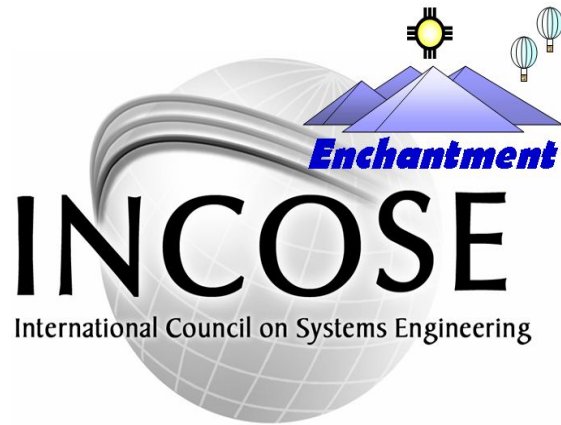


2020 INCOSE Enchantment Chapter Operating Plan



International Council on Systems Engineering Enchantment Chapter (New Mexico & El Paso, TX) 2020 Operating Plan

Approval of Update V1, 4/14/20 by:

Digital Approval and Signature

Robin Reynolds
President

Digital Approval and Signature

Bill Cooper
Vice President and President Elect

Digital Approval and Signature

Ann Hodges
Secretary

Digital Approval and Signature

Mary Compton
Treasurer

2020 INCOSE Enchantment Chapter Operating Plan

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Purpose

This operating plan provides detailed activities for the INCOSE Chapter (hereafter called Chapter). The purpose of this operating plan is to outline the approach to achieving the Mission, Goals, Objectives, and Activities (initiatives) outlined in the Strategic Plan.

Operating Year

The fiscal and operating year of the Chapter runs from January 1 through December 31 of each year.

2020 Board of Directors and Responsibilities

The Chapter organization and responsibilities are presented below. The Chapter President is responsible for assigning tasks to accomplish specific activities and/or developing new committees as deemed required by the chapter by-laws. The current year's officers can be found on the Chapter's website at [this link](#).

At any time, by a vote of the Board, non-elected, non-voting Committee Chairs and Committee Members may be appointed and encouraged to attend and be heard at Board and Strategic Planning meetings.

Position	Duties
Board of Directors	The Board of Directors (BoD) shall consist of the President, Vice-President/President-Elect, Secretary, Treasurer, recent Past President, and four Directors at Large. The affairs of the Chapter shall be managed by the BoD under such rules as the BoD may determine, subject to the Bylaws. The BoD shall take the necessary actions to provide the day-to-day operations and management of the Chapter. Under this responsibility the BoD may, at its option, appoint non-voting committee members and chairs, Program Directors, and administrative staff; and approve contracting of administrative and support functions.

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Immediate Past President Heidi Hahn	<p>The Past President shall provide advice and counsel to the BoD and participate in Chapter business as a voting member of the Board.</p> <p>The Past President may, at their discretion and with Board approval, chair Chapter committees.</p>
President Robin Reynolds	<p>The President shall have general supervision of INCOSE Chapter affairs. The President shall preside at INCOSE Chapter meetings and at meetings of the BoD. The President shall represent the INCOSE Chapter with INCOSE.</p> <p>The President, as Director of Chapter Effectiveness, takes responsibility for the periodic review of Goal 4 activity progress evaluation, and recommendations for performance improvement if needed.</p>
Vice President/President Elect Bill Cooper	<p>The Vice-President/President-Elect shall assist the President and shall assume the duties of the President when the President is unable to perform these duties. The Vice-President/President-Elect shall succeed to the position of the President upon completion of her/his term of office or if the President resigns.</p> <p>The Vice President shall serve on the Operations Committee, and assist with committees and/or Chapter Awards as needed.</p>
Secretary Ann Hodges	<p>The Secretary shall prepare minutes of the BoD meetings, and shall maintain all permanent records. The Secretary shall provide communication between the BoD, the INCOSE Chapter membership, and INCOSE.</p>
Treasurer Mary Compton	<p>The Treasurer shall be responsible for the financial affairs of the Chapter. The Treasurer shall receive all funds paid to the Chapter, and shall approve and make payment of all bills incurred by the Chapter as approved by the BoD. The Treasurer shall develop an annual operating budget and make quarterly financial reports to the BoD, and make an annual report of the Chapter's financial affairs to INCOSE.</p>
Directors at Large <ul style="list-style-type: none"> • Cheryl Bolstad • James Larkin • Eric Smith • Kyle Spisak 	<p>The Board may include some number of at-large voting Directors as it sees fit, subject to any Bylaw constraints.</p>

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Activity	Responsible
Committee	Chair
Technical (TechCom)	Heidi Hahn
Professional Development (PDCom)	Ann Hodges
Engagement (EngageCom)	Phil Bennett
Operations (OpsCom)	Bob Pierson
Program	Director
Chapter Effectiveness	Robin Reynolds
Circle Awards	Bill Cooper
Communications	Ann Hodges
Diversity	Bill Cooper
Events	Mary Compton
Knowledge Management	Ann Hodges
Governance	Bob Pierson
Newsletter	Bob Pierson
Membership Surveys	Cheryl Bolstad
Professional Development	Ann Hodges
Programs	Ann Hodges
Regional Interaction Coordinator	Bill Cooper
Social Networking	Robin Reynolds
Student Division UTEP	Eric Smith
Technology	Robin Reynolds
Webmaster	Robin Reynolds

Events

The Chapter holds monthly chapter meetings on the second Wednesday of each month; any deviation from this schedule will be announced on the Chapter Website. All monthly chapter meetings utilize a webinar capability to engage remote presenters and reach our chapter audience, which extends from El Paso, Texas to northern New Mexico. The meetings are open to all INCOSE members and other interested individuals. Feedback is collected from Chapter meeting attendees using a survey tool in an effort to monitor the performance of our meetings and selection of topics. Scheduling of monthly speakers is done at least 3 months in advance, providing a 3-month forward roster of scheduled speakers. Sometimes tours at local businesses, government facilities, and other venues of interest are conducted in place of the monthly speaker meetings. Typically the Chapter holds ten to eleven speaker meetings a year, and two social networking events in Spring and Fall. The Chapter aims to schedule two tutorials or workshops in Spring and Fall, typically a full day

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each. Topics are derived by surveys of Chapter member interest, suggestions by BoD members, and the availability of visiting experts in the systems engineering field.

Monthly meetings are announced via the Chapter website, through an email distribution list, and in the quarterly newsletter. The Chapter's website site is used to announce upcoming speaker events, and as a repository for presentations and recordings of all past Chapter meeting events. Tutorials are normally conducted at the Central New Mexico Community College Workforce Training Center. Special activities such as the Socorro Systems Summit will be supported as often as possible. These events will be publicized in the Chapter newsletter and through email notifications. See Communication Plan for more details.

Officer Training

New Officers and Directors are required to be trained. This is accomplished no later than the first quarter of a new Officer's/Director's tenure, and certified by the Officer/Director with an email to the President testifying to the nature of the training and the date of training. Training occurs either at International Workshop and International Symposium training sessions or by individual viewing of the INCOSE Officer training videos and materials.

Annual General Meeting Consideration

The Chapter Board has debated the concept of an Annual General Meeting (AGM), and concluded that a dedicated meeting, or even an AGM occurring at the conclusion of a monthly professional development meeting, would have little appeal or participation by the membership. So with the AGM intent of reviewing Chapter accomplishments and plans and soliciting input, from the membership, we opt to employ other mechanisms to the same ends.

Annually we hold a social where we review Chapter activities and accomplishments for the year, typically with a Power Point slide loop, and ask the attendees for any input they may have about the previous year or what they would like to see in the future. We also review the Chapter accomplishments in the January 1 Newsletter, and we do an annual Membership survey asking for input on Chapter operational and strategic plan execution performance as well as suggestions for the future. Operational and strategic plans for the year are reviewed, revised, and posted each year no later than April 15.

Operating Plan

The Operating Plan provides Need, Intent, Measures of Effectiveness (MOE), and Plan considerations for the operational Activities (initiatives) outlined in the Strategic Plan to achieve the Chapter Mission: Provide professional development value to members.

Some Activities are present under multiple goals with different Needs, Intents, MOEs, and Plans aligned to a specific Goal. Parties responsible for each Activity are not designated specifically in this Plan, as a responsible party is named for each Goal, and specific activity tasks are determined by the Board periodically.

The beginning of the operating plan shows the four people responsible for reviewing and evaluating the achievement of the activities under their respective Goal. We don't put names to each activity as they change from time to time as Board members with the time and inclination agree to tackle activities in need of attention, and are often other than the Goal-responsible party. The activities under Goal 4 (shown below) include "Ensure that each Activity has an attentive responsible party." This fluid operational way that Board members have traditionally worked on accepting tasks in need of attention is a valued operating philosophy.

Goal 1: Contribute technically to the Systems Engineering Profession

Activity: Facilitate, support, and report on technical contributions of members and the Chapter to INCOSE, and to the larger engineering community.

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- Need:** Knowledge of what would engage or increase technical contributions within the Chapter and to INCOSE. Member representation in regional events. Increased interaction with regional organizations that provides benefit directly to the members involved, and to all members through a strengthened Chapter.
- Intent:** Select events to pursue, and provide guidance and materials for effective member execution of selected events. These events may be outreach events or technical gatherings (workshops, mini-conferences).
- MOE:** Post-event feedback from event leaders evaluated for support effectiveness. Improved member leadership and management skills, and personal network growth; increased and diversified Chapter membership. At least three regional organizations express interest in learning more about the Chapter or systems engineering in general.
- Plan:** During the operational year the Board will select target outreach events, identify a Chapter responsible-lead for each selected target, and assist the lead in securing a scheduled event. A value proposition for members to participate in or lead outreach events will be developed, consistent with the Chapter Mission and Goals. Outreach scenario suggestions will be developed. Materials from INCOSE will be obtained for use, and materials employed in completed events will be archived for reuse. Designated leads will develop an interaction plan, lead the event execution, and assemble MOE evaluation evidence. Contribute to Goals 1, 3, and 4. Will also involve tailoring INCOSE's value proposition statements for external organizations. Include discussion of value proposition in Chapter-initiated regional interactions. These may be with other INCOSE chapters, or external discussions.

Activity: Facilitate member collaboration with each other, and outside INCOSE

- Need:** Collaborative projects and workshops that engage Chapter members actively as participants.
- Intent:** Professional development through contributory engagement.
- MOE:** At least one active project and at least one collaborative workshop.
- Plan:** Develop ConOps for Chapter projects. Publish project ConOps and promote potential project plans and collaborative workshops in Newsletter. Identify and employ collaborative tools that facilitate remote project engagement. Initiate collaborative Chapter projects and collaborative workshop events. Contribute principally to Goal 3.

Activity: Facilitate larger INCOSE participation and certification.

- Need:** Membership awareness of INCOSE WG topics, activities, participation methods, and the SEP certification program.
- Intent:** Expose and encourage Chapter membership to WGs and participation opportunities. Promote certification and means for obtaining certification.
- MOE:** Communicated coverage/breadth of WGs. Identify WG participation via informal survey of chapter membership, and observation at INCOSE events such as the International Workshop (IW) and International Symposium (IS). Also: count and trend-evaluation of SEP-certified Chapter members.
- Plan:** Newsletter and word of mouth will feature at least one WG in each issue. Coverage of relevant certification news and preparation events in Newsletter, at Chapter meetings, and on the Chapter website. Publish names of Chapter SEPs

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annually. Invite chapter members who are on WGs, to present at chapter meetings. Emphasize importance of WG participation to one's professional growth as well as networking. Contribute to Goals 2 and 3.

Activity: Support and encourage membership in student divisions.

- Need: Interactions with student organizations that provide benefit directly to the members involved, and to all members through a strengthened Chapter.
- Intent: Professional development channel for student members; and enhanced and diversified Chapter membership.
- MOE: Stable or growing membership in Chapter-affiliated student division(s). Addition of at least one more Chapter-affiliated student division.
- Plan: Student division liaison(s) develop plan to maintain or increase membership. Provide professional development events free to student division members. Include discussion of chapter divisions in Chapter interactions with academia. Contribute to Goals 1 and 2.

Activities for Goal 2: Be THE First Choice for Systems Engineering Professional Development

Activity: Provide varied and frequent professional development events and opportunities

- Need: Educational and professional Chapter talk and tutorial events that are valued by the membership, well-attended, and properly archived for later use.
- Intent: Identify member and employer interests that Chapter talk and tutorial events can leverage to enhance professional development among the membership. Select monthly speakers and periodic tutorials that fit membership and employer interests. Plan, communicate, and archive event records for maximum-possible membership access.
- MOE: Chapter event attendance, and evaluation of feedback from attendees.
- Plan: Membership will be polled for specific interests early in each calendar year, and subsequently throughout the year as further feedback is deemed useful. Board members will conduct informal polling at their places of employment as well as other places where relevant access is available. Speakers and tutorial leaders will be engaged and invited to present on their SME areas. Contribute to Goals 2 and 4. Poll the membership for event timing preferences. Timing, publication, and archival of events will be completed; WebEx and other online tools will be deployed as possible to facilitate remote attendance. Website and newsletter will be maintained.

Activities for Goal 3: Collaborative Engagement

Activity: Determine membership needs and interests

- Need: Ascertain member interests. Knowledge of project activities that would attract member engagement.
- Intent: Identify member interests that Chapter project activities can leverage to initiate projects and engage active participation, consistent with Mission and Goals.
- MOE: Membership engagement in project activities.
- Plan: Membership demographics will be analyzed for indications of potential interests. Membership will be polled for specific interests from time-to-time throughout the year. Interests will be solicited at Chapter events for follow-on related

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project activity. Proposals for Chapter projects will be published in the Newsletter to gauge interest through requests to participate. Active recruitment of project participants.

Activities for Goal 4: Maintain Reliable and Effective Chapter

Activity: Plan at Strategic and Operational levels.

Need: A plan to achieve the Chapter mission that is managed for effectiveness.

Intent: Officer-approved strategic and Operating Plans developed early in the year and evolved subsequently as appropriate.

MOE: Officer approval of annual plans by April 14.

Plan: Yearly strategic planning session will review draft Strategic and Operating Plans. Subsequent refinement will be approvable by the Officers in time for Circle Award submission, should the Board decide to participate in Circle Awards. Plans will be further updated throughout the year if deemed necessary by the Officers. Contribute to Goal 4.

Activity: Review execution effectiveness for all goals.

Need: Ensure that Activity execution meets effective Needs and Intents.

Intent: Activity progress toward goal achievement is reviewed periodically by the Board, corrective action is taken if needed, and Chapter performance and resources are communicated to the membership.

MOE: Polled membership evaluation that Plans are appropriate and are executed effectively.

Plan: Ensure that each Activity has an attentive responsible party. Rotate through goal achievement-evaluation reviews at monthly Board meetings. Mitigate execution problems and refine the Plans as needed. Communicate the Plans and accomplishment to the membership in Newsletter and website. Conduct membership poll toward the end of each year assessing the value of accomplishments for the year. Contribute to Goals 2 and 4.

Activity: Ensure good operational practices.

Need: Execution of good Chapter practices

Intent: Board member diversity, effective Board meetings, consideration of circle award criteria, recognition of outstanding personal contributions to Chapter effectiveness.

MOE: Operationally effective Board membership and activity recognized in annual membership survey.

Plan: Board succession planning, timely distribution of ballot & bios for elections, board meeting agendas distributed for comment one week prior to final agenda and board meeting, attention to circle award criteria as Chapter practice guidance, awards and letters of appreciation for notable Chapter service. Contribute to Goal 4.

Activity: Increase chapter effectiveness by cultivating a diverse board.

Need: Active and interested Board members that can increase the effectiveness of our chapter.

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- Intent: Increase capability of Board and ability of Board to welcome many different types of professionals.
- MOE: Board Member gender mix of 50% male and female, and Board Member organizational mix not disproportionately represented by any one organization relative to Chapter membership.
- Plan: The board develops a candidate target list and identifies willing chapter members to run for board positions. The board will discuss these candidates and nominate them with a strong backing for the position during the election. Contribute to Goal 4.

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Budget

Quarter 1			Quarter 2			Quarter 3			Quarter 4			TOTAL - CY2020		
Receipts	Estimated	Actual	Receipts	Estimated	Actual	Receipts	Estimated	Actual	Receipts	Estimated	Actual	Receipts	Estimated	Actual
Dues	\$1,400.00		Dues			Dues	\$2,000.00		Dues			Dues	\$3,400.00	\$0.00
Contributions			Contributions			Contributions			Contributions			Contributions		\$0.00
Interest	\$11.00		Interest	\$11.00		Interest	\$11.00		Interest	\$11.00		Interest	\$44.00	\$0.00
Social Events	\$300.00		Social Events			Social Events	\$300.00		Social Events			Social Events	\$600.00	\$0.00
Fundraising			Fundraising			Fundraising			Fundraising			Fundraising		\$0.00
Sales of Items (list)			Sales of Items (list)			Sales of Items (list)			Sales of Items (list)			Sales of Items (list)		\$0.00
Outreach (Strategic Plan Goal 1)			Outreach (Strategic Plan Goal 1)			Outreach (Strategic Plan Goal 1)			Outreach (Strategic Plan Goal 1)			Outreach (Strategic Plan Goal 1)		\$0.00
Professional Development (Strategic Plan Goal 2)			Professional Development (Strategic Plan Goal 2)			Professional Development (Strategic Plan Goal 2)			Professional Development (Strategic Plan Goal 2)			Professional Development (Strategic Plan Goal 2)		\$0.00
Member Rewarding Activities (Strategic Plan Goal 3)			Member Rewarding Activities (Strategic Plan Goal 3)			Member Rewarding Activities (Strategic Plan Goal 3)			Member Rewarding Activities (Strategic Plan Goal 3)			Member Rewarding Activities (Strategic Plan Goal 3)		\$0.00
Reliable/Effective Chapter (Strategic Plan Goal 4)			Reliable/Effective Chapter (Strategic Plan Goal 4)			Reliable/Effective Chapter (Strategic Plan Goal 4)			Reliable/Effective Chapter (Strategic Plan Goal 4)			Reliable/Effective Chapter (Strategic Plan Goal 4)		\$0.00
Other (list)			Other (list)			Other (list)			Other (list)			Other (list)		\$0.00
Socorro Summit Registration Fees			Socorro Summit Registration Fees			Socorro Summit Registration Fees	\$5,000.00		Socorro Summit Registration Fees			Socorro Summit Registration Fees	\$5,000.00	\$0.00
Tutorial Registration Fees			Tutorial Registration Fees			Tutorial Registration Fees	\$3,000.00		Tutorial Registration Fees			Tutorial Registration Fees	\$3,000.00	\$0.00
TOTAL	\$1,711.00	\$0.00	TOTAL	\$11.00	\$0.00	TOTAL	\$10,311.00	\$0.00	TOTAL	\$11.00	\$0.00	TOTAL	\$12,044.00	\$0.00

Expenses	Estimated	Actual	Expenses	Estimated	Actual	Expenses	Estimated	Actual	Expenses	Estimated	Actual	Expenses	Estimated	Actual
Board Expense			Board Expense			Board Expense (Survey Monkey fee)	\$250.00		Board Expense	\$120.00		Board Expense	\$370.00	\$0.00
Speaker Honoraria*	\$200.00		Speaker Honoraria	\$300.00		Speaker Honoraria	\$200.00		Speaker Honoraria	\$300.00		Speaker Honoraria	\$1,000.00	\$0.00
Social Events	\$1,000.00		Social Events			Social Events	\$1,000.00		Social Events			Social Events	\$2,000.00	\$0.00
Travel			Travel			Travel			Travel			Travel		\$0.00
Grants to others			Grants to others			Grants to others			Grants to others			Grants to others		\$0.00
Fundraising expense			Fundraising expense			Fundraising expense			Fundraising expense			Fundraising expense		\$0.00
Cost of Items Sold (list)			Cost of Items Sold (list)			Cost of Items Sold (list)			Cost of Items Sold (list)			Cost of Items Sold (list)		\$0.00
Other (list)			Other (list)			Other (Flowers for John Hunter)			Other (list)			Other (list)		\$0.00
Post Office Expenses	\$175.00		Post Office Expenses			Post Office Expenses			Post Office Expenses			Post Office Expenses	\$175.00	\$0.00
Service Awards	\$50.00		Service Awards	\$50.00		Service Awards	\$50.00		Service Awards	\$50.00		Service Awards	\$200.00	
Donations (INCOSE Foundation)			Donations (INCOSE Foundation)			Donations (INCOSE Foundation)			Donations (INCOSE Foundation)	\$100.00		Donations (INCOSE Foundation)	\$100.00	\$0.00
Outreach (Strategic Plan Goal 1)	\$125.00		Outreach (Strategic Plan Goal 1)	\$125.00		Outreach (Strategic Plan Goal 1)	\$125.00		Outreach (Strategic Plan Goal 1)	\$125.00		Outreach (Strategic Plan Goal 1)	\$500.00	\$0.00
Professional Development (Strategic Plan Goal 2)	\$125.00		Professional Development (Strategic Plan Goal 2)	\$125.00		Professional Development (Strategic Plan Goal 2)	\$125.00		Professional Development (Strategic Plan Goal 2)	\$125.00		Professional Development (Strategic Plan Goal 2)	\$500.00	\$0.00
Member Rewarding Activities (Strategic Plan Goal 3)	\$125.00		Member Rewarding Activities (Strategic Plan Goal 3)	\$125.00		Member Rewarding Activities (Strategic Plan Goal 3)	\$125.00		Member Rewarding Activities (Strategic Plan Goal 3)	\$125.00		Member Rewarding Activities (Strategic Plan Goal 3)	\$500.00	\$0.00
Reliable/Effective Chapter (Strategic Plan Goal 4)	\$125.00		Reliable/Effective Chapter (Strategic Plan Goal 4)	\$125.00		Reliable/Effective Chapter (Strategic Plan Goal 4)	\$125.00		Reliable/Effective Chapter (Strategic Plan Goal 4)	\$125.00		Reliable/Effective Chapter (Strategic Plan Goal 4)	\$500.00	\$0.00
Socorro Summit Expenses			Socorro Summit Expenses			Socorro Summit Expenses	\$3,200.00		Socorro Summit Expenses			Socorro Summit Expenses	\$3,200.00	\$0.00
Tutorial Expenses (Spring)			Tutorial Expenses (Spring)			Tutorial Expenses (Spring)			Tutorial Expenses (Spring)			Tutorial Expenses (Spring)	\$0.00	\$0.00
Tutorial Expenses (Fall)			Tutorial Expenses (Fall)			Tutorial Expenses (Fall)	\$2,500.00		Tutorial Expenses (Fall)			Tutorial Expenses (Fall)	\$2,500.00	\$0.00
TOTAL	\$1,925.00	\$0.00	TOTAL	\$850.00	\$0.00	TOTAL	\$7,700.00	\$0.00	TOTAL	\$1,070.00	\$0.00	TOTAL	\$11,545.00	\$0.00

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Communications Plan

TOPIC	Key Messages	Audience	Approver	Preparer	Vehicle/Channel	TIMING/FREQUENCY
Event Announcement	Speaker Topic & Bio Physical Location GlobalMeet Info Upcoming Meeting: Topics/Speakers/Date Other Announcements Last Chapter Meeting: Topic/Speaker, URL to presentation/recording	Members	Secretary	Secretary Webmaster	Email Website	Monthly - 2nd Wednesday of the Month 1st Announcement -10 days prior to meeting 2 days prior to meeting resend the meeting announcement (including GlobalMeet Info)
Speaker Presentation	Speaker Presentation	Members	Speaker President	President Secretary	Website	As Needed
BoD Meeting	Agenda Physical Location GlobalMeet/Conference Info	BoD	President	President Secretary	Email	Monthly - 4th Wednesday of Month Meeting notice - 2 days prior to meeting w/agenda
BoD Meeting Notes	Meeting notes	BoD	President	Secretary	CONNECT site	Within one week following each meeting
Newsletter		Members	BoD	BoD Newsletter Editor Webmaster	Email Website	First day of each quarter
Speaker Invitations		BoD	President	Secretary	Email	As Needed
Speaker Acknowledgement		Speaker BoD	President	President	Email	Within one week of event
Chapter Recruitment	Chapter membership values	Members Public	BoD	Webmaster	Website	As needed
INCOSE Recruitment	Basic INCOSE Information	Members Public	BoD	INCOSE	INCOSE Brochure	Available at chapter events
About the Enchantment Chapter	Bylaws, Mission & Objectives Meetings & Activities Chapter officers and contact information	Members Public	BoD	Webmaster	Website	As needed
SEP Promotion	Reasons and methods	Members	BoD	Secretary Newsletter Editor Webmaster	Email Newsletter Website Meeting events	Quarterly As relevant news is available
Event Calendar	Meeting Topics & Tutorials Social Events Workshops & Projects	Chapter Members Public	BoD	Webmaster	Website	Updated Monthly
Chapter Library	Chapter Meeting Presentations All Newsletters Past tutorials	Chapter Members Public	BoD	Webmaster	Website	Updated Monthly

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Operating Policies

The following policies have been adopted by the INCOSE Enchantment Chapter BoD. These policies may be revised by future actions of the board and will be updated in future editions of this Operating Plan.

1. VOTING BY EMAIL AND SPECIAL MEETINGS: Voting by email is discouraged even in urgent situations, since it is not compliant with Robert's Rules of Order (RONR). A Special Meeting is preferred.
 - a. To call a **special meeting**, the president & secretary send a **notice** to all board members naming the exact **motion** to be considered, and the **time and date**. The board would require a **quorum** to show up in person or on phone at the appointed time and approve the motion. This approval would be minuted as a special meeting of the board.
 - b. If, due to some extraordinary circumstance, a vote by email is required, the board will follow a best practice adopted by other groups, namely: that ONLY full consensus is sufficient for email approval. Every board member must send a "yes" vote to the Secretary, and the decision must be ratified by the board at the next scheduled board meeting.
2. ADVERTISING IN NEWSLETTER: The chapter newsletter will not accept advertising that promotes for-profit events and products. Exceptions to the policy allow appropriate INCOSE sponsored events that may be for-profit, such as SEP training, any-Chapter sponsored events, products offered by INCOSE and any-Chapter.
3. PETTY CASH BUDGETS: As indicated in the annual budget in this Operating Plan, each of the four Goal areas has an associated petty cash budget per quarter (currently \$125/quarter). Each Goal area also has an associated owner as indicated in the 2019 Director Organization and Responsibilities section of this Operating Plan. The board authorizes the goal owner to approve expenses within the allocated budgets without requiring further approval by the board as a whole. The Goal owner is responsible for reporting all such expenses to the board as part of their periodic review of progress towards the Goal. (Note: Food at Chapter meetings falls under Goal 3.)
4. INTERIM BUDGET REQUESTS: Any item brought to the board for approval that entails expenditures shall be presented to the board with a Summary Budget Request. The format for the request is shown below. Approved requests are provided to the Treasurer and filed with the minutes of the board meeting to allow accountability and traceability.

INTERIM BUDGET REQUEST

Specific Objective of this Request – Example: Meet with Dr. X, chair of the Electrical Engineering Department at XX Tech to investigate a joint effort to stand up a systems-oriented cross-departmental program at XX Tech

Strategic Goal Area Supported – Example: Goal 1 Outreach

Goal Area Director Endorsement – Example: <goal director's name> endorses

Metrics – Example: initial assessment of opportunity presented to board; initial plan, action list & milestones schedule if board approves moving forward based on positive assessment; list of named contacts at XX Tech engaged with INCOSE board

Activities – Example: Dinner meeting with Dr. X; potential follow-up meetings in Albuquerque and/or City X; presentation of plans or options to board

Requested Budget – Example: initial business dinner for up to four board members and Dr. X - \$100; potential follow-up business meal in City X for three board members, Dr. X, and two other XX Tech officials - \$120; miscellaneous materials of supplies (buffer) \$30; total request NTE \$250.

5. SPEAKER HONORARIA: The Chapter offers an honorarium of \$100 to speakers. When a speaker declines the honorarium, it is donated to the INCOSE Foundation.