INCOSE ANNUAL OPERATING PLAN 2019

Contents

1. Introduction

This INCOSE Annual Operating Plan (AOP) describes the planned activities funded by the INCOSE Budget in 2019. The purpose of this narrative is to guide the planning, execution, and review of activities through the year, and to ensure that INCOSE members understand the organisation's priorities and how it intends to focus its resources to achieve them.

This 2019 AOP was created in the context of INCOSE's Vision, Mission, Goals, and Strategy – described as a set of Strategic Objectives and augmented with the forecasted Value Streams. As an annual plan, this AOP is executed by the Budget Owners from the Board of Directors. Any deviation from the approved budget is reviewed and assessed by the Budget and Planning Committee (BPC), following policy, prior to appropriate action being taken.

2. INCOSE Mission, Vision, Goals, Values and Principles

These are defined and promulgated on the INCOSE website. They are not repeated here, but are reflected in this AOP.

3. INCOSE Strategic Objectives & Value Streams

Initially, a set of "five-year objectives" emerged in 2015 as a result of strategy sessions conducted by the Board of Directors (BoD), and in cooperation with chapter and working group leadership. Augmenting the "five-year objectives" are a set of five value streams. By definition, a value stream is a portfolio of related products and services that deliver value to INCOSE and its alliance partners. These objectives and value streams have guided policy and budgeting decisions over the recent years. As we have continued to execute activities under such guidance, the objectives and value streams have both evolved to better focus on the needs of INCOSE, its members, and the SE community.

From 2019, we will have three (3) Strategic Objectives as follows –

- FIRST: INCOSE is the First Choice of SE Professionals Everywhere for Their Professional Development Needs;
- FUTURE: INCOSE Leads the SE Community in Shaping the Future of Systems Engineering;
- VALUE: INCOSE Delivers Ever Greater Value to a Growing and Increasingly Diverse Membership.

Supporting the execution of these Strategic Objectives are the following value streams portfolio offerings –

- Products: Books, papers, videos, standards, tools and other tangible high value outputs created and distributed by INCOSE and its allies;
- Events: Conferences, workshops, seminars and other physical and virtual gatherings offered by INCOSE alone and with its alliance partners
- Training: In-person and on-line courses offered by INCOSE and its allies to enhance a professional's specific knowledge, skills and abilities in a topic relevant to systems engineers;
- Certification: Means of which INCOSE confirms a member's competency in systems engineering;
- Membership: Activities and services performed or facilitated by INCOSE to recruit and retain members of all types.

Information on the Strategic Objectives and the values streams promulgated on the INCOSE website. They are not repeated here but, are reflected in this AOP.

4. INCOSE Budget Lines

This section of the AOP provides a short description of the main activities in each budget line.

4.1 Events

The Events Committee will continue to oversee the planning and execution of the International Workshop (IW) and International Symposium (IS) in 2019. The costs for the Conference Management Company (CMC) are expected to increase in 2019 as INCOSE expands its events portfolio and the CMC takes on tasks that had previously been assigned to volunteers – such as coordination of the Symposium team – as well as the accounting for events.

In line with our value stream initiatives, in 2019 we will support additional events that we believe will be of great value to our members. We will introduce this initiative prudently with an expected commitment of a possible two additional events in 2019. One of these new events, at the time of the publication of this report, is the INCOSE Human Systems Integration Conference (HSI2019). This inaugural event will bring together multiple professional societies. Though the Events Committee is helping to oversee the planning and budget and currently projects that the event will at least break even, this is a new event and carries all of the risks associated with its inauguration. As this is a new, untested event, risk mitigations are being implemented in terms of revenue planning, partnerships, and implementation of best practices, it may still be a possibility that INCOSE may need to cover a loss on this event.

The Events Committee will be increasing its support for site visits and face-to-face meetings, where appropriate, for all major planning events and this will be reflected in the 2019 budget accordingly.

4.2 Outreach

Outreach is responsible for the collaboration with and support to organizations, projects, and other initiatives outside of INCOSE. The Outreach activities are focused on building the recognition and effectiveness of both INCOSE and SE. A significant objective is to engage in outreach activities with other industry associations, professional societies, standards bodies, or other organizations to help achieve the INCOSE vision, mission, and strategic objectives – moving SE forward.

4.2.1   Management of Strategic Relationships

The goal of Outreach to develop a set of highly impactful strategic relationships that will help to drive the objectives of INCOSE and further the growth and relevance of Systems Engineering. This includes the ongoing management of existing and future strategic relationships, and the assessment of existing MOUs to establish whether they should be renewed, revised, or retired. The appointment of relationship managers to oversee this progress is made to facilitate achievement of the objectives of the agreements.

Additionally, the Outreach function is responsible for the development and maintenance of a support structure for the strategic alliances/collaborations, including appropriate templates, guidance, policies and procedures. Outreach will work to support the Value Streams and Strategic Objectives with close coordination with the Director of Strategic Integration. In order to track progress against the strategies, Outreach will develop a set of metrics to measure performance of the overall strategy.

4.2.2   Industry Outreach

The goal is to establish INCOSE as the authority on Systems Engineering for the target industry, and to help establish an industry-oriented, environment that can maintain and enhance that position. The focus is on a targeted set of industries, where a critical mass of volunteers to support the outreach is attainable and we are highly likely to gain influence to achieve a positive impact. The emphasis is on a long-term commitment to build the awareness, understanding, and usage of Systems Engineering as an essential value-adding function. Also, to establish INCOSE as the focal point for organizations and SE practitioners in these industry domains. In 2019, Industry Outreach will develop and leverage alliances with industry associations representing targeted industries (healthcare, mobility, and energy business sectors) and adjacent disciplines. Industry Outreach will identify forward-looking hot topics and develop opportunities for engagement.

4.2.3   Youth Outreach

Youth Outreach is focused on the establishment and sustainment of high value programs for students and early career professionals worldwide. The goal is to identify and review opportunities for formal and informal STEM programs that promote systems engineering in schools, after-school programs, and other community opportunities. Youth Outreach builds upon the Next Generation science standards to identify opportunities to present systems engineering approaches, practices, and procedures that support the objectives of building interest and expertise in STEM, leveraging existing programs around the world.

During 2019, INCOSE Youth Outreach will identify and evaluate the STEM programs in all sectors to establish a small set of priority programs for support.

4.2.4 Discipline-Based Outreach (Expanding Influence of SE)

One goal of Outreach is to recognize and influence the practice of SE activities in other disciplines. INCOSE is building relationship with other industry associations focused on specific disciplines that practice SE activities, regardless of whether they call it SE. The objective is to build consensus and convergence of the key concepts and terminology to support better communication, planning, and execution. This should also help INCOSE to be recognized as the authority on Systems Engineering within these disciplines. During 2019, INCOSE will be working to revise the alliance and MOU with the Project Management Institute (PMI) and the Military Operations Research Society (MORS), as well as establish new MOUs with other candidate organizations for specific disciplines; e.g., Industrial Engineering, Mechanical Engineering, or Aerospace Engineering. INCOSE is also committed to working towards increasing the diversity of the Systems Engineering workforce. One initiative for diversity is Empowering Women as Leaders in Systems Engineering (EWLSE). EWLSE was established within INCOSE to lead the way for addressing the gender perspective of diversity-based outreach. Additionally, in 2019, INCOSE will identify other opportunities to influence SE and address diversity in Systems Engineering across the set of Outreach activities and with other potential alliances.

4.2.5 Research in Outreach

Research in outreach facilitates the identification of research mechanisms to influence collaboration across the globe. Research exemplary outreach programs offered by engineering professional associations with a view to adopting and modifying for systems engineering and INCOSE application. Research will establish evaluation and measurement criteria to show the value of outreach to INCOSE as well as our potential collaboration partnerships. In 2019, INCOSE will research several alliances opportunities as well as measures of success and effectiveness of those alliances. Additionally, research in outreach will develop a set of metrics to measure performance of the overall outreach strategy.

4.3 Corporate Advisory Board (CAB)

Major 2019 CAB emphases are focused on connecting the benefits of CAB membership with the individual CAB members in understandable and actionable ways. We are seeking to help CAB members leverage their membership and to understand better what they are looking for from the CAB.

4.3.1 A continued strong focus on determining and fulfilling the CAB's Top Needs

We are embarking on the process of evaluating and resetting the CAB needs statements. The plan calls for the Q4 2018 brainstorming process to feed a Q1 2019 deconflict/down selection leading to an IW selection of the top 5 or 6 CAB needs. The added dimension to this process is that we are seeking crisper needs statements laying out CAB member requirements and acceptance criteria for each of the needs. The CAB will coordinate through the BoD with the other INCOSE functions to address the needs.

4.3.2   CAB Evolution

We will pursue continued growth in CAB membership, largely by increasing the understanding of the value proposition and sharpening and delivering against the CAB needs. There are issues around the Very Small companies and Associate Members as we try to recruit growth in both categories while at the same time defining their places in both the CAB and the larger organization. For example, we created a reduced dues structure for Very Small companies in order to attract them to become CAB members, but it may not be of great enough value as an effective recruiting tool.

4.3.3   Value Proposition

As mentioned in the section introduction, connecting the benefits of CAB membership with the individual CAB members in understandable and actionable ways is of primary importance for the CAB in 2019. This includes revisiting the CAB needs, improving the definition and prioritization of those needs, and highlighting the delivery against existing needs (System of Systems Primer, TLI involvement, Competency Framework etc.).

4.4 Sectors and Chapters

4.4.1   Americas Sector

Within the Americas Sector, our major challenge, with a corresponding opportunity, is that our volunteer talent is spread across a large geographic area, and as a result many regions find it challenging to maintain volunteer energy. Ironically, at the same time, the greatest number of INCOSE members are in Sector I, with about one-half of the total INCOSE population.

Thus, the challenge and opportunity for the Sector is how to better leverage our distributed volunteer talent and energy to the benefit of the members that we serve.

During 2019, the Sector will focus on supporting chapter operations through engagement and investment in the following areas:

- Chapter visits by Sector Director or Deputies – our goal is to radically enhance engagement at the chapter level by funding visits from the Director or an Assistant Director to **each** Sector I chapter during 2019.   Funding for these visits has been proposed in the AOP budget.
- Travel grants for outstanding volunteers to IS & IW (taking advantage of the US-based IS).
- Support to local events/activities/conferences, such the Western States Regional Conference, the Great Lakes Regional Conference, the Socorro Summit, etc.
- Receptions at IW & IS for networking of chapter leaders to foster inter-Chapter collaboration
- Good Neighbour Award, recognizing the Sector I chapter that provided the greatest support to another chapter
- Purchased IT support services - leveraging collaborative technologies (WebEx, telecons, website, Connect).
- Development and support of Sector unique IT services to enhance Sector collaboration.
- Chapter Leader Items – marketing/promotional materials (e.g., Polo Shirts or equivalent) for Chapter leaders to recognize their efforts and help build an Americas Sector identity.

4.4.2 EMEA Sector

The EMEA Sector continues to grow and build on a strong foundation. Many of its Chapters are collaborating across countries in Sector wide Working Groups, Chapter and cross-Chapter events.

The focus for the Sector activities will be on the following four areas:

- **Chapter collaboration and Membership growth**
  o Premier focus will be on the further collaboration between the EMEA Chapters.
  o Actively support emerging Chapters (e.g. Portugal) end encourage the initiation of new Chapters in countries with a high potential (like Belgium).
  o Support cross-Chapter Working Groups in the EMEA Sector.
- **Sector-level events**
  o Strongly support the 2019 EMEA Workshop (hosted by the Netherlands).
  o Where needed, support the cross-Chapter events (e.g. SE Tours).
  o Support the IS2020 Project team to host the Cape Town International Symposium.
- **Sector-level products**
  o Support the development of Sector- and Chapter-level products and publications
  o Support translations of SE products (e.g. SE Handbook).
- **Reaching out to Governmental organizations**
  One of the responsibilities of the Sector Director is to represent INCOSE at external organizations. Connecting towards governmental organizations like the European Union is an activity that has our focus of interest. The objective is to:

  o Make connections to European Union governmental organizations to which Systems Engineering (SE) appeal and reach out to those organizations that already apply SE and sense to what extend SE should develop to better serve their current and future challenges. Where needed, these activities are supported by Chapters.
  o Where requested, support Chapters in reaching out to their country level governments to achieve similar objectives as towards the EU.

4.4.3 Asia-Oceania Sector

In 2019, the Asia-Oceania sector will continue its focus on increasing the collaboration across the Chapters as follows:

- Sharing of events calendars, supporting the marketing of our events and sharing our newsletters;
- Pursuing the concept of virtual events using digital tools that can effectively be used across the variety of countries in the sector;
- Regional (Sector) conference support through direct sponsorship or travel support, with a special focus on encouraging Chapter Leader to contribute across the Sector;
- Mentoring of potential emerging chapters (Indonesia, New Zealand and Thailand); and
- Encouraging student participation at INCOSE events, and therefore encourage student membership and development of student division in various chapters.

Continuing on from collaboration, the Asia-Oceania Sector will support the regional AOSEC 2019 conference in Bangalore, as our main regional event for the year.

At the Chapter level the focus will remain on growth, stabilisation and value offerings to all members as follows –

- Growth – Chapters with support from the Sector level will strive to increase membership through such activities as student competitions, hosting regular evening events, hosting annual conferences and workshops, co-hosting events with other technical societies and organisations, and meeting with industry and domain leaders;
- Stabilisation – Consistency in governance of each Chapter will be improved;
- Value Offerings – Chapters will endeavour to provide value offerings to its members and its community. Examples of these include newsletters, shared reports on conferences and meetings conducted, translation assistance as appropriate, and support to participate in conferences, workshops and Working Groups.

Finally, Asia-Oceania will continue to promote INCOSE's Certification Program and Leadership Program. Both programs are deemed essential for the advancement of INCOSE in the Sector, for the professional development of our members, and for the benefit of Systems Engineering in our communities.

4.5 Technical Operations

4.5.1   Overview of Budget

The TechOps leadership carefully screened and prioritized over 200-line item budget requests based on our policies and business practices. This included moving all requests for event sponsorship to MarCom and all Alliance sponsorship requests to Outreach. Then we selected only the top 2 out of the 4 priority levels for each line item to establish our initial budget request.

Technical Operations leads and therefore heavily funds the Products Value Stream. We lead, contribute and/or fund other high visibility goals such as the Standards Initiative, Transformation to a Model Based Discipline, MBSE Initiative and Alliances.

Many Working Groups contribute to many goals, making for a complex investment story. Two views are provided below to help elucidate our relative investments, one from the perspective of goals and the other from the perspective of TechOps departments.

- Investments by Goals (as % of our total investment)
  - Publications or Products Value Stream ~ 37%
    This goal includes investments planned by nearly all Working Groups in the Products category. These meeting and development expenses include plans for potential translations, CubeSat Reference Model, Tools Database, CIPR Primer, PLE Primer, Systems Thinking products, Domain Specific Product Packages, Transformation products, and more.
  - Alliances ~ 30%
    This goal includes investments planned in the Alliance category by nearly all Working Groups and Standards department. These meetings & travel expenses include ISO, IEC, IEEE, OMG, SAE, PMI, API, NETLIPSE, and

other domain specific consortiums. Requests to sponsor an alliance, like the PMI World Conference, were forwarded to the Director for Outreach.

- o Competency and Training Value Stream ~ 10%
- o Application Domain Working Groups ~ 22%
- o Transformation Objective (includes MBSE Initiative) ~ 7%
- o Forums or Events Value Stream ~ 8%
- o Transformation to a Model Based Discipline ~ 10%
- o Growth or Membership Value Stream ~ 6%
- o Certification Value Stream ~ 1%
- Departmental Investments (as % of our total investment)
  - o TechOps Leadership ~ 21%
    These important investments have been grouped together to have direct oversight by the Technical Director. They include funding for the Portfolio Strategy Session actions, funding allocations for translations, direct funding for the Transformation goal, funding for Working Group Integration, TechOps internal operations support, and a small discretionary fund for the Technical Director to support emerging opportunities.
  - o Standards ~ 41%
    Our large investment in standards represents INCOSE's direct participation in committees focussing on the standardization of important topics such as IoT, Smart Cities, Software & Systems Engineering, Tools, SoS, Risk, SE Management, Systems Integration, Cybersecurity, VSE, Architecture, MBSE, Automation, and Smart Manufacturing. Although contingency funds were requested for the Standards department, the investment was already the highest, so we decided instead to consider any underspent funds during the year to accommodate emerging needs for the Standards department.
  - o Application Domain Working Groups ~ 20%
    These investments will help to infuse INCOSE Systems Engineering further into the following domains: Critical Infrastructure Protection & Recovery, Space, Power & Energy, Healthcare, Automotive, Infrastructure, and Oil & Gas.
  - o Transformational Enabler Working Groups ~ 12%
  - o Process Enabler Working Groups ~ 2%
  - o Analytic Enabler Working Groups ~ 2%
  - o Technical Events & Technical Review together is less than 2%

Discretionary funds were allocated to the A.D.s (except Standards) to accommodate Working Groups that will emerge during the year and/or unexpected but valuable investment opportunities for INCOSE. These funds are small in total, roughly 4% of each A.D.s allocation.

4.6 Academic Program

4.6.1   Education

Academic Matters will continue to sponsor Academic Forum workshops outside the IW and IS, producing tangible products and influence thinking by academics and others. One major activity will take place at the annual conference of the American Society of Engineering Education (ASEE) in Tampa Florida. We will also continue the recently

initiated activities within the International Federation of Engineering Education Societies (IFEES) and will plan an academic workshop for the November 2019 conference in Chennai India. Other workshop topics such as the integration of emerging areas within systems engineering education are also under consideration. The aim is to hold Academic Forum workshops in all three INCOSE Sectors.

4.6.2   Academic Research

INCOSE will continue to be a co-sponsor of the Conference on Systems Engineering Research (CSER). Also, INCOSE will sponsor one or two research-oriented Academic Forums in 2019.

INCOSE may significantly expand its focus to facilitate and support the development of the theoretical foundations of Systems Engineering, an effort that will help keep INCOSE at the forefront of systems engineering research.

4.6.3   Accreditation

A major effort to update Accreditation Board of Engineering and Technology (ABET) criteria for systems engineering was initiated in 2018 and this will continue in 2019, in coordination with other relevant professional societies.   In addition, INCOSE is working to participate and contribute in the development of ABET program criteria for systems engineering and for cybersecurity engineering.

4.6.4   Student Divisions

The Assistant Director will work to develop new student divisions. A thrust to update the web presence of student divisions will also be initiated.

4.6.5   Systems Engineering Honor Society

A number of new chapters are expected to be added throughout 2019.

4.6.6   Faculty Support and Development

A new initiative aimed to provide resources to new systems engineering academics will be launched. The "New Faculty Colloquium" will be designed to provide new faculty members with information to successfully navigate the challenges of an academic career.

4.6.7   BKCASE Initiative

Academic Council will help support Body of Knowledge and Curriculum to Advance Systems Engineering (BKCASE) activities, particularly, the continued development of the Systems Engineering Body of Knowledge (SEBoK) under the Editor-in-Chief.

4.7 Systems Engineering Certification

The Certification Program will expand the global interest in INCOSE and its events through offering the Certification Knowledge Exam at all major INCOSE events, as well as at many chapter events and universities. With the Fourth Edition of the INCOSE Systems Engineering Handbook as the body of knowledge for the exam, and with the INCOSE Competency Framework as the basis for the SE experience areas in the certification application forms for CSEP and ESEP, participants in the Certification Program will become knowledgeable about INCOSE's perspective on systems engineering.

In 2019, the INCOSE Certification Program will be working with universities and government agencies worldwide to increase both the supply of and demand for SEPs. Students will be encouraged to get their ASEP through the combination of waived exam fees and reduced student membership rates, as well as through academic equivalencies recognizing the knowledge students have already demonstrated through their coursework. Government offices' internal certification programs will be evaluated to remove duplication of efforts and documentation for employees applying for INCOSE Certification.

The Certification Program continues to collaborate with leaders in systems engineering professional development worldwide. Memorandums of Agreement with corporate and academic partners allow for a reduction in number of references for candidates from those organizations. Similar streamlined paths are also available for candidates from INCOSE UK and SESA, recognizing those countries' professional engineer licenses and the previous vetting those licensed individuals have been through. The INCOSE Certification Program also recognizes other, regional SE certification programs such as SE-ZERT. We anticipate establishing formal partnerships with more regional certification programs, tailored to a specific culture, country, or domain, in 2019.

4.8 Information Technology

For 2019 the IT team is building up expertise and resource, both volunteer and paid, to provide the standard of IT services the membership is seeking. New part time resource for specific technologies (web CMS, SharePoint …) will be complemented by an IT Operations Manager role.

During the 2019 AOP, web site upgrades implemented in 2018 will continue to be developed to deploy the new style across all pages and subsites, to maximize the value of this resource for all members and prospective members.

Additional tools and capabilities are being introduced and will be made available to the chapters and groups for collaboration, surveys and other tools.

More work is being done to improve and better organize the information, help and background expertise available to move forward. This is being addressed for web based "public" information and resources, as well as for the "Connect" collaboration space.

Specific action taken in 2018 to respond to Sanctions compliance and GDPR data privacy laws are being consolidated into the IT infrastructure, and will continue to consume some investment in policy, tooling and effort.

Hosting and vendor services exhibited some price increases in 2018, somewhat mitigated by restructuring of licenses and servers, but we anticipate more as we continue to use these resources more fully and build out the structure and content. These will continue to be monitored closely.

An INCOSE IT strategic plan is to be developed this year by the CIO and Assistant Directors (AstDs), to maximize the accessibility and usability of this resource, ensure

applicability to the ever-evolving needs of the consumers of this material, and the essential growth over the duration of our next strategic period.

As always – this continues to be a longer journey that will still take more time to reach a level to satisfy a majority of users and stakeholders. Thereafter we can look to the greater goals of INCOSE and the mission for a better world through a systems approach.

4.9 Marketing and Communications

INCOSE Marketing and Communications will continue to enhance the brand visibility and reputation of INCOSE while working with multiple stakeholders to support the internal and external organizational efforts. Marketing and Communications will deliver promotional material and content to the wider systems engineering audience and influencers while continuing to support and expand communications within INCOSE.

The MARCOM priorities for 2019 are:

- Support the INCOSE Value Streams to assist them in achieving their goals.
- Support the Five-Year Objectives by developing marketing and communications assets.
- Continue to execute on the brand strategy for INCOSE with supporting marketing assets and branding activities.
- Continue to disseminate value proposition work and coordinate across various stakeholders for continuity and increased impact.
- Further evolve marketing and communications activities to enhance the professionalism of the society.

4.10   Central Administration

INCOSE Administration Office provides salaried staff to support the execution of day-to-day operations of the organization: General Administration and Member Services for both Individual and CAB members as well as Sectors and Chapters.

Admin supports the Board of Directors, Technical Operations, Corporate Advisory Board, Academic Matters, Certification, MarCom, Outreach, CIO, Publications and various committees: Events, Nominations & Elections, Budgeting and Planning, Policy Management, Honors and Awards, Fellows, IOB, Technical Review, and IT.

Admin will play a critical role in the implementation process of the Strategic Objectives and value streams and are the paid staff assisting with the communication, coordination, etc. through support of:

- Scheduled Meetings/Major Events
- INCOSE Online Store
- Virtual Meeting / Conference Capability
- Marketing
- Certification Process Support
- IT Infrastructure Support
- Membership Database Maintenance
- Working Group Support
- Chapter, Individual and Corporate Member Support

4.11   Publications Office

The Publications Office is led by the Associate Director of Publications, supported by a staff Publications Office manager. The main areas of responsibility for the Publications Office include:

- INCOSE Systems Engineering Handbook and its translations;
- INSIGHT: The INCOSE Practitioner's magazine;
- Systems Engineering: The journal of INCOSE;
- Proceedings from the INCOSE International Symposium and selected regional conferences; and
- Working Group products (e.g., Guide for Writing Requirements), in collaboration with TechOps and the Impactful Products committee.

The primary relationship for publishing is with Wiley. INCOSE derives revenue through its contract with Wiley, including several advertising programs within the Wiley framework: Systems Engineering, INSIGHT, and direct email (known as eBlasts). The Publications Office monitors and reports on revenue derived through publications.

4.11.1 Goals for 2019

The principle Publication goals for 2019 are -

- Obtain rights to Chapter and member products for sale;
- Continue to develop relationships with Wiley to maximize exposure and sales of INCOSE existing and new products;
- Work with editorial team to improve the impact factor of SE Journal;
- Explore relationships with other publisher and distributors for other INCOSE products, as appropriate, or other areas of publication that could provide benefit for INCOSE;
- Work with other INCOSE functions to define/update publication related guidelines;
- Begin work on a gap analysis to increase the portfolio of publications relative to competencies and SE functions;
- Build upon publications policies to publish procedures for improving ability of individual and corporate members to use INCOSE intellectual property to enhance systems engineering knowledge and practices.

4.12   Institute for Technical Leadership

Established in 2015, the INCOSE Institute for Technical Leadership is "A development program for active INCOSE members seeking to improve their leadership skills in an open, collaborative environment." Its Vision is that –

a) INCOSE has a growing pool of leaders to draw on and an enhanced international reputation for SE leadership,
b) Individual members become more capable leaders and join an international network of systems engineering leaders and
c) Sponsoring organizations obtain non-proprietary, tuition-free technical leadership training for future SE leaders.

Eight current members will complete the 2-year program in 2019 and a new cohort of 20 will be launched, to join the cohort of 20 added in 2018.

5. Appendix A: INCOSE Memorandums of Understanding

INCOSE's Memorandums of Understanding (MOU) are managed by the Director for Outreach, and are held on file in Connect at the following link:

https://connect.incose.org/Organization/BOD/Memoranda%20of%20Understanding%20and%20Memoranda%20of%20Agreem/Forms/AllItems.aspx

6. Appendix B: INCOSE Support Contracts

All contracts referred to in this AOP are maintained in the INCOSE Admin office and are held in the INCOSE Connect Contracts folder under the Board of Directors. Please contact Christine Kowalski: christine.kowalski@incose.org for more information.

B.1 Contracts reporting directly to the President-Elect

B.1.1 Administrative Support
- Contractor: Universal Management Services

The contract with UMS provides administrative support, member services and IT support. Services delivered by UMS. This contract also allows for additional tasks to be performed at agreed rates.

B.1.2 Certification Program Manager
- Contractor: V1 Decisions

A contract has been put in place with V1 Decisions to provide a Certification Program Manager to support the INCOSE Certification program.

B.2 Contracts reporting to the President-Elect in conjunction with the Publications Office

B.2.1 INSIGHT Practitioners Magazine Chief Editor
- Contractor: William Miller dba WDM Systems

INCOSE has a two-year contract with WDM Systems for editorial support for the INSIGHT Practitioners Magazine. Contract renewed in 2017.

B.2.2 INSIGHT Practitioners Magazine Sub Editor
- Contractor: Lisa Hoverman

INCOSE has a contract with Lisa Hoverman for editorial support for the INSIGHT Practitioner's Magazine

B.2.3 INCOSE Typesetter / Graphics
- Contractor: Kerry Quinlan / Chuck Eng

Contract is for typesetting and graphics as needed for INCOSE publications. Also coordinates with MARCOM Director.

B.2.4 Systems Engineering, the Journal of INCOSE
- Contractor: Wiley & Sons Inc

A contract was let in 1998 for the publication of the SE Journal and amended in 2002. A renegotiation was managed in 2012 to a much lower contract value and expanded to provide a royalty sharing arrangement which now includes SE Journal, INSIGHT and INCOSE Online Proceedings Library in 2014.

B.3 Contracts reporting to the Treasurer

B.3.1 International Workshop 2019
- Contractor: KMD Partners Events Management

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

B.3.2 International Symposium 2019
- Contractor 1: KMD Partners Events Management

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

B.3.3 International Symposium 2020 Events Management
- Contractor: KMD Partners Events Management

Each year, INCOSE awards contracts for the site selection of the future annual International Workshops. The contract includes the identification and assessment of candidate host sites for the workshop.

B.3.4 International Workshop 2021 Site Selection
- Contractor: KMD Partners Events Management

Each year, INCOSE awards contracts for the site selection of the future annual International Workshops. The contract includes the identification and assessment of candidate host sites for the workshop.

B.4 Contracts reporting to the Certification Program Manager
B.4.1 Certification Testing Services
- Contractor: Prometric

Contract is to provide certification testing at sites around the world.

B.5 Contracts reporting to the CIO
B.5.1 IT Support
- Contractor: CGTS (server support)

B.5.2 Web Hosting Services
- Contractor: CGTS for SharePoint License and Server

B.5.3 Email Services
- Contractor: IceWarp/Mail Channels

B.5.4 Web Site Development/Platforms
- Contractor: Vanguard (Sitefinity)

B.5.5 SharePoint Services (INCOSE Store and Connect)
- Contractor: Invenio

B.5.6 Association Membership System
- Contractor: MemberSuite

B.6 Contracts reporting to the INCOSE Admin
B.6.1 GlobalMeet Service
- Contractor: PGi (Teamings)

GlobalMeet and WebEx accounts are assigned by Admin upon request by various INCOSE group leaders (chapters, working groups, committees, board). The GlobalMeet Platform allows for 125 users on the webinar and 300 on audio. WebEx Event account is for webinar use and allows 125 attendees. WebEx small meetings are for small groups up to 25.

B.6.2 Election Support Contract
- Contractor: Votenet – Renewal of contract in 2018

INCOSE contract now includes use by all INCOSE entities and chapters.

B.6.3 Insurance
- Contractor: John Buttine Inc Insurance: Policies
  - Directors & Officers Liability Insurance – Old Republic
  - Management Liability – Arch Insurance Co
  - Event Cancellation – Swiss
  - Crime Insurance – Travelers
  - Cyber Liability – Underwriters at Lloyd's, London

- o Property, Commercial Liability, Commercial Auto Liability – Great American Insurance Co of NY
- o Umbrella Liability – Great American Insurance Co of NY
- o Service & Tech Professional Liability - Markel

All policies are contract year: Feb/March 2018 to Feb/March 2019 / New contract year Feb/March 2019 to Feb/March 2020. New coverage levels and policy types were put in place for 2018-2019. The new policies are more comprehensive to reflect the growth and global perspective on INCOSE.