



Position Specification

Chief Marketing and Business Officer

2022



POSITION SPECIFICATION

Position	Chief Marketing and Business Officer
Organization	Computer History Museum
Location	Mountain View, CA
Reporting Relationship	Dan'l Lewin, Chief Executive Officer
Website	www.computerhistory.org

THE OPPORTUNITY

From the heart of Silicon Valley, the Computer History Museum (CHM) stewards the world's foremost collection of artifacts and oral histories chronicling the story of computing and technological innovation. The Museum advances knowledge and the exchange of ideas through research that encompasses historical insights with forward-looking perspectives. CHM convenes dialogue and stimulates debate to promote civic discourse and creative ideas at the intersection of technology and humanity.

Working in partnership with CHM's CEO and executive leadership team, the Chief Marketing and Business Officer (CMBO) will play a significant role in leading the development of creative new business approaches to grow, monitor and measure audience and marketplace impact. This is an exciting and pivotal moment to drive the next chapter and beyond for an organization that celebrates and showcases the critical importance of digital impact on humanity and the globe. The CMBO will partner and align with the executive team to propel the Museum toward realizing its strategic goals.

THE ORGANIZATION

The CHM mission is to decode technology—its computing past, digital present, and future impact on humanity. CHM is the leading institution chronicling the history and impact of computing technology in the world. It houses 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. The museum holds cutting-edge exhibits in a building that sits at the crossroads of technology and creativity and has an established community, supported by both history's pioneers and today's innovators. Through its products, services and vast collection, CHM shares insights in pursuit of its vision to shape a better future.

WHERE WE ARE GOING

Over the past two years, CHM has been systematically transforming to achieve and fulfill the promise outlined in the Strategy to 2022 and to deliver CHM 3.0. By 2022, the Museum will build the foundation for and reimagine itself to engage millions of people around the world to leverage technology for positive social impact. While they have begun to expand their content focus, optimize the use of their collections, engage and serve a more diverse audience, and foster a culture of collaboration and learning within and outside the Museum walls – there is much work left to be done.

New partnerships and programming will be critical in an effort to deliver a continuation of their strategy and will be essential in their sustainability. As such, the executive team is working to refine and rapidly iterate the key components for a new model of operation to establish their plans and the timing for a capital campaign.



The strategic framework also outlines the following three priorities: 1) experience, audience, and engagement; 2) collections, research, and programming; and 3) operational excellence.

The first priority enforces CHM's commitment to embracing an audience-centered approach that enhances learning for visitors. It also highlights the importance of presenting technology as an encompassing, inclusive, and multifaceted story that illuminates a multitude of people, ideas, and experiences.

With regard to its second priority, the Museum will work to spark conversation and debate about relevant issues, acknowledging the complexities, uncertainties, and challenges presented by technology. The team will strengthen and expand partnerships, collaborate with top domain experts, and demonstrate the power of research and insights to further civic discourse. Collective efforts will be to inspire an active, forward-looking community by encouraging questions and respecting differing points of view.

Operational excellence will involve creating the organizational capacity to evaluate and measure impact, grow income streams, optimize partnerships, and improve facilities and systems infrastructure. The CHM location and physical space are an incredible asset that need to be fed with new and exciting reasons for audiences to visit. The 3.0 programming must be designed with digital reach to remote audiences in mind. The Museum will continue to adhere to best practices and maintain and ensure integrity of exhibits and collections facilities throughout its transformation toward a greater audience and impact.

High Priority Projects Currently Underway

There are four key efforts underway to close out CHM's FY 2022 (end June) that form the basis of CHM's ongoing work and create the foundation for their transformation. In addition, CHM's Collections Advisory Board, Marketing Task Force and the Campaign Task Force are engaging with important contributions to be made in the coming months.

1. **OpenCHM**: OpenCHM is emerging as an essential UVP (Unique Value Proposition) for CHM 3.0 with a strong foundation of support from the Moore Foundation, Terentia and Microsoft. Microsoft's GLAM industry go to market provides confidence in the technical effort and positioning CHM as helping build the 21st century architecture for 21st century museums. Emerging partnership discussions are underway.
2. **Fellows Awards**: Working with e2K and across the organization, the team has elevated this signature program as an instance proof for CHM 3.0 and the new mission. With this effort, CHM is also framing key thematic reference points to align their ongoing programming.
3. **McGovern Prize**: A first-year pilot effort to align brand affiliation with the PJMF includes a world-class selection committee, a community of media influencers helping to solicit and celebrate a luminary and emerging media influencer.
4. **Ongoing Programming**: Currently aligning their 'companion' programming grounded in the thematic structures aligned to Fellows. There is opportunity to launch the reopening in FY22 under the theme of Creativity and Expression which provides a broad platform for programming – physical and digital.

WHAT YOU'LL DO

The Chief Marketing and Business Officer embodies the organization's visionary spirit and operates as a strategic business partner to the CEO, board, and executive team, providing leadership, insight, inspiration and counsel for the development of creative new business approaches to measure audience and marketplace impact. The successful candidate will be a dynamic leader with a genuine passion for technology, its impact on humanity, and how the relationship between the two has transitioned over time.



The CMBO will bring strategic vision and agility for the organization to thrive and innovate in the face of disruption. The successful candidate will join an organization with a strong foundation of resources upon which to build. They will partner and align with executive leadership and Edelman to realize CHM 3.0– to reach millions worldwide.

More specifically, the CMBO will:

- 1) Lead the translation and refinement of the CHM 3.0 vision and Strategy to 2022 into actionable and measurable business metrics targeting 2025;
- 2) Manage marketplace communications for programs and partner engagement;
- 3) Plan corporate partnership and market engagement strategies;
- 4) Develop and operationalize business and market impact dashboard(s) for target audiences; and
- 5) Help define, develop and launch a global scale membership effort using Open CHM / technology to reach audiences on their terms.

The successful candidate will take on leadership of:

Business Development

- Lead business development efforts on behalf of CHM to complement the mission and vision of the Museum.
- Establish efficient systems to improve and scale fundraising capability.
- Serve as a chief partnership builder and community connector; cultivate relationships with key partners to help to enable the organization grow and diversify funding sources.
- Operationalize strategic efforts to improve and scale the Museum's community and impact.

Strategic Leadership

- Partner with executive leadership team in the development and execution of a strategic plan to complement the capital campaign.
- Heads up strategic planning as it relates to business metrics and market engagement.
- Research and evaluate metrics and guide process improvement to continue growth.
- Develop a transparent internal culture that supports and inspires the mission and promotes collaboration and innovation across the organization.
- Fully embrace values of diversity, equity, and inclusion, and a commitment to instill this in the culture, leading through professional and personal example.

CHM internal and external businesses

- Build and develop a dynamic in-house business/entrepreneurship team and matrix organization.
- Collaborate with the executive leadership team and Museum community at-large to create business plans for external stakeholders.
- Evaluate opportunities/strategies for better engaging target audiences.
- Monitor short- and long-term investments and the integration of strategic efforts to improve engagement and increase revenue streams.
- Actively champion and model entrepreneurial business builder mindset for colleagues and Museum stakeholders.

Financial Planning and Sustainability

- Partner with team members on organization-wide fundraising initiatives.
- Provide risk management analyses and proactively review, anticipate, and address



- potential risks of business plans and how they might impact revenue streams.
- Optimize staff and resource allocation to drive success across CHM.
- In partnership with the other executives, lead annual planning, including annual budgeting. Ensure strategic priorities are aligned with budget priorities and translated into rigorous, executable plans across the organization.

WHO YOU ARE

Successful candidates will bring superlative business acumen and passion for being engaged in a space where technological progress should be in service to human progress and access to opportunity.

- A significant track record of developing and launching scalable business plans
- Demonstrated results-orientation in a similar environment of transferrable scope and/or complexity
- An energetic, ambitious and visionary nature that combines leadership and intellectual curiosity with practical execution skills
- Proven innovative and entrepreneurial leadership
- Technologically savvy
- Brings variety of experience across large- and small-scale businesses
- Builder of culture that values diversity, equity and inclusion
- Ability to collaborate productively across multi-disciplinary teams
- Showcases high IQ and high EQ and seeks input from others
- Ability to build and maintain effective relationships within a large agency network of diverse partners with varying levels of expertise and engagement
- Navigates effectively through change
- Deep knowledge and market intelligence across various sectors and industries
- Successful recruitment and retention of a highly productive and diverse team
- Demonstrated success building positive, effective, and collaborative cultures
- Exemplary communications skills and compelling storyteller
- A good manager of assets – people, money, and time
- Experience or exposure to board governance
- Expertise managing organizational complexity

EDUCATION

- Bachelor's degree required, master's degree or above in a related field preferred



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