



### NOTICE OF MEETING OF THE BOARD OF TRUSTEES

A luncheon meeting of the Board of Trustees will be held on Monday, April 13, 1970 at 12 noon at the Union Club, 8 Park Street, Boston, Massachusetts.

Please return the enclosed postcard before April 10th so that luncheon reservations may 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

	Budget F/Y <u>1970</u>	Actual 8 Mos. <u>1970</u>	Estimated 12 Mos. <u>1970</u>
<u>Income</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>3,119</u>	<u>3,119</u>
	<u>65,000</u>	<u>58,466</u>	<u>74,466</u>
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>
	<u>113,400</u>	<u>81,167</u>	<u>106,608</u>
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>
	<u>270,000</u>	<u>264,077</u>	<u>271,487</u>
Transfers			
Pension Fund	4,000	--	4,000
Total Income	<u>531,300</u>	<u>487,382</u>	<u>604,727</u>

*revised for  
meeting  
4/20/70*

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

<u>Expenditures</u>	Budget F/Y <u>1970</u>	Actual 8 Mos. <u>1970</u>	Projection 12 Mos. <u>1970</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>
	<u>172,235</u>	<u>72,168</u>	<u>115,519</u>
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  
meeting  
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 <sup>1971</sup>~~70~~ 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, <sup>limit</sup> 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 <sup>such</sup> 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 and <sup>to</sup> 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