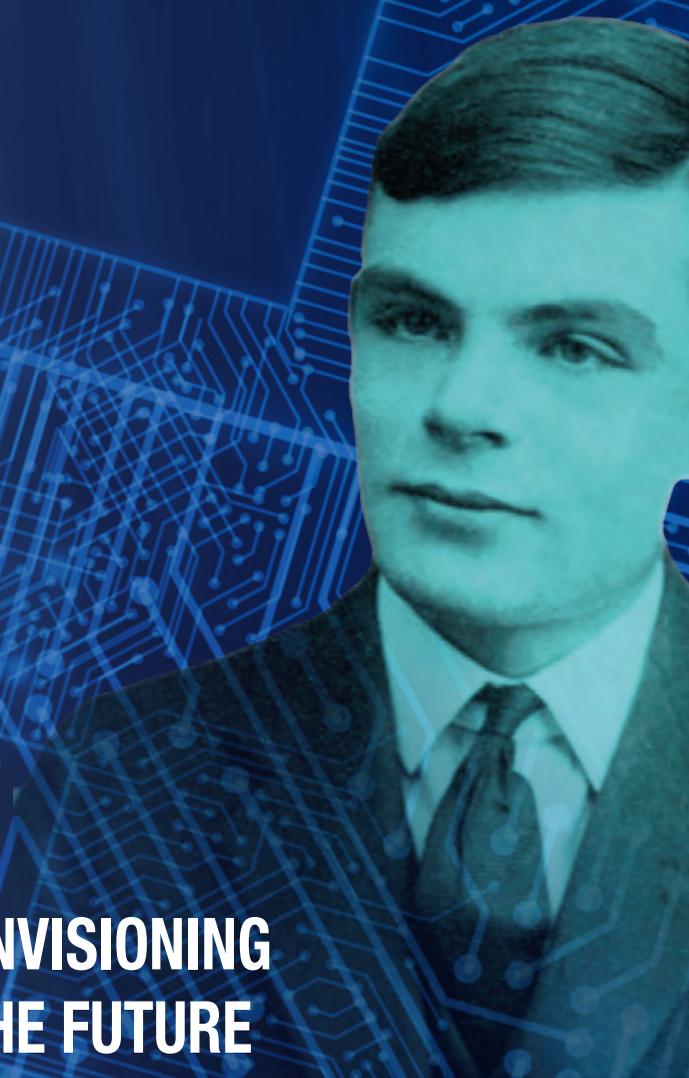


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AMERICAN COMPUTER & ROBOTICS MUSEUM

STRATEGIC PLAN 2023-2024-2025-2026



ENVISIONING THE FUTURE

Approved by unanimous vote of the
ACRM Board of Directors on May 22, 2023.

STRATEGIC PLAN | 2023-2024-2025-2026

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AMERICAN COMPUTER & ROBOTICS MUSEUM

American Computer & Robotics Museum
2023 Stadium Drive, Suite 1-A
Bozeman, Montana 59715
406-582-1288

www.acrmuseum.org

The American Computer & Robotics Museum is a 501(c)(3) nonprofit corporation established in 1990. The museum’s Federal ID number is 81-0460318.

Board of Directors

Barbara Keremedjiev, President
Nancy Lee Quist, Treasurer
Thomas White, Secretary
Federico Faggin
Dr. Mark Keremedjiev
Victor Keremedjiev
Adam Lamb
Nels Leutwiler
Dr. Douglas Munch
Chris Nelson
Rebekah Nelson

Staff

Eleanor Barker, Executive Director
Laura Brin, Giving Manager
Henry Naguski, Visitor Services
Dylan Richards, Visitor Services
Nic Rust, Visitor Services
Marcus Wall, Archives Manager

To learn more about this Strategic Plan, to make a donation to the museum, or to inquire about joining our Board of Directors, please contact:
Eleanor Barker, eleanor.barker@acrmuseum.org
or Barbara Keremedjiev, barbara@acrmuseum.org

Publication date: June 15, 2023

LETTER FROM THE BOARD PRESIDENT

A Bigger, Bolder Future

It's an exciting time at the American Computer & Robotics Museum! More than 30 years after my husband and I founded the museum, our Board of Directors is embarking on an ambitious plan to launch us towards a bigger, bolder future.

I'm thrilled to report that we've accomplished nearly all of the goals laid out in our previous Strategic Plan. We have secured the museum's operational underpinnings; streamlined our accounting practices and diversified our income sources; reimagined many of the museum's exhibits; and revived our signature program, the Stibitz-Wilson Awards. Some great news: 2012 Stibitz-Wilson Award winner Robert Metcalfe just received a Turing Award! He joins a growing list of Stibitz-Wilson Award honorees who have gone on to receive Nobel Prizes, Turing Awards, National Medals of Technology, and other prestigious accolades.

While we have experienced challenges in recent years, I'm so proud of the way our Board, staff, and museum community have supported us through difficult times, and celebrated our many successes. We now have a strong platform from which to assess our opportunities as well as our challenges, and to craft new approaches to amplifying our impact in Bozeman and beyond. Over the coming years, we will



engage wider audiences, enhance the visitor experience, expand our capacity, invest in our community, activate our leadership, and envision our permanent facility. Please read on for details!

We're already putting our vision for the future into action – and our foremost task is securing the necessary resources to build this future. I hope you'll take this journey with us!

Thank you for your support of the American Computer & Robotics Museum.

Sincerely,
Barbara Keremedjiev
ACRM Co-Founder and President

Barbara Keremedjiev, ACRM
Co-Founder and Board President
Bozeman Daily Chronicle photo

LETTER FROM THE DIRECTOR



Eleanor Barker,
Executive Director
*Bozeman Daily
Chronicle photo*

Our Collective Commitment to Success

This Strategic Plan is the product of more than 100 hours of research, inquiry, and examination undertaken by the museum's Board and staff over the past several months. Their collective commitment to the museum's success provides the foundation upon which this plan is built – and ensures our vital and vibrant future.

The planning process kicked off in late 2022 with the search for a facilitator. Dr. Douglas Munch, a newcomer to the museum's Board and a business development professional of tremendous skill and acumen, swiftly emerged as a front-runner and agreed to lead the planning process. In preparation

for our March 2023 planning retreat, Doug held a series of benchmarking meetings with museum professionals, programs and operations staff, and nonprofit consultants from large and small institutions around the country. These meetings brought clarity to the central issues facing museums around the world, and helped ACRM orient its institutional goals in alignment with best practices in the museum industry.

Next, our Board and staff reviewed the goals set in our previous Strategic Plan, and assessed the museum's current operational and programmatic strengths and weaknesses. With this work as a foundation, our team arrived at the March planning retreat ready to map out critical areas of focus for the coming years.

Sincere thanks go out to Zoot Enterprises here in Bozeman for the generous use of their boardroom and cafeteria during our two-day retreat. Zoot's deep commitment to our community has delivered enormous benefits to ACRM and to the dozens of other nonprofits who receive their support. And three cheers to the ACRM Board and staff who contributed to the development of this plan – Federico Faggin, Barbara Keremedjiev, Dr. Mark Keremedjiev, Victor Keremedjiev, Adam Lamb, Nels Leutwiler, Dr. Douglas Munch, Chris Nelson, Rebekah Nelson, Nancy Quist, Thomas White, and Laura Brin. We wouldn't be here without you!

With appreciation,
Eleanor Barker
ACRM Executive Director

A Guide to Continuing Growth

This Strategic Plan was developed by the ACRM Board of Directors to guide the museum's continued growth and development through 2026. Having met the foundational goals of the previous plan, the ACRM team is now focused on expanding our capacity and amplifying our impacts. This will be realized through a series of well-considered programs designed to uplevel all aspects of ACRM's operations.

These programs are:

- Market Development
- Operations Development
- Visitor Experience Enhancement
- Facility Expansion
- Leadership Development
- Fund Advancement

Tasks and timelines for each program are outlined below. Key outcomes include: increasing ACRM attendance by 100%; expanding staff to include a Curator, Program Manager, Development Director, and Operations Manager; building new and stronger relationships with partner organizations; establishing a standards-based education plan; and designing a long-term facility plan.

In total, the programs enumerated here will require ACRM to identify and secure approximately \$1.1 million in additional funding streams over the next three years. This ambitious goal will be achieved through the thoughtful implementation of departmental action plans with strict oversight and support from the Board of Directors.

VISION, MISSION, AND CORE COMMITMENTS



Our Vision:

The American Computer & Robotics Museum will be the leader in sparking discovery of the historical and evolving intersection between humanity and technology.

Our Mission:

The American Computer & Robotics Museum continues to inspire visitors to explore the past and imagine the future through thought-provoking exhibits, innovative storytelling, and the bold exchange of ideas.

Our Core Commitments:

Preservation

We maintain a collection that is thoroughly cataloged, safely stored, deliberately evolving, and readily available to researchers.

Excellence

We embody best practices in business operations, financial stewardship, and the development and cultivation of institutional talent.

Collaboration

We seek out partnerships and build alliances with diverse sets of stakeholders from around the country so as to build a broad platform for innovative ideas.

Education

We develop and share informative exhibits and effective programs with visitors and partner institutions to advance knowledge and understanding across constituencies.

Accessibility

We present artifacts in a manner that celebrates human achievements, embraces historical contexts, and informs and inspires both novices and experts.

Envisioning the Future

The American Computer & Robotics Museum is expanding our capacity and activating our leadership to engage audiences, enhance visitor experiences, and design a compelling permanent facility.

This plan is organized with a hierarchy of values and practical definitions. The top value of our strategy is the Vision, a “to be” statement. It is supported by the Mission, which describes what we

need “to do” and continue doing to achieve the Vision. The work of the museum is presented as actionable Programs, supporting Projects, and their related Tasks, which together support the Mission and Vision.

Throughout this plan, “objectives” refers to the desired results of Programs and Projects and “goals” refers to specific financial requirements. Initial Program budgets presented in this plan are estimates, and subject to change.

ACRM'S HISTORY OF EXCELLENCE

Three Decades of Defining Moments

Since its founding in 1990, ACRM has consistently earned accolades for its wide-ranging collection and unique, multidisciplinary approach to interpretation and communication. With artifacts spanning 4,000 years and a reputation for tackling tough topics, ACRM has emerged as an important player in the global community of computer museums. A few highlights from the past decades:

- 1990 ACRM is founded by George and Barbara Keremedjiev, and opens in a storefront on West Babcock Street.
- 1994 ACRM receives Dibner Award for Excellence in Museum Exhibits.
- 1997 Stibitz Awards are held for the first time, honoring the inventors of the microprocessor, ENIAC and TRADIC, and the hand-held calculator.
- 1999 Steve Wozniak donates an original Apple I computer to ACRM.
- 2003 Burroughs 205 mainframe computer arrives at the museum.
- 2006 E.O. Wilson receives a Stibitz Award; Wilson Award is subsequently added in his honor, creating the Stibitz-Wilson Awards.
- 2008 "Women in Science" exhibit opens.
- 2009 Museum moves to current location on Stadium Drive.
- 2009 George receives honorary Doctorate in Engineering from Montana State University.
- 2012 ACRM opens rare book exhibit, "From Bacon to Bits: 400 Years of Science."
- 2014 "Robots, Artificial Intelligence, and the Future of Work" exhibit opens.
- 2016 ACRM displays original ENIGMA machine in "Hacking Hitler's Code" exhibit.
- 2018 George passes away unexpectedly; Barbara and the ACRM Board of Directors resolve to sustain the museum in his memory and realize his long-term vision.
- 2019 ACRM hires its first Executive Director.
- 2020 The museum celebrates 30 years of operations.
- 2021 "Vintage Mac Museum" exhibit opens.
- 2022 The 20th Stibitz-Wilson Awards ceremony is held in Bozeman's historic Ellen Theater.
- 2023 ACRM publishes a new Strategic Plan, laying the groundwork for growth towards a permanent facility.



George Keremedjiev,
ACRM Co-Founder
Bozeman Daily Chronicle photo

PROGRAMS AND OBJECTIVES

Program: Market Development

OBJECTIVE:

ACRM will engage with marketing professionals to develop a range of assets that comprehensively communicate the museum's vision, mission, singular strengths, and ongoing needs to specific constituencies using a variety of messaging tools and platforms.

Project: Align the museum's marketing messages with customer characteristics, expectations, and requirements.

Outcome: Develop a clear marketing message to connect the ACRM brand with current core constituencies and new audiences.

Tasks:

- Identify, interview and contract marketing firm(s) to develop comprehensive three-year messaging campaign.
- Conduct marketing survey and brand audit to identify audiences, assess perceptions, and identify barriers among current and potential target audiences.
- Build robust and responsive three-year marketing campaign.

Project: Utilize multiple marketing channels to energize current museum donors and visitors and grow audiences, both on-site and online.

Outcome: A 100% increase in museum attendance over the next three years.

Tasks:

- Leverage the passion, expertise, and social media presence of ACRM Board and staff as brand ambassadors.
- Develop communication calendars and customized messages for donors, visitors, and other constituencies.
- Deploy comprehensive marketing campaign to reach new customers among our current constituencies and to target new constituencies.

Project: Complete an accurate and permanent record of ACRM's history to share with the museum's constituencies and augment our marketing messages.

Outcome: Codify the museum's compelling origin story in an attractive format.

Tasks:

- Identify leverageable assets, collections, personal stories, and other materials to develop a record of ACRM's history.
- Identify an author who will write the official history of ACRM.
- Prepare a utilization and distribution strategy for the official history.
- Publish and distribute the official history of ACRM.



Program: Operations Development

OBJECTIVE:

ACRM will develop and codify management systems in order to optimize daily operations, ensure efficiency, and enhance staff effectiveness. ACRM will invest in additional staff positions as necessary over the coming years to meet programmatic needs.

Project: Develop staff policies and processes to boost operational effectiveness and promote institutional stability.

Outcome: Produce policy documents and handbooks for use in hiring, training, and planning by 2024.

Tasks:

- Generate recruitment plan and position descriptions.
- Finalize and deploy ACRM staff handbook.
- Develop succession and continuity plans.
- Build organizational chart to formalize reporting relationships and command chain.

Project: Invest in the ACRM team to increase institutional effectiveness.

Outcome: Fill four new salaried positions by 2026.

Tasks:

- Create and fill Program Manager position.
- Create and fill Curator position.
- Create and fill Development Director position.
- Create and fill Operations Manager position.
- Additional positions (Marketing Director, Exhibit Maintenance, etc.) calendared.

Project: Partner with professional associations, museums, industry leaders, and mission-aligned nonprofits to better understand current trends and respond to developing needs.

Outcome: Codify two new partnerships by 2025.

Tasks:

- Develop partnership strategies.
- Identify and approach candidate organizations.
- Codify partnerships and initiate knowledge exchange.

PROGRAMS AND OBJECTIVES

Program: Visitor Experience Enhancement

OBJECTIVE:

ACRM will deepen and distinguish our exhibits, programs, and interpretive models to improve the visitor experience through purposeful planning and active collaboration with educational institutions, industry leaders, and our extensive network of innovators and experts.

Project: Align exhibits and programs with the needs of our core constituencies and the local education community.

Outcome: Education Plan developed and deployed by 2025.

Tasks:

- Convene surveys and focus groups of visitors, educators and other stakeholders to understand and frame community needs.
- Identify ways to improve engagement for visitors with diverse abilities, including captioning, hands-on content, and tiered communication models.
- Develop and deploy Education Plan for exhibits and programs in alignment with current best practices and in consideration of a range of learning modalities.

Project: Develop and promote a broad suite of museum programs centered on computing and robotics for local and national audiences to drive visitation, increase program participation, boost revenue, and cement our status as an innovator in education.

Outcome: Increase participation in museum programs by 100% by 2026.

Tasks:

- Continue to invest in Stibitz-Wilson Awards as a signature community event.
- Design and launch in-person and virtual programs (lectures, workshops, master classes, etc.) in computing and robotics to educate, inform and entertain our core constituencies.
- Grow student-centric programs in computing and robotics by extending current field trip curriculums to serve three grade bands across three content areas.

Project: Present relevant and meaningful exhibits, display artifacts in historical context, and offer enhanced opportunities for storytelling.

Outcome: Update museum content regularly, and open at least one new exhibit annually.

Tasks:

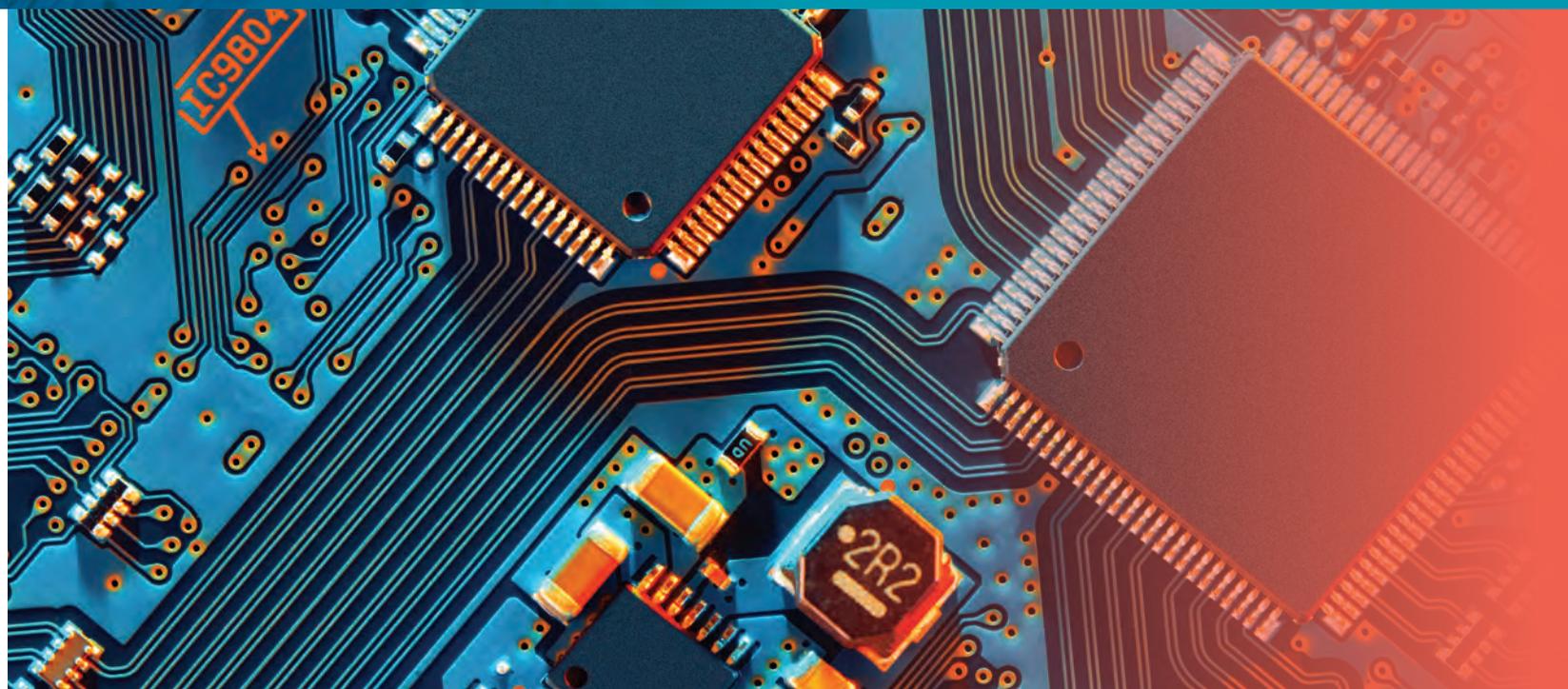
- Update signage and wayfinding inside the museum as needed.
- Install QR codes or other devices for collecting customer evaluations and feedback.
- Develop pop-up exhibits to present at outreach events and host institutions to connect with constituents across the community.
- Continue to develop, organize and present rotating exhibitions of significance drawn from our own collection or rented from other institutions.
- Design and implement Acquisition Plan and Collections Policy.

Project: Boost virtual engagement through robust online content for a range of users (e.g. students, researchers, visitors, shoppers, etc.).

Outcome: Grow virtual engagement by 100% by 2026.

Tasks:

- Digitize collection, and create searchable online ACRM archive.
- Research and create new ways for patrons to experience ACRM (e.g. headsets, videos, smartphone enabled content, etc.).
- Create and deploy interactive virtual tour of select exhibits.
- Deploy virtual museum store.



Program: Facility Expansion

OBJECTIVE:

ACRM will occupy an inspiring space that provides expanded opportunities for exhibits, allows for event and program growth, improves access to our collection, enhances enjoyment through on-site amenities, and serves as an anchor for our community.

Project: Secure current museum location through 2028.

Outcome: Five-year lease in place by 2023.

Tasks:

- Convene Facility Committee tasked with developing a roadmap to a permanent facility for ACRM.
- Negotiate lease for current location through 2028.

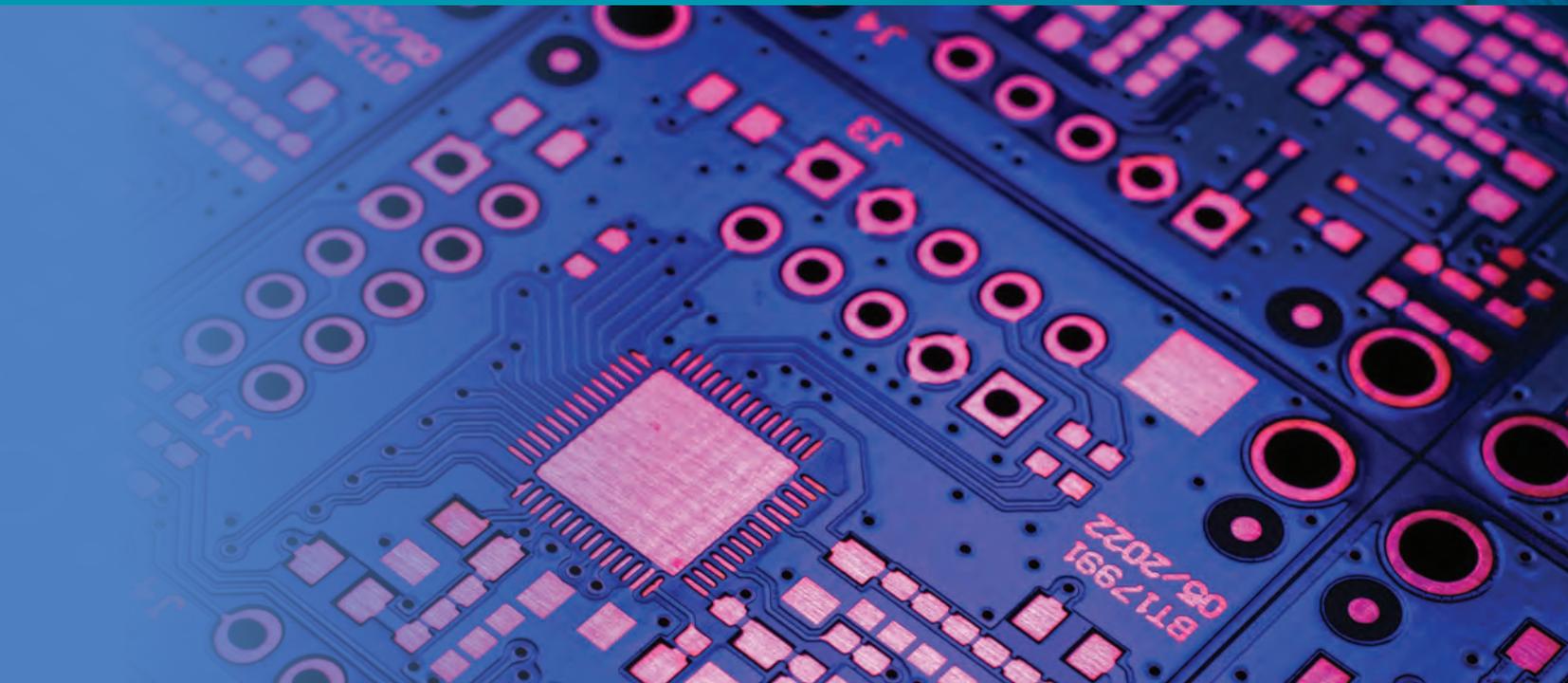
Project: Determine appropriate scale, scope, and financial requirements for the museum's permanent facility.

Outcome: Facility Plan in place by 2026.

Tasks:

- Host charrettes for museum members, community stakeholders, school district representatives, non-profit professionals, real estate developers, and others.
- Network with Chamber of Commerce, SWMBIA, real estate leads groups, etc. for up-to-the-minute information about planned and pending development opportunities.
- Explore development opportunities on federal, state, and privately-owned parcels in Bozeman and the Gallatin Valley.
- Explore co-location opportunities with mission-aligned institutions.
- Report on mid-term and long-term timelines for permanent location.
- Finalize Facility Plan for permanent museum location, including a feasibility study and initial designs solicited from students in the MSU School of Art and Architecture.

PROGRAMS AND OBJECTIVES



Program: Leadership Development

OBJECTIVE:

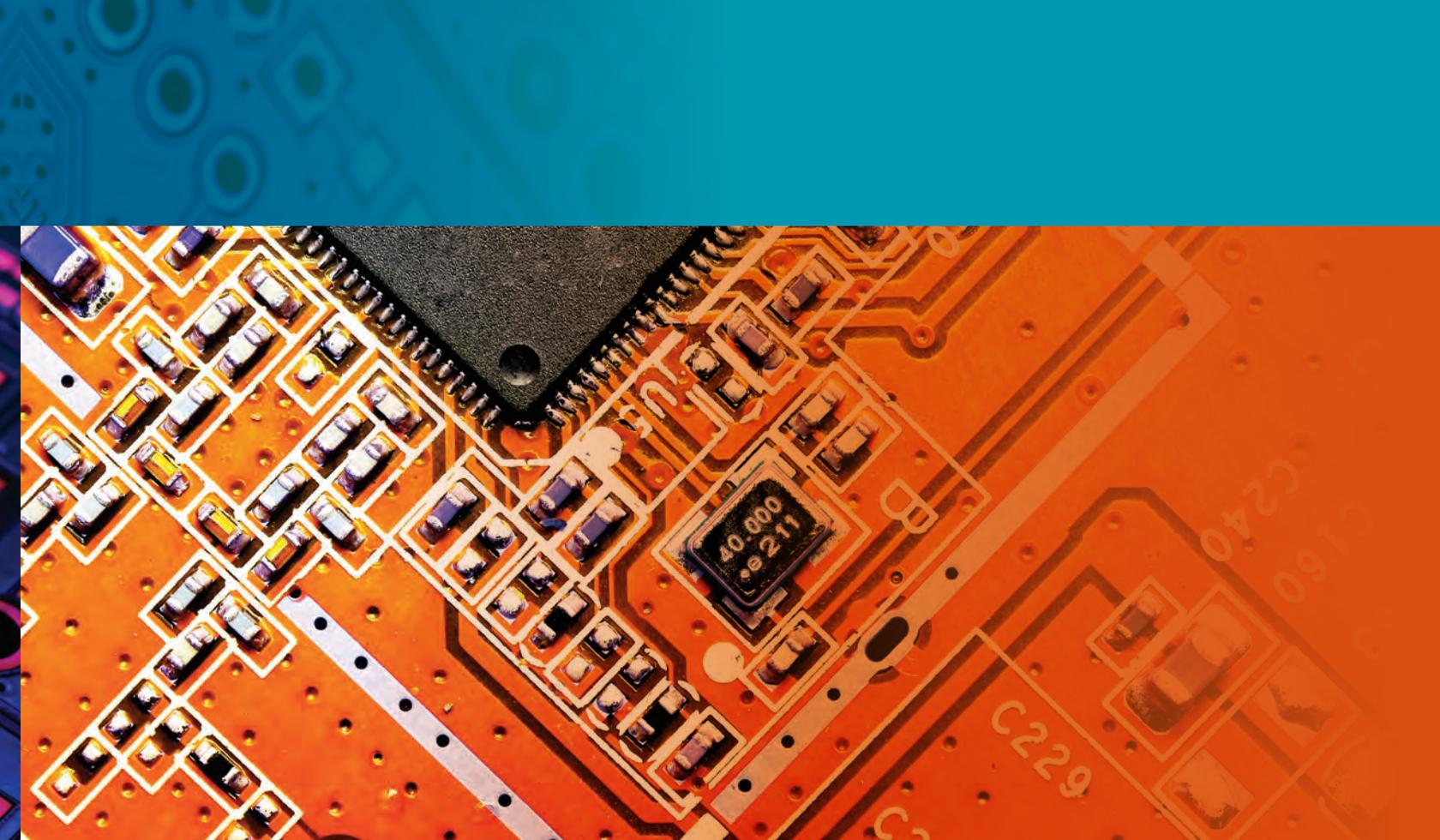
ACRM will create an exemplary organizational culture to fuel every aspect of our work. Board members will be empowered to govern effectively and serve as ambassadors charged with advancing our mission.

Project: Expand the Board of Directors to reflect the museum's constituents and contribute needed skills and resources.

Outcome: A 15-member Board by 2025.

Tasks:

- Understand current Board composition and identify areas for expansion.
- Refine and release onboarding process, position descriptions, orientation procedures, etc.
- Identify and approach potential Board members.
- Schedule regular Board trainings to cement best practices and establish healthy culture.



Program: Fund Advancement

OBJECTIVE:

ACRM will develop and initiate a fund advancement plan to secure all necessary seed money and capital funds to accomplish the programs described in this Strategic Plan.

Project: Capitalize 2023-2026 programs in excess of current budget.

Outcome: Raise adequate capital to fund new programs that are not already budgeted.

Tasks:

- Prepare preliminary timelines to identify funding opportunities and develop a prioritized funding calendar for scheduled Programs and Projects.
- Communicate funding needs to ACRM audiences (visitors, current and past donors, Montana's high-tech community, etc.).
- Build, and deploy a robust internal fundraising team that leverages Board, staff, and community resources.
- Identify and recruit outside entities (lobbyists, consultants, community champions, etc.) to assist with fund growth.



Implementation and Evaluation

As part of the strategic planning process, the ACRM Board and staff have developed an Implementation Plan that prioritizes program and project objectives, sets financial goals and defines key variables, determines roles and responsibilities, allocates resources, establishes deadlines, and includes success metrics. Each of the above programs has associated costs that, in sum, exceed the museum's current operating budget. Board-level committees have been tasked with overseeing each program, and will work with museum staff to establish relevant budgets and set targets for fundraising. Individual projects are guided by departmental Action Plans that are specific, measurable, attainable, relevant, and time-based.

Evaluation is a cyclical process of iteration that integrates vision and action through rigorous examination of the annual Implementation Plan. The ACRM Board will assess progress towards program objectives against the plan on a semi-annual basis so as to better understand successes and challenges, and pursue flexible, evidence-based responses.

Evaluation is framed as a series of key questions that serve to measure progress towards institutional goals:

- What did we do well over the past quarter? What challenges did we face?
- Are the assumptions on which our plan is based still sound?

- How close did we come to meeting the performance targets and timelines outlined in the Implementation Plan?
- If we deviated from these targets and timelines, what is the cause?
- Do our current targets need to be revisited and revised?
- Are our current processes the most effective means of achieving these targets and timelines?
- Are we asking the right questions and collecting the right data in order to accurately measure our progress towards goals?
- Are there new opportunities on the horizon towards which we should allocate resources? How do we make robotics meaningful at ACRM?
- Are our competitors shifting their missions or activities in ways that might impact ours? Are there new competitors in our space?
- Should we shift our activities over the coming quarter or our priorities over the coming year in light of these issues?
- How can our monitoring and evaluation strategies be improved or altered to more accurately inform future planning efforts?

Answering these and other related evaluation questions on a regular, ongoing basis facilitates the museum's successful progress towards program objectives and will guide future updates to the Strategic Plan.

Assumptions and Contingencies

The assumptions underpinning this Strategic Plan were identified through careful consideration of SWOT findings and an analysis of national financial trends that may impact ACRM during the planning horizon.

Key Assumption 1: Resources

Ongoing and future fundraising initiatives will result in an increase in donated and earned income estimated at \$1,107,000 through 2026. We will expand capacity by means of capital, endowment, and legacy funding; diversification of revenue streams; and active participation among Board, staff, and volunteers in a culture of philanthropy. We will reinforce and expand technology infrastructure to foster internal efficiency, enable data-driven decision-making, and support our efforts to engage a broad range of audiences.

Three-year budget estimates for each Program are as follows:

Market Development	\$190,000
Operations Development	626,000
Visitor Experience Enhancement	171,000
Facility Expansion	25,000
Leadership Development	10,000
Fund Advancement	85,000
<hr/>	
Total through 2026	\$1,107,000

Key Assumption 2: Customers

Significant expansion and thoughtful deployment of marketing dollars, an increase in brand visibility through partnerships with mission-aligned institutions, and growth estimates for the Gallatin Valley will result in a 100% increase in attendance over the next three years.

Key Assumption 3: Community Need

ACRM can capitalize on a growing contingent of high-tech industries in Bozeman and a state-wide commitment to STEM education to position itself at the forefront of ongoing community conversations on a range of timely topics (robotics, the ethics of AI, climate change, self-driving cars, etc.). We will be looked to as a source of knowledge and expertise in guiding these conversations.

Assumption 4: Contingencies

In the event that ACRM meets or exceeds projected income and fundraising targets, the museum is prepared to accelerate the timeline of specific initiatives and activities presented in this Strategic Plan. If the above assumptions fail to hold true, ACRM is prepared to respond to specific contingencies with actions that may include scaling back proposed initiatives, reducing annual operating costs, or generating emergency operating capital.





The American Computer & Robotics Museum is rated the #1 of 59 Things to Do in Bozeman on Trip Advisor.

★★★★★ *Phenomenal collection! Very worth the five-hour drive! – Kevin M.*

★★★★★ *Amazing museum! We recommend it to anyone visiting Bozeman. – Hector C.*

★★★★★ *Easily one of the coolest museums I have ever visited. – Jorene O.*

★★★★★ *We are STILL talking about things we saw in this museum a week after doing lots of other very awesome things on our vacation. It's that good! – Rachel M.*

★★★★★ *Fascinating and unique museum. Our entire group loved it! – Stephanie C.*

Contact Information

To learn more about this Strategic Plan,
to make a donation to the museum,
or to inquire about joining our Board of Directors,
please contact:

Eleanor Barker, Executive Director
eleanor.barker@acrmuseum.org

or

Barbara Keremedjiev, Board President
barbara@acrmuseum.org

