

# INCOMING BOARD MEMBER ORIENTATION

November 15, 2023



ASSOCIATION  
OF OLD CROWS



# WELCOME!

- NEWLY ELECTED BOARD MEMBERS
  - Tony Lisuzzo – President Elect
  - JP Kim – International Region 2 Director
  - Major Brandon Coleman, USAF – Southern Region Director
  - Myles Murphy – Northeastern Region Director
  - Scott "Sherm" Oliver – At-Large Director
  - Paul Vavra – At-Large Director

# TOPICS

- Purpose
- Mission
- About AOC
- Association Governance
- Legal Considerations
- Board of Directors
  - Responsibilities
  - Expectations
  - Officers/EXCOM
  - Committees
  - Board Meetings
  - Financial Responsibilities
  - Strategic Planning
- Board Only Website
- Other

# GROUND RULES

- Ask questions as they arise
- Think in terms of your role as a director responsible for the organization (on behalf of members and stakeholders)
- Think long term; the look of the organization and our stakeholders in the next 1 to 5 years
  - What can you do to make AOC a better place when you leave?
- Enjoy your time as a respected leader of AOC

# PURPOSE OF BOARD ORIENTATION

- The objective is to provide the information needed for new Board members to assimilate and become effective at your first respective meeting
- The Executive Director shall be responsible for educating new Board and EXCOM members on key expectations

# PURPOSE OF AN AOC BOARD MEMBER

- To serve the members
- Work to advance the mission
- Govern based on documents and key information
- Focus on the strategic direction, mission and goals of the organization
- Fiduciary duties; the trust of members in the board of directors
- Continuous environmental scanning to identify and monitor external factors that may impact the long-term viability of the organization
- Develop policies and procedures
- To manage risks
- Support decisions of the board as a whole

# Governance

- The Board is the governing body of the organization. Responsible for:
  - Strategy
  - Policy
  - Oversight
- Your job is to understand the organization
  - Mission (Purpose for existence)
  - Articles of Incorporation (Relationship to the State Government)
  - Bylaws (the contract between members and the organization)
  - Policies (Interpretation of the governing documents)
  - Five-Year Strategic Plan (Roadmap for the organization)
  - Annual Operating Plan and Annual Budget

# CLEAR CUT GOVERNANCE

The Board is the governing body responsible for  
(1) Strategy, (2) Policy, and (3) Oversight



## STRATEGY



Setting the strategic direction and vision.  
Advancing the organization's multiyear strategic plan

## POLICY



Creating policies (internal) and positions (external) to benefit members and advance the mission

## OVERSIGHT



Overseeing resource allocation, including adoption of the annual budget, and evaluating performance of programs, products, and services

The Executive Director is responsible for management of the organization, including staffing, physical office, protection of assets and other responsibilities associated with a corporate CEO



# AOC MISSION STATEMENT

The Association of Old Crows is an organization for individuals who have common interests in Electronic Warfare (EW), Electromagnetic Spectrum Management Operations (EMSO), Cyber Electromagnetic Activities (CEMA), Information Operations (IO), and other information related capabilities. The Association of Old Crows provides a means of connecting members and organizations nationally and internationally across government, defense, industry, and academia to promote the exchange of ideas and information and provides a platform to recognize advances and contributions in these fields.

*Mission statement lives in the Bylaws, Article I, Section 1.02 (OpMan 13)*

# AOC VISION

To be the premier global professional association advocating across defense industry, government agencies, militaries, and academia for achieving and sustaining a military advantage in the electromagnetic spectrum.

*Vision Statement lives in the 5-Year strategic plan OpMan 14 Appendix B*

# AOC CORE VALUES

- 1) **Leadership:** The AOC will emphasize consistent leadership in our organization. We will clearly articulate our identity and core values for our members and execute programs and activities that reflect our core values, and facilitate, influence, and align stakeholders throughout our global community to achieve enduring progress in the advancement of EW and related disciplines.
- 2) **Professionalism:** Elected officers and association staff will hold the highest standards of ethics and execution of professional responsibilities to best serve our members around the world.
- 3) **Diversity:** The AOC will embrace diversity across age, gender, race, ethnicity, and education for greater appeal to our total membership to improve decision making and problem solving, introduce greater creativity and innovation, enhance product development, and deliver mission success.

*Core Values lives in the 5-Year strategic plan OpMan 14 Appendix B*

# ABOUT THE AOC (two entities plus chapters)

## ■ AOC

- Founded in 1964
- **501(c)6** organization
- Not for Profit professional organization
- Organized for individuals who have common interests in EW, EMSO, CEMA, IO and other related capabilities
- Everything other than scholarships and STEM
- AOC Board of Directors

## ■ AOC Educational Foundation

- established August 1986
- **501(c)3** organization
- Not for Profit organization
- AOC Scholarships and STEM
- AEF Board of Governors

A non-profit CAN make a profit. A non-profit is a non-stock corporation meaning profits cannot be distributed to a private individual.

# BOARD OF DIRECTORS - AOC

- **20 voting board members in 2024**
  - 19 voting board members in a year where we have an appointed Vice President
  - 20 voting board members when we have an elected President-Elect
- **Officers (EXCOM – Executive Committee)**
  - President, Vice-President, Secretary, Treasurer, International Representative
- **Directors**
  - Officers / EXCOM (5)
  - At Large Directors (6)
  - Regional Directors (9)
  - Immediate Past President (1)
  - Appointed Directors (2)
- **Executive Director is a non-voting position on the board of directors and EXCOM**

# BOARD OF GOVERNORS - FOUNDATION

- 14 voting board members for 2024
- **Officers (EXCOM – Executive Committee)**
  - President, President-Elect, Secretary, Treasurer, International Representative
- **Governors**
  - Officers / EXCOM (5)
  - Regional Directors (9)
  - Appointed Governors (2)
- **Executive Director is a non-voting position on the board of governors and EXCOM**

# CHAPTERS

- AOC includes local chapters
  - 72 active chapters from 23 countries (22 international)
- Group Exemption (US Chapters)
  - AOC (EIN 52-0952593) IRS Determination letter dated March 15, 1973 is available on the BoD Only webpage
  - IRS Reporting (Form 990) via group exemption

# INTERNATIONAL CHAPTERS

Established under local jurisdictional laws and subject to local reporting requirements

- Aardvark's Roost Chapter (South Africa)
- Arctic Roost Chapter (Norway)
- Australia Chapter
- Bohemian Old Crows Chapter
- De Ooievaar (Netherlands)
- India Chapter
- Israeli Chapter
- Japan Chapter
- Kiwi Chapter (New Zealand)
- La Fayette Chapter (France)
- Maple Leaf Chapter (Canada)
- Pretorian's Roost Chapter (Italy)
- Red Baron Roost Chapter (Germany)
- ROK Roost Chapter (South Korea)
- Saudi Arabia Chapter
- Singapore Chapter
- Swiss Crows Chapter
- Taipei Chapter (Taiwan)
- United Kingdom Chapter
- Viking Roost Chapter (Sweden)
- Wild Parrots Roost Chapter (Brazil)



# MEMBERSHIP

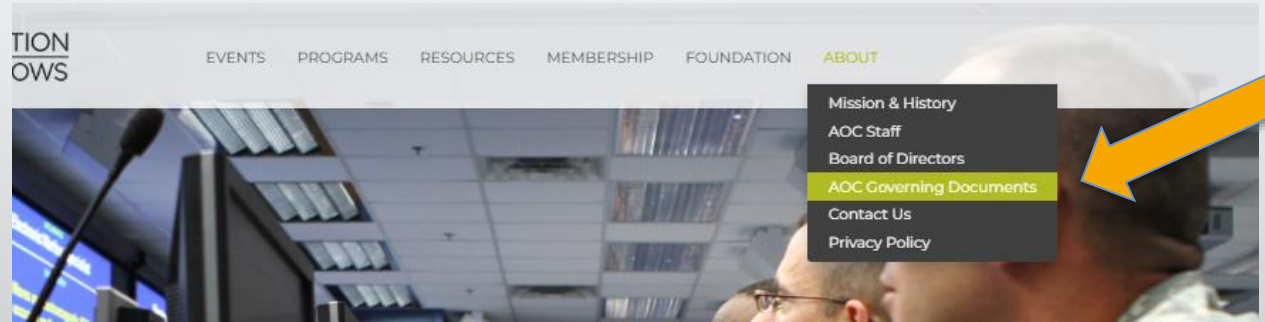
*As of 13 Nov 2023*

- 14,874 Individual Members
  - 11,714 US
  - 3,160 International
- 233 Industry Members
  
- Membership composition
  - 30% government and active-duty military
  - 70% defense electronic industry

# GOVERNANCE

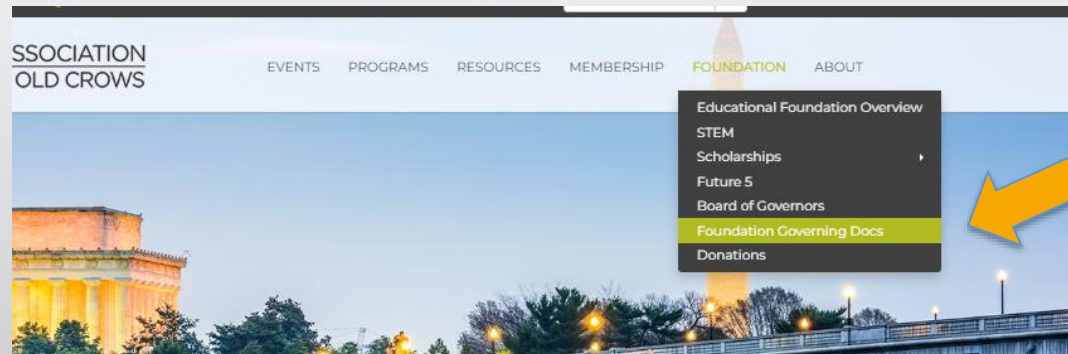
# ASSOCIATION GOVERNANCE - AOC

- AOC Articles of Incorporation
- AOC Bylaws
  - membership classes
  - governance duties
  - specifics
- AOC OpMans (Operating Manuals)



# ASSOCIATION GOVERNANCE - FOUNDATION

- AOC Educational Foundation Articles of Incorporation
- Foundation Bylaws
  - membership classes
  - governance duties
  - specifics
- Foundation OpMans (Operating Manuals)



# AOC CONSTITUTION and BYLAWS

- AOC Constitution was approved for elimination in the 2018 election.
- Bylaws were approved for update in November 2020.
- Mission Statement lives in the Bylaws
  - Article I, Section 1.02 (OpMan 13)

# BYLAWS – APPENDIX A

The AOC International observes all US laws designed to prevent the export of sensitive technology and technology implementation, and to protect American and international partner technological accomplishments from potential adversaries.

The Department of State is responsible for the export and temporary import of defense articles and services governed by 22 U.S.C. 2778 of the Arms Export Control Act (ACEA) and Executive Order 13637. The International Traffic in Arms Regulations ("ITAR," 22 CFR 120-130) implements the AECA.

In accord with the Bylaws (Section 2.02), persons or entities from countries on the Department of State Directorate of Defense Trade Controls "Country Policies and Embargoes" list are not eligible for membership in the AOC, to attend the Technical Symposium or Exhibits, or to participate in any AOC events. This list of countries is reviewed quarterly.

## As of Jun 2023:

Afghanistan	Iran	South Sudan
Belarus	Iraq	Syria
Central African Republic	Kyrgyzstan	Venezuela
China (CPR)	Lebanon	Yemen
Cuba	Libya	Zimbabwe
Cyprus	Myanmar (formerly Burma)	
Democratic Republic of the Congo	North Korea	
Eritrea	Russia	
Ethiopia	Somalia	
Haiti	Sudan	

# TOOLS OF GOVERNANCE

- **Policies**
  - Wisdom of the board, interprets bylaws and articles
  - Best course of action for now and the future
  
- **Strategic Plan**
  - Roadmap for 3 to 5 years
  - Guide for officers, board, committees and staff
  
- **Annual Budget**

# LEGAL STUFF



# LEGAL CONSIDERATIONS

- **Duty of Care**
  - Good business judgment at all times
  - Due diligence in decision making
- **Duty of Loyalty**
  - Act in the best interest of the organization and membership
  - Avoid conflicts of interest
- **Duty of Obedience**
  - Faithful to the mission and goals
  - Follow the governing documents

# RISK MANAGEMENT

- There is some risk associated with board service
- Insurance coverages; Directors & Officers (D&O Insurance)
- Bylaws include indemnification\* (See Article XI)
- Written policies exist to guide board and staff
- Antitrust avoidance issues
- Ethical Conduct
- Annual financial audit

\* *Indemnification* - an agreement between two parties not to hold one of them liable for future legal action or fines.

# INDEMNIFICATION

## ARTICLE XI INDEMNIFICATION

**Section 11.01 Scope of Indemnification.** Subject to Sections 11.02 and 11.03, every Director, Officer, Committee Chairperson or employee of AOC and such others as may be specified by the Board shall be indemnified by AOC against all expenses and liabilities, including legal fees, reasonably incurred or imposed upon them, or any settlement thereof, in connection with any proceeding to which they may be made a party, or in which they may become involved by reason of being or having been a Director, Officer, Committee Chairperson or employee of AOC or other individual involved with AOC specifically indemnified by the Board, regardless of whether the person holds such a position at the time such expenses are incurred.

**Section 11.02 Standard for Indemnification.** Subject to Section 11.03, indemnification under Section 11.01 shall be available if the individual to be indemnified:

(a) acted in good faith and reasonably believed:

- (1) in the case of conduct in an official capacity, that the conduct was in the best interests of the corporation;
- (2) in all other cases, that the conduct was at least not opposed to the best interests of the corporation; and

(b) in the case of any criminal proceeding, had no reasonable cause to believe his or her conduct was unlawful.

**Section 11.03 Disqualification for Indemnification.** In the absence of a court order to the contrary, an individual shall not be eligible for indemnification in connection with a proceeding:

(a) by or in the right of the corporation, except for reasonable expenses incurred if it is determined that the individual met the relevant standard of conduct under Section 11.02; or

(b) with respect to conduct for which the individual was adjudged liable on the basis that the director received a financial benefit to which that person was not entitled, whether or not involving action in an official capacity.

# RISK MANAGEMENT – D&O INSURANCE

Directors and officers (D&O) liability insurance protects the personal assets of corporate directors and officers, and their spouses, in the event they are personally sued by employees, vendors, competitors, investors, customers, or other parties, for actual or alleged wrongful acts in managing the association.

# RISK MANAGEMENT – ETHICS and COMPLIANCE

- Code of Ethics
- Sign annually – will receive on-site at the face-to-face meeting in Dec
- All BOD, BOG, staff and committee members should be aware of the policy and take immediate action in any setting where a violation is occurring. You will be asked to sign.

# RISK MANAGEMENT – IRS ISSUES

- **IRS Issues**
  - Increasing scrutiny of boards and staff
  - Unrelated Business Income Tax (UBIT)
  - 990s are public information
  - Policy considerations:
    - Whistle Blower
    - Audit
    - Conflicts
    - Record Retention
    - Compensation

# RISK MANAGEMENT – WHO SPEAKS?

- **Apparent Authority** – Care should be taken that committee chairs or other volunteers not usurp the authority of the president or take on authority not specifically delegated
- *"I can't speak for the Board but I can offer my personal opinion."*

# THE NITTY GRITTY



# BOARD COMPOSITION

- Bylaws Section 4.03 covers “Election Terms and Term Limits of Office”
- OpMan 32 – Nominations and Election Committee provides additional information
  - One-third of the BoD is elected each year (Cycles A, B, C)
  - Terms of Regional and At-Large Directors are three (3) years

# BOARD OF DIRECTORS

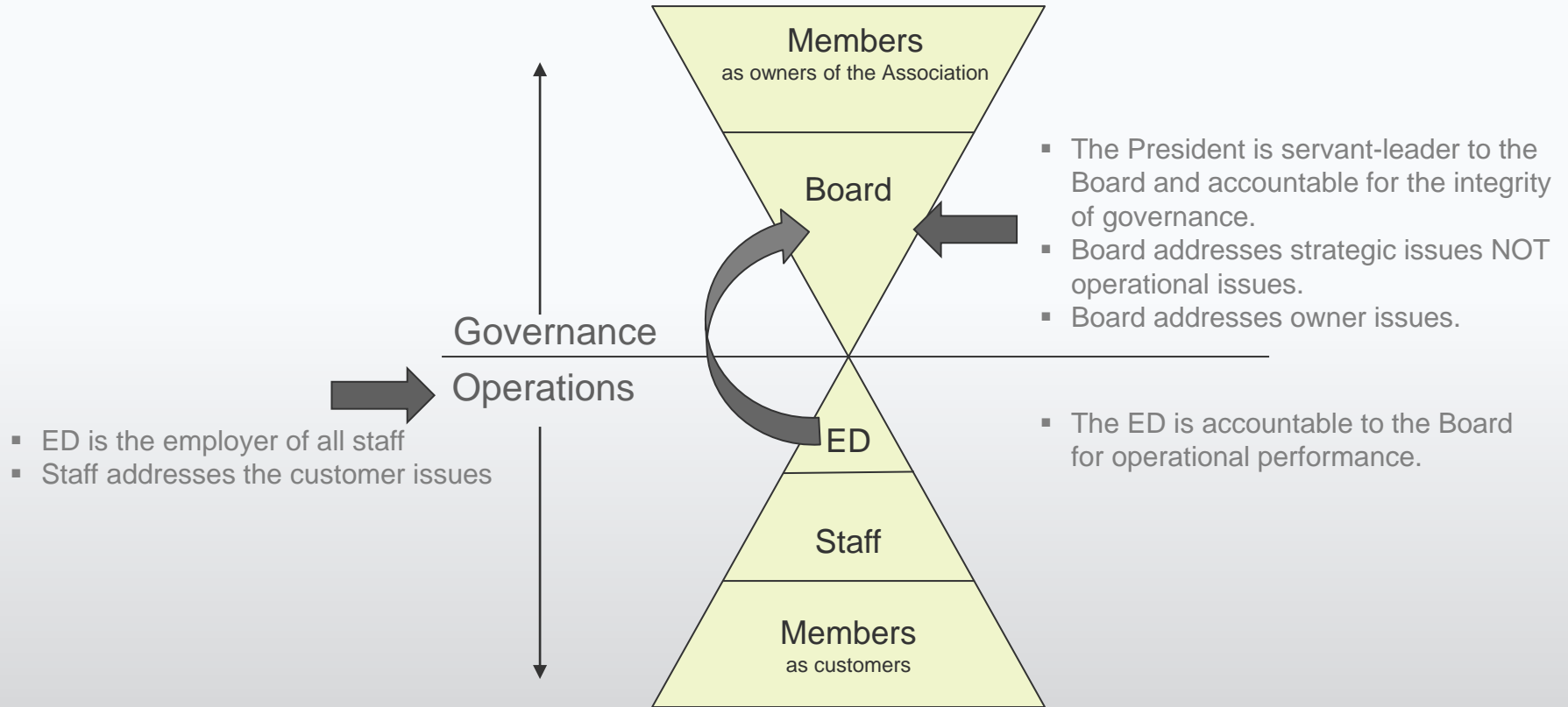
- **19 or 20 voting board members (depending on VP/Pres-Elect year)**
- **Officers (EXCOM – Executive Committee)**
  - President, Vice President/President Elect, Secretary, Treasurer, International Rep.
- **Directors**
  - Officers / EXCOM (5)
  - At Large Directors (6)
  - Regional Directors (9)
  - Immediate Past President (1)
  - Appointed Directors (2)
- **Executive Director is a non-voting position on the board of directors and EXCOM**

# BOARD RESPONSIBILITIES

- Establish strategic plan, direction, vision, and annual goals and objectives
- Determine association policies (OpMans)
- Allocate resources through the budget
- Monitor progress
- Promote the organization
- Oversee the executive director

# BOARD and STAFF RELATIONSHIP

- **Two Partners, One Team**
- Board focuses on governance, direction and vision
- Staff manages day-to-day operations within the context of the board's direction; at the direction of the Executive Director
- This **partnership** between board and staff allows the organization to achieve its goals, avoids micro-management of the staff and over-taxing of the volunteer leaders
  
- **Board governs; staff manages**



# EXPECTATIONS OF BOARD MEMBERS

- Attend all board meetings and be involved.
- Start and end meetings on time
- Study and understand the mission statement, bylaws, and strategic plan
- Prepare for meetings by reviewing the agenda and supporting documents (read-aheads)
- Stick to established agendas during board meetings
- Treat information and discussions as “confidential”
- Be respectful of people and ideas

# EXPECTATIONS OF BOARD MEMBERS

- Promote our organization to others (*though you cannot speak for organization without authority*)
- Recruit future leaders to help govern the organization
- Stay current on issues and trends impacting the organization and the membership
- Volunteer for committees
- Readily communicate with staff for needed information and assistance

# RECRUITING LEADERS

- A responsibility of board members is to identify future leaders
- Don't forget to "ASK" prospective leaders to join our efforts
- The Nominating and Elections plays a key role, but so does every board member
- Committees may be a source of future leaders



# EXECUTIVE OFFICERS (EXCOM)

- The officers have special duties described in the bylaws
- The officers make up the “Executive Committee”
- The EXCOM does not usurp the authority of the Board but may meet in between meetings of the board as *needed*
- Exercises powers of the board between board meetings, with some exceptions
- Actions are reported to the board at next meeting
- Keeps record of action and recommendations in writing

# ROLE OF THE PRESIDENT

- Presides over all meetings of the board or membership
- Interfaces with the Executive Director
- Appoints committees in accordance with bylaws and policy
- Orchestrates and leads board meetings

# ROLE OF THE VICE PRESIDENT / PRESIDENT-ELECT

- Serves in the absence of the President
- Performs such duties as identified in the bylaws or assigned by the President
- President-Elect automatically succeeds to the Presidency
- Monitors the progress of the Strategic Plan; Helps set the direction the association should be headed

# ROLE OF THE SECRETARY

- Oversees the custody of all corporate records, except financial records
- Monitors the accuracy and timely distribution of meeting minutes
- Performs such duties as identified in the bylaws or assigned by the President
- Performs duties as identified in OpMan 32 (Nominations and Elections)
  - The Secretary shall be responsible for authorizing, overseeing, and ensuring Nominations & Election (N&E) Committee compliance with the OpMan.

# ROLE OF THE TREASURER

- Oversees all funds, financial records and resources
- Oversees preparation of annual budget and approval by the board
- Reports on the financial status at board meetings
- Oversees tax filings
- Performs such duties as identified in the bylaws or assigned by the President
- Chairs the Finance Committee

# ROLE OF THE REGIONAL DIRECTORS

- You are the voice of the members in your region
- Communicate often with the chapter officers in your region
  - Visit your local chapters
    - There is funding for regional director travel
    - Funding must be approved prior to travel (by Membership Director and ED)
  - Set up Quarterly meetings/conference calls with the chapters in your region
    - AOC Membership Director can assist with setting up a conference call for you.
- Attend Chapter Presidents Virtual meetings
  - These are generally done after each board meeting
- Report/give and update on what's happening in your Region at each Board meeting.

# ROLE OF THE AT-LARGE DIRECTORS

- Represent the AOC and its mission
  - At events (AOC conferences, other partner events, etc.)
- Participate on Committees/Special projects as assigned
- Support Regional Directors with Chapter initiatives when needed
- Promote membership (individual and industry)
- Assist with raising funds – scholarships, STEM, sponsorships, etc.

# COMMITTEES

- Board work is accomplished by committees
- Committees produce work products and member benefits
- Opportunities to engage members
- They identify potential leaders
- They serve as a way to serve the interests of subgroups of members
- Committees must be aware of risk avoidance; keep minutes.
- Aligned with strategic goals and strategies



# COMMITTEES

- Standing Committees – identified in the Bylaws
  - Nominations and Elections Committee (only committee chair elected by the Board – rest are appointed)
  - Governance Committee
  - Finance Committee
  - Human Resource Committee
- Ad-Hoc Committees – appointed for short-term assignments or as the President desires
  - Awards, Convention, Government & Industry Outreach, International Advisory, Membership, Training & Education and Certification, Security, etc.
- Charters – **WHAT** the Committee is
- OpMans – **HOW** the Committee is to do things

# BOARD MEETINGS

- Typically, 1-2 face-to-face meetings per year
- Typically, 5-6 virtual meetings per year
- All directors are requested/expected to attend
- Ready to lead; directors prepare for meetings in advance
- Purpose is to conduct board business, not to perform committee or staff level work
- Input to the meeting agenda is welcomed in advance

# 2024 BOD/BOG schedules

## BOD Meetings

- December 10, 2023 – Face-To-Face
- Schedule to be announced

### Reminder of who is on the AOC BOD

- Officers / EXCOM
- At Large Directors
- Regional Directors
- Immediate Past President
- Appointed Directors

## BOG Meetings

- December 10, 2023 – Face-To-Face
- Schedule to be announced

### Reminder of who is on the AEF BOG

- Officers / EXCOM
- Regional Directors
- Immediate Past President
- Appointed Governors

# BOARD MEETINGS - AGENDA

- Prepared with the input of President and staff, with consideration of current issues, member needs and pending business
- If you have items you would like to see added to the agenda, provide to President or Executive Director at least one month in advance
- Agendas posted two weeks before meeting

# BOARD MEETINGS – READ-AHEADS

- Come to the board meeting prepared – read all the committee reports and other documents posted on the Board Meeting Read-Ahead page
- Committee chairs are responsible for submitting committee reports 2 weeks prior to board meeting

# BOARD MEETINGS – MINUTES

- Minutes are a legal record of the meetings and must be approved at the subsequent meeting
- They are not a record of conversations, but rather of formal actions taken
- Video and audio recordings should not be retained

# BOARD MEETINGS – RULES OF ORDER

- Robert's Rules of Order
- Procedural rules are used to maintain order
- All persons must be recognized by the chair before speaking
- Time limits may be set on certain topics
- Know the basic rules of order to be sure motions and procedures are understood

# FINANCIAL RESPONSIBILITIES

- Board reviews and “accepts” financial reports
- Board approves annual operating budget
- Board reviews audit report and year-end financial statements prepared by outside auditor
- Board views Form 990 IRS submission annually



# STRATEGIC PLAN

- Mission, vision and values position and distinguish the organization
- Goals (usually 3 to 7) are core competencies of organization
- Strategies should be fresh approaches to advance the goals
- Tactics and action steps are the realm of committees and staff
- Plan is realistic, based on capacity
- Spans a period of 3 to 5 years

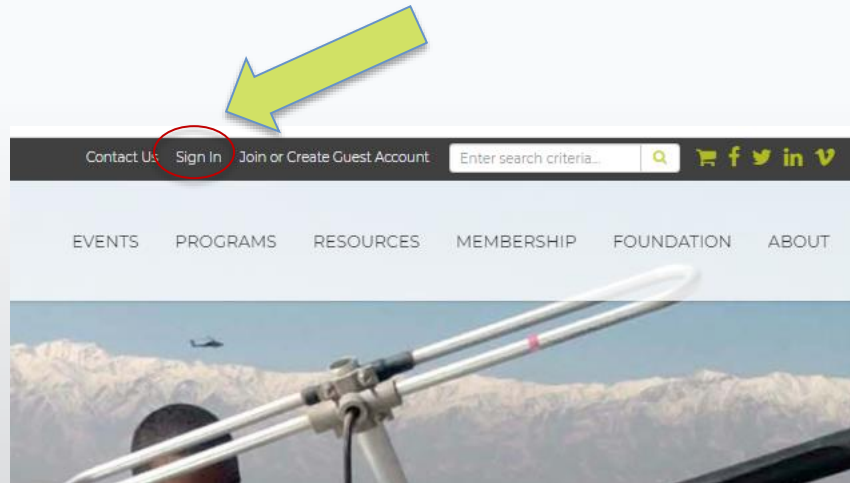
# FINAL THOUGHTS

- The board experience should be a positive one
- The board is the caretaker of the organization
- The board speaks as a whole, no board member should have more input or authority than others
- Use business sense; be respectful at all times
- Realize you “represent” the organization
- Always ask questions as they arise (due diligence)
- **Thank you for serving on the board!**

# BOARD ONLY WEBSITE

# STEPS TO LOGIN

1. crows.org
2. Sign in



# STEPS TO LOGIN

## 3. Member Login

### Member Login

Welcome to the online community. Because of the built-in security features, you must first register and be approved before accessing many site sections or registering for events. If you are not a member of the site yet, please register - we'd love you to be part of our online community.

#### Sign in using your credentials

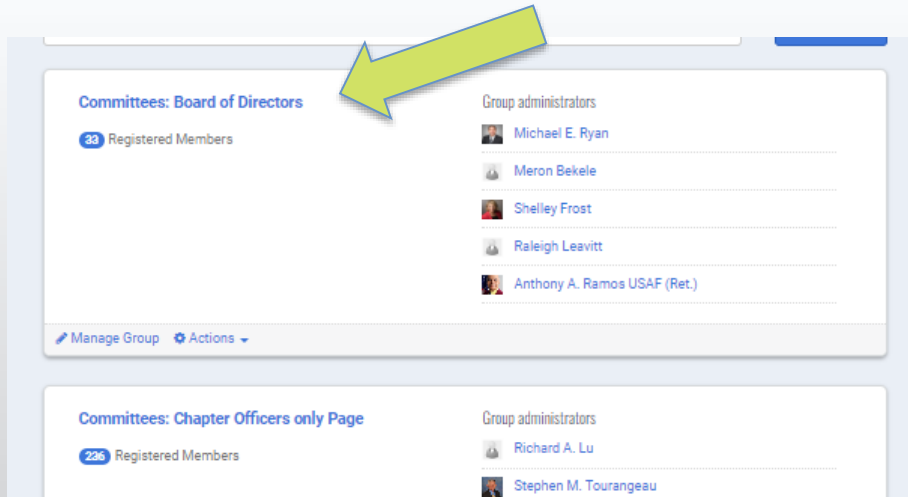
 **Remember Me** 

*Forgot your password?*  
[Click here to reset your password.](#)

*Join or Create Guest Account*

# STEPS TO LOGIN

4. Scroll down the list of groups you are a member of and choose the Board of Directors



The screenshot displays a list of groups. The first group is titled "Committees: Board of Directors" and has 23 Registered Members. A yellow arrow points to this group. Below it is another group titled "Committees: Chapter Officers only Page" with 236 Registered Members. Each group entry includes a list of group administrators with their names and profile pictures.

Group Name	Registered Members	Group Administrators
Committees: Board of Directors	23	Michael E. Ryan Meron Bekele Shelley Frost Raleigh Leavitt Anthony A. Ramos USAF (Ret.)
Committees: Chapter Officers only Page	236	Richard A. Lu Stephen M. Tourangeau

Regional Directors will also have access to the Chapter Officer page

# STEPS TO LOGIN

## 5. SUCCESS!

### Welcome to the Board of Directors Only Page

[Home](#) | [Read-Aheads](#) | [Minutes](#) | [Opmans](#) | [Financial Documents](#)

[Administrative Documents](#) | [Committees](#) | [Subject Matter Experts](#)

[Annual Operating Plan](#) | [Engagement Calendar](#) | [Chapter Engagement](#) | [Regional Director Only Group](#)

This is a private group with current Board members and AOC staff.

# READ-AHEADS

- Where you'll find all the committee reports, financial reports, other documents that will be referenced or voted on in the board meeting

## Welcome to the Private Page of Directors Only Page

[Home](#) | [Read-Aheads](#) | [Minutes](#) | [Opmans](#) | [Financial Documents](#)

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# MINUTES

- Where you'll find all the approved minutes

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[Home](#) | [Read-Aheads](#) | [Minutes](#) | [Opmans](#) | [Financial Documents](#)

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# OPERATIONS MANUAL (OPMANS)

- Contains standing policy to control, regulate and govern various aspects of the Association's operations

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[Home](#) | [Read-Aheads](#) | [Minutes](#) | [Opmans](#) | [Financial Documents](#)

[Administrative Documents](#) | [Committees](#) | [Subject Matter Experts](#)

[Annual Operating Plan](#) | [Engagement Calendar](#) | [Chapter Engagement](#) | [Regional Director Only Group](#)

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# OPERATIONS MANUAL (OPMANS)

## 21 OpMans

### Organized/Grouped

- Governing
- Finance & Admin
- Committees
- Programs
- Membership
- Staff Issues

OPMAN	Committee	EFFECTIVE DATE
Articles of Incorporation	GOV	24 Jan 2019
11 – Purposes and Responsibilities	GOV	2 Feb 2021
13 – Bylaws of the Association of Old Crows	GOV	11 Mar 2021
14 – AOC Strategic Positioning	STRAT PLAN	2 May 2022
15 – Code of Ethics	Ethics	11 Mar 2021
16 – Meeting Minutes	EXCOM	26 Apr 2019
17 – Board/Chapter Operations	EXCOM	8 Feb 2021
18 – Non-Discrimination Policy	EXCOM	16 Feb 2021
21 – Financial Management	Finance	12 Feb 2020
22 – Reserve Fund Policy	Finance	17 Feb 2022
23 – Travel and Expense Reimbursement	Finance	11 Mar 2021
24 – Records Retention	Finance	2 Feb 2021
25 – Anti-Trust Compliance Policy	EXCOM	2 May 2022
31 – Awards Program	Awards	11 Mar 2021
32 – Nominations and Election Committee	N&E	11 Mar 2021
35 – Audit and Inspection Committee		
41 – Conference Planning, Operations, and Reporting	Conference	26 Apr 2019
42 – Certification Program	Training & Ed	11 Nov 2021
51 – Conducting Classified Events	EXCOM	19 Feb 2021
52 – Insider Threat Program	EXCOM	23 Feb 2021
71 – Membership Growth Incentive Program - Individuals		
72 – Annual Chapter Recognition Program	Membership	31 Oct 2019
73 – Publishing Chapter Events in the JED/eCrow	Membership	31 Oct 2019
74 – Establishing, Maintaining and Closing AOC Chapters	Membership	26 Apr 2019
92 – Human Resource Management	HR	11 Mar 2021

# FINANCIAL DOCUMENTS

- Audited financial statements
- Approved and working budgets
- IRS determination letter
- IRS 990 Tax Forms

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[Home](#) | [Read-Aheads](#) | [Minutes](#) | [Opmans](#) | [Financial Documents](#)

[Administrative Documents](#) | [Committees](#) | [Subject Matter Experts](#)

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# TRAVEL EXPENSES – OPMAN 23

- AOC will reimburse Board members for their pre-approved travel on official AOC business.
- Review OpMan 23 for details
- Must obtain Executive Director's authorization in advance of any travel
- Must have detailed receipts for all expenses
- No reimbursement for travel insurance
- Pay per diem as defined by the US Department of State
- If your company is willing and able to cover your travel expenses, this will help with AOC's budget and bottom line

# ADMIN DOCUMENTS

- Random documents that don't have a home elsewhere

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[Home](#) | [Read-Aheads](#) | [M](#) | [Opmans](#) | [Financial Documents](#)

[Administrative Documents](#) | [Committees](#) | [Subject Matter Experts](#)

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# ADMIN DOCUMENTS

- Random documents that don't have a home elsewhere

[2022 Planning Calendar](#)

[2022 BoD / BoG Roster](#)

## **OTHER**

[BOD Oath of Office](#)

[AOC Strategy](#)

[2022 Annual Operating Plan](#)

[Five Year Strategy](#)

[Parliamentary Procedures - Robert's Rules of Order: Quick Reference](#)

[Parliamentary Procedures - Robert's Rules of Order: Motion Chart](#)

[BOD Orientation](#)

[Tips for New Board Members](#)

[Conflict of Interest Declaration Form](#)

[AOC Business Continuity Plan](#)

## **END OF YEAR REPORTS**

[2021](#)

[2020](#)

[2019](#)

# COMMITTEES

- Where you'll find committee assignments and committee charters

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[Annual Operating Plan](#) | [Engagement Calendar](#) | [Chapter Engagement](#) | [Regional Director Only Group](#)

This is a private group with current Board members and AOC staff.



# SUBJECT MATTER EXPERTS

- Board member speaking engagements

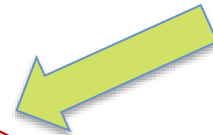
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# ENGAGEMENT CALENDAR

- Up-to-date spreadsheet of where all board members are and who's covering what event.
- Click on the 2024 spreadsheet and enter where you will be for work

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# CHAPTER ENGAGEMENT

- Chapter sustainment requests and reports
- Regional Director trip reports

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**QUESTIONS?**