Board of Directors

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

MINUTES

12-13 June 2025

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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
☑ Christine Armstrong
☎ 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 Governors meeting CONVENED at 1200 EST, Thursday, 12 June 2025 via in-person meeting at the Gaylord Hotel National Harbor and via TEAMS video teleconference. President Lisuzzo called the meeting to order.

SECRETARY REPORT

Minutes for the 10th of December 2024 and 13th of March 2025 Board of Directors (BoD) meetings were provided to the Board as readahead for member review and approval. Highlights were presented to the Board.

No new Action Items were opened.

It was **MOVED** and **SECONDED** (Vavra/Ball) to **APPROVE** the minutes of the 10th of December 2024 BoD meeting. **MOTION PASSED**.

It was **MOVED** and **SECONDED** (Vavra/Ball) to **APPROVE** the minutes of the 13th of March 2025 BoD meeting, as amended. **MOTION PASSED**.

TREASURERS REPORT

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

- Financial overview – overall account balance stands at $7,486k with Reserve Fund set at $3.146 million dollars. Annual planned obligations amount to ~$611K for 2025; P/L Estimate at -$116k; and “Extra Funds” at $3.845 million.
- Key successes – Completed 2024 Audit, no findings; 2025 income >70% of budget
- Challenges & risks – Cost growth observed (4 requests totaling ~$48k).
- Next steps – continue to monitor finances and mitigate risks; increase threshold for Treasurer payment approval from $10k to $15k.

Jeff Whipple briefed the recent audit and reviewed all the financial documents in the audit; there are no qualifications errors or issues; balance sheet looks good; clean as an audit as can possibly give

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

EXCLUSION RESOLUTION

Mr. Tony Ramos provided background information on the Exclusion Resolution. This document is an annual resolution adopted by an organization’s governing body in which the governing body agrees to exclude certain officers or directors who do not require access to classified information. Our international directors are the focus of this resolution. The resolution affirms that the person in this position will not require or have access to classified information and does not occupy a position that would enable them to adversely affect the organization’s policies or practices in performance of classified contracts.

It was **MOVED** and **SECONDED** (Brockermeyer/Vavra) to **APPROVE** the Exclusion Resolution as presented. **MOTION PASSED**.

SYMPOSIUM COMMITTEE

Kevin Finch briefed This year's theme addresses the evolving landscape of electronic warfare (EW) amidst significant political, strategic, economic, and technological changes. Shifts in geopolitics have altered the focus and strategic objectives of all members of the international community. This year's conference will explore the changing strategic roadmap for achieving EMS superiority, informed by international investments, evolving focus areas, and the latest advancements from industry and the Science and Technology (S&T) community to achieve the 2035 vision.

- Key successes - Call for Papers released 1st week June; Keynotes identified; Spotlight & Breakout topics and descriptions created.
- Current priorities - begin keynote invitations; assign team leads for Spotlights and Breakouts; identify/invite speakers for Spotlights and Breakouts.
- Challenges and risks - ongoing geopolitical changes; ongoing government travel restrictions; affects Keynotes and other speakers as well as attendees.
- Next steps and goals – same as current priorities.

Reaching out to Laurie Buckhout to fill first Keynote session.

Day #2 intended as PEO focused day - pretty good shape; matrix is coming together.

Trying to weave international partners woven into the Symposium framework.

INTERNATIONAL ADVISORY COMMITTEE (IAC) REPORT

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

- Key successes – growth in international participation; AOC Europe and AOC Asia expected to grow.
- Current priorities – sustain current non-U.S. memberships; support to AOC Europe and AOC Asia via AOC Staff. New possibilities in Ukraine?
- Challenges and risks – Continued disruption in the geopolitical climate; Rearm Europe 2030 – risk to AOC Summit, but a booster for AOC Europe.
- Next steps – support changes in AOC Strategy in a continued disrupted geopolitical landscape; support AOC Staff in running AOC Europe and AOC Asia.

The topic of U.S. leaving NATO is a concern for the upcoming Hague meeting.

AOC Europe was deemed a massive success. Need a balance of “known” and “unknown” speakers.

Anticipating continued growth at AOC Europe in 2026.

Seeing increase in internal products (European) as opposed to U.S. deliveries.

AOC Asia will be a smaller footprint in 2025 as a stepping stone to follow-on activities.

EW Live 2025 - see briefing notes.

AOC has been identified within NATO as an important platform for advocacy, and a means to communicate with academia and industry through the session offered to NATO at AOC Europe; collaboration with NATO is increasing slightly.

CapCoEW - AOC has been identified as a possible partner in support of education. Online webinars and On-Demand courses are identified as low-hanging fruits that AOC can contribute. There is also a need for support with online repository of e-books and articles on EW to support the new EW training center.

Thor's Hammer will take place in Norway; seeking to conduct FTCN podcasts during the exercise.

Books on EW are in high demand (e.g. EW 10X series).

QUESTION: Should the AOC partner up with CapCoEW in support of enabling UAF to sustain, match and win its defensive war against Russian aggression."

ASSIGNED ACTION: President Lisuzzo tasked Mr. Oliver and Mr. Bamford to establish a working group to examine potential options for partnering with CapCoEW and report back to the Board in October with Courses of Action and Recommendation. Plan will be briefed at the 9 October 2025 BoD/BoG meeting. Action Item: **D-2025-01.**

GOVERNANCE REPORT

Mr. Brandon Coleman provided an update on committee activities as follows:

- Key successes and achievements: updated
  - OpMan 13 Appendix A - Embargo Countries
  - OpMan 21 – Financial Management - increased 2 approvals from $10K to $15K
  - OpMan 73 – Publishing Chapter Events - removed specifics from OpMan and added it to an Appendix
- Current priorities - Review and Update OpMans:
  - 23-Travel & Expense Reimbursement (Utt)
  - 41-Conference Planning (Oliver)
  - 72-Chapter of the Year (Colon)
- Challenges and risks - Chapter of the Year including the chapter funding strategy needs urgent resolution.
- Next steps and goals - Outdated OpMans must be reviewed by Oct board meeting and approved by December

SYMPOSIUM/CONVENTION COMMITTEE

Mr. Sherm Oliver provided an update on Symposium/Convention activities as follows:

- Key successes and achievements - Cyber EW - Charleston Registrations sold out, 40% Greater net profit than expected; CEMA - Aberdeen Rescheduled/successfully pivoted to CUI (vs. UNCLASS)
- Current priorities - EW Caps & Gaps - Crane to catch up with registrations (opened late), SAMs - Huntsville first year with industry displays, working on outreach sales
- Challenges and risks - Ongoing geopolitical changes, Government travel restrictions, effects to keynotes and other speakers as well as attendees
- Next steps and goals - EW Caps & Gaps - Crane to catch up with registrations, program planning, SAMs & CEMA to kickstart industry sales

CROW PAC BOD UPDATE

Mr. Ken Miller provided an update on Symposium/Convention activities as follows:

- Key successes and achievements - Identified 2025 Strategic goals for PAC, Established donor levels and benefits, Opened the CROW PAC bank account, Submitted Monthly PAC FEC Report
- Current priorities - Identified 2025 Strategic goals for PAC, Established donor levels and benefits, Opened the CROW PAC bank account, Submitted Monthly PAC FEC Report
- Challenges and risks – AOC members – PAC education and buy-in; raising sufficient donations to be effective
- Next steps and goals - Launch CROW PAC Website, PAC Education to membership, Request Donations, Prioritize candidates for contributions

ADVOCACY & TECHNICAL ADVISORY COMMITTEE

Mr. Ken Miller provided an update on Advocacy and Technical Advisory activities as follows:

- Key successes and achievements - Outreach to SATX & Nellis AFB, Draft 2025 Policy Agenda, Congressional Education & Outreach, FTCN Audience Development, Renewed CRADA Finalized
- Current priorities - Congressional Education & Outreach, Posture Hearings and budget, Grow FTCN Audience, Stakeholder Outreach
- Challenges and risks – Help from chapters and regional directors, improve footprint around Centers of Gravity, Decipher stakeholder value
- Next steps and goals - Refine ATA Committee Processes and Deliverables, Defense budget and policy analysis, Stakeholder outreach to Offutt, Eglin, Fallon, Whidbey Is, and Davis-Monthan

NOMINATIONS AND ELECTIONS COMMITTEE

Mr. Frank Ball provided an update on Nominations and Elections activities as follows:

- Key successes and achievements - 2025- N&E Slate - Full, all candidates vetted by the N&E Committee
- Current priorities - Getting the word out, announcing the candidates, working candidate bios for the Election Guide
- Challenges and risks – getting Members to Vote, getting Chapter Officers to vote

- Next steps and goals – advertising, setting up the Election System, Candidate Videos/Interviews

A brief pause was called for to discuss candidates for the President position.

Candidates for the following positions include:

- President (5) - TBD
- At-Large (3) - Jim Hundley (GA), Steve Shaffer (AL), Darin Nielsen (MD)
- Regional Director Pacific (2) - Greg Siuta (CA), Kevin Bell (CA)
- Regional Director Northwestern (2) - Michael Powell (CO), Steve Bristow (WA)
- Regional Director International Region I (1) – Erik Bamford (Norway)

It was **MOVED** and **SECONDED** (Ball/Schallheim) to **APPROVE** the 2025 Nominations and Elections Slate, minus the President candidates, as presented. **MOTION PASSED**.

PROFESSIONAL DEVELOPMENT UPDATE

Mr. Ken Dworkin provided an update on Professional Development activities as follows:

- Key successes and achievements - Pre-event course – AOC Europe 2025, Webinar attendance trending upward, Initial stages of a strategic partnership with the Military Cyber Professionals Association (MCPA), Ongoing requests for virtual and onsite training opportunities
- Current priorities - Build SME database, Continue event promotion, WVU TATE Workshop – October 7-10, SwRI: Cognitive EW: An AI Approach – Classified, CEMA Pre-Summit Course - *The Current State and Future of Army Electromagnetic Warfare* – Oct. 27, AOC 2025 Pre-con Sessions – Three (3) in dev.
- Challenges and risks – Event registration due to current Eos and travel bans, Webinar/event sponsorship, Subject matter experts needed
- Next steps and goals – Continue to work on initiatives listed in “Current Priorities”, Ongoing outreach for SMEs, Fulfill education requests, Work with advocacy and outreach department to further develop relationships with key stakeholders

PROFESSIONAL DEVELOPMENT UPDATE

Mr. Paul Vavra provided an update on Awards activities as follows:

- Key successes and achievements - Awards presented at AOC Europe, The Awards Committee finalized the Winners, New Awards System – Slayte used for nominations and judging
- Current priorities - Board to vote on Gold and Silver, Board to approve the Awards Winners slate.
- Challenges and risks – Committee to review two new award proposals from Army reps, Consider creating these awards for all services -- not just Army, More submissions from our International Community
- Next steps and goals – AOC President to inform Gold Medal Winner, Glorianne and Paul - Contact all other award winners, announce all winners in ECROW/Social Media and on the Website

Mr. Paul Vavra provided Award results as follows:

- Gold Medal Award Nominees:
    - Dave Hime
    - Mari Kovach
    - Nataliia Kushnerska
    - Mark Threadgold
- Hal Gershanoff Silver Medal Award Nominees:
    - 'Glenn "Powder" Carlson (US)
    - Gerhard Henselmann (International)
- Prestige Awards:
    - Anton D. "Tony" Brees Lifetime Service Award (1 nomination received)
    - AOC Technology Hall of Fame (1 nomination received)
        - Committee Selected – David A. Wilkes
    - Joseph W. Kearney Pioneer Award (3 Nomination received)
        - Committee Selected – Kyle Davidson
    - John Clifford Award for the Advancement of the Electromagnetic Domain (1 nomination received)
        - Committee Selected - Kevin Stillwell
- Community Awards:
    - Engineering and Technical Excellence Award (3 nominations received)
        - Committee Selected – Jimmy P. Washington
    - EW Professional Outstanding Crow Award (3 nominations received)
        - Committee Selected - Staff Sergeant Dylan Demetrius, USAF
    - Professional Outstanding Achievement (2 nominations received)
        - Committee Selected – Rodney Wheeler
    - Project team of the year Award (6 nominations received)
        - Committee Selected - EMSO Taskforce of the 194th Wing
- Military Service Awards:
    - Military Service Award – Army
        - Committee Selected – 1st Lt William Parrish
    - Military Service Air Force –
        - Committee Selected -Captain Jordan Sessler
    - Military Service - Navy
        - Committee Selected – LT/03 Evan Anthony Jones
    - Military Service – International
        - Lt. Col Pasquale Iorillo (Italy)
- Chapter Flow-Up Awards:
    - Academic Excellence Awards (3 nominations received)
        - Committee Selected – Vjayanand Kowatha
    - Military Unit or Military Individual Excellence Award (4 nominations received)
        - Unit – 31st Operations Support Squadron (OSS) – Air Force
        - Individual – CW2 Joshua Irvin, USA
    - Outstanding Chapter Support (3 submissions received)

- Committee Selected – Jessica Derr

It was **MOVED** and **SECONDED** (Vavra/Brockermeyer) to **ACCEPT** both candidates for the Hal Gershanoff Silver Medal as presented. **MOTION PASSED**.

It was **MOVED** and **SECONDED** (Murphy/Brockermeyer) to **APPROVE** the awards slate as presented. **MOTION PASSED**.

Mr. Dave Hime was selected for the GOLD AWARD by secret ballot.

FUTURE LEADERS COMMITTEE

Vice President Brockermeyer provided an update on Future Leaders activities as follows:

- Key successes and achievements - Policy Memos, Hosted networking event during AOC 2024, Launched poll for Future Leaders priorities, Established webpage, Increase committee membership, two successful meetings, School house, VIP engagement interest
- Current priorities - Obtain funding for Future Leaders event pre-AOC 2025, Monthly meetings, Call for volunteers – successful, about 5 new committee members, Access to schoolhouses
- Challenges and risks – Media and communications campaigns, Future Leaders branding and outreach, Funding for Future Leader activities
- Next steps and goals – Coordinate branding, media outreach opportunities and campaigns, Expand committee – completed, Determine logistics and execute plan for Future Leaders event at AOC 2025, School house connectivity and expansion

It was **MOVED** and **SECONDED** (Brockermeyer/Monahan) to **APPROVE** a $5000 budget amendment for services and fees associated with the symposium networking event as presented. **MOTION PASSED**.

EMPOWERING WOMEN IN EW

Ms. Christelle Ward provided an update on EW in EW activities as follows:

- Key successes and achievements - Podcast recorded and launched, Website dedicated to EW in EW with interest form, Outreach at recent events by committee chair
- Current priorities - Membership recruitment/awareness, Presence at current AOC/industry events, Secure financial support, as requested, Branding, Purchase give-a-ways
- Challenges and risks – Funding, Engagement/membership
- Next steps and goals – Brand identity creation, Market/promote (JED, podcast, social media, etc.), Badge ribbons or items (pins) to promote EW in EW at events

It was **MOVED** and **SECONDED** (Brockermeyer/Ball) to **APPROVE** a $10000 budget amendment to cover activities that include a breakfast event at AOC 2025 and swag as presented. **MOTION PASSED**.

EDITORIAL COMMITTEE

Mr. Jeff Fischer provided an update on Editorial activities as follows:

- Key successes and achievements - Held meeting in Early Feb 25, Identified 4 potential JED contributors, Guest visits on FTCN
- Current priorities - Support JED in expanding freelance writers & chapter heritage articles, Find modern / innovator CEO's to offer thoughts into JED
- Challenges and risks – Lawyers! Quantum & ARX CEO Marc Wietfeld / Shield AI COO Brandon Tseng, Manpower
- Next steps and goals – Nail down Maj Gen's Awgie / Hertz, Seek out new opportunities, Push past lawyers on Tseng and Wietfeld

HISTORY COMMITTEE

Mr. Jeff Hughes provided an update on History activities as follows:

- Key successes and achievements - The stories and experience! Gained one member (Vietnam)
- Current priorities - Quarterly JED Articles (Would like to recycle past articles, books, etc.). Recruitment (Need to recognize our current AOC members). AOC EW Symposium (Digitize "First In, Last Out" to play as second video at event). Need to modernize our marketing videos.
- Challenges and risks – Recruitment (Young & Old) What is the SO WHAT for AOC and all of its committees? How are we marketing to new Warfighters and Industry members? At the Navy's EW Symposium, the top questions were: Who is AOC? What can they do for me? Why do you need to be here? – CMC Norfolk Naval Base AOC, as well as the History Committee, needs a GOV representative. (Who is our GOV Board? Current or retired?
- Next steps and goals – Plan for the AOC 75th Anniversary, Plan for the AOC 75th Anniversary Book, Volume IV History of EW, Restart The History of Crows podcast (Recommend Bob Simmen – WWII Veteran – Turning 98yo in July) Position openings should be marketing on HOC Podcast. Reprint copies of the 50th Anniversary book for today's members, Need to open our aperture to other communities (Space, IC, Fires, Aviation, etc.)

Mr. Jeff Hughes articulated the value of the History Committee if it elevated from an Ad Hoc Committee to a permanent Standing Committee.

President Lisuzzo directed the History Committee to take on the responsibilities of a permanent standing committee.

MEMBERSHIP COMMITTEE

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

- Key successes and achievements - New Chapters, Chapter Revitalization, New outreach/communication (Onboarding, Exit surveys, expired and non-member campaigns)
- Current priorities - Chapter Funding, Chapter of the year, Chapter Sustainment, Chapter Rebates, Updating Membership OpMans, Increasing Chapter support

- Challenges and risks – Chapter Self-sufficiency, Chapter funding, Chapter Board Participation, Size of Regions and regional support, Membership retention/recruitment
- Next steps and goals – Chapter Officer training – Regional and at the Symposium, The committee will meet in person on Chapter funding, Email templates for chapters to usefor recruitment and retention

ASSIGNED ACTION: President Lisuzzo tasked the Membership Committee to build a clear business case on the **REMEMBERS** capabilities and the reasoning behind why we are pushing it to the Chapters. No Suspense Date. Action Item: **D-2025-02.**

REGIONAL DIRECTOR REPORTS

Regional Directors updates were provided to the Board.

ADJOURN FOR THE DAY

It was **MOVED** and **SECONDED** (Brockermeyer/Murphy) to adjourn the meeting. **MOTION PASSED**. President Lisuzzo **ADJOURNED** the proceedings at 1756 hours EST, 12 June 2025.

Day 2

CALL TO ORDER

Proper meeting notice having been given and with a **QUORUM** present, the Board of Governors meeting **RECONVENED** at 0808 EST, Friday, 13 June 2025 via in-person meeting at the Gaylord Hotel National Harbor and via TEAMS video teleconference. President Lisuzzo called the meeting to order.

NOMINATIONS AND ELECTIONS

Mr. Frank Ball briefed the Board on procedures for selecting final candidates for the President position. Those final candidates are:

- President (3) - Amanda Brockermeyer (CA), R. Scott “Sherm” Oliver (VA), Paul Vavra (SD)

It was **MOVED** and **SECONDED** (Ball/Hinkley) to **APPROVE** the 2025 Nominations and Elections candidates for President, as presented. **MOTION PASSED**. Abstain – Amoroso, Brockermeyer, Monahan, Oliver, Vavra.

EXECUTIVE DIRECTOR REPORT

Executive Director Frost provided her report as follows:

- Staff updates

- Reviewed BoD/BoG schedule for remainder of 2025

STRATEGY COMMITTEE REPORT

Vice President Brockermeyer 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.

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 1215 hours EST, 13 June 2025.

RESPECTFULLY SUBMITTED

Presented by the Secretary for APPROVAL by the Board of Directors on 9 October 2025.

Dennis Monahan	9 October 2025
Dennis Monahan, Secretary	Date