

Board of Directors

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

MINUTES

13 March 2025



THOSE PRESENT

Executive Committee

☎ Tony Lisuzzo, President
☎ Dennis “Mancub” Monahan, Secretary
☎ Erik Bamford, International

☎ Amanda Brockermeyer, Vice President
☎ Jim Utt, Treasurer
☎ Shelley Frost, Executive Director

At Large Directors

2025

☎ Ken Dworkin
☎ Dr. Haruko Kawahigashi

2026

☎ Scott Oliver
☎ Paul Vavra

2027

☎ Jeffrey Fischer
☎ Dennis Monahan

Appointed Directors 2025

☎ Kevin Finch
☎ Fran Orzech

Regional Directors

2025

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

Regional Directors

2026

☎ Maj. Brandon Coleman, Southern
☐ Jang Pyo “JP” Kim, International II
☎ Myles Murphy, Northeast

Regional Directors

2027

☎ Frank “Cowboy” Ball, Mountain-Western
☎ Jeff Hughes, Mid-Atlantic
☎ Jim Utt, Central

Immediate Past President

☎ Brian “Hinks” Hinkley

Board of Governors (non-Voting)

2025

☎ Guy Albanese
☎ Nino Amoroso

Staff and Others (non-Voting)

☎ Shelley Frost
☎ Tony Ramos
☎ Ken Miller
☎ Bob Andrews
☎ Larry Rzepka
☎ Mick Riley
☎ Lauren Schoener-Gaynor
☎ Christelle Ward
☎ Eric Colon

Legend:

☒ Present

☐ Not Present

☎ Present by Zoom/Telephone

CALL TO ORDER

Proper meeting notice having been given and with a **QUORUM** present, the Board of Directors meeting **CONVENED** at 1600 EST, Thursday, 13 March 2025 via TEAMS teleconference. President Lisuzzo called the meeting to order.

SECRETARY REPORT

Minutes for the 7th of February 2025 Emergency Board of Directors (BoD) meeting was provided to the Board as readahead for member review and approval. Highlights were presented to the Board. This meeting was convened to approve additional staffing at the National level.

No new Action Items were opened. Action Items D-2024-01 through D-2024-06 remain open.

It was **MOVED** and **SECONDED** (Vavra/Ball) to **APPROVE** the minutes of the 7th of February 2025 BoD meeting. **MOTION PASSED.**

STRATEGY COMMITTEE REPORT

Executive Director Frost provided a review of the AOC Vision, Strategy, and the 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).

Starting to lay the groundwork for all of the actionable goals and objectives for the staff.

Challenges and risks – primary one if diversifying streams of revenue. 77% of total operating revenue comes from events. Reducing this dependency is a strategic priority.

Next steps – continue working to make steady progress to advance strategic priorities.

TREASURERS REPORT

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

Financial overview – overall account balance stands at \$7,155k with Reserve Fund set at \$3.146 million dollars. Annual planned obligations amount to ~\$610K for 2025; P/L Estimate at -\$116k; and “Extra Funds” at \$3.282 million.

Key successes – ended 2024 stronger, reducing bottom-line losses by 69% (\$383k improvement); 2025 revenue already at 57% of budget.

Challenges & risks – concern that a portion of revenue may need to be refunded if conferences are cancelled due to government actions.

Next steps – continue to monitor finances and mitigate risks; prepare for upcoming audit.

It was **MOVED and SECONDED** (Vavra/Monahan) to **APPROVE** the Treasurer’s Report as presented. Amanda abstained due to arriving to the meeting late. **MOTION PASSED.**

EXECUTIVE DIRECTOR REPORT

Executive Director Frost provided an update to the Board on:

Thanked the board for strengthening the team. Since last meeting, hired full-time Director of the Foundation.

Key successes – ended 2024 financially stronger – reduced bottom-line losses by 69%; strengthening the team with new hires.

Current priorities – execution of Annual Operating Plans (AOP); annual audit; contingency plans.

Challenges and risks – uncertainty around recent Executive Orders and potential trickle-down impacts.

Next steps – implement contingency plans to minimize financial risks.

GOVERNANCE COMMITTEE REPORT

Mr. Brandon Coleman provided the following update:

Key successes – completed Embargo Country (OpMan 13 App A) Quarterly Review; recommending removing Cyprus from Embargo temporarily (until Sep 2025).

Current priorities – review and update OpMans:

- OpMan 21 (Financial Management)
- OpMan 23 (Travel and Expense Reimbursement)
- OpMan 41 (Conference Planning)
- OpMan 72 (Annual Chapter Recognition Program)

Challenges and risks – none identified.

Next steps – updated the outdated OpMans.

It was **MOVED and SECONDED** (Vavra/Brockermeyer) to **APPROVE** removing Cyprus from the Embargo List until September 2025 as presented. Follow-on discussion recommended the motion may not be stated correctly. **MOTION DENIED.**

It was **MOVED and SECONDED** (Oliver/Brockermeyer) to **APPROVE** the AOC following State Department guidelines with respect to the Embargo Country list for OpMan 13 Appendix A going forward. **MOTION APPROVED.**

ANNUAL SYMPOSIUM COMMITTEE REPORT

Mr. Kevin Finch provided an overview on Symposium activities as follows:

Key successes – committee partially confirmed; draft theme and objective created; draft schedule created.

Current priorities – finalize committee and theme; begin keynote invitations.

Challenges and risks – geopolitical concerns; potential government travel restrictions.

Next steps – initiate regular meetings; determine keynote speakers; finalize committee, theme, and topics.

CONFERENCE COMMITTEE UPDATE

Mr. Sherm Oliver provided an overview on conference activities as follows:

Key successes – Inaugural Warfighter Information Advantage Symposium was a success; Collaborative EW at Pt. Mugu was conducted at Secret Rel AUKUS level. 60 abstracts received for CEMA conference to date.

Current priorities – Pt Mugu, CEMA, marketing all events to stay relevant and become a priority for attendance. Note – changing all “conference” references to “summit” for future.

Challenges and risks – government support in light of current client; examining whether 6 conferences in 1 year plus 2 conventions is creating possible oversaturation.

Next steps – NIWC, NSWC Crane, and MISC Huntsville conferences.

INTERNATIONAL ADVISORY COMMITTEE (IAC) REPORT

Mr. Erik Bamford provided an update on IAC activities as follows:

Key successes – growth in international participation; AOC Europe expected to grow; U.S. participation may decline.

Current priorities – sustain current non-U.S. memberships; support to AOC Europe and AOC Asia via AOC Staff.

Challenges and risks – geopolitics shifts impacting European engagement; U.S. alignment with Russia, China and N. Korea is likely to impact non-U.S. AOC growth and participation; emphasis on aligning with European defense priorities

Next steps – support changes in AOC Strategy in a new geopolitical landscape; support AOC staff running AOC Europe.

NOMINATIONS & ELECTIONS COMMITTEE REPORT

Mr. Frank Ball provided an update on the Nominations & Elections committee activities as follows:

Key successes – 2025 N&E page is up on the AOC website; nominations open May 1st.

Current priorities – “getting the word out”; filling committee slots; finding and vetting Board candidates. Positions include President-Elect, Directors-at-Large, and Regional Directors.

Challenges and risks – vote participation; depth of candidates for open positions.

Next steps – advertising; setting up the election system; candidate videos/interviews.

CROW POLITICAL ACTION COMMITTEE UPDATE

Mr. Jim Gigrich provided an overview on PAC activities as follows:

Key successes – inaugural board meeting (5 Feb) held, monthly moving forward; formally adopted CROW PAC Bylaws; officially registered with FEC and IRS as a 527 political organization.

Current priorities – open CROW PAC bank account; create the draft website; develop the strategic document and newsletter; identify donor levels and benefits.

Challenges and risks – AOC member education and prior approval; raising sufficient donations to be effective; identifying appropriate swim lanes (political and nonpolitical).

Next steps – launch CROW PAC website; establish donor levels; define contribution guidelines; identify candidates.

ADVOCACY AND TECHNICAL ADVISORY COMMITTEE REPORT

Mr. Ken Miller provided an update on the Professional Development committee activities as follows:

Key successes – inaugural board meeting (26 Feb) held, developing 2025 policy agenda; conducted Congressional education and outreach; FTCN podcast audience development.

Current priorities – Congressional education and outreach; thought leadership; grow FTCN audience outside current membership; stakeholder outreach.

Challenges and risks – need help from chapters and regional directors to grow presence; pulse on new Congress and Administration; decipher stakeholder value.

Next steps – grow ATA committee; March Congressional meetings; finalize policy agenda; defense budget analysis.

PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

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

Key successes – scheduled pre-summit courses for CEMA and AOC Europe; TATE workshop in conjunction with West Virginia University; webinar attendance trending upward.

Current priorities – building SME database; continuing event promotion; summit discussions with DSI in progress; virtual VICEROY symposium.

Challenges and risks – event registration in light of current geopolitical situation; gaining webinar sponsorships; sufficient depth of available SMEs.

Next steps – increase event attendance; creating more educational opportunities; developing and maintaining key relationships with industry.

AWARDS COMMITTEE REPORT

Mr. Paul Vavra provided an update on the 2025 awards.

Key successes – letters to service commands sent out; new awards submission site (SLAYTE) established; awards open on April 15 and close May 31st.

Current priorities – awards presentation during AOC Europe – David Stupples and Tom Withington; increasing awareness.

Challenges and risks – committee to review 2 new award proposals from Army representatives and determining path forward for making these awards to be all-Service; increasing award submissions from international community.

Next steps – advertise opening of award nomination process; finalizing and judging awards before June Board meeting; Board votes on Gold and Silver at June BOD meeting.

AOC FUTURE LEADERS COMMITTEE REPORT

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

Key successes – policy memos; hosted networking event during AOC 2024 Symposium; launched poll for future leaders priorities; established webpage.

Current priorities – obtain funding for Future Leaders event pre-AOC 2025; establish and focus on monthly meetings; increasing volunteers.

Challenges and risks – media and communications campaigns; branding and outreach; funding activities.

Next steps – coordinate branding, media outreach, and campaigns; expand committee; determine logistics and execute plan for future leaders event at AOC 2025.

MEMBERSHIP COMMITTEE REPORT

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

Key successes – new campaigns for onboarding and updating preferences/demographics; new chapter startup/revitalization activities in Spain, Minnesota, North Carolina, and Finland; new chapter support page and newsletter created.

Current priorities – recruitment and retention; chapter communications and growth; chapter recognition and funding.

Challenges and risks – individual retention; chapter participation; chapter sustainment funding.

Next steps – review chapter funding; recruitment campaigns at chapter and member levels.

EMPOWERING WOMEN IN EW COMMITTEE REPORT

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

Key successes – podcast recorded and launched; website for EW in EW; committee chair outreach at events.

Current priorities – member recruitment and awareness; presence at AOC and industry events; examining resourcing options.

Challenges and risks – funding; engagement; brand identity.

Next steps – brand identify creation; marketing; visual cues (ribbons, pins, etc) to promote EW in EW at events.

EDITORIAL COMMITTEE REPORT

Mr. Jeffrey Fischer provided an overview on the Editorial Committee activities as follows:

Key successes – met in early February; identified 3 possible JED contributors; guest visits on FTCN podcast.

Current priorities – craft Services’ rivalry section in JED; find modern and innovator CEOs to contribute to JED.

Challenges and risks – getting support from outside organizations.

Next steps – meet with JED editor; present article options; continue meetings.

HISTORY COMMITTEE REPORT

Jeff Hughes provided an overview on the History Committee activities as follows:

Key successes – starting to make progress on gathering stories.

Current priorities – JED writeups; opening opportunities to younger CROWs to provide inputs; CEMA 2025.

Challenges and risks – increased involvement.

Next steps – working on gathering writeups; student opportunities.

CLOSING COMMENTS

President Lisuzzo thanked everyone for participating in the meeting; and for their support in incorporating the new meeting format.

It was **MOVED** and **SECONDED** (Brockermeyer/Murphy) to adjourn the meeting. **MOTION PASSED**. President Lisuzzo **ADJOURNED** the proceedings at 1756 hours EST, 13 March 2025.

RESPECTFULLY SUBMITTED

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

Dennis Monahan

Dennis Monahan, Secretary

12 June 2025

Date