

Sent: Dukakis, Lloyd, Wade, Wheeler, Wilson, Soule, H. Coolidge,  
Cave, Hyde, Geo. Cope, Phyl & Mike, Baird  
(Cope at EDC, Newton)

1/21/71

M E M O

To: Members of Director's Project & Executive Committee  
From: Mike  
Re: Interim reorganization of the Museum

Enclosed is a draft of An invitation for the submission of proposals for the development and management of certain of the Childrens Museum's facilities and services. It is a direct response to the pressure we are all feeling to bring some of the Museum's financial and management problems under control. Specifically, the scheme calls for contracting with several task groups (either inside or outside the Museum staff) to manage certain of the Museum's programs and facilities. Each task group would have to make explicit commitments as to its audience, program, staff and funding which could be used as a basis for evaluating its performance at the time of contract renewal. Contractors would also be required to operate in the black and to make at least some payments to the Museum for the use of space, equipment, materials, and administrative and maintenance services.

In addition to simplifying some existing problems, it would have the advantage of allowing us more time to work on developing the idea of a larger umbrella children's organization, of a centralized facility and of finding long-term solutions to the problems of funding our general overhead and our outreach services to urban neighborhoods. Finally, if the umbrella organization or center do become realities, this method of operating should put the Museum's sub parts in a much stronger position to participate effectively in the new organization.

Therefore I urge our prompt consideration of this plan so that it, or some variation of it, may be recommended for adoption by the Board at their February meeting.

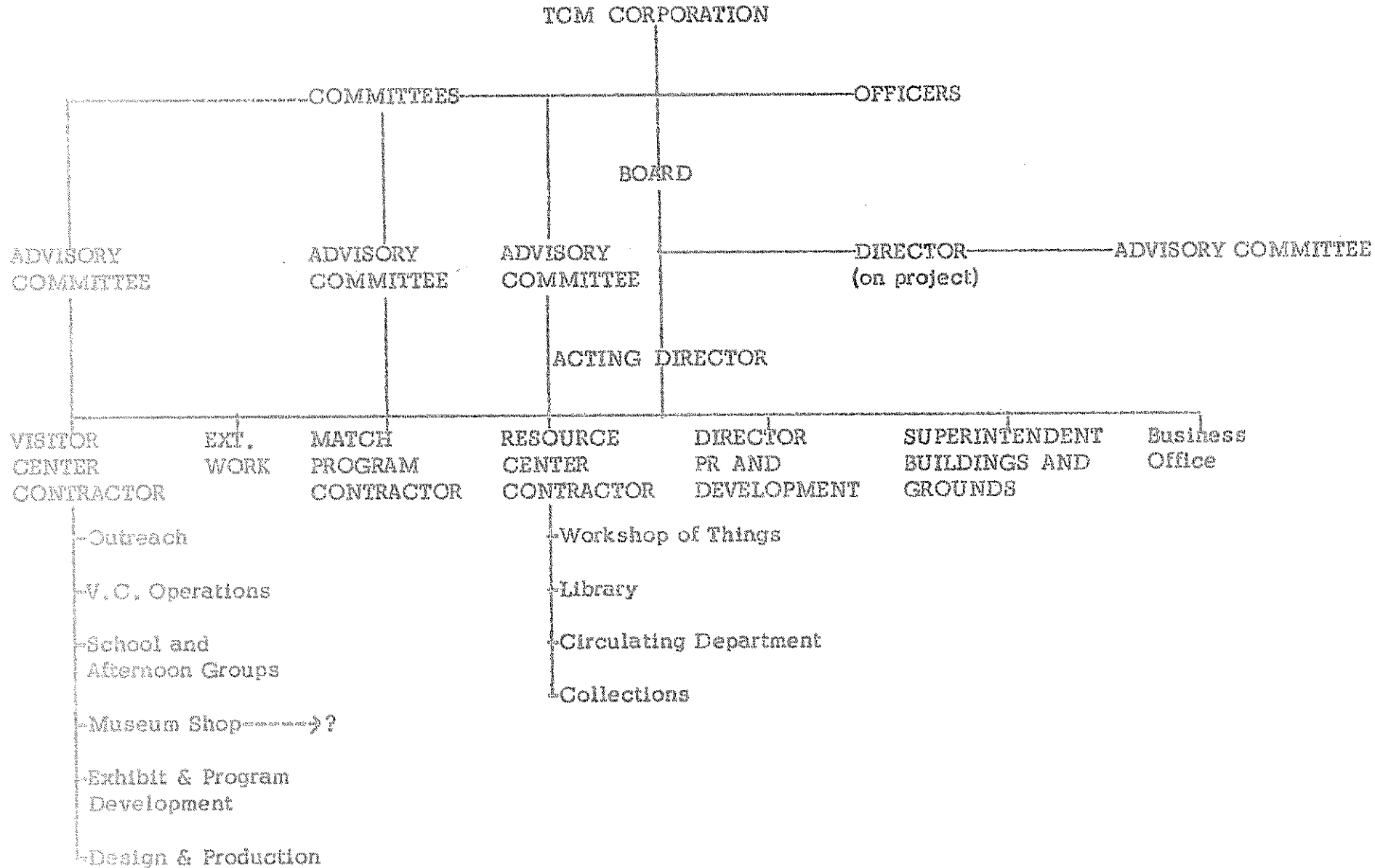
In an effort to increase its effectiveness the Children's Museum wishes to contract with several reasonably self-contained and autonomous task groups to operate certain of its facilities, to provide specific services to the public and profession, or to develop new materials and services.

The Museum is soliciting proposals from interested parties both within and outside its staff. ) Proposals should be in writing and address themselves to answering such questions as what services or materials will be offered or developed? to accomplish what objectives? for which audiences? at what hours of the week and days of the year? charging what fees? using which programs, exhibits, materials, facilities, maintenance and administrative services? paying what rents and fees to the Museum for these materials, spaces and support services? employing which members of the present Museum staff or others? at what salaries? and finally, who will be responsible for leading the task group? A detailed budget projecting sources of income as well as expenditures for salaries and wages, employee benefits, consultants, materials and supplies, equipment, travel, communications, contract services (both within and outside the Museum) & rents should be included. A specific request should be made if the task group wishes to exempt itself from existing Museum employee benefits or policies.

Proposals will be reviewed by the Museum's Director, Staff and Board. Decisions to award specific contracts will be made by the Board on the advice of the Director. The final form of the agreement will be based on the proposal and will be negotiated between the Board and the Task Group. Contracts will generally run for a period of one year with an option to renew following a review of the Task Group's performance. The agreement will be supervised by the Director and a Committee of the Board assigned to each Task Group.

A brief letter stating a group's intent to submit a proposal, the membership of that group and the scope of their proposal, should be submitted by March 1st. The formal proposal should be submitted by April 1st. A decision will be reached by the Board no later than May 15th. The starting date of contracts will be July 1, 1971.

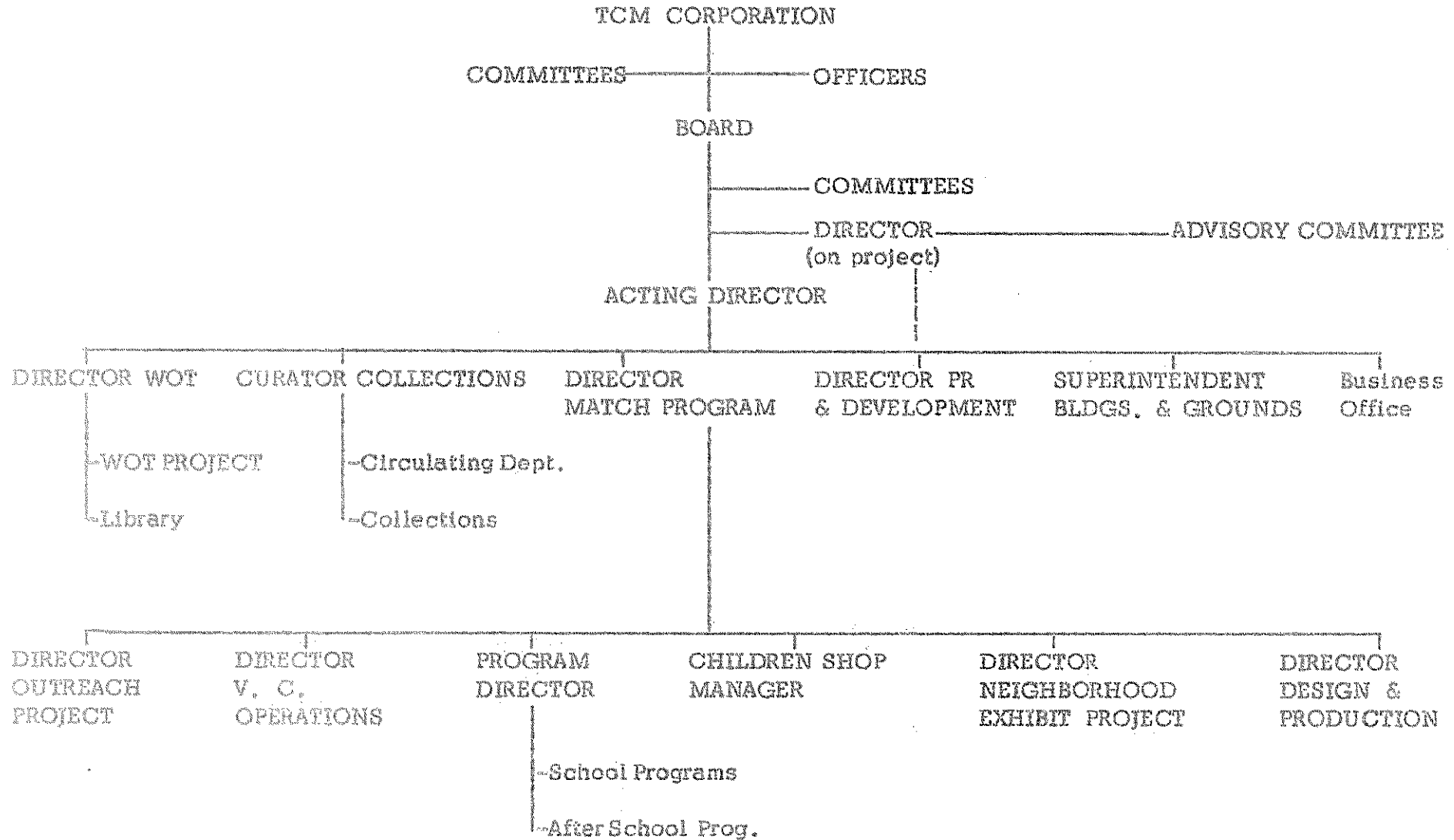
TCM ORGANIZATION & FUNCTIONS  
DURING TRANSITION PERIOD



DISTRIBUTION TCM INCOME  
DURING TRANSITION PERIOD

<u>VISITOR CENTER CONTRACTOR</u>	<u>MATCH PROGRAM CONTRACTOR</u>	<u>RESOURCE CENTER CONTRACTOR</u>	<u>DIRECTOR'S OFFICE ADMIN. &amp; MAINTENANCE PR &amp; DEVELOPMENT</u>
Admissions	Royalties	Hyams	Endowment
Memberships	Grants	Circulating Fees	Contributions
MDC		Workshop Fees	Token rents from V.C., R.C., MATCH and others
Sales		Grants	Token service fees from V.C., R.C., MATCH and others
Grants		Contracts	
Contracts			Mostly grants (solicited as cost of transition to new organization)

# EXISTING TCM ORGANIZATION & FUNCTIONS



1/29/71

M E M O

To: Staff  
From: Mike  
Re: More preparation for Staff Meeting

Since I understand there is substantial unhappiness, uncertainty, suspicion and perhaps some misunderstanding about the plan we will discuss today, I wanted to share with you some of the rationale behind it, some of the risks it may entail, some of the criteria we could use in selecting a proposal and negotiating a contract and finally, how I see my role between now and next spring in facilitating this process. I also want to correct some inaccuracies in the second organizational table.

At our last meeting and in discussions with my Project Committee it was difficult to deal with the Museum's internal organizational problems, with our involvement in a possible umbrella organization and with alternative ways of funding our overhead and neighborhood programs all at the same time. The plan I presented in draft form was an effort to bring the first issue (our internal organization) forward for discussion without bogging things down with the other concerns. In fact, I believe that we won't make much headway with the second and third issues until we begin to see our way clear on the first.

While I believe strongly in the rationale behind my plan, I have some doubts as to whether the whole thrust or specific details of this plan address themselves satisfactorily to the problems I am trying to solve.

Thus my hope that we can find some grounds for agreement on the rationale and then move on to a penetrating discussion of the plan itself.

I hear some of you suspect that the way I have gone about things has created a crisis atmosphere, that I am trying to provoke dramatic action as the only way to force change, that I am trying to open a wedge through which Drew Hyde or other outsiders can take over all or part of the Museum, that I really want out of the responsibilities of running the Museum, and many other concerns about my actions and plans. While most of these doubts should be dealt with in the meeting itself, let me say categorically now that all through my project I have shared my ideas, in whatever form they were in at the time, directly with you and my Committee. I have not held anything back so as to be more political about getting my way in the end.

MEMO (continued)

I see that the real crisis with which we have been living for more than two years is the uncertainty of the Museum's future. It troubles me that the present "crisis" may not be one of the pace of change, but a basic mistrust by some staff of my motives, candor and capacity to make reasonable judgements about the Museum's direction. We had better let our guard down enough to confront at least that issue at some point in the afternoon.

In the meantime, I am pleased that Steve will be chairing the meeting, allowing me to be a more active participant in the discussion. I know this is an emotionally trying moment. I intend to lay all my cards on the table. I expect you to be as candid and outspoken about your feelings.

1/29/71

# SOME RATIONALE FOR THE REORGANIZATIONAL PLAN

An incomplete, redundant but deep<sup>er</sup> felt list of things I hope this plan will accomplish:

May 1 Plan

yes

free my time up from direct management to have more time for fund raising, planning, and institutional development + contracting officer

yes

give the various parts of the Museum's operations more of a task oriented, instead of hierarchical character

yes

to distribute more of the financial pressure to the people who are running the show

yes

to give more autonomy to the various parts of the Museum

yes

to give some staff, who think they can do a better job of running things, a chance to try -- to allow new leadership and ideas to emerge

yes

to better reflect the fact that the Museum is not a unified institution with a single focused point of view, goal, clientele, program, facility and staff.

yes

bring staff with common concerns together in comfortably scaled, humane working groups

yes

to encourage better planning and accountability within the various sub-parts of the Museum

yes

to make programs more directly responsive to client needs

yes

to encourage more risk taking and experimentation with new ideas

yes

to get agreements between myself and task groups out in the open and to encourage broad discussions of possible agreements before they are made

yes

to give the Museum more flexibility in changing its overall priorities

?

to provide opportunities<sup>for new groups</sup> to coalesce around an idea and to develop a proposal for that idea

?

to allow the institution's and my loyalties to focus more on our client's needs and less on the staff's needs.



## SOME RATIONALE FOR THE REORGANIZATIONAL PLAN (continued)

- ? to better reflect the fact than an institution as financially close to the wire as our's is cannot give long-term job security
- yes to establish an organization that can respond more promptly to the accelerating pace of change in the world in which it operates
- ? to develop closer ties between staff and board
- yes to force the staff to generate new relationships, skills, to take on new responsibilities and more realistic attitudes
- yes +  
no to get the Museum ready for possible collaborative arrangements under a new umbrella organization
- yes to give me more intensive, humane relationships with a smaller number of the staff
- yes to develop a more systematic and open way of cleaning house and disengaging from non-productive arrangements
- yes to generate strong leadership and room for it to maneuver
- yes to get more kicks and satisfaction from my work
- yes to be able for me to deal more regularly with effective, self generating and self sustaining people
- yes to put more market place pressures on the Museum
- yes to preserve what is good and worthwhile about the Museum and discard some of the things that get in our way
- yes to get people off each other's backs
- yes to make work more fun for everyone
- yes to get the Museum moving again in accomplishing more of the extraordinary things it has done in the past.

1/29/71

SOME RISKS INHERENT IN THE REORGANIZATIONAL PLAN

May  
Plan

NO

Some programs that ought to survive may not survive because of funding or management problems.

?

Separation may generate a lot of destructive competition among task groups.

NO

Task groups may not have enough time to really demonstrate what they are capable of doing within the contract period.

NO

Some things that a person has invested in heavily may be mangled or yanked away from them creating personal loss and staff unwillingness to make strong commitments to future projects.

?

It may de-emphasize the sort of leadership that leads to imaginative programming and effective service in favor of hard-nosed management, slick proposal writing and skill for political infighting.

?

(Lots) of people, programs and things may not survive the transition.

NO

Unproductive people, programs and things may survive the transition.

NO

Effective leadership may not be available for these groups.

?

The wrong leadership or proposals may be selected for contracting.

NO

The selection process may discriminate against existing staff since their limitations are better known than a newcomers would be.

NO

Or it may discriminate against newcomers since they will have a much poorer grasp of the rationale and forces underlying the existing situation.

NO

Present divisions, ambitions and suspicions within the Museum may make it impossible for the right people to get together to make a good proposal.

## SOME CRITERIA BY WHICH CONTRACT PROPOSALS MIGHT BE EVALUATED

How realistic is the proposal?

How effectively does it capitalize on existing resources both within and outside the Museum?

How is it going to help kids, teachers, parents?

How well does it fit with or advance the overall purposes and other things going on within the Museum?

How imaginative is it? Does it explore useful directions for future development?

*Before 2:00 PM 1/16 back w/ Mr. Bar & down  
without staff.*

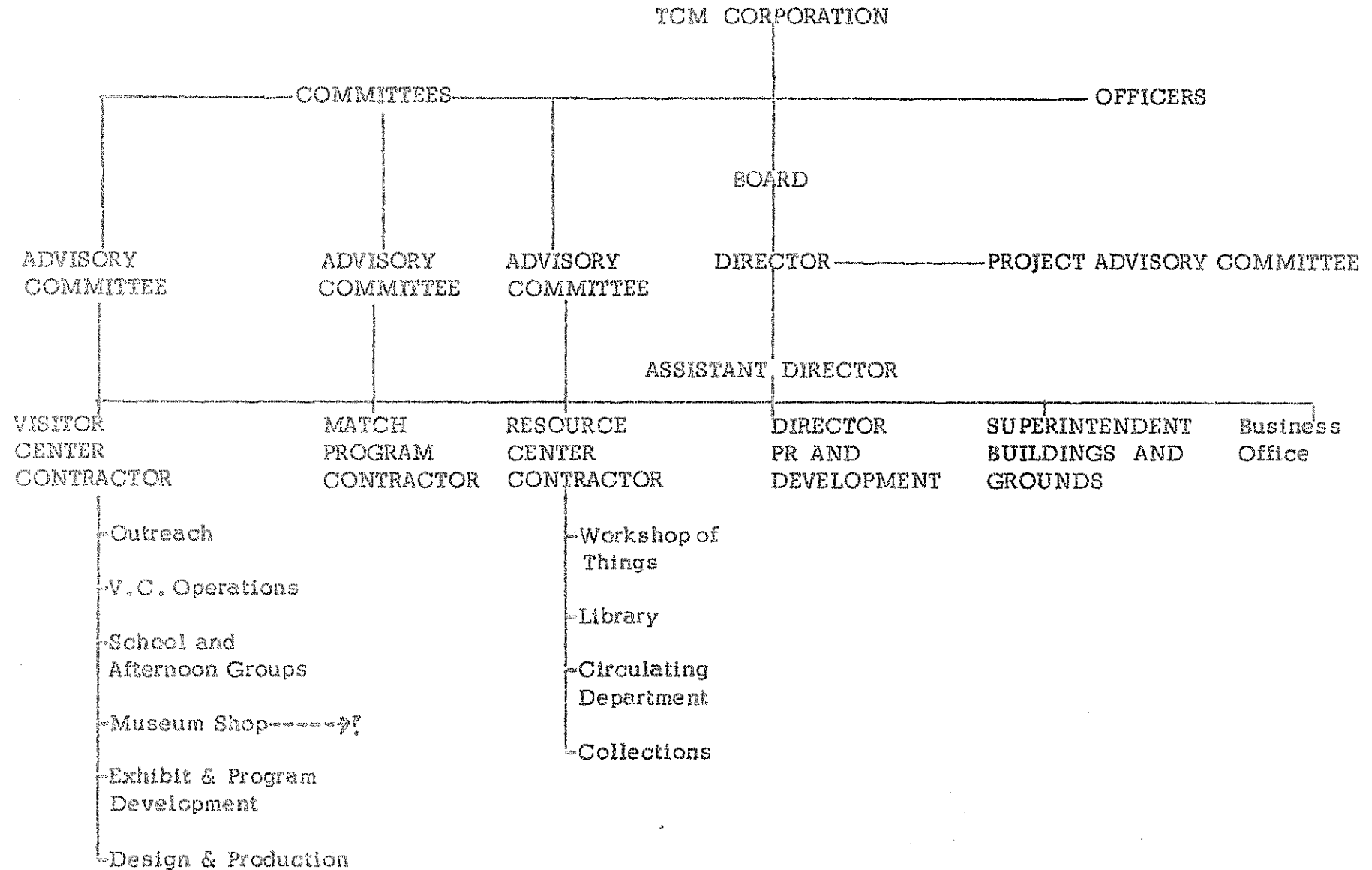
## SOME THOUGHTS ON MY ROLE BETWEEN NOW AND THE END OF JUNE

As I see it my main task is to help the staff and others come together to explore their concerns; to figure out workable clusterings of staff, programs and facilities; and to begin generating reasonable proposals for submission. This will take a lot of meetings, negotiating, analysis, writing, feelings and time. Some concerns may be particularly difficult to accommodate. The level of uncertainty will be high. We may need the help of some outside organizational development people to facilitate our work.

After the submission deadline I will be organizing <sup>the</sup> proposal review and contract negotiating process.

I am moving my office back to the Museum today. Because of my jury duty commitment we will have to get together during February at breakfast, in the evenings and on weekends. Although a good proportion of my time will be spent on the reorganizational work, I will have to spend perhaps two days a week from now on away from the Museum developing the umbrella idea and raising money for the Museum's survival and future.

# TCM ORGANIZATION & FUNCTIONS DURING TRANSITION PERIOD



Purpose - Called by Mike as a Director's Report meeting and secondly in response to questions on proposal by staff and in particular to issues raised at yesterday's impromptu meeting.

List of concerns raised yesterday:

- Proposal caused emotional response.
- Question of considering staff before proposal.
- \* Staff involvement - staff is institution
  - What happened to concerns of last staff meeting?
  - Is it a scheme to place certain people on staff?
  - Would writing proposal be simply an exercise?
- \* Who outside has been invited to participate?
  - Concern that Mike thought fresh people would bring fresh ideas.
  - Proposal is pulling staff apart instead of bringing us together.
  - What's happened to criteria?
- \* Humanism concern - people & institution.
- \* Feeling plan was feasible but timing may be too soon.
  - Feeling plan stated people would be soliciting funds for others to use.
  - Mike's role - capacity.
  - Writing proposals for areas other than own - ex. V.C. sub categories.
- \* One year contract period - high cost of time
- \* Do all departments need to be self sufficient?
  - Question of system lasting - another exercise?
  - Need more information on actual figures of budget.
  - What happened to alternate plans?
  - What are some of the main goals?
  - Would like to be in earlier in decision making process.
  - What's happened to fund raising campaign?
  - What followthrough after meeting?

Staff involvement with Trustees.

Roger: Concern is what we're doing with this plan - why. Seems ignoring human ability aspect - calling for reorganization of staff - but we thought you were doing reorganization. Why such a short period for proposal writing when proposal writers are already up to their necks.

Mike: This was an effort to respond to broad kinds of things - maybe through examining sub parts can make it work better - trying not to overload system Dates and contract terms are an effort to put it in semblance of order. No commitments to anyone.

Emotional issues - concerned about competition outside the Museum.  
Mike - Given out as a draft - Shown to people interested in the Museum to share what we're doing. This is a draft - outline of timing - no commitment to dates - is a reality of new budget. May need more time for proposal writing - may work into calendar year or one-half of budget year.

Commitments to Board = tremendous pressure for something concrete as soon as possible - financially especially.

Emotionalism of staff being let down:

Mechanism of getting staff involved in planning task force oriented - rather than ierarical. Thought important to open up to getting new people into the mix. May need new leadership, etc.

Fred: Your contacts have been more with outside people and not us. Disturbing thing on Drew Hyde's bid....feel outsiders know things before we do. Is there anything unique about this staff. How many staff have you consulted with?

Used first 6 months getting away - reading, thinking. Most ideas self-generated. Part had to do with fact I felt so tied up couldn't think straight till straightened out. Kind of a retreat was a real one to separate myself from what had me going around in circles. Tried ideas out with you as a group, with Project Committee, with Drew Hyde be cause in quarters/ with Judy. Degree of repeating everything immediately would shrivle up my thinking. Felt had to go through process first. Have a tremendous loyalty to staff here - no doubt Museum couldn't have gotten where it is today without it's staff....loyalty to Board....not about to walk away. At the same time some of my lack of effectiveness has been because of tugs of loyalties has kept me from looking at larger issues. May try loyalty to particular people.

Issue: Staff doesn't feel you are loyal - in fact some think ruthless. Could be axed - feel report brings it to the surface. Don't fit in on equal competition basis. May be plan of bringing in preconceived people. Plans are short lived.

Expression by Mike that Plans have all been sincere.

Fred: Side effect of yesterdays meeting was expression of great affection for Mike and of lots of people talking to each other. Meeting dispelled feeling of being alone with thoughts of proposal. Considerable resolve - you're part of the problem but we are to - anything that comes out of it we want "in" in a concrete participative way. Want to be accountable.

Feeling people would suddenly have to do something they are unequipped for to compete with those on outside. Will it promote togetherness, paralysis? Do we have to make contingency plans when found have others have common concerns?

Fred: Proposal lofty so rationale that will tend to justify what follows it. Concerned rationale will keep us away from other things. Time to share problems with staff....differs from everyone on their own.....no one against bringing in outsiders.

Part of problem in past - lot of unhappiness in new people coming in. Maybe staff should be involved in process. Outsider could be brought in by group of staff or by himself.

Let's say we were trying to write plan/budget for year....What is a reasonable way to get this done? Fred: "Feel capable of more options than called upon to provide." Question: Should we top all of staff's before we go outside? Do we need more options or choices than already here?

Need to stop talking about doing things and get at doing them. Need action/clarity. Need to look into ourselves as well as into Mike.

Lack of Leadership - With Dave no one knew where responsibilities lied; question of deals being made.

Mike - Dilemma is limitation to styles of leadership under which I operate. Need to define reasonable set of goals/limits for your work and have some freedom in which to perform. In this scheme was trying to get this sort of leadership and to generate it within the staff. Was seeking mechanism to see strength developing within staff. Own inclination would be to work within one of these smaller groups. Problems with strong leadership beneath me - trying to give space in which to operate.

Museum not a single institution - all sub parts distinct with different concerns.

Becky - What about option of bringing in unemployed two month person with lots of business experience - would you believe \$1/day - merging parts and realizing overlaps - to gain cohesiveness.

Stylistic questions - degree you gain out of collaboration.

Autonomous groups - don't feel ever would have autonomy.



What about business of saying what you want to do can be done outside the proposal - all people involved in services are involved with things - people need to know what is theirs to work with. Suppose the Workshop writes a proposal and it is not accepted. Can they go to EDC or do they sell themselves. People trained to write proposals vs. others.

Yearly proposal writing - cost factor.....efficiency of time during that one-year period.....maybe should be stage intervals.

Due to size of this institution, etc., unfortunate we can't have a PR office to carry on the funding of various units. On the other hand difficult to write a convincing proposal if not really involved with the institution (volunteers - outsiders) - primarily problem of size.

How do we regroup for proposal writing - bring in organizational people? Do we need strong leader over whole thing?

Example presented of EDC - profit making - annex - outside contractor using space brought out competition factor with existing Workshop of Things or say Creative Playthings vs. Children Shop. Fuzzy area of how divisions would exist. No one knows what they're working for.

Roger mentioned that in essence perhaps we should cut out the sick organism instead of going into this huge corporate entity.

Fred  
Could work from inside out - clean house first. As department develops and becomes strong it wants autonomy and independence and indeed wants outsiders.

Chris - Is it fact that we want every department to make money - - market place rationale - can give clients choice in how they spend their money.

Submission of outside proposals and decision making process would be more palatable if staff had something to do with reviewing proposals.

How do we control who proposals are sent to?

Possibility of staff involvement with Project Committee/Trustees.

Mike - Bind with Board who thinks in traditional terms in delegating authority - very uneasy when Director's authority (given? or delegated?) to staff. They do believe in need for strong middle management and might acced to this.

One of Bob Lloyd's concerns was staff with strong imagination but not great as proposal writers, etc. could be lost.

Question: What can we expect you to do after today?

Would like to think about what was said today and reconvene again and perhaps next time would be able to come up with specifics.

Mike gave Becky his guarantee that this proposal won't go thru as is even if the Board approves it.

Staff will meet next Tuesday morning at 9:30 and then will meet with Mike on Wednesday at 4:30 here at the Museum.

Jim - Ideas on proposal sound - felt people should come to next meeting prepared to say what they propose to do - have expressed concerns at this session - not ideas.

An invitation for the submission of proposals  
for the development and management of certain  
of the Childrens Museum's facilities and services

February, 1971

~~CONFIDENTIAL~~  
DRAFT  
~~CONFIDENTIAL~~

In an effort to increase its effectiveness the Children's Museum wishes to contract with several reasonably self-contained and autonomous task groups to operate certain of its facilities, to provide specific services to the public and profession, or to develop new materials and services.

The Museum is soliciting proposals from interested parties both within and outside its staff. Proposals should be in writing and address themselves to answering such questions as what services or materials will be offered or developed? to accomplish what objectives? for which audiences? at what hours of the week and days of the year? charging what fees? using which programs, exhibits, materials, facilities, maintenance and administrative services? paying what rents and fees to the Museum for these materials, spaces and support services? employing which members of the present Museum staff or others? at what salaries? and finally, who will be responsible for leading the task group? A detailed budget projecting sources of income as well as expenditures for salaries and wages, employee benefits, consultants, materials and supplies, equipment, travel, communications, contract services (both within and outside the Museum) & rents should be included. A specific request should be made if the task group wishes to exempt itself from existing Museum employee benefits or policies.

Proposals will be reviewed by the Museum's Director, Staff and Board. Decisions to award specific contracts will be made by the Board on the advice of the Director. The final form of the agreement will be based on the proposal and will be negotiated between the Board and the Task Group. Contracts will generally run for a period of one year with an option to renew following a review of the Task Group's performance. The agreement will be supervised by the Director and a Committee of the Board assigned to each Task Group.

A brief letter stating a group's intent to submit a proposal, the membership of that group and the scope of their proposal, should be submitted by March 1st. The formal proposal should be submitted by April 1st. A decision will be reached by the Board no later than May 15th. The starting date of contracts will be July 1, 1971.

It is expected that each Task Group will submit a balanced budget. Any moneys needed in excess of income anticipated from fees, contracts, grants and investments will have to be raised by the Task Group. If fair market values for the rental of Museum materials and facilities and for the payment of Museum-supplied administrative and maintenance services strains the Task Group's budget, the Group may propose a declining subsidy from the Museum over the initial years of its contract. However, the Task Group will be asked to demonstrate a long term commitment to financial self-sufficiency.

In preparing their proposals, potential Task Groups are encouraged to seek the advice and counsel of the Museum's administration and staff to make full use of existing financial, attendance and circulation records. Confidential employee salary records will be made available on a limited basis.

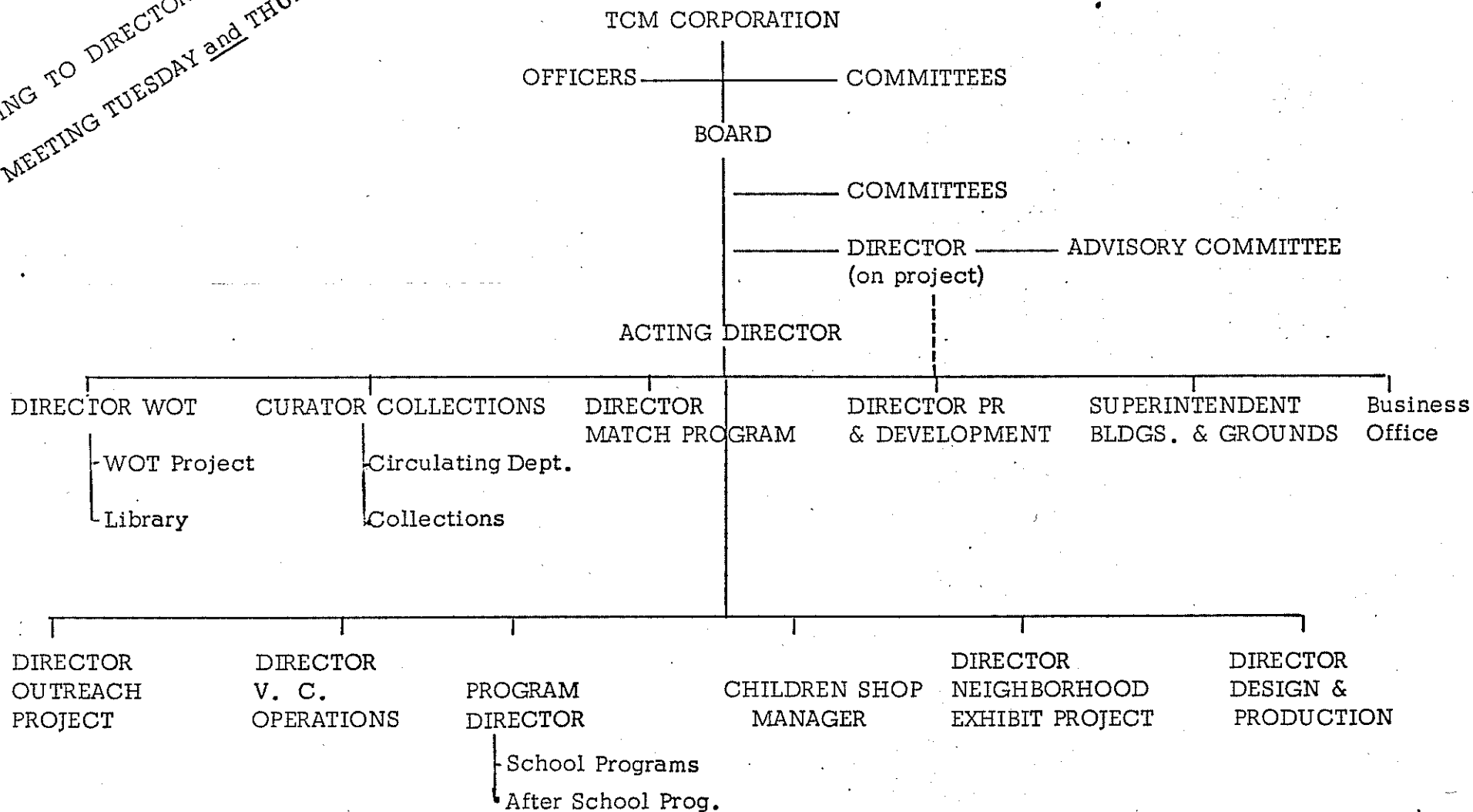
Although other combinations would be considered, the Museum is seeking proposals in the following areas:

1. A proposal for the operation and development of the Children's Museum Visitor Center and Community Outreach Programs. By this we mean to include operation of the Center for the general public; providing services to visiting school and community groups under contract to the Metropolitan District Commission or through other arrangements; development, management and use of existing or new exhibits, programs, props, stock equipment, furnishings, Auditorium Building, grounds, parking areas and vehicle; operation of the Membership Program, Outreach Program, College Work Study and Co-op Programs, Children Shop, Design & Production Department, Neighborhood Exhibit Project, City Learning Group Project. The last four operations might be thought of as separate Task Groups of their own, either at the start or at some future time. Other options, not previously explored by the Museum such as the operation of an open school, might also be developed.

2. A proposal for the operation and development of the Children's Museum Resource Center. By this we mean to include operation of Circulating Service to teachers; offering browsing services and teacher training programs through the Workshop of Things; development and management of all collections including circulating, reference (kits, books, films, recordings, periodicals), working and reserve (anthropology, archeology, rocks and minerals, birds, shells, insects and a few other animals and plants); management of equipment, furnishings, Main Building and Warehouse; operation of the Carnegie Project; Collections Project; Title III Project. The Workshop of Things, as a program of teacher training services (but not its reference collection) might be thought of as a separate Task Group. Other options, not previously explored by the Museum, including opening the Resource Center for children or a teacher's sales area, might also be developed.
3. A proposal for the further development, production, and marketing of the MATCH Program and/or other instructional systems.
4. Proposals for the use of the Museum Annex including such projects as the Model Cities Partnership Schools, or a new teacher's college being formed by former members of EDC's Workshop and ESS staffs, etc.

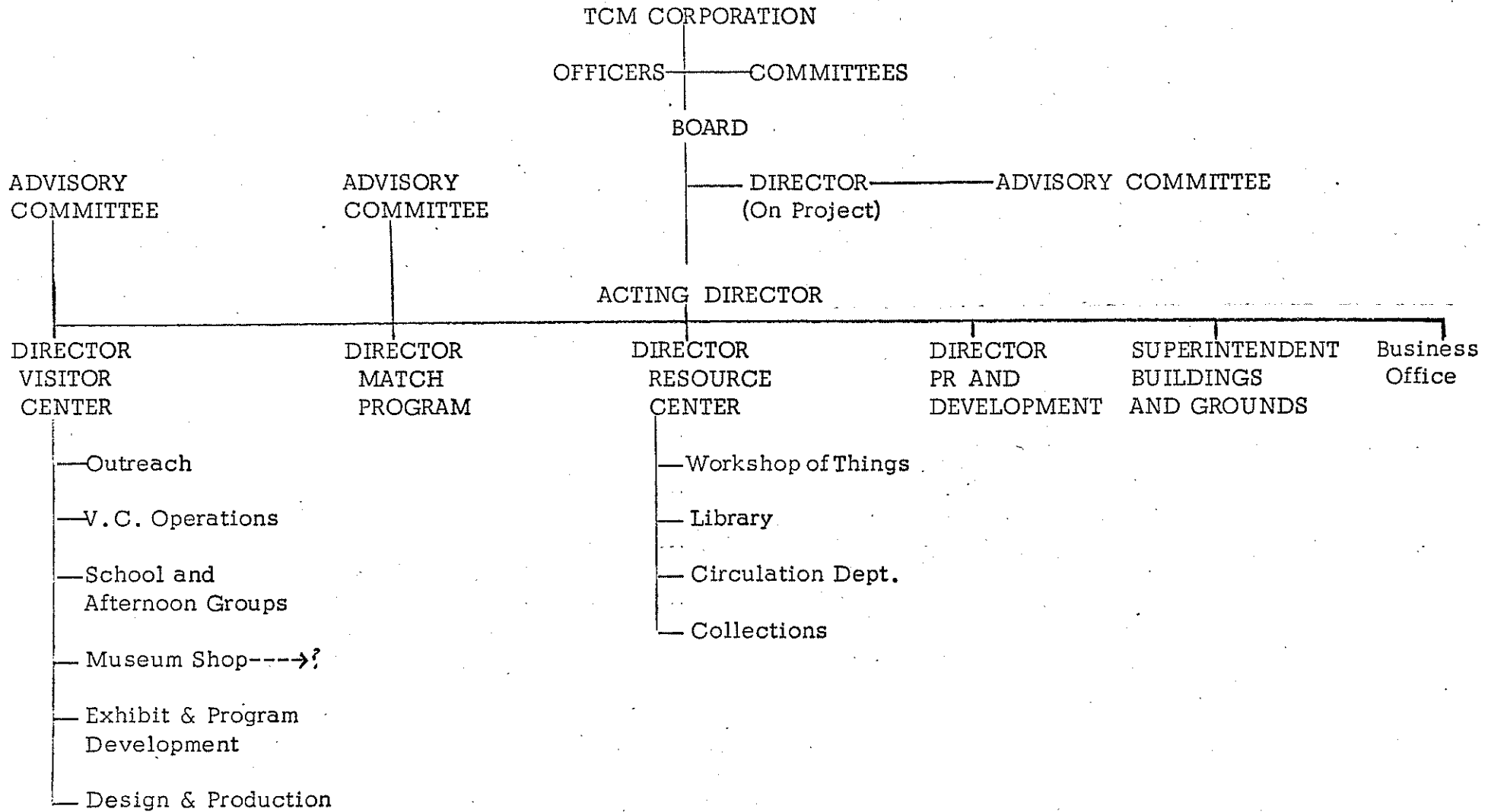
# EXISTING TCM ORGANIZATION & FUNCTIONS

BRING TO DIRECTOR'S REPORT  
MEETING TUESDAY and THURSDAY.



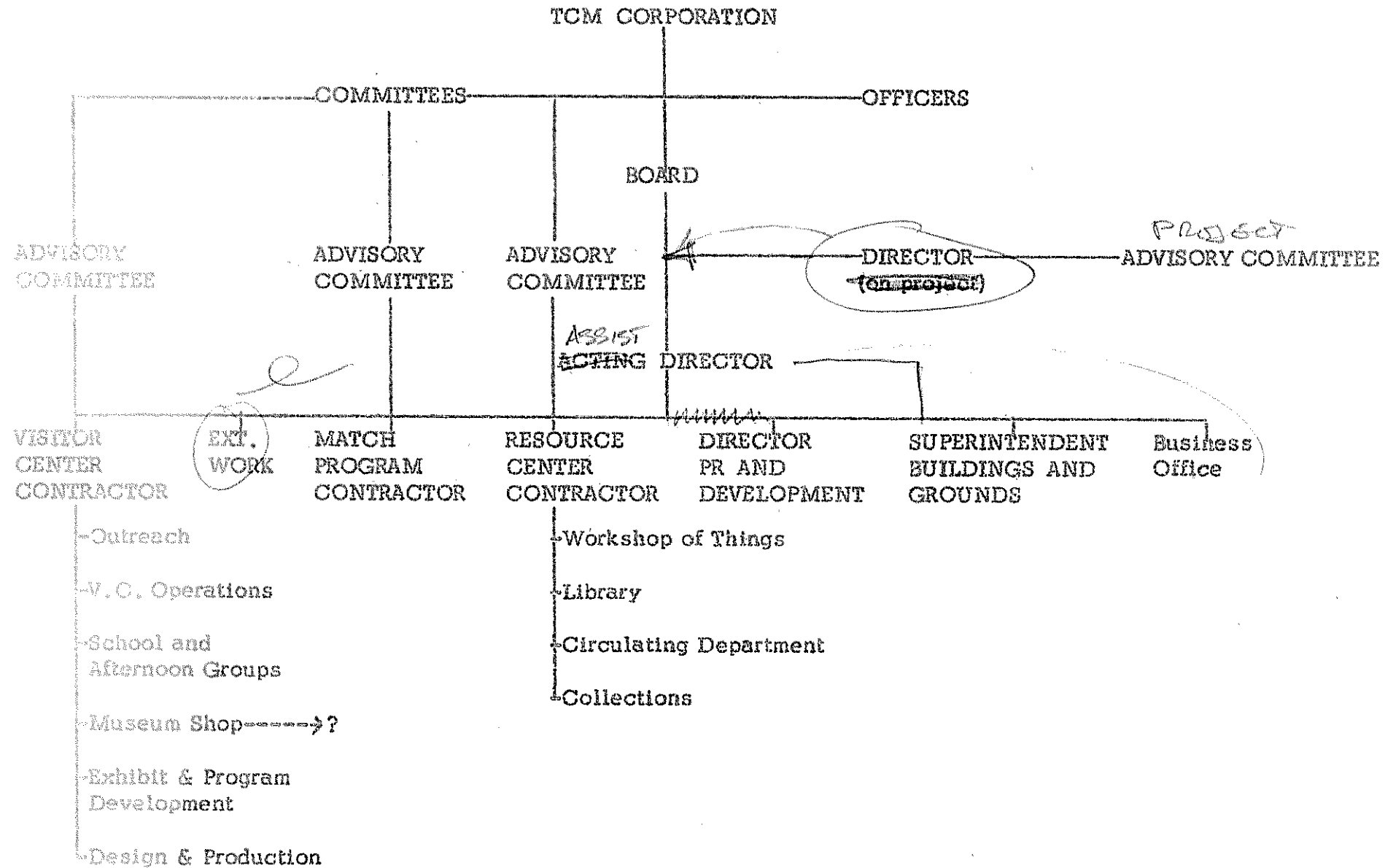
Wade, Wheeler, Blaylock

# TCM ORGANIZATION & FUNCTIONS DURING TRANSITION





# TCM ORGANIZATION & FUNCTIONS DURING TRANSITION PERIOD



## TCM INCOME DURING TRANSITION

VISITOR  
CENTERMATCH  
PROGRAMRESOURCE  
CENTERDIRECTOR'S OFFICE  
ADMIN. & MAINTENANCE  
PR. & DEVELOPMENT

Admissions

Royalties

Endowment

Token rents from V.C., R.C., MATCH &amp; others

Memberships

Grants

Hyams

Token service fees from V.C., R.C., MATCH &  
others

MDC

Circulating Fees

Mostly grants (solicited as cost of transition  
to new organization)

Sales

Workshop Fees

Grants

Grants

Contracts

Contracts

DISTRIBUTION TCM INCOME  
DURING TRANSITION PERIOD

<u>VISITOR CENTER CONTRACTOR</u>	<u>MATCH PROGRAM CONTRACTOR</u>	<u>RESOURCE CENTER CONTRACTOR</u>	<u>DIRECTOR'S OFFICE ADMIN. &amp; MAINTENANCE PR &amp; DEVELOPMENT</u>
Admissions	Royalties	Hyams	Endowment
Memberships	Grants	Circulating Fees	Contributions
MDC		Workshop Fees	Token rents from V.C., R.C., MATCH and others
Sales		Grants	Token service fees from V.C., R.C., MATCH and others
Grants		Contracts	
Contracts			Mostly grants (solicited as cost of transition to new organization)

POSSIBLE TCM ORGANIZATION & FUNCTIONS  
AFTER TRANSITION

NEW  
LEARNING  
ENVIRONMENTS  
CORPORATION

NEW BOARD

DIRECTOR

- Outreach
- Visitor Oper.
- School & Afternoon Programs
- Child. Shop?----->
- Exhib. & Prog. Devel.
- Design & Prod.
- Possible new functions

NEW  
INSTRUCTIONAL  
SYSTEMS  
CORPORATION

NEW BOARD

DIRECTOR

- MATCH Prog.
- Possible new functions

EXISTING  
TCM  
CORPORATION

EXISTING BOARD

DIRECTOR TCM  
RESOURCE CENTER

- WOT
- Library
- Circ. Dept.
- Collections
- Possible new functions

NEW  
DEVELOPMENT  
& MANAGEMENT  
CORPORATION

NEW BOARD

PRESIDENT

- Business Office
- Bldgs. & Grnds.
- New development and service functions

NEW  
CHILDREN'S  
FOUNDATION

NEW BOARD

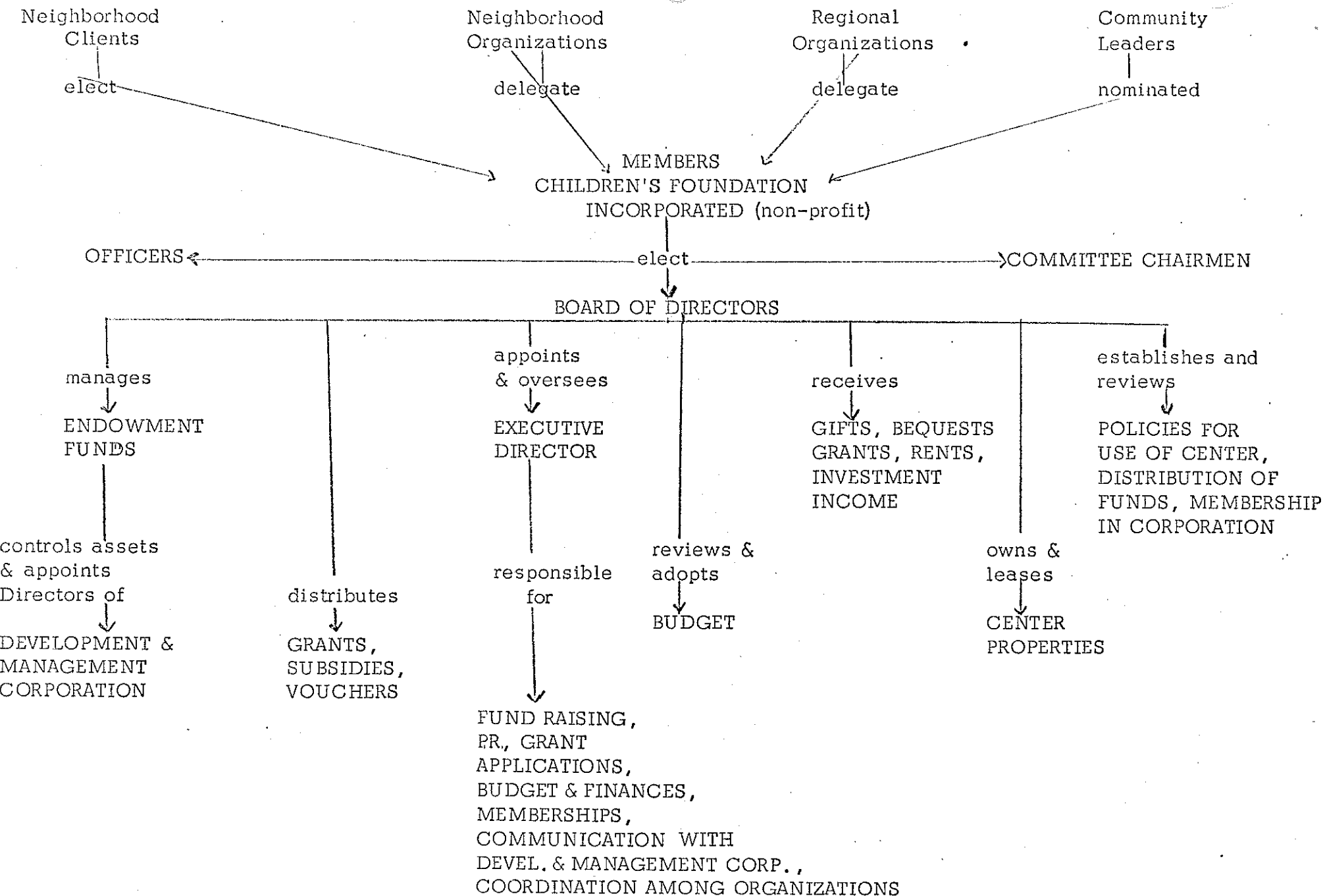
EXECUTIVE  
DIRECTOR

- PR & Devel.
- New foundation & coordinating functions

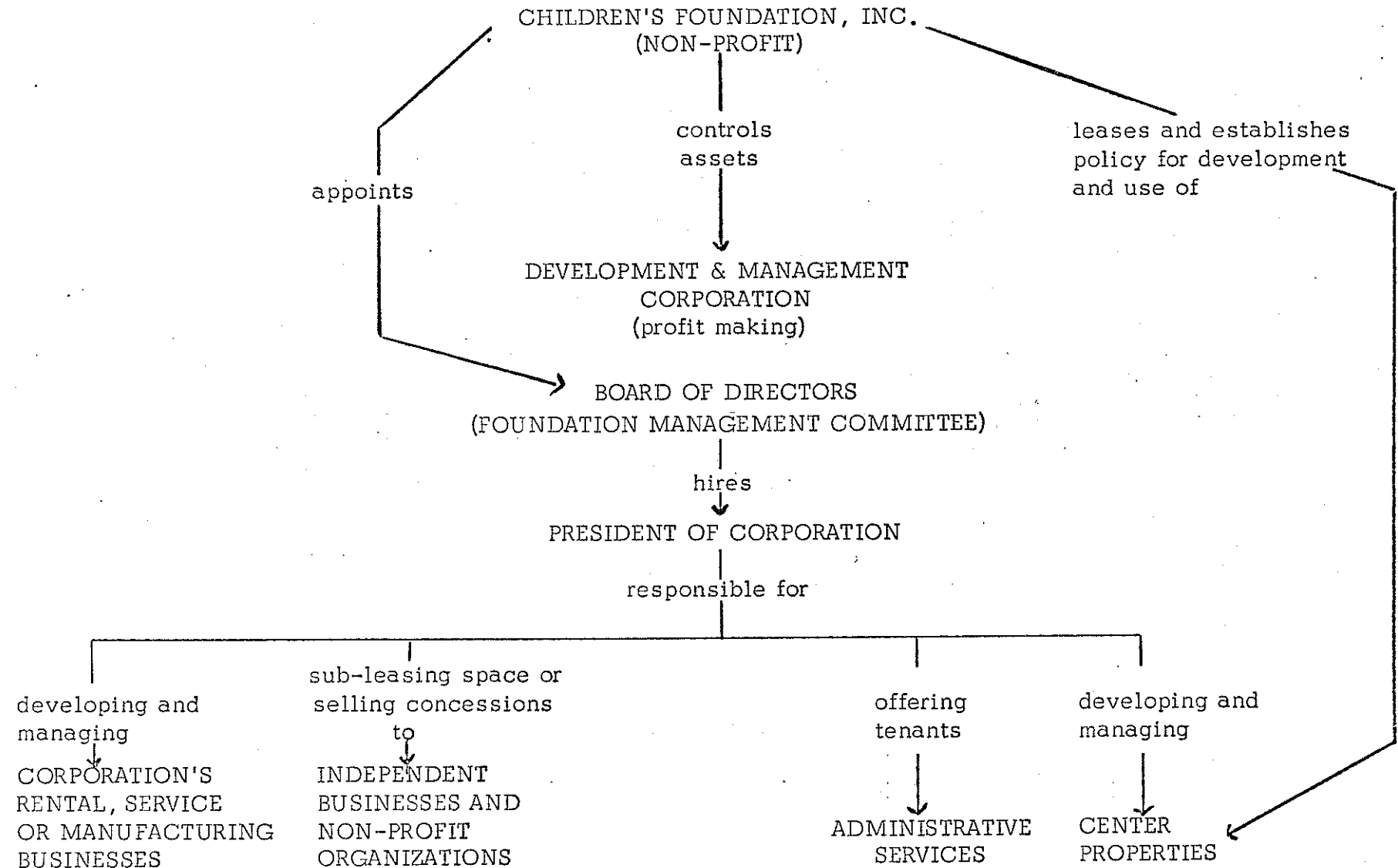
6.

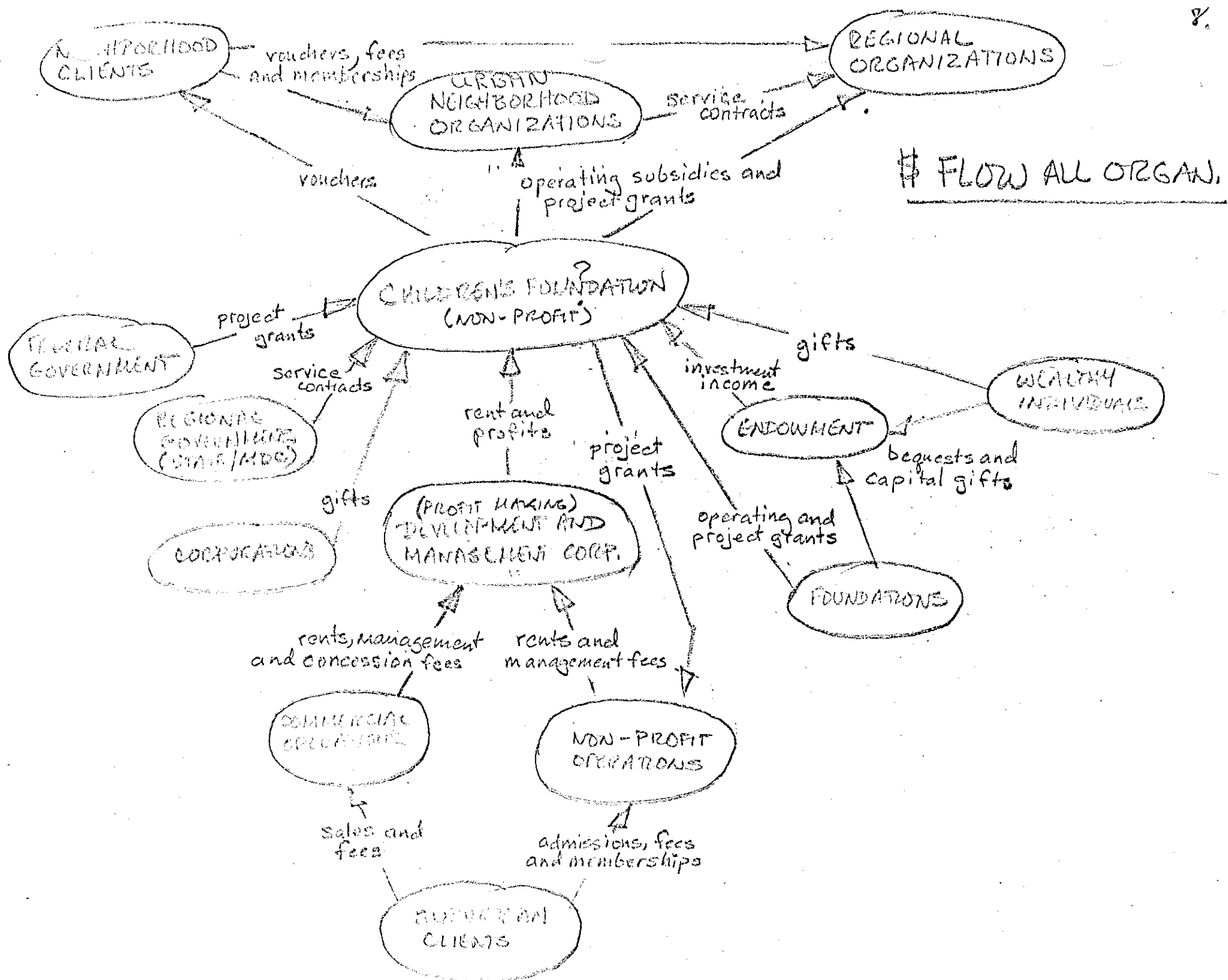
POSSIBLE TCM & OTHER'S ASSETS LATER  
AFTER TRANSITION

<u>NEW LEARNING ENVIRON. CORP.</u>	<u>NEW INSTRUCTIONAL SYSTEMS CORP.</u>	<u>TCM RESOURCE CENTER</u>	<u>NEW D &amp; M CORP.</u>	<u>NEW C. FNDD.</u>
MDC Contract	MATCH Copyrights	TCM Name & History	Building Lease	New Endowment
Admissions History	AS&E Contract	Properties (mortgage retired and then sold & transferred to Endowment)	Right to float Stocks	New Properties
Exhibits & Props			Service Contracts	Community and Professional Control
Equipment & Furnishings		Relationship to Hyams Foundation	Concessions	
Membership Lists		Endowment	Subleases	
		Collections	Own Businesses	
		Teaching Materials		
		Equipment & Furnishings		



# DEVELOPMENT & MANAGEMENT CORPORATION FUNCTIONS & ORGAN.







## QUESTIONS

Should anything more than educational/cultural activities and services be included? If so, which ones and how?

What are the advantages and disadvantages to splitting the Museum's functions up into 2 1/2 segments? Are other arrangements better?

Does the redistribution of Museum income, assets and corporate identity seem reasonable? What other ways might it be done?

Does the timing of these moves seem right?

What are the advantages and disadvantages of setting the new as two entities: a foundation and a profit making corporation?

What are our alternatives? What are the management, control, and tax law advantages for each?

Is the Foundation's structure too unwieldy? How can it be simplified and still represent all the interests involved?

Will the money really get to where we want it to go? and in significant enough quantities? How can this be assured in some other way?

Who should be in charge of the physical development of the building?

Can anyone other than the D & M Corporation manage the job?

Should the foundation lease all the building to the D & M Corporation for subleasing? or only the commercial space?

Should we be paying real estate taxes on the non-profit space?

What is a reasonable role for me <sup>during</sup> both in the transition and later?

I would most enjoy working with one of the smaller subgroups, but who will lead the foundation? Can this be a collective effort of all the subgroup leaders? Is there a need for a charismatic front man?

How should the leadership of the subgroups be decided? By the staff? By the Board? By me? By combinations of these?

Would the neighborhood organizations and individuals actually make more effective use of the gathered together regional organizations?

What should I do next? I have the last two weeks in January clear and would like to spend the time writing this up further and preparing foundation proposals to get enough money to explore the realism of these ideas.

After stewing over the Museum's problems and future for some time now, I have begun to focus on three major areas where I feel we can make some progress. While all are interrelated, it would be possible to examine our options, make decisions and begin to act in each area somewhat independently of the others. Therefore, I would like you to consider my analysis and recommendations on the following concerns:

1. The problems we face in organizing the Museum so that staff, administration, and board can be a) more sensitive to changing community needs, b) more effective in offering programs and materials that respond to those needs, and finally, c) more successful in raising the hard cash necessary to offer those services.
2. The interest of a good many small and medium-sized ~~regional cultural/~~ educational institutions ~~like ourselves~~ in finding attractive, flexible, economical and accessible headquarter space in which <sup>we</sup> ~~they~~ can pool our limited resources to achieve a broader and more evenly distributed range of services for everyone living in the metropolitan area.
3. The difficulties isolated, low income, urban neighborhoods have in getting enough consistent, ongoing funding under their direct control to command a fair share of the attention and services of all regional cultural/educational institutions.

4. Problems in education

2/4/71 -- Agenda for meeting based on issues raised at  
yesterdays meeting with Mike

(MUST) 0 Select meeting chairman/define ground rules

(MUST) I Develop a Staff work plan to submit to Mike at 4:30 today.

Plan to include:

objectives  
deadline

and (I would add)

this is something the →  
staff should design  
not to leave open.

specific type of OUTCOME,  
a meeting, etc. (something  
to insure that the plan will  
be heard)

(MUST) II Decide about staff participation in tonight's meeting between Mike  
and Project Committee.

1. What purpose would be served in going?
2. What strategy to use?
3. Who should go?

III Specific pros and cons for Staff/Trustee/Aid Meeting.

(MUST) IV Select a chairman for tonight's meeting with Mike.

V Decide on an immediate method to:

1. have staff participate in Project
2. work with Mike on the Staff Plan.

*informing  
analyses of needs  
generation of alternatives  
comparisons of my & other alternatives } methodologies  
adopt a method & then move on to  
actual planning using the method*

DECISION FROM ME ON THIS  
2/4/71  
DECIDE BY TOMORROW

Potential Staff Work Plan Objectives:

Find out who is doing what, what is being planned, what each person's "position" is at the moment.

This involves no-bullship kind of leveling with cross examination to get at facts and feelings.

Thoroughly understand Mike's plan, analyze it, and prepare an assessment.

Gather information about the current state of the Museum:

- Finances: hold hearing on budget and financial condition of Museum. Study and analyze data.
- Trustees: talk to Trustees - learn about their commitment to the Museum their perception of it and their function. (Questionnaire/interview)  
"List three staff member's names." "How many hours have you devoted to the Museum during the last year?"
  - \_\_\_\_\_ board meetings
  - \_\_\_\_\_ sub committee meetings
  - \_\_\_\_\_ fund raising
  - \_\_\_\_\_ public relations, etc.
- Aid - similar to above.
- Mike: the general picture among museums and cultural institutions. Future predictions. The original 5-6 plans. What were they? Why were they dropped?
- Users: how are we seen by the people who use our services? How well do we meet their needs? Are they planning to increase or decrease their commitment? What do they expect from us? What money do they have

Identify and describe major lumps in the Museum. List functions, current financial condition, identify realistic new sources of income. Assess each lump's general condition.

Identify and examine practical alternative ways of grouping the lumps, consolidating effort into one or more program strategies such as Superschool, Supercommunity, Superkit, Supertoy, Superscrounge, Supermuseum, Superbroker.

Set specific short and long range goals and deadlines such as:

400 members by May 1st, 8,000 by December 1st

Doubled income from the store by December 1st

Ten 5,000 gifts by June 1st, etc.

Develop and present the key features of a one-year plan, including basic organization, definitions of roles and expectations of major elements, deadlines, overall concept, general operating and management scheme.

①

2/15/77

FRED - Very much in favor of moving in this direction  
doesn't feel can be uniformly applied to all clumps.  
Still some troubled by autonomy

STEVE - How would be bad?

F - Could be harmful without the necessary resources -  
could be withholding -  
has to be linked to things you can make decisions

ANTHIA - especially with respect to fiscal autonomy

Steve - Accountability without responsibility or watching wrong people to the  
- importance of who will be making choices

○ Jim - Why haven't we got it now?

○ Fred - would like to see accountability going both ways

Jim - sees radical ideas being watered down by vested interest of existing staff

And - doesn't like outside groups having equal chance

- wants staff involvement in decisions - lacks to development of to become capable of accountability

Steve - people could qualify for submitting proposals

Jim - outside groups would be unlikely to run gauntlet

Cardyn - whole reason for all this is to get ourselves more effective. Why assume we are able to do it all.

○ Cynthia - move in more democratic direction gradually

③ Jim - This draft doesn't have  
any point of view - just  
reflects how it is now

⑥ Jim - didn't have as strong  
a reaction to begin with  
as rest of Staff - seems  
reasonable - My concern  
is how H. gets outside  
its walls - like to  
see outsiders reemerge  
us - believe resources  
should be focused on  
building and maintaining  
in city

Carolyn - like Jim - not surprised  
and before - don't like  
things managed this  
way - come in with  
plan & decide whether  
to get on board or not - doesn't like  
uncertainty of whether  
to write proposal now

Phyl - surprised that Staff  
feels so unconfident

Fred - Executive has to be  
dealt with in detail.  
Important now: more  
active & engaged re direction  
- slumber staff overworked  
& distant, apathetic - spread



accountability  
for celebration not negative  
aspects

Mary - Agrees with Tim - worried  
about competition; ~~any~~ being  
only decision maker;  
focus how to reach  
urban community; maybe  
dealt with later

- Worried about the focus as  
sat up - would be more  
comfortable if what  
exists now centers around  
issues - let's look at that -  
competition worries her -  
will anyone take up what  
needs to be done - worried  
about over commitment  
forced on proposal writer  
to collect too much under  
his wing

Ruth - togetherness important  
with antor & account -  
V.C. ought to be  
finished by someone  
inside - have some good  
things going.

Becky - problem of focus - how  
will we determine -  
competition can be good  
or destructive - up to us -  
concerned about time -  
how will people who can't



RUTH CONCERNED ABOUT MECHANISM  
FOR COORDINATION ALONG  
TASK GROUPS AT TOP LEVEL

BUT R. ASKED IF ADVISORY COMMITTEES  
MIGHT NOT INCLUDE OTHER MEMBERS

MAURY - IS A SHORT TERM FINANCIAL  
ANALYSIS BY EXPERT(S) IN  
~~FINANCIAL ANALYST EXPERT~~  
IN ~~THE~~ SAVING LOSING OPERATION

AL - WOULD LIKE TO DO IT  
CAUTIOUSLY & BE A PART OF  
IT.

PROJECT FIRST

DISCUSS IDEA TO ~~COMP~~ P. COM.

STAFF WANT PACE SLOWED A  
LITTLE SO THEY CAN EXAMINE

- ① PACE OF SCHEDULE
- ② WHETHER BIDDING OR  
JUST EXECUTIVE DECISION  
BETTER
- ③ WHAT ARE THE  
REASONABLE CONSTRAINTS
- ④ DEGREE <sup>TO</sup> WHICH ITS  
DESTRUCTIVE TO OPEN  
BIDDING UP TO OUTSIDERS

MUCH CLEARER TO ME THAT RATIONALS  
BEHIND MORE AUTONOMY ~~WORE~~  
SO I CAN

MIKE - MY CONCERN MUCH HEAVIER AT  
MOMENT WITH RATIONALE  
THAN WITH ANY PARTICULAR  
ORGANIZATIONAL FORM

I SEE MY PROPOSAL AS A NATURAL  
EXTENSION OF OUR DEVELOPMENT  
UP TO NOW, RATHER THAN  
ANOTHER BIG DEAL

WE COULD PHASE INTO THIS  
METHOD OVER A PERIOD  
OF YEARS (PERHAPS STARTING  
WITH V.C. & MATCH THIS YEAR)

SEEMS TO ME THAT OTHER  
THAN IN V.C., EXISTING  
STAFF HAS BEST CHANCES  
WITH PROPOSALS

PROPOSAL WRITING MAY NOT BE  
SUCH A BIG DEAL

WOULD FEEL COMFORTABLE WITH  
~~PROPOSAL~~ SUGGESTION THAT  
ARRANGEMENTS BE NEGOTIATED  
RAATHER THAN BID.

WHAT I HAVE DONE UP TO  
NOW IS MUCH MORE  
GETTING MY OWN HEAD  
STRAIGHT THAN A GREAT  
DEAL OF PLANNING - -  
THE PLANNING STARTS NOW

IS UNEXPLORED AREA

*Phone  
conversations  
to Stewart  
Fried*

Dealing with 2nd page of two page stuff handed out yesterday -

Thought the first section where it talks about finding out what who is doing what, what is being planned, what each person's position is at the moment sounded good. And the fact that it should be an on-the-level kind of discussion without people covering up. That the business of thoroughly understanding my plan and analyzing it - assessment seemed good.

Gathering of information about the current state of the Museum that I thought the hearing on the finances was good. Thought that the thing on the Trustees sounded too scolding the way it was set up - I think that the degree to which the Trustees could be included in this task that the staff is going to be going through is sort of a parallel activity with them working with the staff on it rather than going out in a negative way and saying 'what the hell do you care about' sort of thing - that would be more constructive and get you off on the right foot.

I think that the discussion with the Aid - couple like Alice Thompson - would be fine but think they have to handle that delicately.

Thing on me - hearing what Museums are up to and that sort of thing I think would be good and they ought to suggest the dates from the ones that I've given them.

One of users I think is an extremely difficult question to ask and answer quickly and I think that will take some very careful design and some very thoughtful sampling and might take longer than period that they've been talking about.

Thought thing about identifying the major lumps in the Museum was good but that it should be brief and some real thought should go into who will do it so that it won't be a negative experience - should represent a lot of different interests on the staff.

Next two paragraphs - the one on identifying and examining practical alternative ways of grouping the lumps, consolidating effort - ~~that~~ - this part really begins to bother me because it looks like we're going from what for me was a proposal of a method of dealing with things from this point on now is turning on into the actual planning....and at this particular period this particular thing that I want to be a part of - the business of developing the plan - and I hope that everyone is clear is that what I propose is a method for getting ourselves organized in philosophy over the planning rather than the actual planning itself. So that that also seems like a big job and something that ~~we should~~ maybe can't be done within this period. So, in other words, everything to the bottom of the page has that quality to it.

Guess that I feel that I'm not sure that the major thing that I feel needs to be dealt with is that it seems to me that they should be getting their own thinking and everything else clearly in mind so they can make a really thorough analysis of my <sup>method</sup> ~~plan~~ and generate alternative methods or modifications to my methods, so that I will be able to decide by the 22nd or whenever it was that they felt that this thing ought to be wound up. At that time we could choose a method rather than a particular plan and it seems to me that what they're proposing here is more range (?) than that and I think that at the very least ought to focus on that and if they want to get that part of it done sooner that would be fine - and then we could go on<sup>to</sup> the planning after that.

Another thing that I don't see really in this question about their finding out what the position of certain people outside the Museum might be with respect to the Museum - not necessarily users either - people like Drew or Dave who have sort of worked with us in one way or another and are not part of the Museum or perhaps community leaders and people like that.

Finally I'm just worried to the degree to which this gets too big too quickly - is going to soak up too much staff time and energy and take on a sort of frantic Phoenix like quality. While I think it's important for them to plug away at it and everything else, that they've got to generate some time commitments and not just be analysts - energy go down the drain - really got to think carefully about how to budget their time for the thing.