

International AOC 2016 Snapshot

Submitted by Mike Dolim, Executive Director

22 December 2016

Introduction

Significant 2016 AOC accomplishments are outlined below. Major areas covered include: President's activities; Board meeting schedule; governance document updates; financial status; AOC staff and organization; advocacy accomplishments; membership levels; and conference, professional development course and symposium activities.

President's Outreach and Leadership

President Dave Hime was engaged in a very active schedule in 2016 attending the events listed below. He noted in the JED that "I promised you when I took the reins that, periodically, I would convey thoughts about our Association's future." His many presentations focused on the AOC's strategic plan providing information on AOC's four key, central strategic areas: Advocacy & Education; Membership Growth ("subtitle:" EW as a profession); Multi-Lateral Partnerships; and Communications (both vertical and horizontal). Throughout his travels, he spread the message "...we must pursue these four critical AOC strategic challenges – and I am confident that the AOC will rise to meet every single one."

Events Attended

- AOC India Chapter Conference in Bangalore, India (21-24 February) – Keynote, Plenary Technical Talk & Technical Session Chair
- Dixie Crow Conference at Warner Robins, Georgia (21-23 March) - Keynote
- Collaborative EW Symposium at NAWCWD in Pt. Mugu, California (5-7 April) – Keynote; Young Crows meeting at Raytheon, El Segundo
- Crane Annual Capitol Hill Breakfast and Hill Staffer Meetings in Washington DC (18-20 April)
- EW Europe (Clarion) in Rotterdam, Netherlands (10-12 May) – Keynote & Plenary Technical Talk
- SPAWAR Conference in Charleston, South Carolina (7-9 June) – Keynote
- Kittyhawk Week Technical Interchange Meeting in Dayton, Ohio (15-16 June) - Keynote
- EW Asia (Tangent Link) in Kuala Lumpur, Malaysia (20-21 September) - Keynote
- Korean Workshop in Seoul, Korea (22-23 September) – Keynote; plus Technical Lecture with Young Crows at LigNext1 Corporation
- Australian Chapter Conference in Adelaide, Australia (4-7 October) – Keynote, Plenary Technical Talk, and private meeting with AUS Chief of Defence Force (CDF)
- Army CEMA Conference in Aberdeen, Maryland (18-20 October) - Keynote
- STRATCOM in Omaha, Nebraska (25 October) – Meeting with J3E, Brig Gen Sauley
- AOC Pikes Peak Roost Chapter in Colorado Springs, Colorado (26 October) - Keynote
- AOC Mile-High Crows Chapter in Denver, Colorado (27 October) – Keynote with local defense business development group, and with Chapter dinner
- Metropolitan Chapter 51st Annual Scholarship Banquet in New York City, New York (11 November) – Keynote

There were two (2) meetings Dave could not attend because of time conflicts. They were delegated to:

- Lisa Fruge-Cirilli – 8th Annual Cyber/EW Convergence Conference at NSWC Crane, Bloomington, Indiana (10-12 May)
- Glenn "Powder" Carlson – AOC EMS Systems Engineering & Acquisition Conference in Dahlgren, Virginia (20-22 September)

Board Meetings

There were four (4) face-to-face Board meetings and one (1) Adobe Connect meeting in 2016. Also, there were four (4) face-to-face Board of Governors meetings and one (1) Adobe Connect meeting. Board of Directors and Board of Governors meetings are shown below.

AOC Board of Directors Meetings

Date	Description
20-21 March	Face-to-Face (Warner Robins, Georgia)
14-15 June	Face-to-Face (Dayton, Ohio)
27-28 September	Face-to-Face (AOC Headquarters)
21 October	Adobe Connect - Special Meeting - Election Irregularity
28 November	Face-to-Face (AOC Symposium - Washington, DC)

AOC Board of Governors Meetings

Date	Description
21 March	Face-to-Face (Warner Robins, Georgia)
15 June	Face-to-Face (Dayton, Ohio)
15 August	Adobe Connect - Special Meeting - Scholarship Proposal
27 September	Face-to-Face (AOC Headquarters)
28 November	Face-to-Face (AOC Symposium - Washington DC)

Strategic Planning

President-Elect Lisa Furge-Cirilli led a team to review OpMan 14 - Strategic Plan. Presentations (updates) were provided to the Board during the 21 March, 15 June, 28 September and 28 November meetings. At the 28 November meeting, there was a discussion on terminology, specifically EMSO and its meaning to U.S. and International members. It was agreed that more discussion was needed to resolve terminology issues. Consequently, the Board approved the Base OpMan 14 (authorities, responsibilities and procedures) and indicated that work to finalize Appendix A (AOC Vision, Mission, Beliefs, Objectives & Framework) and Appendix B (AOC Strategic Plan) should be taken up by the 2017 Strategy Committee.

Annual Election

The 2016 election was conducted to fill the positions listed below.

- Two (2) At-Large Directors (Muddy Watters and Greg Patschke)
- International Region 1 Director (Sue Robertson)
- International Region II Director (Jeff Walsh)

There was a tie between two (2) candidates for an At-Large Director position. One (1) candidate received the most votes; however, two (2) candidates for the second available position received the exact same number of votes. The EXCOM, under its designated responsibility, opted to convene a special meeting of the Board on 21 October to determine a solution. After reviewing several options, the Board voted via secret ballot to resolve the Annual Election voting irregularity.

Bylaws

The Bylaws (OpMan 13) were amended multiple times in 2016. The primary changes are outlined below.

28 March

- Article X, Section 10.01 added the following sentence “A performance review of the Executive Director shall be annually prepared by the incumbent President and provided, for information only, to the Board of Directors at its year-end meeting.”

15 June

- Article XIV created (new) with Sections 1, 2 and 3 to provide requirements for “chartering” chapters (duties provided in Operations Manual), termination of chapter affiliation, and authorized use of AOC trademark by chapters.

28 September

- Article III, Sections 3.03, 303(a), 306(a) and 306(b) modified to clarify removal of Regional Directors and At-Large Directors.
- Article IV, Sections 4.05 and 405(a) modified to allow the appointment of a Vice President by the President when there is no incoming President election.

28 November

- Article III, Section 3.03 new language added to clarify appointed and elected term limits.
- Article IV, Section 4.03 added the following sentence “In years when there is not an elected incumbent President Elect, the Vice President (SECTION 4.05) shall be responsible for the AOC Strategic Plan.”
- Article III, Sections 3.06 and Article IV, Section 4.05 added requirement that the Board will convene by the most convenient means to confirm Appointed Directors and Officers prior to their attending their initial Board meeting.

Governance – AOC Operations Manual

Six (6) OpMans were revised during 2016, plus one (1) entirely new OpMan was added. As of December 2016, the effective dates are shown in the table below.

OpMan	Effective Date	Activity
11- Purposes and Responsibilities	14 Nov 2014	
12 – Constitution of the Association of Old Crows	27 Aug 2014	
13 – Bylaws of the Association of Old Crows	27 Sept 2016	Revised
14 – AOC Strategic Planning	28 Nov 2016	Revised
15 – Code of Ethics	27 Sept 2016	Revised
16 – Meeting Minutes	7 Nov 2014	
17 – Board/Chapter Operations	29 Oct 2014	
18 – Non-Discrimination Policy	26 Aug 2015	
21 – Financial Management	30 Nov 2015	
22 – Reserve Fund Policy	19 Mar 2015	
23 – Travel and Expense Reimbursement	27 Sept 2016	* Revised
24 – Records Retention	11 June 2015	
25 – Anti-Trust Compliance Policy	2 July 2015	
31 – Awards Program	26 Oct 2015	
32 – Nominations and Election Committee	19 Mar 2015	
35 – Audit and Inspection Committee	23 Jan 2014	
41 – Conference Planning, Operations, and Reporting	16 June 2016	Revised
51 – Conducting Classified Events	20 Mar 2014	
71 – Membership Growth Incentive Program - Individuals	30 Nov 2015	
72 – Annual Chapter Recognition Program	29 April 2014	
73 – Publishing Chapter Events in the JED/eCrow	30 Nov 2015	
74 – Establishing, Maintaining, and Closing AOC Chapters	14 June 2016	** Revised
91 – Employee Handbook	5 Nov 2014	
92 - Human Resource Management	21 March 2016	New

Note:

* Reimbursement for meal expenses changed to per diem

** Updated to include appropriate language for “chartering” chapters

Financial Status

The release of the 2015 independent auditor report showed a \$339,988 surplus (income from operations). A positive financial outcome is anticipated in 2016, including an estimated \$64,524 surplus. The table below shows audit report income (loss) from operations for years 2011 through 2015.

	2011	2012	2013	2014	2015	2016 Projected
Revenue	\$3,392,466	\$3,217,415	\$2,477,071	\$3,050,688	\$3,055,950	~\$2,663,102
Expenses	\$3,550,770	\$3,653,359	\$2,417,488	\$2,419,503	\$2,715,962	~\$2,598,578
Income (loss) from operations	-\$158,304	-\$435,944	\$59,583	\$631,185	\$339,988	~\$64,524

Financial Reporting

The 2015 independent auditor's management letter re-confirmed that current financial operations reflect sound practices. This is the second consecutive year where the independent auditors reported that all previous issues had been cleared.

Reserve Fund

The Reserve Fund balance as of December 2016 is \$1,509,711; up from \$1,448,783 in December 2015. The change is due to market fluctuations (last deposit in 2015 and last withdrawal occurring in 2013). The Board earmarked \$297,771 from the 2015 realized surplus to be treated as Reserve Fund monies (making \$1,807,482 the actual Reserve Fund balance). The earmarked monies are being held in the operating account to provide flexibility in the possible situation where monies are needed for the AOC headquarters building (see below).

Building Discussions

The Executive Director reported at the 15 June BoD meeting that the tenant lease (SBG) ends on September 1, 2016. In response to the vacant tenant space, it was initially noted that it is usually necessary to renovate office space before securing a new tenant. Moreover, it might be prudent to do a comprehensive study (due diligence) before spending any monies on renovations. It was agreed that a commercial real estate firm (Cushman & Wakefield) should be consulted to explore options.

A report was made to the Board on 28 September based on data and information prepared by Cushman & Wakefield and the staff. The discussion included: impact of vacant tenant space on 2016 revenue, review of annual operating costs, significance of tenant lease rates, renovation options for selected building areas, sell building options, and sell building and lease space options. A “sense of the Board” poll was taken which resulted in the majority indicating a desire to stay in the building (minority desiring to sell the building). No formal action was taken.

After the 28 September Board meeting, the EXCOM reviewed the outcome of the Board's discussion and decided that additional study is required. In addition, it was determined that it would be useful to have a larger number of stakeholders involved in the discussion. The EXCOM charged the Finance Committee with gathering information and preparing a report for presentation to the Board at its March 2017 meeting.

To assist the Finance Committee, an Advisory Group would be formed. Members selected will provide a cross-section of "old hands", young Crows, with and without AOC BOD experience, Govt/Industry/Services backgrounds, etc. in order to bring diverse perspectives to the table and have non-attribution discussions. The tasks of the Finance Committee and the Advisory Group were reviewed during the 28 November Board meeting.

Capital Items

Building Improvements

A "building maintenance" program was implemented in 2014 to ensure that many "deferred maintenance" issues in the headquarters building will receive attention, as well as to install an ongoing program to avoid such future issues. Active projects in 2016 are:

- Completed - Unit Heaters – Replacement / repairs
- Ongoing - Garage Ceiling – Replace deteriorating and sagging ceiling

Chapter Sustainment Initiative Program - Assistance Fund

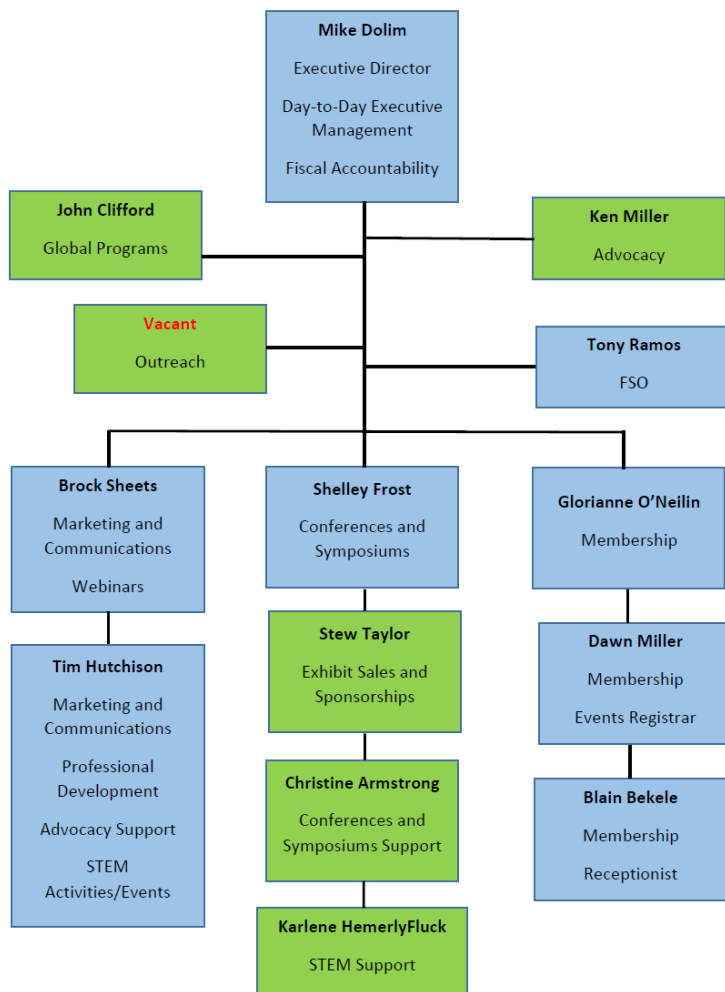
A chapter assistance fund was initiated in 2015 with \$79,791.79 provided by the defunct Golden Spike Chapter. Monies may be disbursed to chapters with funding and/or financial needs based on stipulations contained in OpMan 74, Section II, Paragraph H. The current balance is \$76,291.79. A history of disbursements is provided below

Month/Year	Balance	Note
June 2015	\$79,791.79	Initial Funding
Sept 2015	\$78,291.79	\$1,500 Disbursement to Red Baron Roost (speaker expenses)
Nov 2016	\$76,291.79	\$2,000 Distribution to Maple Leaf Chapter (incorporating the chapter in Canada expenses)

At the 28 September Board meeting, a request from the Maple Leaf Chapter to procure \$2,000 from the chapter assistance fund was initially deemed inconsistent with stipulations that monies are for chapter "professional growth activities" only. The Maple Leaf Chapter requested monies to cover expenses to incorporate the Chapter in Canada. After discussion, the Board approved the disbursement and noted that such expenses should be viewed as promoting chapter growth. Plans are to review the stipulations in OpMan 74 and bring forward proposed amendments to the Board in 2017.

AOC Staff

As December 2016, the staff is composed of eight (8) AOC employees (7 full-time and 1 part-time), five (5) consultants, and one (1) vacant consultant position (Outreach). An organization chart is provided below.



2016 Staff Changes

- Blain Bekele was hired on 19 January to replace a series of temporary contract workers.
- Dawn Miller was converted from a 1099 contractor to a full-time AOC employee on 16 February.
- Phillip DuPree for personal reasons ceased working on 29 February, leaving the Outreach consultant position vacant for the remainder of the year. Mr. DuPree held the position from October 2015 to 29 February 2016.
- Ken Miller's scope of work was temporarily expanded to include outreach tasks on 1 August to end on 31 December.
- Karlene HemerlyFluck was added on 7 July to assist Shelley Frost with planning and executing STEM program activities/requirements through 31 December.

At the 28 November Board meeting, the Executive Director was directed to convert the once part-time outreach consultant position to a full-time AOC employee. The objective is to fill the position during the first quarter of 2017.

It was announced at the 28 November Board meeting that Mike Dolim is planning to retire sometime after the 2016 audit is complete or until a new Executive Directors is hired.

Other Contractor Services

Outside contractor services continued in 2016 with: 1) website support by 3by400; 2) information technology services by TSI, and bookkeeping & accounting by Consultance Accounting Services.

Advocacy

The Government and Industry Relations (GIR) Committee conducted an active 2016 program coordinated by Jim "Hook" Pryor (Chair), Ken Miller and Mike Dolim. Highlights of 2016 accomplishments and activities are outlined below.

2016 Accomplishments/Activities

- Organized EW Working Group congressional staff briefing (7 January)
- Conducted meetings and conversations with Sen Kirk's military staff and trusted SMEs to edit S. 2486 the EW Capabilities Enhancement Act (January)
- Conducted Senate Outreach for S. 2486 the EW Capabilities Act and circulated issue brief (February)
- Joined AIA in circulating a multi-organization letter on Spectrum Policy (February)
- Met with Reps. Warlorski and Larsen to discuss introduction of House companion bill to S. 2486 the EW Capabilities Enhancement Act (February)
- Supported joint AIA/AOC panel discussion on Spectrum (18 March)
- Helped circulate EW Working Group joint press release and AOC endorsement press release (March)
- Organized EW Working Group congressional staff briefing on EW investments in the FY 2017 defense budget (7 April)
- Organized and supported Dave Hime's meetings on Capitol Hill (18 & 19 April)
- Supported 1st Annual Robin AFB Congressional Breakfast (27 April)
- Worked with EW Working Group on securing EW amendment language for House version of the FY 2017 National Defense Authorization Act (May)
- Conducted EW Working Group panel discussion on Spectrum Policy (12 June)
- Attended 2nd Annual Directed Energy Symposium (23 June)
- Met with staff from EW Working Group and DE Caucus to discuss status of FY 2017 NDAA (August)
- Conducted outreach for congressional participation at AOC Annual Symposium (September)
- Conducted Advocacy Webinar entitled "Connecting the Dots: A Review of EW and Spectrum-related Accomplishments of the 144th Congress (13 October)
- Assisted in review and finalization of EW Working Group history and remarks for Rep. Pitts in preparation for acceptance of AOC Gold Metal Award (October)
- Provided guidance and support for a DE Caucus congressional staff briefing on Joint Fiber Laser Mission Engagement (J-FlAME) Joint test (November)

GIR Reports

A webpage (GIR Reports) continues to provide posting of advocacy information, including Ken Miller's monthly reports. Each monthly reports provides a summary of work performed in the past 30 days, a forecast of the next 30 days, and work "On the Horizon."

SME Activities

The SME “team” was established to broaden the AOC’s brand and garner information from groups/organizations that AOC heretofore had not been engaged with. The primary objective is to expand AOC’s knowledge and exposure targeted to the newly incorporated areas in AOC’s mission statement. A list of 2015 and 2016 events attended is provided below.

Date	Activity/Event
28 April 2015	Directed Energy Professional Society Event of Capital Hill
13 June 2015	International & Foreign Military Sales (FMS) EW Symposium and Workshop
10 July 2015	Wright Patterson AFB Visit
28 July 2015	Directed Energy Conference
28 July 2015	Directed Energy Conference – Attachment
14-16 September 2015	Air Force Air & Space Symposium
23 October 2016	Redstone Rebel Roost Chapter Revitalization Meeting

Membership

Overall individual memberships show a very small decline (see table below). However, industry membership remains constant with some variation. AOC continues to offer special membership dues incentives such as student memberships and one-year memberships tied to certain AOC events/activities. Also, support is provided for chapter membership drives.

Membership	October 2013	December 2014	December 2015	December 2016
US	10,925	10,726	10,519	10,340
International	2,075	2,261	2,416	2,493
Total	13,000	12,987	12,935	12,833
Industry	211	200	205	211

Website Update – Webinar and Course Catalogue

An online catalogue was created that allows user access to archived, on-demand webinars and courses. This feature is necessary as AOC moves to provide more-and-more access to pre-recorded webinar and training course content.

Website Enhancement – AOC Jobs Vacancies Board

The AOC launched a new webpage where members and sponsors can post job vacancies. Submitted listings remain live for 30 days and the AOC does not format or edit submitted postings, nor does the AOC respond to any questions from candidates concerning postings. It is a free AOC service to members and sponsors.

Conferences

The six (6) conferences held in 2016 continued a “revitalization” since 2013; only one (1) conference was held in 2013 (see table below). The number of conferences during the past five (5) years ranges from nine (9) in 2012 to six (6) in 2016. It is anticipated that there will be 5 - 7 conferences in 2017.

Name of Conference	2016	2015	2014	2013	2012
Collaborative EW Symposium, Pt Mugu CA	April 5 – 7 556 attendees	March 31 – April 2 629 attendees	April 8-10 474 attendees	n/a	Jan 24-26 388 attendees
EW/Cyber Convergence, Charleston SC	June 7 – 9 172 attendees	June 2-4 148 attendees	June 3-5 163 attendees	n/a	June 5-7 143 attendees
PACOM, Honolulu, HI	November 8 – 10 204 attendees	October 20-22 187 attendees	Oct 21-23 130 attendees	Oct 22-24 150 attendees	Oct 16-18 139 attendees
Capability Gaps and Enabling Technologies, Crane IN	May 10 -12 243 attendees	August 11-13 261 attendees	Nov 18-21 215 attendees	n/a	May 8-10 346 attendees
Cyber Electromagnetic Activity, Aberdeen, MD	October 18 – 20 770 attendees	October 6-8 538 attendees	n/a	n/a	n/a
EMS Engineering and Acquisition, Dahlgren VA	September 20 - 22 249 attendees	n/a	n/a	n/a	July 17-19 111 attendees
Marine Corps Spectrum Maneuver Warfare Conference, Cherry Pt, NC	n/a	October 27-28 291 attendees	n/a	n/a	
Modern Threats: SAMs, Huntsville AL	n/a	n/a	Sept 3-5 325 attendees	n/a	June 19-21 204 attendees
Spectrum Superiority; Critical Enabler to Century Warfare, Las Vegas NV	n/a	n/a	n/a	n/a	April 3-5 110 attendees
ACIN: Legislative Initiatives for Small Business Integration, Camden, NJ	n/a	n/a	n/a	Na/	May 1 – 2 45 attendees
Land EW Conference, Quantico, VA	n/a	n/a	n/a	n/a	Dec 11 – 13 213 attendees

Global Conferences

AOC conducted two (2) successful global conferences in 2016 providing \$177,336 revenue (see table below). The conferences were supported in 2016 by the International Advisory Committee, John Clifford and conference partners Clarion and Tangent Link.

2016 Events	Location	Dates	AOC Profit
EW Europe (Clarion)	Rotterdam, Netherlands	May 10 -12	\$173,437
AOC EW Asia (Tangent Link)	Kuala Lumpur	September 20- 23	\$3,899
2015 Events	Location	Dates	AOC Profit
AOC EW Brazil	Rio	April 14-17	\$2,400
AOC EW Europe	Stockholm	May 26-28, 2015	\$170,000
2014 Events	Location	Dates	AOC Profit
AOC EW Asia	KL, Malaysia	Mar 10-11, 2014	\$65,054
AOC EW Europe	Edinburgh	May 13-15	\$142,516
2013 Event	Location	Dates	AOC Profit
AOC EW Europe	Cologne	May 28-30	\$77,757
AOC Saudi Arabia	Riyadh, KSA	Nov 11-13	\$34,153

2017 Global Conference Plans

The preliminary 2017 global conference schedule includes:

- AOC EW Asia (Clarion) – January 16 – 18 in Singapore
- EW Europe (Clarion) – June 6 – 8 in London, UK

Virtual Conferences (webinars)

Virtual conferences were launched in 2013 and have increased in number to a planned 18 webinars per year (17 actual in 2016). From the outset, great sponsorship support has been provided by companies such as Rohde & Schwartz, Raytheon, National Instruments Narda, Keysight Technologies, Harris (Exelis) and Giga-Tronics. However, in 2016 fewer sponsors opted to send their total AOC package sponsorship monies on webinars. In most cases, sponsors opted to spend on other AOC sponsorship opportunities. The tables below provide details.

Year	Webinars	Sponsorship
2013	10	\$64,000
2014	15	\$113,425
2015	18	\$135,375
2016	17	\$84,750

2016 Webinars

Date	Title	Speaker(s)	Sponsors	Registered	Attendees
2/4/16	Countermeasures for Modern LPI Radars	Kyle Davidson	Rohde & Schwarz	654	339
2/18/16	GaN and High Power Amps	Mike Scott	Rohde & Schwarz	312	142
3/3/16	EW Crystal Ball: Insights into Global EW & Military Radar Markets	Asif Anwar	Raytheon and Rohde & Schwarz	459	0
3/17/16	Networks in the Tactical Environment	Jason Schuette	Rohde & Schwarz	233	101
4/7/16	Active vs Passive Electronically Scanned Antennas	Dr. Arik Brown	Rohde & Schwarz and Raytheon	472	206
4/21/16	Challenge of Greater Data Converter BW in EW Systems	Robbie Shergill	Rohde & Schwarz	295	121
5/5/16	Our Brave New Digital World – Where Analog Rules	Warren du Plessis	Keysight and Rohde & Schwarz	208	80
5/19/16	Protecting the Sky: Detection, Direction Finding, and Countermeasures for the Micro-UAVs	YingSin Phuan	Rohde & Schwarz	475	203
6/9/16	Taking the Fear Out of Solid State Spatial Combining Technology	Scott Behan	Rohde & Schwarz	187	80
6/23/16	RF Device and System Integration for EW	Wyatt Taylor	Rohde & Schwarz	335	137
7/28/16	Metamaterials 101	Frank Gross	Rohde & Schwarz	297	122
8/11/16	Introduction to Anechoic Chambers	Zhong Chen	Rohde & Schwarz	234	123
8/25/2016	Modified Escort Jamming	Dave Adamy	Rohde & Schwarz	370	136
9/29/16	Analyzing Multiple Layer Video Transmission	Karl Kuhn	-	198	64
10/6/16	Sampling Theory & its Effects on System Performance	Warren du Plessis	Keysight and Rohde & Schwarz	288	79
10/13/16	Connecting the Dots: A Review of EW and EMSO-Related Accomplishments in the 114 th Congress	Ken Miller	Rohde & Schwarz	128	58
10/27/16	Designing Effective Electronic Countermeasures	Kyle Davidson	Rohde & Schwarz	384	137
11/10/16	Cybersecurity – Supply Chain Considerations	Jochen Wolle	Rohde & Schwartz	128	57
Totals	17			5,358	2,183

Joint Conference Support

AOC joined CACI International and the Center for Security Policy to present a one-day conference on “Offset Strategies to Prevail Against Asymmetric Threats.” The conference was held on September 22 at the Gannett Conference Center in Tysons Corner, Virginia. It was the 9th such conference in a series entitled “Countering Asymmetric Threats: A National Imperative” and 2016 was the second consecutive year AOC co-sponsored the event. Kenneth Israel served as AOC representative/advisor for the second consecutive year and he was a discussion panel chair for the 2016 event.

Professional Development

The number of courses and students attending in 2016 was less than 2015 (see tables below). In 2015 a desire to transition existing face-to-face courses to web based courses (Adobe Connect) was initiated with the long-range objective of developing a library of web based courses which could be provided on-demand. In 2016, three (3) face-to-face courses were offered and four (4) courses were web based. The student totals are: face-to-face = 56; web based (live) = 47; and on-demand = 8. An expanded number of web based courses will be offered in 2017 and it is anticipated that there will be an increase in live and on-demand students.

	2016	2015	2014
Courses	7	8	14
Students	111	152	227

2016 Professional Development Courses

Course Name	Location (Delivery Method)	Date	Instructor	# of Students (LIVE)	# of Students (On-demand)
Fundamentals of EW	Maple Leaf Chapter, Ottawa, Ontario, Canada	1/18/16 – 1/21/16	Dave Adamy	24	NA
<u>Fundamentals of EW</u>	WebCourse – Adobe Connect	March 7, 9, 14, 16, 21, 23, 28, & 30	Dave Adamy	14	2
<u>Advanced EW</u>	WebCourse – Adobe Connect	April 11, 13, 15, 18, 20, 22, 25, & 27	Dave Adamy	13	2
<u>ELINT - Principles & Practice</u>	WebCourse – Adobe Connect	May 10, 11, 17, 18, 24, & 25	Kyle Davidson	4	3
<u>Introduction to RF and Microwave Front Ends</u>	WebCourse – Adobe Connect	August 1, 3, 8, 10, 15, 17, 22, & 24	Warren du Plessis	16	1
<u>EW Against New Gen Threats – UPDATE COURSE</u>	Marriott Marquis – Washington, DC	12/2/16 – 12/3/16	Dave Adamy	18	NA
<u>Electronic Countermeasures – Theory & Design</u>	Marriott Marquis – Washington, DC	12/2/16 – 12/3/16	Kyle Davidson	14	NA

Symposium

The Symposium was an outstanding success again in 2016. The numbers below show a strong turnout in overall attendance, booth sales and paid registrations.

For the second consecutive year, the symposium venue was the Marriott Marquis and DC Convention Center. The upscale hotel, its central location, and abundant available space in the convention center were significant factors in the success of the 2016 event.

	2016 (DC)	2015 (DC)	2014 (DC)	2013 (DC)	2012 (Phoenix)	2011 (DC)
Booths	153	148	137	142	147	155
Companies	98	100	95	96	92	93
Paid Registrants	288	254	234	311	285	322
Full Attendance	1,867	2,039	1,273	1,627	1,368	1,742

The 2016 Symposium estimated revenue and expenses are shown in the table below. The 2013 through 2015 actual revenue and expenses are provided for comparison.

	2016 Estimated	2015 Actual	2014 Actual	2013 Actual
Paid Registrations	~\$190,000	\$216,007	\$183,175	\$220,332
Exhibitors	~\$868,455	\$843,575	\$768,261	\$781,383
Sponsors	~\$192,345	\$166,240	\$163,261	\$185,415
Show Daily	~\$14,575	\$23,150	\$24,075	\$23,500
STEM	~\$6,125	\$7,575	n/a	n/a
Total Revenue	~\$1,271,500	\$1,256,547	\$1,139,184	\$1,210,620
Expenses	~\$700,000	\$684,332	\$478,088	\$543,303
Net Revenue/Surplus	~\$571,500	\$572,215	\$661,096	\$667,317

STEM Program

For the second consecutive year, AOC held a STEM event during the Annual Symposium with a much larger student attendance in 2016. The program format established in 2015 was used again which features learning stations, interactive displays, college recruiters, and presentations about “a day in the life of an engineer.” The table below provides details.

Participant	2016	2015
High Schools	8	8
Students	580	300
Individual Parents with Child/Attendee	10	Unknown
College Recruiting Stations	5	12
Static Displays	16	16

It has been recommended that the STEM program be managed by the AOC Educational Foundation, a

501(c)(3), to allow donations from EW-related corporations to be tax deductible. The feasibility of such an arrangement will be researched and discussed by the Board in 2017.

2017 Symposium Site

The 2017 Symposium is scheduled for November 28 -30 at the Marriott Marquis DC and Convention Center.

Security

Glorianne O'Neilin successfully completed necessary training and met all other requirements to handle JPAS processing. In addition, Glorianne will act as the assistant FSO to current FSO Tony Ramos.

The Crane Contract (DD 254) issued 4 September 2014 will need to be renewed in 2017. Plans are to initiate necessary actions during the first quarter of 2017.

Foundation Fund

The AOC Foundation balance as December 2016 is \$110,903.18 which includes \$25,000 donated by Raytheon for 2017 scholarship distributions -- \$25,000 deposited on 2 November (see table below).

In 2016, the AOC, through chapters and made possible by a \$25,000 donation from Raytheon in December 2015, awarded \$12,500 scholarships to: 1) Matthew Arnott, The Ohio State University, and 2) Christopher Dusovic, Manhattan College.

Month/Yr	Balance	Note
Jan 2015	\$98,746.18	
Feb	\$98,746.18	
Mar	\$98,746.18	
Apr	102,467.18	\$3,721.00 deposit from contributions made during 2014 membership renewals
May	\$92,467.18	\$10,000 disbursement to Pt Mugu Chapter for Raytheon scholarship
Jun	\$82,467.18	\$10,000 disbursement to Patriots Roost for Raytheon scholarship
July	\$82,467.18	
Aug	\$82,467.18	
Sept	\$82,467.18	
Oct	\$82,467.18	
Nov	\$82,467.18	
Dec 2015	\$107,467.18	\$25,000 deposit from Raytheon (scholarships)
Month/Yr	Balance	Note
Jan 2016	\$107,467.18	
Feb	\$107,467.18	
Mar	\$107,467.18	
April	\$107,467.18	
May	\$107,467.18	
June	\$109,763.18	\$2,296.00 deposit from contributions made during 2015 membership renewals
July	\$110,288.18	\$525 deposit from contributions made during 2015 membership renewals
August	\$85,288.18	\$25,000 disbursement made in two (2) \$12,500 checks to Raytheon scholarship awardees
October	\$85,903.18	\$615 deposit from contributions made during 2016 membership renewals
November	\$110,903.18	\$25,000 deposit from Raytheon (scholarships)

2017 Look Ahead

Areas requiring AOC leadership attention in 2017 are outlined below.

1. Hire new Executive Director
 - a. HR Committee (Sam Roberts) assigned responsibility for finding replacement
 - b. Tony Lisuzzo will assist Sam Roberts
2. Resolve building status
 - a. Two (2) committees – 1) Finance and 2) ad hoc advisory
 - b. \$50K contingency fund (if necessary) approved
3. Approve Strategic Plan - OpMan 14 “base document” only approved (not appendixes)
 - a. Agree on appropriate terms; for example, use of “EMSO” in current draft
 - b. Determine proper format; remove Appendixes A and B from base document and publish Strategic Plan as prominent, stand-alone guidance document
4. Support onboarding of new outreach staff and integration with advocacy efforts
 - a. Executive Director to develop new PD and hire
 - b. Renew Ken Miller’s contract (task order) with reduced hours
5. Monitor Communications Committee’s development of proposed “enhanced” website and data base
 - a. Compile a strong list of desired web functions prior to preparing RFP
 - b. May need to use consultant/part-time employee to help in developing RFP
6. Monitor Governance Committee (Craig Harm) desires for fundamental changes in AOC fees and rebates
 - a. Specify how Membership fees are set – especially discount rates
 - b. Revise “formula” for chapter rebates
7. Resolve profit sharing with chapters for conference support (Mugu, Crane, CEMA, etc.)
 - a. Need a data and information rich proposal for Board review
8. Expand awards participation
 - a. More representation from all services on the Awards Committee
 - b. More submissions
 - c. Better marketing
9. Support development of a comprehensive professional education program (curriculum)
 - a. Identify appropriate courses (course content, provider/instructor, delivery method, etc.)
 - b. Define basic parameters of proposed "certification" program
10. Study proposed move of STEM to Educational Foundation
 - a. Research how monies in 501(c)(3) can be used other than for scholarships (to cover STEM expenses?)
 - b. Establish necessary submission method and documentation to allow donations to be tax deductible (based on findings of 10.a above)
11. Study the proposed realignment of international chapters
 - a. Place Canada and South America in a new international chapter (international region 3?)
 - b. Convert an Appointed Director to a Regional Director to cover proposed new international chapter