CHM
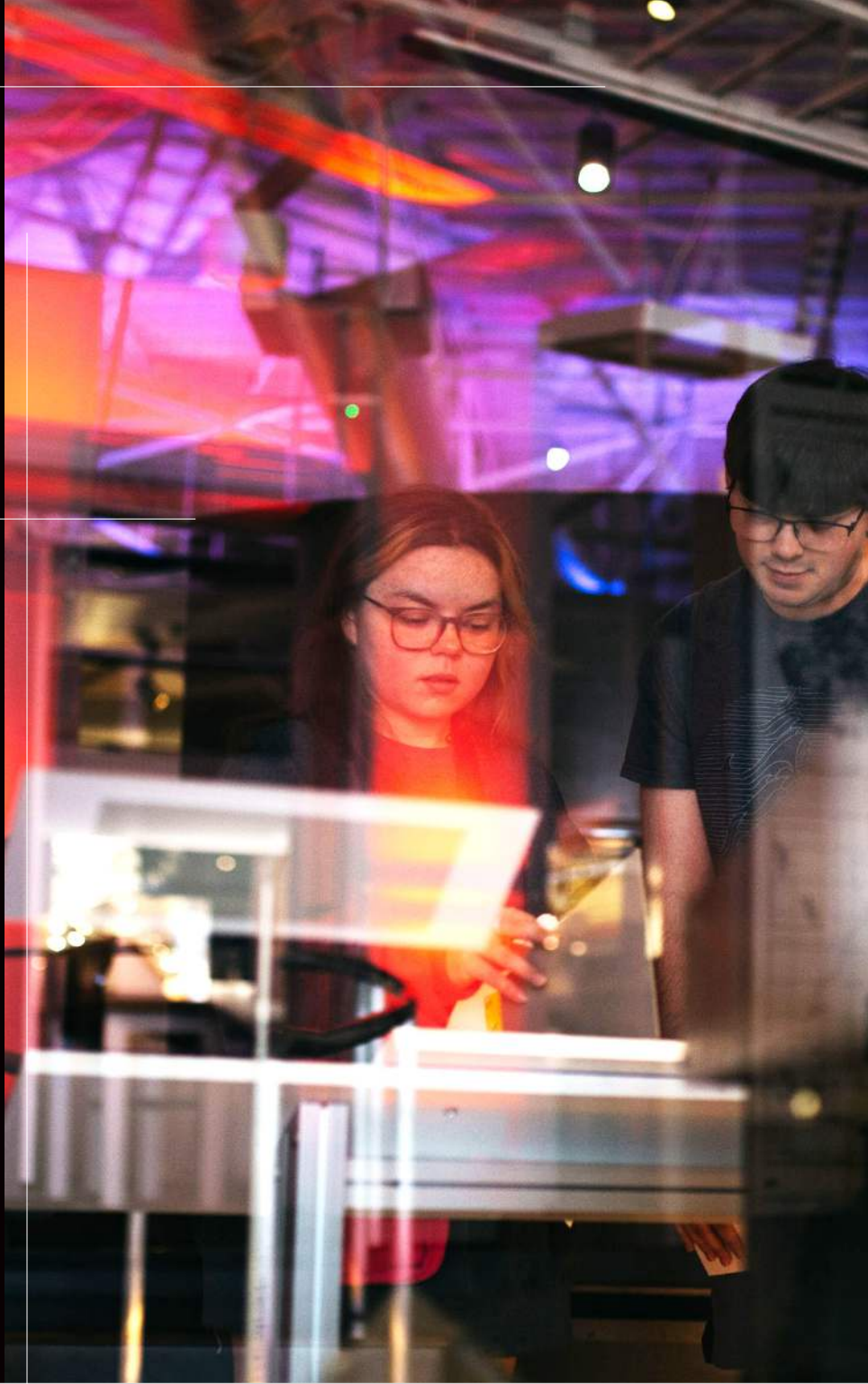# STRATEGY
TO
2030

A BOLD VISION FOR A HUMAN–CENTERED DIGITAL WORLD

CHM DECODES OUR ONGOING DIGITAL TRANSFORMATION

I often say, paraphrasing E.H. Carr, that history is about the present having a conversation with the past. In our digital age, with tech so deeply embedded in our daily lives, open and inclusive discussions are more important than ever—particularly when we use the valuable lessons of the past to understand the promise and peril of new technologies for humanity. For people.

AI platforms like ChatGPT, Google's Gemini, and Microsoft Copilot, to name a few, are having incredible conversations with humans. At the same time, AI tools are being used to create deepfakes and misinformation, and it's hard to know exactly who, or what, to trust.

This technology raises both practical and existential questions about what it means to be human in a world where computing determines so much about how we perceive and act. CHM, as a trusted institution in the heart of Silicon Valley, is uniquely positioned to convene experts and guide conversations around these questions and other top-of-mind issues for the people who walk through our doors and those who find us online. We provide relevant history, context, and knowledge to help people understand our digital world and where it's headed. And we serve as a trusted partner in decoding technology for everyone, empowering people to make informed choices about the tech they create and use.

I joined CHM in 2018 because I believed deeply in its potential as a platform for all—empowering people to dig into their interests and draw their own insights and conclusions by exploring our unparalleled collection of artifacts and oral histories. We have a vision for a fair, inclusive, human-centered digital world: By 2030, CHM will be a strong, sustainable 21st-century Museum reaching millions of people online and in person, inspiring them to help build a better future. The plan you are holding in your hands is the roadmap we will use to accomplish this.

I am confident we can do it—with the support of people like you.

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

WHO
WE ARE

OUR CORE BELIEFS

As artificial intelligence redefines what it means to be human, and as our world grapples with many complex, technology-driven issues—such as economic inequality and instability, threats to democracy, and rapidly accelerating climate change, among others—CHM's position of trust enables us to help people make better decisions, solve problems, and imagine new ways forward. Our work is guided by three core beliefs:

Our computing past informs our digital present with lessons that span generations.
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, 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.
We believe that carefully examining the evolution of technology, from the objects we collect to the stories we tell, generates new perspectives to inform our ongoing choices. We provide 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.
We believe problem-solving 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 if we're mindful of the risks. We foster creativity, stimulate learning, and convene conversations about the possibilities and responsibilities of technology to further civic discourse, collaboration, and social change.

OUR VISION

To shape a better future.

OUR MISSION

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

OUR STRATEGIC PILLARS

How do we decode technology?
In three ways:

1 **Preservation**
We collect and care for the artifacts and stories of the ongoing computing revolution to under-stand how our digital world came to be and where it might be headed.

2 **Education**
We provide engaging experiences that make technology and computing history accessible and relevant to people of all ages, backgrounds, and interests, empowering them to make choices for a better future.

3 **Conversation**
We facilitate dialogue and stimulate debate about critical issues in technology, because the actions we take today create the future we live in tomorrow.

OUR THEORY OF CHANGE

Our work creates informed digital citizens empowered to make choices for a better future.

A BOLD VISION FOR A HUMAN-CENTERED DIGITAL WORLD

Our world is transforming before our eyes.

Driven by artificial intelligence, the accelerating pace of technological innovation creates limitless opportunities and dangerous pitfalls.

And we're ready.

CHM is the leading museum decoding computing's ongoing impact on our world. We are uniquely positioned to cull the key lessons of the past and empower people from all walks of life, all over the world, to shape a better future—today.

We have a vision for a just and inclusive digital world, one where the most powerful tools ever made serve all of humanity.

IMAGINE A PLACE...

Of community—where the makers and builders of today's technology come together, virtually and in person, with parents and kids, young professionals and experts, teachers, policymakers, and business leaders.

Of wisdom—that shares inspirational stories and cautionary tales about the impact of technology.

Of promise—that creates informed digital citizens empowered to make choices for a better future.

Let's build that place together.
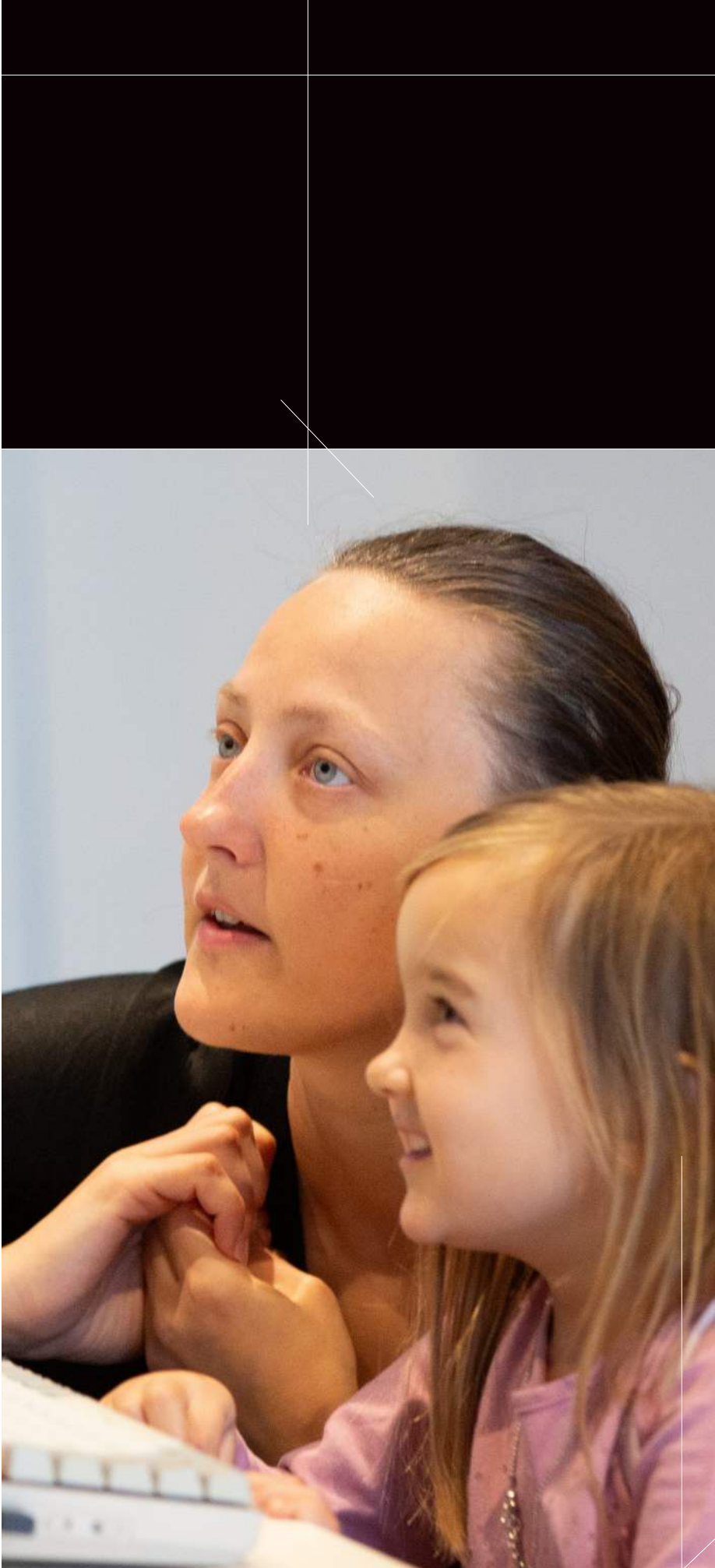
CHM TODAY

We are the world's largest, most comprehensive museum of the digital age, and we've built an international reputation as a trusted cultural institution in the heart of Silicon Valley—the epicenter of tech innovation and entrepreneurship for nearly a century.

For more than 40 years, CHM has collected the technologies and captured the stories of the visionaries, disruptors, and pioneers of the computing revolution. We have a deep understanding of the impact of technological transformation over time and how the lessons of the past can be connected to our world today.

We are the only institution connecting the lessons of history with an extensive network of today's changemakers to decode technology for everyone, everywhere.

CHM TOMORROW

We know the future we want to see. It's one where technology is accessible to all and benefits everyone. One where we don't just ask if we can build it but also if we should. One that consults those who will be affected by new technology before it launches. One where the greater good comes first. Today, artificial intelligence is redefining what it means to be human, transforming how we engage with one another and raising eye-popping questions about the future of...well, everything. As our world grapples with so many complex, technology-driven issues—economic inequality and instability, threats to democracy, and rapidly accelerating climate change, among others—our position of trust enables us to help people make better decisions, solve problems, and imagine new ways forward.

CHM provides opportunities for people of all ages, experiences, and backgrounds to explore and learn about technology so they can make informed choices as they participate in shaping our digital future—because life as we know it doesn't exist without computing.

Because how people act today creates the world we live in tomorrow and becomes the past we all share, for better or worse.

CHM CONNECTS
THE PRESENT TO
THE PAST

Our comprehensive collection of more than 1 million objects, documents, photographs, videos, digital records, and oral histories is at the heart of CHM. Preserving and sharing the stories of humanity's computing journey is our passion. We're actively seeking out people and teams who've made—and are making—crucial contributions but whose stories have not yet been told. We're including them in our programs and gathering their oral histories.

And we will do more—much more.

We want to capture the full history of our ongoing tech revolution in all its complexity and diversity for future generations, so that everyone will see themselves reflected at CHM. And we want to use our exhibits to show visitors how history can help them navigate today's ever-changing technology. Providing historical context and insights into current issues helps people understand what's happening and why—and what possible futures they can choose.

With new programming to reach a variety of audiences, we want to use the lessons of the past to inform conversations about the present and future. Providing a safe, civil, and trusted space for our audiences to learn about new topics and challenges, we'll ask tough questions and debate complex issues. We'll draw on our vast network of experts across sectors to dig deep and provide multiple perspectives. And the conversation won't go one way—our experts will engage with our community, too. Everyone will have a chance to be heard at CHM.

We want to make everything we do at CHM accessible everywhere. Expanding our reach online with a new digital platform, we'll distill stories, discussions, and insights into learning resources for teachers, hands-on activities for students, and digital experiences for everyone. With a shared grounding in history, we will build a connected community that listens, learns, and changes each other's minds.

Through engaging and fun activities, CHM's informed, inspired digital citizens will be empowered to act wisely and help create a future full of promise for the next generation of changemakers—our children and grandchildren.

TAKING THE LEAD

With the powerful technologies we have at our fingertips, it may sometimes feel like artificial intelligence can solve more problems than human intelligence. But when we use the best of our humanity—our sense of justice, our compassion, our hope—to guide the choices we make when we build and use technology, there's no limit to the good we can do or the future we might create. It's in our hands.

We're looking for partners to imagine with us.

Are you ready?

HOW WE WILL
FUND THE PLAN

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 like CHM requires to ensure we can execute our Strategy to 2030 and achieve our mission for generations to come. As of 2024, annual fundraising covers 60% of CHM's fixed costs; our goal is to reduce that to 33%. We will reach this goal primarily by:

Increasing the endowment
We will build our endowment to approximately $100 million, so that it covers about a third of our annual operating expenses.

Growing the membership program
We will increase membership revenue from approximately $2 million a year to $6 million by focusing on increasing rates of donor acquisition and retention.

Focusing on planned giving
We will expand the number and value of documented planned gifts.

STRATEGY TO 2030: GOALS AND OBJECTIVES

Between now and 2030, CHM
will focus its efforts on the following
primary areas of work:

1

Audience Reach and Impact:
We 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.

a. Launch and continue to expand the OpenCHM
   platform to allow our community greater access
   to our world-class collection while broaden-
   ing and deepening our digital reach to people
   worldwide.

b. Build a seamless, engaging, and comprehen-
   sive digital experience—from the web to social
   media—for our community, including construc-
   tion of a new Storytelling Studio to support our
   oral history program.

c. Conceptualize, fund, staff, and build an impact-
   ful and scalable K–12 education program that
   serves people locally, nationally, and globally.

d. Expand, diversify, digitize, and steward our
   collection with a focus on inclusion, audience
   needs, and access.

e. Reimagine the visitor experience in Mountain
   View, including updating *Revolution: The
   First 2000 Years of Computing* and building
   a rotating exhibition program that engages
   our community and encourages them to
   visit regularly.

f. Produce programming that, drawing on our
   large network of experts and our community,
   culls the key lessons of the past to help us cre-
   ate informed digital citizens empowered to
   make choices for a better future.

2

**Operational Excellence and
Continuous Improvement:**
We will further CHM's role as a leading museum and trusted resource by embedding evaluation in all we do and continuously improving our systems and processes while responding to changing audience needs.

a. Build the capacity to drive and support major expansions of our reach, relevance, and revenue.

b. Improve CHM's operating systems, processes, and procedures in alignment with non-profit and museum best practices, including the American Alliance of Museums' Accreditation and Excellence programs.

c. Design and build a plan for measuring and reporting our progress toward our theory of change. Incorporate a cycle of continuous improvement into our program development process.

d. Modernize our physical spaces to ensure our collection is protected, our employees are safe and comfortable, and our visitors enjoy a world-class experience.

e. Invest in staff training, development, and building a culture of excellence and collaborative problem-solving, so that our employees have the technical and soft skills to support evolving organizational needs.

3

Financial Sustainability:
We 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.

a. Maximize the use of our largest financial asset–our extensive real estate portfolio.

b. Build and operationalize new strategies to acquire and retain donors at scale while meeting annual fundraising goals to support CHM's growth.

c. Expand our earned revenue streams.

2024