



Chief Marketing and Experience Officer
Computer History Museum
Mountain View, California

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

THE SEARCH

The Computer History Museum (CHM) seeks a bold, imaginative, and results-driven leader to serve as the next Chief Marketing and Experience Officer (CMEO). 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 histories and complexities.

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. 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. 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.

As CHM enters a new chapter of innovation and impact under new President and CEO Marc Etkind, the CMEO will play a pivotal role in expanding the Museum's reach, deepening its relevance, and strengthening its earned revenue. The CMEO will be the Museum's chief brand steward and architect of audience growth, responsible for shaping how CHM engages the public visually, experientially, and narratively. This leader ensures that all marketing strategies and communications reflect the Museum's mission while actively driving growth in audiences, attendance, membership, and revenue. This leader will unify brand strategy, advertising, public relations, and visitor-focused marketing into a cohesive, mission-aligned approach that reflects CHM's values and ambitions. The CMEO will oversee a diverse portfolio that includes marketing and communications, venue rental, museum services, and retail operations. They will lead a high-performing team and collaborate seamlessly across departments to ensure that every visitor touchpoint—before, during, and after a visit—reinforces CHM's identity and inspires connection. This is a unique opportunity to reimagine the role of marketing in a cultural institution and to help shape the future of CHM's public presence.

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.

CHM leadership have defined a roadmap to build a strong, sustainable 21st-century Museum reaching millions of people – online and in person. This plan, Strategy to 2030, has the following goals and objectives:

- Audience Reach and Impact: 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.
- Operational Excellence and Continuous Improvement: 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.
- Financial Sustainability: 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.

For more information on CHM, see **Appendix A**.

Current Context

With tremendous progress made in recent years with respect to team building, operational efficiency, fundraising, and infrastructure, the CHM leadership team is prepared and eager to drive toward the next chapter of impact.

In April 2025, [Marc Etkind](#) joined CHM as its new president and CEO with an extensive background in science and technology media. He most recently served as head of communications at NASA, where he led a team of 400 people across 10 centers, with responsibility that included news, exhibits, and historical preservation. He spearheaded a digital transformation for the agency, creating a new streaming service, modernizing the website, and expanding the reach of more than a dozen social media platforms to engage nearly 400 million followers. Prior to his tenure at NASA, Etkind was the general manager of the Science Channel and has held key executive roles at the History and Discovery channels. Marc is a self-described "science and tech nerd" and museum lover. He discovered his future career at the age of ten, when he had an incredible experience watching chicks hatching at the Museum of Science in Boston with his dad.

As CHM continues expanding its digital footprint and storytelling capabilities, the Museum is equally focused on transforming its in-person experience and public identity. With recent leadership transitions, CHM is poised to reimagine how it engages audiences—from first impressions online to the moment visitors walk through the door. This is a critical moment to build a cohesive team, strengthen CHM’s visibility in Silicon Valley and beyond, and translate the Museum’s mission into meaningful connections with diverse audiences. CHM’s current annual operating budget is approximately \$16 million, and the current endowment is over \$36 million.

ROLE OF THE CHIEF MARKETING AND EXPERIENCE OFFICER

As a direct report to the President & CEO and a member of Executive Staff, the CMEO is accountable for CHM’s institution-wide success. In addition to leading Marketing and Experience, the CMEO joins a collaborative leadership team that defines how CHM behaves and decides consistently across departments to advance its mission. This includes modeling the values, decision-making norms, and culture that drive performance museum-wide. The CMEO plays a central role in shaping CHM’s strategy, direction, and operations while leading a high-performing team that drives audience growth, revenue generation, and brand visibility. In doing so, the CMEO will partner particularly closely with the Chief Curatorial and Exhibitions and Chief Digital Officers to align strategy and content across units.

The CMEO oversees brand strategy, advertising, public relations, museum promotions, and visitor-focused marketing, as well as in-person operations including ticketing, venue rental, café, and store sales. They develop long-term strategies to expand reach, diversify income streams, and strengthen CHM’s presence in the community and cultural sector. A critical goal for the CMEO is to ensure that every visitor touchpoint—before, during, and after a visit—makes the experience meaningful, encourages repeat visits, and deepens the visitor’s relationship with the Museum. This includes transforming first-time visitors into repeat guests, members, donors, and advocates. The Chief Digital Officer will spearhead digital strategy, while the CMEO will inform the digital brand and lead digital marketing functions.

The CMEO directly leads the Marketing team of 3, Venue Sales team of 4, and a Museum Services team overseeing visitor experience, volunteers, and group reservations with more than 8 front line associates. The Museum Services team is in the process of hiring a manager for school programs to energize engagement with the Bay Area’s K-12 school community.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CMEO

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

Unify brand, experience, and audience strategy

- Shape and position the Museum’s brand, set clear priorities, and drive execution to achieve ambitious goals. Serve as an officer on the Museum’s executive team, contributing to organizational decision-making and strategy.

- Develop and implement a comprehensive brand and marketing strategy that advances the Museum's mission, expands audiences, and drives revenue.
- Articulate a clear plan that connects brand, audience, and marketing goals with objectives for general admission, exhibitions, education, memberships, and events.
- Steward the Museum's brand by ensuring a consistent, compelling identity and messaging across all platforms and visitor touchpoints.
- Oversee brand voice and editorial standards across departments, ensuring that all written, visual, and multimedia content is clear, consistent, and on brand.
- Ensure all on-site communications and promotions—including signage, visitor messaging, and environmental graphics—deliver a consistent brand experience.
- Oversee creative services to ensure impactful, high-quality deliverables.
- Drive brand awareness, affinity, and loyalty through integrated campaigns.

Drive audience growth and revenue expansion

- Engage diverse audiences and translate insights into measurable growth in attendance, membership, and earned revenue.
- Hold ultimate responsibility for achieving annual earned revenue goals for ticketing, store retail, café, and venue rental.
- Use analysis and evidence to guide decisions and lead financial planning related to audiences—including forecasting visitor numbers, income, pricing strategies, and performance metrics—to ensure purposeful, sustainable growth.
- Monitor revenue performance, provide projections, and partner with Finance to align budgets with institutional goals.
- Conduct annual evaluations of pricing strategies to ensure competitiveness and revenue effectiveness.
- Continuously evaluate and improve museum services to maximize visitor satisfaction, engagement, and repeat attendance.
- Develop and implement a data-driven approach for audience insights, campaign effectiveness, and continuous improvement.

Champion cross-departmental collaboration

- Partner with the executive team to align marketing and business initiatives with institutional priorities, including the capital campaign.
- Build strong partnerships across departments; foster alignment and shared ownership of goals.
- Present cohesive marketing and communication strategies to leadership, the board, and key stakeholders.
- Partner with exhibitions and curatorial teams to ensure Museum Services staff are equipped to deliver excellent visitor support and interpretation.

Lead and cultivate a high-performing, inclusive team

- Build and lead high-performing, inclusive teams, fostering a culture of innovation, transparency, and professional growth.
- Champion diversity, equity, inclusion, and accessibility (DEIA), embedding these principles across branding, marketing, and visitor engagement.
- Guide team in ensuring seamless systems, excellent service, and a best-in-class visitor experience.
- Lead team through organizational and market shifts with clarity and confidence.

Assert CHM as the definitive forum for technology and society, in Silicon Valley and beyond

- Serve as a persuasive storyteller and spokesperson, with exceptional written, verbal, and public-speaking skills that strengthen the Museum's reputation and impact.
- Serve as the Museum's chief partnership builder and community connector, cultivating relationships to expand reach and diversify revenue.
- Lead public relations, media relations, and major campaigns for exhibitions, programs, and institutional initiatives, including crisis management.
- Build strong relationships with board members, donors, community partners, and government entities.

QUALIFICATIONS AND CHARACTERISTICS

The CMEO will be a strategic, imaginative, and audience-focused leader who brings deep expertise in brand building, marketing strategy, and visitor experience. 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. While no single candidate will have all the ideal qualifications, it seeks candidates with the following experience and abilities:

- Bachelor's degree required; advanced degree in a related field (marketing, communications, business, etc.) preferred.
- Extensive leadership experience in marketing, branding, or business development (typically 12+ years), ideally within museums, cultural institutions, or mission-driven not-for-profit organizations of comparable scale and complexity.
- Proven success in developing and executing scalable integrated marketing strategies that drive audience engagement, brand visibility, and earned revenue.
- Experience leading cross-functional teams and building inclusive, collaborative, and high-performing cultures.
- Proven ability to manage assets effectively, including people, budgets, and time, with strong financial forecasting and reporting skills.
- Experience analyzing and leveraging data to make informed strategic decisions.
- Experience working productively with boards, donors, and community partners; exposure to board governance is a plus.
- Technological fluency, including familiarity with CRM and marketing automation tools.

COMPENSATION AND LOCATION

The salary range for this position is between \$200,000 and \$220,000 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.

Courtney Wilk-Mandel, Evan Layne, and Cara Meyers
Isaacson, Miller

As an equal opportunity employer, the Museum provides equal employment opportunity (EEO) to all persons regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, pregnancy, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to public assistance, veteran status, or any other characteristic protected by federal, state or local law. In addition, the Museum will provide reasonable accommodation for qualified individuals with disabilities.

This document has been prepared based on the information provided by the Computer History Museum. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the Computer History Museum would supersede any conflicting information in this document.

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.

Building on this interactive approach, CHM’s newest exhibit, *Chatbots Decoded: Exploring AI*, invites visitors to explore the evolution, impact, and future of conversational artificial intelligence. Spanning 2,000 square feet, the exhibit features interactive experiences with historical and modern chatbots—including ELIZA, A.L.I.C.E., and the humanoid robot Ameca—alongside rare artifacts and multimedia installations. Designed to engage audiences in critical conversations about trust, ethics, and the human-machine relationship, *Chatbots Decoded* exemplifies CHM’s mission to decode technology and empower digital citizens to shape a better future.

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/.