

Association of Old Crows (AOC) Educational Foundation (AEF) Strategic Plan 2025-2029

Five-Year Tactical Goals to Support the Strategic Plan

Introduction

This document sets forth the AEF's Annual Operating Plan (AOP) for the calendar year 2025 (from 1 January 2025 to 31 December 2025). This AOP is in conjunction with the Five-Year Strategic Plan (2025-2029) and details the 2025 roadmap to execute the Board of Governors approved strategic goals. The AOP enables Board members, Committees, Executive Director, and staff to have a common understanding of the overall objectives for the year.

The AEF AOP takes into consideration budget and human resource constraints, compliments the AEF Five Year Strategic Plan, and guides committee and staff work plans for the year. It provides specific *tactical priorities* for the year that advance our association goals. The AEF AOP identifies budget and staffing requirements for their execution and delineates the roles of committees and staff members as well as time frames for their completion. Progress towards achieving the annual goals will be tracked and presented at a minimum at each BoG meeting to help focus on human and financial resource priorities, ensure governance and leadership accountability, provide directional clarity, specify expectations, and enable the collective AEF Board of Governors and Staff to work towards achieving these goals.

Our Strategic Goals -- Building AEF 2029

As the Foundation seeks to grow its impact, we remain focused on expanding opportunities for students from diverse backgrounds to access educational resources, mentorship, and career development. By funding scholarships and creating STEM programs, we aim to ignite curiosity and passion in the next generation, ensuring they are equipped to lead in the rapidly evolving field of EMSO.

Our strategic priorities for the next five years include:

1. Establish a robust fundraising program to ensure the sustainability and growth of our scholarships and educational initiatives.
2. Expand and enhance our scholarship programs to provide financial support to aspiring EMSO professionals
3. Support and enhance STEM activities on electromagnetism for youth engagement across Chapters to expose young students to the exciting possibilities within the EMSO domain.
4. Broadening opportunities for learning and talent development to ensure a steady pipeline of skilled professionals entering the EMSO workforce.

2025 STRATEGIC OBJECTIVES AND 2026-2029 FLIGHT PLAN

The following are specific objectives for execution in 2025 to achieve the goals outlined in the AEF's 5-year strategy. Each objective is accompanied by a "Flight Plan" to identify how each objective provides a foundation for future objectives in 2025 and beyond. The purpose is to directly link objectives to future years to provide justification and emphasize long-range planning/development.

GOAL #1: Establish a Robust Fundraising Program

Over the next five years, we aim to establish a robust and dynamic fundraising program that will significantly enhance our financial stability and enable us to amplify our impact. This goal is pivotal in ensuring we can continue to pursue our mission with the resources necessary for sustained growth and innovation. Establishing a robust fundraising program is a critical component of our strategic plan. Through thoughtful planning, strategic execution, and ongoing evaluation, we will build a resilient fundraising infrastructure that supports

our vision and ensures our continued impact. With the commitment of our leadership, staff, and supporters, we are confident that we will achieve our fundraising goals and secure the resources necessary to fulfill our mission.

Enabling Objectives for Achieving Goal #1

- Establish and grow a sustainable fundraising infrastructure to raise \$1M.
 - 2025 – Establish the foundational elements necessary for a successful fundraising operation.
 - Committee to develop a comprehensive fundraising plan outlining various fundraising activities and timelines.
 - Establish a diverse volunteer Fundraising Committee dedicated to developing and executing fundraising strategies.
 - Explore a relationship with the CFC
 - Conduct a thorough assessment of our current fundraising capabilities, donor base, and market opportunities.
 - Target funds raised \$50,000
 - 2026 – Execute the plan
 - Create a marketing campaign to increase awareness
 - Investigate diverse funding sources such as grants and endowments and other methods for donations (corporate sponsorships, individual donations, and events)
 - Develop relationships with industry and other stakeholders
 - Create a donor recognition program to highlight contributions
 - Target funds raised \$150,000
 - 2027 – Expand and optimize
 - Launch at least two major fundraising campaigns and assess the effectiveness of the campaigns based on research conducted.
 - Strengthen donor relationships
 - Target funds raised \$200,000
 - 2028 – Scale up efforts
 - Increase fundraising capacity; evaluate the need for additional staffing or resources
 - Explore partnerships with other organizations or joint fundraising initiatives
 - Target funds raised \$250,000
 - 2029 – Review and Sustain
 - Conduct a comprehensive review of the fundraising strategies and outcomes.
 - Target funds raised \$350,000

GOAL #2: Expand and Enhance Scholarship Programs

Significantly expand our scholarship programs by identifying and creating more opportunities for promising individuals to pursue their professional aspirations in electromagnetic spectrum operations. By increasing the scope and reach of our scholarships, we seek to foster a diverse and skilled talent pool that will contribute to the advancement and vitality of our field. This expansion will not only create new pathways for individual success but will also contribute to the long-term health and advancement of EMSO as a whole. With the collective effort of our organization, partners, and supporters, we are poised to make a lasting impact through this important initiative.

Enabling Objectives for Achieving Goal #2

- Build a comprehensive scholarship program, enhancing the ability to attract and support promising individuals in the EMSO field to disperse \$750,000.
 - 2025 – Establish the foundational elements necessary for a successful scholarship program.
 - Expand a diverse volunteer scholarship committee to oversee scholarship programs including application review, selection processes, and fund management.
 - Review and assess our current scholarship offerings to identify areas for expansion and enhancement including various needs and career stages, such as undergraduate, graduate, and professional development scholarships.
 - Investigate opportunities with Chapters for flow-up scholarships competing at the regional level.
 - Expand the Future 5 program to include international members; the committee to determine if a spot should be reserved for an international candidate.
 - Target scholarship disbursement: \$25,000; Target scholarships disbursed: 1 (current STEM Student of the Year funded by RTX)
 - 2026 – Build partnerships and enhance marketing
 - Establish one new scholarship for HQ disbursement in 2027.
 - Establish a flow-up scholarship program for regional-level competition to launch in 2027.
 - Launch an extensive outreach campaign to raise awareness about our scholarship programs among potential applicants and educational institutions.
 - Future 5 program includes at least one winner to be acknowledged at AOC Europe.
 - Offer scholarships or grants to make AOC course participation accessible to a wider audience.
 - Target scholarship disbursement: \$25,000; Target scholarships disbursed: 1 (current STEM Student of the Year funded by RTX)
 - 2027 – Diverse scholarship offerings
 - Introduce new scholarship categories (e.g., for specific fields, demographics, or geographic areas).
 - Develop a marketing strategy to attract a more diverse applicant pool.
 - Evaluate and refine the scholarship and Future 5 program based on feedback from recipients and stakeholders to ensure they meet evolving needs and expectations.
 - Evaluate the need for additional staffing or resources.
 - Target scholarship disbursement: \$150,000; Target scholarships disbursed: 11 (2 HQ and 9 regional)
 - 2028 – Evaluate and optimize programs
 - Assess the effectiveness and impact of the scholarship programs
 - Target scholarship disbursement: \$225,000; Target scholarships disbursed: 12 (3 HQ and 9 regional)
 - 2029 – Sustainability and long-term impact
 - Target scholarship disbursement: \$300,000; Target scholarships disbursed: 14 (5 HQ and 9 regional)

GOAL #3: Support and Enhance STEM Activities on Electromagnetism for Youth Engagement across Chapters.

By strengthening our STEM activities across chapters around the globe, we aim to spark curiosity in EMSO, nurture emerging talent, and ensure a vibrant future workforce by exposing students to the exciting possibilities and opportunities in EMSO. STEM activities will foster a pipeline of motivated and skilled individuals who are well-prepared to contribute to and innovate within the EMSO community. Additionally, these initiatives will strengthen the connection between our chapters and the communities they serve, reinforcing our commitment to education and industry advancement.

Enabling Objectives for Achieving Goal #3

- Strive for at least 75% of chapters actively participating in STEM initiatives, creating a strong network of engagement across the globe.
 - 2025 – Establish the foundational elements necessary for a successful STEM program that revolves around chapter participation.
 - Expand a diverse volunteer STEM committee to oversee programs and support chapter programs.
 - Develop a comprehensive assessment of current STEM activities within chapters; identify best practices and successful programs in existing chapters.
 - Encourage chapters to implement a diverse range of STEM programs, including science fairs, workshops, and interactive demonstrations that highlight the electromagnetic spectrum. Recommend they create age-appropriate activities that engage students in meaningful and relevant ways.
 - 2026 – Outreach to non-participating Chapters
 - Determine what Chapters need for their program(s) and allocate necessary resources
 - Launch targeted outreach campaigns to raise awareness about STEM programs
 - Target chapters' participation in STEM initiatives – 5% growth over 2025
 - Target for youth engagement (e.g., reach at least 200 youth participants across chapters).
 - 2027 – Expansion and collaboration
 - Expand successful STEM programs to additional chapters based on 2026 results
 - Target chapters' participation in STEM initiatives – 25% growth over 2025
 - Target for youth engagement (e.g., reach at least 500 youth participants across chapters).
 - 2028 – Continued growth
 - Target chapters' participation in STEM initiatives – 50% growth over 2025
 - Target for youth engagement (e.g., reach at least 1,500 youth participants across chapters).
 - 2029 – Long term impact
 - Create a long-term strategy for expanding and enhancing youth engagement in STEM.
 - Target chapters' participation in STEM initiatives – 75% growth over 2025
 - Target for youth engagement (e.g., reach at least 5,000 youth participants across chapters).
- Establish relationships with existing international STEM programs that have proven successful programs.
 - 2025 – Assess and build the foundational elements.
 - Committee to determine who these programs are (e.g. International Science & Engineering Fair (ISEF), USA Science & Engineering Festival, and Griffiss Institute)
 - Determine how we can integrate electromagnetic activities into their existing programs.
 - 2026 – Build Relationships
 - Participate in one existing international STEM program
 - Evaluate and determine how to expand participation
 - 2027 – Expand collaborations
 - Participate in two existing international STEM programs
 - Evaluate and determine how to expand participation
 - Develop a report summarizing the impact of collaborations, including success stories and testimonials from participants and partners.
 - 2028 – Foster long-term relationships

- Focus on fostering long-term relationships with educational institutions and STEM organizations to ensure sustainable collaboration
- Conduct a review of all partnerships.
- 2029 – Plan for Future Years
 - Conduct a comprehensive evaluation of all collaborations and their impact on youth engagement.

GOAL #4:

Broaden Opportunities for Learning and Talent Development

Over the next five years, we are committed to supporting broader opportunities that foster continuous growth and exposure to electromagnetic spectrum activities. Our goal is to enhance access to diverse educational resources, professional training, and developmental experiences, thereby cultivating a robust talent pipeline that is well-equipped to meet the evolving demands of our industry.

Enabling Objectives for Achieving Goal #4

- 2025 – Assess and build the foundational elements for this goal.
 - Create a diverse committee for broadening opportunities for exposure to electromagnetic spectrum activities.
 - Engage with US Congressional representatives and relevant stakeholders to build support for the introduction of a bill that mandates the inclusion of electromagnetic sciences in high school and undergraduate curricula.
 - Committee to determine recognized and eligible museums and determine criteria for financial support; budget for donation to at least one museum.
 - Committee to establish list of universities in the U.S. conducting EW research at the master’s level and beyond.
- 2026 – Additional foundational elements
 - Establish a list of possible partnerships with EMSO stakeholders across government, military, industry, and academia
 - To establish diverse opportunities that enhance learning and skill-building as it relates to EMSO.
 - To address workforce and talent pipeline challenges by raising awareness about educational opportunities and career technical pathways that advance electromagnetic sciences.
 - Encourage Chapters to establish mentorship programs and events where industry professionals can guide and inspire students, sharing their experiences and insights into career pathways. Goal of establishing two Chapters with new mentor programs.
 - Establish two partnerships with EMSO stakeholders (either government, military, industry, or academia) to establish diverse opportunities that enhance learning and skill-building as it relates to EMSO.
 - Establish relationships with universities in the U.S. conducting EW related research at the master’s level and beyond and determine criteria for funding projects, hardware, lab equipment, or other valuable assistance.
 - Fund a least one university student research project with AEF sourced support (as above)
 - Fund donations to at least two museums.
- 2027 – Expand
 - Engage government and military stakeholders to identify EMSO challenges that can be shared with universities and programs that work with universities (e.g. VICEROY). Collaborate with universities to support relevant graduate and postgraduate research in the electromagnetic sciences.

- Fund a least two university student research projects with AEF-sourced support (as in 2026)
- Donation to more than two museums.
- Goal of two additional Chapters with new mentor programs; Develop method for Chapters to report to HQ.
- 2028 – Expansions continued
 - Donation to museums should continue.
 - Goal of four more Chapters with new mentor programs.
 - Fund at least four university student research projects with AEF-sourced support (as in 2026)
 - Bring at least one student research team supported by the funding above to present at the International Symposium to showcase the AEF contribution to education, research, and the development of our future workforce.
- 2029 – Expand
 - Donation to three museums.
 - Goal of a total of ten (10) Chapters with mentor programs across the AOC (strategically placed across as many regions as possible).
 - Fund at least six university student research projects with AEF-sourced support (as in 2026)
 - Bring at least two (but invite all) student research teams supported by the funding above to present at the International Symposium to showcase the AEF contribution to education, research, and the development of our future workforce.

PROFESSIONAL STAFF

- 2025 – Hire a full-time AEF staff member to support the efforts of AEF and all committees
- 2026 – One full-time AEF staff member to support the efforts of AEF and all committees
- 2027 – Evaluate the need for additional staffing or resources
- 2028 –
- 2029 –