



## 2025 Annual Operating 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 EMS 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 EMS STEM activities on the electromagnetic spectrum for youth engagement across Chapters and with other organizations 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 \$500,000 over 5 years.
  - 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 in 2025 - \$30,000.
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- 2026 flight plan – Execute the plan
  - 2027 flight plan – Expand and optimize the plan
  - 2028 flight plan – Scale up efforts
  - 2029 flight plan – Review and Sustain

## **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 over 5 years.
- 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
- Work with Chapters to investigate opportunities with Chapters for flow-up scholarships competing at the regional level
- Expand the Future 5 program to include international members with the committee determining if a spot should be reserved for an international candidate

- Engage Foundation leadership to build relationships with large and small companies to obtain donations
  - Determine ideas for fundraising - AOC Board members to do outreach; 50/50 raffles; ask corporation when they sign up for sponsorship (include an upcharge to the fee for donations to go to the AEF and they get the tax-exempt form and then next year they would possibly give more); possible matching from the AOC “extra funds”
  - AEF to come to AOC with the plan with how the AEF is going to use the “extra funds”
  - Scholarship disbursement: \$25,000; Target scholarships disbursed: 1 (current STEM Student of the Year funded by RTX)
- 2026 flight plan – Build partnerships and enhance marketing
  - 2027 flight plan – Diverse scholarship offerings
  - 2028 flight plan – Evaluate and optimize programs
  - 2029 flight plan – Sustainability and long-term impact

### **GOAL #3: Support and Enhance EMS STEM Activities for Youth Engagement across Chapters.**

By strengthening our EMS 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. EMS 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 55% of chapters actively participating in EMS STEM initiatives, creating a strong network of engagement across the globe over 5 years.
    - Establish the foundational elements necessary for a successful EMS STEM program that revolves around chapter participation.
    - Expand a diverse volunteer EMS STEM committee to oversee programs and support chapter programs.
    - Develop a comprehensive assessment of current EMS STEM activities within chapters; identify best practices and successful programs in existing chapters.
    - Encourage chapters to implement a diverse range of EMS STEM programs, including science fairs, workshops, and interactive demonstrations that highlight the electromagnetic spectrum
    - Create goals and metrics to measure a “successful” EMS STEM program
    - Interact with government, DoD, contractors, and other associations for funding to support chapters with funding EMS STEM projects, asking chapters to reach out to local companies for financial support
  - Establish relationships with existing international STEM programs that have proven successful programs
    - 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 and participate in at least one existing international STEM program
- 2026 flight plan – Outreach to non-participating Chapters and continue to build relationships with existing STEM programs
  - 2027 flight plan – Expansion and collaboration
  - 2028 flight plan – Continued growth and fostering long-term relationships
  - 2029 flight plan – Long term impact and plan for future years

#### **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**

- 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 a list of universities in the U.S. conducting EW research at the master's level and beyond.
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- 2026 flight plan – Additional foundational elements
  - 2027 flight plan – Expand
  - 2028 flight plan – Expansions continued
  - 2029 flight plan – Further expansion

##### **PROFESSIONAL STAFF**

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