
* Framingham Union Hospital Framingham, Massachusetts	Local
* The Franciscan Children's Hospital and Rehabilitation Center Brighton, Massachusetts	Metropolitan Boston
Friends of St. Mary's, Inc. Lawrence, Massachusetts	Local
Gifford School Weston, Massachusetts	Local
Good Samaritan Hospice Inc. Boston, Massachusetts	Metropolitan Boston
Greater Boston Young Men's Christian Association Boston, Massachusetts	Metropolitan Boston
Greater Boston Youth at Risk Program Boston, Massachusetts	Local
** Hancock Shaker Village Pittsfield, Massachusetts	Eastern United States
* Handel and Haydn Society Boston, Massachusetts	National
* Hingham Visiting Nurse and Community Service Inc. Hingham, Massachusetts	Local
Hospice of the Good Shepherd, Inc. Waban, Massachusetts	Local
Huntington Theatre/Boston University Boston, Massachusetts	Metropolitan Boston
* Institute for the Arts - The Cultural Education Collaborative Boston, Massachusetts	State
** The Institute of Contemporary Art Boston, Massachusetts	Eastern Mass. National Foundations
* The Irish American Partnership, Inc. Boston, Massachusetts Joseph Leary President 723-2707	National

*

Past and Present Clients	Area of Activity
* Italian Home for Children Jamaica Plain, Massachusetts Christopher Small Executive Director 524-3116	Local
* The Jones Library, Inc. Amherst, Massachusetts	Local
Judge Baker Guidance Center Boston, Massachusetts	State & National sources
Kodaly Musical Training Institute Wellesley, Massachusetts	National
* Leominster Hospital Leominster, Massachusetts Ms. Nancy Norman Director of Development (508) 537-4811	Local
Little People's School Newton, Massachusetts	Metropolitan Boston
* Longy School of Music Cambridge, Massachusetts	Local
** Louisiana Children's Museum New Orleans, Louisiana	State
The Lowell Children's Museum Lowell, Massachusetts	Local
Made In USA Productions, Inc. New York, New York	National
* Massachusetts Audubon Society Lincoln, Massachusetts	State
* Flat Rock Wildlife Sanctuary Fitchburg, Massachusetts	Local
** Laughing Brook Hampden, Massachusetts	Western Massachusetts Northern Connecticut
* Wellfleet Bay Wildlife Sanctuary Wellfleet, Massachusetts	National
Massachusetts Bible Society Boston, Massachusetts	State

**

Past and Present Clients	Area of Activity
Massachusetts Easter Seal Society Worcester, Massachusetts	State
* Massachusetts Horticultural Society Boston, Massachusetts	State
** Massachusetts Society for the Prevention of Cruelty to Children Boston, Massachusetts	State
Massachusetts Taxpayers Foundation Boston, Massachusetts	State
Mayor's Office of Cultural Affairs Boston, Massachusetts	Metropolitan Boston
M. Harriet McCormack Center for the Arts Dorchester, Massachusetts	Local
Medical Foundation, Inc. Boston, Massachusetts	Metropolitan Boston
Merrimack College North Andover, Massachusetts	National
The MET in Boston Boston, Massachusetts	Metropolitan Boston
Metropolitan Boston Zoos Boston, Massachusetts	New England
Milford/Whitinsville Regional Hospital Milford, Massachusetts	Local
Milton Hospital Milton, Massachusetts	Local
* Miramar Retreat House Society of the Divine Word Fathers Duxbury, Massachusetts	Eastern Mass.
** Mount Auburn Hospital Cambridge, Massachusetts	Metropolitan Boston
Museum of Afro-American History Boston, Massachusetts	Metropolitan Boston
Museum of Science Boston, Massachusetts	New England
Museum of Transportation Brookline, Massachusetts	State

Past and Present Clients	Area of Activity
National Trust for Historic Preservation Washington, D.C.	New England
Henry C. Nevins Home Methuen, Massachusetts	Local
* New Bedford Child and Family Service New Bedford, Massachusetts	Local
* New England Aquarium Boston, Massachusetts	New England, National Foundations
New England Conservatory of Music Boston, Massachusetts	National
* New England Deaconess Hospital Boston, Massachusetts	National
New England Dinosaur Dance Theatre, Inc. Cambridge, Massachusetts	Metropolitan Boston National Foundations
** The New England Home for Little Wanderers Boston, Massachusetts	Eastern Mass.
* New England School of Law Boston, Massachusetts	National
* Newton Country Day School of the Sacred Heart Newton, Massachusetts	Local
* Newton Free Library Newton, Massachusetts	Local
** Newton-Wellesley Hospital Newton, Massachusetts	Local
Noble Hospital Westfield, Massachusetts	Local
Odwin-Health Careers, Inc. Boston, Massachusetts	Metropolitan Boston
Opera Company of Boston Boston, Massachusetts	New England
Parents' and Children's Services, Inc. Boston, Massachusetts	Metropolitan Boston Local Foundations
* Parish of Christ Church Andover Andover, Massachusetts	Local

Past and Present Clients	Area of Activity
Peabody Museum of Salem Salem, Massachusetts	Metropolitan Boston National Foundations
Photographic Resource Center Boston, Massachusetts	New England
* Pittsburgh Children's Museum Pittsburgh, Pennsylvania	Greater Pittsburgh
** Project Triangle, Inc. Malden, Massachusetts	Local National Foundations
Protestant Guild for the Blind Watertown, Massachusetts	State
Provincetown Playhouse on the Wharf, Inc. Provincetown, Massachusetts	National
Quincy Historical Society Quincy, Massachusetts	Local
Reading Community YMCA Reading, Massachusetts	Local
Region West Newton, Massachusetts	Local
* Regis College Weston, Massachusetts	National
Richmond Children's Museum Richmond, Virginia	Local
** The Rivers Country Day School Weston, Massachusetts	National
* Shady Hill School Cambridge, Massachusetts	Metropolitan
* St. John of God Hospital Brighton, Massachusetts	Local
St. Joseph's Manor Nursing Home Brockton, Massachusetts	Local
* Simmons College Graduate School of Management Boston, Massachusetts	National

Past and Present Clients	Area of Activity
Society for the Preservation of New England Antiquities Boston, Massachusetts	New England, National Foundations
South Boston Neighborhood House South Boston, Massachusetts	Local
** South Shore Arts Center Cohasset, Massachusetts	Local
** South Shore Conservatory of Music Hingham, Massachusetts James Simpson Director 749-7565	Local
South Shore Rehabilitation Center Quincy, Massachusetts	Local
Southeastern Middlesex Community Council Framingham, Massachusetts	Local
Stage West Springfield, Massachusetts	Western Massachusetts
Suffolk University Boston, Massachusetts	National
* Tabor Academy Marion, Massachusetts	National
TESFA Village, Inc. Ethiopia	International
Douglas A. Thom Clinic for Children, Inc. Boston, Massachusetts	Metropolitan Boston
* Thompson Island Education Center Boston, Massachusetts	Metropolitan Boston
U.S.S. Constitution Museum Charlestown, Massachusetts	National
University Hospital Boston, Massachusetts	Metropolitan Boston
Very Special Arts Festival Boston, Massachusetts	State
Visiting Nurse Association of Boston Boston, Massachusetts	Metropolitan Boston

Past and Present Clients	Area of Activity
* Waltham Boys' Club Waltham, Massachusetts	Local
* Waltham Young Men's Christian Association Waltham, Massachusetts	Local
Watertown Boys' Club Watertown, Massachusetts	Local
Watertown Center for the Arts Watertown, Massachusetts	Local
* West Suburban YMCA Newton, Massachusetts	Local
WGBH Educational Foundation Boston, Massachusetts Susan Galler Vice President of Development 492-2777	Eastern Massachusetts
Wheelock College Boston, Massachusetts	National
* Wolfeboro-Brewster Memorial Library Wolfeboro, New Hampshire	Local
Worcester County Horticultural Society Boylston, MA	State
World Conference on Religion & Peace New York, New York	National
* Feasibility Study	
** Feasibility Study and Capital Campaign	

November 1989

The Charles Webb Company, Inc.

Fund-Raising Counsel

Suite 304
1133 Broadway
New York, N.Y. 10010
(212) 691-1055
Fax: (212) 627-2113

April 27, 1990

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

Dear Dr. Strimpel:

Thank you for the chance to meet and learn more about the plans you are making for The Computer Museum. Janet Cochran and I were glad to have the chance to meet you and Founding President and Trustee, Dr. Gwen Bell, and to renew our acquaintance with Director of Development and Public Relations, Janice Del Sesto.

As you requested, I am writing to review our discussion and offer a formal proposal for you to consider along with the other candidates you have interviewed as possible fund-raising counsel.

The Computer Museum has demonstrated its importance as the only institution of its kind in the world and has survived numerous challenges. Evidence indicates you are poised now to make significant advances in securing the future and increasing your value to science education, the understanding and mastery of technology, and improved basic skills among young and old alike. The fact that you are doing this in an atmosphere that is both interesting and exciting for your visitors is testimony to the vision of your founders and to the continued wisdom of your management and programs.

We suggested to you that you might begin your new development thrust with a Comprehensive Planning Study of the type conducted by our firm. Since we have an outstanding track record in Boston but also do business throughout America, we felt that our firm could be a logical contender in your current selection process.

Let me try to reiterate, as briefly as possible, the key points which emerged in our discussion. As I have indicated, our firm specializes in cultural institutions with a very heavy concentration in museums and scientific organizations. This experience has led us to the evolution of a comprehensive Planning Study

procedure that is unmatched, to my knowledge, among firms doing business with museums and scientific organizations. Not to be confused with a mere "feasibility study," our process accomplishes several particular goals at the outset of your fund-raising effort:

1. Our knowledgeable preparation of your initial case statement positions your cause in the best possible way from the very beginning;
2. Our emphasis on the importance of the planning process results in a more detailed and more useful final report which includes an analysis of preferred themes and strategies, recommendations on organizational structure and leadership enlistment, and timing. In fact, this report includes a month-by-month timetable for the accomplishment of your goals whether or not you re-engage our firm after the study to direct your actual campaign.
3. Our emphasis on the importance of the planning process is supported by the fact that we do more interviews than most (from 75 to 100) over a longer period of time, which helps assure the availability to us of key leaders in your community (hasty studies over a few weeks obviously do not give adequate time for busy community leaders to fit the interview into their crowded schedules). And I, as founder and chief executive of the firm, devote two full days to interviewing key people myself, in addition to personally directing the preparation of the case statement and the interview list, and supervising the preparation of the final report which I personally present to your Board. In fact, I have sometimes been told that our firm was selected because the client felt it deserved the personal attention and involvement of the chief executive officer of the consulting firm.
4. We offer two optional "seminar" or "retreat" opportunities for the Board during our study process, including my initial meeting with the Board to discuss the project and its special issues, and to answer questions about our process. This enables me to be more familiar with the substantive concerns of the Board, to increase my sensitivity to their style of interaction, and to assure them that our approach to the issues and to the constituency will be satisfactory. The second is a presentation seminar at the end, again personally conducted by me, during which we can examine the final report in detail, clarify issues, answer questions, and decide upon a course of action, so that your planning report doesn't merely end up gathering dust on a shelf.

Dr. Oliver Strimpel
April 27, 1990
Page 3

5. Finally, our studies, with their pragmatic and innovative approach, are supported not only by our many years of successful fund raising for museums and scientific facilities, but by our intensive research into other factors affecting the campaign: local economic conditions, competing campaigns either planned or in process, and the possibility of support from national corporations and foundations that give to regional museums. Two other significant factors are our long history of successful relationships with government funding agencies, and our widely recognized determination to avoid jargon or "boilerplate" in order to provide a precise, individualized, practical course of action for your particular needs.

Should you select our firm, your obligation at this time would be for a Planning Study only; but should you decide later to engage us to direct the campaign, you should know that we are recognized for achieving the goal at a reasonable cost, within predictable time schedules, and in a way that clients appreciate. Our methods reveal an understanding of their fields of operation and the institution is left stronger when we leave than it was when we arrived.

In fact, most of our campaigns exceed their announced targets, sometimes by substantial amounts. Examples: Boston Ballet, goal \$7.6 million with over \$8 million raised and solicitation continuing and the Newark Museum, where we exceeded our goal five times, because of the necessity to continue revising the target due to of increased needs (final amount raised: \$23 million). Our current projects include the Chicago Academy of Sciences Advancement Program, which you may want to discuss with Dr. Paul Heltne there; the \$48.5 million program at the Cincinnati Art Museum which has involved us as fund-raising consultants as well as long-range planners; and our program now underway at Memphis Museums, Inc., much of which is for scientific programming.

After the study, we do not send in a resident campaign director to take over a temporary campaign. Rather, we recognize the intimate relationship between capital fund raising and ongoing development projects, such as annual giving and project funding. We therefore work closely with the staff in carrying out our projects and thus leave the institution in a stronger internal position than it was when we began. Our method, which has the added advantage of being much less expensive, is described in a special insert in our presentation folder.

Our fee for the study is \$18,000, to be invoiced in three equal monthly installments. In addition we invoice our out-of-pocket

Dr. Oliver Strimpel
April 27, 1990
Page 4

expenses to include transportation, hotels and meals, postage, photocopying, fax and courier, telephone and related expenses. In all cases expenses are kept to an absolute minimum commensurate with optimum service to our client's cause, and any extraordinary items are cleared with you in advance. Since we serve other clients in your area, we attempt to combine trips whenever possible and thereby reduce expenses even further. Once we have determined what areas in addition to New York and Boston we are to conduct interviews in, we can give an estimate of expenses in advance. You will recall that Dr. Bell suggested interviews might be needed in California, and possibly in Minneapolis or Texas.

I hope the above will provide you and your colleagues sufficient information to continue your deliberations and look forward to hearing from you with further questions or comments.

Should you and your associates wish to proceed on the basis described above, this can serve as our Letter of Agreement if you will return a signed copy for our files.

(AGREED)

THE CHARLES WEBB COMPANY, INC.

By 
Charles D. Webb, President

Date April 27, 1990

(AGREED)

THE COMPUTER MUSEUM

By _____

Date _____

CDW:pc

cc: Dr. Gwen Bell
Ms. Janice Del Sesto

THE COMPUTER MUSEUM

FUND-RAISING ISSUES/DISCUSSION QUESTIONS

1. As the only institution of its kind in the world, The Computer Museum seems to be ideally situated for fund raising. How can it make the most of its ties to the computer industry? How can it convey most effectively the reasons that the computer industry should support it? What more can it do for its donors? How can it reach more donor prospects; how can it cultivate them and encourage support?

2. Science education is a growing concern throughout the country, and The Computer Museum has already taken a leadership role in exploring this issue. How can the Museum delineate and define its role in providing scientific and technological education for children and adults? Is its role clear -- *and compelling* -- to donors?

3. The Museum's unique new Walk-Through Computer promises to attract international attention from the media, visitors, and funders. In fact, the Museum has already been extremely successful in securing advance coverage for the exhibit. How can this important exhibit -- and other ongoing programs and exhibits -- be used to help position the Museum for a successful campaign?

4. Endowment funding is often difficult to raise, particularly for a younger institution. Does the Museum have a long-range plan in place to assure donors that their investment is sound? What approaches should the Museum use in soliciting endowment support? Where will endowment gifts most likely come from -- the industry, individuals, or foundations? What can the Museum do to ensure solid annual support during a campaign?

* * * * *

The Charles Webb Company raises -- and answers -- questions like those above during a planning study. The study report includes recommendations on how an institution can best prepare for a fund-raising campaign, how it should position itself vis-a-vis different funding sources, how to identify and cultivate new funders, and how to use programmatic resources. Long-range planning is becoming increasingly important to fund raising; donors are generally concerned with an institution's vision, its specific goals and objectives, and its long-term financial viability. The Webb Company has participated in long-range planning and space needs analysis for different types of museums as part of the overall fund-raising plan.

The Charles Webb Company, Inc.

brought by them
to our meeting w/
them

The Charles Webb Company, Inc.

Fund-Raising Counsel

CURRENT AND RECENT CLIENTS

The Charles Webb Company has served a wide variety of cultural institutions, both large and small, conducting Planning Studies, directing Capital, Endowment and Construction campaigns, advising on long-range plans and designing and guiding special development programs. These clients, past and present, include:

The American Numismatic Society

Boston Ballet

The Chamber Music Society
of Lincoln Center

The Chicago Academy of Sciences

Cincinnati Art Museum

Colonial Dames of America

English-Speaking Union
of the United States

Fairbanks Museum and
Planetarium

Hancock Shaker Village

Mansfield Symphony Orchestra

Memphis Museum, Inc.

Mississippi Museum of Art

The Mount Vernon Ladies'
Association

Museum of American Textile
History

Naval Aviation Museum
Foundation

The Newark Museum

Nova Spes International Foundation

Penobscot Marine Museum

The Phillips Collection

Scottish Museum Council
(Edinburgh)

South Jersey Performing Arts
Center

The Springfield Library and
Museum Association

USS Constitution Museum

The Charles Webb Company, Inc.

Fund-Raising Counsel

THE PLANNING STUDY

Planning Studies conducted by The Charles Webb Company have proved to be highly advantageous to organizations considering a major fund-raising campaign. A Planning Study allows the institution to evaluate its internal strengths and provides valuable information about public and constituency reactions to a proposed campaign before the campaign is underway.

The Charles Webb Company pioneered a Planning Study procedure that is known for its thoroughness and which avoids perfunctory execution or routine conceptualization. Indeed, the representative of one major funding agency for the arts referred to a Charles Webb Company study as "the best we have ever seen." The Webb organization spends more time on the planning study process, digs deeper, reaches further afield, brings more pertinent experience to bear upon the cultural institution being studied, conducts more interviews, and provides recommendations of uncommon thoughtfulness, imagination, comprehensiveness, and practicality.

Confidential, face-to-face interviews are conducted with the institution's current and potential constituents, and recommendations are made based on opinions expressed and the Company's collective knowledge of fund raising. Interviews help forge a consensus, attract new supporters and illuminate criticism. A professionally conducted Planning Study is the cornerstone of a successful campaign and helps devise a systematic and logical approach to the fund-raising task.

Once the Study procedure begins there is usually an immediate and positive effect on the institution's cause and, because it involves many people in the cause before solicitations have begun, "quiet" support for and interest in the campaign is garnered. Quite frequently, potential significant gifts are identified during the Study process.

This comprehensive research and analysis phase of the fund-raising campaign has proved to be successful time and time again. Perhaps most important of all, The Charles Webb company takes a pragmatic approach to the Planning Study process. Each report includes a detailed and practical strategy and timetable for action designed to capitalize on the momentum created during the Study. This plan of development is specific and detailed, drawn up in consideration of Board and staff time as well as funding available. It is always a practical plan.

The Charles Webb Company, Inc.

Fund-Raising Counsel

ESSENTIALS OF A SUCCESSFUL FUND-RAISING CAMPAIGN

There are four prerequisites to a successful fund-raising campaign. All four elements should be present before an institution launches a public drive for contributions.

1. The case must be truly worthy, realistic and inspiring to the current and potential constituency.
2. There must be a reservoir of potential donors with a known interest in similar causes and a history of generous giving.
3. Volunteer leadership and workers are essential, for they are the personal links which bring the cause and potential donors together.
4. There must be a budget allocation of funds to launch the campaign.

Fund-raising campaigns are generally initiated with a specific goal in mind and are conducted within a given time period. They thrive on momentum, optimism, peer performance and challenge, all in an atmosphere of measurable progress toward an exciting and meaningful goal. Once an institution decides to launch a campaign, the following materials and systems must be developed:

The Case for Support is an eloquent and fully explanatory statement of the institution's history, present needs, opportunities, plans and objectives for the future.

The Plan of Campaign is a comprehensive, orderly presentation of all significant campaign elements and activities, with organizational charts, timetables and budgets.

A Cultivation Program is the systematic plan to educate all significant prospects about the institution's importance and its needs for the future.

Formation of a committee structure of volunteers who will perform face-to-face solicitation of potential donors and provide inspiration and leadership for the campaign.

The research, carding and evaluation of prospects is the process of identifying the reservoir of potential donors, coding them into an organized format and reviewing the best strategy and approach for each donor.

Face-to-face solicitation of all likely prospects is the single most effective component of the well-organized campaign. Nothing is so persuasive as a convinced volunteer personally requesting a generous contribution to a worthy and needful cause.

The Charles Webb Company, Inc.

Fund-Raising Counsel

DIRECTION OF CAPITAL CAMPAIGNS: SUMMARY OF PROCEDURES

It is the goal of The Charles Webb Company to combine flexibility with adherence to the following "blueprint" of basic services:

1. Prepare a written Plan of Campaign, developed in consultation with the client, to include:
 - a) Overall campaign strategy;
 - b) Specific methodology; and
 - c) Comprehensive timetable.
2. Develop the Case for Support, written specifically for the current campaign, and geared to predetermined prospects and areas of support.
3. Coordinate and supervise the establishment of prospect files.
4. Coordinate prospect review and evaluation.
5. Coordinate the assignments of prospects to individual solicitors, or in some cases, team of solicitors.
6. Coordinate the activities of the Campaign Committees, including:
 - a) Enlistment of key leaders and
 - b) Enrollment and motivation of additional volunteers.
7. Coordinate and attend meetings; supervise record-keeping of action taken there; direct follow-up on campaign committee decisions made during these meetings.
8. Follow up throughout the campaign period to see that calls are made, in conjunction with the Campaign Chairman and his or her committee.
9. Conduct an appropriate communications program to keep all key people informed; develop written and visual materials as needed.
10. After the official end of the campaign establish ongoing procedures for follow-up and collection.

The Charles Webb Company, Inc.

Fund-Raising Counsel

Suite 304
1133 Broadway
New York, N.Y. 10010
(212) 691-1055
Fax: (212) 627-2113

April 27, 1990

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Executive Director
The Computer Museum
300 Congress Street
Boston, Massachusetts 02210

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1. Our knowledgeable preparation of your initial case statement positions your cause in the best possible way from the very beginning;
2. Our emphasis on the importance of the planning process results in a more detailed and more useful final report which includes an analysis of preferred themes and strategies, recommendations on organizational structure and leadership enlistment, and timing. In fact, this report includes a month-by-month timetable for the accomplishment of your goals whether or not you re-engage our firm after the study to direct your actual campaign.
3. Our emphasis on the importance of the planning process is supported by the fact that we do more interviews than most (from 75 to 100) over a longer period of time, which helps assure the availability to us of key leaders in your community (hasty studies over a few weeks obviously do not give adequate time for busy community leaders to fit the interview into their crowded schedules). And I, as founder and chief executive of the firm, devote two full days to interviewing key people myself, in addition to personally directing the preparation of the case statement and the interview list, and supervising the preparation of the final report which I personally present to your Board. In fact, I have sometimes been told that our firm was selected because the client felt it deserved the personal attention and involvement of the chief executive officer of the consulting firm.
4. We offer two optional "seminar" or "retreat" opportunities for the Board during our study process, including my initial meeting with the Board to discuss the project and its special issues, and to answer questions about our process. This enables me to be more familiar with the substantive concerns of the Board, to increase my sensitivity to their style of interaction, and to assure them that our approach to the issues and to the constituency will be satisfactory. The second is a presentation seminar at the end, again personally conducted by me, during which we can examine the final report in detail, clarify issues, answer questions, and decide upon a course of action, so that your planning report doesn't merely end up gathering dust on a shelf.

5. Finally, our studies, with their pragmatic and innovative approach, are supported not only by our many years of successful fund raising for museums and scientific facilities, but by our intensive research into other factors affecting the campaign: local economic conditions, competing campaigns either planned or in process, and the possibility of support from national corporations and foundations that give to regional museums. Two other significant factors are our long history of successful relationships with government funding agencies, and our widely recognized determination to avoid jargon or "boilerplate" in order to provide a precise, individualized, practical course of action for your particular needs.

Should you select our firm, your obligation at this time would be for a Planning Study only; but should you decide later to engage us to direct the campaign, you should know that we are recognized for achieving the goal at a reasonable cost, within predictable time schedules, and in a way that clients appreciate. Our methods reveal an understanding of their fields of operation and the institution is left stronger when we leave than it was when we arrived.

In fact, most of our campaigns exceed their announced targets, sometimes by substantial amounts. Examples: Boston Ballet, goal \$7.6 million with over \$8 million raised and solicitation continuing and the Newark Museum, where we exceeded our goal five times, because of the necessity to continue revising the target due to of increased needs (final amount raised: \$23 million). Our current projects include the Chicago Academy of Sciences Advancement Program, which you may want to discuss with Dr. Paul Heltne there; the \$48.5 million program at the Cincinnati Art Museum which has involved us as fund-raising consultants as well as long-range planners; and our program now underway at Memphis Museums, Inc., much of which is for scientific programming.

After the study, we do not send in a resident campaign director to take over a temporary campaign. Rather, we recognize the intimate relationship between capital fund raising and ongoing development projects, such as annual giving and project funding. We therefore work closely with the staff in carrying out our projects and thus leave the institution in a stronger internal position than it was when we began. Our method, which has the added advantage of being much less expensive, is described in a special insert in our presentation folder.

Our fee for the study is \$18,000, to be invoiced in three equal monthly installments. In addition we invoice our out-of-pocket

Dr. Oliver Strimpel
April 27, 1990
Page 4

expenses to include transportation, hotels and meals, postage, photocopying, fax and courier, telephone and related expenses. In all cases expenses are kept to an absolute minimum commensurate with optimum service to our client's cause, and any extraordinary items are cleared with you in advance. Since we serve other clients in your area, we attempt to combine trips whenever possible and thereby reduce expenses even further. Once we have determined what areas in addition to New York and Boston we are to conduct interviews in, we can give an estimate of expenses in advance. You will recall that Dr. Bell suggested interviews might be needed in California, and possibly in Minneapolis or Texas.

I hope the above will provide you and your colleagues sufficient information to continue your deliberations and look forward to hearing from you with further questions or comments.

Should you and your associates wish to proceed on the basis described above, this can serve as our Letter of Agreement if you will return a signed copy for our files.

(AGREED)

THE CHARLES WEBB COMPANY, INC.

By 
Charles D. Webb, President

Date April 27, 1990

(AGREED)

THE COMPUTER MUSEUM

By _____

Date _____

CDW:pc

cc: Dr. Gwen Bell
Ms. Janice Del Sesto

THE COMPUTER MUSEUM

FUND-RAISING ISSUES/DISCUSSION QUESTIONS

1. As the only institution of its kind in the world, The Computer Museum seems to be ideally situated for fund raising. How can it make the most of its ties to the computer industry? How can it convey most effectively the reasons that the computer industry should support it? What more can it do for its donors? How can it reach more donor prospects; how can it cultivate them and encourage support?
2. Science education is a growing concern throughout the country, and The Computer Museum has already taken a leadership role in exploring this issue. How can the Museum delineate and define its role in providing scientific and technological education for children and adults? Is its role clear -- *and compelling* -- to donors?
3. The Museum's unique new Walk-Through Computer promises to attract international attention from the media, visitors, and funders. In fact, the Museum has already been extremely successful in securing advance coverage for the exhibit. How can this important exhibit -- and other ongoing programs and exhibits -- be used to help position the Museum for a successful campaign?
4. Endowment funding is often difficult to raise, particularly for a younger institution. Does the Museum have a long-range plan in place to assure donors that their investment is sound? What approaches should the Museum use in soliciting endowment support? Where will endowment gifts most likely come from -- the industry, individuals, or foundations? What can the Museum do to ensure solid annual support during a campaign?

The Charles Webb Company raises -- and answers -- questions like those above during a planning study. The study report includes recommendations on how an institution can best prepare for a fund-raising campaign, how it should position itself vis-a-vis different funding sources, how to identify and cultivate new funders, and how to use programmatic resources. Long-range planning is becoming increasingly important to fund raising; donors are generally concerned with an institution's vision, its specific goals and objectives, and its long-term financial viability. The Webb Company has participated in long-range planning and space needs analysis for different types of museums as part of the overall fund-raising plan.

The Charles Webb Company, Inc.

brought by them
to our meeting w/
them

The Charles Webb Company, Inc.

Fund-Raising Counsel

CURRENT AND RECENT CLIENTS

The Charles Webb Company has served a wide variety of cultural institutions, both large and small, conducting Planning Studies, directing Capital, Endowment and Construction campaigns, advising on long-range plans and designing and guiding special development programs. These clients, past and present, include:

The American Numismatic Society

Boston Ballet

The Chamber Music Society
of Lincoln Center

The Chicago Academy of Sciences

Cincinnati Art Museum

Colonial Dames of America

English-Speaking Union
of the United States

Fairbanks Museum and
Planetarium

Hancock Shaker Village

Mansfield Symphony Orchestra

Memphis Museum, Inc.

Mississippi Museum of Art

The Mount Vernon Ladies'
Association

Museum of American Textile
History

Naval Aviation Museum
Foundation

The Newark Museum

Nova Spes International Foundation

Penobscot Marine Museum

The Phillips Collection

Scottish Museum Council
(Edinburgh)

South Jersey Performing Arts
Center

The Springfield Library and
Museum Association

USS Constitution Museum

The Charles Webb Company, Inc.

Fund-Raising Counsel

THE PLANNING STUDY

Planning Studies conducted by The Charles Webb Company have proved to be highly advantageous to organizations considering a major fund-raising campaign. A Planning Study allows the institution to evaluate its internal strengths and provides valuable information about public and constituency reactions to a proposed campaign before the campaign is underway.

The Charles Webb Company pioneered a Planning Study procedure that is known for its thoroughness and which avoids perfunctory execution or routine conceptualization. Indeed, the representative of one major funding agency for the arts referred to a Charles Webb Company study as "the best we have ever seen." The Webb organization spends more time on the planning study process, digs deeper, reaches further afield, brings more pertinent experience to bear upon the cultural institution being studied, conducts more interviews, and provides recommendations of uncommon thoughtfulness, imagination, comprehensiveness, and practicality.

Confidential, face-to-face interviews are conducted with the institution's current and potential constituents, and recommendations are made based on opinions expressed and the Company's collective knowledge of fund raising. Interviews help forge a consensus, attract new supporters and illuminate criticism. A professionally conducted Planning Study is the cornerstone of a successful campaign and helps devise a systematic and logical approach to the fund-raising task.

Once the Study procedure begins there is usually an immediate and positive effect on the institution's cause and, because it involves many people in the cause before solicitations have begun, "quiet" support for and interest in the campaign is garnered. Quite frequently, potential significant gifts are identified during the Study process.

This comprehensive research and analysis phase of the fund-raising campaign has proved to be successful time and time again. Perhaps most important of all, The Charles Webb company takes a pragmatic approach to the Planning Study process. Each report includes a detailed and practical strategy and timetable for action designed to capitalize on the momentum created during the Study. This plan of development is specific and detailed, drawn up in consideration of Board and staff time as well as funding available. It is always a practical plan.

The Charles Webb Company, Inc.

Fund-Raising Counsel

ESSENTIALS OF A SUCCESSFUL FUND-RAISING CAMPAIGN

There are four prerequisites to a successful fund-raising campaign. All four elements should be present before an institution launches a public drive for contributions.

1. The case must be truly worthy, realistic and inspiring to the current and potential constituency.
2. There must be a reservoir of potential donors with a known interest in similar causes and a history of generous giving.
3. Volunteer leadership and workers are essential, for they are the personal links which bring the cause and potential donors together.
4. There must be a budget allocation of funds to launch the campaign.

Fund-raising campaigns are generally initiated with a specific goal in mind and are conducted within a given time period. They thrive on momentum, optimism, peer performance and challenge, all in an atmosphere of measurable progress toward an exciting and meaningful goal. Once an institution decides to launch a campaign, the following materials and systems must be developed:

The Case for Support is an eloquent and fully explanatory statement of the institution's history, present needs, opportunities, plans and objectives for the future.

The Plan of Campaign is a comprehensive, orderly presentation of all significant campaign elements and activities, with organizational charts, timetables and budgets.

A Cultivation Program is the systematic plan to educate all significant prospects about the institution's importance and its needs for the future.

Formation of a committee structure of volunteers who will perform face-to-face solicitation of potential donors and provide inspiration and leadership for the campaign.

The research, carding and evaluation of prospects is the process of identifying the reservoir of potential donors, coding them into an organized format and reviewing the best strategy and approach for each donor.

Face-to-face solicitation of all likely prospects is the single most effective component of the well-organized campaign. Nothing is so persuasive as a convinced volunteer personally requesting a generous contribution to a worthy and needful cause.

The Charles Webb Company, Inc.

Fund-Raising Counsel

DIRECTION OF CAPITAL CAMPAIGNS: SUMMARY OF PROCEDURES

It is the goal of The Charles Webb Company to combine flexibility with adherence to the following "blueprint" of basic services:

1. Prepare a written Plan of Campaign, developed in consultation with the client, to include:
 - a) Overall campaign strategy;
 - b) Specific methodology; and
 - c) Comprehensive timetable.
2. Develop the Case for Support, written specifically for the current campaign, and geared to predetermined prospects and areas of support.
3. Coordinate and supervise the establishment of prospect files.
4. Coordinate prospect review and evaluation.
5. Coordinate the assignments of prospects to individual solicitors, or in some cases, team of solicitors.
6. Coordinate the activities of the Campaign Committees, including:
 - a) Enlistment of key leaders and
 - b) Enrollment and motivation of additional volunteers.
7. Coordinate and attend meetings; supervise record-keeping of action taken there; direct follow-up on campaign committee decisions made during these meetings.
8. Follow up throughout the campaign period to see that calls are made, in conjunction with the Campaign Chairman and his or her committee.
9. Conduct an appropriate communications program to keep all key people informed; develop written and visual materials as needed.
10. After the official end of the campaign establish ongoing procedures for follow-up and collection.

Agenda

Capital Campaign Working Group Meeting, May 9, 1990

1. Status of Consultants: Boardman, Corcoran, Webb
2. Offer from McKinsey and Co.
3. Board meeting
4. Suggestion of people for screening list of interviews in a feasibility study

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

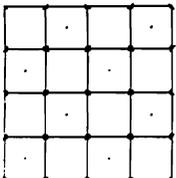
2M in before you announce

April 11, 1990

CAPITAL CAMPAIGN WORKING COMMITTEE

AGENDA

- 1) Discussion of proposed organizational structure
- 2) Discussion of proposed leadership
- 3) Creation of time line



FUND FOR THE FUTURE - \$10,000,000
CHAIR (\$1,000,000)

First Draft of an organizational, and budget for a new Capital Campaign for the Museum. Instead of a name of Chairman, I inserted the desired amount of a gift from each one. GB 3/20/90

not committed to collection

ENDOWING THE VISION CHAIR (\$500,000)
\$5,000,000

CORPORATIONS CHAIR (150,000)
\$1,500,000

PRESIDENT'S CLUB CHAIR (150,000)
\$1,500,000

FOUNDATIONS STAFF
\$1,500,000

Pat McGovern & Fritz Landmann are the ideal co-chairmen, with a gift from Pat of \$500,000.

The funds would be raised from the major companies and CEOs represented in his "Chairman's Committee.

The Staff would apply for an NEH matching fund grant, which is 1 for 3 for the whole campaign.

The funds from this would be used for long-range planning and the selection of a permanent home. If it were to be Museum Wharf, these funds would be used to repay Digital.

EDUCATIONAL PROGRAM FUND CHAIR (\$300,000)
\$3,000,000

CORPORATIONS CHAIR (\$100,000)
\$1,200,000

INDIVIDUALS CHAIR (100,000)
\$500,000

FOUNDATIONS STAFF
\$1,000,000

The Chairman here would probably represent a large user of computers concerned with education for the future.

The pitch would be to our potential for national educational outreach and insuring its institutional support.

The funds thrown off from this money could be used for the on-going support for all the educational activities of the Museum.

COLLECTIONS ENDOWMENT CHAIR (\$200,000)
\$2,000,000

GRAPHICS CHAIR (50,000)
\$500,000

ARCHITECTURE CHAIR (100,000)
\$1,000,000

AI & ROBOTICS CHAIR (50,000)
\$300,000

The Chairman of this group would be an individual inventor/contributor. The targets would be the contributors and the professional organizations.

The funds from this would be used to house the space of the collection and its management.

name a collection sell square feet

Fund for the Future

Organization and Jobs

G.B. 4/10/90

The following job descriptions and job nominees, are drawn from the present list of Board members, nominees for 1990, and people who have made major donations to The Computer Museum.

CHAIRMAN of \$10,000,000 FUND for the FUTURE

The Chairman is -

a National/International Name

a million dollar donor to the Museum

Sponsors several parties -

Helps with major foundation cultivation

Helps recruit the hree chairman for Endowment, Education and
Collections

Candidates: Mitch Kapor

CHAIRMAN FOR the \$5,000,000 ENDOWMENT

Chairman is

a National/International Name
commits a \$500,000 gift
Recruits two Chairmen listed below who give \$150,000 gifts
Helps with major foundation cultivation and goal of \$1,500,000
Sponsors several events
Helps his chairman make their goals

Candidates:

Pat McGovern/Fritz Landmann
Bill Hambrecht

CORPORATIONS CHAIRMAN: \$1,500,000

represents a Fortune 500 Corporation
commits a \$150,000 Corporate Gift
targets 12, \$100,000 corporate gifts
signs up 3 committee members who give to get 3 gifts each

Candidates:

Michael Simmons (now Bank of Boston)
William Spencer, Xerox
Roland Pampel, or Michel Bloch, Honeywell Bull

PRESIDENTS or CHAIRMEN'S CHAIRMAN : \$1,500,000

represents a Fortune 500 Corporation
this is an individual who probably has a large amount of stock so
that there is an ability to give a personal gift
commits a \$150,000 personal gift
targets 12, \$100,000 personal gifts
signs up 3 committee members who give , and get 3 gifts each

Candidates:

William Foster
Jack Lewis

CHAIRMAN FOR THE \$3,000,000 EDUCATIONAL FUND

a respected name who is concerned about the educational mission
commits a \$300,000 gift
recruits two chairman listed below who each give \$100,000 gifts
helps the chairman close important gifts
helps with foundation strategy and goal of \$1,000,000
sponsors several events

Candidates:

Bob Higgins
Lynda Bodman

CORPORATIONS CHAIRMAN: \$1,200,000

a representative of a company that has shown concern for education
commits a \$100,000 corporate gift
recruits 4 committee members each who give \$50,000 corporate gifts
this focus may be more local than the Endowment Corporations chair
helps close important gifts
sponsors several events

Candidates:

Bob King or Belove (Lotus)
Ray Stata (Analog Devices)

INDIVIDUALS CHAIRMAN: \$500,000

an individual committed to the educational mission
commits a \$100,000 personal gift
recruits 3 committee members who give \$50,000 each and get 2 gifts
sponsors several events

Candidates:

Owen Brown
Howard Cox

CHAIRMAN FOR THE \$2,000,000 COLLECTIONS ENDOWMENT

an individual committed to the collection
a well-known 'original contributor' to the industry
commits a \$200,000 personal gift
recruits 3 chairman listed below who give \$50-100,000 each
sponsors several events

Candidates

Bob Noyce
Gordon Bell

GRAPHICS COLLECTION CHAIRMAN: \$500,000

a well-known graphics contributor
commits a \$50,000 personal gift
recruits 3 committee members for \$50,000 gifts
sponsors several events
targets 12 - \$25,000 gifts

Candidates

Ivan Sutherland
Chuck Geschke

SYSTEMS/ARCHITECTURE COLLECTION CHAIRMAN: \$1,000,000

a representative of a well-known classic set of 'computers'
commits a \$100,000 personal or corporate gift
recruits 4 committee members who give \$75,000 gifts
sponsors several events
targets 12 - \$50,000 gifts

Candidates

DEC nominee

AI and ROBOTICS COLLECTION CHAIRMAN: \$300,000

a representative of the field
commits a \$50,000 personal gift
recruits 3 committee members who give \$35,000 gifts
targets 6 \$25,000 gifts
sponsors several events

Candidates

Ed Feigenbaum

	A	B	C
1	1	500000	500000
2	1	300000	300000
3	1	200000	200000
4	2	150000	300000
5	30	100000	3000000
6	10	75000	750000
7	40	50000	2000000
8	18	25000	450000
9			
10	103		7500000
11			
12	Foundations		2500000

DATE: 4/10/90

FAX TO: Gardner Hendrie

FAX #: 508 - 393 - ~~7396~~ 7707

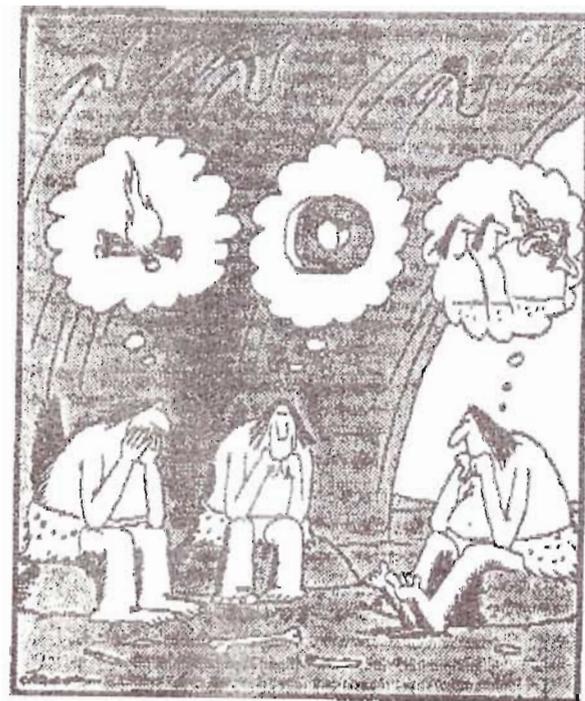
FROM: Janice Del Sesto, Director of
Development and Public Relations

PAGES: including cover

MESSAGE:

*A.C. Working Group
agenda + materials.*

*I'm going home →
to rest my brain now
so I can be more
productive than these
guys!*



Primitive think tanks

APRIL
10
TUESDAY
Passover

The Computer Museum

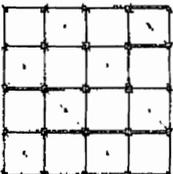
300 Congress Street
Boston, MA 02210
(617) 426-2800

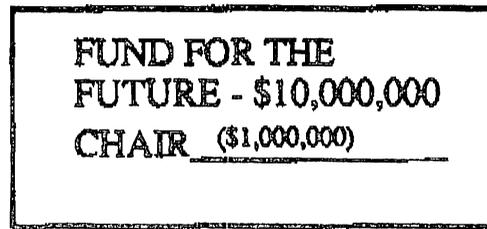
April 11, 1990

CAPITAL CAMPAIGN WORKING COMMITTEE

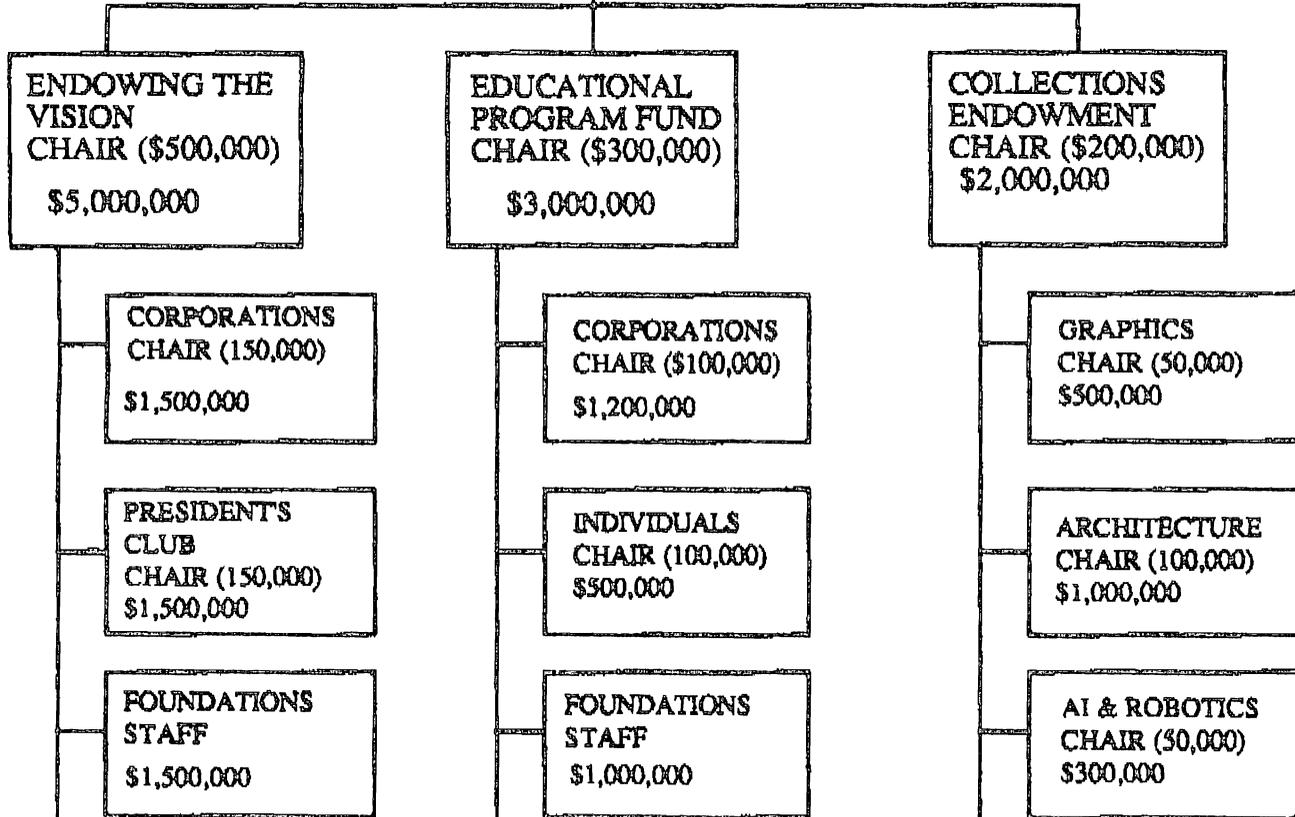
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Gift Table

	A	B	C
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2	1	300000	300000
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Fund for the Future

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G.B. 4/10/90

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Collections

Candidates: Mitch Kapor

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Candidates:

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Jack Lewis

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sponsors several events

Candidates:

Owen Brown
Howard Cox

The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

CAMPAIGN OVERVIEW

RESTRUCTURING:

It must be national if not international in scope in terms of leadership, and prospective donors.

It must be designed as a highly visible campaign celebrating the industry and the people in it.

It must be shaped and promoted in such a way that it is perceived as essential and so compelling that the "who's who" of the industry, both individuals and corporations, and those that depend on the industry will consider it a "must" to be involved.

A new case statement based on a long range plan must be completed including the case for support, financial needs, and giving opportunities.

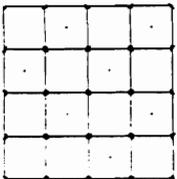
A budget and strategic plan must be completed.

LEADERSHIP:

There should be two levels of leadership:

A national committee made up of the "who's who" led by a highly respected and recognized individual. This group should be willing to lend their names, be major donors to the campaign, and attend and/or host 1-2 cultivation events yearly. Other than the chairperson, the rest of the group might be named an honorary committee rather than national.

A second group must be formed locally to develop and keep on track the strategy and implementation of the plan. They must commit time and resources to the Museum and be the "engine" or driving force working with staff and national committee.



The Computer Museum

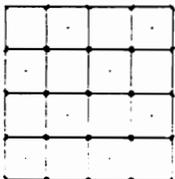
300 Congress Street
Boston, MA 02210

(617) 426-2800

NEXT STEPS:

Identify and recruit chair
Identify and recruit national leadership
Expand working group locally
Begin focus groups nationally to discuss long range plan
Identify and begin cultivation and solicitation of
insider seven figure givers

Review and begin modifications to case statement
Begin budget planning and goal setting
Complete draft of promotional plan



Kennedy letter

National Campaign

12-15 Honorary Committee

Mitch Kaper - recruit as chair

list of other names

January and February dinners

hs	cul	d		Barber, David				Language Tec, 27 Congress St. Salem, Ma 01970			member beofe
gh	cul	d	5	Boucher, David				Interleaf	Pres		
	cul	d		Carpenter, Richard				Index Technology	President		
	cul	d		Congelton, Bill	617 235-2384h	617 423-4355w			VC	?	\$4K first round
gkb	cul	d	25	Coulter, Charlie,	617 423-7500				VC	a lot	Said at least \$250 annual
lm	cul	d	25	Crocker, Edgar C	617 876-5500	1876-6791	1336 Mass ave. 02138				lots of talk
	cul	d	25	Cunningham, John	617 890 7868		Jane, Waltham,			?	cultivate
	cul	d		D'Allesandro, Bob							
gh	cul	d	50	D'Arbeloff, Alex	617 734-7828				Pres, Teradyne	?	\$4K on first
	cul	d	25	Drane, Doug	603 654-2334	888-2600					\$25,000 first time
	cul	d		Goldman, Bob					AI Corp		
gh	cul	d		Greata, Michael					founder Apollo		no to P. Severino 11/89
	cul	d		Hambrecht, Bill	415 986-5500w						
	cul	d		Hatsopoulos, George				Thermo-Electron and Ch	Pres & Chrman		
	cul	d		Henderson, Bob,	617 423-5525						
	cul	d		Kavner, Bob							
	cul	d		King, Frank							
	cul	d		Kinkead, Michael				Saddlebrook Corp	Pres		
gkb	cul	d		Levine, Steve					Wang, head of software		
	cul	d		Manzi, Jim							
	cul	d		McGovern, Pat	508 875-5000				publisher	trustee	sometimes gives \$1000 at
gkb	cul	d		Nassi, Ike, Apple	617 868-7440		238 Main, Cambridge 02142				Bowl
gkb	cul	d		Paul, John	617 890-3600				Pres, Nixdorf US		
	cul	d		Perozek, David				Apollo Division	HP VP		
	cul	d		Rabin, Richard				Alpha Software	President	corp	
jds	cul	d		Robelen, Ben					Eastech		owes \$2000, partner Richardson
	cul	d	10	Robelen, Russ							cultivate
cgb	cul	d	10	Ross, Doug							gave \$16K to start
	cul	d		Ruopp, Dick	617 489-5254	o873-3455	1489-5255			nom	dinner 3/8
	cul	d		Schechter, Bob	617 577-8500				CFO, Lotus	break	started breakfasts,
	cul	d		Shields, Jack					vp, DEC		President Children's Mus...
gkb	cul	d		Stata, Ray	--- 329-4700				CEO, Analogic	870k corp	gives via company
gkb	cul	d		Tsongas, Paul	627 482-1390					trustee	cultivate
	cul	d		Vicidomino, Jose	617 266-200	375-1468	Ernst & Young, 200 Clar		partner		
gkb	cul	d	50	Waite, Charles &	415 441-4560	617 423 5535			BOD, Stardent		\$4K, events
gkb	cul	d		Wallach, Alan	508 443-5449						cultivate
	cul	d		Wheelwright, Steven			Harvard B School		Prof. Management		Board of Quantum
	cul	d		Zraket, Charles					Pres, MITRE		

McKenzie, W.
 Kramer, Ed
 Barger, P.
 Murray, R.
~~Plonitz~~
 Kean, Dave.

1/29/90

Major gift potentials

sale	Pr	name	zip	number	number	address	title	net\$\$	Mus	Giving history	Next step
os	*	5 Sammet, Jean	301	h907 0233	w301 493 143	(301-493-1746	retired ibm		BOI	\$5K in 89	Should be good for \$1-5 per year plus m
gkb	cap	5 McCracken, Dan								\$4K first time	history exhibit or other help
os	cap	5 McElfresh, David (Mary McNery				ex VP Software at Lotus				Mitch dinner	
.5	gn	5 Boucher, David				Interleaf	Pres				
.5	gkb	* 10 Hirschberg, Peter	415	857-0387	94025	1009 Windermere, MP	Apple	lots		gave \$4K in first	get involved, ask for more
.5	cgb	ca 10 Patil, Suhas, Cirrus	408	945-8305	x. 201		Chairman		wtc	no	Will give corporate \$\$
.5	cgb	CA 10 Rosing Wayne	415	336-5707	h408 3541549		VP, SUN			help at Apple	personal gift
.8	gh	ca 10 Dennis, Reed					VC, IVP	lots		\$10K in early 89	keep informed annually for next gift
.5	gh	ca 10 Merrill, Steve				Merrill Pickard				Bowl	
.5	gh	CA 10 Jeffries, Brad								Metcalfe dinner	
.2		ca 10 MPS Mashey, John	408	991 0253							
.4	cgb	cul 10 Ross, Doug								gave \$16K to start	said should get more involved
-		cul 10 Robelen, Russ									cultivate
-		10 Powell, Casey	503	626-5700			Chrman, Seq.		Bow	corporate membership, m	\$25,000
.2	cgb	* 25 Mead, Carver (Helen)	818	356-6568w	356 6993	Cal Tech				Gave Sil. Compilers stk	cultivate more
.2	cgb	BOV 25 Doerr, John	415	sf421-3110		2672 Vallejo, SF 94123	VC	?	BOV	\$1000 membership overdue	
.2	cgb	CA 25 Bechtolshein, Andy	---	316-6167h	691-7247s		VP, Sun	?	Met	nothing	Ask
-	gkb	cul 25 Coulter, Charlie, ARD	617	423-7500			VC	a lot		lots of talk	cultivation
.2	lm	cul 25 Crocker, Edgar Camb. Trust	617	876-5500	f876-6791	1336 Mass ave. 02138					
-		cul 25 Cunningham, John and co.,	617	890 7868		Jane, Waltham,		?			cultivate
-		cul 25 Drane, Doug	603	654-2334	888-2600					\$25,000 first time	
.8	gh	* 50 Poduska, Bill	617	484-7763	964-0288w		CEO Stardent		BOI	\$50K/yr	
-		* 50 Hendrie, Gardner	508	393-7096	393-7394	617-227-0303					
.2	pcn	bow 50 Joy, Bill	415	354-4680	h336 2847		VP, SUN		Bow	none	\$25,000 underwriter
.5	cgb	CAF 50 Fredkin, Ed and Joyce	617	277-4444	o277-1310	BU, 590 Commonwealth 02215	VC		BOD		get \$50K gift
.5	cgb	cul 50 Goel, Prabu, Gateway	508	458-1900	508 441-1109f	GET CADENCE AS CORP.		?		sold Gateway/dinner 4/89	Personal gift
.2	gh	cul 50 D'Arbeloff, Alex and Brit	617	734-7828			Pres, Teradyne	?		\$4K on first	Stratus, Lotus stock and boards
.5	gkb	cul 50 Waite, Charles & Angela	415	441-4560	617 423 5535		BOD, Stardent			\$4K, events	cultivate
.1	gh	50 Johnson, Ted and Ruth	508	369-2640			retired		BOI	\$10K, \$1K 88 annual	\$50,000 ask
-	gkb	50 Noyce, Bob	512	356-3500	415-494-4741		sematech			trustee	
-		CAF 500 Gates, Bill, Microsoft	206	882-8055	206 828 0808					Bowl	
-	dd	800 Olsen, Ken	508	493-2300w	259-8754h	NH 603 366-5523		900k/yr	four	\$200,000	ask for \$1M
		2040									

31st [950 Winder St
Suite 1900
Waltham 02154

1/29/90

CAPITAL CAMPAIGN

JANUARY 25, 1990

<u>FY 90 GOAL</u>	<u>TOTAL RECEIVED TO DATE</u>	
\$400	\$ 51,312	(\$1,500 due in matches)
From:		
Eliot Bank/Channel	\$ 11,500	
Kent	512	
McLaughlin	500	
McKenney	2,500	
Pettinella	800	
Spencer	1,000	(w/\$1,500 match due)
Jamieson	11,500	
Brown	17,250	
Foster	5,750	
 TOTAL REC'D	 \$ 51,312	 (plus \$1,500 match)= \$ 52,812

FY 90 RECEIVABLES AND PLEDGES EXPECTED

Feigenbaum	\$ 8,000	
Rodgers		
Severino	<u>2,250</u>	
 TOTAL	 \$ 10,250	 \$ 10,250

OTHER FY 90 PLEDGES

Apollo	\$ 15,000	
Clark	1,024	
Coit	1,024	
Hoffman	250	
Index	2,500	
Lucky	1,000	
Robelen	2,000	
Schwartz	2,500	
Shear	1,000	
Wang Laboratories	20,000	
Wolfson	<u>1,000</u>	
 TOTAL	 \$ 47,298	 \$ 47,298

FY 90 OTHER?

Bell	50,000	
Fredkin	50,000	
Hendrie	50,000	
Poduska	<u>50,000</u>	
TOTAL	\$200,000 ?	\$200,000?

FY 89 PLEDGES OVERDUE

Apollo	\$ 15,000	
Brewer	500	
Cady	1,024	
Clark	1,024	
Coit	1,024	
Hoffman	250	
Index	2,500	
Wolfson	<u>1,000</u>	
TOTAL	\$ 22,322	\$ 22,322

TOTAL POTENTIAL FY 90 \$332,682

Dennis, Reich 10,000

Outstanding Capital Pledges

	FY 89	FY 90	
	Overdue		
Apollo	15000	15000	approved by HP
Brewer	500		probably will not come through
Brown		20000	Jan to call
Cady	1024		Jan to call
Clark	1024	1024	Jan to call
Coit	1024	1024	Jan to call
Foster			250 shares Stratus/year
Hoffman		250	always pays
Index Group	2500	2500	Jim McKenney to call
Jamieson		10000	Gardner to call December
Lucky		1000	Jan to call
Pettinella		800	Jan to call
Robelen		2000	Jan to call
Schwartz		2500	
Severino	2250		called
Shear		1024	Jan to call
Spencer	1000	1000	Jan to call
Wang		20000	probably will not come through
Wolfson		1000	Jan to call
TOTAL	24322	79122	plus 250 shares Stratus
<i>Prob TOTAL</i>	<i>23822</i>	<i>59122</i>	<i>TOTAL minus probably uncollectable pledges</i>

PROSPECTS:

Barger, J.P.	\$ 25,000	
Bodman, Lynda	\$ 25,000	
Bloch, Erich	\$ 10,000	with IBM match of \$15,000
Greata, Mike	\$ 10,000	Severino to ask
Gasee, Jean-Louis	\$ 25,000	GH?
Green, Richard	\$ 50,000	Sitkin asked in spring. Said not then, maybe something in future.
Henson, Joe	\$ 25,000	
Hindle, Win	\$ 50,000	
Johnson, Ted	\$ 50,000	
Kay, Alan		
Manzi, Jim	\$100,000	Ask MK for help
McGovern, Pat	\$100,000	should eventually be seven figure request
McKennea, Regis	\$ 50,000	
Noyce, Bob	\$ 50,000	should eventually be seven figure request
Olsen, Ken	\$ 1 mill	Dave Donaldson to ask 12/9/89
Seligman, Naomi	\$ 5,000	
Shields, Jack	\$ 50,000	}
Smith, Jack	\$ 50,000	
Vanderslice, Tom	\$ 50,000	
Waite, Charlie	\$ 50,000	
Woker, Stu	\$ 25,000	

Dennis, Reed

COMPUTER BOWL SPONSOR SOLICATIONS MADE BY P. NELSON 11/15/89

Bunnell, David	\$ 25,000	Underwriter
Dyson, Esther	\$ 5,000	Table
Goldberg, Adele	\$ 25,000	Underwriter
Hathaway, David	\$ 5,000	Table
Joy, Bill	\$ 25,000	Underwriter
Powell, Casey	\$ 25,000	Underwriter
Shaffer, Dick	\$ 5,000	Table

If these do not become bowl sponsors, they should be solicited for capital gifts.

12/1/89

CAPITAL CAMPAIGNFY 90FY 90 COLLECTED: \$ 11,012

PLEDGES:

OVERDUE 89:

Apollo	\$ 15,000
Brewer	500
Cady	1,024
Clark	1,024
Coit	1,024
Index Group	2,500
Severino	2,250
Spenser	1,000

TOTAL FY 89 DUE: \$ 24,322

FY 90 DUE:

Apollo	\$ 15,000	
Clark	1,024	
Coit	1,024	
Foster		250 shares Stratus
Hendrie	6,750?	
Hoffman	250	
Index Group	2,500	
Jamieson	10,000	JDS received call to expect in DEC
Lucky	1,000	
Nelson	5,000?	
Pettinella	800	
Robelen	2,000	
Schwartz	2,500	
Shear	1,024	
Spenser	1,000	
Wang	20,000?	
Wolfson	1,000	

TOTAL FY 90 DUE: \$ 70,872 + 250 shares Stratus

TOTAL DUE FY 89

& FY 90: \$ 96,218 + 250 shares Stratus

Letters

1st phase

	A	B	C	D
1	Who	Who GAVE	How much	NOW
2	OGB	Ken Fisher	\$30K	\$1K/yr
3	OGB	Bob Noyce	\$50K	\$50K
4	OGB	Fontaine Richardson	\$30K	Gives via Eastech/ said NO to CGB last yr
5	OGB	Charles Sporck	\$25K	\$1K/yr
6	OGB	Ivan Sutherland	\$20K	not yet
7	OGB	Stephen Watson	land	\$1K/yr
8	OGB	Harlan & Lois Anderson	\$10K	\$1K/yr
9	OGB	Erich & Renee Bloch	\$10K	\$5K with IBM match
10	OGB	John Allen Jones		
11	OGB	Stan Olsen		\$1K/yr
12	OGB	Doug Ross	\$16K	\$1K/yr
13	OGB	Erwin Tomash	\$10K	\$1K/yr
14	OGB	Bob Chinn		has he paid up?
15	OGB	Bill Congelton		
16	OGB	Jack Kilby ?	\$4K	
17	OGB	Richard Mallery		\$1K/yr
18	OGB	Tom Marill		\$1K/yr
19	OGB	Dan McCracken	\$4K	\$1K/yr
20	OGB	Bob Price	\$4K	\$1K/yr
21	OGB	Grant Saviers	\$4K	\$1K/yr
22	OGB	Al Shugart	\$4K	
23	OGB	Charles Waite	\$4K	\$50K or more - Gordon, Bill, Allen M
24				

BD & Trustees not on 89/90 list

Assign TD:

POTENTIAL	BOARD	Comments
	Bell	
GH	Bodman	pledged \$5000 towards outreach \$5,000 \$
	Brewster	
	Case	1000 to annual
	Chapman	
	Donaldson	5000 to annual
	Eklund	annual
CGB	Fredkin	commit \$50,000 to milestones
	Gerrity	not positive
GH	Greene	not positive \$50K CC
	Hendrie	
GH	Hopper	only done some annual \$10K CC
	Humphreys	retired/ write off
CGB	Johnson	\$50K CC
	McKenney	given this year
	Morse	250 to annual
	Nelson	paid off pledge plus Bowl monies - \$50000
	Noftsker	nothing since Symbolics
	Papert	
	Pell	
	Poduska	
	Rotenberg	100 to annual
	Sammet	
GH	Seligman	\$5,000 CC
	Severino	
	Shafto	
	Sitkin	now retired
	Skrzypczak	
	Smart	
	Trustees	
	Bachman	Has said would give 5000 to milestones
	Bloch	has 2/1 IBM match up to 5000
	Cragon	professor gives \$250/500 to annual
	Everett	something to milestones
	Hogan	never gave
	Klein	
	Knowles	never gave
	Kobayashi	working on NEC
	Lacey	\$200 to annual
	McGovern	
	Mead	need to cultivate
	Metcalfe	
	Michael	\$250 to annual
	Millard	out of business
CGB?	Noyce	need to cultivate \$50,000
	Randell	
	Selfridge	gave \$25 to annual
	Spock	
	Tomash	
	Tsongas	

Separate

PROSPECTS:

GH	Barger, J.P.	\$ 25,000	
GH	Bodman, Lynda	\$ 25,000	
Bel	Bloch, Erich	\$ 10,000	with IBM match of \$15,000
	Greata, Mike	\$ 10,000	Severino to ask
	Gasee, Jean-Louis	\$ 25,000	GH?
→	Green, Richard	\$ 50,000	Sitkin asked in spring. Said not then, maybe something in future.
	Henson, Joe	\$ 25,000	
ask Swartz	Hindle, Win	\$ 50,000	
→	Johnson, Ted	\$ 50,000	
	Kay, Alan		
	Manzi, Jim	\$100,000	Ask MK for help
	McGovern, Pat	\$100,000	should eventually be seven figure request
	McGreeva, Regis	\$ 50,000	
	Noyce, Bob	\$ 50,000	should eventually be seven figure request
→	Oliver, Tom	\$ 1 mill	Dave Donaldson to ask 12/9/89
→	Sell, Shomi	\$ 5,000	
	Shiel, Jack	\$ 50,000	
	Smith, Jack	\$ 50,000	
	Robert Snoyer's		
	FDN	\$ 1 mill	JDS/Sitkin?Vanderslice, Tom \$ 50,000
	Waite, Charlie	\$ 50,000	
	Wecker, Stu	\$ 25,000	

Bloch
Hindle
Noyce
Franklin
Rodgers

COMPUTER BOWL SPONSOR SOLICITATIONS MADE BY P. NELSON 11/15/89

Barnes, David	\$ 25,000	Underwriter
Clyson, Peter	\$ 5,000	Table
Goldberg, Adele	\$ 25,000	Underwriter
Hatheway, David	\$ 5,000	Table
Joy, Bill	\$ 25,000	Underwriter
Powell, Casey	\$ 25,000	Underwriter
Shaffer, Dick	\$ 5,000	Table

If these do not become bowl sponsors, they should be solicited for capital gifts.

EXHIBIT FUNDRAISING

FY 90

Milestones:**CGB sent letters to:**

Barton, Robert
 Bricklin, Dan
 Clark, Wesley
 Dennis, Jack
 Floyd, Robert
 Hamming, Richard
 Iverson, Kenneth
 Kilburn, Tom
 Ray Kurzweil
 Perlis, A.J.
 Rabin, Michael O.
 Shortliffe, Edward A.
 Siewiorek, Daniel
 Simon, Herbert
 Thompson, Ken
 Wirth, Nicklaus
 Wozniak, Steve

Additional solicitations to do:

Clay, Seymour	\$100,000	Someone to ask Bob Chin to ask CB to send letter
Fagen, Federico	\$ 50,000	CGB to do?
Forrester, Jay		CGB to do?
Knuth, Donald		Someone to ask Bob Chin to ask
Norris, William	\$ 5,000	plus \$10,000 IBM match. OS to ask
Sammet, Jean		OS to ask.
Troung, T.		JDS to approach family foundation
Watson Family		

PLEGGED SUPPORT:

Bachman, Charles	\$ 5,000	over two years - Reminder letter sent 11/27
Fredkin, Ed & Joyce	\$50,000	in Channel 7 stock pledged to CGB in spring 89. JDS spoke with Shear and Pell who said get it and they'll find buyer. CGB to call?
Nichols, Allen	\$12,500	still due. Was said reminder in spring. CGB or Poduska to call?
Rodgers, David		amount unknown. CGB to call?

Walk-Through:

Seagate (Al Shugart)

CGB has called

WILSON, SONSINI, GOODRICH & ROSATI
PROFESSIONAL CORPORATION

TWO PALO ALTO SQUARE
PALO ALTO, CALIFORNIA 94306

FACSIMILE: (415) 493-6811
TELEX: 349500 WILSON PLA

TELEPHONE: (415) 493-9300

JOHN ARNOT WILSON
COUNSEL

November 30, 1989

VIA TELECOPY

Mr. Gardner Hendrie
4 Heritage Village Drive
Nashua, NH 03062

RE: MIPS Computer Systems, Inc.

Dear Mr. Hendrie:

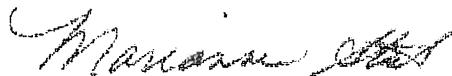
You had previously indicated to us that you wished to include shares of MIPS Computer Systems, Inc. for sale in the public offering. We have not heard from you since your last correspondence as to whether you still intend to include shares in the registration. As we anticipate that the offering will be declared effective by the Securities and Exchange Commission on or before December 15, we would appreciate hearing from you as soon as possible as to whether you still intend to include shares in the offering.

Please contact me by telephone or by fax at the numbers set forth above and let us know if you intend to participate, and when we may anticipate receiving your completed documents.

Thank you for your attention to this matter.

Very truly yours,

WILSON, SONSINI, GOODRICH & ROSATI


Marianne Stark
Senior Legal Assistant

The Computer Museum

500 Congress Street
Boston, MA 02210

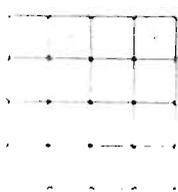
(617) 426-2800

DATE: July 11, 1990
MEMO TO: Executive Committee
FROM: Janice Del Sesto
RE: Capital Campaign Planning Study

Attached are materials related to the interviews being scheduled for the planning study underway by the Charles Webb Co. Included are two lists of names. The list of 65 names labeled Group A Interview List constitutes the first wave of interviews. As a Board member, you are on this list and you should already have received the preliminary case statement and cover letter.

An additional 60 names will be selected from the second list. We would appreciate your assistance in selecting an additional up to 60 individuals from the second list. Our goal is to interview between 75-100 people for the study including the board, current and past donors, and other leaders from technology, general business, and philanthropic communities.

We shall be discussing this list in some detail at the Executive Committee meeting.



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

July 3, 1990

<name>
<title>
<company>
<address>
<city>

Dear <familiar>:

The Computer Museum has engaged The Charles Webb Company, Inc., a fund-raising consulting firm in New York, to conduct a study for the Museum relating to our long-term capital and endowment needs. Our objective is to determine the most appropriate and workable plan for proceeding with our development efforts.

Because of your familiarity with the Museum and the technology industry I have asked that either Mr. Webb or a senior associate from his firm call you in the next couple of weeks to arrange a confidential interview to obtain your opinions and suggestions. Your participation in this study will be of great value in helping us develop our plans for the future. You should feel free to talk openly and candidly, as none of your remarks will be attributed to you. Please be assured that this meeting is not a solicitation.

The enclosed Preliminary Case for Support describes some of the Museum's programs and needs, and will serve as the basis for discussion during your interview.

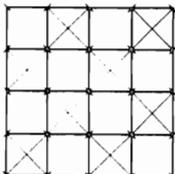
Thank you for your help and cooperation.

Sincerely yours,

Gardner C. Hendrie
Chairman
Board of Directors

/sj

Enclosures



The Computer Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

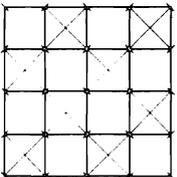
THE COMPUTER MUSEUM

PRELIMINARY CASE FOR SUPPORT

The Computer Museum is the world's only museum devoted solely to the evolution, workings, applications and impact of computers. It has grown rapidly as has the industry that it chronicles and is recognized today as an educational leader, an innovator in exhibit design, and a collector and presenter of historical artifacts. Since its inception in 1979 and formal founding as a public institution in 1982, the Museum has welcomed over one million visitors. The Museum, in its commitment to education, has developed new outreach, loan, and traveling programs in cooperation with other museums and institutions. Through these extension programs, the Museum is able to reach a wider population, far beyond its Boston location. In fact, national activities are underway that will make the Museum an important source of exhibits for other science centers and museums.

The Museum had a serendipitous beginning. In 1974, Digital Equipment Corporation's Ken Olsen and Robert Everett, then-President of MITRE Corporation, rescued the MIT Whirlwind Computer -- one of the earliest computers -- from the junkpile. By 1979, a collection was put on display at a Digital plant in Marlboro, Massachusetts. It soon became apparent that the Museum needed more space and a more central location in a neutral, non-corporate setting. The Museum was incorporated as a public non-profit institution in 1982, and in 1984 the Museum moved to its current home -- a renovated warehouse on the Boston waterfront. This site enabled the Museum to accommodate its growing number of visitors and collections. With the move, visitorship soared from an annual attendance of 15,000 in Marlboro to more than 100,000 in Boston.

Today the Museum is at a crossroads. It has expanded well beyond its initial purpose of ensuring historical preservation, and currently provides creative education programs and more than 70 hands-on, interactive exhibits. A relatively young institution, the Museum has also proven it's ability to maintain a balanced operating budget without the major subsidy it required in its early days. But to ensure its future, The Computer Museum must secure a solid financial base by building an endowment and completing the purchase of the space in which it is housed. Toward that end, the Museum's Board of Directors is now considering a capital campaign to raise \$10 million. Capital funds could be applied toward four areas: the purchase of the Museum's facility; the establishment of an unrestricted endowment fund, an endowment for education programs, and an endowment for its collections.



Filling an Educational Need

The American nation faces a growing crisis in science and technology education. Reports show that U.S. children are nearly at the bottom in international comparisons of mathematics and science achievement. The National Science Foundation predicts a shortfall in this country of more than 600,000 engineers by the year 2020.

Ironically, the problem has reached its most serious dimension just as the importance of science and technology in daily life has increased. Computers impact us daily -- in travel, banking and finance, manufacturing, telecommunications, and in consumer electronics. Despite its role in modern society, few adults understand or appreciate the computer's role or potential. Without that understanding, individuals are less likely to keep pace with changes in the world around them, either in their homes or in their workplace.

As part of the reexamination of science and technology education in this country, educators are emphasizing the important role that museums and other informal learning environments can and should play in making complex subjects less forbidding and more appealing. Technology is a discipline grounded in first-hand exploration and analysis rather than rote learning. Therefore, interactive technological museums can help fill an educational void in the sciences by providing hands-on resources that are not typically available in schools.

The Computer Museum addresses this need by developing education programs and exhibits that can stand alone or work in tandem with curriculum offerings available in schools, colleges, and other classroom settings. Its interactive exhibits are designed for a wide range of ages, knowledge and interest levels. The Computer Museum also helps to educate the non-school age population to be more knowledgeable computer users and consumers by providing a friendly environment in which visitors can experiment with computers in a non-threatening way. Furthermore, The Computer Museum's informal learning environment supports the abundant use of technology in the workplace by exposing visitors to a multitude of different hardware and software, and enables visitors to "practice" their computing skills at leisure. Thus the Museum engages and educates visitors about the extraordinary history of computing, the technology and applications of present-day computers and robots, and the role of computing in the future.

A Record of Achievement

In less than a dozen years, The Computer Museum has gained an international reputation for excellence in its programs, collections, exhibits, staff, and educational materials. Some recent achievements include the following:

In 1987, the Museum signed an unprecedented **joint collecting agreement** with the Smithsonian Institution, National Museum of American History. This agreement is in recognition of the Museum's unique role as the owner of the first collection of computers, and ensures that historic artifacts are preserved, while the research and exhibition potential for both institutions is enhanced.

In June, 1990, the Museum opened its 5,000-square-foot, two-story **Walk-Through Computer**. This authentic working model of a desktop computer -- blown up to 50 times its actual size -- literally brings visitors inside a computer to learn how it works and what it can do. Visitors explore the computer's central processing unit, clock, RAM chips, and hard disk drive. This \$1.2 million project, fully funded by private donations, has received extensive international media coverage, and is expected to bring over 50,000 new visitors to the Museum each year.

Its **Graphics** and **"Smart Machines"** Galleries offer its international visitors a unique opportunity to explore computer graphics, artificial intelligence and robotics through interactive, hands-on experience. The Museum owns the most comprehensive collection of early experimental robots in the world.

The Museum has recently expanded further into the realm of computer art by hosting the 1989 **SIGGRAPH Computer Art** exhibition. It plans to make this an annual exhibition and add the educational offerings during its stay to include lectures and workshops on computer art and eventually music as well.

The Museum recently received a major grant from the **National Science Foundation** in support of a new program to create and distribute **Computer Exhibit Kits** to other museums and science and technology centers in the U.S. The Museum has always served as a model for other museums, providing guidance and assistance in creating computer exhibits of their own. Through the Kits Program the Museum will provide, at a greatly discounted price, the software, instructions for exhibit fabrication, explanatory signage, custom equipment and educational materials for nine of its interactive exhibits. This innovative program will allow the Museum to reach an estimated 20 million people each year who will use its exhibits in other science and technology centers throughout the country.

To promote computer literacy and offer positive role models, The Computer Museum launched its highly-acclaimed **Computer Bowl** tournament in 1988. This competition pits teams of computer experts representing the East and West coasts against one another in a test of knowledge. The 1990 Bowl was transmitted live to four U.S. sites via satellite, and was broadcast in its entirety on Public Television's "Computer Chronicles."

A Vision for the Museum's Future

The Museum's Board of Directors, comprised of national and international leaders in business, academia, and the computer industry, is committed to securing the Museum's future as an informal educational center, a research facility, a resource for other museums and educational institutions, and a repository for the irreplaceable archives and artifacts that document the most rapidly-changing industry in the world. To maintain its leadership role and continue to expand its programs and services, the Board recognizes that the Museum needs a more solid financial base.

In 1989, the Museum completed a capital fund-raising effort, having raised \$3.75 million for building relocation and renovation, and the development of new exhibits. In preparation for a new campaign, the Board has identified four areas of need:

Purchase of the Museum building	\$ 2,500,000
Endowment for unrestricted use	\$ 2,500,000
Endowment to support education programs	\$ 3,000,000
Endowment to support the collections	\$ 2,000,000
TOTAL	<u>\$10,000,000</u>

The successful completion of the campaign will provide the Museum with the security it needs, and will allow it to grow in new ways. Specifically, the newly established endowment funds will provide annual income to support:

completion of the expansion and renovation of public space

increased cooperative programs with other museums and science technology centers for exhibit lending, advice on exhibit design and creation, and new program development

new and broader on-site educational programs, including special seminars for educators, informal learning programs, and cooperative offerings with public television and;

creation of an historian staff position to curate and provide on-going care and management for the Museum's unrivalled collections of 1,500 artifacts, 1,000 photographs, and over 400 videotapes and films chronicling the history of computing; and to facilitate the collections' use for historical research.

The Museum bears a serious responsibility: to preserve a history; to engage all visitors; to prepare a new generation for a technological world; to provide models and guidance for other museums; and to serve as an international resource and research facility for people and organizations throughout the world. With a vision for its future, and an endowment fund to support that vision, these goals can be achieved.

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Group Designator Key

- AC = Academia
- HW = Hardware Company
- SW = Software Company
- SV = Services Company
- DI = Distributor
- FD = Foundation
- GV = Government
- LM = Luminary
- FR ~~FR~~ = U.S. Subsidiary of Foreign Corporation
- MI = Miscellaneous
 - Large Electronics or Telecomm firm
 - Large Diversified Conglomerate
 - Large User of Computer Technology
- IO = Industry Organization

Wealth Key

- * = Worth more than \$10 million in stock
- ** = Member of the Forbes 400 Richest People in America

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LIU, LEONARD	ACER TECHS CORP	FR	PR	SAN JOSE	CA	408-922-0333
LOEBER, JAM	NOKIA INC.	FR	PR, CEO	BASKING RIDGE	NJ	201-766-4010
LUCAS, DONALD L.	ORACLE	SV	CH	BELMONT	CA	415-598-8000
LUFT, KLAUS	NIXDORF	FR	CH	WALTHAM	MA	617-890-3600
LYONS, DR. JOHN	NAT'L INST. OF STDS & TECHNOLOGY	GY	DIR	GAITHERSBURG	MD	301-975-2300
MACHIZ, LEON	AVNET	DI	CH, PR, CEO	GREAT NECK	NY	516-466-7000
MADDEM, PETER E.	STATE STREET BANK	MI	PR	BOSTON	MA	617-786-3000
MANZI, JIM P.	LOTUS DEVELOPMENT	SV	CH, PR, CEO	CAMBRIDGE	MA	617-577-8500
MARKKULA, ARNOLD S. CLIFFORD JR	APPLE	HW	RETIRED, DIR	WOODSIDE	CA	
MATSUSHITA, M.	MATSUSHITA	FR	CH	SECAUCUS	NJ	201-348-7000
MCCAW, BRUCE R.	* * MCCAW CELLULAR COMMUNICATIONS	MI	VP	KIRKLAND	WA	206-827-4500
MCCAW, CRAIG O.	* * MCCAW CELLULAR COMMUNICATIONS	MI	CH	KIRKLAND	WA	206-827-4500 ← ?
MCCAW, JOHN ELROY JR	* * MCCAW CELLULAR COMMUNICATIONS	MI	EYP	KIRKLAND	WA	206-827-4500
MCCAW, KEITH W.	* * MCCAW CELLULAR COMMUNICATIONS	MI	VP	KIRKLAND	WA	206-827-4500
MCCOY, JAMES M.	MAXTOR CORP	HW	CH	SAN JOSE	CA	408-432-1700
MCCRACKEN, EDWARD R.	SILICON GRAPHICS	HW	FR, CEO	MOUNTAIN VIEW	CA	415-960-1980
MCCUNE, WILLIAM J. JR	POLAROID CORP	MI	CH	CAMBRIDGE	MA	617-577-2000

NAME	ORGANIZATION	GROUP	POSITION	CITY	STATE	TELEPHONE
MCDOVERN, PATRICK JOSEPH	* * PUBLISHING (COMPUTER)	MI		WASHUA	NH	
MCICALFE, ROBERT	* 3COM	HW	Y PR, CM SYS	SANTA CLARA	CA	408-562-6400
MINER, ROBERT M.	* ORACLE	SW	SR VP DEV	BELMONT	CA	415-598-8000
MITCHELL, DAVID T.	SEAGATE TECH	HW	PR, COO	SCOTTS VALLEY	CA	408-438-6550
KOFFETT, DONALD P.	FUJITSU SYSTEMS OF AMERICA	FR	PR	SAN DIEGO	CA	619-481-4004
WAKE, GORDON E.	* * INTEL	HW	CH	SANTA CLARA	CA	408-987-8080
MAIHO, DR. LUIGI	BU/CTR FOR COMPUTATIONAL & APP. DYNAMICS	AC	DIR	BOSTON	MA	617-353-3069
MARITA, MASAOKI	SONY CORP OF AMERICA	FR	CH, CEO	NEW YORK	NY	212-371-5800
MARITZ, CHARLES W.	DUM & BRADSTREET	MI	CH, CEO	NEW YORK	NY	212-593-6800
MORRISETT, LLOYD W.	JOHN & MARY R. MARKLE FOUNDATION	FD	FR	NEW YORK	NY	212-489-6655
MIRS, ROBERT J.	GRUMMAN	MI	PR, DATA SYS DIV	BETHPAGE	NY	516-575-0574
NAKAMURA, YASUSHI	FUJITSU AMERICA	FR	PR	SAN JOSE	CA	408-432-1300
NAKAO, HIDEO	NEC	FR	PR, CEO	MOUNTAIN VIEW	CA	415-960-6000
NEPOME, PROF. ANILE	CORNELL/MATHEMATICAL SCIENCES INSTITUTE	AC	DIR	ITHACA	NY	607-255-8005
NEUBAU, RAYMOND J.	* NOVELL	SW	PR, CH, CEO	PROVO	UT	801-379-5900
NEWMAN, DAVID A.	* BUSINESSLAND INC	DI	CH, FR, CEO	SAN JOSE	CA	408-437-0400
NOYAK, DR. GORDON S. JR	UT-AUSTIN/ARTIFICIAL INTELLIGENCE LAB.	AC	DIR	AUSTIN	TX	512-471-9567
NOYCE, ROBERT W.	INTEL	HW	Y CH	SANTA CLARA	CA	408-987-8080
MUSSBAUM, CUTLER J.	ASHTON-TATE	SW	PR, COO	TORRANCE	CA	213-329-8000
NUTT, ROY	COMPUTER SCIENCES CORP.	SW	CO-FCR, FMR VP	EL SEGUNDO	CA	213-615-0311
O'BRIEN, JOHN	GRUMMAN	MI	CH, PR, CEO	BETHPAGE	NY	516-575-0574
O'DOURKE, J. TRACY	ROCKWELL INT'L/ALLEN-BRADLEY	MI	YP/PR, CEO	EL SEGUNDO	CA	213-647-5000
OGEN, DR. J. TINSLEY	UT-AUSTIN/TEXAS INST. FOR COMPUT'L MECH.	AC	DIR	AUSTIN	TX	512-471-3312
OGI, MASAKA	FUJITSU SYSTEMS OF AMERICA	FR	CH	SAN DIEGO	CA	619-481-4004
ORR, JAMES F. III	UNUM CHARITABLE FOUNDATION	FD	PR	PORTLAND	ME	207-770-2211
OSTERGARD, PAUL M.	GENERAL ELECTRIC FOUNDATION	FD	PR	FAIRFIELD	CT	203-373-3216
PACKARD, DAVID	* * HEWLETT-PACKARD	HW	CH, FDR	PALO ALTO	CA	415-857-1501
PALLEYSAT, MAX	* * XEROX DATA SYSTEMS	MI	FMR CH	924 WESTWOOD	BLYD	LA, CALIF.
FALICK, ROBERT J.	CONVEX COMPUTER	HW	PR, CEO	RICHARDSON	TX	214-852-0200
PATRICK, DENNIS	FEDERAL COMMUNICATIONS COMMISSION	GV	CH	WASHINGTON	DC	202-632-7000
PATTEN, WILLIAM B. JR	MAI BASIC FOUR	HW	PR, CEO	TUSTIN	CA	714-731-5100

NAME	ORGANIZATION	GROUP	POSITION	CITY	STATE	TELEPHONE
FENFIELD, DR. PAUL JR.	MIT/MICROSYSTEMS RESEARCH CENTER	AC	DIR	CAMBRIDGE	MA	617-253-8138
FERRINS, THOMAS J.	TANDEM	KV	CH	CUPERTINO	CA	408-725-6000
FEROI, H. ROSS	* * PEROT GROUP	MI	FDR	12377 MERIT DR.	TX	AUSTIN
PHILLIPS, THOMAS L.	RAYTHEON	MI	CH, CEO	LEXINGTON	MA	617-862-6600
PICKETT, JOHN L.	CBEMA - COMP. & BUS. EQUIP. MFG ASSOC.	IO	PR	WASHINGTON	DC	202-737-8888
FOST, DR. ROBERT L. JR	OFFICE OF SCI.&TECH. POL.-EXEC OFF. PRES	GV	EXEC DIR	WASHINGTON	DC	202-395-4692
FOWERS, DR. EDWARD J.	UT-AUSTIN/ELECTRONICS RESEARCH CENTER	AC	DIR	AUSTIN	TX	512-471-3954
FRESS, FRANK	NAT'L RESEARCH COUNCIL	GV	DIR	WASHINGTON	DC	202-334-2000
FRIE, CLARENCE L.	FDN. OF THE LITTON INDUSTRIES	FD	PR	BEVERLY HILLS	CA	213-859-5423
GRESHEY, SAFI V.	* AST RESEARCH	HW	CH, PR, CEO	IRVINE	CA	714-863-1333
PAVOLI, GULIANE	OLIVETTI MGMT OF AMERICA	FR	PR	NEW YORK	NY	212-371-5630
RAYMOND, STEVEN A.	* TECH DATA CORP	HW	PR, CEO	CLEARWATER	FL	813-539-7429
FEED, JOHN S.	CITICORP	MI	CH, CEO	NEW YORK	NY	212-559-1000
FELCHARDT, CARL E.	WELLS FARGO	MI	CH, CEO	SAN FRANCISCO	CA	415-396-0123
FENNA, R. BRUCE	PURDUE/CAD/CAM CENTER	AC	DIR	INDIANAPOLIS	IN	317-274-0800
FOACH, JOHN V.	TANDY	DI	CH, PR, CEO	FORT WORTH	TX	817-390-3700
FORBISON, JAMES D. III	AMERICAN EXPRESS	MI	CH, PR, CEO	NEW YORK	NY	212-640-2000
FOGERS, T.J.	CYPRESS SEMICONDUCTOR	HW	PR	SAN JOSE	CA	408-943-2600
FONCHI, GIORGIO	MEMOREX (COMPUTER SUPPLY DIV.)	FR	PR, CEO	SANTA CLARA	CA	408-957-1000
FOTHERFORD, JOHN JR	D & B	MI	PR, INTERACT.DATA	LEXINGTON	MA	
SCALISE, GEORGEIM.	MAXTOR CORP	HW	PR, CEO	SAN JOSE	CA	408-432-1700
SCHOETER, WILLIAM J.	CONNER PERIPHERALS	HW	V CH	SAN JOSE	CA	408-433-3340
SCULLEY, JOHN	APPLE COMPUTER	HW	CH, PR, CEO	CUPERTINO	CA	408-996-1010
SERWATKA, WALTER	MCGRAW-HILL	MI	PR, INFO SVC.S CD	NEW YORK	NY	212-512-2000
SHEFFIELD, G.L.	PACTEL COMMUNICATIONS	MI	FR, CEO	WALNUT CREEK	CA	415-947-5000
SHELLEY, R.GENE	RAYTHEON	MI	FR	LEXINGTON	MA	617-862-6600
SHEMER, JACK E.	TERADATA CORP	HW	CH	LOS ANGELES	CA	213-827-8777
SHEPHERD, MARK JR.	TEXAS INSTRUMENTS	MI	FMR CH, DIR	DALLAS	TX	214-995-2011
SHIPLEY, JIM A.	MICROSOFT	SW	PR, COO	REDMOND	WA	206-882-8080
SLICHTZ, FRANK	BOEING CO.	MI	CH, CEO	SEATTLE	WA	206-655-2121
SLICHTZ, ALAN F.	SEAGATE TECH	HW	CH, CEO	SCOTTS VALLEY	CA	408-438-6550

NAME	ORGANIZATION	GROUP	POSITION	CITY	STATE	TELEPHONE
SIXES, ALFRED	NAT'L TELECOMM & INFO ADMIN.(NTIA)	GV	ASST SEC, COMM&INF	WASHINGTON	DC	202-377-1832
SIMONDS, KENNETH W.	TERADATA CORP	HW	FR, CEO	LOS ANGELES	CA	213-827-8777
SIMS, JAMES K.	CONCURRENT COMPUTER	HW	CH, FR, CEO	TINTON FALLS	NJ	201-758-7000
SINGLETON, HENRY EARL	* * * TELEDYNE	MI	CH	LOS ANGELES	CA	213-277-3311 -
SKATES, RONALD L.	DATA GENERAL	HW	EVP, COO	WESTBOROUGH	MA	508-366-8911
SPECTOR, ALFRED	CM/INFORMATION TECHNOLOGY CENTER	AC	DIR	PITTSBURG	PA	412-268-6741
SPORCK, CHARLES E.	NATIONAL SEMICONDUCTOR	HW	PR, CEO	SANTA CLARA	CA	408-721-5000 -
SQUIRES, JOHN P.	* DOWNER PERIPHERALS	HW	EVP	SAN JOSE	CA	408-433-3340 -
STALEY, DELBERT C.	NYNEX	MI	CH, CEO	NEW YORK	NY	212-370-7400
STEEL, JOHN M.	PURDUE/COMPUTING CENTER	AC	DIR	INDIANAPOLIS	IN	317-494-1787
STEIN, ALFRED J.	VLSI	HW	CH, CEO	SAN JOSE	CA	408-434-3000
STREETMAN, DR. BEN G.	UT-AUSTIN/MICROELECTRONICS RESEARCH CTR.	AC	DIR	AUSTIN	TX	512-471-4493
STWOLSKI, ROBERT	CAP GEMINI AMERICA	FR	CH, CEO, PR	NEW YORK	NY	212-221-7270
TAKAYA, T.	HITACHI AMERICA	FR	FR, CEO	TARRYTOWN	NY	914-332-5800
TANDON, SIRJONG LAI	TANDON CORP	HW	CH, PR	MOORPARK	CA	805-523-0340
TASAKI, SEIKI	C. ITOM & CO. (AMERICA)	FR	CH	NEW YORK	NY	212-818-8000
TALB, HENRY	ADP	SV	YOM. CH	ROSELAND	NJ	201-994-5700
TAYLOR, RICHARD W.	LOCKHEED	MI	GRP FR, INFO SYS	CALABASAS	CA	818-712-2000
TELLEP, DANIEL M.	LOCKHEED CORP	MI	CH, CEO	CALABASAS	CA	818-712-2000
TOGO, MICHAEL J.	CORNELL/CTR FOR APPLIED MATH	AC	DIR	ITHACA	NY	607-255-4335
TORT, DAVID	OPEN SOFTWARE FOUNDATION	IO	PR	CAMBRIDGE	MA	617-621-8700
TRAMIEL, JACK	* * * ATARI	HW	CH, CEO	SUNNYVALE	CA	408-745-2000 -
TREYBIG, JAMES G.	TANDEM	HW	FR, CEO	CUPERTINO	CA	408-725-6000
TSE, BERNARD K.	WTSE TECHNOLOGY	FW	CH, CEO	SAN JOSE	CA	408-433-1000
TURNER, WILLIAM J.	ADP	SV	FR, COO	ROSELAND	NJ	201-994-5840
WADDELL, JOHN C.	ARROW ELECTRONICS	DI	CH	MELVILLE	NY	516-391-1300
WAGMAN, DAVID	* * * SOFTSEL COMPUTER PDTS	SV	CO CH	INGLEWOOD	CA	213-412-1700 -
WALKER, E. LEE	DELL COMPUTER	HW	PR, COO	AUSTIN	TX	512-338-4400 -
WALKER, JOHN	* * * AUTODESK INC	HW	CH	SAUSALITO	CA	415-332-2344 -
WANG, ANTHONY W.	* * * COMPUTER ASSOC.	SV	PR, COO	GARDEN CITY	NY	516-227-3300
WANG, CHARLES B.	* * * COMPUTER ASSOC.	SV	CH, CEO	GARDEN CITY	NY	516-227-3300 -

NAME	ORGANIZATION	GROUP	POSITION	CITY	STATE	TELEPHONE
WARLICK, DR. CHARLES H.	UT-AUSTIN/COMPUTATIONAL CENTER	AC	DIR	AUSTIN	TX	512-471-3241
WAPNICK, JOHN E.	* ADOBE SYSTEMS	SW	CH, CEO	MOUNTAIN VIEW	CA	415-961-4400
WASSERMAN, LEW R.	JULES & DORIS STEIN FOUNDATION	FD	CH	BEVERLY HILLS	CA	213-276-2101
WATSON, THOMAS J. JR	* * IBM	MI HW	FMR CH	ARMONK	NY	
WEBER, WILLIAM P.	TEXAS INSTRUMENTS	MI	EVP, PR, S-COMD.GRP	DALLAS	TX	214-995-2011
WEILER, ROBERT K.	CULLINET SOFTWARE	SW	PR, COO	WESTWOOD	MA	617-329-7700
WEISSMAN, ROBERT E.	DUN & BRADSTREET	MI	PR, COO	NEW YORK	NY	212-593-6800
WELCH, JOHN F. JR	GE	MI	CH, CEO	FAIRFIELD	CT	203-373-2211
WELKE, LAURENCE A.	ADAPSO - THE COMP. SFTWR & SVC IND.ASSOC	IO	CH	ARLINGTON	VA	703-522-5055
WEST, J. THOMAS	DATA GENERAL	HW	SR VP, SYS DEV	WESTBOROUGH	MA	508-366-8911
WESTON, JOSH S.	ADP	SV	CH, CEO	ROSELAND	NJ	201-994-5828
WHITE, EUGENE R.	AMDAHL COMPUTER	HW	Y CH	SUNNYVALE	CA	408-746-6000
WHITE, PHILIP E.	WYSE TECHNOLOGY	HW	PR, CEO	SAN JOSE	CA	408-433-1000
WHITE, ROBERT	NAT'L ACADEMY OF ENGINEERING	GV	PR	WASHINGTON	DC	202-334-2000
WINCE-SMITH, DEBRA	OFFICE OF TECH. POLICY-DEPT OF COMMERCE	GV	ASST SEC	WASHINGTON	DC	202-377-3653
WITGENSTEIN, PETER PRINZ	MANNESMANN CAPITAL	FR	PR	NEW YORK	NY	212-826-0040
YASAFUKU, MATAMI	FUJITSU MICROELECTRONICS	FR	PR	SAN JOSE	CA	408-922-9000
YOUNG, JOHN A.	HEWLETT-PACKARD	HW	PR, CEO	PALO ALTO	CA	415-857-1501
YLEX, THOMAS C.K.	* AST RESEARCH	HW	CO CH	IRVINE	CA	714-863-1333
ZACHARY, NORMAN	LOGICA DATA ARCHITECTS	SW	PR	WALTHAM	MA	617-890-7730
ZIFF, WILLIAM BERNARD JR	* * PUBLISHING (COMPUTER)	MI		MANALAPAN	FL	
McNealy, Scott	* Sun Microsystems	HW	CH, PR, CEO	Mountain View	CA	915 960 1300

Capital Campaign Accounts Receivable
Status Report
April 13, 1989

Sent reminder/overdue letters

American Management Systems	\$1,500	
Apollo	\$15,000	
Robert Claussen	\$2,048	
Stephen Coit	\$1,024	
Dan Eisner	\$500	
General Systems Group	\$2,048	
Index Systems	\$2,500	
Peter Hirshberg	\$1,365	
Robert Hoffman	\$250	
? Allan Kent	\$512	<i>need new address</i>
? John Levy	\$100	<i>need new address</i>
Ralph Linsalata	\$1,024	
John Payne	\$1,000	
Benjamin Robelen	\$2,000	
William Spencer	\$1,000	
William Wolfson	\$1,000	
 Total	 \$32,871\$	

Uncollectables

Howard Cannon	\$5,475	Symbolics write-off
Holloway	\$5,850	Symbolics write-off
Robert Whalen	\$500	No correspondance for 3 years
Daniel McCracken	\$1,000	Sent renegment letter
B. Greenberg	\$5,850	Symbolics write-off
 Total	 \$18,675	

Accounts under research

-Robert Berkowitz	\$8,000	No file found
Gene Brewer	\$1,500	Need new address
Roger and Mary Cady	\$1,024	Jan will tell Ted to call
J. Clark	\$1,024	No file found. Ask Gwen
ICL	\$2,048	Jane to write letter
Dave and Pat Nelson	\$5,000	Jan
New York Air	\$1,000	Texas Air Philanthropy
Ed Schwartz	\$2,500	Jan
Paul Severino	\$2,250	Jan
 Total	 \$24,346	

4/26/89

	A	B	C	D	E	F	G	H
1	Board Memt	Capital	Corporat	Annual	Bowl	in-kind	attd	Term
2	Hendrie	13000	n/a/yes	no	5000	n/a	yes	86-90
3	Bodman	no	1000	no ^{personal}	no	n/a	yes	87-91
4	Chapman	no	no	250	no	?	yes	87-91
5	Donaldson	5000	3000	1000	1000	yes	yes	83-87;91
6	Eklund	no	n/a	100	no	yes	yes	88-92
7	Foster	10000?	1000	no	5000	will	yes	87-91
8	Fredkin	no	n/a	no	3000	n/a	no	88-92
9	Gerrity	no	?	1000	no	no	yes	87-91
10	Greene	no	no	500	no	no	yes	88-92
11	Hopper	no	no	no	in kind	yes	yes	87-91
12	Humphreys	no	yes	no	no	no	no	87-91
13	Johnson	before	n/a	1000	2000	n/a	yes	88-92
14	Kapor	100000	n/a	no ✓	yes	n/a	some	84-88;92
15	Klein	before	n/a	no	no	n/a	some	85-89
16	Lucky	1000	no	no	no	yes	some	85-89
17	Mead	20000	n/a	no	no	n/a	no	85-89
18	McKenney	before	n/a ¹⁰⁰⁰	no	1000	yes	yes	83-88;91
19	Morse	4000	1000	no	500	no	yes	87-91
20	Nelson	25000	yes	no	15000	yes	yes	87-91
21	Noftsker	before	n/a	no	no	before	yes	87-91
22	Pettinella	800	1000	no	1000	n/a	yes	87-91
23	Poduska		1000	no	5000	n/a	yes	84-88;92
24	Rotenberg	no	n/a (men	no	no	yes	yes	85-89
25	Sammet	5000	n/a	no	no	n/a	yes	83-87;91
26	Schwartz	yes?	n/a DEC	no	500	yes	yes	83-87;91
27	Seligman	no		no	no	no	yes	87-91
28	Severino	before	1000	no	1000	before	yes	87-91
29	Shear	before	n/a	no, 1,000	500	n/a	yes	87-91
30	Sltkin	no	no	500	no	YES	yes	87-91
31	Smart	before	n/a DEC	no	no	n/a	yes	87-91
32	Spenser	1000/y	10k	no	1000	YES	yes	87-91

\$50K FY 89

\$50kin 6 mo.s

\$50K FY 89

Capital
Pledges
Received

THE WALK-THROUGH COMPUTER

Proposal for a Landmark Exhibit at The Computer Museum

Project Summary

Imagine a computer so large that you can dance across its keyboard, ride atop its mouse and explore its microprocessor and memory chips on a human scale. The Computer Museum is now planning to develop and construct such a giant 3,500-square-foot walk-through computer, about 20 times its actual size. The exhibit will meet a growing and increasingly urgent need for the general public's to understand how a computer works.

The rapid emergence of the computer as a central tool in society has left many members of the public without a basic understanding of computers. Whereas existing or planned exhibits at The Computer Museum and other institutions address computer history and applications, no significant project at a public institution exists to tackle the most fundamental topic—how computers work—in a way that overcomes the fear and inadequacy much of the public feels about understanding technology.

The Walk-Through Computer will consist of a large-scale, theatrical, functioning computer, complete with keyboard, mouse, display, printer, circuit boards with processor and memory, and disk drives. The computer will be running a real program with which visitors will interact. Special effects and computers themselves will be used to simulate information flow throughout the Walk-Through Computer, and respond to visitors as they explore. Hands-on stations nestled inside the Walk-Through Computer will explain key parts of the computer in depth, offering opportunities to look closer and answering visitors' questions at many different levels.

The Walk-Through Computer will attract families, school groups, tourists, and even professionals with an enjoyable, non-threatening, yet informative opportunity to discover how computers work. The Walk-Through Computer has the potential to become both the hallmark of The Computer Museum and a feature tourist attraction in Boston

THE WALK-THROUGH COMPUTER

Proposal for a Landmark Feature at The Computer Museum

The Computer Museum's mission is, in part, to educate all levels of the public through dynamic exhibits on the technology of computing. It would indeed be difficult to find a better way to fulfill this challenge than this major initiative to promote the public's understanding of how computers work: a giant walk-through computer, 20 times actual size.

Large-scale, gallery-sized exhibits that recreate an environment have a proven track record of success in museums and science centers around the world. Some have constructed complete industrial environments at nearly full scale, such as the elaborate coal mine at the Deutsches Museum, Munich. Others have used scaled-up models to offer a dramatic new view of a familiar object. The most famous example perhaps, is the giant walk-through heart, on display both at The Chicago Museum of Science and Industry and at The Franklin Institute, Philadelphia. The Heart is frequently cited as "the best" or "the most memorable" exhibit by museum visitors.

Why a Walk-Through Computer?

We are living at a time in which the computer has rapidly become one of society's most important tools, perhaps *the* most important tool. The speed of the computer's introduction has left many people bewildered and confused on many fronts. Although it might even be difficult for the average person to formulate questions to alleviate their confusion, our experience with museum visitors and the the general public points to three general questions:

1. Where did computers come from?
2. What can computers do?
3. How do computers work?

Thematic exhibits at The Computer Museum and in many science and technology centers around the world are beginning to address the question "What can computers do?" by demonstrating and explaining various applications of computing. Other exhibits planned at The Computer Museum and at the Smithsonian Institution's National Museum of American History will address the question "Where did computers come from?" However, no other public institution plans to address the question "How do computers work?", perhaps the most important of the three questions, in depth. One reason for this is that computers are complicated machines; the task will be a challenging one, involving the explanation of phenomena on disparate scales of size and time. A second reason may be that, until recently, understanding

how computers work was not regarded as a fundamental part of technological literacy. This attitude is changing rapidly, as computers take on an ever-expanding role in the world.

The purpose of the Walk-Through Computer is to help visitors answer the third question, "How do computers work?" or, at least, to give them the concepts with which they can focus their questions more clearly.

While many people might ask "How do computers work?", a large proportion will be ambivalent about finding out since they fear the answer may be too complicated for them to understand. The concept of the giant Walk-Through Computer emerged as a vehicle for tackling a somewhat daunting topic in a playful spirit. The large computer provides a framework on which to hang explanatory, interactive stations. Standing alone, such stations would lack the visual impact, excitement, and cohesiveness to engage most museum-goers.

The Walk-Through Computer will allow visitors to choose their own path through the many levels of explanation offered and attempt to answer their own questions. For example, some visitors may initially wish to understand what computers are doing at the level of ones and zeros, only to discover that when they have grasped this level, they still want to learn more about the connection between this logical concept and the computers they use at home or at school. Other visitors may desire to learn the detailed anatomy of the computer at first, and then decide to explore how the whole hangs together.

Collective experiences will be nurtured within the Walk-Through Computer. Groups of visitors will be able to interact with the computer as a team. The Walk-Through Computer will have the capability to be pre-programmed for use with school groups as part of scheduled demonstrations and tours. One program will offer a brief introduction to the exhibit, using synchronized sound and graphics. In another mode, a group will be presented with a series of tasks that they can accomplish using the Walk-Through Computer. Museum guides will be able to operate the entire machine as part of a presentation before they hand over control to the visiting group.

Who is The Walk-Through Computer For?

A large-scale, landmark exhibit will attract new audiences to The Computer Museum. The exhibit will attract more school groups from low income urban and rural areas in the immediate vicinity—where there is still a lack of computer equipment for students—as well as providing an enriching experience for moderate-income school districts from Rhode Island, Connecticut, New Hampshire, Vermont, Maine, and New York, as well as Massachusetts. Pre-visit materials will help prepare teachers and students.

As The Computer Museum is the only institution of its kind in the world, it currently attracts a great number of American and foreign tourists, especially during the summer months. The Walk-Through Computer will attract an even greater proportion of Boston's tourists, as it will appeal to people even if they are not particularly interested in computers. Families with young children

will especially enjoy the Walk-Through Computer, with children participating in the large-scale interactions and exploring the unusual and unexpected spaces within the exhibit, while parents investigate the exhibit at the same or a more detailed level.

The Walk-Through Computer will also provide a valuable experience for computer-knowledgeable visitors. Though many of them will already be familiar with the material being presented, they will be intrigued by the exhibit's unique character, and will want to visit the exhibit and share it with their friends and relatives. We have frequently observed that even technologically sophisticated visitors learn something new in the Museum.

The exhibit will be designed to meet the needs of a variety of visitors. For example, no prior knowledge about computers will be assumed, and only a minimum of essential information will be presented unless visitors request fuller explanations, in which case additional details will be readily available. Informative, interactive experiences will be presented within the context of a compelling design metaphor so that all visitors can enjoy the environment.

What Will Visitors Learn from the Walk-Through Computer?

As the Walk-Through Computer will address a diverse audience, the main educational goals of the exhibit will be to convey only a few important concepts. However, a rich array of further information will be available for those who seek it, without distracting them from the primary educational concepts of the exhibit. This will be implemented, in part, through interactive, computer-based stations that use animation and sound.

The important concepts will include:

1. Computer Programs (Software)

A working computer follows a program, a series of instructions that have already been stored inside the computer. The program determines what the computer does. One can change the same computer from doing one job to doing another simply by changing the program.

2. Instructions

A computer obeys instructions, usually one at a time, using a device called a processor. The instructions "understood" by the processor are drawn from a repertoire of a few dozen. Individual instructions retrieve or send out information, carry out very simple arithmetic or logical operations, or cause the processor to execute another instruction. Each instruction that passes through the processor does very little, but computers execute instructions at an unimaginably rapid rate, so a lot gets done.

3. Programming a Computer

People write programs in languages that look a little like English. Other programs (also written by people) are used to translate these languages

into myriads of detailed instructions that the processor can "understand." These translation programs include programming languages (compilers and interpreters) and operating systems.

4. Memory

The computer has physical memory that stores instructions (programs) and data (information, facts, knowledge). Fast memory uses silicon chips, and slower, (but more capacious) memory uses magnetic and optical disks. Disks are used to archive and distribute computer programs and data.

5. Input and Output

Devices are needed to convert information that people use into the form handled by computers (electric charges, magnetic fields, and microscopic pits that represent ones and zeros). Input devices, such as keyboards and mice, convert hand and finger movements into computer-recognizable form. Output devices, such as printers and displays, reverse the process and produce information people can use readily.

A Walk Through The Walk-Through Computer

Approach

As you approach the Walk-Through Computer, you will see a giant monitor, keyboard, and mouse—scaled up to twenty times over normal size. The mouse, an actual working tool, will stand about three feet high. A doorway into the ten-foot-tall front facade of a personal computer's chassis will beckon to one side. You will immediately notice a changing image on the monitor screen—it appears as if someone is slowly drawing a line across the screen—which is actually the output of the interactive program that the Walk-Through Computer is executing. Careful thought will be given to the selection of programs for the Walk-Through Computer. The programs will be performing a useful and genuine task; they will have a clear, graphical output (pictures connect more quickly than words) and behavior that is clearly modifiable by visitors through the mouse and keyboard. It seems that the computer is executing a "paint" program as we begin our tour.

Keyboard

On reaching the keyboard, you will see that you can actually operate the keys by stepping onto them. Stepping on "function keys" will make something happen (each keycap will be clearly labeled). The specific actions performed by the function keys will be determined by the program selected at that time for the Walk-Through Computer. In fact, you notice a young girl stepping on the F1 key to clear the immense screen, and then jumping on the F3 key twice to change its color, first to red, then to green. In addition to the function keys,

all the keys of a normal keyboard will be active, causing a character to appear in a "dialog area" on the screen. When the return key is pressed, the computer will try to understand the character string entered and will execute it if it can.

At the side of the keyboard a cutaway will reveal what lies inside a keyboard explaining what it does and how it works. You will even be able to glimpse the underside of the keyboard, seeing the action caused by other people stepping on the keys.

Of course, if you cannot figure out what's going on at first, guidance will be given both by the computer's own response on the giant monitor and by Museum staff. A touch of this playground atmosphere at the keyboard and the mouse may indeed help you feel more confident in approaching the "meatier" material that lies ahead.

Mouse

Next, you may find yourself pushing an enormous mouse across its pad while a small child rides on top. Movement of the mouse will cause a brush to paint a bright line across the large monitor. The mouse and keyboard can be used simultaneously—indeed, someone might help change the color you are painting with as you push.

The mouse will also have a transparent portion, revealing the ball, wheels, and encoders that track the motion in two dimensions and convert it into a form the computer can handle. You can follow the action going on inside while making small movements of the mouse.

Monitor

The giant color monitor placed next to the keyboard and mouse will instantly display the effects of your keyboard and mouse inputs on a larger-than-life scale, as well as the results produced by the computer program. After interacting with the keyboard and mouse and watching the monitor's screen, you might peer inside the monitor housing from an opening on its side. The tube, deflection coils, shadow mask, and other parts will be visible, together with a short piece of animation (perhaps computer-generated) showing the operation of a raster color display.

Your first contact with the computer will thus center on the concepts of input and output, the fifth item on the previous list of educational goals.

Inside the Computer

Walking through a doorway into the chassis, you will be greeted by a landscape of giant printed-circuit cards and disk drives (floppy and hard-disk). Walk across the motherboard, step onto any of the integrated circuits and pass through the rows of RAM. Vertical cards slotted into the horizontal, floor-level motherboard, will form walls that approach ceiling height. The power supply will stand out as a large, sculptural feature, complete with its huge smoothing capacitors.

Video and pulsing light fibers will simulate the flow of information throughout the computer and its peripherals. Your tour will be guided by spoken explanations, special effects, and video animation which you will activate by touching the appropriate component or walking by sensors that will detect your presence. Of course, some artistic license will be taken to emphasize the information pathway through the machine.

You will be inside, watching the giant computer execute its program, seeing how all parts of the computer act as a coordinated whole, synchronized by a clock, and calling the memory and peripherals into play as needed. When visitors using the mouse and keyboard enter commands to store an image, you will witness the flow, of information to the RAM and disk. Pathways of flashing lights will simulate the flow and mechanical movement of the disk, and its heads will simulate writing data to the disk.

Try one of the built-in interactive, computer-based stations in the Walk-Through Computer if you are hungry to learn more. Here you will have an opportunity to explore key aspects of the computer's physical or logical operation in one or more of three dimensions: physical scale, temporal scale, and level of abstraction.

The Microprocessor

At perhaps the most important series of stations, you will focus in on the microprocessor. Using a unique "zoom control", you will be able to see any part of the microprocessor at high magnification. Each part will be accompanied by a spoken description of its function.

Then, you will have a chance to slow the passage of time down a millionfold and watch the behavior of key parts of the microprocessor, perhaps checking out what's happening in the registers. You will be able to follow the flow of information and control within the computer in great detail. By varying the speed of execution, you will see how useful behavior emerges when many millions of elemental operations at the machine level are executed. You will have an opportunity to discover the distinction between instructions and data and see how a simple set of registers and instructions enables the computer to become a general-purpose information-handling machine.

Finally, you will be able to choose the level of abstraction in your magnified, slowed-down processor to explore the giant gulf between the low-level operations carried out by the computer's processor, and the familiar high-level interactions, characteristic of such popular applications as word-processors and spreadsheets. At the highest level, you will see an English description of the task being executed. As the abstraction level is lowered, the executing instructions will appear in a high-level programming language, in assembly language, in binary, and at the lowest level, in voltages. This hierarchy of symbolic representation will be presented in a visually compelling way so that you may even see how a high-level instruction of the type you yourself may have used expands to thousands of low-level instructions that the processor can execute.

This series of stations will address the first three items on the list of educational goals in the previous section: instructions, programs (software), and programming.

The Main Memory (RAM)

At a simulated microscope housed among rows of RAM chips, you will encounter a simulated active portion of memory during the operation of the computer. By varying the scale from a bit up to a megabyte, you can watch patterns of ones and zeros change before your eyes. Here you will see the connection between individual bits of information and the macroscopic "knowledge" stored within a computer's memory. At each scale, the equivalent amount of information stored as pages of printed text will be indicated, conveying the sheer quantity of information required to solve many real-world problems. You will even be able to see functional descriptions of various chunks of memory as these change in real time. One of the most readily interpreted chunks will be the segment of RAM devoted to the bit-map that represents the display on the computer's monitor. In addition, you will have a chance to peer at real RAM chips under microscopes, and see the detailed workings of an individual memory cell explained.

Floppy Disk Drive

Of course you will have noticed the Walk-Through Computer making periodic use of its disk drives. A disk access will cause a six-foot diameter platter to spin and a model of a head assembly to move across the surface. Patterns that simulate regions of magnetization will be printed onto the surface in all but a few tracks, where instead, you will notice changing patterns projected to simulate the storage of new data. You can even override the computer, initiating your own disk access, slowed down and explained with a voice commentary. You will be invited to enter your own name and see it converted into code and stored on the disk. You can then retrieve your input and also browse through several-thousand entries by previous visitors. Together with a further explanatory model at the hard-disk drive, the RAM and the floppy disk will address the fourth concept listed in the previous section: memory.

Developing the Walk-Through Computer

The Walk-Through Computer will require careful planning, design, and fabrication to ensure that all its educational goals are met. The Computer Museum is convening an advisory committee composed of some of the world's leading experts in educational psychology, educational software, exhibit design, computer science, and classroom teaching. This group will provide a range of input that will help the Museum implement the concept accurately and effectively. The members of the committee are as follows:

Art Bardige, Learningways, former classroom teacher now director of an educational software-development company

Daniel C. Dennett, Tufts University, Professor of Cognitive Science and co-author of The Mind's I

Signe Hanson, Boston Children's Museum, Director of Exhibit Design

Gardner Hendrie, Sigma Partners, former computer architect and designer of minicomputers and fault-tolerant computers

Danny Hillis, Thinking Machines Corporation, computer architect, designer of the novel, massively parallel Connection Machine

David Macaulay, author and illustrator of a series of best-selling educational books including The Way Things Work

Philip Morrison, MIT, Institute Professor and co-creator of many popular films, articles, and programs on science, including the PBS series The Ring of Truth

Phylis Morrison, former teacher, curriculum developer, and co-author and producer with Philip Morrison of science materials and programs

Jonathan Rotenberg, founder and president of The Boston Computer Society, the World's largest society of computer users

try Papert

Museum Staff

The project will be directed by The Computer Museum's Curator, Dr. Oliver Strimpel. Dr. Strimpel has directed exhibit development at The Computer Museum since 1984. He was responsible for "The Computer and the Image" and "Smart Machines," two 4,000-square-foot galleries with highly interactive exhibits, which are the most successful exhibit areas in The Computer Museum. Prior to joining The Computer Museum, Dr. Strimpel was curator for Mathematics and Computing at The Science Museum, London, where he developed major interactive exhibits on information technology, and electronic imaging.

Adeline Naiman, Director of Education at The Computer Museum will take a lead role in the determination of the exhibit's content and will work to maximize its educational impact on Museum visitors. She has written extensively on the use of computers in education, is a former Managing Director of Technical Education Research Centers, Director of HRM Software, and Editor of the Elementary Science Study. She is currently Vice-chair of the Educational Technology Advisory Council of the State of Massachusetts and author of "The Learning Curve" column in Computer Update.

The Walk-Through Computer will be designed by Richard Fowler, visiting exhibit designer at The Computer Museum, on loan from Britain's award-winning and highly popular new National Museum of Photography, Film and Television, where he is head of design. Formerly senior designer at The Science Museum, London, he has designed numerous highly acclaimed exhibitions. He is particularly known for his designs of three-dimensional exhibit environments, including a nuclear power reactor and a television studio. He is uniquely qualified for the challenge of designing the Walk-Through Computer.

Budget

The cash cost of developing the Walk-Through Computer will be \$700,000. As the budget below indicates, the bulk of the funds will be required to fabricate the exhibit. The development cycle will last approximately one year, from initial funding to the opening of the exhibit. The cash requirements can be approximated on a quarterly basis starting from the initial go-ahead:

<u>1st quarter</u>	<u>2nd quarter</u>	<u>3rd quarter</u>	<u>4th quarter</u>	<u>TOTAL</u>
\$50,000	\$100,000	\$150,000	\$400,000	\$700,000

The Computer Museum has been very successful in securing in-kind donations of equipment and services for new exhibits. The Walk-Through Computer would be no exception. It is expected that an additional \$260,000 of in-kind contributions will be raised. This is expected to be mainly in the area of programming and special effects in the exhibit, as well as in video equipment (such as a projection display for the giant monitor) and computers, peripherals, and software for the interactive stations. The Museum will draw on its sizable pool of skilled volunteer professionals to help with the implementation of the working elements and will vigorously seek new volunteers as needed.

<u>Item</u>	<u>Cash Cost</u>	<u>In-kind</u>
concept development	\$80,000	
exhibit design	\$50,000	
three-dimensional fabrication	\$350,000	\$20,000
graphic & photographic prod.	\$65,000	
computer & video hardware	\$30,000	\$130,000
working models & effects	\$85,000	\$65,000
promotion, marketing	\$25,000	\$10,000
educational materials	\$15,000	
administrative support		\$35,000
TOTAL	\$700,000	\$260,000

END

The Computer Museum Capital Campaign Summary

Phases I and II												
Jan. 9, 1989												
	FY 1984	FY 1985	FY 1986	FY 1987	FY 1988	FY 1989	FY 1990	FY 1991	FY 1992	FY 1993	FY 1994	TOTAL
PHASE I - Restricted and Unrestricted												
Pledged	404,036	1,774,709	568,684	573,658	20,236							3,341,323
Pledged Due	302,114	1,345,334	425,957	740,820	190,123	63,396	50,848	9,920	2,274	1,250		3,132,036
Receipts	300,355	1,351,313	421,153	694,329	165,430	27,635						2,960,215
G/L Receipts	299,294	1,342,949	395,026	557,262	164,394	26,648						2,785,573
Amount Due*	N/A	N/A	N/A	N/A	24,521	24,822						49,343
Total Donations	299,294	1,342,949	395,026	557,262	164,394	26,648						2,785,573
Reported Gain (Loss)*	Realized	(\$6,109)	(\$289)	(\$21,342)	(\$581)							(\$28,321)
	Unrealized		(\$208,539)		(\$40,621)							
* Not calculated												
** From audited statement												
	FY 1984	FY 1985	FY 1986	FY 1987	FY 1988	FY 1989	FY 1990	FY 1991	FY 1992	FY 1993	FY 1994	TOTAL
PHASE II - Unrestricted only												
Pledge Goal				\$580,000	\$1,270,000	\$1,100,000	\$900,000	\$1,050,000	\$1,850,000			6,750,000
Pledged				\$265,250	\$941,996	\$10,669						1,217,915
Pledged Due				\$192,500	\$410,299	\$298,693	\$24,024	\$21,542	\$15,250	\$5,000		967,308
Receipts				\$192,500	\$409,637	\$32,733						634,870
G/L Receipts				\$192,250	\$407,974	\$32,497						632,721
Difference*				\$250	\$1,663	\$236						
Amount Due**				\$250	\$2,325	\$266,196	\$24,024	\$21,542	\$15,250	\$5,000	\$0	334,587
Projected Cash (Plan)				\$290,000	\$780,000	\$1,012,500	\$1,042,500	\$1,025,000	\$1,412,500	\$725,000	\$462,500	6,750,000
Total G/L Receipts	299,294	1,342,949	395,026	\$749,512	\$572,368	\$59,145	\$0	\$0	\$0	\$0	\$0	3,418,294
PH I and II												
PH II Budget (70% of Projected Cash Plan)												
						\$708,750	\$729,750	\$717,500	\$988,750	\$507,500	\$323,750	3,976,000
Total Budget (PH II Budget + PH I Pledges Due)												
						\$772,146	\$780,598	\$727,420	\$991,024	\$508,750	\$323,750	4,103,688
* Difference between Receipts & G/L Receipts reflects gains, losses and commissions on stock												
** Pledge Due less Receipts												

367,273 533,537 - ALL (BANK)
 317,292 172,137 - (BANK)
 300,355 1,351,313 421,153 694,329 165,430 27,635
 299,294 1,342,949 395,026 557,262 164,394 26,648

NOTES - Phase I by 83 PLEDGES ALIQUOT DONOR
 DONOR TO SCHEDULE 170,976
 MUST INCLUDE ALL UNPAID PLEDGES
 OR RECEIPTS

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Auerbach, I.	I	84	I	U	Bell	1,250	250	250		S		250		
Bachman, C.	B	84	I	U	Bell	5,000	5,000	3,225		S		3,150		
Bell, G.	B	84	I	U		100,991	100,991	100,991		S		100,721		
Bloch, E.	B	84	I	U	Bell	3,500	3,500	3,500	5/14/84	S	IBM	3,500		
Boris	C	84	I	R	Strimpel	3500 IK	3500 IK	3500 IK	6/28/84			3500 IK	0	In-kind photo murals
Brooks, F.	I	84	I	U	Bell	100	100	100		S		100		
Cheheyl, S.	I	84	I	U	Bell	4,096	4,096	4,061		S		4,061		
DEC	M	84	I	U	Kotok	100	100	100				100		
DX	C	84	I	U	Bell	75,000	25,000	25,000		S		25,000		
Donini, P.	I	84	I	U	Bell	250	50	50		S		50		
Drane, D.	I	84	I	U	Bell	25,000	25,000	25,000		S		25,000		
Eisner, D.	I	84	I	U	Bell	1,250	250	250		S		250		
Everett, R.	B	84	I	U	Bell	5,000	500	500		S		500		
Farmer, R.	I	84	I	U	Bell	1,000	1,000	1,000		S		1,000		
Forrester, J.	I	84	I	U	Bell	2,500	2,500	2,503		S		2,415		
Gaston Snow	C	84	I	U	Bell	5,000	5,000	5,000		S		5,000		
Gross, S.	I	84	I	U	Bell	50	50	50		S		50		
Guatelli, R.	I	84	I	U	Bell	1,250	250	250		S		250		
Hindle, W.	I	84	I	U	Bell	5,000	1,000	1,049		S		1,049		
Hoffman, R.	I	84	I	U	Bell	2,500	250	250		S		250		
Huber, M.	I	84	I	U		1,250	250	250		S		250		
Johnson, T.	B	84	I	U	Bell	10,000	2,000	2,000		S		2,000		
Kilby, J.	I	84	I	U	Bell	4,096	1,024	1,024		S		1,024		
Knowles, A.	B	84	I	U	Bell	5,000	5,000	5,000		S		5,000		
Kotok, A.	I	84	I	U	Bell	500	100	100	4/1/84	S	DEC	100		
Levy, J.	I	84	I	U	Bell	500	100	100		S		100		
Maguire, J.	I	84	I	U	Bell	5,000	5,000	5,000		S		5,000		
McCracken, D.	I	84	I	U	Bell	5,000	1,000	1,000		S		1,000		
McKenney, J.	B	84	I	U	Bell	1,000	300	300		S		300		
MITRE	C	84	I	U	Bell	10,000	10,000	10,000		S		10,000		
Nelson, D.	B	84	I	U	Bell	25,000	5,000	5,000		S		5,000		
Poduska, J.W.	B	84	I	U	Bell	68,250	68,250	68,250		S		67,620		
Sammatt, J.	B	84	I	U	Bell	100	100	100				100		
Sutherland, I.	I	84	I	U	Bell	19,000	19,000	19,000				19,000		
System Development	F	84	I	U	Bell	10,000	10,000	10,000	1/17/84	S		10,000		For Sage Exhibit
Welmers, T.	I	84	I	U	Bell	500	100	100		S		100		
PH I FY 84						404,036	302,114	300,355				299,294	0	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
3Com	C	85	I	U	Bell	4,096	4,096	4,096		S	4,096		
Amer Mgt	C	85	I	U	McKenney	4,000	1,000	1,000		S	1,000		
Anderson, H.	I	85	I	U	Bell	10,356	10,356	10,356		S	10,178		
Apollo	C	85	I	U	Bell/MO	90,000	15,000	15,000		S	15,000		
AT&T	C	85	I	U	Everett/Bell	50,000	25,000	25,000		S	25,000		
Auerbach, I.	I	85	I	U			250	250		S	250		
Bachman, C.	B	85	I	U		2,763	2,763	2,763		S	2,692		
BankAmerica	C	85	I	U	Bell	50,000	15,000	15,000		S	15,000		
Banning, J.	I	85	I	U	Bell	1,000	1,000	1,000		S	1,000		
Belden, G.	I	85	I	U	Bell	1,000	250	250		S	250		
Bell, G.	B	85	I	U		460,000	460,000	460,000		S	460,000	?	
Bertocchi, A.	I	85	I	U	Bell	1,000	1,000	1,000	12/27/84	S	DEC	1,000	
Boston Globe	C	85	I	U	Bell	25,000	12,500	12,500		S	12,500		
Brown, G.	I	85	I	U	Bell	250	250	250		S	IBM	250	
Brown, L.	I	85	I	U		1,000	1,000	1,000	7/1/84	S	1,000		
Burkhardt, H.	I	85	I	U	Bell	51,500	51,500	51,500		S	53,799		1000 shares DG @ 51.5
Burley, J.	I	85	I	U	Bell	100	100	100		S	100		
Carlson, W.	I	85	I	U	Bell	100	100	100		S	IBM	100	
Celanese	M	85	I	U	Samek	250	250	250		S	Cel	250	
Chinn, R.	I	85	I	U		4,096	3,438	3,438		S	3,510		
Claussen, R.	I	85	I	U	Bell	4,096	1,024	1,024		S	1,024		
Congleton, W.	I	85	I	U	Bell	5,000	2,000	2,000		S	2,000		
Control Data	C	85	I	U	Bell	40,000	40,000	40,000		S	40,000		
Cox, H.	I	85	I	U	Bell	1,000	1,000	1,000		S	1,000		
Crouse, H.	I	85	I	U	Bell	250	250	250		S	DEC	250	
d'Arbeloff, A.	I	85	I	U	Bell	4,096	1,024	986		S	924		
de Valpine, J.	I	85	I	U	Bell	4,096	2,096	2,096		S	2,096		
DEC	M	85	I	U	Bertocchi	1,000	1,000	1,000			1,000		
DEC	M	85	I	U	Crouse	250	250	250			250		
DEC	I	85	I	U	Fagerquist	250	250	250		S	250		
DEC	M	85	I	U	Jones	4,000	4,000	4,000			4,000		
DEC	M	85	I	U	Kalb	512	512	512			512		
DEC	M	85	I	U	Kotok	100	100	100			100		
DEC	M	85	I	U	Perkins	512	512	512			512		
DEC	M	85	I	U	Shields	100	100	100			100		
DEC	M	85	I	U	Sites	512	512	512			512		
DEC	M	85	I	U	Smart	1,000	1,000	1,000		S	1,000		
DEC	M	85	I	U	Thorndike	1,000	1,000	1,000			1,000		
Decus	C	85	I	U	Bell	1,500	1,500	1,500		S	1,500		
DeVitry, A.	I	85	I	U	Bell	4,096	4,096	4,096		S	4,096		(11G DOLL)
DG	C	85	I	U			25,000	25,000		S	25,000		
Donaldson, D.	B	85	I	U	Bell	6,000	6,000	6,000		S	6,000		
Donini, P.	I	85	I	U			50	50		S	50		
Draper Labs	C	85	I	U	Bell	2,000	2,000	2,000		S	2,000		
Eggers, T	I	85	I	U	Bell	250	250	250		S	250		
Eisner, D.	I	85	I	U			250	250		S	250		
Everett, R.	B	85	I	U			3,663	3,663		S	3,666		
Fagerquist, U.	I	85	I	U	Bell	500	250	250		S	DEC	250	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Feustel, E.	I	85	I	U	Bell	100	100	100		S		100	
Fisher, K.	I	85	I	U	Bell	32,063	32,063	32,063		S		31,417	
Ford Motor	C	85	I	U	Bell	4,096	1,024	1,024		S		1,024	
Forrester, J.	I	85	I	U		1,991	1,991	1,991		S		1,910	
Frisbie, A.	I	85	I	U		500	500	500		S		500	
General Sys.	C	85	I	U	Bell	4,096	1,024	1,000		S		1,000	
Griffith, J.	I	85	I	U	Bell	250	250	250		S		250	
Guatelli, R.	I	85	I	U			250	250		S		250	
Haddad, J.	I	85	I	U	Bell	100	100	100		S	IBM	100 ?	
Henderson, R	I	85	I	U	Bell	500	500	500		S		500	
Hendrie, G.	B	85	I	U	Bell	4,096	4,096	4,096		S		4,096	
Hindle, W.	I	85	I	U			1,000	1,092		S		1,092	
Hoffman, R.	I	85	I	U			250	250		S		250	
Houghton Mifflin	C	85	I	U		4,096	1,024	1,024		S		1,024	
Huber, M.	I	85	I	U			250	250		S		250	
IBM	M	85	I	U	Bloch	7,000	7,000	7,000				7,000	
IBM	M	85	I	U	Brown	2,000	2,000	2,000				2,000	
IBM	M	85	I	U	Carlson	200	200	200				200	
IBM	M	85	I	U	Haddad	200	200	200				200	
IBM	M	85	I	U	Langdon	500	500	500				500	
IBM	M	85	I	U	Sammet	200	200	200				200	
ICL	C	85	I	U		4,096	1,024	1,024		S		1,024	
IDG	C	85	I	U		50,000	25,000	25,000		S		25,000	
Index Group	C	85	I	U	McKenney	10,000	2,500	2,500	4/9/85	S		2,500	
Johnson, T.	B	85	I	U			8,000	7,976		S		7,992	
Jones, J.	I	85	I	U	Bell	4,096	2,048	2,225	10/5/84	S		2,225	
Kapor, M.	B	85	I	U	Bell	20,000	20,000	20,000		S		20,000	
Kent, A.	I	85	I	U	Bell	2,048	512	512	10/11/84	S	DEC	512	
Kilby, J.	I	85	I	U			1,024	1,024		S		1,024	
Klein, A.	B	85	I	U	MO	27,000	27,000	24,658		S		23,234	
Koogler, D.	I	85	I	U	Bell	4,096	1,024	1,024	9/24/84	S		1,024	
Kotok, A.	I	85	I	U			100	100	2/1/85	S	DEC	100	
Lacey, J.	B	85	I	U	Bell	4,096	4,096	4,096		S		4,096	
Langdon, G.	I	85	I	U	Bell	250	250	250		S	DEC	250	
Levy, J.	I	85	I	U			100	100		S		100	
Linsalata, R.	I	85	I	U	MO	4,096	1,024	1,024		S		1,024	
Mallery, R.	I	85	I	U	Bell	4,096	2,048	2,048		S		2,048	
Marill, T.	I	85	I	U	Bell	5,000	5,000	5,000		S		5,000	
McCracken, D.	I	85	I	U			1,000	1,000		S		1,000	
McKenney, J.	B	85	I	U	Bell	7,500	8,200	8,256		S		8,158	
McWilliams, T.	I	85	I	U	Bell	4,096	2,048	2,052		S		2,052	
Meditech	C	85	I	U	Staff	4,000	1,000	1,000		S		1,000	
Metcalf, R	B	85	I	U	Bell	17,000	17,000	17,000		S		17,000	
Microsoft	C	85	I	U	Bell	4,096	1,024	1,024		S		1,024	
MITRE	C	85	I	U	MO	50,000	10,000	10,000		S		10,000	
Morrill, R.	I	85	I	U	Bell	4,096	1,024	1,024		S		1,024	
Nelson, D.	B	85	I	U			5,000	5,000		S		5,500	
Newcomer, J.	I	85	I	U	Bell	250	250	250		S		250	
Nolan, Norton	C	85	I	U	McKenney	4,000	3,000	3,000		S		3,000	
Noyce, B.	B	85	I	U	Bell	50,000	50,000	54,938		S		54,031	
NY Air	C	85	I	U	McKenney	4,000	1,000	1,000		S		1,000	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Olsen, K.	B	85	I	U	Everett/Donaldson	201,000	201,000	206,325		S	DEC	200,241	
Olsen, S.	I	85	I	U	Bell	10,000	10,000	10,111		S		10,111	
Payne, J.	I	85	I	U	Bell	4,000	1,000	1,000		S		1,000	
Perkins, E.	I	85	I	U	Bell	2,048	512	512		S	DEC	512	
Pettinella, N.	B	85	I	U	Bell	500	500	500		S		500	
Poduska, J.W.	B	85	I	U	MO	200,000	50,000	47,500		S		47,710	
Pollack, J.	I	85	I	U	Bell	100	100	100		S		100	
Price, R.	I	85	I	U	Bell	4,096	1,024	1,028		S		1,028	
Regis McKenna	C	85	I	U	Bell	4,096	4,096	4,096		S		4,096	
Richardson, F.	I	85	I	U	Bell/MO	30,000	30,000	29,999		S		29,999	
Roe-Hafer, A.	I	85	I	U	Bell	100	100	100		S		100	
Rose, D.	I	85	I	U	Bell	1,000	1,000	1,000		S		1,000	
Ross, D.	I	85	I	U	Bell	10,000	10,000	10,378		S		10,378	
Rotenberg, J.	B	85	I	U	Bell	1,000	1,000	1,000		S		1,000	
Samek, M.	I	85	I	U	Bell	250	250	250		S	Cel	250	
Sammatt, J.	B	85	I	U	Bell	1,580	1,580	1,580		S	IBM	1,580	
Shields, J.	I	85	I	U	Bell	100	100	100		S	DEC	100	
Shugart, A.	I	85	I	U	Bell	4,096	4,096	4,096		S		4,096	
Sites, R.	I	85	I	U	Bell	2,048	512	512		S	DEC	512	
Smart, R.	B	85	I	U	Bell	18,800	18,800	18,800		S	DEC	18,557	
Sporck, C.	I	85	I	U		25,000	5,000	4,700		S		4,605	
Stark, J.	I	85	I	U	Bell	50	50	50		S		50	
Steinmann, M.	I	85	I	U	Bell	500	500	500		S		500	
Thorndike, D.	I	85	I	U	Bell	2,048	1,028	1,028		S	DEC	1,028	
Tomash, I.	B	85	I	U	Bell	10,575	10,575	10,575		S		9,027	
Travelers	C	85	I	U	Bell	25,000	25,000	25,000	11/29/84	S		25,000	
Waite, C.	I	85	I	U	Bell/MO	4,096	1,024	1,024		S		1,024	
Watson, S.	I	85	I	U	Bell/MO	16,000	4,000	4,096				4,096	
Welmers, T.	I	85	I	U			100	100		S		100	
Wiggins, H.	I	85	I	U	Bell	4,096	1,028	1,028		S		1,028	
Wolfson, W.	I	85	I	U	Bell	4,000	1,000	1,000				1,000	
PH I FY 85						1,774,709	1,345,334	1,351,313				1,342,949	0

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Amer Mgt	C	86	I	U			750	750		S	750		
Apollo	C	86	I	U			15,000	10,000		S	10,000		
Arndt R.	I	86	I	U	Bell	197	197	197		S	197		
AT&T	C	86	I	U			25,000	25,000		S	25,000		
Auerbach, I.	I	86	I	U			250	250		S	250		
BankAmerica	C	86	I	U			15,000	15,000		S	15,000		
Belden, G.	I	86	I	U			250	250		S	250		
Bell, G.	B	86	I										
Beranak, L.	I	86	I	U	Bell	200	200	200		S	200		
Boston Globe	C	86	I	U			12,500	12,500		S	12,500		
Brewer, G.	I	86	I	U	Klein/MO	4,000	500	500		S	500		
Cady, R.	I	86	I	U	Bell	4,096	1,024	1,024		S	1,024		
Claussen, R.	I	86	I	U			1,024	1,024		S	1,024		
ComputerLand	C	86	I	R	Watson/MO	50,000	25,000	25,000		S	25,000		
Congleton, W.	I	86	I	U			1,000	1,000		S	1,000		
Cragon, H.	B	86	I	U	Poduska/MO	1,000	1,000	1,000		S	1,000		
d'Arbeloff, A.	I	86	I	U			1,024	1,024		S	1,024		
de Valpine, J.	I	86	I	U			2,096	2,096		S	2,096		
DEC	M	86	I	U	Kent	512	512	512			512		
DEC	M	86	I	U	Kotok	100	100	100			100		
DEC	M	86	I	U	Perkins	512	512	512			512		
DEC	M	86	I	U	Sites	512	512	512			512		
DEC	M	86	I	U	Thorndike	1,000	1,000	1,000			1,000		
DEC	M	86	I	U	Wilkes	125	125	125			125		
Decus	C	86	I	U			980	980		S	980		
DG	C	86	I	U	MO	25,000	25,000	25,000		S	25,000		
Donini, P.	I	86	I	U			50	50		S	50		
Eisner, D.	I	86	I	U			250	250		S	250		
Everett, R.	B	86	I	U									
Ford Motor	C	86	I	U			1,024	1,024		S	1,024		
Forrester, J.	I	86	I	U		723	723	723		S	723		
General Sys.	C	86	I	U			1,024	1,048		S	1,048		
Gilmore, J.	I	86	I	U	Bell	256	256	256		S	256		
Guatelli, R.	I	86	I	U			250	250	D	S	250		
Hendrie, G.	B	86	I	U	Bell	50,000	24,500	24,500	12/13/85	S	24,250		1000 shares Stratus
Hindle, W.	I	86	I	U			1,000	1,024		S	1,024		
Hirschberg, P.	I	86	I	U	Bell	4,096	1,365	1,365		S	1,365		
Hoffman, R.	I	86	I	U			250	250		S	250		
Houghton Mifflin	C	86	I	U			1,024	1,024		S	1,024		
Huber, M.	I	86	I	U			250	250		S	250		
IBM	M	86	I	U	Sammet	3,000	3,000	3,000			3,000		
ICL	C	86	I	U			1,024	1,024		S	1,024		
IDG	C	86	I	U			2,000	2,000		S	2,000		
Index Group	C	86	I	U			2,500	2,500	4/1/86	S	2,500		
Johnson, T.	B	86	I	U	Poduska/MO	5,000	4,956	4,956		S	5,441		
Jones, J.	I	86	I	U			1,024	1,040	1/30/85	S	1,040		
Kapor, M.	B	86	I	U	MO	15,000	15,000	15,000		S	15,000		
Kendall Fndt.	F	86	I	R	Strimpel	7,500	7,500	7,500		S	7,500		List as "Anonymous"

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Kent, A.	I	86	I	U			512	512	12/5/85	S	DEC	512		
Kilby, J.	I	86	I	U			1,024	1,024		S		1,024		
Koogler, D.	I	86	I	U			0							
Kotok, A.	I	86	I	U			100	100	4/1/86	S	DEC	100		
Levy, J.	I	86	I	U			100	100		S		100		
Liberty Mutual	C	86	I	U	McKenney	5,000	2,500	2,500		S		2,500		
Linsalata, R.	I	86	I	U			1,024	1,024		S		1,024		
Mallery, R.	I	86	I				0	0				0		
McCracken, D.	I	86	I	U			1,000	1,000		S		1,000		
McWilliams, T.	I	86	I	U			1,024	1,024		S		1,024		
Mead, C.	B	86	I	U	Bell	200,000	40,000	40,000		S		40,000		2500 shares @ \$16
Meditech	C	86	I	U			1,000	1,000		S		1,000		
Michels, A.	I	86	I	U	Bell	5,000	5,000	5,000		S		5,000		
Microsoft	C	86	I	U			1,024	1,024		S		1,024		
MITRE	C	86	I	U			10,000	10,000		S		10,000		
Morrill, R.	I	86	I	U			1,024	1,024		S		1,024		
NEC	C	86	I	U	Bell	20,000	20,000	20,000		S		20,000		
Nelson, D.	B	86	I	U			5,000	5,344		S		3,696		
Nolan, Norton	C	86	I	U			1,000	1,000		S		1,000		
NY Air	C	86	I	U			1,000	1,000		S		1,000		
Payne, J.	I	86	I	U			1,000	1,000		S		1,000		
Perkins, E.	I	86	I	U			512	512		S	DEC	512		
Pettinella, N.	B	86	I	U	Bell	500	500	500		S		500		
Poduska, J.W.	B	86	I	U			50,000	50,000		S		50,000		
Price, R.	I	86	I	U			1,024	1,024		S		1,024		
Robelen, B.	I	86	I	U	Poduska/Severino	5,000	5,000	4,970		S		4,970		
Roe-Hafer, A.	I	86	I	U	Bell	500	500	500		S		500		
Selfridge, K.	B	86	I	U	Poduska/MO	1,000	1,000	1,000		S		1,000		
Severino, P.	B	86	I	U	Bell/MO	25,000	8,000	8,000		S		7,785		
Sites, R.	I	86	I	U			512	512		S	DEC	512		
Sporck, C.	I	86	I	U			5,000	4,845				4,845		
Stratus	C	86	I	U	Hendrie	4,000	4,000	4,000		S		4,000		
SW Results	C	86	I	U	McKenney	10,000	2,500	2,500		S		2,500		
Thomdike, D.	I	86	I	U			1,028	1,000		S	DEC	1,000		
Tomasic, M.	I	86	I	U	Bell	250	250	250		S		250		
Travelers	C	86	I	R	Bell	5,000	5,000	5,000	12/20/85	S		5,000		1401 Exhibit
Waite, C.	I	86	I	U			1,024	1,024		S		1,024		
Wang Labs	C	86	I	U	Bell	100,000	20,000	20,000		S		20,000		
Watson, S.	I	86	I	U	Bell/MO	12,500	24,500	24,500		I				
Welmers, T.	I	86	I	U			100	100		S		100		
Whelan, R.	I	86	I	U	MO	1,000	500	500				500		
Wiggins, H.	I	86	I	U			1,024	1,024		S		1,024		
Wilkes, M.	B	86	I	U	Bell	125	125	125		S		125		
Wolfson, W.	I	86	I	U			1,000	1,000				1,000		
PHI FY 86						568,684	425,957	421,153				395,026	0	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Amer Mgt	C	87	I	U			1,500	1,500			\$	1,500		
Apollo	C	87	I	U			15,000	20,000			\$	20,000		
AT&T	M	87	I	U	Spencer	2,500	2,500	2,500				2,500		
Auerbach, I.	I	87	I	U			250	250			\$	250		
Baker, C.	I	87	I	R	Bell	16,200	16,200	12,672			\$?		
Belden, G.	I	87	I	U			250	250			\$	250		
Bell, G.	B	87	I	R		109,500	109,500	109,500			\$	104,638		
Berkowitz, R.	I	87	I	U	Poduska/Severin	16,000	4,000	4,000			\$	4,000		
Bloch, E.	B	87	I	U	Podusk/MO	1,500	1,500	1,500	6/1/87		\$ IBM	1,500		
Brewer, G.	I	87	I	U			2,000	2,000			\$	2,000		
Cady, R.	I	87	I	U			1,024	1,024			\$	1,024		
Cannon, H.	I	87	I	R	Bell	16,200	5,475	5,475			\$?		
Clark, J.	I	87	I	U	Severino	4,096								
Claussen, R.	I	87	I	U			1,024						1,024	
Computerland	C	87	I	R			25,000	25,000			\$	25,000		
Congleton, W.	I	87	I	U			1,000	1,000			\$	1,000		
Control Data	C	87	I	U	Bell	50,000	50,000	50,000			\$	50,000		
Cullinet	C	87	I	R	Bell	50,000	50,000	50,000			\$	50,000		
d'Arbeloff, A.	I	87	I	U			1,024	1,024			\$	1,024		
DEC	M	87	I	U	Everett	800	800	800				800		
DEC	M	87	I	U	Kalb	1,000	1,000	1,000				1,000		
DEC	M	87	I	U	Kent	512	512	512				512		
DEC	M	87	I	U	Knoll	1,000	1,000	1,000				1,000		
DEC	M	87	I	U	Kotok	100	100	100				100		
DEC	M	87	I	U	Lipcon	150	150	150				150		
DEC	M	87	I	U	Paxton	500	500	500				500		
DEC	M	87	I	U	Perkins	512	512	512				512		
DEC	M	87	I	U	Saviers	2,000	2,000	2,000				2,000		
DEC	M	87	I	U	Sites	1,024	1,024	1,024				1,024		
DG	C	87	I	U			25,000	25,000			\$	25,000		
Donini, P.	I	87	I	U			100	100			\$	100		
Dyer, D.	I	87	I	R	Bell	16,200	5,472	5,472	R		\$			
Edwards, B.	I	87	I	R	Bell	16,200	17,618	17,618						
Eisner, D.	I	87	I	U			250	?					250	
Everett, R.	B	87	I	U		800	800	800			\$ DEC	800		
Ford Motor	C	87	I	U			1,024	1,024			\$	1,024		
Forrester, J.	I	87	I	U		798	798	798			\$	755		
Foster, W.	B	87	I	U	Hendrie	4,400	4,400	4,750			\$	3,900		
General Sys.	C	87	I	U			1,024						1,024	
Greenberg, B.	I	87	I	R	Bell	16,200	16,200						5,850	
Guatelli, R.	I	87	I	U			0	0	D				0	
Hindle, W.	I	87	I	U			1,000	1,068			\$	1,068		
Hirschberg, P.	I	87	I	U			1,365	1,365			\$	1,365		
Hoffman, R.	I	87	I	U			250	250			\$	250		
Holloway, J.	I	87	I	R		16,200	16,200						5,850	
Houghton Mifflin	C	87	I	U			1,024	1,024			\$	1,024		
Huber, M.	I	87	I	U			500	500			\$	500		
IBM	M	87	I	U	Bloch	3,000	3,000	3,000				3,000		

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
ICL	C	87	I	U			1,024						
IDG	C	87	I	U			1,000	1,000		S		1,000	
Index Group	C	87	I	U			2,500	2,500	T 10/1/87	S		2,500	
Jones, J.	I	87	I	U			1,024	1,107	12/18/86	S		1,107	
Kalb, J.	I	87	I	U	Saviers/Kramer	2,115	2,115	2,115	11/29/86	S DEC		2,115	20 shares DEC
Kent, A.	I	87	I	U			512	512	11/6/86	S DEC		512	
Kilby, J.	I	87	I	U			1,024	1,024		S		1,024	
Knight, T.	I	87	I	R	Bell	16,200	16,200	19,800		S			
Knoll, D.	I	87	I	U	Saviers/Kramer	1,083	1,083	1,083	12/1/86	S DEC		1,083	
Koogler, D.	I	87	I	U			1,024	1,024	12/22/86	S		1,024	
Kotok, A.	I	87	I	U			100	100	4/1/87	S DEC		100	
Kramer, E.	I	87	I	U	Bell	4,096	4,096	4,290		S		4,195	
Kulp, Jim	I	87	I	R	Bell	16,200	5,850	0	R			0	Symbolics
Kulp, John	I	87	I	R	Bell	16,200	5,850	0	R			0	Symbolics
Levy, J.	I	87	I	U			100						
Liberty Mutual	C	87	I	U			2,500	2,500		S		2,500	
Linsalata, R.	I	87	I	U			1,024	1,024		S		1,024	
Lipcon, E.	I	87	I	U	Saviers/Kramer	150	150	150		S DEC		150	
Lucky, R.	B	87	I	U	MO/Shear	4,096	1,000	1,000		S		1,000	
Mallery, R.	I	87	I	U			1,024	1,024		S		1,024	
McCracken, D.	I	87	I	U			1,000	1,000		S		1,000	
McKenney, J.	B	87	I	U	Poduska	9,214	9,200	9,214		S		8,868	
McMahon, M.	I	87	I	R	Bell	16,200	16,200	17,500					3600 shares Symbolics
McWilliams, T.	I	87	I	U			1,024	1,024		S		1,024	
Mead, C.	B	87	I	U			37,500	37,500	12/22/86	S			2500 shares Series A Pref
Meditech	C	87	I	U			1,000	1,000		S		1,000	
Metcalf, R.	B	87	I	U	Bell	30,500	30,500	30,500		S		32,250	
Microsoft	C	87	I	U			1,024	1,024		S		1,024	
MITRE	C	87	I	U			10,000	10,000		S		10,000	
Moon, D.	I	87	I	R	Bell	16,200	5,850	0	R			0	Symbolics
Morrill, R.	I	87	I	U			1,024	1,024		S		1,024	
Nelson, D.	B	87	I	U			5,000	4,763		S		6,300	
Noftsker, R.	B	87	I	R	Bell	50,000	50,000	50,000		S		48,732	
NY Air	C	87	I	U			1,000	1,000		S		1,000	
Paxton, G.	I	87	I	U	Saviers/Kramer	500	500	500		S DEC		500	
Payne, J.	I	87	I	U			1,000	1,000		S		1,000	
Perkins, E.	I	87	I	U			512	512		S DEC		512	
Pettinella, N.	B	87	I	U	MO	4,096	800	800		S		800	
Planitzer, R.	I	87	I	U	Severino	10,000	10,000	10,500		S		10,278	
Poduska, J.W.	B	87	I	U			50,000	50,000		S		50,000	
Price, R.	I	87	I	U			1,024	1,024		S		1,024	
Saviers, G.	I	87	I	U	Bell/Severino	2,120	2,120	2,120	12/26/86	S		2,120	20 shares DEC
Severino, P.	B	87	I	U			7,500	7,500		S		7,321	
Shear, H.	B	87	I	U	MO	4,096	1,024	1,024		S		1,024	
Sites, R.	I	87	I	U			1,024	1,024		S DEC		1,024	
Spencer, W.	B	87	I	U	MO/Shear	7,000	1,000	1,000	12/22/86	S		1,000	AT&T and XEROX matc
Sporck, C.	I	87	I	U			15,000	14,813		S		14,787	
W Results	C	87	I	U			0	0		S		0	
Terman, C.	I	87	I	R	Bell	16,200	16,200	16,425					
Waite, C.	I	87	I	U			1,024	1,024		S		1,024	
Wang Labs	C	87	I	U			20,000	20,000				20,000	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge		Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
							Due	Receipts						
Welters, T.	I	87	I	U			200	200		S		200		
Whelan, R.	I	87	I	U			500						500	
Wiggins, H.	I	87	I	U			0	0	R				0	
Wolfson, W.	I	87	I	U			1,000	1,000				1,000		
PHI FY 87							573,658	740,820				557,262	14,498	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Amer Mgt	C	88	I	U			750					750	
Apollo	C	88	I	U			15,000	15,000	T FY 89	S	15,000		
Auerbach, I.	I	88	I	U			250	250	T 7/1/88	S	250	0	
Baker, C.	I	88	I	R		1,463	1,463	1,463	8/31/87	S	1,131		3600 shares Symbolics
BankAmerica	C	88	I	U			20,000	20,000	9/23/87	S	20,000		
Belden, G.	I	88	I	U			250	250	8/24/87	S	250		
Berkowitz, R.	I	88	I	U			4,000					4,000	
Brewer, G.	I	88	I	U			1,000					1,000	
Cady, R.	I	88	I	U			1,024	1,024	12/28/87	S	1,024		
Cannon, H.	I	88	I	R			3,900					3,900	
Claussen, R.	I	88	I	U			1,024					1,024	
Congleton, W.	I	88	I	U			1,000	1,000	12/1/87	S	1000	0	
d'Arbeloff, A.	I	88	I	U			1,024					1,024	
Dyer, D.	I	88	I	R			0	0	R			0	Symbolics writeoff
Eisner, D.	I	88	I	U			250					250	
Ford Motor	C	88	I	U			1,024	1,024	12/18/87	S	1,024		
General Sys.	C	88	I	U			1,024					1,024	
Guatelli, R.	I	88	I	U			0	0	D			0	
Hendrie, G.	B	88	I	U								0	
Hindle, W.	I	88	I	U			1,000	833	F 3/21/88	S	833	0	
Hirschberg, P.	I	88	I	U			1,365					1,365	
Hoffman, R.	I	88	I	U			250	250	T 7/1/88	S	250		
Houghton Mifflin	C	88	I	U			1,024	1,024	11/17/88	S	1,024		
ICL	C	88	I	U			1,024					1,024	
IDG	C	88	I	U			0	0	R			0	
Index Group	C	88	I	U			2,500					2,500	
Kent, A.	I	88	I	U			512					512	
Koogler, D.	I	88	I	U			1,024	1,024	12/28/87	S	1,024		
Kotok, A.	I	88	I	U			100	100	T 7/19/88	S DEC	100		
Levy, J.	I	88	I	U			100					100	
Linsalata, R.	I	88	I	U			1,024					1,024	
Lucky, R.	B	88	I	U			1,000	1,000	T 10/26/88	S	1,000		
Mallery, R.	I	88	I	U			1,024	1,024	12/23/87	S	1,024		
McCracken, D.	I	88	I	U			1,000					1,000	
Mead, C.	B	88	I	U			0	0	12/18/87	S			2500 shares
Meditech	C	88	I	U			1,000	1,000	1/31/88	S	1,000		
Microsoft	C	88	I	U			1,024	1,024	5/20/88	S	1,024		
MITRE	C	88	I	U			10,000	10,000	11/12/88	S	10,000		
Morrill, R.	I	88	I	U			1,024	1,024	T 7/6/88	S	1,024		
Nelson, D.	B	88	I	U			5,000	5,000	12/23/87	S	5,000		
NY Air	C	88	I	U			1,000					1,000	
Payne, J.	I	88	I	U			1,000					1,000	
Pettinella, N.	B	88	I	U			800	800	12/31/87	S	800		
Poduska, J.W.	B	88	I	U			50,000	50,000	6/30/88	S	49,295		
Price, R.	I	88	I	U			1,024	1,020	3/25/88	S		1,020	
Severino, P.	B	88	I	U			9,500	9,500				9,500	
Shear, H.	B	88	I	U			1,024	1,024	10/8/87	S	1,024		

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T Match	G/L Rcpts	Am't Due	Comment
Spencer, W.	B	88	I	U			1,000	1,000	12/17/87	S	1,000	0	
SW Results	C	88	I	U			0	0	D			0	
Waite, C.	I	88	I	U			1,024					1,024	
Wang Labs	C	88	I	U			20,000	20,000	1/26/88		20,000		
Wiggins, II.	I	88	I	U			0	0	R			0	
Wolfson, W.	I	88	I	U			1,000					1,000	
Weinreb, D.	I	88	I	R	Bell	8,213	8,213	8,213		S	8,213		Symbolics stock
Feigenbaum, E.	I	88	I	R	Bell	560	560	560			560		
Xerox	C	88	I	R		10,000	10,000	10,000	9/8/87		10,000		Smart Machines
PH I FY 88						20,236	190,123	165,430			164,394	24,521	
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T Match	G/L Rcpts	Am't Due	Comment
Apollo	C	89	I	U			15,000					15,000	
Berkowitz, R.	I	89	I	U			4,000					4,000	
Brewer, G.	I	89	I	U			500					500	
Cady, R.	I	89	I	U			1,024					1,024	
Clark, J.	I	89	I	U			1,024					1,024	
d'Arbeloff, A.	I	89	I					1,062		S	1,062		
Hendrie, G.	B	89	I	U			6,750	13,625	12/28/88	S	13,438	0	500 shares Stratus
Hoffman, R.	I	89	I	U			250					250	
IDG	C	89	I	U			0	0	R				
Koogler, D.	I	89	I				1,024	1,024	12/28/88	S	1,024		
Levy, J.	I	89	I					100		S	100		
Lucky, R.	B	89	I	U			1,000					1,000	
Mead, C.	B	89	I	U			0	0					
MITRE	C	89	I	U			10,000	10,000		S	10,000		
Morrill, R.	I	89	I										
Pettinella, N.	B	89	I	U			800	800	12/29/88	S			
Shear, H.	B	89	I	U			1,024					1,024	
Spencer, W.	B	89	I	U			1,000					1,000	
SW Results	C	89	I	U			0	0	D			0	
Waite, C.	I	89	I					1,024			1,024		
Wang Labs	C	89	I	U			20,000						
PH I FY 89						0	63,396	27,635			26,648	24,822	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
							Pledge						
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Apollo	C	90	I	U			15,000						
Berkowitz, R.	I	90	I	U			4,000						
Clark, J.	I	90	I	U			1,024						
Hendrie, G.	B	90	I	U			6,750						
Hoffman, R.	I	90	I	U			250						
IDG	C	90	I	U			0	0 R					
Lucky, R.	B	90	I	U			1,000						
Mead, C.	B	90	I	U			0	0					
Pettinella, N.	B	90	I	U			800						
Shear, H.	B	90	I	U			1,024						
Spencer, W.	B	90	I	U			1,000						
Wang Labs	C	90	I	U			20,000						
PH I FY 90						0	50,848	0				0	0
							Pledge						
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Clark, J.	I	91	I	U			1,024						
Hendrie, G.	B	91	I	U			6,750						
Hoffman, R.	I	91	I	U			250						
IDG	C	91	I	U			0	0 R					
Mead, C.	B	91	I	U			0	0					
Pettinella, N.	B	91	I	U			896						
Spencer, W.	B	91	I	U			1,000						
PH I FY 91						0	9,920	0				0	0
							Pledge						
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Clark, J.	I	92	I	U			1,024						
Hoffman, R.	I	92	I	U			250						
IDG	C	92	I	U			0	0 R					
Spencer, W.	B	92	I	U			1,000						
PH I FY 92						0	2,274	0				0	0
							Pledge						
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Hoffman, R.	I	93	I	U			250						
Spencer, W.	B	93	I	U			1,000						
PH I FY 93						0	1,250	0				0	0

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
Burkhardt, H.	I	87	II	U	Hendrie	5,250								
DEC	M	87	II	U	Schwartz	1,000	1,000	1,000				1,000		
Donaldson, D.	B	87	II	U	MO	10,000								
Hendrie, G.	B	87	II	U	Severino	33,500	33,500	33,500	3/6/87	S		33,250		1000 shares Stratus
Index Group	C	87	II	U	McKenney	10,000								
Jamieson, B.	I	87	II	U	Hendrie	40,000								
Kapor, M.	B	87	II	U	Severino	150,000	150,000	150,000			S	150,000		
Schwartz, E.	B	87	II	U	MO	10,000	2,500	2,500	3/27/87	S		2,500		
Sequent	C	87	II	U	Bell	5,000	5,000	5,000			S	5,000		
Stevenson, T.	I	87	II	U	Linsalata/MO	500	500	500			S	500		
PH II FY 87						265,250	192,500	192,500				192,250	0	

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	Match	G/L Rcpts	Am't Due	Comment
Alexanderson, J.	I	88	II	U		500	500	500	4/15/88	\$			
Alps America	I	88	II	U		500	500	500	6/3/88	\$		500	For Dick Landry at CVU
Bond, R.	I	88	II	U	Nelson	500	500	500	6/15/88	\$		500	
Burkhardt, H.	I	88	II	U		7500 shares	1,500	1,500	F/T FY 89	\$		0	7500 shares at .20/share
Chan, D.	I	88	II	U	Nelson	250	250	250	6/13/88	\$		250	
Coit, S.	I	88	II	U	Bell/MO	4,096	1,024	1,000	1/5/88	\$		1,000	
Cragon, H.	B	88	II	U	Bell	500	500	500	2/25/88	\$		500	
DEC	M	88	II	U	Jones	1,000	1,000	1,000				1,000	
DEC	M	88	II	U	Saviers	2,000	2,000	2,000	2/4/88			2,000	
DEC	M	88	II	U	Perkins	512	512	512	5/12/88			512	
Donaldson, D.	B	88	II	U			5,000	5,000	12/28/88	\$		5,000	
Forrester, J.	I	88	II	U		748	748	748	12/2/88	\$		700	
Greata, M.	I	88	II	U	Nelson/Severino	10,000							
Jamieson, B.	I	88	II	U			10,000	10,000	1/31/88	\$		10,000	
Johnson, T.	B	88	II	U	Bell	500	500	500	1/8/88	\$		500	
Jones, J.	I	88	II	U	MO	1,000	1,000	1,132	8/27/87	\$		1,095	
Judy, H.	I	88	II	U	Nelson	250	250	250	4/26/88	\$		250	
Kapor, M.	B	88	II	U	Severino/Bell/C	750,000	250,000	250,000	12/28/87	\$		250,000	
Masi, J. C.	B	88	II	U	Cashen	5,000	5,000	5,000	2/26/88	\$		5,000	
McKenney, J.	B	88	II	U	Cashen	289	289	289	12/1/87	\$		255	10 shares Allied Signal
Metcalfe, R.	B	88	II	U	Bell	10,000	10,000	10,000	5/10/88	\$		10,000	IEEE Foundation
Morse, L.	B	88	II	U	Hendrie/Cashen	5,170	5,170	4,400		\$		4,400	0
Nelson, D.	B	88	II	U	MO	25,000							
Robelen, B.	I	88	II	U	Cashen	8,000	2,000	2,000	5/9/88	\$		2,000	
Saviers, G.	I	88	II	U	Bell/Severino	2,681	2,681	2,681	9/27/87	\$	DEC	2,911	14 shares DEC
Schwartz, E.	B	88	II	U			2,500	2,500	8/15/88	\$		2,500	
Severino, P.	B	88	II	U	MO	8,000	5,375	5,375		\$		5,070	
Wolfson, W.	I	88	II	U		4,000							
Xerox	C	88	II	U		100,000	100,000	100,000		\$		100,000	12-28 100K
Xerox	M	88	II	U	Spencer	1,500	1,500	1,500				1,500	
Bell, G.	B	88	II	R		50,000	50,000	51,905	6/22/88	\$		51,905	
Kapor, M.	B	88	II	R	Severino/Bell/C	100,000	100,000	100,000	6/30/88			100,000	
PH II FY 88						1,091,996	560,299	561,542				559,879	0

Less Restricted Funding
Bell & Kapor

150,000 150,000 151,905

151,905

\$ 941,766 410,299 409,637

407,974

Unrestricted Funding

Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T Match	G/L Rcpts	Am't Due	Comment
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T Match	G/L Rcpts	Am't Due	Comment
Arthur Young	C	89	II	U	Cashen/Foster	1,000	1,000	1,000		\$	1,000		Stratus dinner
Coll, S.	I	89	II	U			1,024					1,024	
Davox	C	89	II	U	Cashen/Foster	1,000	1,000	1,000		\$	1,000		Stratus dinner
Donaldson, D.	B	89	II	U			5,000	5,000	12/19/88	\$	5,000		
Eliot Bank	C	89	II	U	Shear	7,200	7,200	7,200	10/1/88	\$	7,200		
Forrester, J.	I	89	II	U			469	469	12/29/88	\$	432		20 shares of Alza
Foster, W.	B	89	II	U	Cashen/Hendric	1000 shares	6,750	6,750	12/21/88	\$	6,578		Stratus dinner - 250 shar
Index Group	C	89	II	U			2,500					2,500	
Jamieson, B.	I	89	II	U			10,000	11,314	12/27/88	\$	11,287	0	271 shares Motorola @ 4
Kapor, M.	B	89	II	U			250,000					250,000	
Meditech	C	89	II	U	MO	1,000	1,000					1,000	
Nelson, D.	B	89	II	U			5,000					5,000	
Robelen, B.	I	89	II	U			2,000					2,000	
Schwartz, E.	B	89	II	U			2,500					2,500	
Severino, P.	B	89	II	U			2,250					2,250	
Wolfson, W.	I	89	II	U			1,000					1,000	
PH II FY 89						10,669	298,693	32,733			32,497	267,274	

Capital Campaign Donor History														
Last updated: 1/3/1989														
Name	I/C	Yr	PH	R/U	Solicitor	Pledge			Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
						Pledge	Due	Receipts						
BankAmerica	C	Tot				50,000	50,000	50,000				50,000		
Banning, J.	I	85	I	U	Bell	1,000	1,000	1,000		\$		1,000		
Banning, J.	I	Tot				1,000	1,000	1,000				1,000		
Belden, G.	I	85	I	U	Bell	1,000	250	250		\$		250		
Belden, G.	I	86	I	U			250	250		\$		250		
Belden, G.	I	87	I	U			250	250		\$		250		
Belden, G.	I	88	I	U			250	250	8/24/87	\$		250		
Belden, G.	I	Tot				1,000	1,000	1,000				1,000		
Bell, G.	B	84	I	U		100,994	100,994	100,994		S		100,723		
Bell, G.	B	85	I	U		460,000	460,000	460,000		S		460,000	?	
Bell, G.	B	86	I											
Bell, G.	B	87	I	R		109,500	109,500	109,500		S		104,638		
Bell, G.	B	88	II	R		50,000	50,000	51,905	6/22/88	S		51,905		
Bell, G.	B	Tot				720,494	720,494	722,399				717,266	0	
Beranak, L.	I	86	I	U	Bell	200	200	200		\$		200		
Beranak, L.	I	Tot				200	200	200				200	0	
Berkowitz, R.	I	87	I	U	Poduska/Severino	16,000	4,000	4,000		\$		4,000		
Berkowitz, R.	I	88	I	U			4,000						4,000	
Berkowitz, R.	I	89	I	U			4,000						4,000	
Berkowitz, R.	I	90	I	U			4,000						4,000	
Berkowitz, R.	I	Tot				16,000	16,000	4,000				4,000	8,000	
Bertocchi, A.	I	85	I	U	Bell	1,000	1,000	1,000	12/27/84	\$ DEC		1,000		
Bertocchi, A.	I	Tot				1,000	1,000	1,000				1,000		
Bloch, E.	B	84	I	U	Bell	3,500	3,500	3,500	5/14/84	\$ IBM		3,500		
Bloch, E.	B	87	I	U	Podusk/MO	1,500	1,500	1,500	6/1/87	\$ IBM		1,500		
Bloch, E.	B	Tot				5,000	5,000	5,000				5,000		
Bond, R.	I	88	II	U	Nelson	500	500	500	6/15/88	\$		500		
Bond, R.		Tot				500	500	500				500		
Boris	C	84	I		Strimpel	3500 IK	3500 IK	3500 IK	6/28/84			3500 IK	In-kind photo murals	
Boris	C	Tot				0	0	0				0		
Boston Globe	C	85	I	U	Bell	25,000	12,500	12,500		\$		12,500		
Boston Globe	C	86	I	U			12,500	12,500		\$		12,500		
Boston Globe	C	Tot				25,000	25,000	25,000				25,000		
Brewer, G.	I	86	I	U	Klein/MO	4,000	500	500		\$		500		
Brewer, G.	I	87	I	U			2,000	2,000		\$		2,000		
Brewer, G.	I	88	I	U			1,000						1,000	
Brewer, G.	I	89	I	U			500						500	
Brewer, G.	I	Tot				4,000	4,000	2,500				2,500	1,500	
Brooks, F.	I	84	I	U	Bell	100	100	100		\$		100		
Brooks, F.	I	Tot				100	100	100				100	0	
Brown, G.	I	85	I	U	Bell	250	250	250		\$ IBM		250		
Brown, G.	I	Tot				250	250	250				250	0	
Brown, L.	I	85	I	U		1,000	1,000	1,000	7/1/84	\$		1,000		
Brown, L.	I	Tot				1,000	1,000	1,000				1,000	0	
Burkhardt, H.	I	85	I	U	Bell	51,500	51,500	51,500		S		53,799		1000 shares DG @ 51.5
Burkhardt, H.	I	87	II	U	Hendrie	5,250								
Burkhardt, H.	I	88	II	U		7500 shares	1,500	1,500	F/T, FY 89	S			0	7500 shares at .20/share
Burkhardt, H.	I	Tot				56,750	51,500	51,500				53,799		

Capital Campaign Donor History															
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											Pledge				
Name	I/C	Yr	PH	R/U	Sollicitor	Pledge	Due	Receipts	Date Paid	T	Match	G/L	Rcpts	Am't Due	Comment
Burley, J.	I	85	I	U	Bell	100	100	100			\$		100		
Burley, J.	I	Tot				100	100	100					100		
Cady, R.	I	86	I	U	Bell	4,096	1,024	1,024			\$		1,024		
Cady, R.	I	87	I	U			1,024	1,024			\$		1,024		
Cady, R.	I	88	I	U			1,024	1,024	12/28/87		\$		1,024		
Cady, R.	I	89	I	U			1,024							1,024	
Cady, R.	I	Tot				4,096	4,096	3,072					3,072	1,024	
Cannon, H.	I	87	I	R	Bell	16,200	5,475	5,475		S		?			
Cannon, H.	I	88	I	R			3,900							3,900	
Cannon, H.	I	Tot				16,200	9,375	5,475					0	3,900	
Carlson, W.	I	85	I	U	Bell	100	100	100			\$ IBM		100		
Carlson, W.	I	Tot				100	100	100					100	0	
Celanese	M	85	I	U	Samek	250	250	250				Cel	250		
Chan, D.	I	88	II	U	Nelson	250	250	250	6/13/88		\$		250		
Chan, D.	I	Tot				500	500	500					500	0	
Chehey, S.	I	84	I	U	Bell	4,096	4,096	4,061			S		4,061		
Chehey, S.	I	Tot				4,096	4,096	4,061					4,061		
Chinn, R.	I	85	I	U		4,096	3,438	3,438			S		3,510		
Chinn, R.	I	Tot				4,096	3,438	3,438					3,510		
Clark, J.	I	87	I	U	Severino	4,096									
Clark, J.	I	89	I	U			1,024							1,024	
Clark, J.	I	90	I	U			1,024								
Clark, J.	I	91	I	U			1,024								
Clark, J.	I	92	I	U			1,024								
Clark, J.	I	Tot				4,096	4,096	0					0	1,024	
Claussen, R.	I	85	I	U	Bell	4,096	1,024	1,024			\$		1,024		
Claussen, R.	I	86	I	U			1,024	1,024			\$		1,024		
Claussen, R.	I	87	I	U			1,024							1,024	
Claussen, R.	I	88	I	U			1,024							1,024	
Claussen, R.	I	Tot				4,096	4,096	2,048					2,048	2,048	
Coit, S.	I	88	II	U	Bell/MO	4,096	1,024	1,000	1/5/88		\$		1,000		
Coit, S.	I	89	II	U			1,024							1,024	
Coit, S.	I	90	II	U			1,024								
Coit, S.	I	91	II	U			1,024								
Coit, S.	I	Tot				4,096	4,096	1,000					1,000	1,024	
ComputerLand	C	86	I	R	Watson/MO	50,000	25,000	25,000			\$		25,000		
ComputerLand	C	87	I	R			25,000	25,000			\$		25,000		
ComputerLand	C	Tot				50,000	50,000	50,000					50,000		
Congleton, W.	I	85	I	U	Bell	5,000	2,000	2,000			\$		2,000		
Congleton, W.	I	86	I	U			1,000	1,000			\$		1,000		
Congleton, W.	I	87	I	U			1,000	1,000			\$		1,000		
Congleton, W.	I	88	I	U			1,000	1,000	12/1/87		\$		1000	0	
Congleton, W.	I	Tot				5,000	5,000	5,000					5,000	0	
Control Data	C	85	I	U	Bell	40,000	40,000	40,000			\$		40,000		
Control Data	C	87	I	U	Bell	50,000	50,000	50,000			\$		50,000		
Control Data	C	Tot				90,000	90,000	90,000					90,000		
Cox, H.	I	85	I	U	Bell	1,000	1,000	1,000			\$		1,000		
Cox, H.	C	Tot				1,000	1,000	1,000					1,000		

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						Pledge	Due	Receipts							
Cragon, H.	B	86	I	U	Poduska/MO	1,000	1,000	1,000		\$		1,000			
Cragon, H.	B	88	II	U	Bell	500	500	500	2/25/88	\$		500			
Cragon, H.	B	Tot				1,500	1,500	1,500				1,500			
Crouse, H.	I	85	I	U	Bell	250	250	250		\$	DEC	250			
Crouse, H.	I	Tot				250	250	250				250			
Cullinet	C	87	I	R	Bell	50,000	50,000	50,000		\$		50,000			
Cullinet	C	Tot				50,000	50,000	50,000				50,000			
d'Arbeloff, A.	I	85	I	U	Bell	4,096	1,024	986		\$		924			
d'Arbeloff, A.	I	86	I	U			1,024	1,024		\$		1,024			
d'Arbeloff, A.	I	87	I	U			1,024	1,024		\$		1,024			
d'Arbeloff, A.	I	88	I	U			1,024						1,024		
d'Arbeloff, A.	I	89	I					1,062		\$		1,062			
d'Arbeloff, A.	I	Tot				4,096	4,096	4,096				4,035	1,024		
Davox	C	89	II		Cashen/Foster	1,000	1,000	1,000		\$		1,000		Stratus dinner	
Davox	C	Tot				1,000	1,000	1,000				1,000	0		
de Valpine, J.	I	85	I	U	Bell	4,096	2,096	2,096		\$		2,096			
de Valpine, J.	I	86	I	U			2,096	2,096		\$		2,096			
de Valpine, J.	I	Tot				4,096	4,192	4,192				4,192			
DEC	M	85	I		Bertocchi	1,000	1,000	1,000				1,000			
DEC	M	85	I		Crouse	250	250	250				250			
DEC	M	87	I		Everett	800	800	800				800			
DEC	I	85	I	U	Fagerquist	250	250	250		\$		250			
DEC	M	85	I		Jones	4,000	4,000	4,000				4,000			
DEC	M	87	I		Kalb	1,000	1,000	1,000				1,000			
DEC	M	85	I		Kalb	512	512	512				512			
DEC	M	86	I		Kent	512	512	512				512			
DEC	M	87	I		Kent	512	512	512				512			
DEC	M	87	I		Knoll	1,000	1,000	1,000				1,000			
DEC	M	84	I		Kotok	100	100	100				100			
DEC	M	85	I		Kotok	100	100	100				100			
DEC	M	86	I		Kotok	100	100	100				100			
DEC	M	87	I		Kotok	100	100	100				100			
DEC	M	87	I		Lipcon	150	150	150				150			
DEC	M	87	I		Paxton	500	500	500				500			
DEC	M	85	I		Perkins	512	512	512				512			
DEC	M	86	I		Perkins	512	512	512				512			
DEC	M	87	I		Perkins	512	512	512				512			
DEC	M	88	I		Perkins	512	512	512	5/12/88			512			
DEC	M	87	I		Saviers	2,000	2,000	2,000				2,000			
DEC	M	85	I		Shields	100	100	100				100			
DEC	M	85	I		Sites	512	512	512				512			
DEC	M	86	I		Sites	512	512	512				512			
DEC	M	87	I		Sites	1,024	1,024	1,024				1,024			
DEC	M	85	I	U	Smart	1,000	1,000	1,000		\$		1,000			
DEC	M	85	I		Thorndike	1,000	1,000	1,000				1,000			
DEC	M	86	I		Thorndike	1,000	1,000	1,000				1,000			
DEC	M	86	I		Wilkes	125	125	125				125			
DEC	M	88	II		Jones	1,000	1,000	1,000				1,000			

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						Pledge	Due	Receipts							
DEC	M	88	II		Saviers	2,000	2,000	2,000	2/4/88			2,000			
DEC	M	87	II		Schwartz	1,000	1,000	1,000				1,000			
DEC	M	Tot				24,207	24,207	24,207				24,207	0		
Decus	C	85	I	U	Bell	1,500	1,500	1,500			\$	1,500			
Decus	C	86	I	U		980	980	980			\$	980			
Decus	C	Tot				2,480	2,480	2,480				2,480			
DeVitry, A.	I	85	I	U	Bell	4,096	4,096	4,096			\$	4,096	(HG DOLL)		
DeVitry, A.	I	Tot				4,096	4,096	4,096				4,096			
DG	C	84	I	U	Bell	75,000	25,000	25,000			\$	25,000			
DG	C	85	I	U			25,000	25,000			\$	25,000			
DG	C	86	I	U	MO	25,000	25,000	25,000			\$	25,000			
DG	C	87	I	U			25,000	25,000			\$	25,000			
DG	C	Tot				100,000	100,000	100,000				100,000			
Donaldson, D.	B	85	I	U	Bell	6,000	6,000	6,000			\$	6,000			
Donaldson, D.	B	87	II	U	MO	10,000									
Donaldson, D.	B	88	II	U			5,000	5,000	12/28/88		\$	5,000			
Donaldson, D.	B	89	II	U			5,000	5,000	12/19/88		\$	5,000			
Donaldson, D.	B	Tot				16,000	16,000	16,000				16,000	0		
Donini, P.	I	84	I	U	Bell	250	50	50			\$	50			
Donini, P.	I	85	I	U			50	50			\$	50			
Donini, P.	I	86	I	U			50	50			\$	50			
Donini, P.	I	87	I	U			100	100			\$	100			
Donini, P.	I	Tot				250	250	250				250	0		
Drane, D.	I	84	I	U	Bell	25,000	25,000	25,000			\$	25,000			
Drane, D.	I	Tot				25,000	25,000	25,000				25,000			
Draper Labs	C	85	I	U	Bell	2,000	2,000	2,000			\$	2,000			
Draper Labs	C	Tot				2,000	2,000	2,000				2,000			
Dyer, D.	I	87	I	R	Bell	16,200	5,472	5,472	R		S				
Dyer, D.	I	88	I	R			0	0	R				0	Symbolics writeoff	
Dyer, D.	I	Tot				16,200	5,472	5,472	R			0	0		
Edwards, B.	I	87	I	R	Bell	16,200	17,618	17,618							
Edwards, B.	I	Tot				16,200	17,618	17,618				0			
Eggers, T	I	85	I	U	Bell	250	250	250			\$	250			
Eggers, T	I	Tot				250	250	250				250			
Eisner, D.	I	84	I	U	Bell	1,250	250	250			\$	250			
Eisner, D.	I	85	I	U			250	250			\$	250			
Eisner, D.	I	86	I	U			250	250			\$	250			
Eisner, D.	I	87	I	U			250	?					250		
Eisner, D.	I	88	I	U			250						250		
Eisner, D.	I	Tot				1,250	1,250	750				750	500		
Eliot Bank	C	89	II	U	Shear	7,200	7,200	7,200	10/1/88		\$	7,200			
Eliot Bank	C	Tot				7,200	7,200	7,200				7,200	0		
Everett, R.	B	84	I	U	Bell	5,000	500	500			\$	500			
Everett, R.	B	85	I	U			3,663	3,663			S	3,666			
Everett, R.	B	86	I	U											
Everett, R.	B	87	I	U		800	800	800			\$ DEC	800			
Everett, R.	B	Tot				5,800	4,963	4,963				4,966			
Fagerquist, U.	I	85	I	U	Bell	500	250	250			\$ DEC	250			

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						Pledge	Due							
Fagerquist, U.	I	Tot				500	250	250				250		
Farmer, R.	I	84	I	U	Bell	1,000	1,000	1,000			\$	1,000		
Farmer, R.	B	Tot				1,000	1,000	1,000				1,000		
Feigenbaum, E.	I	88	II	R	Bell	560	560	560				560		
Feigenbaum, E.	I	Tot				560	560	560				560	0	
Feustel, E.	I	85	I	U	Bell	100	100	100			\$	100		
Feustel, E.	I	Tot				100	100	100				100		
Fisher, K.	I	85	I	U	Bell	32,063	32,063	32,063			S	31,417		
Fisher, K.	I	Tot				32,063	32,063	32,063				31,417		
Ford Motor	C	85	I	U	Bell	4,096	1,024	1,024			\$	1,024		
Ford Motor	C	86	I	U			1,024	1,024			\$	1,024		
Ford Motor	C	87	I	U			1,024	1,024			\$	1,024		
Ford Motor	C	88	I	U			1,024	1,024	12/18/87		\$	1,024		
Ford Motor	C	Tot				4,096	4,096	4,096				4,096		
Forrester, J.	I	84	I	U	Bell	2,500	2,500	2,503			S	2,415		
Forrester, J.	I	85	I	U		1,991	1,991	1,991			S	1,910		
Forrester, J.	I	86	I	U		723	723	723			S	723		
Forrester, J.	I	87	I	U		798	798	798			S	755		
Forrester, J.	I	88	II	U		748	748	748	12/2/88		S	700		
Forrester, J.	I	89				469	469	469	12/29/88		S	432		20 shares of Alza
Forrester, J.	I	Tot				7,229	7,229	7,232				6,936		
Foster, W.	B	87	I	U	Hendrie	4,400	4,400	4,750			S	3,900		
Foster, W.	B	89	II	U	Cashen/Hendrie	1000 shares	6,750	6,750	12/21/88		S	6,578		Stratus dinner - 250 shares
Foster, W.	B	90					250 shares							
Foster, W.	B	91					250 shares							
Foster, W.	B	92					250 shares							
Foster, W.	B	Tot				4,400	4,400	4,750				3,900		
Frisbie, A.	I	85	I	U		500	500	500			\$	500		
Frisbie, A.	I	Tot			Bell	500	500	500				500		
Gaston Snow	C	84	I	U	Bell	5,000	5,000	5,000			\$	5,000		
Gaston Snow	C	Tot				5,000	5,000	5,000				5,000		
General Sys.	C	85	I	U	Bell	4,096	1,024	1,000			\$	1,000		
General Sys.	C	86	I	U			1,024	1,048			\$	1,048		
General Sys.	C	87	I	U			1,024						1,024	
General Sys.	C	88	I	U			1,024						1,024	
General Sys.	C	Tot				4,096	4,096	2,048			\$	2,048	2,048	
Gilmore, J.	I	86	I	U	Bell	256	256	256			\$	256		
Gilmore, J.	I	Tot				256	256	256				256	0	
Greata, M.	I	88	II	U	Nelson/Severino	10,000								
Greata, M.	I	Tot				10,000	0	0				0	0	
Greenberg, B.	I	87	I	R	Bell	16,200	16,200						5,850	
Greenberg, B.	I	Tot				16,200	16,200	0				0	5,850	
Griffith, J.	I	85	I	U	Bell	250	250	250			\$	250		
Griffith, J.	I	Tot				250	250	250				250	0	
Gross, S.	I	84	I	U	Bell	50	50	50			\$	50		
Gross, S.	I	Tot				50	50	50				50	0	
Guatelli, R.	I	84	I	U	Bell	1,250	250	250			\$	250		
Guatelli, R.	I	85	I	U			250	250			\$	250		

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						Pledge	Due								
Huber, M.	I	87	I	U			500	500					500		
Huber, M.	I	Tot					1,250	1,250	1,250				1,250	0	
IBM	M	85	I	U	Bloch		7,000	7,000	7,000				7,000		
IBM	M	87	I	U	Bloch		3,000	3,000	3,000				3,000		
IBM	M	85	I	U	Brown		2,000	2,000	2,000				2,000		
IBM	M	85	I	U	Carlson		200	200	200				200		
IBM	M	85	I	U	Haddad		200	200	200				200		
IBM	M	85	I	U	Langdon		500	500	500				500		
IBM	M	85	I	U	Sammet		200	200	200				200		
IBM	M	86	I	U	Sammet		3,000	3,000	3,000				3,000		
IBM	M	Tot					16,100	16,100	16,100				16,100	0	
ICL	C	85	I	U			4,096	1,024	1,024		\$		1,024		
ICL	C	86	I	U				1,024	1,024		\$		1,024		
ICL	C	87	I	U				1,024							
ICL	C	88	I	U				1,024						1,024	
ICL	C	Tot					4,096	4,096	2,048				2,048	1,024	
IDG	C	85	I	U			50,000	25,000	25,000		\$		25,000		
IDG	C	86	I	U				2,000	2,000		\$		2,000		
IDG	C	87	I	U				1,000	1,000		\$		1,000		
IDG	C	88	I	U				0	0	R				0	
IDG	C	89	I	U				0	0	R					
IDG	C	90	I	U				0	0	R					
IDG	C	91	I	U				0	0	R					
IDG	C	92	I	U				0	0	R					
IDG	C	Tot					50,000	28,000	28,000	R			28,000	0	
Index Group	C	85	I	U	McKenney		10,000	2,500	2,500		4/9/85 \$		2,500		
Index Group	C	86	I	U				2,500	2,500		4/1/86 \$		2,500		
Index Group	C	87	I	U				2,500	2,500	T	10/1/87 \$		2,500		
Index Group	C	88	I	U				2,500						2,500	
Index Group	C	87	II	U	McKenney		10,000							2,500	
Index Group	C	89	II	U				2,500						2,500	
Index Group	C	90	II	U				2,500							
Index Group	C	91	II	U				2,500							
Index Group	C	92	II	U				2,500							
Index Group	C	Tot					20,000	20,000	7,500				7,500	5,000	
Jamieson, B.	I	87	II	U	Hendrie		40,000								
Jamieson, B.	I	88	II	U				10,000	10,000		1/31/88 \$		10,000		
Jamieson, B.	I	89	II	U				10,000	11,314	S	12/27/88 S		11,287	0	271 shares Motorola @ 41.7
Jamieson, B.	I	90	II	U				10,000							
Jamieson, B.	I	91	II	U				10,000							
Jamieson, B.	I	Tot					40,000	40,000	21,314				21,287	0	
Johnson, T.	B	84	I	U	Bell		10,000	2,000	2,000		\$		2,000		
Johnson, T.	B	85	I	U				8,000	7,976		S		7,992		
Johnson, T.	B	86	I	U	Poduska/MO		5,000	4,956	4,956		S		5,441		
Johnson, T.	B	88	II	U	Bell		500	500	500		1/8/88 S		500		
Johnson, T.	B	Tot					15,500	15,456	15,432				15,933	0	
Jones, J.	I	85	I	U	Bell		4,096	2,048	2,225		10/5/84 S		2,225		
Jones, J.	I	86	I	U				1,024	1,040		1/30/85 S		1,040		

Capital Campaign Donor History															
Last updated: 1/3/1989															
							Pledge								
Name	I/C	Yr	PH	R/U	Sollicitor	Pledge	Due	Receipts	Date Paid	T	Match	G/L	Rcpts	Am't Due	Comment
Jones, J.	I	87	I	U			1,024	1,107	12/18/86	S			1,107		
Jones, J.	I	88	II	U	MO	1,000	1,000	1,132	8/27/87	S			1,095		
Jones, J.	I	Tot				1,000	3,048	3,279					3,242		
Judy, H.	I	88	II	U	Nelson	250	250	250	4/26/88	\$			250		
Judy, H.	I	Tot				250	250	250					250		
Kalb, J.	I	87	I	U	Saviers/Kramer/S	2,115	2,115	2,115	11/29/86	S	DEC		2,115		20 shares DEC
Kalb, J.	I	Tot				2,115	2,115	2,115					2,115		
Kapor, M.	B	85	I	U	Bell	20,000	20,000	20,000		\$			20,000		
Kapor, M.	B	86	I	U	MO	15,000	15,000	15,000		\$			15,000		
Kapor, M.	B	87	II	U	Severino	150,000	150,000	150,000		\$			150,000		
Kapor, M.	B	88	II	U/R	Severino/Bell/Cas	850,000	350,000	350,000		\$			350,000		12-28 250K, 6-30 100K
Kapor, M.	B	89	II	U			250,000							250,000	
Kapor, M.	B	90	II	R			250,000								
Kapor, M.	B	Tot				1,035,000	1,035,000	535,000					535,000	250,000	
Kendall Fndt.	F	86	I	R	Strimpel	7,500	7,500	7,500		\$			7,500		List as "Anonymous"
Kendall Fndt.	F	Tot				7,500	7,500	7,500					7,500		
Kent, A.	I	85	I	U	Bell	2,048	512	512	10/11/84	\$	DEC		512		
Kent, A.	I	86	I	U			512	512	12/5/85	\$	DEC		512		
Kent, A.	I	87	I	U			512	512	11/6/86	\$	DEC		512		
Kent, A.	I	88	I	U			512							512	
Kent, A.	I	Tot				2,048	2,048	1,536					1,536	512	
Kilby, J.	I	84	I	U	Bell	4,096	1,024	1,024		\$			1,024		
Kilby, J.	I	85	I	U			1,024	1,024		\$			1,024		
Kilby, J.	I	86	I	U			1,024	1,024		\$			1,024		
Kilby, J.	I	87	I	U			1,024	1,024		\$			1,024		
Kilby, J.	I	Tot				4,096	4,096	4,096					4,096		
Klein, A.	B	85	I	U	MO	27,000	27,000	24,688		S			23,234		
Klein, A.	B	Tot				27,000	27,000	24,688					23,234		
Knight, T.	I	87	I	R	Bell	16,200	16,200	19,800		S					
Knight, T.	I	Tot				16,200	16,200	19,800					0		
Knoll, D.	I	87	I	U	Saviers/Kramer/S	1,083	1,083	1,083	12/1/86	S	DEC		1,083		
Knoll, D.	I	Tot				1,083	1,083	1,083					1,083		
Knowles, A.	B	84	I	U	Bell	5,000	5,000	5,000		\$			5,000		
Knowles, A.	B	Tot				5,000	5,000	5,000					5,000		
Koogler, D.	I	85	I	U	Bell	4,096	1,024	1,024	9/24/84	\$			1,024		
Koogler, D.	I	86	I	U			0								
Koogler, D.	I	87	I	U			1,024	1,024	12/22/86	\$			1,024		
Koogler, D.	I	88	I	U			1,024	1,024	12/28/87	\$			1,024		
Koogler, D.	I	89	I				1,024	1,024	12/28/88	\$			1,024		
Koogler, D.	I	Tot				4,096	4,096	4,096					4,096	0	
Kotok, A.	I	84	I	U	Bell	500	100	100	4/1/84	\$	DEC		100		
Kotok, A.	I	85	I	U			100	100	2/1/85	\$	DEC		100		
Kotok, A.	I	86	I	U			100	100	4/1/86	\$	DEC		100		
Kotok, A.	I	87	I	U			100	100	4/1/87	\$	DEC		100		
Kotok, A.	I	88	I	U			100	100	7/19/88	\$	DEC		100		
Kotok, A.	I	Tot				500	500	500					500		
Kramer, E.	I	87	I	U	Bell	4,096	4,096	4,290		S			4,195		
Kramer, E.	I	Tot				4,096	4,096	4,290					4,195		

Capital Campaign Donor History																
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Name	I/C	Yr	PH	R/U	Solicitor	Pledge			Receipts	Date Paid	T	Match	G/L	Rcpts	Am't Due	Comment
						Pledge	Due									
Kulp, Jim	I	87	I	R	Bell	16,200	5,850	0	R					0	Symbolics	
Kulp, Jim	I	Tot				16,200	5,850	0	R				0			
Kulp, John	I	87	I	R	Bell	16,200	5,850	0	R					0	Symbolics	
Kulp, John	I	Tot				16,200	5,850	0	R				0			
Lacey, J.	B	85	I	U	Bell	4,096	4,096	4,096					4,096			
Lacey, J.	B	Tot				4,096	4,096	4,096					4,096			
Langdon, G.	I	85	I	U	Bell	250	250	250				\$ DEC	250			
Langdon, G.	I	Tot				250	250	250					250			
Levy, J.	I	84	I	U	Bell	500	100	100					100			
Levy, J.	I	85	I	U			100	100					100			
Levy, J.	I	86	I	U			100	100					100			
Levy, J.	I	87	I	U			100									
Levy, J.	I	88	I	U			100							100		
Levy, J.	I	89	I					100					100			
Levy, J.	I	Tot				500	500	400					400	100		
Liberty Mutual	C	86	I	U	McKenney	5,000	2,500	2,500					2,500			
Liberty Mutual	C	87	I	U			2,500	2,500					2,500			
Liberty Mutual	C	Tot				5,000	5,000	5,000					5,000			
Linsalata, R.	I	85	I	U	MO	4,096	1,024	1,024					1,024			
Linsalata, R.	I	86	I	U			1,024	1,024					1,024			
Linsalata, R.	I	87	I	U			1,024	1,024					1,024			
Linsalata, R.	I	88	I	U			1,024							1,024		
Linsalata, R.	I	Tot				4,096	4,096	3,072					3,072	1,024		
Lipcon, E.	I	87	I	U	Saviers/Kramer/S	150	150	150				\$ DEC	150			
Lipcon, E.	I	Tot				150	150	150					150			
Lucky, R.	B	87	I	U	MO/Shear	4,096	1,000	1,000					1,000			
Lucky, R.	B	88	I	U			1,000	1,000	T	10/26/88			1,000			
Lucky, R.	B	89	I	U			1,000							1,000		
Lucky, R.	B	90	I	U			1,000									
Lucky, R.	B	Tot				4,096	4,000	2,000					2,000	1,000		
Maquire, J.	I	84	I	U	Bell	5,000	5,000	5,000					5,000			
Maquire, J.	I	Tot				5,000	5,000	5,000					5,000			
Mallery, R.	I	86	I				0	0					0			
Mallery, R.	I	85	I	U	Bell	4,096	2,048	2,048					2,048			
Mallery, R.	I	87	I	U			1,024	1,024					1,024			
Mallery, R.	I	88	I	U			1,024	1,024		12/23/87			1,024			
Mallery, R.	I	Tot				4,096	4,096	4,096					4,096			
Marill, T.	I	85	I	U	Bell	5,000	5,000	5,000					5,000			
Marill, T.	I	Tot				5,000	5,000	5,000					5,000			
Masi, J. C.	B	88	II	U	Cashen	5,000	5,000	5,000		2/26/88			5,000			
Masi, J. C.	B	Tot				5,000	5,000	5,000					5,000			
McCracken, D.	I	84	I	U	Bell	5,000	1,000	1,000					1,000			
McCracken, D.	I	85	I	U			1,000	1,000					1,000			
McCracken, D.	I	86	I	U			1,000	1,000					1,000			
McCracken, D.	I	87	I	U			1,000	1,000					1,000			
McCracken, D.	I	88	I	U			1,000							1,000		
McCracken, D.	I	Tot				5,000	5,000	4,000					4,000	1,000		
McKenney, J.	B	84	I	U	Bell	1,000	300	300					300			

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Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Pledge Due	Receipts	Date Paid	T	Match	G/L	Rcpts	Am't Due	Comment
Morrill, R.	I	Tot				4,096	4,096	4,096					4,096	0	
Morse, L.	B	88	I	U	Hendrie/Cashen	5,170	5,170	4,400	F		S		4,400	0	
Morse, L.	B	Tot				5,170	5,170	4,400					4,400		
NEC	C	86	I	U	Bell	20,000	20,000	20,000			\$		20,000		
NEC	C	Tot				20,000	20,000	20,000					20,000		
Nelson, D.	B	84	I	U	Bell	25,000	5,000	5,000			\$		5,000		
Nelson, D.	B	85	I	U			5,000	5,000			S		5,500		
Nelson, D.	B	86	I	U			5,000	5,344			S		3,696		
Nelson, D.	B	87	I	U			5,000	4,763			S		6,300		
Nelson, D.	B	88	I	U			5,000	5,000	12/23/87		\$		5,000		
Nelson, D.	B	88	II	U	MO	25,000									
Nelson, D.	B	89	II	U			5,000							5,000	
Nelson, D.	B	90	II	U			5,000								
Nelson, D.	B	91	II	U			5,000								
Nelson, D.	B	92	II	U			5,000								
Nelson, D.	B	93	II	U			5,000								
Nelson, D.	B	Tot				50,000	50,000	25,106					25,497	5,000	
Newcomer, J.	I	85	I	U	Bell	250	250	250			\$		250		
Newcomer, J.	I	Tot				250	250	250					250	0	
Noftsker, R.	B	87	I	R	Bell	50,000	50,000	50,000			S		48,732		
Noftsker, R.	B	Tot				50,000	50,000	50,000					48,732		
Nolan, Norton	C	85	I	U	McKenney	4,000	3,000	3,000			\$		3,000		
Nolan, Norton	C	86	I	U			1,000	1,000			\$		1,000		
Nolan, Norton	C	Tot				4,000	4,000	4,000					4,000		
Noyce, B.	B	85	I	U	Bell	50,000	50,000	54,938			S		54,031		
Noyce, B.	B	Tot				50,000	50,000	54,938					54,031		
NY Air	C	85	I	U	McKenney	4,000	1,000	1,000			\$		1,000		
NY Air	C	86	I	U			1,000	1,000			\$		1,000		
NY Air	C	87	I	U			1,000	1,000			\$		1,000		
NY Air	C	88	I	U			1,000							1,000	
NY Air	C	Tot				4,000	4,000	3,000					3,000	1,000	
Olsen, K.	B	85	I	U	Everett/Donaldson	201,000	201,000	206,325			S	DEC	200,241		
Olsen, K.	B	Tot				201,000	201,000	206,325					200,241	0	
Olsen, S.	I	85	I	U	Bell	10,000	10,000	10,111			S		10,111		
Olsen, S.	I	Tot				10,000	10,000	10,111					10,111		
Paxton, G.	I	87	I	U	Saviers/Kramer/S	500	500	500			\$	DEC	500		
Paxton, G.	I	Tot				500	500	500					500		
Payne, J.	I	85	I	U	Bell	4,000	1,000	1,000			\$		1,000		
Payne, J.	I	86	I	U			1,000	1,000			\$		1,000		
Payne, J.	I	87	I	U			1,000	1,000			\$		1,000		
Payne, J.	I	88	I	U			1,000							1,000	
Payne, J.	I	Tot				4,000	4,000	3,000					3,000	1,000	
Perkins, E.	I	85	I	U	Bell	2,048	512	512			\$	DEC	512		
Perkins, E.	I	86	I	U			512	512			\$	DEC	512		
Perkins, E.	I	87	I	U			512	512			\$	DEC	512		
Perkins, E.	I	88	I	U			512	512	1/4/88		\$	DEC	512		
Perkins, E.	I	Tot				2,048	2,048	2,048					2,048		
Pettinella, N.	B	85	I	U	Bell	500	500	500			\$		500		

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Name	I/C	Yr	PH	R/U	Solicitor	Pledge			Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
						Pledge	Due	Receipts						
Pettinella, N.	B	86	I	U	Bell	500	500	500		\$		500		
Pettinella, N.	B	87	I	U	MO	4,096	800	800		\$		800		
Pettinella, N.	B	88	I	U			800	800	12/31/87	\$		800		
Pettinella, N.	B	89	I	U			800	800	12/29/88	\$				
Pettinella, N.	B	90	I	U			800							
Pettinella, N.	B	91	I	U			896							
Pettinella, N.	B	Tot				5,096	5,096	3,400				2,600	0	
Planitzer, R.	I	87	I	U	Severino	10,000	10,000	10,500		S		10,278		
Planitzer, R.	I	Tot				10,000	10,000	10,500				10,278		
Poduska, J.W.	B	84	I	U	Bell	68,250	68,250	68,250		S		67,620		
Poduska, J.W.	B	85	I	U	MO	200,000	50,000	47,500		S		47,710		
Poduska, J.W.	B	86	I	U			50,000	50,000		\$		50,000		
Poduska, J.W.	B	87	I	U			50,000	50,000		S		50,000		
Poduska, J.W.	B	88	I	U			50,000	50,000	6/30/88	S		49,295		
Poduska, J.W.	B	Tot				268,250	268,250	265,750				264,625	0	
Pollack, J.	I	85	I	U	Bell	100	100	100		\$		100		
Pollack, J.	I	Tot				100	100	100				100	0	
Price, R.	I	85	I	U	Bell	4,096	1,024	1,028		\$		1,028		
Price, R.	I	86	I	U			1,024	1,024		\$		1,024		
Price, R.	I	87	I	U			1,024	1,024		\$		1,024		
Price, R.	I	88	I	U			1,024	1,020	3/25/88	\$		1,020		
Price, R.	I	Tot				4,096	4,096	4,096				4,096		
Regis McKenna	C	85	I	U	Bell	4,096	4,096	4,096		\$		4,096		
Regis McKenna	C	Tot				4,096	4,096	4,096				4,096		
Richardson, F.	I	85	I	U	Bell/MO	30,000	30,000	29,999		\$		29,999		
Richardson, F.	I	Tot				30,000	30,000	29,999				29,999		
Robelen, B.	I	86	I	U	Poduska/Severino	5,000	5,000	4,970		S		4,970		
Robelen, B.	I	88	II	U	Cashen	8,000	2,000	2,000	5/9/88	\$		2,000		
Robelen, B.	I	89	II	U			2,000						2,000	
Robelen, B.	I	90	II	U			2,000							
Robelen, B.	I	91	II	U			2,000							
Robelen, B.	I	Tot				13,000	13,000	6,970				6,970	2,000	
Roe-Hafer, A.	I	85	I	U	Bell	100	100	100		\$		100		
Roe-Hafer, A.	I	86	I	U	Bell	500	500	500		\$		500		
Roe-Hafer, A.	I	Tot				600	600	600				600	0	
Rose, D.	I	85	I	U	Bell	1,000	1,000	1,000		\$		1,000		
Rose, D.	I	Tot				1,000	1,000	1,000				1,000		
Ross, D.	I	85	I	U	Bell	10,000	10,000	10,378		S		10,378		
Ross, D.	I	Tot				10,000	10,000	10,378				10,378		
Rotenberg, J.	B	85	I	U	Bell	1,000	1,000	1,000		\$		1,000		
Rotenberg, J.	B	Tot				1,000	1,000	1,000				1,000		
Samek, M.	I	85	I	U	Bell	250	250	250		\$	Cel	250		
Samek, M.	I	Tot				250	250	250				250		
Sammatt, J.	B	84	I	U	Bell	100	100	100				100		
Sammatt, J.	B	85	I	U	Bell	1,580	1,580	1,580		S	IBM	1,580		
Sammatt, J.	B	Tot				1,680	1,680	1,680				1,680		
Saviers, G.	I	87	I	U	Bell/Severino	2,120	2,120	2,120	12/26/86	S		2,120		20 shares DEC
Saviers, G.	I	88	II	U	Bell/Severino	2,681	2,681	2,681	9/27/87	S	DEC	2,941		14 shares DEC

Capital Campaign Donor History															
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Name	I/C	Yr	PH	R/U	Solicitor	Pledge			Date Paid	T	Match	G/L	Rcpts	Am't Due	Comment
						Pledge	Due	Receipts							
Saviers, G.	I	Tot				4,801	4,801	4,801					5,061		
Schwartz, E.	B	87	II	U	MO	10,000	2,500	2,500	3/27/87	\$			2,500		
Schwartz, E.	B	88	II	U			2,500	2,500	8/15/88	\$			2,500		
Schwartz, E.	B	89	II	U			2,500							2,500	
Schwartz, E.	B	90	II	U			2,500								
Schwartz, E.	B	Tot				10,000	10,000	5,000				5,000	2,500		
Selfridge, K.	B	86	I	U	Poduska/MO	1,000	1,000	1,000		\$		1,000			
Selfridge, K.	B	Tot				1,000	1,000	1,000				1,000			
Sequent	C	87	II	U	Bell	5,000	5,000	5,000		\$		5,000			
Sequent	C	Tot				5,000	5,000	5,000				5,000			
Severino, P.	B	86	I	U	Bell/MO	25,000	8,000	8,000		S		7,785			
Severino, P.	B	87	I	U			7,500	7,500		S		7,321			
Severino, P.	B	88	I	U			9,500	9,500				9,500			
Severino, P.	B	88	II	U	MO	8,000	5,375	5,375		S		5,070			
Severino, P.	B	89	II	U			2,250						2,250		
Severino, P.	B	Tot				33,000	32,625	30,375				29,676	2,250		
Shear, H.	B	87	I	U	MO	4,096	1,024	1,024		\$		1,024			
Shear, H.	B	88	I	U			1,024	1,024	10/8/87	\$		1,024			
Shear, H.	B	89	I	U			1,024						1,024		
Shear, H.	B	90	I	U			1,024								
Shear, H.	B	Tot				4,096	4,096	2,048				2,048	1,024		
Shields, J.	I	85	I	U	Bell	100	100	100		\$ DEC		100			
Shields, J.	I	Tot				100	100	100				100	0		
Shugart, A.	I	85	I	U	Bell	4,096	4,096	4,096		\$		4,096			
Shugart, A.	I	Tot				4,096	4,096	4,096				4,096			
Sites, R.	I	85	I	U	Bell	2,048	512	512		\$ DEC		512			
Sites, R.	I	86	I	U			512	512		\$ DEC		512			
Sites, R.	I	87	I	U			1,024	1,024		\$ DEC		1,024			
Sites, R.	I	Tot				2,048	2,048	2,048				2,048			
Smart, R.	B	85	I	U	Bell	18,800	18,800	18,800		S Lx.C		18,557			
Smart, R.	B	Tot				18,800	18,800	18,800				18,557			
Spencer, W.	B	87	I	U	MO/Shear	7,000	1,000	1,000	12/22/86	\$		1,000	?	AT&T and XEROX matches	
Spencer, W.	B	88	I	U			1,000	1,000	12/17/87	\$		1,000	0		
Spencer, W.	B	89	I	U			1,000						1,000		
Spencer, W.	B	90	I	U			1,000								
Spencer, W.	B	91	I	U			1,000								
Spencer, W.	B	92	I	U			1,000								
Spencer, W.	B	93	I	U			1,000								
Spencer, W.	B	Tot				7,000	7,000	2,000				2,000	1,000		
Sporck, C.	I	85	I	U		25,000	5,000	4,700		S		4,605			
Sporck, C.	I	86	I	U			5,000	4,845				4,845			
Sporck, C.	I	87	I	U			15,000	14,813		S		14,787			
Sporck, C.	I	Tot				25,000	25,000	24,358				24,237			
Stark, J.	I	85	I	U	Bell	50	50	50		\$		50			
Stark, J.	I	Tot				50	50	50				50			
Steinmann, M.	I	85	I	U	Bell	500	500	500		\$		500			
Steinmann, M.	I	Tot				500	500	500				500			
Stevenson, T.	I	87	II	U	Linsalata/MO	500	500	500		\$		500			

Capital Campaign Donor History														
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Name	I/C	Yr	PH	R/U	Solicitor	Pledge			Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
						Pledge	Due	Receipts						
Stevenson, T.	I	Tot				500	500	500				500		
Stratus	C	86	I	U	Hendrie	4,000	4,000	4,000		\$		4,000		
Stratus	C	Tot				4,000	4,000	4,000				4,000		
Sutherland, I.	I	84	I	U	Bell	19,000	19,000	19,000				19,000		
Sutherland, I.	I	Tot				19,000	19,000	19,000				19,000		
SW Results	C	86	I	U	McKenney	10,000	2,500	2,500		\$		2,500		
SW Results	C	87	I	U			0	0	D				0	
SW Results	C	88	I	U			0	0	D				0	
SW Results	C	89	I	U			0	0	D				0	
SW Results	C	Tot				10,000	2,500	2,500	D			2,500	0	
System Development	F	84	I	U	Bell	10,000	10,000	10,000	1/17/84	\$		10,000		For Sage Exhibit
System Development	F	Tot				10,000	10,000	10,000				10,000		
Terman, C.	I	87	I	R	Bell	16,200	16,200	16,425						
Terman, C.	I	Tot				16,200	16,200	16,425				0	0	
Thorndike, D.	I	85	I	U	Bell	2,048	1,028	1,028		\$ DEC		1,028		
Thorndike, D.	I	86	I	U			1,028	1,000		\$ DEC		1,000		
Thorndike, D.	I	Tot				2,048	2,056	2,028				2,028		
Tomash, I.	B	85	I	U	Bell	10,575	10,575	10,575		S		9,027		
Tomash, I.	B	Tot				10,575	10,575	10,575				9,027		
Tomasic, M.	I	86	I	U	Bell	250	250	250		\$		250		
Tomasic, M.	I	Tot				250	250	250				250		
Travelers	C	85	I	U	Bell	25,000	25,000	25,000	11/29/84	\$		25,000		
Travelers	C	86	I	R	Bell	5,000	5,000	5,000	12/20/85	\$		5,000		1401 Exhibit
Travelers	C	Tot				30,000	30,000	30,000				30,000	0	
Waite, C.	I	85	I	U	Bell/MO	4,096	1,024	1,024		\$		1,024		
Waite, C.	I	86	I	U			1,024	1,024		\$		1,024		
Waite, C.	I	87	I	U			1,024	1,024		\$		1,024		
Waite, C.	I	88	I	U			1,024						1,024	
Waite, C.	I	89	I					1,024				1,024		
Waite, C.	I	Tot				4,096	4,096	4,096				4,096	1,024	
Wang Labs	C	86	I	U	Bell	100,000	20,000	20,000				20,000		
Wang Labs	C	87	I	U			20,000	20,000				20,000		
Wang Labs	C	88	I	U			20,000	20,000	1/26/88			20,000		
Wang Labs	C	89	I	U			20,000							
Wang Labs	C	90	I	U			20,000							
Wang Labs	C	Tot				100,000	100,000	60,000				60,000	0	
Watson, S.	I	85	I	U	Bell/MO	16,000	4,000	4,096				4,096		
Watson, S.	I	86	I	U	Bell/MO	12,500	24,500	24,500		L				
Watson, S.	I	Tot				28,500	28,500	28,596				4,096	0	
Weinreb, D.	I	88	II	R	Bell	8,213	8,213	8,213		S		8,213		Symbolics stock
Weinreb, D.		Tot				8,213	8,213	8,213				8,213	0	
Welmers, T.	I	84	I	U	Bell	500	100	100		\$		100		
Welmers, T.	I	85	I	U			100	100		\$		100		
Welmers, T.	I	86	I	U			100	100		\$		100		
Welmers, T.	I	87	I	U			200	200		\$		200		
Welmers, T.	I	Tot				500	500	500				500	0	
Whelan, R.	I	86	I	U	MO	1,000	500	500				500		
Whelan, R.	I	87	I	U			500						500	

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Capital Campaign Donor History														
Last updated: 1/3/1989														
Name	I/C	Yr	PH	R/U	Solicitor	Pledge	Due	Receipts	Date Paid	T	Match	G/L Rcpts	Am't Due	Comment
3Com	C	85	I	U	Bell	4,096	4,096	4,096			\$	4,096		
3Com	C	Tot				4,096	4,096	4,096				4,096	0	
Alexanderson, J.	I	88	II	U		500	500	500	4/15/88		\$	500		
Alexanderson, J.	I	Tot	II	U		500	500	500				500	0	
Alps America	I	88				500	500	500	6/3/88		\$	500		For Dick Landry at CWorld
Alps America	I	Tot	II	U		500	500	500				500	0	
Amer Mgt	C	85	I	U	McKenney	4,000	1,000	1,000			\$	1,000		
Amer Mgt	C	86	I	U			750	750			\$	750		
Amer Mgt	C	87	I	U			1,500	1,500			\$	1,500		
Amer Mgt	C	88	I	U			750						750	
Amer Mgt	C	Tot				4,000	4,000	3,250				3,250	750	
Anderson, H.	I	85	I	U	Bell	10,356	10,356	10,356			S	10,178		
Anderson, H.	I	Tot				10,356	10,356	10,356				10,178		
Apollo	C	85	I	U	Bell/MO	90,000	15,000	15,000			\$	15,000		
Apollo	C	86	I	U			15,000	10,000			\$	10,000		
Apollo	C	87	I	U			15,000	20,000			\$	20,000		
Apollo	C	88	I	U			15,000	15,000	T	FY 89	\$	15,000		
Apollo	C	89	I	U			15,000						15,000	
Apollo	C	90	I	U			15,000							
Apollo	C	Tot				90,000	90,000	60,000				60,000	15,000	
Arndt R.	I	86	I	U	Bell	197	197	197			S	197		
Arndt R.	I	Tot				197	197	197				197	0	
Arthur Young	C	89	II		Casher/Foster	1,000	1,000	1,000			\$	1,000		Stratus dinner
Arthur Young	C	Tot				1,000	1,000	1,000				1,000	0	
AT&T	C	85	I	U	Everett/Bell	50,000	25,000	25,000			\$	25,000		
AT&T	C	86	I	U			25,000	25,000			\$	25,000		
AT&T	M	87	I		Spencer	2,500	2,500	2,500				2,500		
AT&T	C	Tot				52,500	52,500	52,500				52,500		
Auerbach, I.	I	84	I	U	Bell	1,250	250	250			\$	250		
Auerbach, I.	I	85	I	U			250	250			\$	250		
Auerbach, I.	I	86	I	U			250	250			\$	250		
Auerbach, I.	I	87	I	U			250	250			\$	250		
Auerbach, I.	I	88	I	U			250	250	T	7/1/88	\$	250	0	
Auerbach, I.	I	Tot				1,250	1,250	1,250				1,250	0	
Bachman, C.	B	84	I	U	Bell	5,000	5,000	3,225			S	3,153		
Bachman, C.	B	85	I	U		2,763	2,763	2,763			S	2,692		
Bachman, C.	B	Tot				7,763	7,763	5,988				5,845	0	
Baker, C.	I	87	I	R	Bell	16,200	16,200	12,672			S	?		
Baker, C.	I	88	I	R		1,463	1,463	1,463	8/31/87		S	1,131		3600 shares Symbolics
Baker, C.	I	Tot				17,663	17,663	14,135				1,131		
BankAmerica	C	85	I	U	Bell	50,000	15,000	15,000			\$	15,000		
BankAmerica	C	86	I	U			15,000	15,000			\$	15,000		
BankAmerica	C	88	I	U			20,000	20,000	9/23/87		\$	20,000		