

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

### PURPOSE

The purpose of the AOC AEF Strategic Plan is to set forth vision and priorities and provide overarching goals and objectives for the AOC Board of Governors (BOG). The Strategic Plan will govern our decision-making and program development and will assist the BOG in preparing for future efforts and initiatives to advance the AEF's mission, communications, budget allocation, staffing requirements, education, advocacy, professional recognition, and other services and benefits to members, chapters, and sponsors. The strategy identifies how we will provide benefits to our individual and industry members, value to our international stakeholders across government, industry, and academia, and define our role in shaping the profession we represent.

### OUR VISION, MISSION AND VALUES:

The Association of Old Crows Educational Foundation (AEF) is incorporated as a 501(c)(3) nonprofit organization and civilian in nature. The AEF Vision, Mission, and Values are discussed below. The AEF is the education arm of the Association of Old Crows (AOC). The AOC is a 501(c)6 international non-profit association with over 70 chapters in 22 countries. The AOC currently has over 13,000 individual members and over 250 corporate partners. The membership includes active duty and retired military, government and civil service, and industry. The AOC has long represented a specialized niche profession, supported by a designated operational community.

### OUR VISION:

Our vision is to empower the next generation of EMSO professionals through innovative education, strategic partnerships, and a commitment to excellence career development.

### OUR MISSION:

The AOC Education Foundation (AEF) shall be an organization for individuals who promote education in Electronic Warfare, Electromagnetic Spectrum Operations, Cyber Electromagnetic Activities, Information Operations, and promoting Science, Technology, Engineering and Mathematics (STEM) education. The AEF will foster fraternity, career development, and commemoration fitting to the memory of fellow Electronic Warfare and Information Operations professionals.

**CORE VALUES:** We embrace three core values that drive three core values that drive our culture.

- Leadership:** The AEF will demonstrate consistent leadership by clearly defining our identity and values and executing programs that embody them. We will engage and align stakeholders across our global community to drive lasting progress in the advancement of EW and related disciplines.
- Professionalism:** Elected officers and association staff will uphold the highest standards of ethics and professionalism in fulfilling their responsibilities, ensuring the best service for everyone working in EMSO around the globe.

**Commented [KM1]:** My thinking is that we need to choose between STEM/Education and Professional Development. The latter could be a for-profit venture. Combining them may bog down the foundation

**Commented [HS2]:** I think we need to relook at this given the new mission for AOC. I can take a stab but it needs to align with it.

**Commented [KM3]:** What does this mean? It's like the mission of "Blue Sky Foundation" being about "Blue Skies." Duh.

**Commented [KM4R3]:** Possible options: professional development, STEM opportunities in education Mentorship, etc. What impact do we want the foundation to have? Where do we want to have the impact? How can we be specific and allow room to grow?

**Commented [KM5]:** We have to get rid of this inclusive list of buzzwords. This is not a mission statement, but a cry for relevancy. It distracts from who we are. Plus, the AOC 5 year strategy has a different mission statement than what is on the web. We need consistency across our organization. We should stick to global electromagnetic spectrum operations (EMSO) community/sector.

**Commented [KM6]:** Too many things/words. We spend 55 words describing essentially 5 competing priorities.

3. **Diversity:** We are committed to fostering a diverse and inclusive environment that values different perspectives, experiences, and backgrounds. By embracing diversity, we strengthen our community and enhance our ability to innovate and lead in the advancement of EW and related disciplines.

### **Our Strategic Goals -- Building AEF 2029**

The AOC Foundation is dedicated to empowering the next generation of Electromagnetic Spectrum Operations (EMSO) professionals through strategic investments in education and outreach. This five-year strategic plan outlines our commitment to raising funds that will fuel scholarships, support STEM initiatives, and inspire young students to explore the dynamic world of EMSO.

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.

This strategic plan reflects our vision for a future where students are inspired, supported, and prepared to lead in EMSO. By raising funds and fostering partnerships, the AOC Educational Foundation will continue to play a critical role in advancing the EMSO profession and creating opportunities for future generations.

Finally, this strategy acts as a guiding framework for the Board of Governors to evaluate both the overall health of our foundation and the performance of our staff and volunteers.

AEF strategic plan sets four (4) goals for the organization that cut across the following areas: Scholarship/Future 5, STEM, Other Education, and Fundraising. For each goal, the plan identifies specific objectives that need to be addressed for staff and volunteers to achieve each of these goals over the period of the plan. Accountability for attaining AOC's goals rests with the senior headquarters staff and with the relevant committees of the board of governors.

#### **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**

- Conduct a thorough assessment of our current fundraising capabilities, donor base, and market opportunities. Develop a detailed fundraising plan that outlines specific goals, strategies, and tactics to diversify our revenue streams and enhance donor engagement. The plan shall be targeted to attain \$1 Million in funds by 2029; details to be provided in the AEF Operating Plan.
- Recruit and train a dedicated fundraising team with expertise in various aspects of development, including major gifts, corporate sponsorships, and grant writing.
- Explore and develop multiple revenue channels, including individual giving, corporate partnerships, Combined Federal Campaign (CFC), grant funding, and special events. Pilot new fundraising initiatives, such as online campaigns, peer-to-peer fundraising, and legacy giving programs, to tap into new donor segments and opportunities.
- Build and strengthen relationships with industry partners and individuals to create new funding opportunities.

#### **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 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**

- 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.
- Launch an extensive outreach campaign to raise awareness about our scholarship programs among potential applicants, industry, and educational institutions.
- Continuously evaluate and refine the programs based on feedback from recipients and stakeholders to ensure they meet evolving needs and expectations.
- Expand the Future 5 program to include international members and recognize winners at international conferences.
- Work closely with the AOC Board of Directors to ensure the scholarship program has adequate funds to execute all objectives.

### **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**

- Encourage chapters to implement a diverse range of STEM programs, including science fairs, workshops, and interactive demonstrations that highlight the electromagnetic spectrum. Create age-appropriate activities that engage students in meaningful and relevant ways.
- Establish relationships with existing international STEM programs that have proven successful (e.g., International Science & Engineering Fair (ISEF), USA Science & Engineering Festival, and Griffiss Institute) and determine how we can integrate electromagnetic activities into their existing programs.
- Launch targeted outreach campaigns to raise awareness about our STEM programs among students, parents, and educators, emphasizing the value and impact of pursuing STEM careers, specifically in the electromagnetic sciences including online content.

### **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**

- Leverage partnerships with EMSO stakeholders across government, military, industry, academia, and museums to establish diverse opportunities that enhance learning, skill-building, and community awareness as it relates to EMSO.
- 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 and support universities with financial, hardware, and other valuable assistance to support their graduate and postgraduate student research in the electromagnetic sciences. As students complete their research work, the AEF/AOC can showcase their work at applicable conferences and symposia to help these new EMS professionals start their careers in the EW workforce.
- Collaborate with EMSO stakeholders across government, military, industry, and academia 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.
- Engage with congressional representatives, education committees, and relevant stakeholders and relevant staff to build support for the introduction of a bill that mandates the inclusion of electromagnetic sciences in high school and undergraduate curricula.
- Regularly review and update programs based on feedback and industry changes to ensure they remain relevant and impactful.

In summary, by focusing on enhancing our fundraising capabilities, expanding our scholarship programs, supporting STEM education, and broadening learning and development opportunities, we aim to strengthen the AEF's impact and sustainability. The successful implementation of this plan will depend on the continued commitment and collaboration of our team and stakeholders. As we move forward, we will monitor our progress, adapt our strategies as needed, and work diligently to realize our goals. Our collective efforts will ensure that we not only meet but exceed our strategic objectives, positioning us for long-term success.