



Board of Directors

Association of Old Crows

Walter E. Washington Convention Center, Room 156
801 Mt. Vernon Place NW, Washington, DC 20001

MINUTES

24 October 2022



THOSE PRESENT

Executive Committee

- Glenn "Powder" Carlson, President
- Mark Schallheim, Secretary
- Dr. Sue Robertson
- Brian "Hinks" Hinkley, President-Elect
- Greg "Patch Patschke, Treasurer
- Shelley Frost, Executive Director

At Large Directors

2022

- Sharon Lyczak (Outgoing)
- Dr. Haruko Kawahigashi

2023

- Greg "Patch Patschke
- Michael Ryan

2024

- Nino Amoroso
- Steve Oatman

Appointed Directors

2022

- Jesse "Judge" Bourque (Outgoing)
- Tuhin Das (Outgoing)

Regional Directors

2022

- Rick Lu, Pacific (Outgoing)
- Dr. Sue Robertson, International I (Outgoing)
- Mark Schallheim, Northwest

2023

- Karen Brigance, Southern
- Myles Murphy, Northeast

2023 (continued)

- Jurgen Opfer, International II

2024

- Dennis Monahan, Mid Atlantic
- Wayne Shaw, Mountain Western
- Jim Utt, Central

Incoming Directors

- Frank Ball, Appointed
- Erik Bamford, International I
- Amanda Brockermeier, Pacific
- Ken Dworkin, At Large
- Ken Parks, Appointed

Board of Governors (non-Voting)

2024

- Chuck Quintero

Staff and Others (non-Voting)

- Shelley Frost
- Glorianne O'Neilin
- Ken Miller
- Kathy Harness
- Tony Ramos

Legend: Present Not Present Present by Zoom/Telephone

CALL TO ORDER

President Carlson welcomed the existing and newly elected Board members. He explained that new Board Members were invited to participate in this meeting, but they would not be able to vote until after they were sworn in later in the week. He reviewed his last 2 years (the challenges such as COVID and AOC strengths, growth, and continuing to be fiscally sound). He reviewed



some of the expected commitments of Directors. Secretary Schallheim confirmed that a **QUORUM** was in attendance. With meeting notice having been given and with a **QUORUM** present, the meeting **CONVENED** at 0830E, Monday, 24 October 2022 at Walter E. Washington Convention Center, Room 156, 801 Mt. Vernon Place NW, Washington, DC 20001, President Carlson called the meeting to order.

SECRETARY REPORT

The draft 15 September 2022 Minutes BOD Meeting Minutes were reviewed. The minutes were amended by Shaw to change “990 Tax” to “IRS 990 Form” in the Finance Committee Report. It was **MOVED** and **SECONDED** (Schallheim/Patschke) to approve the 15 September 2022 Minutes as amended. The Action Items closed last meeting, planned to be closed, and action items that were not planned to be closed were quickly reviewed, **MOTION PASSED**. Following the Secretary report, President Carlson had AOC staff, new and existing Directors introduce themselves.

CONVENTION STATUS

Kathy Harness provided information for the upcoming Convention. Currently there are over 2098 attendee registered. She provided a very positive status on Convention Floor sales, as well as an increase in sponsorship. She suggested that everyone update the Convention App. Christine Armstrong recommended that all Board members spend time in the speaker waiting lounge. She also reminded all Directors to visit the assigned exhibitors that is listed in their pocket guide, and to speak to the exhibitors that are not members to become AOC members. She went through other logistics concerning reception, keynote, speakers, and other distinguished visitors. Glorriane O’Neilin took an action to create what benefit an exhibitor receives by becoming a corporate member.

FINANCE COMMITTEE REPORT

Patschke presented the overall AOC account balance as approximately \$4,605K as of 14 October, with a decrease of approximately \$484K in Schwab accounts and an increase of approximately \$274K in account balances. \$500K was moved from Schwab to the checking account to pay convention bills, and we received \$309K profit share from AOC Europe into the checking account of which \$300K was moved back to Schwab to put into a money market for 60 days. It is planned to go into Treasuries when the Fed raises the rates another 150 basis points around mid-December. The overall decrease from September is \$210,558. Lu presented the portfolio performance. We have been doing better than the average in this down market. We are maintaining a 60/40 (stock/fixed) asset allocation model which is appropriate for long term time horizons, moderate growth, moderate risk, and limited fixed income generation. In accordance with OpMan 22, 2022 needs to have \$2,054K available for Contingency Operating Reserve Funds. The Capital Expenses Reserve Funds were increased by \$30K (over FY21) to \$146K to cover projected expenses in next 10 years. There were no changes since last September for current obligations and the Reserve Fund. Patschke presented the 2022 Profit/Loss estimate and noted that the P/L has continued to improve, and with current investment strategy we should end up a projected loss of \$459K, which will enable us to end the year with “extra funds” of over \$1.58M. The draft 2023 budget was presented, with a plan to vote on this during the November 17th BOD Meeting. The plan is again to go in the red to invest into the organization in synch with the 5-year Strategic plan schedule of preparing, focusing, and growing (ROI).

<p>EXECUTIVE SESSION: An executive session was held, and the AOC Staff was asked to leave for a short discussion.</p>
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It was **MOVED** and **SECONDED** (Patschke/Schallheim) to approve the Treasurer's Finance and 2022 Budget Report as presented. **MOTION PASSED.**

STRATEGIC PLANNING DISCUSSION

President-Elect Hinkley reviewed the Strategic 5-Year Plan. He also discussed the different perspectives and inputs from our constituents, such as International, Military Leadership, Government, Corporate, Small Business, etc. He thanked Ken Miller and the Committee for their outstanding support in developing the Strategic Planning. He reviewed the 2022/23 focus: issues with military restrictions on conferences and internal staffing, now hiring with the next 7-8 months, focus on communications and advocacy enterprise and members, and hired a consultant to look at education. We are focusing on Defense EMOE. With the significant growth of organizations involved in the EMS and EW, it has become more important than ever that we maintain our reputation of being the Leader in EW/EMSO. He presented the Annual Operating Plan (AOP) score card. Murphy presented the 2023 AOP. McKinley Advisors will be supporting AOC in developing communications and membership improvements in late 2022 and 2023. Some of the changes from 2022 to 2023 is to focus on the AOC History Committee to develop and execute history initiatives, update the AMS database, improve JED and other AOC/Naylor products, and increase Podcast host availability (Board members) to provide backup and additional interviews. The final plan will be presented for approval on 17 November. There were comments about interacting with NATO Subgroup 2 and Subgroup 6 and potential conference attendance issues.

BOARD APPROVALS

President Elect Hinkley nominated the **AOC Appointed Directors** for 2023/2024:

AOC Board of Directors

- Frank Ball
- Ken Parks

AEF Board of Governors

- Jesse Bourque
- Tuhin Das

It was **MOVED** and **SECONDED** (Hinkley/Shaw) to approve the 2023/2024 Appointed Directors. **MOTION PASSED.**

President Elect Hinkley nominated the **AOC EXCOM Officers** for 2023:

- President: Brian Hinkley
- Vice President: Myles Murphy
- Treasurer: Greg Patschke
- Secretary: Dennis Monahan
- International Rep: Erik Bamford

It was **MOVED** and **SECONDED** (Hinkley/Shaw) to approve the 2023 EXCOM. **MOTION PASSED.**

President-Elect Hinkley nominated Frank Ball as **Chair of the 2023 Nominations and Elections (N&E) Committee**. It was **MOVED** and **SECONDED** (Hinkley/Schallheim) to approve the 2023 N&E Chair. **MOTION PASSED.**

The list of Committee Chairs was presented:



<u>Standing Committee</u>	<u>Chair</u>
Advocacy Committee	Rick Lu
Awards Committee	Ken Parks
Convention Committee	TBD (Board Involvement)
Conference Committee	Mike Ryan
Finance Committee	Greg Patschke
Governance Committee	Karen Brigance
Human Resources Committee	Wayne Shaw
International Advisory Committee	Erik Bamford
Membership Committee	Jim Utt
N&E Committee	Frank Ball
Scholarship Committee	Tuhin Das
STEM Committee	Mark Schallheim
Training & Education Committee	Chuck Quintero
Strategy Committee	Myles Murphy
Past President Committee	Powder Carlson
<u>AdHoc Committee</u>	<u>Chair</u>
Communications Committee	Amanda Brockermeyer
Security Committee	Mark Schallheim

RVJ REVIEW AND DISCUSSION

President Carlson and President-elect Hinkley led the discussion on whether we should partner with RVJ. There was discussion on the structure of RVJ organization, and how far from concept to capability, is there demand for white papers, possible risk to AOC reputation without any oversight, should AOC be outsourcing, can we endorse a single company, perspectives in the community varies, RVJ is filling a gap, is a collaborative relationship possible. Also discussion on fee for services versus non-paid volunteers. AOC has found it challenging in the past to create a white paper/analysis team from volunteers. There was also discussion on evaluating the pros and cons of collaborating with other “like” associations. There needs to be further discussion on the benefits, challenges, risks, and potential conflicts of partnering with or endorsing other organizations. MOUs would be a potential method to help work through these issues.

EXECUTIVE DIRECTOR REPORT

Executive Director Frost reviewed the staff assignments and the new positions they plan to fill. AOC has contracted with McKinley Advisors, an outside consulting firm hired to assess our education and certification programs as well as our membership structure. They started last month and will have a final assessment in June. Starting in December, they will be meeting with stakeholders such as Board members, committee members, chapter officers, and others. The staff met with them, they will meet with Board members in December, Chapters (US and internationally). She requested that Directors provide 2022/2023 travel plans to conferences, symposiums, etc on the AOC Calendar. In addition, she provided a BOD/BOG tentative meeting agenda for 2022. Oatman, Ethics Chair provided 2 Ethics forms for all Directors to sign prior to the taking the oath later in the week. He reviewed the documents and provided guidance, and contact him if you have a question or need a second opinion.

GOVERNANCE COMMITTEE

Brigance reviewed the role of the Governance Committee. She did a quick review to describe our governing documents, such as AOC Articles of Incorporation, OpMan 11 Purposes and Responsibilities (established the AOC Operations Manual), AOC Operations Manual (composed



of functional area sections which are referred to as OpMans), and OpMan 13 Bylaws of the Association of Old Crows, Appendix B (describes standing committees and their assigned OpMans). The AOC EXCOM is responsible for implementation and oversight of AOC OpMans. The AOC BOD is responsible to approve revisions to the AOC Operations Manual except those of an administrative nature. The Governance Committee is responsible to review OpMans, recommend resolution options to the appropriate Committee and Board of Directors, and to recommend administrative review of all OpMans and Charters every 12 years by applicable committee (with required review/re-write at 3 year point). She reviewed the Committee Charter status and the OpMan review status.

GOVERNMENT & INDUSTRY OUTREACH COMMITTEE

Lu provided some of the highlights in 2022. There was increased stakeholder outreach to both industry and military, as well as congressional outreach. 54 episodes of “From the Crows’ Nest” has been released. AOC hired Heather Moeller as an Administrative Assistant to Ken Miller, and the Senior Analyst position has been posted. AOC hired a government affairs consultant, ForzaDC, to rebuild AOC Congressional outreach and education program. They have restarted congressional outreach meetings during the summer with both House and Senate. AOC sent a letter to HASC/SASC/HAC-D and SAC-D highlighting need to fund EW priorities listed in Service Unfunded Priorities Lists. AOC also sent a letter to HASC/SASC principals to support amendment on EMSO included in House NDAA. EW 101 has been restarted for Congressional Education Program. He handed off to Ken Miller to review AOC Podcasts. In the last 18 months they have reached about 56K downloads. The audience is global (72% us, 28% International – from 105 countries) and younger than who attends symposiums (55% are 23-35) and 85% are under 45. The goals for 2023 are:

- Podcasts is to go weekly, integrate with webinars and print media, develop subscription model with benefits, and live stream at least once/month.
- Congressional Education Program is conduct 305 congressional staff briefings, develop EW Knowledge Center via AOC Website, provide HASC/SASC committee preparation, and help to rebuild EWWG.
- Industry and Military Outreach by focusing on direct industry engagement through site visits, rebuilding the industry partnership program (IPP), and provide more value for industry through roundtables, workshops, and AOC deliverables
- Advocacy and Communications enterprise by integrating aforementioned goals into a more seamless offering of value for stakeholders, provide more original content through AOC deliverables (ECrow, webinars, conferences, papers, etc.) and hire a SME Senior Analyst to produce knowledge resources for members and stakeholders.

TRAINING AND EDUCATION COMMITTEE

Shaw provided the education and training revenue breakdown. The largest issue was with the Certification program in which only 1 person went through the paid certification process and the projection is \$350 versus the 2022 budget of \$35K. On-demand courses did well, the projection approximately \$94K outperformed budget of 90K and Live courses has greatly reduced following COVID, with only about a 3rd of the budget of \$101K. There was more interest in EW101 level courses than higher level courses. Although the registered classes were significantly down (so was the expenses). Sponsorship for webinars was a greater loss. There were valid complaints with an instructor, and the cost of the class had to be returned to the company that supported the students. Directors were requested to provide a speaker(s) for the 2023 webinar series. Eight speakers are required before Thanksgiving. The committee will be meeting with the McKinley Advisors in November. The committee is also intending to engage



with Morehead State on what their lessons learned are. The committee is also in the process of updating the AOC recommended reading list.

AD-HOC COMMUNICATIONS – AOC PUBLICATIONS WAY-AHEAD

Ryan noted the committee is currently comprised of Shelley Frost, Hollann Schwartz, and himself, and they are looking into the way-ahead for AOC Publications. The challenge is that we do not have sufficient influence or control over decisions from the JED Publisher, customers demand timely and informative contents, and marketing trends show that companies are devaluing print advertisements and therefore impacting JED funding model. Naylor is adding more relevant content to AOC website, JED on-line and eCrow. Their contract period of performance ends December 2024. We need to provide a year of advance notice that we plan to end our contract at any other time. Could AOC create a standing committee versus the JED Editorial Committee? Things we could do: establish relationships with freelance writers, improve content alignment across all AOC deliverables, investigate or send out an RFP to other publishing firms to see what alternatives exist in time to replace the Naylor contract in 2024, if needed. There was discussion on whether we should stop all written publications and to go virtual only.

LUNCH BREAK

CONFERENCE COMMITTEE

Ryan presented a summary results from the 2022 AOC Conferences: Modern Threats SAM Systems (Huntsville, AL on March 8-9), CEMA (Belcamp, MD on May 3-4), and EW Capability Gaps & Enabling Tech (Crane, IN on May 10-11). For 2023, AOC is looking to increase number of conferences (return to pre-Covid levels). We are shifting back to military bases for conference locations. Lots of hurdles to overcome with renewing relationships with Government stakeholders and Industry sponsors, in addition to needing to reinvigorate local AOC Chapter and volunteer support. AOC needs to negotiate new agreements with respect to Facilities, Security, Food & Beverage, etc. 2023 will face unique problems following long delays due to Covid, new Commanding Officers, and previous support personnel unavailable. Five conferences in 2023 are planned with first starting March 14-16 (Pt. Mugu, California), followed by May 2-4 (Aberdeen, MD), May 10-11 (Crane, IN), June 6-8 (Charleston, SC), and MSIC (September)

AWARDS COMMITTEE

Glorianne O’Niell provided a list those receiving their awards on Tuesday and Wednesday at Convention. The Prestige Awards to be presented on Tuesday, October 25th are:

- **Gold Medal** - John T. Graves
- **Hal Gershanoff Silver Medal Award** - Craig Harm (will be presented at a later date)
- **Anton D. “Tony” Brees Lifetime Service Award** - Keith Everly
- **Technology Hall of Fame** - Ed Mienko & Mark Elson (presented earlier by Bob Andrews)
- **Joseph Kearny Pioneer Award** - H. Wayne Whitten
- **John Clifford Award for the Advancement of the Electromagnetic Domain Award** - The Honorable Jim Langovin (presented at an early date at Capitol Hill)

The following Community and Chapter Flow up Awards will presented on Wednesday, October 26th:

- Project Team of the Year Award - 39EWS



- EW Professional Outstanding Young Crow Award - Madeline Vaughn
- Professional Outstanding Achievement Award - Gena Thorn (will be given at a later date)
- Outstanding Chapter Support - Tristan Caruso (will be given out at Dixie Crow function)
- Military Service Award
 - Air Force - Major Cynthia Defabo
 - Navy - Chief Warrant Officer Eric Nelle
- Military Individual Excellence Award
 - Air Force - Captain Paul Moran
 - Army - Major David Mack (will be given out at a later date)
 - Navy - Lt Ayesha Shabazz Woods
 - Military Unit of Excellence - Navy USS Dewey (will be given out at a later date)
- Outstanding Unit Awards
 - Army - 1st MDEB 1st MDTF and 915th Cyber Warfare Battalion (CWB)
 - NATO - German Air Force Tactical Wing 52 “Immelmann”
 - Navy
 - (Sea) - USS Bainbridge(DDC 96)
 - (Air) - VAQ-130
 - (Shore) - Navy Information Operational Command (NIOC) Whidbey Island

MEMBERSHIP COMMITTEE

O'Neilin reported that the committee modified the charter to add at least another member per region. The Committee restructure the membership committee to include members in addition to Regional directors, forward-thinking people on the committee. They have already added Nino Amoroso and Javier Macias for 2023. These folks would mirror and assist the current regional director with chapter communications and programs. Chapter of the year winners:

Large Category

- Chapter of the Year–Dixie Crow Chapter
- Distinguished Chapter
 - UK Chapter
 - Kittyhawk Chapter
- Excellent Chapter –Windy City Chapter

Medium Category

- Chapter of the Year –Tie –both maxed points
 - APG Susquehanna Chapter and Garden State Chapter
- Distinguished Chapter
 - Patriots Roost Chapter
 - Palmetto Roost Chapter
- Outstanding Chapter
 - Granite State Roost Chapter
- Excellent Chapter
 - Billy Mitchell Chapter

Small Category

- Chapter of the Year –Diamondhead Chapter
- Outstanding Chapter--Pax River Chapter
- Excellent Chapter -Pikes Peak Roost

The 2022 Greatest Increase Winners By Region

- Northeast Region –Granite State Roost



- Mid-Atlantic Region –Pax River Roost
- Southern Region –Redstone Rebel Roost
- Mt-Western Region –Billy Mitchel Chapter
- Pacific Region-Diamondhead Chapter
- Northwestern Region –No Increase
- Central Region –Windy City Chapter
- International Region I –UK Chapter
- International Region II –Taipei Chapter

An Outstanding Achievement Award was approved and presented by the Diamondhead Chapter on October 19th PACOM Conference to WG CDR Richard Wolf. A Distinguished Service Award was approved and will be presented October 25 by the Garden State Chapter at the L3-Harris Reception during the Symposium to Mr. Roger Hosking.

The committee plans to add at least another member per region. The Committee is still reviewing OpMan 72 Chapter of the Year. A full Committee review is in process. Chapters say it is too cumbersome to fill out, and some of the same Chapters win each year. Many areas are missing for example: Young Crow initiatives, STEM/Mentorship Participation, and EW Certification. Looking at revamping points scale and structure. Committee is looking on what to recognize for a chapter: by region, sub-group, best in STEM, best event, significant recruitment effort, or other. Feedback from Directors/Chapter Presidents on Chapter Award Form include: too long, too many questions, keep it the same, increase award amount, increase points in some areas, increase validation. Please send feedback or comments on OpMan 72 changes to Glorianne. The Strategic Plan has a very aggressive growth of approximately 6K member in the next 5 years. Committee is currently reviewing current membership benefits and Dues structures, with an immediate focus on Industry Dues. The Committee is looking at other Associations' benefits, as well as fees, increasing number of sponsored positions, or adding additional or increased benefits involving education, or other discounts. Each Regional Director provided a 5 minute summary of the Chapter's status in their region. Reports are in Read-ahead.

INTERNATIONAL ADVISORY COMMITTEE

Dr. Robertson presented that AOC Europe 2022, 15-17 May in Montpellier, France with the theme of "Integrating Electromagnetic Effects across all Domains" had over 50 new members, 82 exhibitors, and \$309K profit. AOC Europe 2023 will take place 15-17 May in Bonn, Germany. Clarion will start the search for the 2024 location now to be confirmed by March 2023. The candidates are Norway, Denmark and Italy. Austria have expressed an interest in hosting the event and will be considered for 2025. The 2025 location will be confirmed by March 2024. Clarion contract expires in 2025 and Tangent Link wants to bid on the Conference. AOC plans to go out to bid early 2024 for the 2026-2030 contract. Tangent Link will be at the convention this week and will be meeting with Hinks with a proposal for AOC to be involved in EW Live 2023.

The last time there was an AOC Asia was in Singapore, February 2020. Discussions were started with Tangent Link about the possibility of them holding an AOC Asia event before Covid. AOC Asia 2021 was a virtual event in September 2021 with 200 attendees. There wasn't an AOC Asia in 2022. Asian Countries have been slower to emerge from Covid than Western nations but now there should be consideration of what to do in the future. There have been chapter conferences in Japan, Korea and Australia in 2022.



AOC Japan Chapter hosted the 11th EW Research Group Conference on May 24th. The event was in person and also online hybrid at Information Technology R&D Center, Mitsubishi Electric Corp Kamakura. The event was co-sponsored by Technical Committee on Space, Aeronautical and Navigational Electronics (SANE) of the IEICE (The Institute of Electronics, Information and Communication Engineers) Japan. The EW Research Group of the AOC Japan Chapter holds an annual conference to promote the exchange of new ideas and information in the fields of EW and related areas. AOC President Carlson opened the meeting with a video message of welcome. AOC Japan Chapter President Shigeo Kazama, welcomed the 80 attendants from Japanese industries, academia and government, and promoted AOC membership.

Dr. Robertson attended the AOC/Korean Air Force conference in Seoul on 7 July. There were 500 attendees to hear mostly Korean speakers and a small exhibition of Korean and International companies including Elettronica Saab, BAe Systems. This event is growing bigger with each edition and would benefit from more publicity from AOC HQ. Korea provides a good market for defense companies so our members should be notified of the opportunities to take part (both for the exhibition and as speakers). 20 new members were signed up by the local chapter.

The Australian Chapter of the Association of Old Crows held its biennial Electronic Warfare (Electromagnetic Spectrum Operations (Cyber Electromagnetic Activities (and Information Operations/information Warfare (IO/ Convention from 12-13 October 2022 at the Adelaide Convention Centre. The Convention theme focused on ‘Winning the Information War in the Indo Pacific’, and sought to investigate the challenges and potential solutions (organizational, doctrinal, policy) posed by the emerging security and technological landscape in the Indo Pacific region in the context of the EW/EMS, cyber, and IO/IW dimensions of the strategic environment

There are currently 1759 Individual, 251 Military, 479 Individual Industry, and 145 “26 and under” in AOC International Region 1 membership.

NOMINATIONS AND ELECTIONS UPDATE

Amoroso was not able to attend the meeting. Glorianne O’Neilin reviewed the election process for him. The election ran from 1-30 September. The total number of eligible voters is 1,369. The total number of members that voted is 1,121. The percentage of Voters is 9.90%.

At Large Directors 8 Candidates Two could be selected (% based on 200%)

Ken Dworkin	36.04%
Haruko Kawahigashi	30.95%
3 rd Place	24.62%
4 th Place	24.62%

International I 2 candidates

Erik Bamford	72.63%
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Pacific Region Unopposed

Amanda Brockermeier	80%
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Northwestern Region Unopposed

Mark Schallheim	86.84%
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The N&E Committee is continuing to assess methods to improve the AOC N&E process. The goal is to elect the right person with the appropriate background and experience. There may also be an issue with The following action item D-2022-01 was assigned to resolve this issue prior to the 2023 Election Process. Since the committee has not yet been able to resolve the issue, the action should either be: (1) moved to 2024, (2) simplified for an incremental correction for 2023, (3) move 2023 election schedule to provide sufficient time for a change in process, (4) continue with current process, or (5) Other alternative.

Action Item

N&E, D-2022-01: Present a plan for a new N&E process in time for the 2023 Election, Assigned: 5/2/2022, Due:10/24/2022, Comments: Resolve issue with exclusion of potentially qualified candidates. All Directors are invited to make recommendations.

SECURITY COMMITTEE

Schallheim provided a short review of the CRADA start up with Crane and Ad-hoc Security Committee. CRADA is officially signed. No direct work has been started. AOC needs to hire an SME on staff to execute deliverables. A Senior Analyst position has been posted on 10/20/22. The planning for initial workshop to begin in November (Ken will cover workload until SME is ready). Goal: First workshop (Feb 2023, San Antonio). Topic TBD. Decision to forgo SIPRNet process. Any classified material must be viewed, stored, and/or transferred via NSWC Crane. CRADA effort will resume when AOC hires an SME.

A discussion concerning safe guards toward potentially unfriendly countries and access to meetings. No change to current AOC policy was recommended.

CLOSING COMMENTS

President Carlson reminded everyone how important the work we do in this time. He reminded everyone about Assembly of Delegates, visiting booths, VIP greeters. He thanked the board and the staff, for all they all do. The association is in good shape.

It was **MOVED** and **SECONDED** (Shaw/Schallheim) to adjourn the meeting. **MOTION PASSED**. President Carlson **ADJOURNED** the proceedings at 1435E, 24 October 2022.

RESPECTFULLY SUBMITTED

Presented by the Secretary for **APPROVAL** by the Board of Directors on 17 November 2022.



Mark Schallheim, Secretary

24 October 2022

