COMPUTER HISTORY MUSEUM

STRATEGY TO 2022

CHM 2022

THIS STRATEGIC PLAN OUTLINES HOW WE WILL GROW OUR INSTITUTION.

It will directly inform the business and operational plans for the years 2022–2022 to meet our vision, mission, and key objectives. It is designed to increase growth in three areas: audiences, geographical reach, and partnerships.

This document contains details that should be used for donors and potential partners and for onboarding trustees and staff.

VISION

TO SHAPE A BETTER FUTURE.

MISSION

CHM DECODES TECHNOLOGY—— ITS COMPUTING PAST, DIGITAL PRESENT, AND FUTURE IMPACT ON HUMANITY.

A MEDIUM POWERFUL ENOUGH TO EXTEND MAN'S REACH IS POWERFUL ENOUGH TO TOPPLE HIS WORLD.

ALAN KAY, COMPUTING PIONEER

THE TELESCOPE EXTENDED OUR VIEW BEYOND THE WORLD.

The printing press extended our access to knowledge.
The computer extends our ability to create.

We live in a transformational era, an era when computing raced from nonexistent to ubiquitous. The forces of change in our world are permanent, universal, and they are accelerating at an exponential rate. Measured against the span of recorded human history, this change has happened in the blink of an eye. And because of computing's ubiquity, we are all part of the story.

The Computer History Museum (CHM) is the leading institution chronicling the history and impact of computing technology on the world. Over the past four decades, we have built the world's foremost collection that tells the story of the computing revolution, from the people to the companies to the inventions that changed the world. We have developed cutting-edge exhibits in a building that sits at the crossroads of technology and creativity—two miles from the birthplace of the integrated circuit. And we have established a community, supported by both history's pioneers and today's innovators.

As we move forward as an institution, we do so as part of an ever-accelerating world driven by technological change. The decisions we make about our technology today will determine the direction of our world tomorrow. Conversations need to balance creativity and innovation with ethics and principles, history and insights with future implications and possibilities. Our impact as a museum will rely not only on new business models and revitalized infrastructures, but also the ways in which we tell stories, empowering our audiences to see their place in a story that's still unfolding. Building upon our historical underpinnings and reputation as a premier institution in Silicon Valley, CHM has a unique opportunity to convene conversations about technology to effect social change on a global scale.

By 2022, we will build the foundation for and reimagine CHM to engage millions of people around the world to leverage technology for positive social impact. I invite you to join us as we explore the promise of technology to shape a better future.

DAN'L LEWIN
PRESIDENT AND CHIEF EXECUTIVE OFFICER
COMPUTER HISTORY MUSEUM

BEYOND OUR WALLS
GRAND CHALLENGES, 2022

IT'S A HUMAN THING MORE THAN A TECHNOLOGY THING.

RAY ROTHROCK, CHAIRMAN & CEO OF REDSEAL, IN CONVERSATION WITH BRUNSWICK PARTNER SIOBHAN GORMAN, OCTOBER 23, 2018

PURVEYORS OF KNOWLEDGE, DREAMERS, AND STORYTELLERS, MUSEUMS ARE CULTURAL ICONS THAT STEWARD OUR COLLECTIVE HISTORY.

But history today is changing. History is no longer defined by centuries or decades, but by hours, minutes, even seconds. Museums can no longer be defined by what's inside their walls, just as visitors can no longer be defined as those who walk through the doors. By adopting new modes of engagement, museums are moving beyond their walls, bridging cultural gaps and redefining visitorship, experience, even history to foster positive social change for 21st-century audiences.

As we look ahead, CHM will align its strategy, evolve its partnerships, and build upon its core strengths to provide meaningful experiences and insights around three critical areas.

1

OUR DIGITAL WORLD

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

The rise of digital technology has empowered people to create, access and share information, communicate, and buy and sell products in new ways. It has unleashed waves of innovation, disrupted industries, and driven economic change, sometimes with unanticipated effects. It has allowed for greater individual freedoms at the same time it has invaded individual privacy. It has transformed intellectual, business, and social systems. And new machines are generating data and making decisions once believed to have required human thought. How can we bring history forward to understand what it means to be human in the digital world?

At CHM, we believe history can equip us with knowledge and inspire us with stories that spark imagination for generations to come. We collect and preserve the legacies of pioneers, company builders, innovators, and venture capitalists to understand the past, contextualize the present, and look ahead to the future.

2

THE PURSUIT OF A BETTER WAY

Technology created and applied ethically can expand access to opportunity.

Participation in the global economy is increasingly dependent on technology. While technology is commonplace for many cultural groups, genders, identities, and geographies, it is nonexistent, inaccessible, or discriminatory to others. Made by people, our technology is the result of choices that reflect who we are, our experiences, our place and time, our biases and limitations. These choices affect not only who creates technology, but also who has access to it and how it gets used. How can we develop technology that is motivated by ethical thought—empathy, inclusion, and integrity—to expand access and opportunity?

At CHM, we believe that carefully examining the evolution of technology, from the objects we collect to the stories we tell, produces new perspectives to inform our ongoing choices. We provide a 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 excluded. Together, we can pursue a better way.

3

THE FUTURE IN OUR HANDS

Technological progress should be in service to human progress.

Sixty-five percent of children entering elementary school today will end up working in jobs that don't even exist yet.[1] The World Bank estimates that climate change may push more than 100 million people into extreme poverty by 2030.[2] And cybercrime is now estimated to cost the world more than $445 billion annually.[3] Public education, environmental sustainability, poverty, literacy, and workforce development are just some of the ongoing issues facing our world. How can humanity leverage technology to create social impact and address real-world problems?

At CHM, we believe creativity is at the heart of innovation. We believe that technology, coupled with human creativity, can solve problems, bring people together, and build a positive future. We foster creativity, stimulate learning, and convene conversations about the responsibilities and possibilities of technology to further civic discourse, collaboration, and social change.

1 The Future of Jobs: Employment, Skills, and Work Force Strategy for the Fourth Industrial Revolution," Executive Summary, World Economic Forum, January 2016

2 Karl Ritter, "World Bank: Climate Change Could Result in 100 Million Poor," Associated Press News, November 8, 2015

3 Ellen Nakashima and Andrea Peterson, "Cybercrime and Espionage Costs $445 Billion Annually," *Washington Post*, June 9, 2014

WE SHAPE OUR TOOLS AND THEN OUR TOOLS SHAPE US.

MARSHALL MCLUHAN

CHM IS ENTIRELY UNIQUE AMONG MUSEUMS.

Located in the heart of Silicon Valley, we are stewards of the world's foremost collection of artifacts and oral histories chronicling the history of computing, the people, companies, and technological innovations that have transformed our world. We are supported by a network of staff, partners, volunteers, pioneers, and visionaries in Silicon Valley and around the world.

CHM is a place for preservation, connection, exploration, and conversation. It is a place like no other.

PRESERVATION

We steward the world's foremost collection to generate profound insights grounded in history.

Our collecting scope spans calculators to robots and provides unique perspectives into the online world, entrepreneurship, and software. The foundation of all we do, our collection relies on the preservation expertise and pioneering efforts of many. From magnetic tape and rare film to lab notebooks and business plans to early websites and source code, the media found in our collection is as diverse as the history of computing.

At the core of CHM's preservation efforts is the Shustek Research Archives, the Museum's research and storage facility. Established in 2015 and named for Museum founder Len Shustek, the Shustek Research Archives houses the Museum's acquisitions, archival collections, software preservation, and research operations. With study space for visiting scholars, artifact acquisitions receiving, and digitization workstations, the Shustek Research Archives promotes access to and preservation of CHM's world-class collections.

CONNECTION

We facilitate learning through unparalleled experiences that encourage personal connections with the history of computing and the possibilities of technology.

CHM makes the history and impact of technology accessible and relevant for visitors of all ages, backgrounds, and interests. We enable people to make meaningful connections to our content through comprehensive and timely exhibits, interactive learning experiences, dynamic programming, and original media productions.

The Learning Lab is central to the Museum's goal to broaden understanding of technology's role in transforming our world. The lab is the hub for CHM's commitment to lifelong learning, providing community resources, hands-on activities, thought-provoking exhibits, demonstrations of new and innovative uses of technology, and first-hand experience with cutting-edge research, scholarship, curriculum, and programming at the intersection of technology and learning.

EXPLORATION

We advance knowledge and the exchange of ideas through focused research and scholarship.

Our centers of expertise advance the understanding of technology through research, publishing, and programming efforts that build community, disseminate knowledge, and offer unique insights. Our centers amplify our existing work and provide new lenses into technology that connect the dots from the past with a vision of the future.

The Exponential Center captures the legacy and advances the future of entrepreneurship and innovation in Silicon Valley and around the world to inform and inspire the next generation of changemakers. The center explores the people, companies, and communities that are transforming the human experience through technology innovation, economic value creation, and social impact.

The Software History Center collects and preserves historical software and other artifacts to interpret the transformational effects of software on the human experience. The center explores people-centered stories, documents software-in-action, and leverages the Museum's rich collections to tell the story

of software. The center seeks to put history to work today in gauging where we are, where we have been, and where technology is leading us.

CONVERSATION

We facilitate dialogue and stimulate debate to encourage civic discourse about creative ideas and critical issues.

Live programming and events convene today's thought leaders, entrepreneurs, historians, scholars, company founders, and journalists from a variety of fields and disciplines. Our live programming connects our community with diverse viewpoints and unique perspectives at the intersection of technology and humanity. Programs range from technical lectures to engaging panel discussions to onstage debates. Our programming is broadcasted through multiple public channels to reach audiences around the world. Programs and events become part of our institutional archive, furthering our collective knowledge and preserved for future generations.

MOVING FORWARD
STRATEGIC PLAN & FRAMEWORK

THE MOST IMPORTANT DIFFERENCE AS HUMAN BEINGS IS THE ACCESS TO OPPORTUNITY.

JULIE HANNA, EXECUTIVE CHAIR OF KIVA,
IN CONVERSATION WITH THE EXPONENTIAL CENTER'S
MARGUERITE GONG HANCOCK, NOVEMBER 16, 2016

WE FIND OURSELVES IN AN EXTRAORDINARY POSITION AT A CRITICAL MOMENT IN HISTORY.

The velocity and scope of change brought on by technology has transformed the world as we know it. And we are still adjusting as a species. CHM has a unique opportunity to share its understanding of technology—the history, the complexities and nuances—to increase awareness and encourage positive social impact.

By 2022, we will build the foundation for and reimagine CHM to engage millions of people around the world to leverage technology for positive social impact. We will expand our content focus through partnerships and experiences, optimize the use of our collections, engage and serve a more diverse audience, and foster a culture of collaboration and learning within and outside our Museum walls.

The strategic framework provides an overview of our plan and our objectives. It focuses on three priorities: 1) experience, audience, and engagement; 2) collections, research, and programming; and 3) operational excellence. This plan is a detailed look at our priorities and goals.

PRIORITY 1

EXPERIENCE, AUDIENCE & ENGAGEMENT

Grow, support, and engage audiences through meaningful experiences.

GOAL 1 Expand reach and grow audiences through new partnerships and channels.

GOAL 2 Implement innovative approaches to visitor experience to deepen engagement through our collections, exhibits, and educational programs.

GOAL 3 Demystify technology and inspire audiences to see themselves as creative and informed citizens of our digital world.

PRIORITY 2

COLLECTIONS, RESEARCH & PROGRAMMING

Stimulate learning and facilitate insights through collections-based research, collaboration, and programming.

GOAL 1 Convene conversations to connect audiences with diverse viewpoints and unique perspectives at the intersection of technology and humanity.

GOAL 2 Promote scholarship by celebrating and supporting research across the Museum.

GOAL 3 Diversify, support, and share our collections through increased public accessibility and focused acquisition planning.

PRIORITY 3

OPERATIONAL EXCELLENCE

Expand operations, prioritize organizational culture, and grow partnerships in support of our mission.

GOAL 1 Develop our organizational capacity by refining processes and by recruiting, training, and retaining a talented staff.

GOAL 2 Invest in infrastructure projects, including integrated systems and facilities improvements in support of operations and adherence to best museum practices.

GOAL 3 Focus and refine collaborations to grow our community of supporters, members, donors, and partners.

PRIORITY 1

EXPERIENCE, AUDIENCE & ENGAGEMENT

Grow, support, and engage audiences through meaningful experiences.

We will embrace an audience-centered approach to enhance learning for our visitors. We will present technology as an encompassing, inclusive, and multifaceted story that illuminates a multitude of people, ideas, and experiences. Our approach resonates from within our walls and extends to reach global audiences.

GOAL 1

Expand reach and grow audiences through new partnerships and channels.

- Build out an audience segmentation framework and develop a comprehensive strategy that pertains to all visitors' experiences—both physical and digital.
- Assign metrics that coordinate activities across the Museum to encourage repeat audience engagement through multiple channels and geographies.
- Develop collaborative approaches that leverage partnerships to grow mutually beneficial experiences that help us scale, support, and deliver on our mission.
- Ensure the innovative and effective use of digital communication tools by prioritizing and updating the Museum's digital content systems and channels.

GOAL 2

Implement innovative approaches to our visitor experiences to deepen engagement with our collections, exhibits, and educational programs.

- Create experiences that make technology relatable, spark curiosity, and build skills for thinking about and engaging with technology in new ways, using techniques such as object-based learning, hands-on activities, and person-to-person connections.
- Optimize website capabilities to expand digital access to our programs, exhibits, educational curriculum, and collections, tailored to our targeted audiences.
- Develop innovative offsite experiences, including traveling exhibits and educational programs, utilizing outside collaborations and partnerships.
- Build partnerships that extend our reach into domains that have been transformed by technology, such as music, art, literature, environment, and business, to broaden understanding of its impact on human potential.
- Develop an ongoing program of evaluation to allow us to recognize, articulate, and communicate the impact of our work on individuals and communities.

GOAL 3

Demystify technology and inspire audiences to see themselves as creative and informed citizens of our digital world.

- Focus messaging, experiences, and educational offerings to help audiences comprehend, discuss, and engage with technology at the heart of global change.
- Create and facilitate opportunities for life-long learning throughout the Museum's activities and exhibits.
- Foster active communities through in-person experiences and digital platforms that encourage people to share and assess their own stories, ideas, and opinions.

PRIORITY 2

COLLECTIONS, RESEARCH & PROGRAMMING

Stimulate learning and facilitate insights through collections-based research, collaboration, and programming.

We will spark conversations and debate about relevant issues, acknowledging the complexities, uncertainties, and challenges presented by technology. We will strengthen and expand our partnerships, collaborate with top domain experts, and demonstrate the power of research and insights to further civic discourse. We will inspire an active, forward-looking community by encouraging questions and respecting differing points of view.

GOAL 1

Convene conversations to connect audiences with diverse viewpoints and unique perspectives at the intersection of technology and humanity.

- Implement a comprehensive programming strategy and set processes that prioritize audience growth, sponsorship, funding, and systems for tracking audience data and engagement.
- Expand our programming to encompass new formats, such as debates, conferences, and community forums.
- Revitalize our studio facilities, media equipment, and content management systems to ensure the high-quality productions, efficient post-production and digital content creation, and broadcasting capabilities.

GOAL 2

Promote scholarship by supporting and celebrating research across the Museum.

- Expand scholarship output through internal and external publications, media, CHM-hosted conferences, commissioned content, and public events.
- Create opportunities for visiting scholars, historians, and researchers, especially in the areas of learning, preservation, entrepreneurship and innovation, software studies, and networking and mobile computing.
- Expand our scholarly community of peer institutions, scholars, domain experts, interns, and curators.

GOAL 3

Diversify, support, and share our collections through increased public accessibility and focused acquisition planning.

- Proactively build keystone collections that reflect the diverse stories and experiences of people and cultures across the globe.
- Implement a shared curatorial strategy pertaining to collecting priorities to ensure efficiency and accountability.
- Increase digital access to our collection to inspire visitors from around the world.
- Build out a corporate archives initiative to build revenue and preserve corporate history in Silicon Valley and across the globe.

PRIORITY 3

OPERATIONAL EXCELLENCE

Expand operations, prioritize organizational culture, and grow partnerships in support of our mission.

We will create organizational capacity to evaluate and measure impact, grow income streams, optimize partnerships, and improve our facilities and systems infra-structure. We will adhere to best museum practices to maintain and ensure the integrity of our exhibits and collections facilities. Internal processes will encourage collaboration and respect and promote operational transparency and efficiency. We will invest in and support our staff through increased opportunities for pro-fessional de-velopment.

GOAL 1

Develop our organizational capacity by refining processes and by recruiting, training, and retaining a talented staff.

- Build a streamlined organizational structure that ensures realization of the Museum's strategic plan, with an internal culture that reflects our values.
- Strengthen the hiring process through targeted recruiting and establish an onboarding program that provides comprehensive coverage of all departments and functions.
- Retain and grow talented staff and volunteers within the Museum through performance planning, management and leadership training, meaningful recognition, and personal and career development opportunities.
- Determine optimum workflow, processes, and systems that encourage cross-departmental collaboration and alignment.
- Establish a communications plan to distribute and support revised processes.

GOAL 2

Invest in infrastructure projects, including integrated systems and facilities improvements in support of operations and adherence to best museum practices.

- Upgrade our buildings with major physical improvements and enhanced technological infrastructure and media capabilities.
- Develop a master facilities plan that identifies the next major projects by looking holistically at the visitor experience, neighborhood development, partnership potential, and efficient construction sequencing.
- Maintain state-of-the-art exhibits, oral history studios, digital collection, and artifacts on display.
- Build state-of-the-art storage and research facilities that reflect the historical value of the physical collections.
- Build a state-of-the-art integrated collections digital infrastructure to access, exhibit, contextualize, acquire, store, and preserve digital content, including websites, born-digital objects, digitized materials, audio visual materials, and source code.

GOAL 3

Focus and refine collaborations to grow our community of supporters, members, donors, and strategic partners.

- Build visibility and brand awareness to encourage partnerships and community.
- Strengthen our media, content, and distribution channels, including a new, mobile-ready, accessible website.
- Integrate and coordinate partner, donor, and member outreach and engagement efforts aligned with clear impact metrics.
- Strengthen our financial base to diversify revenue streams in support of our development and fundraising initiatives.
- Cultivate venue operations and build strategic partnerships to further joint mission and brand awareness.

BY 2022, WE WILL BUILD THE FOUNDATION FOR AND REIMAGINE CHM TO ENGAGE MILLIONS OF PEOPLE AROUND THE WORLD.

COMPUTER HISTORY MUSEUM