Search for the President and Chief Executive Officer
Computer History Museum
Mountain View, California

To decode technology – its computing past, digital present, and future impact on humanity.

THE SEARCH

The Board of Trustees of the Computer History Museum (CHM) seeks a dynamic, visionary, and results-driven leader to serve as the institution's next President and Chief Executive Officer (CEO). In addition to telling the stories of computing history and its transformative impacts on society, CHM equally brings a forward-looking perspective and aims to be a torchbearer for decoding technology's complexities. The CEO will boldly own and execute a strategic plan that engages broader audiences, ambitiously fundraise to support initiatives that decode technology, and communicate the lessons of history to that audience.

The Computer History Museum is the leading institution examining computing's ongoing impact on our world. From the heart of Silicon Valley, CHM is uniquely positioned to cull the key lessons of the past and through research, exhibits, events, and an incomparable collection of computing artifacts, help create digital citizens with the knowledge and understanding to make the choices that will shape a better future. For more than 40 years, CHM has collected the technologies and captured the stories of the visionaries, disruptors, and pioneers of the computing revolution, welcoming 100,000 annual visitors. More recently, CHM has expanded its reach to digital audiences beyond the walls of the museum, reaching tens of millions of people, including more than 25 million impressions on social media alone last year. As artificial intelligence redefines what it means to be human, and as our world grapples with many complex, technology-driven issues, CHM's mission, reputation, and ambitious goals position it as a key institution to shape a better future.

With an unparalleled collection, highly relevant physical location, dedicated board and staff, and critical mission, CHM is primed to enter its next chapter of cultivating and educating digital citizens around the globe. The CEO will join a passionate and energized community as it strives to expand its audience and develop world-class exhibits and programs. The CEO will be a highly visible leader, spearheading the convening of critical dialogues on technology's role in society.

The Computer History Museum has retained the executive search firm Isaacson, Miller to assist in this search. All applications, inquiries, and nominations should be directed to the parties indicated at the end of this document.

CHM CORE BELIEFS

The world is changing; the telling of, and the learning from, history needs to change with it. Physical is merging with virtual, learning is merging with entertainment, time and attention spans are shrinking, yet people still love, and learn from, stories. CHM recognizes the need to tell its stories in a way that reaches a much larger audience in a much more engaging and memorable way. With a better understanding of the past, the world can make better decisions about the future. CHM's work is guided by three core beliefs:

Our computing past informs our digital present with lessons that span generations.

CHM believes history can equip us with knowledge and inspire us with stories that spark imagination for generations to come. CHM collects and preserves the legacies of pioneers, company builders, and innovators to understand the past, contextualize the present, and explore what tomorrow might look like.

Technology should be created and applied ethically and expand access to opportunity.

CHM believes that carefully examining the evolution of technology, from the objects it collects to the stories it tells, generates new perspectives to inform our ongoing choices. CHM provides a trusted forum to share ideas about the individuals who use technology, the companies who make it, the people who benefit from it, and the communities who might be harmed or excluded. Together, we can pursue a better way.

Technological progress should be in service to human progress.

CHM believes problem-solving is at the heart of innovation. CHM believes that technology—coupled with human creativity—can solve problems, bring people together, and build a positive future if we're mindful of the risks. CHM fosters creativity, stimulates learning, and convenes conversations about the possibilities and responsibilities of technology to further civic discourse, collaboration, and social change.

CHM MISSION AND STRATEGY

CHM's mission is to *decode technology–its computing past, digital present, and future impact on humanity.* CHM seeks to fulfill that mission through three strategic pillars that outline the work it does:

- Preservation: CHM collects and cares for the artifacts and stories of the ongoing computing revolution to understand how our digital world came to be and where it might be headed.
- Education: CHM provides engaging experiences that make technology and computing history accessible and understandable to people of all ages, backgrounds, and interests, empowering them to make choices for a better future.

- Conversation: CHM facilitates dialogue and stimulates debate about critical issues in technology, because the action we take today creates the future we live in tomorrow.

For more information on CHM, see Appendix A.

CURRENT CONTEXT

With tremendous progress made in recent years with respect to team building, operational efficiency, and infrastructure, the CHM leadership team is prepared and eager to drive toward the next chapter of impact. Dan'l Lewin, CEO since 2018, led the Museum through the COVID-19 pandemic, recruited talented staff, and laid a strong foundation for the Museum's future. Lewin stewarded and strengthened relationships with dozens of corporate, individual, and foundation supporters and under his leadership CHM raised approximately $75 million in gifts to support its mission. This work helped ensure CHM's success during the pandemic, when it was forced to close its doors. The Museum's network infrastructure was recently refurbished, and facilities updates are well underway.

Under Lewin's leadership, CHM vigorously expanded its digital strategy and began development of its ambitious open-source platform, OpenCHM. With generous support from the Gordon and Betty Moore Foundation, the OpenCHM platform is making the Museum's collection, exhibits, and programs more accessible to a global audience. Also in recent years, the Museum launched games on the Minecraft: Education Edition and Roblox platforms, collaborated with Audible to create the podcast *Recoding History,* about female contributors to the computing revolution*,* and dramatically expanded its reach to tens of millions of people, all with the goal of meeting audiences where they are with stories and insights from CHM's collection.

The CHM community is thrilled to debut a new exhibit in November 2024 – *Chatbots Decoded: Exploring AI*. As the collective consciousness considers recent breakthroughs in this field, this exhibit will immerse audiences into the long history of chatbots, allow visitors to interact with a conversational AI robot and understand the strengths and weaknesses of this technology, and provoke thought about how chatbots may affect humankind in the future. In addition to *Chatbots*, CHM looks forward to a variety of upcoming pop-up exhibits and in-depth digital storytelling experiences, in addition to more live programming, which has been very successful and is broadcasted and recorded for later viewing and for posterity.

Dan'l announced his retirement in 2024, and CHM is now seeking a new CEO to build on the current strategy and priorities.

STRATEGY TO 2030 GOALS AND OBJECTIVES

CHM leadership have defined a roadmap to build a strong, sustainable 21st-century Museum reaching millions of people – online and in person. This plan has the following goals and objectives:

1. <u>Audience Reach and Impact:</u> CHM will engage millions of people around the world with world-class experiences that empower them to understand technology's deep impact on our world and empower them to shape a better future.
2. <u>Operational Excellence and Continuous Improvement:</u> CHM will further its role as a leading museum and trusted resource by embedding evaluation in all it does and continuously improving its systems and processes while responding to changing audience needs.
3. <u>Financial Sustainability:</u> CHM will advance our bold vision of a human-centered digital world by ensuring CHM has the resources to fulfill our mission to decode technology for generations to come.

The Computer History Museum is well-positioned for growth, with a strong foundation, a dedicated team, strong partnerships, a robust board, and a growing endowment. However, CHM faces several challenges, including inadequate public awareness and funding constraints. While the Museum has a dedicated following, it remains relatively unknown to the broader public. Reaching our stated goals will require ambitious new programming and other initiatives.

There is also enormous opportunity to develop and cultivate the education and interpretation functions of the Museum, as most educational programming fell victim to the COVID-19 pandemic.

CHM relies heavily on annual fundraising to support fixed expenses, but much of that income depends on market conditions. This model does not provide the kind of predictability an organization such as CHM would prefer to ensure it can execute its Strategy to 2030 and achieve its mission for generations to come. Therefore, the strategy calls for the development and implementation of a new, more sustainable funding model.

ROLE OF THE PRESIDENT + CHIEF EXECUTIVE OFFICER

Reporting to the Board of Trustees, the CEO will provide innovative and strategic leadership, build CHM's global impact, foster community engagement, ensure operational excellence, and amplify the institution's reputation as a global leader in decoding computing's past, present, and future. Direct reports to the CEO currently include Vice President and Chief Development Officer; Vice President and Chief Curatorial and Exhibitions Officer; Vice President and Chief Financial Officer; Vice President and Chief Marketing and Business Development Officer; Vice President of Technology and Chief Information Officer; Vice President of Facilities and Workplace Operations; and Executive Business Partner. The CEO will work in close partnership with the Executive Committee of the Board of Trustees. CHM's current annual operating budget is approximately $16 million, and the current endowment is over $36 million.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CEO

The CEO will be expected to address the following opportunities and challenges:

Build upon the current strategic vision and lead the organization to its next generation of influence and impact

The CEO will build upon the Strategy to 2030 goals and objectives to refine and define a plan to enable CHM to achieve its many aspirations centered on three defined strategic pillars: preservation, education, and conservation. Growing audience reach and impact is a hallmark of Strategy to 2030, and one of the ways this can happen is through revitalizing the education program. The CEO will both augment and execute the existing strategy, defining CHM's next chapter of excellence.

Engage an expansive, inclusive community of visitors, locally and globally

While CHM is beloved by its fans from near and far, there is boundless opportunity to expand the universe of engaged audience members, including younger generations, in a variety of formats – whether in-person, through digital experiences, or other media channels yet untapped. Increased returning visitor levels will be a key metric of success in these efforts. Additionally, building on the progress of OpenCHM, the Museum's online reach can be further extended, allowing CHM's community greater access to its world-class collection while broadening and deepening its digital reach to people worldwide.

Fundraise and steward institutional resources in support of CHM's many ambitions

The CEO will be an enthusiastic spokesperson for CHM and serve as THE lead fundraiser, continuing to build relationships with major donors as well as cultivating new ones, with significant goals around tripling the membership program, increasing the rates of donor acquisition and retention, and expanding the number and value of planned gifts as well as the endowment. In addition to fundraising, the CEO will work with other members of the senior leadership team to diversify revenue streams and think strategically about how to maximize the use of its extensive real estate portfolio.

Advance and enhance CHM's operations to bring its stories to life even more vividly, attracting diverse audiences

The CEO must build the capacity to drive and support major expansion of the Museum's reach and relevance, including tapping into more of CHM's vast collection to develop high-quality and innovative programs and rotating exhibitions that align with the organization's mission and resonate with audiences.

Across all departments, the CEO will provide leadership and guidance to a diverse team of professionals, nurturing a collaborative, creative, and supportive work environment that emphasizes transparency, autonomy, and accountability. Additionally, the CEO will work with senior leadership to improve CHM's operating systems, processes, and procedures in alignment with non-profit and museum best practices.

Partner with the Board to support CHM's continued growth and development

The Board of Trustees serves as a vital resource for CHM. The CEO must develop and maintain a strong partnership with the Board by activating, engaging, and developing its members and further leveraging the Board in fundraising efforts and community outreach while proactively receiving guidance and direction on the stewardship of the organization. This CEO will work closely with the Executive Committee to establish annual goals and ensure that all Trustees are well informed and positioned to provide the support and commitment needed for CHM to thrive.

The CEO should continue to grow and evolve the Board to support the Museum's vision and strategy, playing an active role in its cultivation and diversification while evolving new generations of trustees into leadership positions. The Board has undergone an evolution of its governance policies in recent years, and the next CEO will continue that ongoing process. As such, the CEO will work with the Board Chair on best practices around composition and structure, and how the critical relationship between the CEO and the Board can be further strengthened and leveraged.

QUALIFICATIONS AND CHARACTERISTICS

The CEO will be a creative and strategic leader who can bring together multiple constituencies to achieve a common vision. This decisive individual will be committed to the highest ethical standards and will lead in a transparent and accountable manner, with a leadership style that inspires and motivates others. This individual will have the capacity to discern and manage competing priorities and be able to recognize and act on opportunities. The search committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- Demonstrated record of charismatic, inclusive, and effective leadership.
- Sustained track record of successful senior management experience, including strong strategic planning, staff management, operations, and communications skills. Sustained track record of attracting, retaining, and motivating top talent.
- Experience with mass media and engagement, bringing an ability to create content that delivers the CHM message in a way that engages both locally and digitally for a global audience.
- Strong fundraising and development skills, with a proven ability to build and maintain relationships with donors and partners.
- Excellent communication and interpersonal skills, with the ability to "sell the dream" through storytelling.
- Experience building and managing budgets while driving sound financial and policy decisions in an organization of, ideally, comparable complexity and with similar funding streams.
- Possession of, or ability to quickly acquire the knowledge of the technology industry and/or computing history to command credibility with the staff, board, and community.
- Demonstrated commitment to inclusion, diversity, equity, and accessibility.

COMPENSATION AND LOCATION

The salary range for this position is between $400,000 and $500,000 annually. Compensation is commensurate with experience.

The Computer History Museum is located in Mountain View, California, in the heart of Silicon Valley – the global epicenter of technology innovation, renowned for its vibrant startup culture, world-class research institutions, and leading tech companies. Nestled in the heart of the San Francisco Bay Area, Silicon Valley offers a unique blend of urban amenities, stunning natural beauty, and a thriving entrepreneurial ecosystem. Families in Silicon Valley enjoy access to top-rated schools, parks, and recreational facilities. The region boasts a diverse range of outdoor activities, including hiking, biking, and camping in the nearby Santa Cruz Mountains or exploring the stunning beaches of the Pacific Coast. Additionally, Silicon Valley offers a variety of cultural experiences, from world-class museums and theaters to exciting theme parks and family-friendly events. From the bustling tech hubs of San Francisco and Palo Alto to the picturesque coastal towns of Santa Cruz and Monterey, Silicon Valley offers a variety of lifestyles and experiences to suit every preference.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search. Electronic submission of materials is strongly encouraged.

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As an equal opportunity employer, the Museum will recruit, hire, train, promote and employ all persons without regard to race, color, age, sex, religion, national origin, mental or physical disability, ancestry, marital status, family status, political belief, sexual orientation, gender identity, medical condition, veteran status, or any other category protected by law.

Appendix A

HISTORY OF THE COMPUTER HISTORY MUSEUM

The Digital Computer Museum, founded by Ken Olsen and Gordon and Gwen Bell, opened in 1979 inside Digital Equipment Corporation's office in Marlborough, Massachusetts. Five years later, it dropped the "digital" from its name and relocated to downtown Boston. Its mission was three-fold: To educate and inspire the public through dynamic exhibitions and programs on the technology, applications, and impact of computers; to preserve and celebrate the history and promote the understanding of computers worldwide; and to be an international resource for research into the history of computing.

In 1987, The Computer Museum began its Fellow Awards program to honor distinguished technology pioneers—unsung heroes and legends—for their outstanding merits and significant contributions to the advancement of computing and the evolution of the digital age. Grace Hopper was the first recipient.

Between 1996 and 2000, parts of the Museum's collection moved to Silicon Valley, and it was eventually reborn as today's Computer History Museum, with a mission to preserve and present for posterity the artifacts and stories of the information age. In 2011, following a two-year renovation of its home – the former headquarters of Silicon Graphics – the Museum reopened with a new lobby, café, gift store, and its signature exhibition, *Revolution: The First 2000 Years of Computing*. It covers the history of computing in 20 galleries, from the abacus to the internet. More recently, the Museum opened *Make Software: Change the World!*, which demonstrates how lives are transformed by software, leveraging multimedia and touchscreen interactives where visitors can explore coding with hands-on experiences.

Today, CHM is home to the largest and most significant collection of computing artifacts in the world. The collection comprises approximately one million items, including archival collections, software code, oral histories, and audio-visual components. New artifacts are regularly accepted into the collection after careful consideration by the curatorial and archival teams, and CHM stimulates learning and facilitates insights through collections-based research and access to primary source material.

CHM's oral history program records and preserves the firsthand recollections of computing pioneers from around the world. With in-depth interviews and demonstrations with more than 1,800 people, this collection is one of the most comprehensive on the subjects of computing, technological innovation, the web, entrepreneurship, and networking.

The Museum regularly convenes the world's most thoughtful, engaging leaders for its premier event series, CHM Live. It offers original productions exploring historical and current issues in technology, entrepreneurship and innovation, as well as the ongoing transformation of computing and its impact on society. This program helps the Museum cultivate a community of informed digital citizens empowered to make choices for a better future.

All these activities ensure CHM fulfills its current mission: To decode technology – its computing past, digital present, and future impact on humanity.

For more information, visit computerhistory.org/.