

Board of Directors

Association of Old Crows
1001 N. Fairfax St., Suite 300
Alexandria, VA 22314

MINUTES

10 December 2024



THOSE PRESENT

Executive Committee (EXCOM)

- ☒ Brian “Hinks” Hinkley, President
- ☒ Tony Lisuzzo, President-Elect
- ☒ Dennis “Mancub” Monahan, Secretary

- ☒ Jim Utt, Treasurer
- ☒ Erik Bamford, International
- ☒ Shelley Frost, Executive Director

At Large Directors

2024

- ☒ Nino Amoroso
- ☐ Steve Oatman

2025

- ☒ Ken Dworkin
- ☒ Dr. Haruko Kawahigashi

2026

- ☒ Scott Oliver
- ☒ Paul Vavra

Appointed Directors 2024

- ☒ Frank “Cowboy” Ball
- ☒ Ken “Kilo” Parks

Regional Directors

2024

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

Regional Directors

2025

- ☒ Amanda Brockermeyer, Pacific
- ☒ Erik Bamford, International I
- ☒ Mark Schallheim, North-Western

Regional Directors

2026

- ☒ Maj. Brandon Coleman, Southern
- ☒ Myles Murphy, Northeast
- ☒ JP Kim, International II

Immediate Past President

- ☒ Glenn “Powder” Carlson

Board of Governors (non-Voting)

2024

- ☒ RDML (Ret) Tim Kuehhas
- ☒ Mick Riley

Staff and Others (non-Voting)

- ☒ Shelley Frost
- ☒ Tony Ramos
- ☒ Ken Miller
- ☒ Glorianne O'Neilin
- ☒ Bob Andrews
- ☒ Kathy Hartness
- ☒ Christine Armstrong
- ☒ Hollann Schwartz
- ☒ Eric Colon
- ☒ Lauren Schoener-Gaynor
- ☒ Christelle Ward

Legend:

☒ Present

☐ Not Present

☒ Present by Internet/Telephone



CALL TO ORDER

Proper meeting notice having been given and with a **QUORUM** present, the Board of Directors meeting **CONVENED** at 1005 EST, Tuesday, 10 December 2024 via in-person and TEAMS teleconference. President Hinkley called the meeting to order.

SECRETARY REPORT

Minutes for the 19th of September 2024 Board of Directors (BoD) meetings were provided by email to the Board as readahead for member review and approval. Highlights were presented to the Board.

No new Action Items were opened. Assigned Action Item D-2024-09 (International Committee) was closed. Assigned Action Items D-2024-10 (Advocacy Committee), and D-2024-12 (Conference Committee) remain open.

It was **MOVED** and **SECONDED** (Vavra/Brockermeyer) to **APPROVE** the minutes of the 19th of September 2024 BoD meeting. **MOTION PASSED.**

FINANCE COMMITTEE REPORT

Mr. Jim Utt, Treasurer, provided a review of the 2024 financials.

Overall account balance stands at \$6,461k as of 30 November 2024 with the Contingency Operating Reserve Fund set at \$2.448 million dollars and the Capital Expenses Reserve Fund at \$146K dollars. Annual planned obligations amount to ~\$430K for 2024; P/L Estimate at -\$128k; and “Extra Funds” at \$3.513 million.

Mr. Murphy posed there may be an opportunity to utilize some of the “Extra Funds” to fund scholarships and help bolster the AOC Strategy.

Discussion ensued on the pros and cons as related to having versus utilizing these extra funds to support the AOC and AEF members.

President Hinkley pointed out that money that has been utilized in building up the AOC Staff has resulted in great value across the Board, to include AOC Europe and other areas.

QUESTION: What could be done to bolster the Strategy by using extra funds?

ASSIGNED ACTION: President Hinkley tasked the Strategy Committee (Myles Murphy) to look into what activities could be supported with extra monies and what would be the expected benefits from this type of investment. No suspense date identified. Assigned Action Item: **D-2024-01.**

It was **MOVED** and **SECONDED** (Brockermeyer/Carlson) to **APPROVE** the FY24 Treasurer’s Report as presented. **MOTION PASSED.**

STRATEGY COMMITTEE REPORT

President-elect Lisuzzo provided a review of the AOC Vision, Strategy, and the 5 Strategic Goals leading into 2026; articulated that we may want to add some goals (e.g., integrity) and really want to describe who we want to be (our identity).

President Lisuzzo pointed out that the presentation needs to be updated to take into account the new Vision that was accepted by the Board during the AEF meeting on 10 December 2024. This will be updated before the next meeting.

The DRAFT 2025 ANNUAL OPERATING PLAN was posted as read ahead for Board consideration. This plan:

- Sets forth AOC's Annual Operating Plan (AOP) for the calendar year 2025 (from January 1, 2025, to December 31, 2025). This AOP is in conjunction with the Five-Year Strategic Plan (2022-2026) and details the 2025 roadmap to execute the Board 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.
- Takes into consideration budget and human resource constraints, compliments the AOC 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 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 BoD Face-to-Face meeting to help focus on human and financial resource priorities, ensure governance and leadership accountability, provide directional clarity, specify expectations, and enable the collective AOC Board of Directors and Staff to work towards achieving these goals.

President-elect Lisuzzo Spoke to the Five Strategic Goals:

1. Grow our global membership commensurate with our market
2. Build an advocacy and communications enterprise to deliver timely and professional resources and support to stakeholders.
3. Diversify streams of revenue to strengthen our ability to adapt to changing business environment
4. Strengthen international programs to reflect our global presence by increasing international membership, enhancing membership experience, and developing a plan to improve member engagement
5. Grow professional development certification and STEM programs in accordance with recently established roadmaps

President-elect Lisuzzo reviewed the 2024 Annual Operating Plan and the High-Level objectives for each of the Strategic Goals: grow global membership; build an advocacy and communications enterprise; diversify streams of revenue; strengthen international programs; and grow professional development. Specific actions include, but are not limited to:

- Membership growth

- Realign the membership department to optimize team specialization, enhance chapter support, and improve member retention and outreach efforts to drive engagement and growth
- Develop and execute a strategy for all membership types (Groups, Partners, Military, University Young Crow Groups)
- Increase Chapter outreach, participation, and growth; Continue utilizing and increasing chapter usage of databases and websites (Impexium and Billhighway)
- Explore how to expand the Future Leaders initiatives and create a new Empowering Women in EW committee
- Advocacy and communications
 - Expand the congressional outreach and education program
 - Establish the Advocacy and Technical Advisory (ATA) Committee, formerly the Advocacy and Outreach Committee
 - Develop strategic public relations with government and industry stakeholders, including journalists, public affairs officers, relevant podcasts, and industry communications teams.
 - Advance AOC History initiatives
- Diversity Streams of Revenue
 - Grow and develop audiences for the FTCN family of podcasts, including our regular, subscription, FTCN Live, and CTO Series
 - Expand our reach into adjacent markets to grow potential event opportunities (workshops, conferences, etc)
- International Growth
 - Successfully transition and execute AOC Europe
 - Increase AOC stakeholder outreach to international chapters and events.
 - Explore opportunities for expanding conferences for stakeholders in Asia.
 - Expand relationships across NATO entities
- Professional Development Growth (Education, Training, STEM, AEF)
 - Continue implementation and usage of data from the roadmap determined by the 2023 McKinley Assessment
 - Build relationships and partnerships with organizations, institutions, and/or like-minded associations to grow and enhance AOC's presence and offer expanded varying educational opportunities.
 - Create and execute the AOC Certificate Program, beginning with Stevens Institute as the host of the pilot program, and expand to additional institutions.
 - Develop a comprehensive education schedule that provides professional development opportunities of value to our members in the form of webinars, OnDemand webinars, and onsite courses.

Going forward - 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 (2022-2026)

- Finishing Strong: Two Years Left in Our Strategy

- Expand the industry sponsor base
- Monetize initiatives and projects
- Drive Operational Efficiency

Some discussion ensued as related to a desire to increase AOC engagement opportunities in Asia.

It was **MOVED and SECONDED** (Monahan/Brockermeyer) to **APPROVE** the 2025 Annual Operating Plan as presented. **MOTION PASSED.**

TREASURERS REPORT

Mr. Jim Utt, Treasurer, provided a review of the planned 2025 Budget.

Contingency Operating funds for 2025 will be required to be raised to \$3 million to cover half the operating expenses for the expected financial year (per OpMan 22).

Capital Expenses Reserve Fund will remain at \$146K dollars.

Total Reserve Funds will then be required at \$3.146 million (sum of contingency operating funds and capital reserves).

With that in mind, planned obligations amount to ~\$430K for 2024; P/L Estimate at -\$116k; leaving “Extra Funds” at \$3.500 million.

It was **MOVED and SECONDED** (Parks/Brockermeyer) to **APPROVE** the 2025 Budget as presented. **MOTION PASSED.**

It was **MOVED and SECONDED** (Vavra/Ball) to **APPROVE** the 2025 Reserve Fund Allocations as presented. **MOTION PASSED.**

EXECUTIVE SESSION

An Executive Session was convened to discuss the Staff and Executive Director Bonus pool.

It was **MOVED and SECONDED** (Brockermeyer/Amoroso) to **APPROVE** the Staff Bonus pool as discussed. **MOTION PASSED.**

It was **MOVED and SECONDED** (Amoroso/Brockermeyer) to **APPROVE** the Executive Director Bonus as discussed. **MOTION PASSED.**

It was **MOVED and SECONDED** (Hinkley/Brockermeyer) to **ADJOURN** the Executive Session. **MOTION PASSED.**

2024 SYMPOSIUM CONVENTION & CONFERENCES COMMITTEE REPORT

Mrs. Kathy Hartness provided an update on the 2024 Symposium:

- Pre-reg currently at 2556 – up from 2016 over 2023!
 - Note – final expenses will reflect increased numbers
- Program expanded to include
 - 4 Keynote Speakers
 - 3 Spotlight Sessions

- 8 Breakout Sessions
 - 12 Technical Sessions
 - 3 PMBS Sessions
 - Currently have 98.64% of the planned revenues booked.
- Mr. Hartness also provided an update on the finances related to other conferences (Pt. Mugu, CEMA, NSWC Crane, and Augusta).

EXECUTIVE DIRECTOR REPORT

Executive Director (ED) Frost provided an update to the Board on:

- Board Member expectations for the Annual Symposium & Convention.
 - Reviewed the Trifold
 - Reviewed engagement expectations
- Board Member activities for the week.
- The Naylor contract
- AOC Staff Organization
 - 19 Full-time staff members
- 2025 BOD/BOG Schedule
- Engagement Calendar

POLITICAL ACTION COMMITTEE UPDATE

Mr. Ken Miller provided an overview on PAC activities as follows:

- International considerations
- Why does the AOC need a PAC?
 - 3 main values
 - PAC strengthens advocacy (Number of EMSO provisions in the NDAA that is up for vote; is we want)
- Establishing the PAC
 - Multi-year effort that started in 2019. In December, the Board voted unanimously to begin the process of creating the PAC.
 - Establishing an ad hoc Committee
 - Drafting Bylaws for the PAC
 - Recommending the inaugural PAC Board
 - Educating the AOC Membership
 - AOC Board will vote on a package in December to formally approve the creation of the PAC after January 1, 2025.
 - Legal creation of PAC in Q1 2025; begin prior approval process
 - Begin fundraising in Q3 2025; begin disbursements in Q4 2025/Q1 2026.
- PAC Bylaws
 - Participation limited to U.S. citizens and green card holders
 - Contributions are voluntary
 - Outlines the duties of the officers of inaugural PAC
 - Provides guidelines for governance, indemnification, and dissolution

- PAC Board of Directors
 - Officers
 - James Gigrich – President
 - Rick Lu – Vice President
 - Treasurer – “Kilo” Parks
 - Assistant Treasurer – Dirk Smith (CFS, Inc)
 - At-Large
 - Greg Patschke
 - Non-Voting Members
 - Shelley Frost – Executive Director
 - Ken Miller – Director of Advocacy & Outreach
 - Madison Arcangeli – Forza DC
 - Katy Nazaretova – Forza DC
- Accountability and Transparency
 - The AOC Board will establish reporting guidelines that the PAC Board must follow to maintain its affiliation status.
 - The PAC must disclose all contributions to the FEC. All PAC contribution data to the FEC is available to the public.
 - The PAC has no plans to establish a PAC Administrative Fund due to lack of governance and reporting requirements

It was **MOVED and SECONDED** (Oliver/Brockermeyer) to **APPROVE** the formal establishment and implementation of the AOC Political Action Committee (CROW PAC) after January 1, 2025, in accordance with proposed bylaws and the slate of nominees for the inaugural CROW PAC Board of Directors. **MOTION PASSED.**

- Next Steps:
 - Initiate preliminary filings post January 1, 2025
 - Schedule initial PAC Board meeting (TBD January)
 - Voluntarily sign prior approval form
 - Designate AOC BoD ex officio officer to the PAC Board.
 - Initial PAC Report to AOC Board (March 2025)

It was **MOVED and SECONDED** (Hinkley/Lisuzzo) to take a **BREAK**. **MOTION PASSED.**

It was **MOVED and SECONDED** (Hinkley/Lisuzzo) to **RECONVENE** from BREAK. **MOTION PASSED.**

TECHNICAL ADVISORY COMMITTEE UPDATE

Mr. “Sherm” Oliver provided an update on Technical Advisory activities as follows:

- Instituted a name change to combine the Advocacy and Outreach Committee and the Technical Advisory Committee.
- Role of the ATA Committee - To provide subject matter expertise and guidance to the Committee Chair and the Director of Advocacy and Outreach for the purpose of advancing program deliverables and outcomes. The Committee also provides accountability to ensure

that deliverables are optimized and achieve expected value for targeted stakeholders. The Committee will have a standing virtual meeting every two weeks for committee members available to participate. Periodic participation is expected. Other communications will be via group and individual email and teleconference.

- Deliverables include:
 - AOC Family of Podcasts
 - Regular FTCN
 - Subscription FTCN
 - FTCN Live (from AOC events)
 - FTCN CTO Series
 - History of Crows
 - FTCN Replay
 - Congressional Education Series
 - Issues Briefs
 - Webinars (as needed)
 - Advocacy Newsletter NEW! – Quarterly/bi-monthly TBD
- Legislative Priorities and Focus Areas: EMSO-related trends to monitor
 - EMSO Workforce Readiness – DoD simply does not have enough talent to meet the workforce requirements for EMS Superiority. Need for core curriculum education and STEM to attract talent.
 - Strategic divestment in platforms and systems that are costly to modernize or face obsolescence and shift to electronics and other EMSO/C4I technologies
 - There is a changing DoD mindset on EMS. DOD is beginning to see EMS more as a contiguous maneuver space.
 - Investment in Space Control capabilities. There is growing awareness about the imperative of Space control, but apparent lack of alignment with funding (due in part to classified programs).
 - Joint Service strategy for development and fielding of UAS systems and related capabilities. DOD and Congress support for Replicator Initiative is important, but apparent lack of coordination underneath.
 - Investment in Next-Generation Micro-electronics in support of Ai, including development of neuromorphic chips and other game-changing technologies that have broad implications for SWAP considerations on systems, especially UAS.
 - Implementation of Sec. 1683 (FY 24 NDAA) to consolidate and update EW provisions and oversight of EMSSS Implementation Plan.
- Looking ahead to 2025
 - Focus on successful launch of ATA Committee
 - Work seamlessly with CROW PAC on congressional outreach
 - Develop new Advocacy Newsletter
 - Grow FTCN family of podcasts
 - Increase stakeholder outreach (industry and military)
- BoD Support needs

- Participate in FTCN subscriber edition – join audience or submit questions/topics in advance.
- Advise/Recommend FTCN topics and potential guests
- Help circulation/distribution of Advocacy and Outreach initiatives.

INTERNATIONAL ADVISORY COMMITTEE (IAC) REPORT

Mr. Erik Bamford provided an update on how we, the AOC, align to NATO's implementation of Electromagnetic Operations (EMO). Mr. Bamford found that we do align to all three of the NATO EMO Goals in terms of International Awareness and Advocacy, Effective Joint Electromagnetic Operations (EMO), and Robust EMO capabilities.

- For the 2024 annual report on progress in implementing the NATO EMS Strategy – the NATO session at AOC Europe in Oslo, and the work with AOC is specifically mentioned!
- Additionally, NATO's Bi-Strategic HQs are aware of AOC as a forum for advocating EW and EMO between military and industry, and between the EW and EMO community and government.

Mr. Bamford reported out that the AOC Europe conference held in Oslo, Norway (13-15 May 2024) was very successful and recorded the highest visitor growth in its history (AOC Europe) with a 20% increase in total attendance and representation from 46 countries.

Results from AOC Korea 2024 were briefly reviewed by Dr. Kawahigashi. EW Korea has been held almost every year since 2016, but it has been a one-day event. This year, for the first time, it became a two-day event. Tutorials were held in the afternoon of the second day. Of note:

- EW Korea was held at the Militopia Hotel, a Korean military facility near ROKAF Seoul Airport in a suburb of Seoul. It was co-sponsored by the ROK Air Force, the AOC Korea Chapter, and ADD. The Korean electronic warfare community, led by these three organizations, was even more enthusiastic than last year.
- There were about 350 participants in this conference, mainly Koreans (Air Force, companies, research institutes, etc.) but also from overseas, and there were also exhibits (5 Korean companies and 5 overseas companies).
- On the question of whether AOC Korea can be extrapolated into an initial (mini) EW Asia, it is currently assessed as being too small to proceed with this action. Instead, the recommendation is to continue with AOC Asia for 2025 and reexamine the potential for an EW Asia in the future.

Future AOC Europe events in planning include 2025 (Rome, Italy) and 2026 (Warsaw, Poland).

AOC FUTURE LEADERS COMMITTEE

Amanda Brockermeyer and Cristelle Ward provided an overview on the Future Leaders (Future leaders are 35 and younger) Committee activities.

- 2024 Accomplishments:
 - Future Leaders Committee - Monthly meetings
 - Future Leaders Meet & Greet - Networking opportunity at the first happy hour of the AOC Convention & Symposium to provide an opportunity for young professionals to

meet and form lasting connections and determine interest and expectations of young professionals in EW

- Website - <https://crows.org/membership/future-leaders>
- Social Media Outreach
- Schoolhouse Outreach
- 2024 Goals:
 - Explore how to expand the Future Leaders initiatives:
 - Establish a Strategic Framework by conducting monthly committee meetings to support Future Leaders initiatives, finalize a comprehensive strategic
 - Refine and optimize the strategic plan implementation
 - Roll out incremental implementations of the strategic plan, ensuring continuous progress and adaptation as needed
 - Create and implement effective recruitment plans throughout the year to support strategic initiatives
- Amanda and Cristelle walked through a plan to empower women in EW
- Amanda and Cristelle presented a DRAFT charter for empowering women in the EW Development Committee

INTERNATIONAL ADVISORY COMMITTEE (IAC) REPORT

Mr. Erik Bamford and Mr. JP Kim provided an update

- AOC Asia – discussion has not concluded. Recommend that the following meet up as an ad hoc panel this week in order to look at a way forward:
 - Volunteers include: Erik, Bob, Haruko, JP, Paul, Amanda, Shelley
- AOC Asia planned for October 29 & 30 in the Militopia Hotel, a Korean military facility near ROKAF Seoul Airport in a suburb of Seoul. It is expected to be co-sponsored by the ROK Air Force, the AOC Korea Chapter, and ADD. Finances are still to be determined.
- Still determining the Program and agenda:
 - Will depend on who takes charge of arrangements (ROKAF or AOC Korean Chapter).
- Follow-on session being looked at for September 2026 in connections with Australian Convention. Details will follow.

PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

Mrs. Lauren Schoener-Gaynor provided an update on the Professional Development committee activities as follows:

- Education:
 - Goal 1 - Continue implementation and usage of data from the roadmap determined by the 2023 McKinley Assessment
 - Goal 2 - Build relationships and partnerships with organizations, institutions, and/or like-minded associations to grow and enhance AOC's presence and offer expanded varying educational opportunities.

- Goal 3 - Create and execute the AOC Certificate Program, beginning with Stevens Institute as the host of the pilot program, and expand to additional institutions
- Goal 4 - Develop a comprehensive education schedule that provides professional development opportunities that are of value to our members in the form of webinars, OnDemand webinars, and onsite courses

MEMBERSHIP COMMITTEE REPORT

Mr. Eric Colon provided an update on the Membership committee as follows:

- Introduced 2 new Regional Directors:
 - Jeff Hughes– Mid-Atlantic Region Director
 - Frank Ball -MT-Western Region Director
- Adding additional personnel to the committee to assist the Regional Directors:
 - Northeastern Region - Nicole Zaretski
 - Southern Region – Dennis Monahan
 - Mt-Western Region – David Suggs
 - Pacific Region – LCDR Jenny Reid
 - International Region I – Mendy Erad
 - International- Jeff Fischer
- Chapter of the Year:
 - Issues with Current Chapter of the Program:
 - Runs from June to June each year.
 - Same 10 to 12 chapters submit each year.
 - Too long and cumbersome
 - Chapters do not feel it is worth the time to fill out (Can't compete with larger chapters- not worth the 200 to 400 dollars they get)
 - Looking to establish a new Chapter of the Year structure based off and aligned with 5yr strategy plan.
 - Membership Committee decided not to make changes at this time; instead intend to create a special subcommittee to review the chapter of the year.
 - Chapter Presidents meeting will be held at the Symposium
 - Membership:
 - Current numbers around 12,000 (3000 International)
 - Comments – Organizations (Partners Groups – signing up but no filing their lists – this would gain about 2000 members)
 - 2025 Goals:
 - Membership department new hire – Sr Membership Manager (Megan started December 6th)
 - Membership Department split – Glorianne and Meron higher concentration on Chapters
 - Bring back monthly Chapter Newsletter
 - Presidents' meetings with the Chapter Officers
 - More regional travel/meetings with their chapter officers.

- Concentration on Young Crows chapters (I.E Liberty University)
Continue revitalizing – about 8 inactive chapters currently
- Continue Chapter growth – Areas that currently do not have a chapter
- Megan and Joe - Concentration on Recruitment and retention.
 - Quarterly Campaigns
 - New on Boarding campaign.
 - Deep dive into statistics. Where are we growing where are we losing members

QUESTION: When will we revamp the Chapter of the Year program?

ASSIGNED ACTION: President Hinkley tasked the Membership Committee (Eric Colon) to come up with a date for when the Membership Committee will have updated the Chapter of the Year program. No suspense date identified. Assigned Action Item: **D-2024-02.**

QUESTION: How can we make it easier for Chapters to standup?

ASSIGNED ACTION: President Hinkley tasked the Membership Committee (Eric Colon) to take action on a committee or a subcommittee to make it easier for a chapter to stand up. No suspense date identified. Assigned Action Item: **D-2024-03.**

QUESTION: What would it take to create an app that supports membership committee goals?

ASSIGNED ACTION: President Hinkley tasked the Membership Committee (Eric Colon) to take action on examining what it would it take to create an app that supports membership committee goals. No suspense date identified. Assigned Action Item: **D-2024-04.**

REGIONAL AND INTERNATIONAL UPDATES

Regional Updates were provided by all Regional Directors.

AWARDS COMMITTEE REPORT

Mr. Ken “Kilo” Parks provided an update on the 2024 awards.

- Award presentation plan:
 - Wednesday December 11th Opening Session
 - Prestige Awards (Gold Medal – Hal Gershanoff Silver Medal – Anton D. “Tony” Brees Lifetime Service Award – AOC Technology Hall of Fame – Joseph W. Kearney Pioneer Award - John Clifford Award for the Advancement of the Electromagnetic Domain Award)
 - Community Awards (Engineering and Technical Excellence Award – Project Team of the Year Award – EW Professional Outstanding Young Crow Award –

Professional Outstanding Achievement Award – Academic and Educational Excellence Award)

- Friday December 13th Morning Session
 - All Military Unit and Military Individual Awards
- Mr. Parks reviewed the status of the 2024 Awards Committee goals:
 - Provide a succession plan for 2025 Chairmanship – in work
 - Increase diversity – gender and age - success
 - Increase outreach to all Services (Space Command) - success
 - Update OPMAN - success
 - Increase International participation - success
 - Increase Awards awareness at AOC Convention (in work - Glorianne and Hollann)
 - Increase Awards Social Media impact – in work
- Mr. Parks reviewed the plan for the 2025 Awards Committee goals:
 - 2024 International Winners will be presented at AOC Europe
 - Focus will be placed on having more international participation in the awards nominations process.
 - Slate will be used as the new awards nominations submission system.
 - Military POC's for units have already been received except for a POC for the Coast Guard.
 - Navy Rep has offered to work with the service POC's to assess the Unit Award Winner Process and how we can work on receiving more nominations from the Military.

QUESTION: How can we use social media to advertise AOC Awards?

ASSIGNED ACTION: President Hinkley tasked Mr. Scott “Sherm” Oliver (ATA/Podcasts) to examine a process for turning awards into podcasts and/or social media communication. Assigned No suspense date identified. Action Item: **D-2024-05**.

HISTORY COMMITTEE REPORT

Mr. Wayne Shaw provided a high-level overview of the History Committee. Current and planned activities include:

- Current: CMTE authored history columns for JED
 - CMTE authored columns for March to December 2024 issues
 - John Knowles wants it to continue; quarterly history column in 2025
 - History Table for Convention: centerpiece is actual SR-71 jammer (thanks Bob Simmen), a B-52C Signal Analyzer (thanks Powder!), and a Vietnam “Party Suit” (thanks Sam Roberts!)
- Long-term Plan (for 2025 History CMTE):

- Multiple inputs vetted by the CMTE and provided to Shelley for the 2025 Annual Operating Plan; a few highlights ... (see slide notes for more)
- History of EW: Volume 4, 25 years since Volume 3 ... lots of EW history will be lost if an author is not contracted soon to author Volume 4
- Make the Ad Hoc CMTE a Standing CMTE ... if AOC/EW History is important
- Collaboration with Chapters' History Chairs to capture more AOC history

GOVERNANCE COMMITTEE REPORT

Mr. Glenn Carlson provided the following update:

- OPMAN 13 Appendix A – There have been no updates to the Treasury dept list. Therefore, we do not need to make any changes to Appendix A of OpMan 13.

Mr. Carlson provided an update on the OpMan review status. The following documents require reviews:

- OpMan 21 (Financial Management)
- OpMan 41 (Conference Planning, Operations, and Reporting)
- OpMan 42 (Certification)
- OpMan 72 (Annual Chapter Recognition Program)

Mr. Carlson provided an update on the Charter review status. The following require reviews:

- STEM

NOMINATIONS & ELECTIONS COMMITTEE REPORT

Mr. Glenn “Powder” Carlson provided an update on the Nominations & Elections committee activities as follows:

- Provided 2024 Election Results – remains a challenge to get membership more engaged
 - Total number of eligible voters = 11590
 - Total members voted = 692
 - Percentage of voters = 5.97%
 - At-Large Directors (7 Candidates); two could be selected (% based on 200%)
 - Jeffrey Fischer -40.46 %
 - Dennis Monahan - 33.95 %
 - 3rd Place– 28.38 %
 - 4th Place – 25.4%
 - Regional Directors
 - Jeff Hughes - Mid-Atlantic Region – Unopposed
 - Jim Utt - Central Region - Unopposed
 - Frank Ball - Mt-Western Region – Unopposed
 - Mr. Carlson reviewed the Election Cycle and BoD Terms

- The 2024/2025 elected and appointed BoD/BoG members are as follows:

Position	2024	2025	Coming Off Board
President	Brian "Hinks" Hinkley	Tony Lisuzzo	
President-Elect/Vice President	Tony Lisuzzo		
Past-President	Glenn "Powder" Carlson	Brian "Hinks" Hinkley	Glenn "Powder" Carlson
Central	Jim Utt	Jim Utt	
Mid-Atlantic	Dennis "Mancub" Monahan	Jeff Hughes	
Mountain West	Wayne "Loaner" Shaw	Frank "Cowboy" Ball	Wayne "Loaner" Shaw
Northeast	Myles Murphy	Myles Murphy	
Northwest	Mark Schallheim	Mark Schallheim	
Pacific	Amanda Brockemeyer	Amanda Brockemeyer	
Southern	Brandon Coleman	Brandon Coleman	
International 1	Erik Bamford	Erik Bamford	
International 2	Jang Pyo "JP" Kim	Jang Pyo "JP" Kim	
At-Large 1	Ken Dworkin	Ken Dworkin	
At-Large 2	Haruko Kawahigashi	Haruko Kawahigashi	
At-Large 3	Scott "Sherm" Oliver	Scott "Sherm" Oliver	
At-Large 4	Paul "Heywood" Vavra	Paul "Heywood" Vavra	
At-Large 5	Steve Oatman	Jeff "Fisch" Fischer	Steve Oatman
At-Large 6	Nino Amoroso	Dennis "Mancub" Monahan	Nino Amoroso
Appointed BoD 1	Ken "Kilo" Parks		Ken "Kilo" Parks
Appointed BoD 2	Frank "Cowboy" Ball		
Appointed BoG 1	Tim Kuehas		Tim Kuehas
Appointed BoG 2	Mick Riley		Mick Riley

- Considerations for 2025 N&E planning:
 - Mr. Frank Ball will resume as N&E Chair.
 - Glorianne O'Neilin – Staff Liaison
 - Positions up for election:
 - President
 - At-Large 1 & 2 (Haruko Term Limited)
 - International 1
 - Pacific
 - Northwest (Mark Term Limited)
 - The ensuing conversation focused on the low number of candidates that run for these positions at the National level. The question became "how do we increase interest in membership to step into these positions?" Typically, we anticipate that the Regional Directors are grooming follow-on leaders; we need to figure out a way to increase the scope and scale of this activity.
 - It is assessed that roughly 6% of population votes – majority of these come from very few chapters; creates an imbalance.
 - Mr. Carlson injected that at one time the Board looked at voting at the International Symposium, but they identified challenges with getting all the members present at the event. That said, it may be worth looking at again.
 - Mr. Bamford raised the question of how good are we (the Board) at communicating what we actually do to facilitate these symposiums and conferences; could this be a future podcast or communication

QUESTION: How can we increase our pool of eligible Regional Director candidates?

ASSIGNED ACTION: President Hinkley tasked the Nominations & Elections Committee to examine the feasibility and potential process for assigning anyone that has run as an At-Large that was not elected, to overlap with those regions as potential future Regional Directors. No suspense date identified. Action Item: **D-2024-06.**

APPOINTEES & COMMITTEES

Mr Tony Lisuzzo nominated names for the 2025 EXCOM:

- President: Tony Lisuzzo
- Vice President: Amanda Brockermeyer
- Treasurer: Jim Utt
- Secretary: Dennis Monahan
- International Rep: Erik Bamford

It was **MOVED** and **SECONDED** (Ball/Schallheim) to APPROVE the 2025 EXCOM as presented. **MOTION PASSED.**

Tony Lisuzzo was elected President-elect in September 2023. His duties as President-elect officially began in January 2024. As President-elect he assumed duties as vice president. In December 2025, Tony Lisuzzo stepped up into the role of President. Brian Hinkley then became the past President. According to the AOC By-laws, Tony appointed his vice president, Amanda Brockermeyer for 2025 along with the rest of his EXCOM. Mr Tony Lisuzzo nominated Mr. Frank Ball for the 2025 Nominations & Elections Chair

It was **MOVED** and **SECONDED** (Brockermeyer/Monahan) to APPROVE Mr. Frank Ball as the 2025 N&E Chair as presented. **MOTION PASSED.**

Mr Tony Lisuzzo nominated Mr. Fran Orzech and Mr. Kevin Finch as the 2025 BoD Appointed Directors.

It was **MOVED** and **SECONDED** (Brockermeyer/Carlson) to APPROVE the appointed AOC Directors to the Board of Directors as presented. **MOTION PASSED.**

Mr Tony Lisuzzo asked for volunteers for the 2025 Committee Chairs. The following positions (in alphabetical order) are assigned:

Board Committee Chairs:

- Executive – Tony Lisuzzo
- AdHoc Security – Mark Schallheim
- Advocacy and Technical Advisory – Sherm Oliver
- Awards – Paul Vavra
- Annual Symposium – Kevin Finch
- Conferences – Scott “Sherm” Oliver

- Editorial – Jeff Fischer
- Empowering Women in EW – Christelle Ward
- Ethics – Fran Orzech
- Finance Committee - Jim Utt
- Future Leaders – Amanda Brockermeyer
- Governance Committee – Brandon Coleman
- History – Jeff Hughes
- Human Resources – Fran Orzech
- International Advisory – Erik Bamford
- Membership – Eric Colon
- Nominations & Elections – Frank Ball
- Past President – Brian Hinkley
- Professional Development – Ken Dworkin
- Strategic Planning – Amanda Brockermeyer

Foundation Committee Chairs:

- Foundation – Myles Murphy
- Fundraising – Nino Amoroso
- Other Education – Keith Everly
- Scholarship – Mick Riley
- STEM – Mark Schallheim
-

CLOSING COMMENTS

President Hinkley thanked everyone for participating in the meeting, and for their support over his tenure as President. Additionally, he stated how excited he is for the future. This community is driving a decisive tactical edge in this maneuver space that offers great promise for the future. Advocacy is critical; we (the Board) need to continue to be passionate advocates for our membership.

It was **MOVED** and **SECONDED** (Monahan/Brockermeyer) to adjourn the meeting. **MOTION PASSED**. President Hinkley **ADJOURNED** the proceedings at 1530 hours EST, 10 December 2024.

RESPECTFULLY SUBMITTED

Presented by the Secretary for APPROVAL by the Board of Directors on 12 June 2025.

Dennis Monahan, Secretary

12 June 2025

Date