



## **OpMan14 – Appendix A**

### **2026 Annual Operating Plan**

*Draft September 24, 2025*

#### **Introduction**

This document sets forth the AOC Foundation’s Annual Operating Plan (AOP) for the calendar year 2026 (from 1 January 2026 to 31 December 2026). This AOP is in conjunction with the Five-Year Strategic Plan (2025-2029) and details the 2026 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 AOC Foundation AOP takes into consideration budget and human resource constraints, compliments the Foundation’s 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 Foundation’s 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 AOC Foundation Board of Governors and Staff to work towards achieving these goals.

#### **Five-Year Goals -- Building AOC Foundation 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 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.

## **2026 STRATEGIC OBJECTIVES AND 2027 FLIGHT PLAN**

The following are specific objectives for execution in 2026 to achieve the goals outlined in the AOC Foundation's five-year strategy. Each objective is accompanied by a "Flight Plan 2027" to identify how each objective provides a foundation for future objectives in 2027 and beyond. The purpose is to directly link objectives to future years to provide justification and emphasize long-range planning/development.

### **GOAL #1: Launch Phase 2 of a Robust Fundraising Program**

Establish a robust fundraising program to ensure the sustainability and growth of our scholarships and educational initiatives.

#### **Enabling Objectives for Achieving Goal #1**

- Target funds raised in 2026 \$370,000
- Continue to grow an AOC membership annual giving campaign and launch other options for donating for members. (i.e., stocks, bequests, insurance policies, etc.)
- Increase the size of the Development Committee to handle the additional workload of launching new programs and various fundraising activities, campaigns, and grant requests.
- Continue to develop a Corporate Advisory Council to serve in an advisory and information-exchange capacity to the AOC Foundation's Board of Governors.
- Design a fundraising strategy to support each Foundation Standing Committee: Scholarships, STEM Activities and Community Education.
- Develop a prospect research component for the Foundation that will enable us to apply and track grant proposals to private and corporate foundations.

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### **GOAL #2: Expand and Enhance Scholarship Programs**

Expand and enhance our scholarship programs to provide financial support to aspiring EMSO professionals

#### **Enabling Objectives for Achieving Goal #2**

- Build new and diverse partnerships and enhance the marketing for all scholarship offerings.
- 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 the Chapters to establish the framework necessary to develop a successful global scholarship program that involves all nine regions of the AOC.
- Expand a diverse volunteer scholarship committee to oversee scholarship programs including application review, selection processes, and fund management.
- Expand the Future 5 program to include international members with the committee determining if a spot should be reserved for an international candidate.
- Design a follow-up process/program to maintain contact with all scholarship recipients so we can track their progress over the years for important data needs.

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

Support and enhance EMS STEM activities on the electromagnetic spectrum for youth engagement across Chapters and with other organizations to expose young students to exciting possibilities within the EMSO domain.

#### **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 Foundation EMS STEM program that revolves around chapter participation.
- Develop a system to collect annual information from all regions and chapters with active STEM outreach programs in their geographic area.
- Launch a global database of current EMS STEM activities within chapters, identifying best practices, successful programs, and points of contact in existing chapters.
- Encourage chapters to implement a diverse range of EMS STEM programs, including science fairs, workshops, and demonstrations to serve as a resource for others in our database.
- Establish relationships & partnerships with existing international STEM and science education organizations that have proven successful.
- Expand a diverse volunteer EMS STEM committee to oversee programs and support chapter programs.

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### **GOAL #4: Broaden Opportunities for Learning and Talent Development**

Broadening opportunities for learning and talent development to ensure a steady pipeline of skilled professionals entering the EMSO workforce.

#### **Enabling Objectives for Achieving Goal #4**

- Under direction of the Community Education Committee, create a diverse and international group of members for developing broad opportunities for exposure of electromagnetic spectrum activities to the public and science community.
- Committee to develop a list of recognized and eligible museums and determine criteria for potential financial or in-kind support.
- Explore the possibility of partnering with museums to host a variety of science activities connected to the electromagnetic spectrum.
- Committee to establish a list of universities in the U.S. conducting EW research at the master's level and beyond.
- Develop a global research prize competition, to include criteria and all other processes, at the post-graduate level to be judged by a variety of university professors/experts in the EMSO arena.
- Explore the possibility of developing an oral history project of EW/EMSO since its inception to be housed on the AOC website to educate the public and inspire young people to explore the profession as a career. Could lead to a mentorship program.

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**Foundation Staff - 2026**

- Continue with one full-time AOC Foundation professional staff member to manage core operations and strategic initiatives.
- Add one part-time college intern (10 hours/week) to assist with administrative tasks and prospect research.
- Add one part-time bookkeeper to manage financial recordkeeping, reconcile accounts, and support audit preparation.