

INCOSE Long Range Plan (LRP)

With Yearly Progress Report for 2002-2004

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Legend		
Annual Assessment	Effort/progress exceeded expected/planned initiatives	B
	Effort/progress met expected/planned initiatives	G
	Effort/progress was less than planned/expected	R

Advancing the Practice of Systems Engineering

Progress Assessment			Strategic Directive (responsible director/associates)	2004/2005 Plan	2006/2007 Plan	2008+ Plan
2004	2003	2002				
G	G	G	AP – 1 <i>Establish and implement the SE Certification program (Brown/McKinney)</i>	04 & 05 - Certification Program in accordance with plan 04 & 05 - Communications to membership on certification program 05 – Select and appoint SE Certification Manager	06 – Align SE Certification with SE Handbook V 3. 06 & 07 - SE Certification Program updated for SEHV3 and operating internationally 06 - Systems Architect certification available 07 – Assess management and infrastructure needs for implementing expanding certification program	08+ Maintain and improve certification program 08 + INCOSE Certification is recognized as the international standard for certifying systems professionals 08 + – Select and implement additional specialized SE certifications
R	G	G	AP – 2 <i>Develop a comprehensive Systems Engineering Handbook to provide current best practices for a diverse systems community. (Brown/McKinney)</i>	04 - SE Handbook V. 2a 05 - SE Handbook Version 3	06 & 07 – Adjust handbook and certification program based on experience and use	08+ - Publish SE Handbook under external publishing house to ensure wide international distribution
R	G	R	AP – 3 <i>Develop and promulgate the Guide to the Systems Engineering Body of Knowledge (G2SE BOK).(Brown/McKinney)</i>	04 – Launch G2SEBOK website 05 - Populate the SEBOK in accordance with plan	06 – Expand G2SEBOK with online tutorials 07 – Harmonize G2SEBOK structure and content with INCOSE handbook and certification	08+ G2SEBOK as the gateway to global SE research results
G	G	G	AP – 4 <i>Target and initiate affiliations/ collaborations with other societies and professional associations to achieve shared goals for advancing the practice. (Ewald/Robitaille)</i>	04 & 05 - Support the approved Liaisons as listed on INCOSE website 05 – Develop strategy for expanded collaborations and appoint liaisons, and allocate resources	06 & 07 – Align collaborations strategy with changing goals and initiatives	08+ Adjust collaboration strategy
G	G	G	AP – 5 <i>Influence SE policy, practices and methods through strong participation and leadership in the development and implementation of</i>	04 – Continue current standards work as approved in the 2004 operations plan	06 – Implement standards plan 07 - Revisit business case for	08+ - Develop action plan for INCOSE as standards body <u>or</u> reassess contributions to

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			standards. <i>(Brown/Robitaille)</i>	05 – Establish a plan that identifies a minimal set of SE relevant standards INCOSE should sponsor, specific objectives, measures and associated costs	INCOSE as standards body	standards support
G	G	G	AP – 6 <i>Sponsor and participate in targeted conferences, events, and initiatives ensuring topics are of interest to diverse systems community. (Robitaille/Shelton)</i>	04 & 05 -Annual symposium 2004 in Toulouse, FR and for 2005 in Rochester, NY. 04 & 05 Co-sponsor of Conference on Systems Engineering Research -2004 and 2005, NDIA SE Conference 05 – Establish INCOSE conference, event, and forum plan; approve and implement plan	06 – Implement event plan and update with additional conferences, events, and initiatives where it will have a presence	08+ - Revisit event plan, updates as necessary and implement approved plan
G	G	G	AP – 7 <i>Recognize exceptional contributions to the theory and application of systems engineering by individuals, teams, or chapters. (Miller/Shelton)</i>	04 & 05 Continue Pioneer and Founder Awards, Fellows Awards, Chapter Awards, INCOSE /Stevens Doctoral Award 04 - Initiate Best Journal Paper Award	06 & 07 - Continue awards program from 05	08+ INCOSE awards for effective systems engineering teams
G	G	R	AP – 8 <i>Sponsor periodic invitational forums for senior leadership from industry, government, & academia to identify concerns, drive initiatives, and address system issues. (Ewald/Robitaille)</i>	04 -INCOSE Academic Council - 2 nd meeting in Toulouse 04 - INCOSE Executive Summit - 1 st meeting in Toulouse 04 - Participation in SEEK16	06 & 07 - Sponsor annual invitational forum 06 – Assess effectiveness of Academic Council and Executive Council, and adjust as needed	06 – Assess effectiveness of Academic Council and Executive Council, and adjust as needed

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				05 – Continue Academic Council and Executive Council		
B	G	R	AP – 9 <i>Develop the INCOSE website as a knowledge repository for the discipline of systems engineering, and an effective communications center for INCOSE stakeholders (Long/Brown)</i>	04 - Launch new website in 2004 04 & 05 - Maintain/enhance materials for chapters on web	06 - Survey members on effectiveness of website 07 - Collaboration tools are part of the INCOSE website	08 - Website is an effective tool for managing INCOSE organizational and technical activities

Sustaining INCOSE as the Leading SE Professional Society						
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G	G	R	SI - 1 <i>Develop outreach programs to industry, commercial, universities, and government agencies. (Dean/Quitter)</i>	04 - Continue to implement the Ambassador program to perform outreach. 05- Develop action plan based on report on outreach to commercial.	06 & 07 – Create marketing materials designed for the systems engineering industries.	08 – Create outreach messaging and materials to all domains
G	G	R	SI - 2 <i>Target and pursue corporate sponsors from a diversity of backgrounds to ensure a broader basis of senior management support and appreciation for INCOSE objectives and activities. (Walden/Quitter)</i>	04 - Develop action plan for seeking new CAB members 05 – Develop specific call plan to market INCOSE to selected corporations	06 & 07 - Target 40% commercial company membership in the CAB	08+ - Achieve roughly 50% of CAB as commercial with diversity in represented domains and geographies
G	G	R	SI - 3 <i>Identify untapped membership markets/ develop formal outreach efforts to market INCOSE. (Dean/Walden/Quitter)</i>	04 - Continue Ambassador program in 2004 04 - Continue implementation of policy to offer membership at prices based on relative costs in various countries 05 - Outreach to commercial – concept and targeted actions	06 - Assess Ambassador program and adjust as needed	08+ Re-baseline the INCOSE membership gaps and develop new strategy
G	G	R	SI - 4 <i>Maintain the current membership, while striving to understand and proactively address</i>	04 - Outreach to international systems community – concept and targeted action for 04/05	06 - Conduct a member survey and develop action plan based on results	08+ - All INCOSE chapters engaged in membership retention issues and best

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			<i>issues related to membership retention and satisfaction. (Shelton/Hill)</i>	05 – Reassess retention and develop specific action plan is needed	07 – Adjust action plan	practices
R	R	G	<i>SI – 5.1 Ensure that INCOSE information/ communication products are developed, managed, and maintained to support stakeholder needs. (Long/Robitaille)</i>	04/05 - Publish INSIGHT in accordance with schedules 04/05 -Publish Annual Report in 2004 and 2005	06- Consider publication changes for INSIGHT 06/07 - Publish INSIGHT in accordance with schedules 06/07 -Publish Annual Report	08+ - Continue high value publications to members
G	R	G	<i>SI – 5.2 Ensure that INCOSE products are developed, managed, and maintained to support stakeholder needs. (Brown/McKinney/Long)</i>	04 - Classify the previously developed INCOSE products 05 – Publish CD ROM of INCOSE Products 05- Maintain a “top 5” list to ensure effective focus and management of key products, and determine how to ‘harmonize’	07 - Develop new products/services strategy based on changing profile of the INCOSE organization 07 - INCOSE products have common look and feel	08+ INCOSE Products are a modular and well-integrated set
G	R	G	<i>SI - 6 Evolve INCOSE journal to a highly prestigious academic journal with articles highlighting leading systems research and innovations in SE practice (Rhodes/Sage)</i>	04 - Publish Journal in accordance with schedules 05 – Develop strategy for elevating prestige of INCOSE journal including invited authors 05 – Develop strategy for increasing the number of organizational subscribers	06 - Expand the distribution of the INCOSE journal to X organizational subscribers 06 - If determined to go to online publication of journal, develop and implement action plan	08+ Increase organizational subscriber list to Y organizational subscribers
R	R	G	<i>SI - 7 Develop and maintain INCOSE marketing/informational materials (Long/Paul)</i>	05 - Develop informational brochures and materials for use by INCOSE that have messaging targeted to diverse stakeholder community	06 - Adapt materials based on changing profile of the INCOSE organization	08+
			<i>SI - 8</i>	04 - Leadership board	06 - Implement leadership	08+ - Executive Director

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G	B	G	<p>Improve INCOSE operations and leadership boards as needed to more effectively implement organizational objectives and address the changing needs of our stakeholders and organizational environment. (Robitaille/Shelton)</p>	<p>effectiveness survey in 2004</p> <p>05 - Action plan for strengthening the chapters and leadership role of chapters</p> <p>05 - Support platforms/action plan for functional director roles</p> <p>05- Implementation plan for TB Chair as voting BOD member</p> <p>05- Action Plan for leveraging Fellows group</p> <p>05 - Action Plan for Leadership Development</p>	<p>development program</p> <p>06 - Revisit the case for a paid Executive Director</p> <p>07 - Determine plan for long term SE Certification Program Manager</p>	<p>effectively performing in role with measurable outcomes</p>
G	G	R	<p>SI – 9</p> <p>Establish INCOSE participation on selected accrediting bodies, advisory teams and decision-making bodies as aligned with our mission. (Stoewer/Levis)</p>	<p>04 INCOSE Participation in ABET - membership application</p> <p>05 INCOSE ABET team selected</p> <p>04 & 05 INCOSE Fellows group to continue to offer participation as need arises</p>	<p>06 & 07 - INCOSE as participating member of ABET</p> <p>07 – Determine if ABET equivalent initiatives are needed in non-US universities</p>	<p>08+ Assess role in ABET and continue if effective</p> <p>08+ Implement international plan in support of SE program accreditation</p>
R	G	G	<p>SI – 10</p> <p>Conduct events and initiatives to support the growth and education of future systems leadership (Miller /Wright)</p>	<p>04 - National Engineers Week support</p> <p>05 - Establish policy and action plan for outreach to student population</p> <p>05 – Strategy and initiatives to develop future INCOSE leaders</p>	<p>06 & 07 - INCOSE Foundation begins granting scholarships</p>	<p>08+ - Maintain strong program for scholarships</p>

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G	G		SI – 11 <i>Establish INCOSE Foundation, a charitable organization advancing systems engineering through funded scholarships, research, and international forums (Stoewer/Ewald)</i>	04 - Solicit member comments on Foundation 04 - Develop strategy and plan for Foundation 05 - Initiate efforts to establish the Foundation / provide seed funding	06/07 – Continue funding support for INCOSE Foundation	08 - Continued funding

Achieving INCOSE Technical Vision {this section to be updated after Technical Vision 2.0 release}						
Progress Assessment			Strategic Directive (responsible director/associates)	2004/2005 Plan	2006/2007 Plan	2008+ Plan
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G	R		TV - 1 <i>Establish the INCOSE Systems Engineering Technical Vision to guide the advancement of systems engineering theory and practice (Rhodes/Crisp)</i>	IW 04 - INCOSE IW 2004 Workshop on Technical Vision 04 - INCOSE Technical Vision Release 1 (Jun 04) ; Invited review of Technical Vision (Aug – Sep 04); INCOSE Technical Vision Release 2 (Dec 04) IW-05 – Prepare strategy and implementation plan to achieve technical vision, and present plan/resource needs to BOD	06 – 07 Implement technical vision initiatives 06 – Conduct Technical Vision Summit and update vision and plans	08+ Implement technical vision initiatives 08 – Conduct Technical Vision Summit and update vision and plans

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				for approval		
G	R		TV - 2 <i>Expand INCOSE's role in developing and implementing the Systems Engineering research agenda (Rhodes/Levis)</i>	04- Develop INCOSE strategy for enriching research role 04 – Appoint associate director for research and education 05 - Determine research strategy/role of SECOE 05 -Pilot doctoral research network concept (SEANET)	06 – Implement INCOSE Research network (SEANET) 06 – Conduct SEANET Workshop event at CSER 2006 06 – Establish SEANET Portal to research projects/research agenda 07 – Conduct SEANET Workshop event at CSER 2007	08+ INCOSE Foundation funding for INCOSE sponsored research
G	G		TV - 3 <i>Implement the Technical Committee plans for INCOSE technical activities (Brown)</i>	04 + Develop new structure for TC and TB operations 05 - Enact new Technical Infrastructure	06 – Assess effectiveness of technical infrastructure and adjust as needed 06+ - Align technical plans and activities with Technical Vision	