



ASSOCIATION OF OLD CROWS

AOC Colleagues: I-Gram #2

This is my second I-Gram. I got this idea from Admiral Zumwalt when he was the CNO in the 70s'. His "Z-Grams" or Z-NavOps were innovative. He issued over 120 and 87 of his Z-Grams were incorporated into the regular navy directive system. I expect no such results but it is a respected way to get news out to as many AOC members as possible. All Z grams expired when he left office as will mine. It is a distinct honor to serve as your 31st President. Thank you for a great start to 2015 and look forward to our continuing success and relevance in the evolving EW/EMS/Cyber Domains.

1. There is a saying that success begets success. Obviously 2014 was a 5 star banner year and one which will not be repeated from a fiscal and organizational improvement context for a long time. In fact one comment from our 2014 Auditors said it best: "I have not seen an organizational turn around like this in my 36 years in the business". Thank you for your loyalty, commitment and unswerving support of the AOC International mission and our continuous improvement.
2. It has been almost a year since I took over as your AOC International President. It is a distinct honor to represent our 62 Chapters and nearly 13,000 members around the world. One constant theme no matter where I go is the growing interest in the synchronization of Cyber and EW to achieve Spectrum Dominance. AOC executives continue to engage various national security leadership representatives on the importance of EW/Cyber/Spectrum management synergies. Cyber and EW are not the same although they share the same RF Spectrum. They are highly complementary, may have a large degree of mutual interdependence, can be synergistic, but one is not a part of or subservient to the other.
3. Dave Hime, our new AOC International President-Elect is in the process of updating our Operations Manual 14- Strategic Planning Direction. He has taken a very pragmatic and insightful approach in setting forth a process by which the AOC International BOD establishes the strategic objectives and goals of the Association and monitors/tracks achievements of those objectives and goals via Board-implemented programs and initiatives designed in support thereof. He has laid out a solid future opportunities section for 2016-2020 based on:
 - a. Advocacy and Education
 - b. Member Retention and Growth: EW as a profession
 - c. Communications
 - d. Multi-lateral Partnerships (Industry, Government, Academia, International, Chapter)
 - e. Stewardship of the AOC, Leadership, Ethics and Integrity
4. As noted earlier, interest in conferences is picking up. A lot of energy is focused on our [52nd Annual AOC International Symposium & Convention](#) which is scheduled for 1-3 December 2015 at the Marriott Marquis, Washington and the Walter E. Washington Convention Center, Washington, DC. Nino Amoroso is our Symposium and Convention Chairperson and has put together an outstanding agenda. Our theme this year is: Synchronizing EW and Cyber to Achieve Spectrum Dominance. We are also kicking off our [Inaugural STEM Program](#). This program will focus on students interested in potential STEM careers, specifically in the fields of EW, Cyber and EMS. Special technical displays for high school and undergraduate students will feature interactive presentations to empower and inspire potential future Crows about STEM careers. Muddy Watters has done a phenomenal job orchestrating this part of our Symposium agenda.
5. In June 2015, we hosted our first ever Immersion Day. The AOC BOD reviewed 12 topics over a three day period:
 - a. AOC Strategic Plan
 - b. Award Review
 - c. Chapter Support and Sustainment Initiatives
 - d. BOG Organization and Potential Realignment

Electronic Warfare (EW) | Electromagnetic Spectrum Operations (EMSO)
Cyber-Electromagnetic Activities (CEMA) | Information Operations (IO)

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- e. EW Modeling and Simulation Initiative
- f. Next Generation Membership Initiative
- g. Future AOC Advocacy Needs
- h. Communications Plan (Part II)
- i. AOC Conferences Security Procedures Review
- j. Scholarship Strategy
- k. Nominations and Elections Refinement
- l. Role of the AOC International President

The last item was an opportunity for previous/current AOC International Presidents; General Elder, Wayne Shaw, Ken Israel and the incoming President, Dave Hime, to discuss their views on strategic challenges, risks and objectives. It was a unique opportunity to better understand how the phenomenal turn-around in our business practices was achieved over the past few years and what the future holds in terms of continuing progress.

- 6. Probably the biggest impact to our organization and mission is the new 3rd Offset Strategy developed by Deputy Defense Secretary Bob Work. It was presented to the McAleese/Credit Suisse Defense Programs Conference on 17 March 2015. During this speech he announced the establishment of the EW Executive Committee (EXCOM) was to improve EW strategic planning and programmatic support and was based in large part on a Defense Science Board Report. The Defense Science Board (DSB) report entitled: "21st Century Military Operations in a Complex Electromagnetic Environment" stressed the need for improved EW Governance across the Defense Department. There were 24 recommendations to the DSB report and they are in the process of being resolved. Another key theme of the 3rd Offset Strategy is the transition of EW from a support activity to an enabler to an effector. EW, Cyber and EMS offer the US and its allies an opportunity to dominate the RF spectrum. In all likelihood the first battle of future wars will be for the control and dominance of the Electromagnetic Spectrum (EMS). We as the AOC can help champion this "call to arms" and support the unquestionable operational value of maintaining all domain access and dominating the EMS. Others have said the ultimate precision weapon is now the "electron".
- 7. We are most thankful of our many blessings and to have Wayne Shaw and Sam Roberts back and active on our BOD.
- 8. Summary: Thank you for being a valued member of the AOC International organization. We need your support to sign up one new member and get the word out of our professional achievements and bright future. With deep appreciation for your many contributions and best wishes for continued success.



Ken Israel, AOC President
July 2015

