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Museum News



The Journal of the American Association of Museums

Volume 48, No. 8/April 1970

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MUSEUMS IN COLLABORATION/Michael Spock/21/
New forms of regional cooperation among museums.

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Cover

This issue suggests ways to meet the "challenges confronting museums." Cover photo by Sabina Parks.

Museums in Collaboration

□ Museums are caught in the cross fire between the growing demands of the people they serve and the shrinking financial resources available to meet these demands. And the problem is getting worse: The more that money problems limit the ability to respond, the less relevant museums seem when compared with other important institutions the public is asked to support. Unless we find a solution, unless we develop new ways of fulfilling the needs of the public while keeping costs in check, it is unlikely that we will succeed in reversing this downward spiral and in deserving a higher place on the list of society's priorities.

What does this crisis demand of us? What is our response to be? I would like to skip over the causes of our crisis and focus immediately

Michael Spock is Director, The Children's Museum, Boston, Massachusetts.

MICHAEL SPOCK

on some possible solutions, emphasizing a proposal for some new forms of regional cooperation among museums.

The first step we must take is to admit to ourselves, to our colleagues and to our public that the crisis exists. We have an unfortunate way of convincing ourselves that our problems are unique to our own particular institutions, that our difficulties stem from an inability to manage our own affairs. In our embarrassment we try to cover up or minimize the seriousness of the problem. In reality, however, these pressures are common to us all. It is time to recognize that fact and speak out. For with the crisis confronted we may have some chance of marshalling the resources necessary to overcome it.

Next, it seems clear that most museums are spread too thin. From

a combination of past history and inertia, public pressures and a certain degree of opportunism we all find ourselves involved in many programs that are only marginally relevant to our central goals. Every museum should undertake an intensive study of the nature and needs of its particular audience, whether they be scholars, college students, teachers, bird watchers, history buffs or the "general public." Knowledge of the characteristics of each group—the services they desire and the support they can offer—is essential if we are to develop activities specifically suited to them. Then we can eliminate those functions better handled by other institutions or at least find some ways of coordinating overlapping efforts. By limiting the scope of our audience and the range of our activities, we can concentrate on those elements that are unique to our own museums that

set us apart from other cultural, educational and communications services offered in our communities.

We must be willing to speak frankly with the public and to withstand the initial blast of misunderstanding that could result from the attempt to explain precisely what we can and cannot do. No museum can minister to everyone, but we can develop exhibits and programs, rearrange hours, change location and alter our collections to match the needs of a more specifically defined audience and a more carefully designed role for each museum.

We should take a hard look at those items of our budget where considerable savings might be effected, notably, buildings, collections and administration: Do our present structures match our program requirements? Are we willing to make imaginative use of our existing facilities? Should we move to some other location or operate out of more economical, but less prestigious quarters?

In regard to collections, are we aggressive about securing those items that directly relate to our purpose and are we firm in refusing those that are not relevant? The parts of our collections not essential to our programs could be sold, traded or loaned to more appropriate institutions.

Modern business practices should also be introduced to improve the actual day-to-day operation of museums. Cost benefit analysis, for example, could be employed to measure program effectiveness against costs, to indicate ways of providing better service within the limits of present facilities and funds and to have a better sense of where the money is going and who might be asked to help support specific services.

Finally, museums must be more aggressive in their public fund raising; in charging fees and admissions that come close to meeting the actual cost of a service offered; in demanding city, state and Fed-

"Museums are caught in the crossfire between the growing demands of the people they serve and the shrinking financial resources available."

eral funds for such efforts as school and neighborhood programs that cannot be supported by user fees; in not standing by helplessly wringing our hands when money is no longer available from the old familiar foundation and private sources.

Sharing our problems and sharpening our services, facilities, administration and fund raising all may help, and certainly cannot hurt. But there is another intriguing solution to the problem of multiplying demands and rising costs that I would like to propose. The pooling of certain basic services and facilities by a number of museums within a workable area, be it a neighborhood, a metropolitan area or even an entire state, is worth examining closely. Regional collaboration could be achieved along several lines:

1) A regional business office to take advantage of machine bookkeeping and payroll, quantity purchasing, group insurance and retirement plans, low-cost reproduction services, centrally run housekeeping and security services, bulk mailing and pooled lists, as well as a peak load secretarial service.

2) A regional production shop to provide quality printing, photography, taxidermy, model-making, painting and cabinet-making services; equipment for special exhibits including lighting fixtures, temporary exhibit cases and panels and

other materials used only from time to time; and perhaps even a staff of artists, designers and technicians to assist small museums that lack such expertise on their own staffs.

3) A regional educational reference center to serve teachers and the general public by maintaining, publishing and distributing a catalogue (cross-indexed by topic and location) of all courses, school programs, exhibits, natural and historic sites, circulating materials (including books, pamphlets, films, kits and artifacts) and people with subject matter competence available in the area. Group visit and circulating reservations for all museums could be made by calling one number. Teacher training in the use of various museum resources could be one service of such a center.

4) A large exhibition and auditorium facility would be handy for those special events that draw large crowds, but are undertaken only once or twice a year by a single institution.

5) A regional development and public relations service to provide joint membership privileges in all participating institutions; to produce regular calendars of events and news releases; to coordinate annual giving, capital campaigns and special activities planned by member museums; and to help prepare more effective applications and follow-up for government and foundation operating subsidies and project grants.

6) A regional manpower service to advertise job openings and do the preliminary screening of applicants, coordinate a well organized volunteer corps matching skills to specific tasks in member institutions, recruit and train low-cost temporary student help and finally, sponsor a rotating internship program to develop badly needed museum professional help.

Cooperating in any or all of these areas could result in considerable savings for each member institution, but in my view the most radical and exciting opportunity for pooling museum resources lies in

the establishment of a regional collection facility.

7) Housed in an economical warehouse structure, a regional collection center could provide proper environmental controls, strong security, expert registration and conservation services, a good reference library, technical laboratories and study carrels, a school circulating service and a well managed packaging, shipping and receiving area.

But more important than these first rate facilities and services would be the uses to which a centrally organized collection could be put. Too often, incredibly valuable materials are tucked away—inadequately exploited for either their research or educational potential. With materials accessibly housed and referenced by a thoroughly documented and cross-indexed catalogue, promptly retrieved from a computer memory bank, the possibilities for a significant increase in the use of our collections by scholars, exhibits designers, curriculum developers, teachers and interested amateurs becomes immediately apparent.

This increased use would bring problems and raise touchy policy issues for participating museums. For example, maintenance, security and curatorial standards would have to be extremely high to satisfy everyone. Inventory controls would have to be airtight. Each object would have to be coded as to the permissible uses to which it could be put and under whose authority. All these problems, however, are presently faced by museums maintaining independent collections, and perhaps they would have a better chance of being solved under the watchful eye, mutual prodding and pooled funds of a collaborative effort.

No matter how extensive or limited the effort, the implementation of any of these regional collaborative programs will be a tough job. Fears of loss of identity will have to be confronted and allayed; old jealousies and hurts put to rest; standards debated and codified; the

"The pooling of certain basic services and facilities by a number of museums within a workable area...is worth examining closely."

scope of the region carefully defined; new corporate entities recognizing joint ownership, control and responsibilities will have to be established. But for all these problems the rewards would be great.

In a system of regional collaboratives, the distracting yet essential secondary concerns of a museum's operation could be handled in a less costly and more efficient manner. Expensive museum buildings could become truly *public* facilities, used almost entirely for exhibition and educational programs. Freed of their routine chores, museum staffs could put their energies to use in new ways. Instead of housekeeping collections, curators could return to research, teaching, publication and other interpretive work. In place of answering telephones and taking reservations, teachers could conduct more workshops and classes, lead tour groups and prepare new programs and materials. Designers could immerse themselves in the planning, rather than the execution, of exhibits. Directors might even devote their talents to guiding museums instead of fragmenting their attention with business management and fund raising tasks. The total result would be a more adventurous staff; a more useful facility; a more relevant and effective museum capable of tuning in to its audience and responding to their needs.

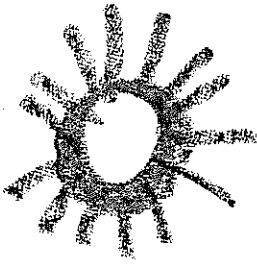
But are we ready for these strong

measures? Do we really want more effective museums? Are we willing to trade some old autonomy for some new freedoms?

There are some hopeful signs. Several regional museum programs and facilities have been tried or proposed. A national exhibits laboratory was suggested a few years ago. A computerized catalogue network is being formed in New York. Several successful community arts funds are in operation. The consulting, technical and circulating services of state museums and the Smithsonian are being used by many museums. Discussions have been held among several museums interested in sharing exhibits and programs, research and staff training to provide services at the neighborhood level. Even the amalgamation of several museums into a regional institution can be seen in the case of the new Oakland Museum.

But I sense no thoroughgoing trend towards regional collaboratives. Nothing parallels the example of the medical profession's interest in large clinics, group practice and the pooling of specialized diagnostic and treatment facilities among hospitals. Nor do I see exciting precedents like the regional associations of small colleges to share libraries, laboratories and field stations, fund raising and even students and faculty to enrich the total educational mix without adding greatly to operating costs.

Is it that we do not all share a common sense of urgency? Are we willing just to muddle through in feeble isolation rather than expose our deficiencies to colleagues in the profession? Is the maintenance of our own splendid empires more important to us than the quality of our service to the public? I'm not certain. But my conviction remains that unless we are able to help each other solve our problems and bear down hard on being effective in our communities, we will find ourselves left behind with the rest of society's irrelevant institutions. □ □ □



BOARD OF TRUSTEES

MSL Board Mtg
041370.pdt

BTW SCAN

of Trustees will be held
noon at the Union Club,
usetts.

Board before April 10th so
be made for you.

Henry Wheeler
Secretary

April 3, 1970



Board of Trustees Meeting
The Children's Museum
April 13, 1970

AGENDA

Secretary's Report

Mr. Wheeler

VOTE: To accept the minutes of the Board of Trustees Meeting held January 12, 1970, copies of which have been mailed to the Trustees.

Treasurer's Report

Mr. Soule

VOTE: That in accordance with the Museum's intention to fund past service benefits of employees under its retirement plan, the Treasurer is authorized to pay \$4,269.37 from the Pension Fund in 1970 toward funding these benefits.

Chairmen Reports

Nominating Committee

Mr. Soule

Development Committee

Mr. Fulmer

Personnel Policy Committee

Mr. Fulmer

Museum Aid Report

Mrs. Thompson

Kennedy Proposal

Mr. Twichell

Director's Report

Mr. Spock

Adjournment

The Children's Museum
Board of Trustees Meeting
April 13, 1970

<u>Income</u>	<u>Budget F/Y 1970</u>	<u>Actual 8 Mos. 1970</u>	<u>Estimated 12 Mos. 1970</u>
Investments	26,000	19,567	27,917
Grants & Gifts			
Hyams	30,000	--	30,000
Aid	3,000	--	4,000
Carnegie	--	50,000	50,000
Contributions	15,000	9,023	23,148
Other	<u>4,900</u>	<u>4,410</u>	<u>12,400</u>
	52,900	63,433	119,548
Contracts			
MDC	50,000	37,500	50,000
AS&E	15,000	17,847	21,347
Other	<u>--</u>	<u>3,119</u>	<u>3,119</u>
	65,000	58,466	74,466
User Fees			
Circulation	32,400	14,464	25,129
Admissions	70,000	56,817	69,817
Memberships	<u>11,000</u>	<u>9,886</u>	<u>11,662</u>
	113,400	81,167	106,608
Sales	--	672	701
Total Operating	<u>257,300</u>	<u>223,305</u>	<u>329,240</u>
Other Income			
Anonymous	235,000	238,492	238,492
Pledges	10,000	585	7,995
Permanent Charity	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
	270,000	264,077	271,487
Transfers			
Pension Fund	4,000	--	4,000
Total Income	<u>531,300</u>	<u>487,382</u>	<u>604,727</u>

*revised for
meeting
4/28/70*

The Children's Museum
Board of Trustees Meeting
April 13, 1970

	Budget F/Y <u>1970</u>	Actual 8 Mos. <u>1970</u>	Projection 12 Mos. <u>1970</u>
<u>Expenditures</u>			
Director's Office	65,600	46,812	67,079
General Services			
Public Relations & Development	45,200	28,504	39,960
Business Office	52,100	32,086	45,317
Maintenance & Security	57,800	32,559	41,550
Instructional Resources	55,275	39,628	58,750
Public Services			
School & Community	128,250	75,148	92,530
Workshop	15,350	5,286	6,160
Carnegie	--	8,691	50,000
Research & Development			
Design & Production	12,800	11,012	16,525
Special Projects	11,610	9,623	14,869
Research & Development	<u>147,825</u>	<u>51,533</u>	<u>84,125</u>
	172,235	72,168	115,519
Operating Expenses	<u>591,810</u>	<u>340,882</u>	<u>516,865</u>
Capital			
New Museum Construction	12,000	28,800	32,000
Administrative Other	<u>20,000</u>	<u>12,324</u>	<u>55,920</u>
Capital Expense	32,000	41,124	87,920
Total Expense	<u>623,810</u>	<u>382,006</u>	<u>604,785</u>

Projected Surplus or (Deficit)

Operating Expenses	516,865
Operating Income	<u>329,240</u>
Surplus/(Deficit)	(187,625)
Capital Expense	87,920
Capital Income	<u>275,487</u>
Surplus/(Deficit)	187,567
Net Surplus/(Deficit)	(58)

*revised for
mailing
4/24/70*

Board of Trustees
The Children's Museum
April 13, 1970

DIRECTOR'S REPORT

The issues preoccupying the Museum at the moment have both long and short range significance.

In an effort to look ahead into the next five to ten years, we have begun the difficult process of developing a master plan for the Museum that will outline our goals with respect to audience, program, staff, facilities and finances. Background information, including data on audience needs, opinions of community, educational and funding leaders; staff and space requirements; probable income and costs are being gathered and organized. A number of tough issues that we have struggled with in the past will have to be raised and debated once again. Should the Museum concentrate on R & D or service; on schools or communities; on high quality or serving large numbers; on quick responsiveness or gradual evolution; on suburban or urban audiences; on headquarter's operations or out-reach programs; on businesslike or charitable financing; on WASP or mixed ethnic institutional posture; on self-supporting operations or aggressive fund raising; on direct service to children or indirect service through teachers, parents and other institutions; on collaborative or independent operations; on an expanding or steady state museum; on education or entertainment; on one theme or a wide range of subject matters?

Of course not all of these are either/or questions as suggested above. Nevertheless, they will have to be discussed and some comfortable balance point on each arrived at for the sake of future decision making and being able to present a reasonable case of our intentions and needs to the outside world. Our hope is to be far enough along on the information collecting and discussion of alternatives to present a plan for the Board's approval in the fall.

In the meantime, two specific opportunities have developed that help sharpen issues we must resolve in the long range plan. First, several MeCA members have been collaborating in increasingly effective ways, suggesting it may be possible for each of us to become more specialized, coherent and economical in our work while realistically meeting the broad spectrum of society's needs through joint offerings. Second, a downtown building, that might be converted into an exciting headquarters for this collaborative has become available to us. Under the Executive Committee's supervision, we are trying to explore and keep these options open while pushing ahead with the resolution of our long range plans.

But even at this early stage of things it seems clear to many of us that in order to prosper, serve effectively or even survive the Museum will have to find ways of:

1. becoming relevant to the real and critical needs of the children, adults, teachers and society we are chartered to serve. In other words, we will not survive if we misconstrue the needs of the staff, trustees or institution as being the reason for our existence;
2. making ourselves accessible to all the people of the Boston Metropolitan area by adjusting our services, location and attitudes to make certain that those who are least aggressive or skilled at using our resources have as good a chance as those who are;
3. finding ways to lower the cost of services and broaden and deepen our sources of income so that money does not remain the central operating concern (without removing ourselves from the healthy pressures of the marketplace);
4. increasing our flexibility and risk-taking capacities so that we can respond nimbly to the accelerating pace of change and pressures that will be assaulting us in the future.

Of perhaps more immediate interest are the priorities that must be developed for the coming year so that a Fiscal '71 budget can be prepared. On March 25th department heads gathered in a day-long retreat to air their concerns for the next year. In addition to a concern for smoothing out operational problems and creating a happier working climate, there is substantial interest in two major projects that might be launched. One has to do with the Kennedy proposal that would commit the Museum to work with community groups in developing new programs and materials to meet their special needs; the second involves approaches from two school systems and the U. S. Office of Education for a pilot project in which the Museum would become the site for a significant proportion of a child's school experience. The Kennedy proposal is awaiting funding and a preliminary commitment is just now being made with the Boston Model Cities Project to cooperate on planning and seeking funds for the Museum/School Project.

4/29/70
PDC

Board - in order to get it, the Corporation and Aid to face up to their responsibilities and reorganize for greater effectiveness:

1. Begin a systematic and energetic program of cultivation, recruitment and task assignment.
2. Broaden all three groups representativeness with respect to geography, ethnic grouping, income level and interests.
3. Resolve the question of the Aid's relationship to the Museum and its volunteer programs.
4. Participate more heavily in the problems of long range planning and assigning short term priorities.
5. Take the Board's fund raising responsibilities seriously and get out and erase the operating deficit.

Finances - to confront the question this year of whether the Museum will be able to survive

1. Bring all public service operating budgets into the black before beginning of Fiscal '72 by cutting or reorganizing services and staff and/or by increasing fees and other sources of operating income enough to cover direct costs of services plus a reasonable overhead of 40-50%. (All services except the Circulating Department and Workshop have already achieved this balance.)

2. Organize R & D effort so that all unfunded costs are reduced to an absolute minimum without seriously damaging the base from which new projects can be solicited and launched. This means
- a) hiring almost all project staff only for duration of project;
 - b) reserving time for proposal writing for the next project before current project is ended;
 - c) not accepting projects without budgeting reasonable overhead allowance of 40-50%.
3. Bring support service costs down by end of Fiscal ¹⁹⁷¹~~72~~ to level where they can be covered by 40-50% assessment of direct public service and developmental costs plus any additional income from investments, contributions and Museum Shop net profits (not plowed back into further development). Also explore possibility of providing certain administrative services on contract to other institutions.
4. Accelerate development of income producing services and contracts such as Museum Shop, publisher and school system development or service contracts, exhibit and exhibit systems rentals and sales, State or MDC support for Workshop.

5. Going into the new year, ^{the} limit total budgeted operating deficit to \$100,000. Therefore, since anticipated income is approximately \$300,000, expenses should be budgeted in the neighborhood of \$400,000 or more than a third less than the current year.

(A reminder, the operating budget does not include capital projects such as construction or remodeling and ~~such~~ one-time project expenses ^{such} as the start of the Museum Shop, development of a marketing program for Museum exhibits and storage systems or the Carnegie Workshop Project. The operating budget is meant to reflect on-going, year in and year out expenses and income.)

Planning - in order to develop long and short range priorities

1. Do research, discuss goals, write, review and adopt LRP.
2. Analyze and adopt short range goals and plans to facilitate the first stages of LRP.
3. Specifically analyze and coordinate projects and proposals to eliminate overlap ^{to} and focus for maximum payoff.
4. Continue discussion of balance between school/community, R & D/service, rapid change/gradual evolution, quality/quantity and other commitments.
5. Begin planning for major capital campaign.
6. Review existing exhibits and circulating kits and decide which to spruce up, redo or remove. *include school programs*

Projects - the following are under way or have funding commitments

1. Development and opening of Museum Shop
2. Development of marketing of Museum exhibits, and exhibit and storage systems.
3. Development of Workshop of Things.
4. Tryout of accessible collections using Japan
5. Completion of V.C. entrance and program room construction.
6. Installation and evaluation of Skins and Introductory Exhibits.
7. Preliminary explorations and development of Hopi Loan Exhibit and School Program.

The next are awaiting funding or are having proposals written:

8. In preparation for Museum/School project proposals are being written to a) prepare the Museum to work with school kids, and b) actually work with school kids in collaboration with Model Cities.
9. Proposal is being prepared in cooperation with ERIE and AS&E to seek funding for ecology curriculum and kit development.
10. Proposal for major outreach effort is awaiting funding from Kennedy Foundation or other sources.
11. Proposal for summer outreach program is awaiting funding from Sears-Roebuck Foundation.
12. Proposal for Exhibit Garden being explored by three utility companies.

4PP
DVD
Scan

19 Court Street
Dedham, Massachusetts

April 29, 1970

Dear Executive Committee Member:

With this letter I present you with a matter of deep concern or, perhaps, great challenge.

This week, just before I left for Los Angeles, I had a meeting with Mike. After working through a rough cut of the budget which we will discuss the week after next, Mike then turned to the development of the Long Range Plan. He said that he had considered taking a month away from the day-to-day interruptions at the museum to complete such a plan. [Then a bomb shell!]

He asked me to sponsor him in a request to the Board for a year's sabbatical. What he wants to do is see if he can put together a grand scheme, or package, for the role of an institution such as ours in these changing time. As we all know, he is an exciting guy who really wants the Museum to do exciting things in the area of education. With its present base he doesn't think it can. [He thinks that the only way we can do the things that he sees as necessary require the Museum to become part of a large group of institutions all doing their own thing, but doing it with a combined purpose and aggressiveness that makes the total more meaningful. In the really broad interpretation, education from birth to grave.]

[As you can guess, I was under shock and, very frankly, still am. We spent a long time talking and what I think he is saying is these are times of crisis and upcoming change. He sees this change is required in education. (I see it has a period of crisis and required change everywhere -- welfare, armament, religion, transportation, pollution and on and on.) He thinks he can really help in this time of change.]

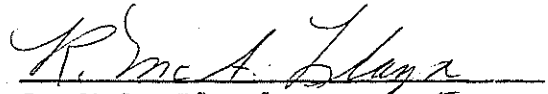
Boy, what a tall order! Reinvent education, restructure the learning process, change the role of the small public/private institution.

I am having a hard time developing my own recommendations. On one hand I can see (in hind sight) that I'd willingly back the Wright brothers or Tom Edison. To make major strides one needs many of the talents that Mike has. Just maybe he could do it -- against this I say it's just too big, too risky, too deep waters for us.

I have written this on the flight to Los Angeles -- I'll send it back to my office tomorrow and ask that it be typed and sent to you. I think I will also write a note to Mike asking him to set down on one page just what it is he has in mind.

With both of these documents in front of us at the Executive Committee meeting on Monday, May 11, we can decide what action to take.

Very truly yours,


R. McA. Lloyd

hmv

orig. Trustfile

Sunday in LA.

Dear Mike.

Last evening on the flight
and I drafted a letter to
the Executive Committee bringing
them up to date on our conversation
and outlining your feelings and
proposed plans.

As I did it I felt that it
would be helpful if you would
try to set down on paper
(not too long - page or two) what

Weather overcast today but
off to Disneyland -

Best to all

Bob.

You have in mind and how
you would approach the problem
you see.

If this was sent to the
Executive Comm - before the
May meeting or was available
as a hand out it would give
us something concrete to
go over.

Still having a hard time
accepting the whole package -
have had some other ideas or
modifications

1p
DVD
~~SEM~~
SURVIVAL?

File E
w/ book's
letter to G. Lamm

HORIZOND BOARD

NO N.E. ~~PRECEDENT~~ OF TAX SUPPORT
TO CULTURE

NO N.E. PRECEDENT FOR BUSINESS
SUPPORT FOR CULTURE

MUSEUM RICH TOWN

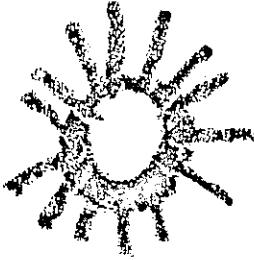
NEARBY POINT WHERE

"AS MUCH PROGRESS AS POSSIBLE
CAN BE MADE ON SELF-
SUFFICIENCY AT PRESENT
LOCATION.

COST OF SUPPORT SERVICES TOO
HIGH FOR SCALE OF INSTITUTION

GENERAL PROBLEM OF CULTURE
+ INFLATION

DVD
Scan



May 6, 1970

Mr. Robert McA. Lloyd
USM Chemical Company
Middleton, Massachusetts 01949

Dear Bob:

In response to your letter I am writing to formally request the Board's support for my effort to delegate most of my administrative responsibilities to Phyl and Dave for the coming year. With my time freed up from day-to-day concerns I would hope to spend most of my energy working with other institutional and community leaders and several funding sources to see whether a really effective cultural/educational collaborative could be brought together in Boston.

If things go well, I would expect to make a proposal near the beginning of next year to the Staff and Board seeking their support for an all out commitment of the Museum's human and material resources to this larger venture. If we are not successful, I would then turn towards a thorough exploration of alternative courses for the Museum's future.

During the year I could be available for consultation on a few major policy decisions, for participation in Executive Committee and Board meetings, to accompany staff or trustees on foundation or individual approaches, for helping prepare guidelines for the fiscal 1972 budget a year from now, and perhaps to have some fun pitching in on the September exhibits renewal marathon; but I would intend to stay as far removed (physically, intellectually and emotionally) from the everyday affairs of the Museum so that real energy could be invested in preparing the way for our future.



Mr. Robert McA. Lloyd
May 6, 1970
Page II

Seven Year's Hotz

Twitche There are many reasons why I believe wholeheartedly in this proposal and see it as a sound investment for the Museum to make. First, it seems like just the right moment to pull back and get a better perspective of myself, the Museum and the world that surrounds us. I've been at it full out for a good seven and a half years now and find it increasingly difficult to deal with broad, far out issues as I struggle with the tangle of immediate problems. Second, it's clear that the Museum is ready for a long look into the future and cannot survive much longer without a thoroughgoing reassessment of its role. The Museum's staff and Board are troubled and adrift, and need a chance to commit themselves to a new set of goals. Third, the short term priorities reflected in the budget I will present Monday are concerned with achieving operational and financial consolidation and stability rather than undertaking new commitments (unless one or two of our major proposals come through). So Phyl as Acting Director, with Dave's help, could be more than able to keep the Museum operating smoothly. Fourth, and perhaps most important, I am totally invested in the collaborative idea as being the only realistic model for institutional effectiveness and would find it impossible to continue to work for a cause that saw its role as separate from the broader concerns of society. The Museum has valuable resources to commit to these problems, but cannot make them in isolation.

In our original discussions I referred to this proposal as a sabbatical year. After talking to Vince and Jephtha I am convinced that I was in error in casting this plan in those terms. A sabbatical suggests getting away from it all, removing oneself from responsibilities for quiet contemplation and renewal. This couldn't be further from my intention. I am not looking for an escape, but for a way to funnel my energies in accomplishing what I am increasingly convinced can become the opportunity for a renewed Children's Museum.

Mr. Robert McA. Lloyd

May 6, 1970

Page III

I look forward to discussing this further with you and the Executive Committee on Monday.

Cordially,

CC: Mr. Hamilton Coolidge
Mr. Vincent A. Fulmer
Mrs. William A. Lincoln
Mr. Augustus W. Soule, Jr.
Mr. Jephtha H. Wade
Mr. Henry Wheeler
Mrs. John J. Wilson, Jr.

MS:aj

c
o
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y

17
DVD
Scan
Book Box

May 7, 1970

Mr. Robert Lloyd
19 Court Street
Dedham, Massachusetts 02026

Dear Bob:

We, the undersigned honorary trustees of the Children's Museum, believe that we should comment on the operations of the Museum when fiscal policies seem to us to threaten its future welfare, if not solvency. We therefore respectfully suggest immediate retrenchments in current and planned expenditures until such time as efforts to raise funds result in putting the Museum on a sound financial basis.

We hope that you will be willing to see to it that this letter is brought to the attention of the Trustees.

Sincerely,

(signed) Helen A. Claflin

(signed) Caroline S. Rogers

(signed) Graham T. Winslow

GTW:kk

The Children's Museum
Executive Committee Meeting
May 11, 1970

AGENDA

1. Recommendation to Board on contributory employee health insurance plan.
2. Discussion of draft of Fiscal '71 Budget.
3. Report of the Nominating Committee.
4. Mike's Proposal.
5. Adjournment.

The Children's Museum
Executive Committee Meeting
May 11, 1970

<u>Expenditures</u>	<u>Proposed F/Y '71 Budget*</u>	<u>F/Y '70 Budget*</u>	<u>F/Y '70 Projection*</u>
Director's Office	63,800	65,600	67,079
General Services			
Public Relations & Development	29,900	45,200	39,960
Business Office	48,700	52,100	45,317
Maintenance & Security	53,300	57,800	41,550
Library and Collections	10,000	9,275	9,750
Public Services			
School & Community	108,850	128,250	92,530
Kit Circulation	39,000	46,000	49,000
Workshop		15,350	6,160
Research & Development	<u>71,350</u>	<u>147,235</u>	<u>115,519</u>
Total Operating	<u>424,900</u>	<u>566,810</u>	<u>466,865</u>
Capital & Projects			
Mortgage & Interest	110,000	37,000	37,920
Construction & Equipment	30,000	12,000	42,000
Carnegie/Workshop	50,000		50,000
Museum Shop	25,200		
Museum Systems	<u>25,100</u>		
Total Capital & Projects	<u>240,300</u>	<u>49,000</u>	<u>129,920</u>
Grand Total	665,200	615,810	596,785

Projected Surplus or (Deficit)

Operating Expenses	424,900	566,810	466,865
Operating Income	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
Surplus/(Deficit)	(161,900)	(309,510)	(186,625)
Capital & Project Expense	240,300	49,000	129,920
Capital & Project Income	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
Surplus/Deficit	78,700	221,000	191,567
Cash Surplus/Deficit	(83,200)	(88,510)	4,942

*Does not include expense and income for Pension & Past Service Benefits.

*removed for Board
meeting 5/27/70*

The Children's Museum
Executive Committee Meeting
May 11, 1970

	Proposed F/Y '71 <u>Budget*</u>	F/Y '70 <u>Budget*</u>	F/Y '70 <u>Projection*</u>
<u>Income</u>			
Endowment	30,000	26,000	27,917
Grants & Gifts			
Hyams	30,000	30,000	30,000
Aid	3,000	3,000	5,000
Contributions	18,000	15,000	23,148
Other	10,000	4,900	12,400
Contracts			
M. D. C.	50,000	50,000	50,000
AS&E	15,000	15,000	21,347
Other	--		3,119
User Fees			
Circulation	25,000	32,400	25,129
Admissions	70,000	70,000	69,817
Memberships	12,000	11,000	11,662
Sales			701
Total Operating	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
Capital			
Anonymous	250,000	235,000	238,492
Pledges	10,000	10,000	7,995
Grants	<u>59,000</u>	<u>25,000</u>	<u>75,000</u>
Total Capital	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
Grand Total	582,000	527,300	601,727

*Does not include expense and income for Pension & Past Service Benefits.

C
O
P
Y

DVD
Jan
19 Court Street
Dedham, Massachusetts
May 12, 1970

Dear Mrs. Claflin:
Mrs. Rogers:
Mr. Winslow:

I received your letter regarding the Museum's financial strength last night. Your concern, which I share, is greatly appreciated as well as timely. I have had two budget meetings with Mike and the key staff members within the last three weeks, and yesterday the Executive Committee spent considerable time on this subject.

As we all know the Museum has done some great things in the past and has some real strengths. Every effort has to be made to insure that we can continue to be a dynamic influence on the young people we serve. Some progress on the financial problems we face has been made. We have proved that we can obtain monies from new sources in that over a million and a half dollars has been received in the past five years as gifts and grants. We have organized ourselves so that some of the services we offer are self supporting (some departments are not in this situation yet).

However, the financial problem persists and at the moment there is no apparent solution. The war and the resulting lack of Federal funds for programs, the general state of the economy make fund raising difficult and inflationary pressures make the problem even more acute.

We have already made substantial cuts in the staff and more are planned, but this is not the solution for the long haul. We must find lasting economies in operations and we must find new sources of financial support. At the Executive Committee meeting yesterday we directed Mike to make this project his Number One concern. At the May 26 meeting of the Board, we will present this total picture and ask for Board approval. I hope that you will be at the meeting as I am sure none of us want to see our great past and great resources be jeopardized or dissipated.

Very truly yours,

R. McA. Lloyd

RML:hmw
cc: Mr. M. Spock

and upon, from which, Lloyd & Sons) 5/15/70

The Children's Museum
Budget Cuts
May 15, 1970

Director's Office	\$1,800
Business Office	13,500
Maintenance & Security	1,500
Library & Collections (add Warehouse Rent \$3,600)	500
School & Community	50
Kit Circulation (see Collections)	
Research & Development	<u>350</u>
Total Operating Cut	\$17,700

Capital & Projects

Mortgage & Interest	\$50,000
Construction & Equipment	10,000
Museum Shop	10,200
Museum Systems	<u>5,100</u>
	\$75,300

<u>Expenditures</u>	<u>Reworked Budget May 15, 1970</u>
Director's Office	62,000
General Services	
Public Relations & Development	29,900
Business Office	35,200
Maintenance & Security	51,800
Library & Collections	13,100
Public Services	
School & Community	108,800
Kit Circulation	35,400
Workshop	
Research & Development	<u>71,000</u>
Total Operating	407,200
Capital Projects	
Mortgage & Interest	59,500
Construction & Equipment	20,000
Carnegie/Workshop	50,000
Museum Shop	15,000
Museum Systems	<u>20,000</u>
Total Capital & Projects	<u>164,500</u>
Grand Total	571,700

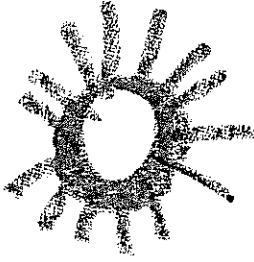
Projected Surplus or (Deficit)

Operating Expenses	407,200
Operating Income	<u>263,000</u>
	(144,200)
Capital & Project Expenses	164,500
Capital & Project Income	<u>319,000</u>
	154,500
Cash Surplus/Deficit	10,300

<u>Expenditures</u>	<u>Reworked Budget May 15, 1970</u>
Director's Office	62,000
General Services	
Public Relations & Development	29,900
Business Office	35,200
Maintenance & Security	51,800
Library & Collections	13,100
Public Services	
School & Community	108,800
Kit Circulation	35,400
Workshop	
Research & Development	<u>71,000</u>
Total Operating	407,200
Capital Projects	
Mortgage & Interest	60,000
Construction & Equipment	20,000
Carnegie/Workshop	50,000
Museum Shop	15,000
Museum Systems	<u>20,000</u>
Total Capital & Projects	<u>165,000</u>
Grand Total	572,200

Projected Surplus or (Deficit)

Operating Expenses	407,200
Operating Income	<u>263,000</u>
	(144,200)
Capital & Project Expenses	165,000
Capital & Project Income	<u>319,000</u>
	154,000
Cash Surplus/Deficit	9,800



To Members of the Board of Trustees:

A luncheon meeting of the Board of Trustees will be held on Tuesday, May 26th 1970 at 12 noon at the Union Club, 8 Park Street, Boston, Massachusetts.

Agenda and background information will be mailed at a later date.

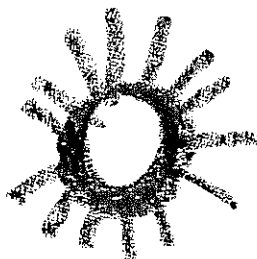
Please return the enclosed postcard before May 21st so that luncheon reservations may be made.

Henry Wheeler
Secretary

May 11, 1970



Sent Officers of Museum Aid 5/13/70: (with return postcard)
Thompson, Mitton, Howland, Neal, Vickery



BOARD OF TRUSTEES MEETING

A luncheon meeting of the Board of Trustees will be held on Tuesday, May 26th, 1970 at 12 noon at the Union Club, 8 Park Street, Boston, Massachusetts.

Agenda and background information will be mailed at a later date.

Please return the enclosed postcard before May 21st so that luncheon reservations may be made.

Henry Wheeler
Secretary

May 11, 1970



Sent to circulation. 5/19/70

The Children's Museum
Board of Trustees Meeting
May 26, 1970

AGENDA

Secretary's Report

Mr. Wheeler

VOTE: To accept the minutes of the Board of Trustees Meeting held April 13, 1970, copies of which have been mailed to the Trustees.

Treasurer's Report

Mr. Soule

VOTE: That the Museum establish a contributory employee health insurance plan for full-time staff members at the earliest practical time, such plan to provide 50% of the total premium cost for individual and family memberships.

VOTE: To approve the budget for the year ending June 30, 1971 as presented by the Treasurer to the meeting.

Report of the Nominating Committee

Mr. Soule

President's Report

Mr. Lloyd

VOTE: That the Board authorize the Director to delegate a substantial portion of his administrative responsibilities over the coming year to the Assistant Director so that he may commit his time to the development of a workable and economically sound plan for the Childrens Museum's future. The Director will present a report on the progress of this project to the Board at its January meeting; at which time the Board may decide to continue the project or make other commitments with respect to the Museum's future.

Adjournment

The Children's Museum
Board of Trustees Meeting
May 26, 1970

	Proposed F/Y '71 <u>Budget*</u>	F/Y '70 <u>Budget*</u>	F/Y '70 <u>Projection*</u>
<u>Income</u>			
Endowment	30,000	26,000	27,917
Grants & Gifts			
Hyams	30,000	30,000	30,000
Aid	3,000	3,000	5,000
Contributions	18,000	15,000	23,148
Other	10,000	4,900	12,400
Contracts			
M. D. C.	50,000	50,000	50,000
AS&E	15,000	15,000	21,347
Other	--		3,119
User Fees			
Circulation	25,000	32,400	25,129
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Sales			<u>701</u>
Total Operating	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
 Capital			
Anonymous	250,000	235,000	238,492
Pledges	10,000	10,000	7,995
Grants	<u>59,000</u>	<u>25,000</u>	<u>75,000</u>
Total Capital	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
 Grand Total	 582,000	 527,300	 601,727

*Does not include expense and income for Pension & Past Service Benefits.

The Children's Museum
Board of Trustees Meeting
May 26, 1970

	Proposed F/Y '71 <u>Budget*</u>	F/Y '70 <u>Budget*</u>	F/Y '70 <u>Projection*</u>
<u>Expenditures</u>			
Director's Office	62,000	65,600	67,079
General Services			
Public Relations & Development	29,900	45,200	39,960
Business Office	35,200	52,100	45,317
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Public Services			
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Total Operating	407,200	566,810	466,865
Capital & Projects			
Mortgage & Interest	59,500	37,000	37,920
Construction & Equipment	20,000	12,000	42,000
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Museum Shop	15,000		
Museum Systems	<u>20,000</u>		
Total Capital & Projects	164,500	49,000	129,920
Grand Total	571,700	615,810	596,785

Projected Surplus or (Deficit)

Operating Expenses	407,200	566,810	466,865
Operating Income	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
Surplus/(Deficit)	(144,200)	(309,510)	(186,625)
Capital & Project Expense	164,500	49,000	129,920
Capital & Project Income	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
Surplus/(Deficit)	154,500	221,000	191,567
Cash Surplus/(Deficit)	10,300	(88,510)	4,942

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The Children's Museum
Board of Trustees Meeting
May 26, 1970

AGENDA

Secretary's Report

Mr. Wheeler

VOTE: To accept the minutes of the Board of Trustees Meeting held April 13, 1970, copies of which have been mailed to the Trustees.

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Mr. Soule

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VOTE: That the Board authorize the Director to delegate a substantial portion of his administrative responsibilities over the coming year to the Assistant Director so that he may commit his time to the development of a workable and economically sound plan for the Childrens Museum's future. The Director will present a report on the progress of this project to the Board at its January meeting; at which time the Board may decide to continue the project or make other commitments with respect to the Museum's future.

Adjournment

*Pres. appoint com to work
with Simon Project*

Endowment - Pension

Current - BK 332,400
 MI 638,900
 BK 68400
 MI 72700

1963	1964	1965	1966	1967-68	
BK 332,400 Pension 43,000	5-18,400 51,300	516,100 61,100	517,600 61,400	530,056 63,100 4	
MI 920,500 Pension 50,900	1,010,600 84,000	993,400 68,700	890,000 64,700	948,300 67,900	
(End fid - Reserve - main, fids)					
Investment Income			218,700	1969	
30,800	32,000	34,100	34,200	54600	33,000

30,000 -
15,000
30,000

90 -

Cap/Dev/Plant Project Operations fees

1963				1963 - 4200
Hyams				1964 - 5000
Adl				1965 - 6400
Pledges	30,000			1966 - 7400
{ Anonymous	500,000			1967 - 9300
{ Pledges	53,000			
{ Hyams	30,000			
Match Baf		471,737		
Val x		52,000		
Rm. Charley	50,000			
Hayden	50,000			
Chelmsford		3800		
Red Brook		4300		
Sears		1400		
Damon		1500		
Blanchard		4000		
C.W.S - Cores				Adins.
				1963 - 2300
				1964 - 12,000
				1965 - 11,200
				1966 - 14,900
				1967 - 29,600
				Match
				1967 - 2,300

Endowment

Board meeting

Increase in Hyams Grant

Cap Project Oper.

P.C. Matching Grant

Hayden Matching Grant

Match Bap Contract

Val- $\frac{1}{2}$ Contract

Chelmsford Contract

Red Book Contract

Sears-Roebuck

Dan as Foundation

Increase in Blanchard grant

Users fees - admissions $\left(\begin{smallmatrix} 554 \\ 504 \end{smallmatrix} \right)$ 1.00 vs 50¢

M.D.C. Grant

C.W.S. and Co-ops Program

Anonymous Gift - Pedges - Hyams - Blanchard

Endowment at highest 8 years - current

310,000 + 170,000 mgt.

Capital increase ✓

Staff - 17 in 1962 in 1969 -

Jan 1963

5-6641
5-186
48

that the course we chose ^{instead} ~~of~~ was ~~totally~~ ^{financially} responsible.

(2)

we had followed the austerity line consistently over the last ~~the~~ 7 1/2 years.

In making this analysis, Phyl + my first assumption was that the staff remained the same size of 17 that it had been for ~~some~~ ^{at least} 20 years prior to 1963. Next, we increased ^{each persons} salary levels to the lowest ~~average~~ ^{the} figures consistent with 1970 job market and, ^{using the actual 1963 figures} ~~calculated~~, what ^{personal cost} the average would have been for a typical year. We applied the same logic to employee benefits and other Museum expenses with the following

$$\begin{array}{r}
 127 \\
 \times 5 \\
 \hline
 6350 \\
 127 \\
 \hline
 133,350 \\
 50,000 \\
 \hline
 183,350
 \end{array}$$

(3)

results:

Expenses

Typical year

Total 7 1/2 years

Personnel

100,500

752,500

Other

35,000

262,500

Total

135,500

1,015,000

$$\begin{array}{r}
 96 \\
 75 \\
 \hline
 1480 \\
 672 \\
 \hline
 7200 \quad 3 \\
 2957 \\
 \hline
 4785 \\
 957 \\
 \hline
 100,585
 \end{array}$$

Then average man

Directors		10,000	12500	15,000
Bookkeepers		5200	7600	10,000
Secretary		3500	5000	6500
P.R.		3500	5700	8,000
Exhibitor Loans	4	5200	7600	10,000
Registrar		2700	4800	7,000
Artist		2500	4000	5500
		2500	4000	5500
		3500	5200	7000
Education	3	3500	4800	6000
Summer	1	3200	4600	6000
Sales Clerk		3200	4600	6000
Maintenance	2	2700	3800	5000
	3	3500	5600	8000
		2500	4200	6000

Sal 95,000
 Benef 5,000
 Other 35,000
135,000
 3
 other 35,000
 7 1/2
 INC 105
 30,000
 17,500
 245
262,500

65,100
 95,700
 127,000

95

96,000

7 1/2 yrs

750,000

Sal 720,000

5% + employee benef. 36,000

+ other 263,000

EXPENSE

Total exp. 7 1/2 yrs 20,000

Endowment	35,000	32	30,000
Sales	5,000	4	3,000
<u>INCOME</u>			
Joan Rentals	10,000	6	3,000
Hymns	30,000	25	20,000
Contrib	15,000	13	10,000
Member	10,000	6	3,000
Admissions + Fees	25,000	12	—
Grants	5,000	5	5,000
Aid	5,000	5	5,000
	<u>140,000</u>	<u>108</u>	<u>79,000</u>
	75		

OPER:

1,020,000
790,000

70
98
1650,000
EXP
INCOME

230,000 DEFICIT (7 1/2 YRS)

3
75 / 270,000

135,000 AVE EXP/YR
105,000 AVE INC/YR

30,000 AVE DEFICIT/YR

X 7 1/2

245
17

CAPITAL

P. Inc 95,000
Hymns 30,000
P. Ch. 25,000
140,000

230,000 OPER DEF.
140,000 CAP INCOME
90,000 NET LOSS

CAPITAL

2

Anonymous 238,000

Hyams 30,000

Hayden 50,000

Penn Chan 50,000

T. Pledges 95,000

Others 5,000

468,000

Total capital 7/2 yrs

308

7/2 yr op. deficit

160,000

to good

32,00

less int. on loans

128,000

(mtg + notes) not covered
in operating budget

TAKEN FROM END

15,700

11,000
 (1,000)
 5,000

114,000
 114,000

62,000

87,000

392,000

- 84,000

308,000

(RESERVE FUND START '63)

Deficit '63

Surpl '64

Deficit '65

Deficit '66

Deficit '67-68 (18 mo)

" '69 (FISEM)

Deficit 70

7 1/2 yr. deficit

overhead reimbursement from Govt.

Net 7 1/2 yr deficit

Govt.
 84,000

(does not include
 trans. bldg
 fund)

THE CHILDREN'S MUSEUM

Board of Trustees Meeting, May 26, 1970

Pursuant to notice duly mailed, a meeting of the Board of Trustees of the Children's Museum was held May 26, 1970 at the Union Club, 8 Park Street, Boston, Massachusetts.

The President, Mr. Robert McA. Lloyd, called the meeting to order at 12:45 p.m. and the Secretary, Mr. Henry Wheeler, kept the records of the meeting.

There were present the following Trustees:

Coolidge, Hamilton
Coolidge, J. Gardner
Fulmer, Vincent A.
Jackson, Mrs. James H.
Lloyd, Robert McA.

Paley, Bertram R.
Soule, Augustus W., Jr.
Wade, Jeptha H.
Waldron, Chauncey
Wheeler, Henry

and by invitation from the Museum staff, Michael Spock, Director, Miss Phyllis O'Connell, Assistant Director, and Mr. David Twichell.

On motion duly seconded, it was unanimously

VOTED: To accept the minutes of the Board of Trustees meeting held April 13, 1970 as mailed to members of the Board of Trustees.

It was then reported to the meeting that it would be desirable for the Museum to establish a form of employee health insurance plan for full-time employees of the Museum. It was noted that the premium cost for such plan would in all likelihood increase in future years but would remain subject to future action of the Board.

On motion duly seconded, it was unanimously

VOTED: That the Museum establish an employee health insurance plan for full-time staff members at the earliest practical time, under which plan the Museum is to provide 50% of the total premium costs for individual and family memberships.

The Treasurer, Mr. Soule, then presented the proposed budget for the fiscal year ending June 30, 1971. He pointed out to the meeting that the budget included an operating deficit of slightly in excess of \$144,000, which deficit is to be offset by the use of capital funds to

Scan
for
box

achieve a projected cash surplus at fiscal year end in 1971 of approximately \$10,000. The Treasurer reviewed cuts made in earlier projected budgets in order even to achieve this result. He noted that in particular a plan to prepay an additional mortgage payment of \$50,000 had been eliminated. On questioning by those present, the Treasurer stated that the Museum must move into a significantly new direction and that the proposed budget must be regarded as a holding operation until the Museum under the Director's guidance chartered and implemented a significantly new course. The President reported that he had reviewed the budget thoroughly with the Director and it was his opinion that it could not be cut further without eliminating one or more departments or services.

The discussion of the budget led to a discussion of the Director's project, a memorandum of which dated May 26, 1970 was distributed to the Board members present. The Director elaborated on the memorandum and reported expressly on several possibilities for the Museum's future. After consideration and discussion and on motion duly seconded, it was unanimously

VOTED: To approve the budget for the year ending June 30, 1971 as presented by the Treasurer to the meeting.

On motion duly seconded, it was unanimously

VOTED: That the Board authorize the Director to delegate a substantial portion of his administrative responsibilities over the coming year to the Assistant Director so that he may commit his time to the development of a workable and economically sound plan for the Childrens Museum's future and that the President appoint a Committee of one to three Trustees to work with the Director in this regard. The Director will present a report on the progress of this project to the Board at its January meeting, at which time the Board may decide to continue the project or make other commitments with respect to the Museum's future.

There was a brief discussion regarding Mr. Vincent Fulmer's resignation from the Board of Trustees.

On motion duly seconded it was unanimously

VOTED: That the Board of Trustees express its thanks to Mr. Fulmer for his valuable service as a member of the Board.

There being no further business to come before the meeting, on motion duly seconded, it was unanimously

VOTED: To adjourn.

Adjourned at 2:00 p.m.

A true record

ATTEST

Henry W. Wheeler
Henry Wheeler
Secretary

The Children's Museum
Board of Trustees Meeting
May 26, 1970

	<u>Proposed F/Y '71 Budget*</u>	<u>F/Y '70 Budget*</u>	<u>F/Y '70 Projection*</u>
<u>Income</u>			
Endowment	30,000	26,000	27,917
Grants & Gifts			
Hyams	30,000	30,000	30,000
Aid	3,000	3,000	5,000
Contributions	18,000	15,000	23,148
Other	10,000	4,900	12,400
Contracts			
M. D. C.	50,000	50,000	50,000
AS&E	15,000	15,000	21,347
Other	--		3,119
User Fees			
Circulation	25,000	32,400	25,129
Admissions	70,000	70,000	69,817
Memberships	12,000	11,000	11,662
Sales			701
Total Operating	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
Capital			
Anonymous	250,000	235,000	238,492
Pledges	10,000	10,000	7,995
Grants	<u>59,000</u>	<u>25,000</u>	<u>75,000</u>
Total Capital	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
Grand Total	582,000	527,300	601,727

*Does not include expense and income for Pension & Past Service Benefits.

The Children's Museum
Board of Trustees Meeting
May 26, 1970

<u>Expenditures</u>	<u>Proposed F/Y '71 Budget*</u>	<u>F/Y '70 Budget*</u>	<u>F/Y '70 Projection*</u>
Director's Office	62,000	65,600	67,079
General Services			
Public Relations & Development	29,900	45,200	39,960
Business Office	35,200	52,100	45,317
Maintenance & Security	51,800	57,800	41,550
Library & Collections	13,100	9,275	9,750
Public Services			
School & Community	108,800	128,250	92,530
Kit Circulation	35,400	46,000	49,000
Workshop		15,350	6,160
Research & Development	<u>71,000</u>	<u>147,235</u>	<u>115,519</u>
Total Operating	407,200	566,810	466,865
Capital & Projects			
Mortgage & Interest	59,500	37,000	37,920
Construction & Equipment	20,000	12,000	42,000
Carnegie/Workshop	50,000		50,000
Museum Shop	15,000		
Museum Systems	<u>20,000</u>		
Total Capital & Projects	164,500	49,000	129,920
Grand Total	571,700	615,810	596,785

Projected Surplus or (Deficit)

Operating Expenses	407,200	566,810	466,865
Operating Income	<u>263,000</u>	<u>257,300</u>	<u>280,240</u>
Surplus/(Deficit)	(144,200)	(309,510)	(186,625)
Capital & Project Expense	164,500	49,000	129,920
Capital & Project Income	<u>319,000</u>	<u>270,000</u>	<u>321,487</u>
Surplus/(Deficit)	154,500	221,000	191,567
Cash Surplus/(Deficit)	10,300	(88,510)	4,942

*Does not include expense and income for Pension & Past Service Benefits.

1/25/70
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Board of Trustees
The Children's Museum
May 26, 1970

DIRECTOR'S PROJECT

PROJECT Develop viable alternatives for future commitment of Museum's human and material resources; present for review and decision by staff and Board; begin Plan's implementation; July 1970 - June 1971.

WHY Museum in a fight for survival: income sources approaching maximum development, but costs have not leveled off; facilities poorly located and expensive to operate; Trustees underdeveloped and undercommitted; staff adrift and uncertain of future; relevance of past roles in question, present potential unrealized and future goals undefined; continuing on this course will lead to dissipation of Museum's considerable resources.

TASKS & TIMING

Summer: project fundraising; preparation of 8-12 rough models of possible Museum roles; interviews with broad based sample of potential audiences and community, financial, cultural leaders.

Fall: analysis of interview results and detailed development of 2-3 plans, in-depth discussions of alternatives with staff, Trustees, and most helpful summer interviewees.

Winter: commitment by Board; preparation of final draft Master Plan; fund raising seed money and recruitment of talent for implementing Plan.

Spring: begin implementation of Plan including major fund raising, site acquisition, Museum reorganization; development of Fiscal '72 priorities and budget.

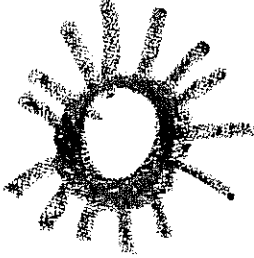
BUDGET

Director	\$20,000	
Assistant/secretary	<u>8,000</u>	
Salaries		\$28,000
Employee benefits		2,500
Consultants		20,000
Travel		3,000
Phone		1,200
Office supplies & postage		600
Office rental		2,000
Plan publication		<u>2,000</u>
		\$59,300

Director's salary and benefits contributed by Museum; office space and phone by Institute of Contemporary Art.

Sent all Trustees 5/27; sent Alice Thompson 5/28

Scan
for
box



May 27, 1970

Dear Trustee:

A testimonial in honor of Mr. James Craven will be held on Tuesday, June 9th here at the Museum. Mr. and Mrs. Craven will be arriving at 11:00 to visit the Museum and observe a school program. Luncheon will be served promptly at noon as the Cravens plan to depart at 1:00.

Jim Craven is our local representative and it was through his efforts that we secured the \$50,000 annual appropriation from the MDC. In steady income, this is the equivalent of his having raised more than \$1,000,000 in endowment for the Museum. We owe him a real heartfelt thank you.

We would like to have as many Trustees present as possible. Would you kindly return the enclosed postcard prior to June 4th indicating your attendance at this tribute.

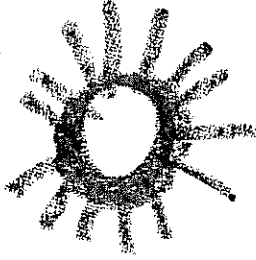
Sincerely,

Phyllis D. O'Connell

Phyllis D. O'Connell

PDO:aj
Enc.





June 9, 1970

Bob Lloyd has asked me to send the members of the Executive Committee this brief summary description of our program in partnership with the Council for the Arts and Humanities and the Institute of Contemporary Art for the coming year. The laws of the Commonwealth require a duly authorized signature by vote of the Executive Committee and/or Board.

Henry Wheeler will be in touch with you early next week to process this agreement.

Sincerely,

Phyllis O'Connell

Phyllis D. O'Connell
Assistant Director

PDO:aj
Enc. (1)



HUTCHINS & WHEELER

COUNSELLORS AT LAW

PHILIP R. WHITE
ERNEST G. ANGEVINE
JOHN E. ROGERSON
JOHN O. RHOME
JOSEPH R. WATKINS
NORMAN LANDSTROM
LOUIS F. EATON, JR.

RONALD GARMEY
ANTHONY J. MEDAGLIA, JR.
JOHN H. CLYMER
CHARLES W. ROBINS
MARY ELLEN O'MARA
RAINER M. KOHLER

WILLIAM N. SWIFT
FREDERIC H. HILTON
HENRY WHEELER
JAMES G. WHEELER
PHILIP R. WHITE, JR.
THOMAS R. PAXMAN
JOHN B. NILES

DONALD G. LEKA
GEORGE C. HARRINGTON
JOHN THORNDIKE
R. JOSEPH D'AVIGNON, II
NEIL R. MARKSON
WILLIAM G. ROGERSON

294 WASHINGTON STREET
BOSTON, MASSACHUSETTS 02108

AREA CODE 617 482-4530

H. LEBARON SAMPSON
OF COUNSEL

June 30, 1970

Miss Phyllis O'Connell
The Children's Museum
The Jamaicaway
Boston, Massachusetts 02130

Dear Miss O'Connell:

Herewith the certificate of vote which I have prepared following a telephone call with Miss Perrin of the Massachusetts Council on Arts and Humanities.

Please affix the seal and send it along.

I hope it will do the job.

Sincerely yours,



Henry Wheeler

HW:gm
Enclosure

cc: Robert McA. Lloyd
Augustus W. Soule, Jr.

Director's Project
The Children's Museum
August 3, 1970

AGENDA

Second Meeting of Project Committee. (Expected to attend: Wade, Wilson, Wheeler, Dukakis, Lloyd, O'Connell, Spock.)
Monday, August 3rd, 1970, 12:00, the Parker House.

1. Director's report and discussion of July activities.
2. Review of prepared materials (some enclosed).
3. Discussion and decision on August work
 - a. Further reading
 - b. Completion of Prospectus
 - c. Testing Prospectus assumptions with interviews and research
4. Set time for next meeting (Tuesday, September 8th?)
5. Presentation and discussion by Arnold Judson and colleagues from Arthur D. Little Inc.
6. Adjourn by 2:30 p.m.

The Children's Museum
August 3, 1970

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M E M O

To: Bob Lloyd, Project Committee, Staff, Sidney Smith, John Bok,
Steve Williams, Roger Webb, Drew Hyde, Ed Child, Arnold Judson

From: Mike

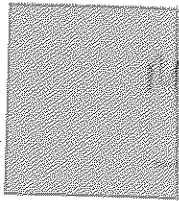
Re: First Progress Report on the Director's Project

My first month has been a mixture of accomplishment and exhilaration on the one hand, and uncertainty and frustration on the other.

To get the bad out of the way first, it's been tough working out of my home, but secretly a pleasure to see more of Judy and Suzannah (the boys are away at camp), and to get some repair jobs off my conscience. I'll be glad when I can move downtown on August 15th to share space with ICA at 33 Beacon Street. There still seem to be a large number of outside distractions such as school committee work; interviewing candidates for the Zoo directorship (I am a member of the screening committee); seeing visiting firemen from New Orleans, New York (4) and Maryland; talking to foundation people (Rockefeller, Kennedy, Boston Gas); traveling to Washington to straighten out MeCA's tax exemption, and to talk to the editor of Museum News and the Assistant Director of the American Association of Museums; working with the people planning the December White House Conference on Children; and finally clearing up some leftovers at the Museum and having some medical matters attended to.

But in spite of this, work has been accomplished. After discussing my plans with Hank Wheeler and Jep Wade of my Project Committee (Wade, Wheeler, Dukakis, Wilson, Fulmer) I agreed to concentrate at first on developing the four most promising alternatives (Boston Muse, City as a Museum, Museum of Man and Children's Place) instead of going right out on the interview circuit.

Since that meeting in early July I have read three books relevant to the Museum's future. Bernie Taper's long awaited, but disappointing The Arts in Boston -- an outsider's view of the cultural estate, covers the Boston scene rather spottingly, gives some good quotes from community and arts leaders, pushes the Hinge Block as a solution to the joint facilities problem, suggests the motel/hotel tax as a source of State funds for the arts and museums, and points out that the business community is unlikely to give their fair share to the arts unless the cultural institutions unite in their fund raising -- he feels there is little chance the MFA or Symphony will ever consent to doing that.



Bricks, Mortar and the Performing Arts by Martin Mayer and the Twentieth Century Fund, examines recently built performing arts centers throughout the country and warns that the maintenance and operating costs of the new theatres and concert halls runs so much higher than anticipated, or than in their old quarters, that the performing groups are in danger of pricing themselves out of reach of their audiences and/or succumbing to huge deficits. All the centers have found themselves in the real estate or booking business in an effort to keep their halls fully used and their overheads down. But to counterbalance this grim picture, performing groups have all found substantial increases in their audiences, attracted by the glamour of the new facilities.

Persuade and Provide -- the story of the Arts & Education Council of St. Louis by Michael Newton and Scott Hatley confirms that united arts funds do not succeed until some of the big institutions are on board and the business community enlisted. In spite of St. Louis' initial success (double the total separate contributions to each member institution in just six years), they soon reached plateau of 5 to 8% annual growth. That income level only covers inflationary increases and would not allow new program development or the admission of younger institutions without cutting into the money of existing programs and institutions; and half of all the money goes to the Symphony. Some flexibility has been introduced in St. Louis with the development of a special projects fund underwritten by a very successful auction. However, everyone expects the auction will eventually lose its appeal and wonders where the discretionary money will come from in the future.

All three books make it abundantly clear that no arts organization is making it on its gate receipts alone and all are suffering acute financial difficulties as demand and costs skyrocket. Unless Uncle Sam steps in fast, the cultural scene is going to be a very lonely place in a very few years.

I have also talked with several people about the four alternatives. Drew Hyde (ICA Director) is most interested in the Children's Place. He believes that in the post-industrial society the dissolving family unit will have to be replaced by institutional centers to help children grow and survive. He sees the Children's Place as the umbrella under which the best elements of the other alternatives could be gathered. Sydney Smith (Boston Center for Adult Education Director and MeCA President) and John Bok (attorney, Theatre Company of Boston Trustee and MeCA Secretary) find the Boston Muse still the most needed model, but also perhaps the most difficult to fund and organize. John Bok, who is also involved with Architectural Heritage, a non-profit group sponsoring the renewal of Old City Hall and the Faneuil Hall/Quincy Market Area, brought me together with Roger Webb, President of Architectural Heritage and Marty Adler, a planner and former BRA project man with whom I explored possible Museum sites four years ago. They wanted to look into the City as a Museum idea and discuss a section of Old City Hall or other historic buildings as possible sites for the City orienting center. We are going to get together again on August 5th and regularly thereafter.

Philip Morrison (MIT physics professor and one of the originators of the Elementary Science Study) and Phyllis Morrison (teacher and former ESS and Children's Museum exhibit and discovery developer) enjoyed the ideas, but showed some scepticism that the Harvard Corporation would be willing to collaborate on the Museum of Man. Philip believed pressures on Harvard were to either retreat further or help the community with real bread and butter support in such areas as housing. He also speculated that the city government and industry would be able to exercise emasculating control over the various city exhibits and interpretive activities of the City as a Museum. Phyllis wanted us to be certain that we not forget the teacher, who she believes is one of the most institutionally unsupported professionals in our society. On the issue of the economic problems of the arts and education, Philip made the observation that as industrial productivity per man-hour increases, relative cost of non-industrial services like medical care, education and the arts, that do not easily yield to man-hour productivity savings, appear to be inflating at a much higher rate than the general economy.

Steve Williams (Director of the Peabody Museum of Anthropology) showed some enthusiasm for examining the Museum of Man idea, but noted that most of the scholars in his department would be only marginally interested, if not hostile to the idea. He showed me the model of his great new research wing and library and agreed to visit us on August 4th.

Some progress has also been made on preparing a fairly detailed prospectus of each of the four alternatives. A draft of the introduction and an outline of the entire prospectus is included with this memo along with a brief listing of the Museum's resources.

What next? I plan to spend the rest of August in moving and setting up my office downtown; making a visit to some New York foundations; meeting for three days with the White House Conference planners; finishing up the first drafts of the four prospectus drafting some criteria for deciding among the alternatives; and doing some more thinking, reading and talking with people about these ideas. As stuff takes shape, I will send it out to you for your comments. The next meeting with my Project Committee will be Tuesday, September 8th and with the Staff on Wednesday, September 9th.

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Director's Project
The Children's Museum
August 3, 1970

DRAFT PROSPECTUS: Introduction

The following are first drafts of the introductions to four prospectus. I am well into the development of subsequent sections ranging from Audience through Problems & Questions. (See "Prospectus Outline") I'll get parts or all of these sections to you as they jell. In the meantime, jot your comments in the margins.

Boston Muse

The artistic and educational needs of many Boston children and adults are often poorly served by the large, established cultural institutions. Boston Muse would be an amalgamation of the talents and resources of several organizations (Institute of Contemporary Art, the Children's Museum, Boston Center for Adult Education, Theatre Company of Boston, Community Music Center, Boston Film Center, Summerthing) interested in offering a broad spectrum of exhibits, performances, technical and consultation services, materials, equipment and facilities to individuals and groups in support of neighborhood and centralized grass-roots cultural expression in the arts and education.

Children's Place

The needs of metropolitan children (ages 5-12) and their concerned adults (parents, teachers, group leaders) are unevenly served by a variety of promising but underfunded and poorly coordinated programs. Children's Place would bring together child-centered services from non-profit organizations (the Children's Museum, Children's Zoo, Community Music Center, a children's dance group, a children's theatre, a puppet theatre, Cellar Door Cinema, a children's library, a children's art program, Scouts and Boy's and Girl's Clubs, a Y, a playground, a clinic, a day care center, a school, a teacher training program, curriculum and toy development groups), along with professional offices (orthodontists, pediatricians, child psychiatrists and psychologists, speech therapists) and commercial ventures (toy store, children's clothing and furniture store, bike shop, hobby shop, coin and stamp store, sporting goods store, pet shop, book store, penny arcade, hot-dog stand, ice cream parlor, family restaurant, automat) in one central facility that would generate enough excitement, programatic diversity and financial strength to allow carefully tailored services to be sent out to individual neighborhoods and schools throughout the metropolitan area.

Museum of Man

Harvard is being subjected to considerable internal and outside pressure to turn some of its resource outward in support of general community needs. Attention has been focused on the University Museums as a potentially useful interface with the public. In recognition of its community obligations the Peabody Museum of Anthropology has a long range plan to build a separate "Museum of Man on the banks of the Charles" to serve as the public exhibit and interpretive complement to the research museum and library it is developing within its present campus facilities. They believe the research facilities and collections must first be put into good order before they can tackle the public museum, but the pressure is on to see some results in the community program now. This dilemma could be resolved if the Children's Museum combined its exhibit, curriculum and programmatic talents with Peabody's collections and scholarly resources, under the Harvard sponsorship, to create a nationally important "Museum of Man" that would help explain to children and adults the important story of how man's cultures have grown in different ways to meet common human needs in response to interaction with their various physical and social environments; and how these environments in turn have been modified by man's cultures.

City as a Museum

Boston frequently appears to both its visitors and residents as a bewilderingly unmanageable and even hostile environment. The city's rich, but scattered human, cultural, historic, governmental, commercial, financial and physical resources are difficult to grasp, much less rally together to help solve our multiplying problems. If the city experience is to become a happier one, some way must be found to make these resources more understandable and responsive to individual needs. Operating out of a central orienting and coordinating facility (using the talents and resources of the Children's Museum, Institute of Contemporary Art, Summerthing, Architectural Heritage, Harvard-MIT Joint Center for Urban Studies, Freedom Trail Foundation and others) the City as a Museum would, through the sponsorship of publications, tours, dispersed exhibits, neighborhood festivals, interpretive plaques, special events, television programs, curriculum units, teacher's training programs, store-front centers, research projects and collaborative efforts with other organizations and communities, help explain the city - its geographic dimensions, its natural and social history, its people, its government, its current and future opportunities and problems, and how decisions are made -- so that the city would be a more manageable experience for the touring visitor, the growing child, the citizen and the suburbanite using it.

PROSPECTUS OUTLINE

Introduction - Need and Concept

Audience

Program Examples

Location

Facilities

 Institutional

 Inside

 Outside

 Associated Commercial & Rental

Participating Institutions

Governance - Board & Advisory Committees

Staff

Operating Budget

 Income

 Funds

 Admissions & Fees

 Memberships

 MDC & State

 Sales, Rents, Concessions

 Project Grants

 Contributions

 Expense

 Administrative

 Maintenance

 Program & Service

 R & D

Capital Budget

 Income

 Major Contributions

 Grants (Federal/State/City/Foundation)

 Campaign

 Expense

 Plant

 Real Estate Acquisition

 Construction

 Equipment, Furnishings, Exhibits

 Endowment

 Fund Raising Expense

The Children's Museum Resources Used or Not Used

Problems & Questions

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Director's Project
The Children's Museum
August 3, 1970

THE MUSEUM'S RESOURCES

The following is an outline of resources that could be applied to support a new program for the Museum; or that might be installed elsewhere if some did not fit within our new umbrella. Details will have to be added later. Fill in or comment where you feel it's needed.

Programmatic

- Workshop of Things
- Circulating Department
- Curriculum Development
- Exhibit Development
- Program Development
- Kit Development
- Group Programs
- Mobile Programs
- Sales Programs
- Teacher Training

Material

- Loan Exhibit Collection
- MATCH Unit Collection
- Discovery Kit Collection
- Workshop Collection
- Library Collection
- Natural History Collection
- Cultural Collection

Human

- Exhibit, Kit & Program Developers, Designers, Technicians
- Collections Managers
- Workshop & Program Leaders
- V.C. & Program Managers
- Coops & CWS Staff
- Administrative & Maintenance Personnel
- Museum Aid & Volunteers
- Trustees
- Consultants

Affiliations & Collaborations

American Association of Museums
Metropolitan Cultural Alliance
Many School Systems
Several Schools of Education
Many Community Groups
Metropolitan District Commission
Summerthing
EDC & ERIC Title IV Regional Labs
Institute of Contemporary Art
Boston Center for Adult Education
Theatre Company of Boston
State Department of Education
U. S. Office of Education
American Science & Engineering
Colleges & Universities connected with College Work Study Program

Funding Agencies

U. S. Office of Education
Carnegie Corporation
Metropolitan District Commission
Charles F. Hayden Fund
Godfrey M. Hyams Trust
Committee for the Permanent Charity Fund
Blanchard Foundation
Sears-Roebuck Foundation

Investments

Endowment Fund
Retirement Fund

Facilities

Resource Center
Visitor Center
Annex
Superintendent's House and Sheds
2 1/2 Acres on Jamaica Way