



Annual Operating Plan

Fiscal Year 2012

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INTRODUCTION

The 2012 Annual Operating Plan (AOP) spans the period January – December 2012. The INCOSE AOP describes the significant planned activities and associated monetary resources for the forthcoming fiscal year, including recurring annual expenses. It also sets out the planned non-recurring investments in special projects. In Appendix A, a list of active contracts is provided.

1 ANNUAL OPERATING PLAN 2012

1.1 INCOSE Member & Administrative Operations

INCOSE Operations covers those areas which are part of the on-going delivery of member benefits within the organisation. In most cases these are underpinned by support contracts, as detailed in Appendix A. INCOSE Operations covers the following categories: Major Events, Regular Publications, Certification, and General Support for Chapters, Marketing and New Operations.

1.1.1 General Support for Chapters

Responsible Director: Sector Directors

- 1.1.1.1** The Sectors coordinate and deliver a range of support for Chapters, both in their administration and in support of events and technical activities. Examples are the provision of the Speakers Bureau (needs rejuvenation in 2012), subsidising the travel arrangements for event speakers, chapter Past-President pins, and chapter banner replacement. New in 2009, Chapter charter grants (ref: CHP-100) are also covered in this line item; it is assumed that 3 new chapters will be chartered in 2012.

Required budget for 2012: \$7,500

1.1.2 Member Recruiting

Responsible Director: Sector Directors

- 1.1.2.1** Identify, procure and publicize availability of INCOSE promotional items to chapters to aid in member recruiting.
- 1.1.2.2** FY12Proposed Deliverables: “Introduction to INCOSE” and “Value of Systems Engineering” presentations to help Chapters articulate the value of SE as a technology and INCOSE as a professional organization.

Required budget for 2012: \$5,000

1.1.3 Sector Travel

Responsible Director: Sector Directors

The Sectors requires funding to be available for:

- Funding INCOSE Sectors to visit chapters, start-ups (e.g. Canada start-up) to help them organize, work through problems, present INCOSE pitch, value of SE, etc. This is a crucial part of maintaining chapter health and in growing global membership.
- Funding INCOSE Sectors presenting at external events (e.g. IEEE conferences) [case-by-case]. This is a key part of outreach to perspective INCOSE members and communicating value of INCOSE in partnership with other organizations.
- Funding INCOSE Admin personnel attending INCOSE events in support of the Sectors, with INCOSE BOARD approval.
- In case of hardship, funding chapter representatives to attend IS to accept special awards (e.g. president's award, most improved award, etc.). This is a crucial cushion in hardship cases, particularly with our global presence.
- Funding Sectors dinners at the IW and IS

1.1.3.1 The Sectors require funding for Area Meeting Support:

Sector Area Representatives sponsor meetings for the purpose of providing speaker presentations to chapters, and training chapter leaders to aid chapter operations. Costs beyond virtual meeting conference capabilities are covered in this line item

Required budget for 2012: \$10,000

1.1.4 Virtual Meeting / Conference Capability

Responsible Director: Director for IT

1.1.4.1 To encourage and enable geographically large Chapters and Working Groups to include members who are not able to travel to a centralized meeting/event site, and to facilitate collaboration between members and between chapters on various activities.

1.1.4.2 One hundred licenses are distributed amongst the leadership. FY12 Deliverables: Funding for a full-year to continue making this capability available (Premier Global Services); licenses for 2012, with the remainder of the budget allocated to voice conferencing; large seminars, coordinated by the CAB, will continue to be provided.

Required budget for 2012: \$35,000

1.1.5 Webinar Series

Responsible Director: Technical Director

1.1.5.1 INCOSE will continue its internal webinar series in 2012. First offered in October 2008, the webinar series brings internationally recognized speakers to our members' desktops in synchronous and recorded format. Each month, a different speaker will deliver a 60 minute presentation. Each presentation will also be recorded for later viewing.

1.1.5.2 FY12 Deliverables: It is assumed that the costs for the access to Live Meeting (\$8,000) are covered in item 1.1.4 above (Virtual Meeting / Conference Capability) and that only an additional \$7,400 will be required to support any incidental expenses incurred in providing the twelve webinars planned for 2012.

Required budget for 2012: \$7,400

1.1.6 INCOSE Marketing

Responsible Director: Director for Communications

The goal of the Marketing Professional will be to focus on branding of INCOSE, increasing awareness through Social Media, press releases and work with Certification, Chapters and Working Groups.

Promotional materials are developed under this budget.

Required budget for 2012: \$9,000/promotional materials; \$30,000/marketing director

1.1.7 Member Publications

1.1.7.1 INSIGHT

Responsible – Director for Communications

INSIGHT is one of INCOSE's most popular and valued products and is now offered in electronic format. Members are still able to subscribe to a paper copy at an additional cost that covers production and mailing expenses. The electronic version is formatted horizontally, and the print version is bound in calendar-style.

The newsletter is edited by a paid editor. Although the contract expires in March, it is renewed for one more year in 2012 at the same rate as the current contract. The newsletter still sells advertising, which helps to offset some of the total expense.

The four theme issues for 2012 are listed below.

Issue	Submission Date	Theme
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1st Qtr 2012	15 Feb 2012	Spotlight on INCOSE Authors
2nd Qtr 2012	15 May 2012	Systems of the Third Kind: Distinctions, Principles, and Examples
3rd Qtr 2012	22 July 2012	2012 International Symposium Coverage: Rome, Italy
4th Qtr 2012	15 Oct 2012	Health Care

FY2012 Deliverables: \$115k is budgeted for the production of four editions of the INSIGHT newsletter.

FY2012 Travel: an additional \$1000 is budgeted for travel expenses (plane, hotel room) for a technical writer (primary reporter and editor for the symposium issue.)

Other communications –

To date, handling of communications on social media has been supported by UMS or volunteers. Surveys of members have been executed with survey money, and cost 40 USD in 2011. \$100 has been budgeted for 2012.

A video will be created for use on social media, the INCOSE website and for other promotion including Certification and Sponsorships. \$5000 has been budgeted.

1.1.7.2 Journal of Systems Engineering

Responsible – Director for Academic Matters

Wiley-Blackwell produces the Journal of INCOSE entitled, *Systems Engineering*. The Journal is offered in electronic format, but members can subscribe to a hardcopy for a nominal charge of \$45 per year / regular or student member or \$95 per year / senior or developing country member.

FY2012 Budget: \$100,000 has been provided for publication of the INCOSE Journal per Wiley contract.

1.1.7.3 Journal of Enterprise Transformation

Responsible – Director for Academic Matters

INCOSE launched a new peer-reviewed publication called the Journal of Enterprise Transformation (JET) as part of a partnership with the Institute of Industrial Engineers. (www.iienet.org) Published quarterly beginning in 2011, JET is designed to provide a forum for original articles on trends, new findings, and on-going research related to enterprise transformation. JET's focus is on interdisciplinary research addressing enterprise transformation challenges within and across different domains such as aerospace, health care, financial services, government and public-private partnerships. JET promotes a holistic approach to advancing the understanding of enterprise transformation by addressing challenges from technical, behavioural, and social perspectives.

An agreement has been entered with IIE and Taylor & Francis wherein the latter absorbs all expenses of the publication of the journal. A nominal expense line has been entered to account for unanticipated minor expenses throughout the year.

\$1,000 has been budgeted to support publication of the Journal of Enterprise Transformation

1.1.8 Scheduled Meetings/Major Events

Responsible Director: Director for Strategy

1.1.8.1 Currently planned events include:

- International Workshop 2012 in Jacksonville, FL
- Spring Board Meeting, 2Q 2012
- International Symposium, Rome, Italy
- Autumn Board Meeting, 4Q 2012

1.1.8.2 To support our geographic and domain diversification goals and better serve our member base, INCOSE intends to evolve to four annual conferences at the regional / international level to increase interaction and engagement opportunities: Americas SE Conference (ASEC), Asia-Pacific Conference on Systems Engineering (APCOSE), European SE Conference (EuSEC), and Conference on Systems Engineering Research (CSER). By commencing the planning effort now, INCOSE can begin to deploy an expanded event series in 2012.

This effort requires an expansion to the scope of the Events Committee to coordinate venue and theme identification across events to support the INCOSE strategy. Support contracts will also be expanded, taking on more logistical responsibilities and enabling volunteer teams to focus on the intellectual content of events. This has been initiated and will be worked further. As a result, the intention will be to select the location of events to meet the strategic objectives rather than the availability of local volunteers. This has already been the basis for IW11 and IS11.

Required investment budget for IW 2012: \$50,000

Estimated Profit for IS 2012: \$25,000

1.1.9 IT Support and New Website Development

Responsible Director: Director for IT

The INCOSE website is the central hub for many activities. These resources are vital to communicating with the membership, providing information about news and events, and accessing products and publications. INCOSE will continue to support the current IT infrastructure in 2012 in parallel to the development of a new site and throughout the planned transition and rollout.

INCOSE requires a new website and IT infrastructure to support sustained growth and provide increased services to the members. The current website and IT infrastructure was not constructed with a common roadmap. It was constructed then iteratively added onto to

provide an immediate service to members or administrators. As a result, the services provided by the current system are inadequate to meet the needs of the INCOSE membership, leaders, and staff.

In 2012, INCOSE will invest in a solution that supports the needs of the organization. This solution will utilize proven and mature technology to support organizational growth, increase revenue, and realize our goals.

INCOSE selected Appnovation to develop and deploy the new site in 2012. The new website will replace both the public incose.org site and the access-controlled connect.incose.org. The goal of this new site is increase the value of INCOSE membership by continuing to support and expand core functions of the current site while providing a common platform for members, Chapters, Working Groups, and other sites. A common platform will streamline training and support issues. The new tools provided by the IT infrastructure will empower members to establish connections and foster improved collaboration across geographical boundaries. The new website will be built on a platform that facilitates expansion. Additionally, this new website will increase the ability for INCOSE to bring in revenue through the deployment of a mature storefront that will offer the sale of electronic products such as the SE Handbook and individual papers now located within the iPub database. After implementation is complete, the site will leverage integrated analytics to measure effectiveness and continuously improve based on these metrics.

Required budget for 2012: \$214,260

1.2 Strategic Initiative Programs

The INCOSE Board of Directors (BoD) has launched a number of strategic initiatives aimed at developing the breadth of membership and the influence of the organisation as a whole. Voting director positions have been established to focus on both international and commercial outreach, and specific initiatives in these areas are included in sections below. Outreach to Young People is included in Academic Matters. The strategic initiatives are underpinned by the SE Vision, BKCASE, and Certification and PMI.

Whilst they contain specific actions, these strategic initiatives are not projects in their own right. They act as a framework for the development of INCOSE's operations, its infrastructure and the new member benefits addressed in section 2.2 and 2.3.

1.2.1 International Outreach

Responsible Director: Director for International Growth

- 1.2.1.1** Asia and the Far East represent an area of the world where systems engineering is practiced extensively but where INCOSE has yet to develop a significant presence. There are many challenges to be faced in this effort, amongst which is developing a better understanding of the cultural differences among our nations.
- 1.2.1.2** Close collaborations have been established, especially with the Taiwan, Japan, and Korea Chapters. Japan hosted the Asia-Pacific Conference on Systems Engineering 2008, and Singapore hosted it in 2009, Taiwan hosted APCOSE in 2010 and Korea hosted in 2011. Japan will host APCOSE 2012. An agreement with KCOSE was signed in September 2008, effective 2009. A second agreement on CSEP will be negotiated soon. Agreement with China's CAST is also in its final stage.
- 1.2.1.3** INCOSE is targeting growth in two other areas of the world. A group focussed on expansion into Latin America and the Caribbean has been active for some time. Their efforts are bearing fruit; membership and SE activity are gradually increasing. There are many new activities in Latin America such as the appointment of an Associate Director for International Growth based in Brazil. International Growth is sponsoring events and conferences in that region.

FY12 \$7,000 has been provided for encouraging growth.

1.2.2 Commercial Outreach

Responsible Director: Director for Commercial Outreach

- 1.2.2.1** The Commercial Steering Board (CSB) is supporting the Board to define the new INCOSE commercial outreach strategy, and will work with Technical Operations to support CSB strategy:
- Engage existing non-traditional WG leaders, ADs
 - Provide forum for best practices exchange between WG leaders
 - Understand obstacles to help support resolution
 - Broaden non-traditional community presence within INCOSE
 - Create strategic alliances among the industries (target key leaders, organizations, professional associations)
 - Leverage INCOSE's growing international chapters & members
 - Promote SE value within non-traditional industries
 - Position INCOSE as SE resource to non-traditional industries

Required budget for 2012: \$5,000

1.2.3 Systems Engineering Vision

Responsible Director– Director for Strategy

- 1.2.3.1** The Systems Engineering Vision (SEV) 2025 is a collaborative forecast of the expected trends and implications of systems engineering theory and practice. Having produced the document, a major effort is foreseen to further develop it and to engage with other organizations and institutions having an interest in SE to develop a broad consensus on the future of our discipline and agree and implement collective action to bring this about.
- 1.2.3.2** The development of the SE Vision 2025 will begin in 2012 to provide a key document of consensus for the future orientation of INCOSE, to provide guidance to SE stakeholders in the world and to position the organization as the thought leader. A limited initial budget for starting the activity is foreseen in 2012, while the main part of the effort and investment will be performed in 2013.

Required budget for 2012: \$6,500.

1.2.4 Strategic Liaisons

Responsible Director – Technical Operations

1.2.4.1 IEEE Systems Council MOU

- Need to understand value and form of engagement with IEEE Systems Council to move forward
- We collaborate with other IEEE organizations (Systems, Man, and Cybernetics Society, Computer Society, etc.)

1.2.4.2 Federation of Enterprise Architecture Professional Organizations (FEAPO) Application

- Richard Martin has been carrying the fire for INCOSE at FEAPO meetings
- Director for Strategy Supports Application
- Tech Ops working to engage Architecture WG

1.2.4.3 Collaboration with Operations Research Community

- Requested by US Army CAB Rep who sees value potential, e.g.,
- Institute for Operations Research and the Management Sciences (INFORMS)
- Military Operations Research Society (MORS)

WARNING: There are cultural issues between these communities

FY 2012 fiscal commitment is managed as part of the Technical Operations Projects

1.3 Enhancing Member Programs

This major area of expenditure within the 2012 AOP is aimed at the development of new member benefits, either through the provision of new infrastructure or the development of new technical assets.

1.3.1 Certification

Responsible Director – President Elect

1.3.1.1 INCOSE has made a significant long-term investment in this initiative over the past 7 years. The expectation is that the certification effort will transition from an investment to a source of additional revenue within the next two years.

1.3.1.2 In 2008 the INCOSE Certification Office updated the core Certified Systems Engineering Professional (CSEP) to the INCOSE Systems Engineering Handbook Version 3.1, added a new Associate Systems Engineering Professional (ASEP) for junior/emerging systems engineers, and added the first extension for the US Department of Defense (DoD) acquisition environment (Acq). In 2010, the INCOSE Certification Office introduced the Expert Systems Engineering Professional (ESEP) for senior systems engineers, updated the Core certification exam to the INCOSE Systems Engineering Handbook Version 3.2. In 2011, the Certification Office updated the Acq extension exam to the latest version of the Defense Acquisition Guidebook Chapter 4. In 2012, the certification program will be enhanced as follows:

- Continue to work with the Object Management Group (OMG) to establish mutually beneficial ways to leverage the OMG Systems Modelling Language (SysML) certifications and INCOSE's certifications.
- Continue to work with the International Systems Safety Society to make INCOSE certification attractive to their membership.
- Continue to work with the INCOSE UK Chapter to make INCOSE certification attractive to their membership and to be better aligned with the UK Chartered Engineer status.
- Update the Core CSEP/ASEP exam to refresh the item bank and create new unscored items.
- Create an SEP extension strategy that encompasses the existing extension and furthers the mission and vision of INCOSE with future extensions.

(Traces to Strategic Action(s): V3.1, V3.2)

1.3.1.3 The Certification Office will seek to establish several new agreements (agreements allow corporations or agencies to commit to a specific number of certifications for their members at a reduced cost) across industry, academia, government, countries/regions, and with other professional societies. In 2008, the INCOSE Certification Office established its first strategic agreement, and then went on to create several more. Building upon this success, several additional strategic agreements will be established in 2012. None of these agreements will diminish the

quality and reputation of the certification program. In fact, they will help increase the quality of the certification program and increase adoption among employers of systems engineers worldwide.

(Traces to Strategic Action(s): V3.1, V3.15, V3.2)

- 1.3.1.4** In anticipation of certification program growth, the Certification Office will continue to improve the certification application and renewal processes. Administrative and volunteer staffing considerations will be used to shape decisions for automation of the certificate application process. In 2012, a goal of certification is to automate the certification application, review, renewal, and administration processes to the extent practicable, including implementing some level of PDU management for recertification.

(Traces to Strategic Action(s): V3.7)

- 1.3.1.5** The Certification Office and INCOSE Marketing team will continue to refine the framework for marketing the certification program. One of the key responsibilities of the Program Manager includes oversight of marketing, including reaching out to other market segments. In 2012, certification will work with marketing and communications to create and communicate certification strategic messaging through multiple channels.

(Traces to Strategic Action(s): V3.4)

- 1.3.1.6** Efforts were initiated in 2008 through 2011 to better engage the current certified professionals. The goal is to build a better sense of community among the professionals to ensure that the value of certification is recognized, and to proactively take actions that should increase the chances of certification renewal. Engaged professionals should be encouraged to enhance the external reputation of the certification programs thus enabling further growth. The previous initiatives will be expanded in 2012 to better engage our community of certified professionals. Efforts will also be made to increase the size and diversity of the pool of Certification Application Reviewers (CARs) to meet the needs of the certification program.

(Traces to Strategic Action(s): V3.6, V3.7)

- 1.3.1.7** The certification program has been operating consistent with ISO 17024 since 2011. After a run time of two years, INCOSE may choose to attempt ISO accreditation starting in 2013. No additional budget is required in 2012.

(Traces to Strategic Action(s): V3.2)

- 1.3.1.8** The certification program will effectively transition into the new Certification Program Office operating framework in 2012. To ensure a smooth transition in 2013, the certification program will hire a Deputy Manager in 2012.

(Traces to Strategic Action(s): TBD)

- 1.3.1.9** Significant FY12 deliverables:

- Updated Core CSEP/ASEP Exam Available – Fall BoD Meeting
- New Strategic Agreements In Place – Goal of at least two (2) new MOAs at each of the Spring and Fall Board Meetings
- Extension Strategic Plan – Draft by IS12
- Hire a Deputy Manager – Candidates identified by Spring BoD meeting, interviews by IS12, hiring decision at Fall BoD meeting.

Required budget for 2012: \$262,000 estimated revenue and \$340,700 of expenses (implies a budget investment of \$78,700).

Of this budget, \$24,100 will be used for PM travel and \$5000 for Certification Admin travel.

Of this budget, \$5400 will be used for fees associated with conferences with a certification booth presence.

1.3.2 Technical Infrastructure

Responsible Director: Technical Director

- 1.3.2.1** The Internal Technical Operations activities are broken into special initiatives for Internal Technical Operations overall, support of Technical Events, performance of Technical Reviews, conduct of Technical Information Management and Control, support of Technical Communications and development and maintenance of Technical Policies, Procedures and Plans. The Internal Technical Operations initiatives include development of sales mechanisms for INCOSE papers in conjunction with the Communications Committee. Support of Technical Events is supporting the International Symposia, and monitoring INCOSE Chapter and Regional Conferences to ensure consistency and release ability of their products. The Associate Director for Technical Reviews oversees the reviews of documents produced by WG to create Technical Data and INCOSE Product, IS papers, and other publications as needed. Internal Operations oversees the technical management and control by improving and maintaining the flow of INCOSE Technical Products and Data to members and ensuring that all INCOSE Technical Intellectual Property is properly released and controlled. Technical Communications is focusing on improving the flow of information internal to the Technical Infrastructure and between the Technical Infrastructure and the rest of INCOSE to enable members to gain improved insight into technical capabilities INCOSE can offer them. The Technical Policies, Procedures and Plans is focusing on standardizing and improving the INCOSE Organizational Standard Processes so that they are clearer, more complete and more useful to members.
- 1.3.2.2** Several internal structures operate cooperatively. The Technical Policies, Procedures and Plans area is responsible for maintaining consistency of procedures governing operation of Technical Events, Technical Reviews, Information Management and Control and Technical Communications. However, each of these areas is responsible for implementing the standard procedures and providing feedback to the Technical

Policies, Procedures and Plans. Technical Communications works closely with the Communications Committee and INCOSE Admin to ensure consistency, support to booths at INCOSE IS and conferences, and improve communications with members. While Technical Reviews oversees reviews of IS papers, the reviews and paper database are implemented by Technical Events. Technical Reviews oversees reviews of standards and compiles and releases the results, however, the Standards Initiative implements the standards reviews.

Required budget for 2012: \$6,000 (approx. \$4,000 will be travel costs)

1.3.3 Standards Liaison

Responsible Director: Technical Operations

1.3.3.1 Standards development will continue, but under a defined schema for planning longer range efforts aligned with the Systems Engineering Vision, interoperating with Working Groups and other parts of INCOSE, and ensuring maximum visibility of plans and results to INCOSE stakeholders. This is in support of standards for ISO and OMG mainly with the majority being ISO standards. In 2012 we intend to align participation in standards with working group activities and set up a more strategic approach to participation in standards activities as we continue to liaise with standards development bodies.

- ISO/IEC JTC1 SC7 SWG5 – SC7 Architecture and Harmonization.
- ISO/IEC JTC1 SC7 WG7 – 24748 (Guide for Life Cycle Management) Editor.
- ISO/IEC SC7 WG04 – SE Tools and tool environment.
- ISO SC7 WG20 - Certification. This includes developing initial SE criteria in 2012. Preparation for preparing standard for SE Certification. Also preparing the INCOSE SE Handbook for ISO Tech Report.
- ISO SC7 WG24 – Life Cycles for Very Small Enterprises. Provides INCOSE exposure to smaller international companies and inserting SE processes into SW development. Serve as project editor.
- Object Management Group (OMG) Support for modeling standards including SysML, UPDM, SysML/AP233 mapping and other model-based systems engineering. Provide inputs to INCOSE MBSE Initiative. Also, chair of the OMG systems engineering domain special interest group (SE DSIG).
- ISO/IEC JTC1 SC27 – IT Security Techniques
- ISO/IEC SC7 WG7 - Requirements Editor.
- ISO TC184 SC5 Object Process Methodology (OPM).

Required budget for 2012: \$70,000 (majority travel with small portion meeting costs)

1.3.4 Technical Projects

Responsible Director: Technical Director

1.3.4.1 There are a number of projects assigned to the Assistant Directors of the related domains which include:

Government Domain:

- Technical participation in GEOSS Architecture & Data Committee meetings. INCOSE now has the leadership responsibility for architecture definition in this area, led by GEOSS Working Group Chair Larry McGovern.
- Participation in the annual GEOSS Plenary session by the INCOSE GEOSS representative
- Transportation Systems Working Group continues to outreach to companies in the ground transportation industry.
- Anti-terrorism WG led by Bill Mackey
- Defense WG led by Karl Geist

Required budget for this domain in 2012: \$17,743

Industry Domain:

- Net-centric Operations as an initiative to support another area of Vision 2020 is being planned. The Technical Operations is working on developing a viable concept. Initially led out of the Net-centric Operations Working Group could follow a path similar to that of the MBSE initiative.
- The Biomedical Working Group continues to outreach to companies in the medical industry. They are planning to attend events and represent INCOSE.
- An extension of REGAL is planned for Very Small and Micro-sized Enterprises (VSME). It is being worked with the VSME working group. REGAL also continues to be expanded to more areas of Systems Engineering.
- Infrastructure

Required budget for this domain in 2012: \$10,034

Processes Enablers:

- The Lean SE working group developed a product for use in organizations that use Lean processes. They will continue their work in developing products for the use in these organizations.
- The Risk Management is working on PMI and/or RiskSIG event support for affiliation work.

Required budget for this domain in 2012: \$5,500

Technology Enablers:

This budget is allocated for work of Autonomous System Test and Validation work by WG led by Jack Ring.

Required budget for this domain in 2012: \$900

Knowledge Enablers:

- The Systems Science Work Group (SSWG) will continue collaboration with the International Society for the Systems Sciences (ISSS), conducting joint workshops and participation in each organization's annual events.

Required budget for this domain in 2012: \$7,000

MBSE Initiative:

MBSE Initiative continues to develop and implement the roadmap for MBSE in direct support of the SE Vision. Initiative now has an organizational structure based on increasing the knowledge base using activity leads for key areas related to MBSE and challenge teams that apply the knowledge. The MBSE Initiative continues to conduct workshops and LiveMeeting webinars.

Required budget for this initiative in 2012: \$2,000

Academia Liaison :

This budget is allocated the Motor Sport WG.
Required budget required in 2012 : \$2,000

Total Required budget for Tech Ops Projects in 2012: \$45,177

1.3.5 Academic Program

Responsible Director: Director for Academic Matters

The following initiatives, which are aimed at outreach to young people, are focused in two areas, ages 5-18 (K-12) and at the university level from Bachelors – PhD. The first category is intended to foster and grow an interest in systems awareness and all engineering disciplines at a much earlier age. The second is intended to promote systems engineering by enabling the affiliation of young/new engineers with INCOSE.

1.3.5.1 Age 5-18 (K-12) Outreach

Sponsor participation in events such as First Robotics and ISEF, to pay for student participation in the IS (including shipping items such as First Robotics entry) and curriculum development

Required Budget for Youth Outreach is 2012: \$26,000

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1.3.5.2 University level (Bachelors – PhD) Outreach

Support for Student Divisions for research, student awards and best student poster at IS.

SEANET - funds will come from two sources: registration fees collected through the CSER registration process and INCOSE Central through its contribution to SEANET.

Required budget for 2012: \$8,000

1.3.5.3 Research & Education

There are two primary efforts in this area, the first is the continued support and training for ABET, including ABET fees, training, and travel expenses of \$25,000. The second area is the support of the BKCASE project being led by the Systems Engineering Research Center (SERC). The BKCASE project will develop two primary deliverables: a taxonomy for SE Knowledge and a Recommended Graduate Curriculum for SE. The taxonomy will be a product that will be used by the new Knowledge Management working group to begin to properly manage information within INCOSE. The BKCASE effort will primarily pay for travel for three representatives and is \$19,000.

Required budget for 2012: \$44,000

1.3.5.4 Academic Matters Initiatives

Academic Council and Forum will be revitalized to improve the image of INCOSE in the academic arena. Further work, meetings and discussion are planned at IW and IS 2012 to build upon the start-up meeting that was held in 2010 at the International Symposium.

Required budget for 2012: \$9,000

1.3.6 Store / New Operations

Planning will be undertaken during 2012 for two new areas of INCOSE Operations: Web-based Product Sales, Registered Training Providers.

1.3.6.1 Web-based Product Sales

Responsible Director: IT Director

1.3.6.2 The IT Director will work with the IT Developer to establish a mechanism to offer the sale of web-based product sales.

1.3.6.3 Balloting

Responsible Director – Board liaison to Nominations & Elections Committee

In 2012, INCOSE will continue to use a hybrid balloting system where members have the choice between paper and electronic ballots. INCOSE will also continue the services of a support contractor to ensure the professionalism and credibility of the balloting system. New bids will be requested in 2012.

Required budget for 2012: \$4,000

Appendix A – INCOSE Support Contracts

Responsible Director: President Elect

Administrative Support

Contractor: Universal Management Services

Contract Value: \$378,000 in INCOSE budget for FY2012

Contract Dates: Indefinite duration. Funding is distributed across multiple functions in the budget (Certification, IT, Member Board, events, etc.)

Contract Manager: Treasurer

The contract with UMS provides administrative support, member services and a part-time Marketing Professional for INCOSE. The services to be delivered by UMS. This contract also allows for additional tasks to be performed at agreed rates.

International Workshop 2012

Contractor: ASK International Conference

Contract Value: \$35,500 in IW12 budget (24325 euros w/travel)

Contract Dates: 1 October 2011 until finalisation of IW finances: approx April 2012

Contract Manager: Associate Director for Events

INCOSE contracts annually for administrative support for the annual International Workshop.

International Symposium 2012

Contractor 1: ASK International Conference

Contract Value: \$131,500 in IS11 budget (76750 + 13975 travel / euros)

Contract Dates: 15 April 2010 until finalisation of IS finances: approx October 2012

Contract Manager: Associate Director for Events

Each year, INCOSE awards contracts for the support of the annual International Symposium. The support tasks have been carefully identified and allocated.

International Symposium 2012

Contractor: ASK International Conference

Contract Value: \$0 in IS11 budget (site inspection)

Contract Dates: 2012 until finalisation of contract

Contract Manager: Associate Director for Events

In preparation for IS12 in Italy, a contract was let with ASK International Conference.

INSIGHT Chief Editor

Contractor: Kenley Consulting LLC

Contract Value: \$53,600 in INCOSE budget for 2012

Current contract ends 10 February 2012 (paid quarterly issues)

New contract will end February 2013 (four quarterly issues)

Contract Manager: Director for Communications

INCOSE has a contract with Kenley Consulting LLC for editorial support for INSIGHT

Certification Program Manager

Contractor: Sysnovation LLC

Contract Value: \$134,400 in INCOSE budget for 2012

Contract Dates: July 2011 through June 2013

Contract Manager: President Elect

A contract has been put in place with Sysnovation, LLC to provide a Certification Program Manager to support the INCOSE Certification program.

Certification Testing Services

Contractor: Prometric

Contract Value: N/A (applicants pay testing fee directly to Prometric)

Contract Dates: Master Services Agreement dated 1 April 2010, for three years with automatic one year renewals thereafter. Statement of Work (SOW) dated 1 April 2010.

Contract Manager: Certification Program Manager

IT Support

Contractor: CGT Support (server support)

Contract Value: \$130 - \$160 Hourly rates

Contract Dates: Began 11/1/2009 and continues

Contract Manager: Director for Communications / INCOSE Admin

Contractor: Appnovation (New IT Development Project))

Contract Value: \$147,400

Contract Dates: Began 2/1/2012 and continues

Contract Manager: Director for IT / Admin

Live Meeting Service

Contractor: Premier Global Services

Contract Value: \$8,400 (Licenses: 5 professional @ \$20 and 100 standard @ \$5 x 12) - Does not include toll-free phone usage (currently \$3,000/mo.)

Contract Dates: July 7, 2008 to July 2009 – Renews automatically in July

Contract Manager: Director for IT

The Professional Edition allows up to one thousand, two hundred fifty (1,250) meeting participants per meeting and the Standard Edition allows up to fifteen (15) meeting participants per meeting.

Web Hosting Services

Contractor: CGTS/Adhost

Contract Value: \$24,000

Contract Dates: 9/1/2010 – 8/31/2012 (rates will reduce in Sept.)

Contract Manager: Director for Communications

New Contracts will be signed in 2012 for Cloud Development and Hosting.

Journal of Systems Engineering

Contractor: Wiley & Sons Inc

Contract Value: \$100,000 in INCOSE budget for 2012

Contract Dates: 14 January 1998. Amended 1 July 2002 – ends 2012

Contract Manager:

A contract was let on 1998 with Wiley & Sons Inc for the publication of the SE Journal. This was most recently amended 2002 to include a revised cost structure.

Journal of Enterprise Transformation

Contractor: Taylor & Francis

Contract Value: \$0 in INCOSE budget for 2012

Contract Dates: October 2009 – September 2017

Contract Manager: Bill Miller

A contract was let in 2009 with Taylor & Francis for the publication of the Journal of Enterprise Transformation. This is a joint publication with the Institute of Industrial Engineers.

Election Support Contract

Contractor: Votenet

Contract Value: \$4,000 plus email

Contract Dates: 24 Sept 2011 to 24 Sept 2012

Contract Manager: Chair, Nominations & Elections

INCOSE had a two year contract with Votenet for complete election support for the 2010 (completed) and 2011 international elections. Contract renegotiated for 2012 elections.

Insurance

Contractor: Tyrisco: Directors & Officers Liability Insurance - Arch

Contract Value: \$2,875

Contract Dates: February 2012 to February 2013

Contractor: Tyrisco: Professional Liability Policy – Evanston Insurance Co.

Contract Value: \$5,600 in 2012 (covers Certification)

Contract Dates: February 2012 to February 2013

Contractor: Tyrisco: Foreign Liability Policy - AIG

Contract Value: \$2,500 in 2012

Contract Dates: February 2012 to February 2013

Contractor: Tyrisco: Precision Policy – Zurich (covers symposium)

Contract Value: \$2,330

Contract Dates: February 2012 to February 2013

Note: all contracts referred to in this AOP are maintained in the INCOSE Admin office. Please contact Christine Kowalski: christine.kowalski@incose.org for information.