

# SHARING OUR COLLECTION

CHM

FISCAL YEAR 2025 REPORT TO THE COMMUNITY

CHAMPING

# CHM FY25

## LETTER FROM THE CHAIRMAN

### It's been an exciting and transformative year for CHM.

President and CEO Dan'l Lewin retired after seven years of service, leaving the Museum with a clear mission and vision, a strong strategic and operational foundation, and the momentum to reach, educate, and inspire a global community of digital citizens. With a focus on carrying out the Museum's Strategy to 2030, we've made significant progress in the key areas of audience reach and impact; operational excellence; and, financial sustainability.

In April, Marc Etkind joined CHM as the new president and CEO. He has an extensive background in science and technology media, most recently as head of communications at NASA, where he led a team of 400 people across 10 centers, with responsibility for news, exhibits, and historical preservation. He directed the Agency's digital transformation, launching the new streaming service NASA+, modernizing and redesigning the flagship NASA.gov website, and expanding social media reach to nearly 400 million followers. Prior to his tenure at NASA, Marc was the general manager of the Discovery Science channel.

As CEO, Marc will guide CHM into its next phase of growth, strengthening its leadership in preserving and sharing computing history and engaging millions worldwide through world-class experiences, both in-person and digital.

Our newest exhibit, *Chatbots Decoded: Exploring AI*, opened in November 2024, and it's a very compelling case study. In just over a year, we opened a timely, relevant exhibit on history in the making, tackling both the promises and challenges around new developments in artificial intelligence and providing audiences with both historical context and expert insights. The exhibit framework was designed to be modular and reusable, making it easy to streamline future exhibits like this one. Learn more about it in this report and come see it in person at the Museum.

Sincerely,



**STEPHEN S. SMITH**  
CHAIRMAN OF THE BOARD OF TRUSTEES

# F25 BY THE NUMBERS

Total followers on social accounts across all channels (includes YouTube)

399,154

Number of times CHM was mentioned in news articles

5,455

Number of times CHM was mentioned on social media (includes blogs)

26,376

Total social engagement across all channels (includes YouTube)

462,443

Total online video views (includes YouTube and Social channels)

6.2M

Total number of Museum exhibit visitors

94,170

Total number of group visits

446

CHM Live event virtual attendees

7,230

CHM Live event in-person attendees

1,828

Supporting members

13,539

## LETTER FROM THE CEO

**I'm thrilled to join CHM as its new president and CEO at this pivotal moment in the history of technology.** This year, we captured the revolution in artificial intelligence in our newest exhibit, *Chatbots Decoded: Exploring AI*. We honored five incredible CHM Fellows, including NVIDIA cofounder and CEO Jensen Huang. On stage for CHM Live, we hosted Sal Khan, Bill Gates, and many more thoughtful innovators and experts in areas as diverse as video games and how AI is used for decoding ancient scrolls. We're continuing to plan an incredible array of live programming in the coming months.

At the heart of CHM is our renowned collection that chronicles the entire span of the digital revolution. It includes more than 1 million items, such as iconic business plans, source code, software, photos, historic video, and over 1,300 oral histories. Each year, hundreds of thousands of people—from students and scholars to filmmakers and tech enthusiasts—access the collection online and onsite.

With generous support from the Gordon and Betty Moore Foundation, I'm pleased to share that we've completed a major overhaul of our collections database, migrating an astonishing 267,924 records. It's all in preparation for our launch of OpenCHM, a powerful new digital portal with advanced search tools that make it easier to explore the entire collection seamlessly from wherever you are around the world.

Building the new portal has been a multi-year endeavor. Browsing as a search entry point is a part of the modern web experience, so increased discoverability was key. Flexibility has been a guiding concept for the entire process, because we wanted to build a platform that would allow us to experiment with new ways to view both our 3D objects and rich archival materials. Our hardworking CHM archivists leveled up our database, auditing gaps and updating old records to reflect new conventions in the field developed in the 20 years since we last migrated our catalog.

When OpenCHM launches officially later this year, it will include new digital storytelling and discovery tools to bring the technology revolution to life for both expert and general audiences worldwide.

And OpenCHM is just the beginning. With the help of the CHM board of trustees, dedicated donors, and our committed staff and volunteers, we're on our way to unlocking our collection for all audiences to decode technology and build a digital museum for the future.

Sincerely,



MARC ETKIND  
PRESIDENT AND CEO

# THE WORLD NEEDS CHM



## MISSION

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

As artificial intelligence redefines what it means to be human, and as our world grapples with many complex, technology-driven issues, CHM's position of trust enables us to help people make better decisions, solve problems, and imagine new ways forward.

CHM is uniquely positioned to convene experts and guide conversations about AI and other new technologies.

CHM's Strategy to 2030 is our roadmap for the work we'll do in the coming years to forward our mission of decoding technology for everyone through our research, collections, exhibits, and programs.

We have a vision of a fair, inclusive, human-centered digital world. To achieve it, CHM is building a global community of informed digital citizens empowered to make choices for a better future.

Our core beliefs and values inspire us and infuse every aspect of our work.

## CORE BELIEFS

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

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

Technological progress should be in service to human progress.

## THEORY OF CHANGE

Informed digital citizens empowered to make choices for a better future.

# SUPPORTING MEMBER SPOTLIGHT

STORIES BEHIND OUR SUPPORT

## BRENDAN AND SARAH ITTELSON

CHM Core donors Brendan and Sarah Ittelson's love story began during the early months of COVID, when they met on Zoom after being introduced. The couple spent hours on Zoom, Google Meet and FaceTime, bonding over their shared passion for photography, video production and storytelling.

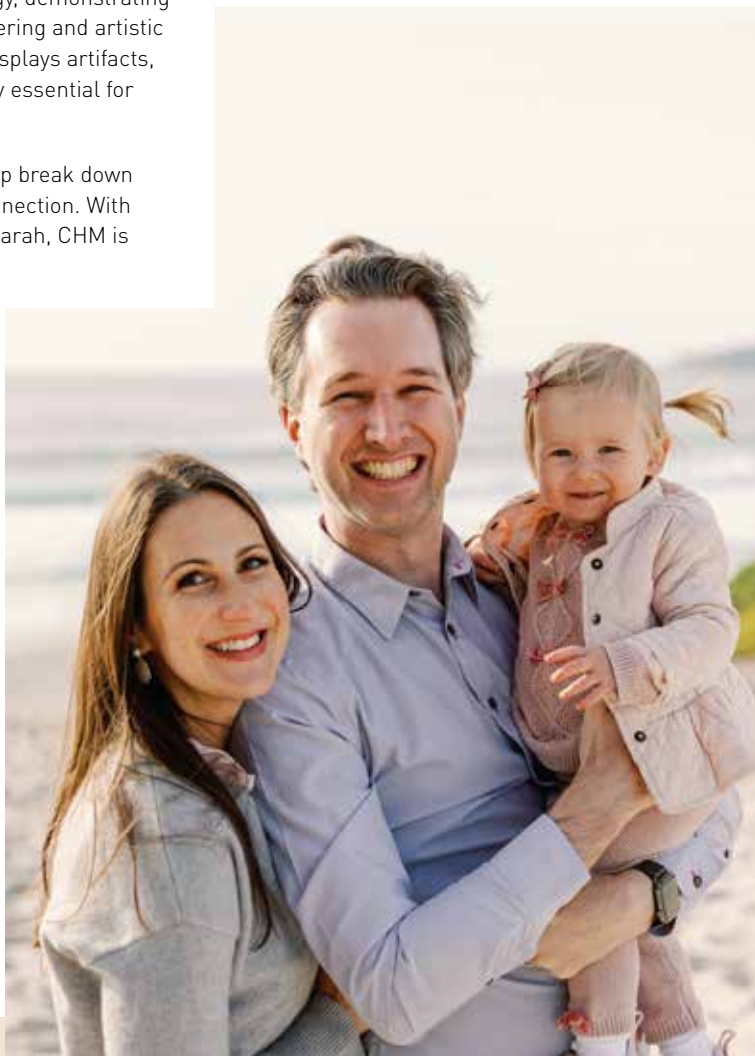
Growing up surrounded by educators sparked Brendan's lifelong fascination with technology and innovation (he holds over 20 technology-based patents), a passion he now channels into supporting the future of tech education.

Brendan and Sarah said, "In engineering, we typically pursue root causes to understand the 'why.' We support the Computer History Museum because it preserves the 'why' behind technology, demonstrating that innovation requires both engineering and artistic creativity. The museum beautifully displays artifacts, showcasing the artistry and creativity essential for technological advancement."

Their hope is that technology can help break down barriers to foster greater human connection. With dedicated donors like Brendan and Sarah, CHM is working toward that future.

**"For our family, raising our daughter in Silicon Valley, the Computer History Museum is more than just a museum; it's a place where we connect with the past, reflect on the present, and inspire her future."**

BRENDAN AND SARAH ITTELSON



**"Bernard [Goldstein's] mission was to create lasting change through technology. By supporting the Computer History Museum's work, I want to make sure he's recognized as more than an entrepreneur. He wanted the community to benefit."**

PATRICIA GOLDSTEIN,  
CAMPAIGN SUPPORTER,  
RYE, NEW YORK

## KEITH AMIDON AND RANI MENON

Born in 1970, CHM Core members Keith Amidon and Rani Menon experienced the explosion of computing into mainstream society that started with the micro-computer revolution, the internet, and then smart-phones. In fact, technology played a part in bringing them together when they both showed up at a meeting of the University of Michigan chapter of the Students for the Exploration and Development of Space. Tech is closely related to their professional careers, with Keith working directly on designing and building computer networks and networking products and Rani's field of Library and Information Science undergoing a major transformation. Keith and Rani are vocal fans of CHM Live programs, which they describe as consistently informative, with amazing guests, and important topics. They also appreciate the *Revolution* exhibit. "It does an amazing job of illustrating the arc of development from the earliest related technologies to today."

This year Keith and Rani have become members of both CHM's Lifetime Giving Society and Grace Hopper Legacy Society by designating the Museum as a beneficiary of their donor-advised fund. "We feel that CHM is the best organization to tell the story of computing history and want to support it," they said. "We would encourage others to consider a similar gift."



**"Space exploration remains one of our passions and has also been an area in which computing has enabled incredible accomplishments."**

KEITH AMIDON AND RANI MENON

**"Intuit was founded in Silicon Valley over forty years ago, after its founder, Scott Cook, made the realization that personal computers would replace paper-and-pencil based personal accounting. One of the ways we celebrate the impact and history of our company and the Valley is by supporting the Computer History Museum. We are gratified to know that our gift helps people from all over the world learn about and be inspired by the incredible stories of the technologies and innovators that have shaped our digital world."**

ERIN MOOS, HEAD OF STRATEGIC  
PHILANTHROPY, EMPLOYEE  
VOLUNTEERING & GIVING

INTUIT

# CHM IN THE NEWS

## A GO-TO VOICE FOR THE MEDIA ON COMPUTING'S HISTORY AND IMPACT

CHM is a trusted source for the news media—we are regularly mentioned in well-respected general publications such as *The New York Times*, *The Washington Post*, and *The Wall Street Journal*, as well technology-focused publications like *WIRED*, *IEEE Spectrum*, and *ZDNET*.

The news media covers CHM's activities, including our new exhibit, *Chatbots Decoded: Exploring AI*, and our re-release of the AlexNet source code to the public. Notably, our *Chatbots Decoded* exhibit was given its own feature in *The New York Times* as part of its Museums special section.

### MEDIA BY THE NUMBERS

5,455 Mentions in news articles

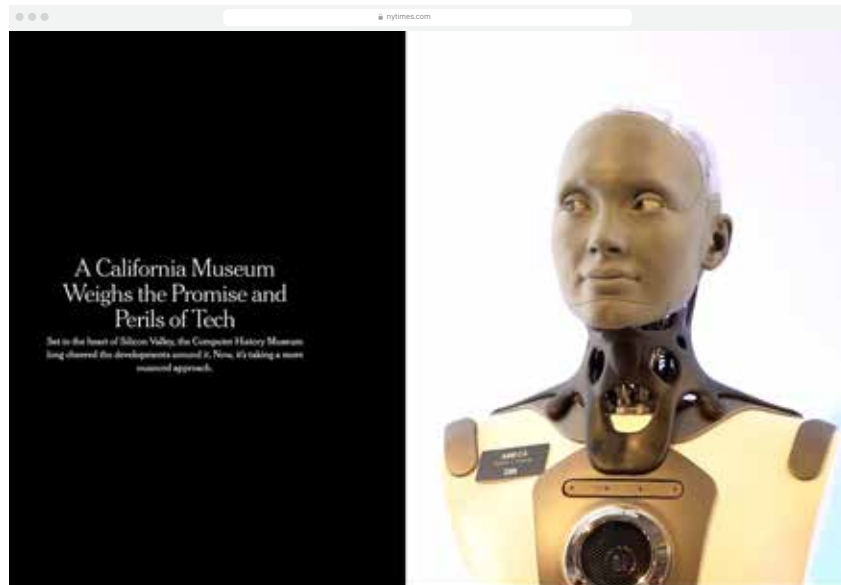


PHOTO: LOREN ELLIOTT FOR THE NEW YORK TIMES

### EXCERPT

[The New York Times:](#)  
A California Museum Weighs the Promise and Perils of Tech

"Though the word history is in its title, the museum has tried to stay relevant, he said, to "weave itself into the current ecosystem" of Silicon Valley. It frequently hosts events with leaders—recent ones have featured the likes of Bill Gates and OpenAI's former chief scientist Ilya Sutskever.

"As the museum moves forward, it has reached for a new tone. Even in exhibits that annotate and admire human ingenuity, the curators try to allow space for subtlety, and to

respond to a backlash in certain quarters against the ongoing computer revolution. The common aim among the curators interviewed is to speak to both the promise and peril of new innovations.

"There are questions the public has," Tashev said. "We're not being sensational. These are actual questions, and if we don't address them as a museum, we're not doing our job."

## CHM IN THE NEWS

[NBC Bay Area:](#)  
New AI exhibit at Computer History Museum in Mountain View

[Wall Street Journal:](#)  
AI Robots Are Entering the Public World—With Mixed Results

[Mountain View Voice:](#)  
Computer History Museum unveils new AI exhibit featuring chatbots

[PC Gamer:](#)  
The 2012 source code for AlexNet, the precursor to modern AI, is now on Github thanks to Google and the Computer History Museum

[ZDNet:](#)  
AlexNet, the AI model that started it all, re-leased in source code form—for all to download

[IEEE Spectrum:](#)  
AlexNet Source Code Is Now Open Source

## FUELING THE CONVERSATION: OUR WORK IN THE NEWS

Our blog posts, programs, and oral histories inform journalism on everything from the rise of AI chat-bots to Intel's leadership strategy to Bill Gates' thoughts on the future. Here are some examples:

[CNN:](#)  
Trump says Taiwan stole America's chip industry. But that's not true

[The Wall Street Journal:](#)  
Inside the Mind of Intel's New CEO: 'Disrupt and Leapfrog'

[WIRED:](#)  
To Truly Fix Siri, Apple May Have to Backtrack on One Key Thing—Privacy

[The Verge:](#)  
The 50 best things Microsoft has ever made

[Forbes:](#)  
The Rise of Fintech Families

[Fortune:](#)  
Bill Gates says the next generation should be 'very afraid' of these four issues

[Entrepreneur:](#)  
Bill Gates Says Younger Generations Should Be Worried About 4 'Very Scary' Things

[Benzinga:](#)  
Why There's No New Steve Jobs Or Zuckerberg—Bill Gates Names The Only 20-Something Founder Who's Still In The Game

## OBITUARIES THAT MATTER: INFORMED BY OUR EXPERTISE

CHM's oral histories and curators are often significant sources for obituary articles, helping to tell robust stories of both renowned and unsung luminaries. This year, our materials were cited in pieces honoring the lives of Sandy Robertson, Ratan Tata, Donald Bitzer, Richard Kramlich, and Bill Atkinson, among others. Here are some examples:

[TIME:](#)  
Remembering Sandy Robertson, Who Helped Create Silicon Valley

[The Telegraph:](#)  
Ratan Tata, dog lover, automobile cognoscenti who loved to fly, was not just an industry titan

[The Washington Post:](#)  
Thomas Kurtz, co-inventor of BASIC computer language, dies at 96

[The New York Times:](#)  
Donald Bitzer, Unsung Pioneer of Interactive Computing, Dies at 90

[The New York Times:](#)  
C. Richard Kramlich, Early Investor in Silicon Valley, Dies at 89

[WIRED:](#)  
Bill Atkinson, Macintosh Pioneer and Inventor of Hypercard, Dies at 74

[The New York Times:](#)  
Bill Atkinson, Who Made Computers Easier to Use, Is Dead at 74

[The New York Times:](#)  
David Cope, Godfather of A.I. Music, Is Dead at 83



# 2024 FELLOWS

On November 16, 2024, over 300 guests gathered at CHM for an unforgettable evening celebrating innovation and achievement at the annual Fellow Awards gala. The night honored five exceptional individuals whose groundbreaking contributions have shaped the digital age. The ceremony, emceed by CHM Trustee Erin Teague, was filled with inspiring moments as the honorees shared their reflections on their journeys and the lasting impact of their work.

The event was an extraordinary celebration of visionaries who have revolutionized the world of technology. Throughout the evening, heartfelt speeches, touching tributes, and short documentary films brought the remarkable lives and careers of these innovators to life, reminding everyone in the room of the power of imagination, perseverance, and collaboration.

**“I believe that artificial intelligence is the technology industry’s single greatest contribution to social elevation, to lift all of the people that have historically been left behind.”**

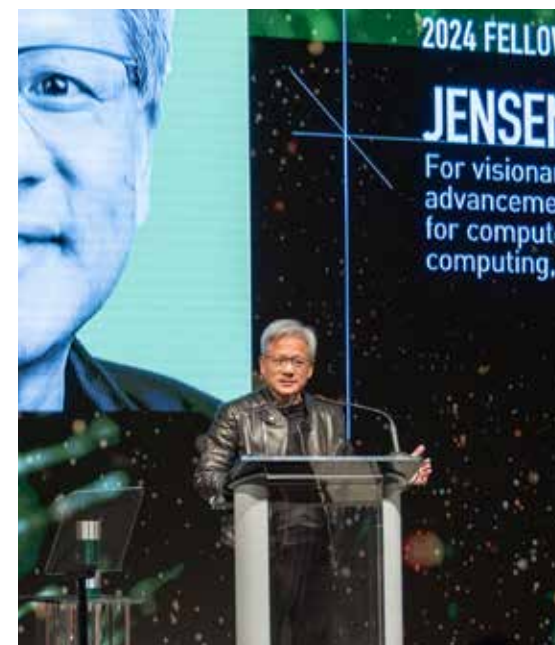
CHM FELLOW JENSEN HUANG

CHM Erin Teague introduces 2024 CHM Fellows Allan Alcorn, Nolan Bushnell, and Steven Mayer.



The CHM lobby set up for the 2024 CHM Fellows gala.

Caption: New 2024 CHM Fellow Jensen Huang delivers his acceptance speech.



## The 2024 Fellow Award Honorees

### Allan Alcorn, Nolan Bushnell, and Steven Mayer

For their pioneering role in the development of video games and personal computing

### Elizabeth “Jake” Feinler

For her inspiring leadership in shaping the internet through the Network Information Centers

### Jensen Huang

For his visionary leadership in the advancement of computer graphics, accelerated computing, and artificial intelligence

## Presenters

### David Crane

Game industry pioneer, presented the award to the Atari team

### Steve Crocker

Internet pioneer, presented the award to Elizabeth “Jake” Feinler

### Mark Stevens

Managing Partner, S-Cubed Capital, presented the award to Jensen Huang

## 2024 Fellow Awards Headline Sponsor

ORACLE

## Fellows Sponsors

accenture

NVIDIA

## Table Sponsors

Andrea Cunningham and Rand Siegfried

Chris and Irma Fralic

Eileen Fagan

Gardner C. Hendrie

Stephen S. and Paula K. Smith

New 2024 CHM Fellows Steven Mayer, Nolan Bushnell, and Allan Alcorn accept their awards.



New 2024 CHM Fellow Elizabeth “Jake” Feinler.

# EXHIBITS

HIGHLIGHTS OF EXHIBITS IN FY25

## CHATBOTS DECODED: EXPLORING AI

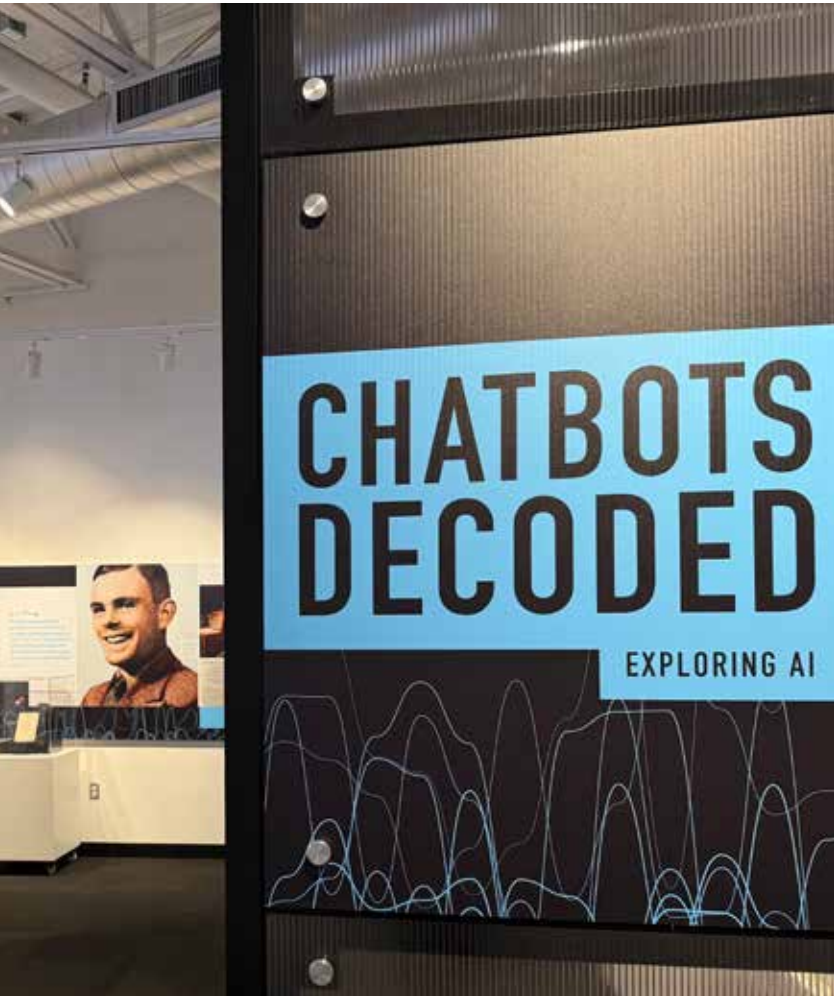
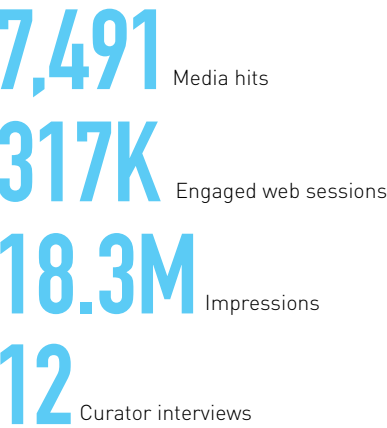
In CHM’s newest exhibit, AMECA, a conversational chatbot-powered robot created by Engineered Arts, interacts with visitors live. It’s just one way the immersive exhibit helps visitors navigate both the hopes and fears around this new technology.

With multimedia, artifact displays, and interactives, the exhibit reflects multiple perspectives on artificial intelligence and chatbots and answers questions like: What are chatbots? Where do they come from? Why do they matter?

Visitors hear different perspectives on artificial intelligence from technologists, historians, artists, ethicists, writers, sociologists, teachers, and others and can share their own thoughts and questions about the impact of chatbots on humanity.

CHM and the *Chatbots Decoded* exhibit were featured in *The New York Times* on April 23, 2025.

### CAMPAIGN PERFORMANCE BY THE NUMBERS



### VISITOR QUOTES

“The replica of [the] first chatbot Eliza is truly [a] one-of-a-kind experience.”

“Loved seeing the H100 and TPU in real life!”

“Kudos to your team for sharing this information.”

### VISITOR SURVEY RESPONSES

This exhibit helped me understand chatbots and AI.

My visit made me want to learn more about computing history or technology.

It is important that other people see the chatbot exhibit.

My visit made me want to share something I discovered.

I am likely to recommend CHM to others.

Strongly agree Agree

**LET'S PLAY FUTURE**  
APRIL 2025, ONGOING

A whimsical collection of unique and intriguing objects that capture both the wonder of tomorrow and past visions of the future.

**COCHLEAR CASE**  
SEPTEMBER–APRIL 2024

Built into a 1970s-era briefcase, the portable speech processor (PSP-2) converted speech signals into understandable sounds to address hearing loss.

**THESE MICE HAVE TALES**  
APRIL–AUGUST 2024

Dozens of computer mice spanning five decades of design and technology innovation, including the original SRI mouse from 1964.

**RETRO GAMES: FROM ATARI TO XBOX**  
MAY–AUGUST 2024

Classic games and gaming systems from the late 1970s through early 1990s with gaming consoles available to play.

A display of the PSP-2 and related objects.



A selection of mice from the CHM Collection.



VISITOR QUOTES ABOUT THE RETRO GAMES EXHIBIT.

**"I couldn't miss the chance to see some of my childhood favorites in action."**

**"I thought it would just be a nostalgia trip, but I ended up learning so much about the industry's evolution and its impact on culture."**

**"I loved spotting the gaming consoles I used to play on as a kid."**

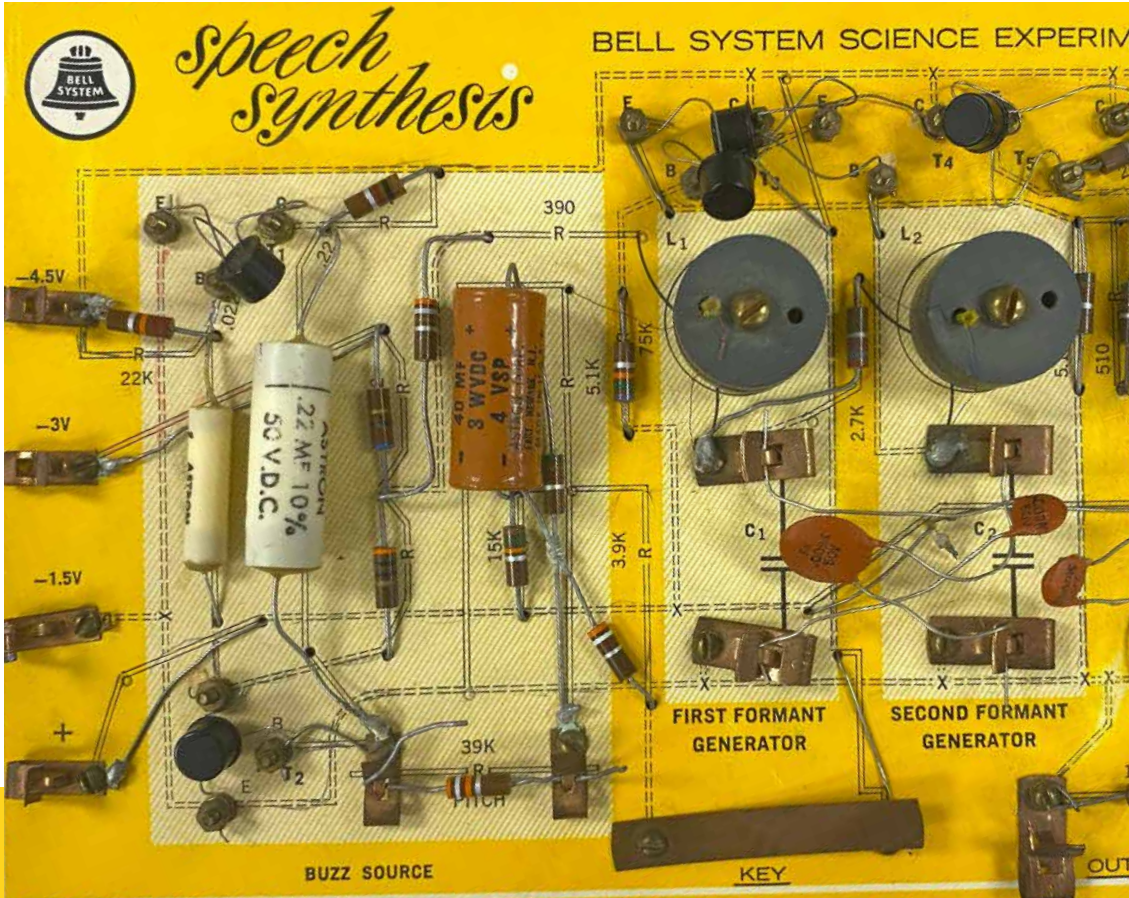
EXHIBITS BY THE NUMBERS

**94,170** Total Museum exhibit visitors

**446** Total group visits

**12,787** Group visit participants

**61** School groups



The original SRI mouse.

# EVENTS

HIGHLIGHTS OF EVENTS IN FY25

## TECHFEST SERIES

CHM's annual TechFest series continues to be a hit, offering all-day, family-friendly experiences throughout the year—included with Museum admission. Designed to spark creativity and innovation, these events feature tech-themed demos, performances, hands-on activities, and more.

07.27.24

## GAMEPLAY

12.07.24

## ROBOTS AND AI IN ACTION

04.05.25

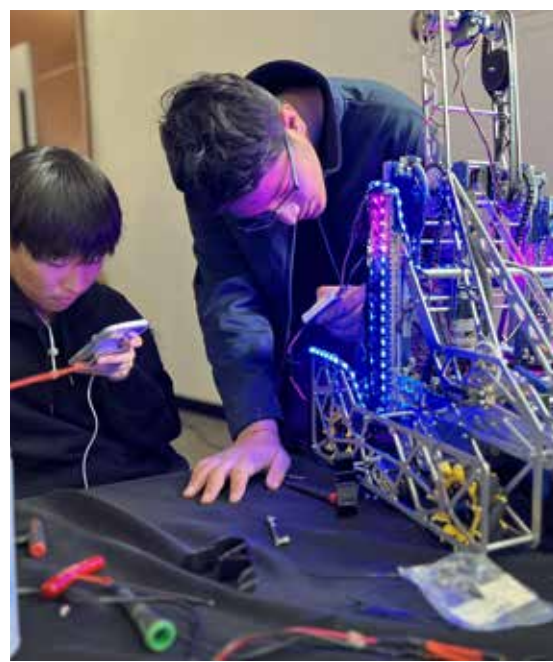
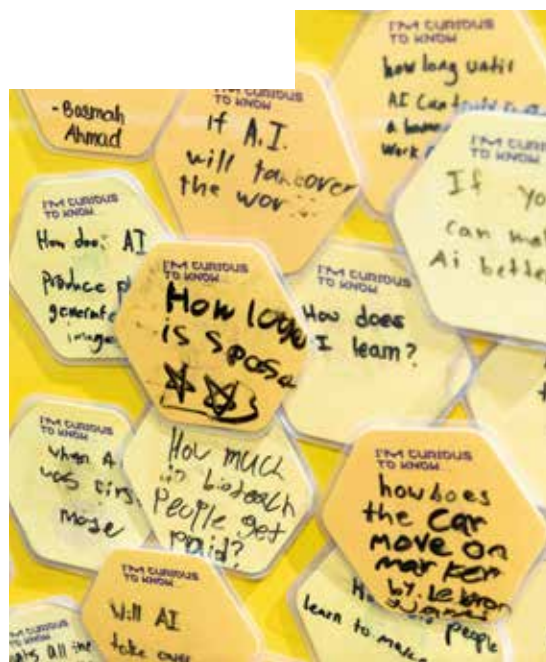
## SCI-FI AND SCI FACTS

06.21.25

## COMPUTERS AND CREATIVITY

TECHFEST BY THE NUMBERS

3,134 Attendees



08.02 & 08.03.24

## VINTAGE COMPUTER FESTIVAL

The Vintage Computer Festival (VCF) returned to CHM for its annual two-day event, VCF-West 2024, from August 2–3, 2024. A favorite among computer enthusiasts worldwide, the event was a thrilling celebration of the history and evolution of personal computing.

Visitors had the chance to step back in time and experience hands-on demos of historical computers from the 1960s through the 1990s. From Apple to Atari, Commodore, Tandy/Radio Shack, and beyond, attendees could interact with the tech that helped shape the digital age. The event also featured engaging speakers, with discussions on everything from the Apple Lisa (a precursor to the Macintosh) to the complexities of restoring vintage machines.

In addition to the VCF festivities, attendees had full access to CHM's world-class exhibits, including *Retro Games: From Atari to Xbox*, which offered a chance to explore the evolution of video games. The exhibit featured iconic consoles, game cartridges, and nostalgic TV ads, along with the opportunity to try out some classic arcade games.

As always, visitors could also enjoy the Museum's amenities, including the Bistro Café, the Museum Store, and a variety of demos and exhibits, making for a fun, immersive, and educational experience for the whole family.

With its unique combination of hands-on tech, expert talks, and nostalgic exhibits, VCF-West 2024 was an unforgettable event, taking visitors on a journey back to the early days of personal computing, before AI, the cloud, and social media had transformed the digital landscape.



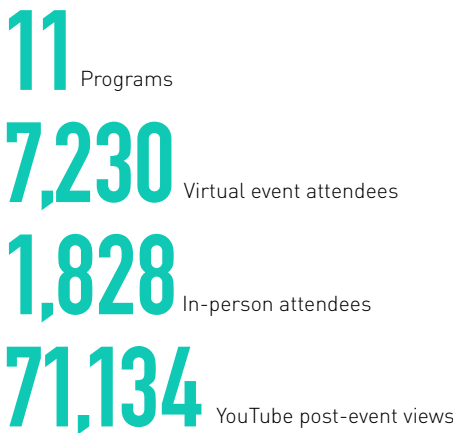
VINTAGE COMPUTER FESTIVAL BY THE NUMBERS

1,847 Attendees

CHM LIVE EVENTS

Our events engage global audiences in-person and online with unique insights and lively conversations about the history and impact of technology. Programs are designed to help our community become informed digital citizens empowered to make choices for a better future.

FY25 EVENTS BY THE NUMBERS



(Left) Sal Khan on stage at CHM Live on March 11, 2025 with moderator Rachael Myrow from KQED.(Right) Emily M. Bender debates chatbots on the CHM stage on March 25, 2025 with Sébastien Bubeck, moderated by Eliza Strickland.



07.23.24

PREDICTING THE PRESIDENT

Origins of Computer Forecasting

SPEAKER

Ira Chinoy  
Author, *Predicting the Winner* and Associate Professor Emeritus  
UMD College of Journalism

09.17.24

FEI-FEI LI'S AI JOURNEY

SPEAKER

Fei-Fei Li  
Sequoia Professor of Computer Science and Denning Family Co-Director, Stanford Institute for Human-Centered AI, Stanford University

MODERATOR

Tom Kalil  
CEO  
Renaissance Philanthropy

SPONSOR

Patrick J. McGovern Foundation

10.08.24

THE GEOGRAPHY OF HOPE

Using GIS to Change the World

SPEAKER

David Yarnold  
Pulitzer Prize-winning former Executive Editor  
*The San Jose Mercury News*

MODERATOR

Dawn Garcia  
Director  
John S. Knight Journalism Fellowships  
Stanford University

11.16.24

2024 FELLOW AWARD CEREMONY

FELLOWS

Allan Alcorn  
Nolan Bushnell  
Elizabeth “Jake” Feinler  
Jensen Huang  
Stephen Mayer

SPEAKERS

David Crane  
Game Industry Pioneer

Andrew Mendelsohn  
Executive Vice President of Database Server Technologies Development  
Oracle

Mark Stevens  
Managing Partner  
S-Cubed Capital

HOSTS

Erin Teague  
Chief Product Office  
Character.AI and CHM Trustee

Dan’l Lewin  
Then-President and CEO  
CHM

HEADLINE SPONSOR

Oracle

12.10.25

HEROES NEVER DIE

The Blizzard Saga

SPEAKER

Jason Schreier  
Author  
*Play Nice: The Rise, Fall, and Future of Blizzard Entertainment*

MODERATOR

Hansen Hsu  
Curator, Software History Center  
CHM

02.11.25

BILL GATES AND PATRICK COLLISON

In Conversation at CHM

SPEAKER

Bill Gates  
Chair  
Gates Foundation and Founder  
Breakthrough Energy and TerraPower

MODERATOR

Patrick Collison  
Cofounder and CEO  
Stripe

03.11.25

SAL KHAN’S BRAVE NEW WORDS

AI and Education

SPEAKER

Sal Khan  
Founder and CEO  
Khan Academy

MODERATOR

Rachael Myrow  
Senior Editor  
Silicon Valley News Desk  
KQED

SPONSOR

Patrick J. McGovern Foundation

03.25.25

THE GREAT CHATBOT DEBATE

Do LLMs Really Understand?

SPEAKERS

Emily M. Bender  
Professor of Linguistics  
University of Washington

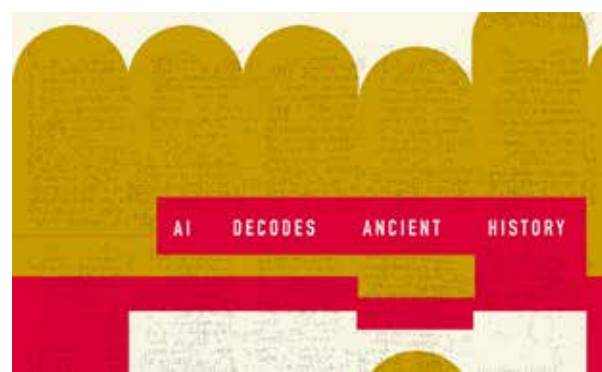
Sébastien Bubeck  
Member of Technical Staff, OpenAI

MODERATOR

Eliza Strickland  
Senior Editor  
*IEEE Spectrum*

SPONSOR

Patrick J. McGovern Foundation



04.16.25

## MAKING NEWS WITH DATA

Tech and the Future of News

### SPEAKERS

Paulette Brown-Hinds,  
Founder  
Voice Media Ventures and  
Publisher  
*Black Voice News*

Jason Koebler  
Cofounder  
404 Media

Marian Chia-Ming Liu  
Projects Editor of  
Strategic Initiatives  
*The Washington Post*

### MODERATOR

David Yarnold  
Pulitzer Prize-winning  
former Executive Editor  
*The San Jose Mercury News*

05.13.25

## CHARACTER BUILDING

Bridging Code and Cul-  
ture through Unicode

### SPEAKERS

Roy Boney, Jr.  
Cherokee Language  
Revitalization Manager  
Cherokee Film

Mark Davis  
Cofounder and CTO  
Unicode Consortium

Anushah Hossain  
Research Director  
Script Encoding Initiative

### MODERATOR

Teresa Marshall  
Vice President of Global-  
ization & Localization  
Salesforce

06.10.25

## AI DECODES ANCIENT HISTORY

The Herculaneum Scrolls

### SPEAKERS

Nat Friedman  
Investor and  
entrepreneur

Federica Nicolardi  
Assistant Professor of  
Papyrology  
University of Naples  
Federico II

Brent Seales  
Stanley and Karen  
Pigman Chair of Heritage  
Science and  
Professor of Computer  
Science  
University of Kentucky

### MODERATOR

Russell Ihrig  
Senior Producer and  
Manager, Programming  
CHM

### SPONSOR

Patrick J. McGovern  
Foundation

The panelists for  
Character Building on  
the CHM Live stage,  
May 13, 2025.



# ARTIFACTS

HIGHLIGHTS OF ACQUISITIONS IN FY25

In FY25 CHM accepted historic materials from 97 donors, digitized 267 archival document boxes, or 267 linear feet, and responded to 339 digital reference requests and 38 in-person researchers. The online collection catalog was viewed 329,354 times this year.

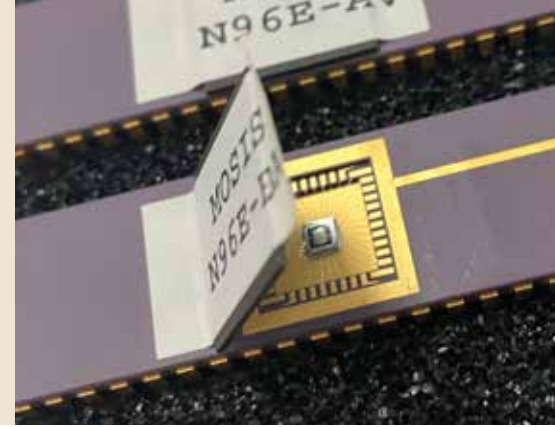


## HP KITTYHAWK

This was the smallest hard disk drive in the world when it was introduced in July 1992. At a time when disk drives were typically of significant size and weight, Hewlett-Packard's Kittyhawk—at only 1.3 inches and 1 ounce in weight—was small and light enough for personal devices like personal digital assistants and gaming systems, although these didn't arrive until years later. The first commercial drive to be so small, its tiny form factor held an impressive 20 or 40 megabytes of data.

The Kittyhawk failed in the marketplace, its downfall described in a Harvard Business School case study, "Hewlett-Packard: The Flight of the Kittyhawk," and in *The Innovator's Dilemma*, by Clayton Christensen, illustrating "the risks of technology push without market pull." Kittyhawk was soon eclipsed by Flash memory, which was silent, had no moving parts, and was more power efficient.

ACQ# 2024.0154  
GIFT OF DAG SPICER



## MOSIS IC

A one-of-a-kind-object discovered on eBay, this device (ca. 1977) is the earliest integrated circuit made by the ground-breaking DARPA MOSIS service using silicon compiler techniques. CHM Fellows Carver Mead and Ivan Sutherland helped revolutionize VLSI IC design at the California Institute of Technology and identified the chips as part of their program.

ACQ# 2024.0158  
GIFT OF AL KOSSOW

## FILM: IBM EAST FISHKILL FACILITIES IC FABRICATION PLANT

This 1974 [film](#) shows the first automated integrated circuit production facility in the world. In 1970, William E. Harding at IBM came up with a plan to make semiconductor manufacturing a science. Developed with IBM colleagues, the system was called the "Future Manufacturing System" (FMS).

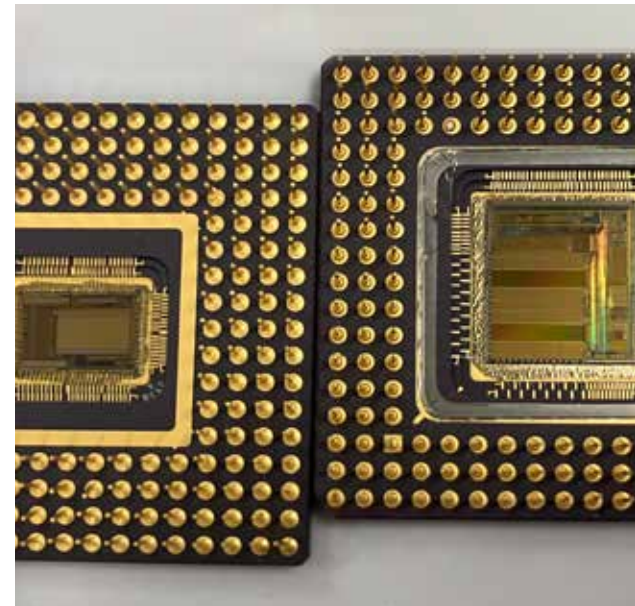
ACQ# 2025.0079  
GIFT OF BEVAN WU



## INTEL ETANN ANALOG NEURAL NETWORK CHIP

These extremely rare integrated circuits were part of an effort at Intel to apply recently discovered process technology improvements to building neural networks. Although applications were limited at the time, the chips prefigured the more complex neural network-based AI tools of today, leading to such capabilities as generative AI and chatbots. [Learn more.](#)

ACQ # 2024.0089  
GIFT OF MARK HOLLAR



# ORAL HISTORIES

HIGHLIGHTS OF ORAL HISTORIES IN FY25

## NOLAN BUSHNELL

A 2024 CHM Fellow, Nolan Bushnell was one of Silicon Valley’s most colorful and successful entrepreneurs, cofounding Atari with friends Allan Alcorn, Ted Dabney, Steven Mayer, and others.

As an exercise, Bushnell asked Allan Alcorn to design a digital tennis game like one he had seen elsewhere, but Alcorn’s improvements made it so fun that his prototype was installed at Andy Capp’s Tavern in Sunnyvale, California, as a test. A wild success, the game—now called Pong—launched Atari’s business, and the company went on to produce many more coin-operated arcade games. It also expanded into the consumer market, with Pong implemented on a single chip.

After producing several games, Alcorn, Mayer, and others realized it would be better to create a micro-processor-based console in which the software games were not hardware based but were sold on ROM cartridges that could be plugged into a host platform. During a period of chaotic growth, Atari was sold to Warner Communications in 1976, after which Bushnell stepped away from managing the company.

[2024.0072](#)

“I’ve often considered my life a series of happy accidents.”



## DONNA DUBINSKY

Tech industry pioneer Donna Dubinsky worked in distribution at Apple, headed international sales and marketing at Claris, and led mobile computing pioneers Palm, Handspring, and, currently, AI startup Numenta. With Jeff Hawkins and Ed Colligan, she brought to market the PalmPilot connected organizer and Treo smartphone, revolutionizing mobile computing. Dubinsky most recently advised the US government on implementation of the 2022 United States CHIPS Act.

“Teams inspire me. I love a team working together. I think that’s what I’ve gotten the most energy out of my whole career.”

[2023.0053](#)

## JIM KELLER

American microprocessor designer Jim Keller is best known for his innovative work designing microprocessors and microarchitectures at DEC, AMD, Apple, and Tesla. Keller’s influential work on the “silicon engines” that drive the modern world—from laptops to mainframes—have forever changed our daily lives.

“I had a theory, and I had some data, which was like it takes 400 people four years to build a computer, and 300 people three years, and 200 people two years, and 100 people a year and a half. I wasn’t sure a team bigger than 400 people could ever finish one.”

[2024.0071](#)



## BILL YEAGER

Bill Yeager played a pivotal role in the development of the Stanford University Router, a cornerstone in the evolution of computer networking and the model for many early commercial multiprotocol internet routers. His oral history blends technical insight with stories of rigorous academic training, mentorship, and a lifelong passion for mathematics.

“Mathematics is beautiful. Some of the theorems are like giant sculptures in 3D ...”

[2025.0034](#)



### FY25 ORAL HISTORIES BY THE NUMBERS



# VOLUNTEERS

Our volunteer program continues to be a cornerstone of CHM’s goal of preserving and presenting the history of computing. In Fiscal Year 2025, our dedicated volunteers contributed more than 5,000 hours of service, supporting a wide range of initiatives including demonstrations, restoration, exhibition interpretation, archival research, docent-led tours, and evaluation.

Whether guiding groups through the *Revolution* exhibit or digitizing rare documents in the collection, our volunteers are vital to our success. Their tireless efforts enable us to extend our reach, deepen our impact, and maintain the high standards that define CHM.

We are grateful for this remarkable community of individuals who help bring computing history to life for thousands of visitors each year. Their commitment and enthusiasm embody the spirit of CHM and make our work possible.

## FY2025 VOLUNTEERS BY THE NUMBERS

130 Active volunteers

2,869 Hours volunteered

836 Tours and demos delivered

23,123 Visitors engaged with

Volunteer Larry Hara with a printout for Bill Gates.

Volunteer Samuel Plainfield demonstrates the IBM 1401.



## VOLUNTEER APPRECIATION DAY

On April 23, we thanked our volunteers for their service to CHM with a special Volunteer Appreciation event, including a pasta dinner and words of thanks from Marc Et-kind and Janelle Graves. Some volunteers even shared what inspires them to volunteer in this [video](#).

## DAVE HOYT CHM VOLUNTEER SINCE 2015

**“I’m proud to be part of this outstanding organization.”**

After a career in management at companies that made sophisticated scientific instruments and developing curriculum at the Stanford Graduate School of Business, I was looking for a stimulating activity involving history, science, and technology.

I began volunteering at CHM in 2015, initially operating the Babbage Difference Engine. When the Babbage machine left for Seattle the next year, I became a docent, leading tours in the *Revolution* exhibit. I enjoy working with CHM staff and crafting tours that present an engaging story for our guests.

When the Museum reopened after the pandemic, I began mentoring docent trainees, and many are currently leading tours—something I take great satisfaction in. I also find it fun and rewarding to give presentations about CHM and computer history to community groups.

**“Our CHM volunteers are the heartbeat of the Museum.”**

JESSE NICHOLS, MUSEUM SERVICES SUPERVISOR & VOLUNTEER COORDINATOR

**“Your passion keeps these computers alive! Thank you.”**

BRUCE C. FEDRICK, MUSEUM SERVICES ASSOCIATE

**“Docents bridge the past and present, turning curiosity into understanding and visitors into lifelong learners.”**

KIRSTEN TASHEV, CHIEF CURATORIAL & EXHIBITIONS OFFICER

**“When I think of CHM volunteers, I am reminded of Margaret Mead’s famous quote, ‘Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it’s the only thing that ever has.’ CHM volunteers bring to life our unique blend of technology and history in ways that make our visitors’ hearts sing...”**

DAG SPICER, SENIOR CURATOR

# FINANCIAL SUMMARY

INCOME STATEMENT (\$K)	FY 2025*		FY 2024		FY 2023		FY 2022		FY 2021
Total Revenue	\$	19,874	\$	21,441	\$	17,079	\$	7,842	\$ 19,132
Total Expenses	\$	20,950	\$	18,058	\$	16,526	\$	14,284	\$ 13,366
Changes in Net Assets	\$	(1,076)	\$	3,383	\$	553	\$	(6,442)	\$ 5,766

## REVENUE CATEGORIES (\$K)

Annual Fund	\$	3,020	\$	3,254	\$	3,298	\$	2,334	\$ 2,960
Public Projects and Programs	\$	9,634	\$	10,262	\$	9,954	\$	6,129	\$ 7,066
Museum Operations	\$	4,466	\$	4,325	\$	2,884	\$	1,260	\$ 433
Investment Gain (Loss)	\$	1,733	\$	3,013	\$	943	\$	(1,932)	\$ 8,411
Other Income	\$	1,021	\$	588			\$	51	\$ 262
	\$	19,874	\$	21,441	\$	17,079	\$	7,842	\$ 19,132

## EXPENSE CATEGORIES (\$K)

Management and General	\$	2,914	\$	2,615	\$	2,293	\$	1,807	\$ 1,834
Museum Services	\$	13,221	\$	11,530	\$	10,548	\$	8,884	\$ 7,772
Fundraising	\$	2,002	\$	1,418	\$	1,283	\$	1,156	\$ 825
Depreciation & Amortization	\$	2,813	\$	2,495	\$	2,402	\$	2,437	\$ 2,935
	\$	20,950	\$	18,058	\$	16,526	\$	14,284	\$ 13,366

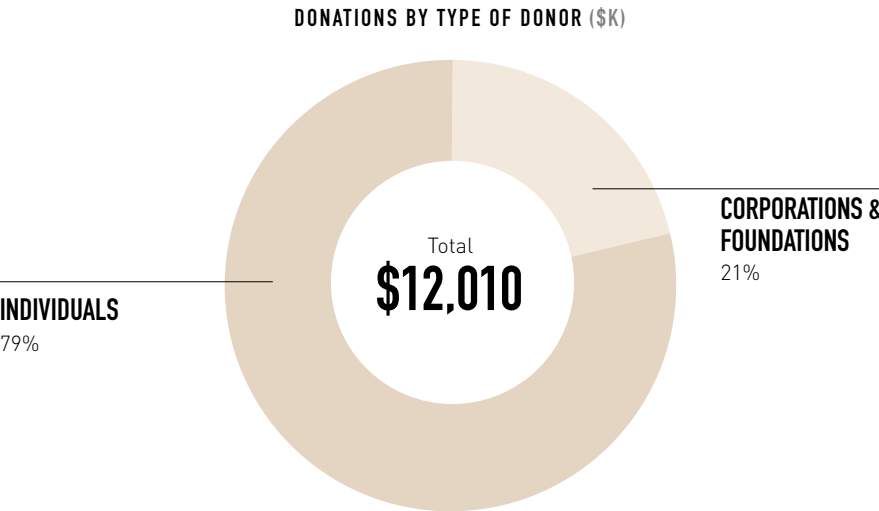
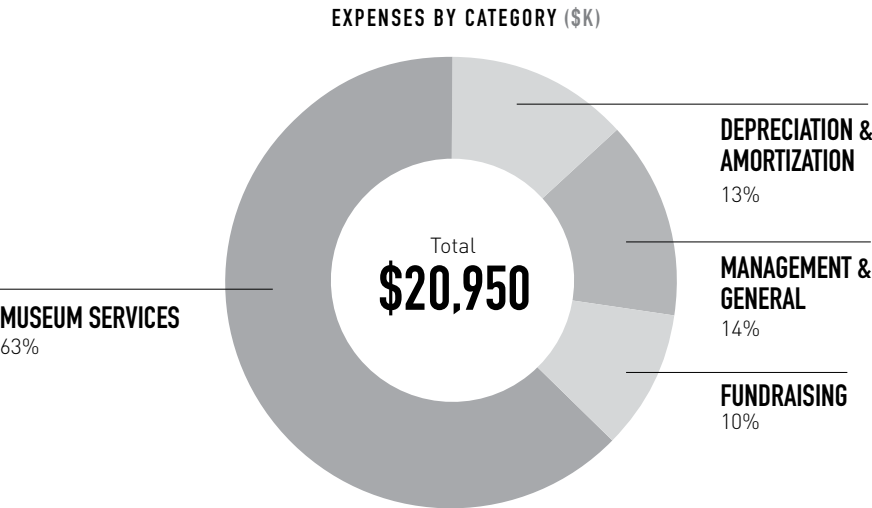
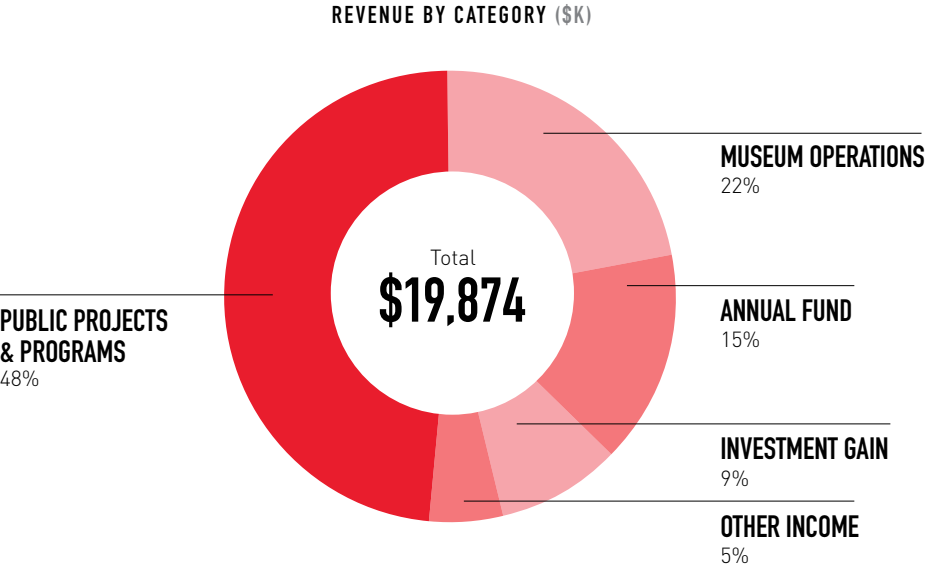
## ASSETS (\$K)

Net Assets	\$	59,728	\$	60,804	\$	57,421	\$	56,868	\$ 63,310
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\*Unaudited

Contributions for museum programs and projects, including multi-year pledges, are recognized as revenues when received, whereas expenditures are recognized as incurred. Consequently, revenues and expenditures do not always align in the same fiscal year. The Museum prudently manages cash such that major projects are not undertaken until funding has been secured.

Revenue changes from the previous fiscal year were driven by seasonality of contributions from donors, investment gains, and insurance proceeds for facilities repairs and maintenance. Expense increases were primarily driven by higher facilities repairs and maintenance, and inflationary pressure.



LIFETIME GIVING SOCIETY

Computing is the story of people, the technology we create and how it has forever changed our world. It is a story that belongs to all of us. CHM’s Lifetime Giving Society is a leading class of donors whose cumulative gifts total \$100,000 or more. These visionary donors form the foundation of our institution and pave the way for a future as inspiring as the story of computing. The list reflects donations through June 30, 2025.

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Just as magnetic-core memory was the heart of early computers, CHM’s Core donors are the heart of our organization. This listing recognizes the generosity of Core donors who made gifts between July 1, 2024 and June 30, 2025. Giving levels are inspired by the standard binary sizes of computer memory.

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

The Computer History Museum 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 through our research, exhibits, events, and incomparable collection of computing artifacts create informed digital citizens empowered to make the choices that will shape a better future.

## MUSEUM HOURS

Wednesday–Sunday  
10 a.m. to 5 p.m.

## CONTACT

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### Regis McKenna

Founder, Regis McKenna Inc.

### Nathan Myhrvold

Cofounder,  
Intellectual Ventures

### Samuel J. Palmisano

Former Chairman,  
IBM Corporation

### Eric E. Schmidt

Former Chairman & CEO,  
Google

### Charles Simonyi

Technical Fellow, Charles  
Simonyi Fund for Arts and  
Sciences

### Steve Wozniak

Cofounder, Apple Computer

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