



ASSOCIATION  
OF OLD CROWS



JOIN THE LEGACY,  
SHAPE THE FUTURE



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# Strategy Committee Report

**Sept 19, 2024**

- **Tony Lisuzzo, Chair**

## **Committee**

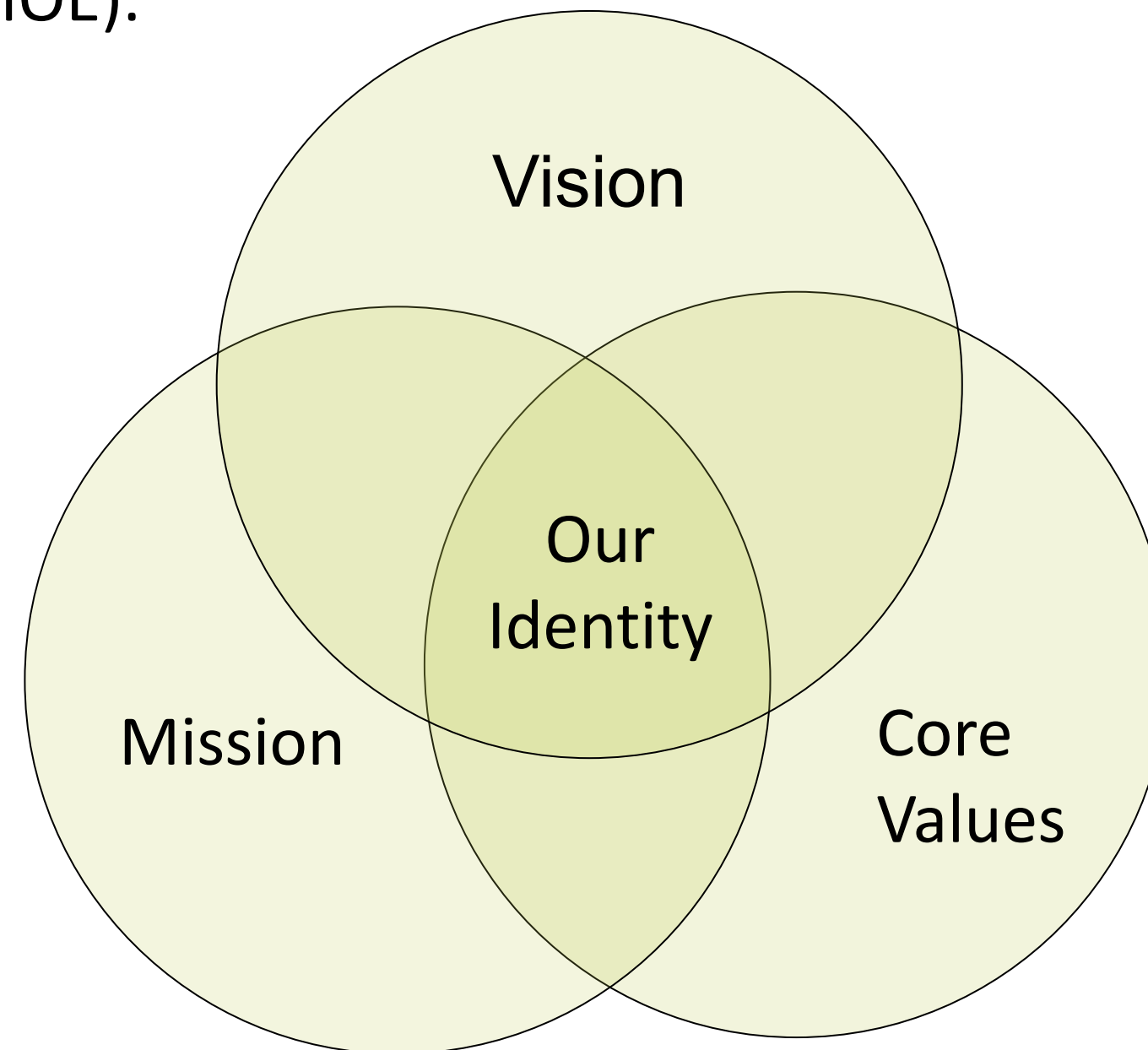
- **Amanda Brockermeyer**
- **Kilo Parks**
- **Paul Vavra**
- **Eric Colon, Membership**
- **Erik Bamford,  
International**
- **Shelley Frost**
- **Ken Miller**
- **Glorianne O'Neilin**
- **Hollann Schwartz**

# Our VISION

Be the premier global professional association advocating across industry, defense, government agencies and academia for achieving and sustaining a decisive advantage in the electromagnetic operating environment (EMOE).

## Our Mission

- ADVOCATE
- CONNECT
- EDUCATE

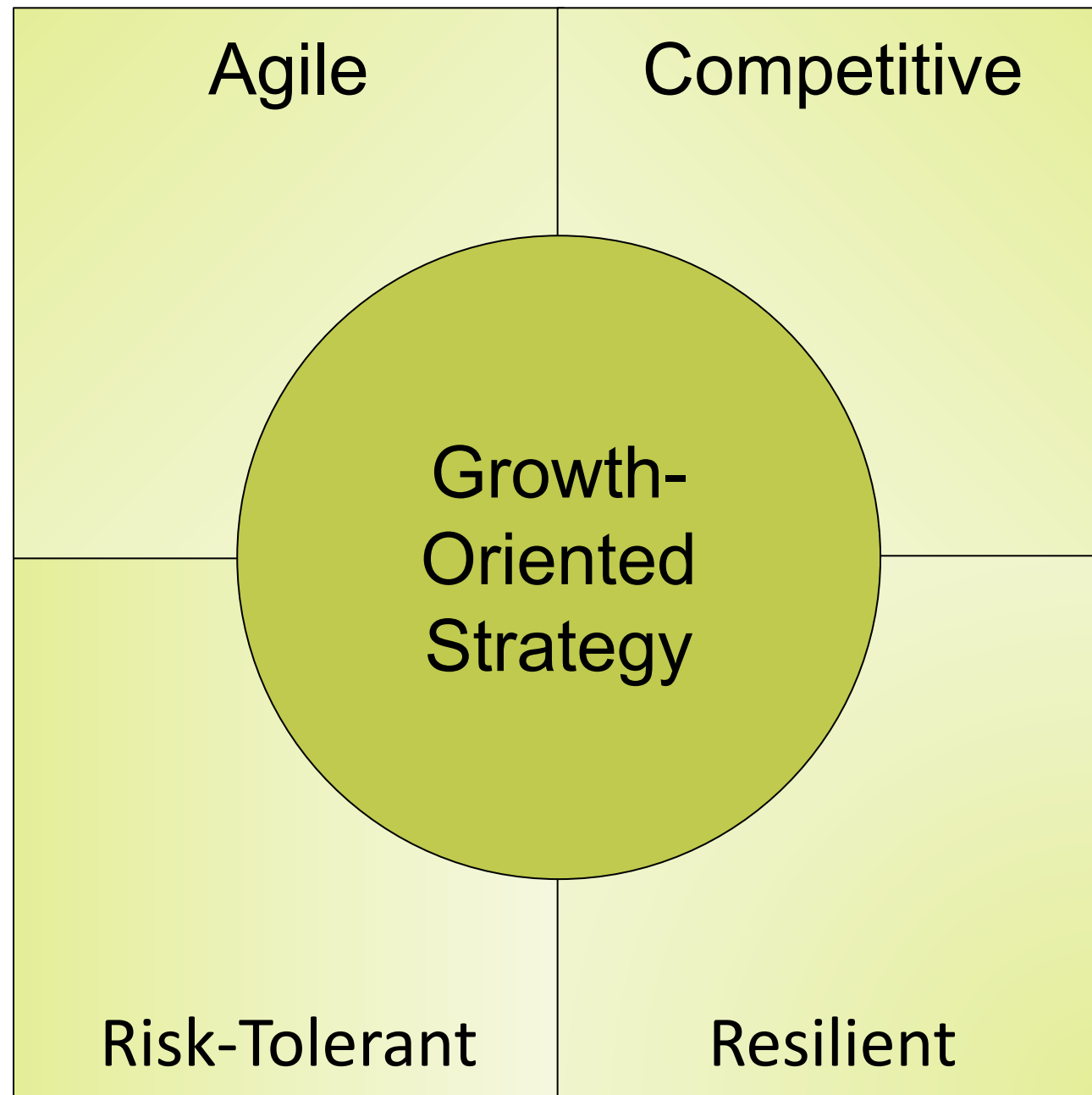


## Our Core Values

- LEADERSHIP
- PROFESSIONALISM
- DIVERSITY

# The strategy for AOC 2026

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- **BUILD AN [ADVOCACY AND COMMUNICATIONS ENTERPRISE](#)**
- **DIVERSIFY STREAMS OF [REVENUE](#)**
- **GROW OUR GLOBAL [MEMBERSHIP](#)**
- **STRENGTHEN [INTERNATIONAL PROGRAMS](#)**
- **GROW [PROFESSIONAL DEVELOPMENT](#)**

# Our 5 Strategic Goals for the 5-Year Plan



Strategic Goal	Primary Dept	Support Dept	Focus Years				
			2022	2023	2024	2025	2026
1. Grow Global Membership	MEM	A/O, MARCOM	Focus	Focus	Focus	ROI	ROI
2. Build Advocacy and Comms Enterprise	A/O	MARCOM	Prepare	Focus	Focus	ROI	ROI
3. Diversify Streams of Revenue	E&M	A/O, MARCOM	Prepare	Prepare	Focus	Focus	ROI
4. Strengthen International Presence and Programs	A/O	E&M, MARCOM	Prepare	Prepare	Prepare	Focus	Focus
5. Grow Professional Development	EDU	MEM, MARCOM	Prepare	Prepare	Focus	Focus	ROI

Mem = Membership (Glorianne O’Neilin)  
 A/O = Advocacy and Outreach (Ken Miller)  
 MARCOM = Marketing and Communications (Hollann Schwartz)  
 E&M = Events and Marketing (Kathy Hartness)  
 EDU = Education (Michael Brock)





# Halfway Review for the 5-Year Plan

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## FIVE STRATEGIC GOALS

1. Grow our global membership commensurate with our market to reach at least 20,000 individual members and 350 industry members by 2026.
  - We have increased membership dues and updated our structure which will help attract quality and engaged members. We are no longer focused on the quantity, but focused on the quality of the member.
  - New Database has exposed that we have fewer members than we thought we did, which is a small setback to be true representatives of our global community.
2. Build an advocacy and communications enterprise to deliver timely and professional resources and support to stakeholders.
  - We are hitting the mark here; Have a strong podcast series, issue briefs and original content.
  - The current approach to align all projects, activities and deliverables to our mission to ultimately engage members and stakeholders seems effective.

# Halfway Review for the 5-Year Plan

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## FIVE STRATEGIC GOALS

3. Diversify streams of revenue to strengthen our ability to adapt to changing business environment.
  - Starting to use communication outlets more as a revenue stream (podcasts, webinars, etc.)
  - Convention and Conferences should be closer to 50% of our revenue instead of the current 70%.
  - Still have a way to go, pieces are in place and we must continue to be methodical in our decisions.
4. Strengthen international programs to reflect our global presence by increasing international membership, enhancing membership experience, and developing a plan to improve member engagement.
  - AOC Europe coming in house and participation in EW Live
  - Increase in the number of international chapters

# Halfway Review for the 5-Year Plan

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## FIVE STRATEGIC GOALS

5. Grow professional development certification and STEM programs in accordance with recently established roadmaps.
  - This goal currently requires the most effort as the department was put on hold for a year as McKinley Advisors worked on the assessment of our education program.
  - Certificate program needs to be revamped/rebranded based on the McKinley report and international feedback
  - Certification outsourced to educational institutes (such as Stevens Institute of Technology)

Bottom Line: We are on track to advance the Association forward by 2026.



# 2024 Annual Operating Plan (AOP)

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- High-Level Objectives for Each of the Five goals
  - Membership Growth
    - Execute the McKinley Assessment/Recommendations
    - Execute on BillHighway and other systems
    - Evaluate and Challenge Chapters for more involvement
  - Advocacy and Communications Enterprise
    - Improve the content we deliver to our members; We want people to turn to AOC first
    - Continue Congressional Outreach and Education
    - Establish a Political Action Committee
  - Diversity Streams of Revenue
    - Podcast/Advocacy Analytical Report/Other Multimedia Delivery Channels (Anything That Gets the Message Out)
    - Build on Existing Conferences and Annual Convention – where do we need to expand
  - International Growth
    - Increase AOC Outreach at Shows and Develop Relationships for Revenue Growth
    - Continue NATO Subgroup 2 involvement
  - Professional Development Growth (Education, Training, STEM, AEF)
    - Implement the McKinley Assessment for certification
    - Build relationships and partnerships with NDU, Stevens Technical University, USSTRATCOM/JEWC
    - Figure out the Purpose and Restructure of the AOC Educational Foundation – raise \$
    - Determine how to support Chapters with STEM

# Going Forward

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- Will Hold Quarterly Reviews with Staff and BoD/Committee Members
  - Active Participation by Applicable BoD Members
  - Report Back to President and BoD on Progress to Goals/Objectives identified in the AOP.
- Five-Year Strategic Plan
  - The Five-Year Plan will be reviewed in 2024. A mid-term report will be drafted and sent to the Board for review for discussion purposes. No votes are expected in 2024.

Questions? Comments?