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| **INCOSE Chapter and Member Support Services of the Sectors** |
| Chapter Planning Workbook |
| How to Prepare Chapter Strategic and Operational Plans |
| **DRAFT** |
| **Prepared by Keys to Effective Chapters Sub-Committee** |
| **2/20/2014** |

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| This workbook is intended to be used by the leadership team to 1) prepare for planning and 2) during the planning process. Not all sections will apply to all chapters. The working plan consensus that results can then be transferred to the accompanying Chapter Plans Template for the Chapter Plans to be compared to actual progress and updated as needed throughout the plan year at Leadership Team/Board meetings. |

**Revision Record**

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| **Rev** | **Date** | **Revision Summary** |
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1. Introduction
   1. Preface. Planning is an essential part of every engineering project. Those with Project Engineering experience or heading a department will probably have some experience in planning. Others haven’t had much occasion to be involved in detailed strategic or operational planning. Serving as a chapter officer provides a unique opportunity to develop some experience that will be valuable to your chapter as well as personally career enhancing.
   2. Overview. This document provides an introduction to chapter planning and then walks through the process for comprehensive planning with examples, providing places for notes. A separate blank template provides spaces to enter your final chapter plans. The intent is that this be a team activity and an ongoing process throughout the year, being reviewed and updated at leadership team meetings. Since the plans are for the year, allow sufficient time, perhaps a couple of sessions to complete. This workbook walks you through all the topics to consider so you can just concentrate on the actual plan content for your chapter. We strongly suggest you discuss plans /goals for all the topics listed. You may decide to not participate in an area this year, but it is better to discuss and decide rather than just summarily skip.
      * 1. The Chapter Plans template addresses the same topics in the same order as this document, without most of the explanatory material, so the two are intended to be used together.
   3. Why Plan? – benefits

*Plans are nothing; planning is everything.* [Dwight D. Eisenhower](http://www.brainyquote.com/quotes/authors/d/dwight_d_eisenhower.html)

* + 1. After training, planning by the leadership team is the most crucial activity to ensuring an effective chapter. The discussions that are involved help to surface aspects that might never be heard otherwise, some that could help ensure success, others that could undermine operations later. The process brings alignment among team members and with the overall goals of INCOSE. The plans also help new leaders who join after the planning sessions to come up to speed quickly and can help in recruiting new leadership team members.
    2. Tips
* Don’t just copy an existing plan – either your chapter’s last year’s plan or one of the examples in the Keys to Effective Chapter wiki. The interactive process of planning is the most important aspect
* Ensure the plans are customized to your chapter for the current year
* Discuss until the team is in consensus (all can work to the plan)
* Consider the plans as living documents to be reviewed and updated throughout the year – think of planning as a continuous updating process.
  1. Parts of a chapter plan – overview
     1. Strategic Plans provide a longer term chapter view, aligned with the INCOSE vision and objectives. It is essential to guide selection of the chapter’s activities and help. It is led by the President.
     2. Operation Plans provide more specific plans for the current year. It clarifies the roles and responsibilities of the current leadership team, both in general and specific assignments. It is led by the President.
        + 1. It is suggested that the operational plan include all anticipated activities. For events where specifics are not yet available, it is very helpful to set themes, and schedule by quarters of the year. For activities which are more indefinites, goals can be set, such as the number to encourage to attend the International Workshop and International Symposium. Then at the monthly/bimonthly leadership team meetings, the plans can be quickly reviewed and updates made where more details can be anticipated.
     3. The sequence of planning presented here is very well established as a best practice and flows well, with each step preparing you for the next step. It is not hard and get easier through the discussions that bring the team into common understanding and alignment.
  2. Chapter member survey for preferences of chapter activities
     1. It is very useful to conduct a simple survey of all current members, either during the previous year or early in the New Year, to determine areas of interest for technical topics, preferences for the logistics of meetings, etc.
     2. The Keys to Effective Chapters Wiki has an example member survey which can be conducted using one of the available web tools such as surveymonkey.com.
  3. Development of plans as a team effort (three or more)
     1. This is a very important part of successful planning. There are many advantages to planning as a team. It builds alignment, creates commitment and excitement to successfully carry out the plans made.
  4. Helpful Processes
     1. Sticky Note brainstorming. A great technique to use for bringing out ideas and reducing them to a useable form is to have the team individually brainstorm the topic by writing one per sticky note in complete sentences. Then put all of the sticky notes on a poster and work as a team to group like items together and then summarize each collection. The advantage of this technique is that everyone’s ideas are heard and it is much harder for one person to dominate the discussion. This is a highly interactive activity that helps to start to bring the team into alignment. This might be helpful for a SWOT (discussed next), and for developing a Vision, Mission, and Goals.
     2. SWOT. One approach to help lay a basis for the planning session is to conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). There are many how-to’s on the web. The above Sticky Note technique helps brings out perceived Strengths, Weaknesses, etc. After everyone writes down their Strengths, Weaknesses, etc. as individual ideas, put all of each category on a poster (one poster for Strengths, one for Weaknesses, etc.) and work as a team to group and then summarize each group. The resulting Strengths can then be simply prioritized into a list, followed by Weaknesses, etc. The resulting analysis is a great basis to refer to in the subsequent planning.
     3. Key or Critical Success Factors. Another approach that helps bring out priorities as your progress in your planning is to brainstorm what are those key things that must be consistently performed for your chapter to successfully achieve your mission and then make sure they are in your plans. Again the Sticky Note technique ensures things get started with inputs from everyone.

1. Source of examples and Good/Best Practices

The Keys to Effective Chapters Wiki is a valuable source of materials, mostly drawn from actual documents submitted for Chapter Awards. You can find training videos and presentations, plans, guides, tips and other useful materials. Go to <http://keys-to-effective-ch.wikispaces.com/>or search for “INCOSE chapters wiki”.

1. Officer Training
   1. Officer training should be planned to be conducted immediately after election or appointment. It is best done as a team with discussion during the training sessions. If anyone misses the officer training, they should take it on their own. The Keys to Effective Chapters Wiki has video recordings as well as just the presentation materials. Training should be done before planning.

*Plan how your chapter will ensure timely training for all officers, as a team where possible:*

# Strategic planning

* 1. Chapter Analysis Preparing for Planning
     1. Strengths/Weaknesses/Opportunities/Threats (SWOT) is described above in section 1gii)h.

*Reference any SWOT analysis during the planning process*

* + 1. Chapter member survey of Chapter program interests – described above in section 1e).

*Summarize any chapter member survey results that were recently completed:*

* 1. Strategic planning aligned to INCOSE plans

For the purposed of this plan, there are five areas of strategic planning.

* Mission, Goals, & Objectives are three levels of **what** will be achieved
* Vision is about **why** members of the chapter should feel motivated to perform at a high level
* Values provide the context or environment or culture the chapter will abide by
* Stakeholder network is about with **whom** value will be created and benefitted
* Strategy is about **how**  - high level approaches to accomplish the mission, goals and objectives within the stakeholder network

Together, the Mission/Goals/Objectives, Vision, Values, Stakeholder network, and Strategy define the strategic direction for the chapter. They provide the what, who, how, and why necessary to powerfully align actions.

As you work together to develop these for your chapter, don’t try to complete each in turn, but do a draft and then iterate since later discussions will impact earlier work. Put a time limit for each area to keep from getting bogged down.

* 1. Mission – A mission statement defines what an organization is, why it exists, its reason for being
     1. INCOSE’s Mission: Share, promote and advance the best of systems engineering from across the globe for the benefit of humanity and the planet.
     2. Your Chapter Mission: *Your chapter mission statement will need to be scaled down for your more limited scope. Suggestion: You might want to share and promote the best of systems engineering for the benefit of your chapter members and local community.*

*Draft your Chapter Mission Here:*

* 1. Vision – A vision statement is an aspirational description of what your organization would like to achieve or accomplish in long-term future. It is your inspiration, the framework for all your strategic planning. What your team is doing when creating a vision statement is articulating your dreams and hopes for your chapter. It reminds you of what you are trying to build.
     1. INCOSE’s Vision: The world's authority on Systems Engineering.
     2. Your Chapter Vision: *Your chapter vision will be scaled to your local situation. Suggestion: You might consider something like being recognized as the hub of systems engineering expertise in your area.*

*Draft your Chapter Vision Here:*

* 1. Values – These have been established for INCOSE and should be a foundation for chapter planning and operations decisions. *Your chapter may wish to add core values that are important to your chapter.*
* Systems Thinking – thinking and acting to apply systems approaches to address complex challenges and thus to realise successful sustainable solutions.
* Pioneering and Innovation – taking opportunities ourselves or with partners to evolve systems approaches to meet future challenges.
* Learning and Development – life-long learning with a changing world through education and continuing professional development, covering both technical and leadership competencies.
* Respect, Diversity, Collaboration – building and maintaining respectful relationships internally and externally in order to enable effective collaboration across the diverse community.
* Individuals – the importance of people, their intellect and influencing skill, to support complex decisions and to deliver enduring change.
* Volunteerism – volunteers and staff working together to achieve our objectives and to deliver benefit to our members, individuals and society.
  1. Goals – Goals are broad and general in scope to guide the chapter to achieving their vision as opposed to Objectives which are more specific and measurable.
     1. INCOSE Goals
* To provide a focal point for dissemination of systems engineering knowledge.
* To promote international collaboration in systems engineering practice, education, and research.
* To assure the establishment of competitive, scaleable professional standards in the practice of systems engineering.
* To improve the professional status of all persons engaged in the practice of systems engineering.
* To encourage governmental and industrial support for research and educational programs that will improve the systems engineering process and its practice.
  + 1. Your Chapter Goals: *Your chapter goals should be in alignment with the INCOSE Goals, but tailored to what is reasonable for your chapter. Suggestions: You might adopt some as they are, such as being a focal point for dissemination of system engineering knowledge. The second could be scaled such as to promote local collaboration in SE practice in companies and universities. The third might address applying professional standards in SE as established by INCOSE. The fourth could be tailored for the chapter to equip members to enhance their professional status. The fifth might be tailored to encourage local engineering societies, companies and universities to support INCOSE for the furtherance of system engineering processes and practice.*

*Draft your Chapter Goals Here:*

* 1. Objectives
     1. INCOSE 5 year Objectives – Objectives are more specific and measurable. The INCOSE Board of Directors is current considering, sharpening, and solidifying the following 5 year themes and objectives.

1. INCOSE will double its individual and corporate membership.
2. INCOSE strategic collaboration will yield jointly developed products and services with significant benefits to all collaborators.
3. Universities will begin adopting INCOSE recommendations on how to integrate systems engineering and systems thinking into the education of all engineering students and systems engineering graduate programs will implement GRCSE recommendations.
4. INCOSE will publish the most impactful information on systems engineering in the world and hold the most impactful forums on systems engineering.
5. Leaders (decision-makers, policy-makers, supply chain interfaces) within industry communities from the automotive, ground transportation, biomedical and healthcare, and power and energy sectors will seek to raise the systems engineering competency of their workforce in part by engaging INCOSE support and services.
6. INCOSE will accelerate the transformation of systems engineering to a model-based discipline
   * 1. Your Chapter Objectives: *Your chapter objectives will probably be more focused and shorter term, but should support the INCOSE Objectives. Smaller chapters’ objectives might be more modest, but still supportive of selected INCOSE Objectives. Suggestions to get your discussions started:*
7. *Our Chapter will increase its individual membership by 20% each year*
8. *Our Chapter will collaborate with one other professional societies in our local area each year in joint meetings to share knowledge and INCOSE Working Group Products*
9. *Our Chapter will work with a local university to start or expand systems engineering and systems thinking into their engineering programs. [INCOSE can provide support in this area]*
10. *Through at least one tutorial and one presentation each year, our Chapter will promote INCOSE’s wealth of SE knowledge to be used by members and local companies.*
11. *Our Chapter will encourage at least 20% of chapter members to become active in INCOSE International Working Groups each year and explore setting up a local Working Group to develop and promote systems engineering expertise in a technical area of mutual interest.*
12. *Our Chapter will hold two presentations and one tutorial on MBSE for chapter members each year.*
13. *XX chapter members will become certified this year.*

*Draft your Chapter Objectives Here:*

* + 1. Stakeholder Network. Obviously your chapter members are the primary stakeholders for which the chapter exists. *However there are probably other stakeholders to think about that will either add value or receive value from your chapter activities. These might include the companies your members work for, local offices of CABs, universities in the area, other engineering societies, maybe even other nearby chapters.*

*Note members of your local Stakeholder Network Here:*

* + 1. Strategies. Strategies in this plan are referring to high level approaches – hows - you may choose to take which could have a significant impact on achieving your mission/goals and objectives. *Examples your may consider: Use the certification courses available (such as on-line) to significantly increase the systems engineering expertise level of chapter members. Or significantly increase member participation by expanding the use of internet meeting facilities to more locations. Or generate new excitement by starting a local working group on a SE topic of high mutual interest. Or make a major push to actively engage local companies in the chapter through sponsorships, speakers, etc. Or leverage several of the international working groups to create interest to lead to deeper involvement of members learning and promoting systems engineering.*

*Record your ideas for strategies, high level approaches or “hows”:*

# Operational Planning

* 1. Officers
     1. The following is required by the INCOSE Bylaws as a minimum organization
        1. President
        2. President Elect (for the following year)/ Vice President
        3. Secretary/Treasurer
     2. *Some chapters find 2 year terms very helpful, but changes should be documented in your chapter’s charter.*
     3. *Other roles many chapters find helpful, (sometimes combined)*
        1. *Separate Treasurer*
        2. *Programs (chapter meetings, events)*
        3. *Development or Training (tutorials)*
        4. *Membership (ambassadors, recruiting, retention)*
        5. *Communications (newsletter, website)*
        6. *Ad hoc committees, e.g. for elections and governance updates*
        7. *Liaison with CAB and other companies*
        8. *Additional Directors*

*List the Chapter Offices that you will need to accomplish your plans:*

* + 1. Officer Responsibilities
       1. RASI – Responsible/Authorize/Support/Inform. *Discuss and make sure all officers are very clear what their roles are.*
* R - Responsible for the activity
* A - Authorizes/Approves
* S - Support the activity
* I -Keep informed about the activity
  + 1. *Sample RASI for Core Officers*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Activity* | *Pres* | *Pres*  *Elct/VP* | *Sec/*  *Tres* | *Past*  *Pres* |
| *Provide leadership to the profession, the Board and the membership* | *R* | *S* | *I* |  |
| *Plan and chair regular Board and chapter meetings* | *R* | *S* | *I* |  |
| *Manage all aspects of the chapter, whether internal, within INCOSE or external. Represent the chapter to INCOSE, and work with other chapter officers to ensure the interests of the chapter and INCOSE are properly represented* | *R* | *S* | *I* |  |
| *Use Chapter Awards criteria as metrics to evaluate progress* | *R* | *R* | *R* |  |
| *Identify, encourage, and mentor prospective chapter leaders* | *R* | *R* | *R* |  |
| *Mentor elected officers by setting expectations and offering guidance with issues that arise.* | *R* | *S* | *I* |  |
| *Vice President(s), Secretary, and Treasurer report to the President.* | *R* | *S* | *S* |  |
| *Provide leadership to the profession, the Board and the membership.* | *R* | *S* | *S* |  |
| *Plan and chair regular Board and chapter meetings.* | *R* | *S* | *I* |  |
| *Manage all aspects of the chapter, whether internal, within INCOSE or external. Represent the chapter to INCOSE, and work with other chapter officers to ensure the interests of the chapter and INCOSE are properly represented.* | *R* | *S* | *S* |  |
| *Conduct elections for the following year* | *R* | *S* | *I* |  |
| *Update new list of officers in Connect and notify INCOSE by January 31* | *A* | *S* | *I* |  |
| *Mentor elected officers by setting expectations and offering guidance with issues that arise* | *R* | *S* | *S* |  |
| *Tracking/evaluation of plans and results & submitting for INCOSE Chapter Recognition* | *S* | *R* | *I* |  |
| *Recruiting new members of leadership team* | *R* | *R* | *R* |  |
| *Chapter Development – speakers for chapter meetings, tutorials* | *S* | *R* | *S* |  |
| *Membership – recruiting, retention/renewal* | *S* | *R* | *S* |  |
| *Ambassador/Promoters, CAB* | *S* | *R* | *I* |  |
| *Communications – event promotions, newsletters, website* | *S* | *S* | *R* |  |
| *Chair a chapter awards committee for Board/Member recognition* | *I* | *I* |  | *R* |
| *Leadership succession planning* | *R* | *S* | *S* | *S* |
| *Record minutes of chapter and Leadership Team/ Board meetings* | *I* | *I* | *R* |  |
| *Ensure chapter is responsible in all fiscal matters* | *S* | *S* | *R* |  |
| *Prepare an annual budget* | *S* | *S* | *R* |  |
| *Administer chapter income and payments with appropriate approval* | *A* | *I* | *R* |  |
| *Report income and expenses regularly at Board meetings* | *I* | *I* | *R* |  |
| *Ensure the chapter annual financial report is submitted to INCOSE main office by January 31* | *I* | *I* | *R* |  |

* + 1. Your Chapter RASI – *Complete with your officers by name, tailored Activities (particularly if you have additional officers and more extensive activities) and mutually agreed-to Responsibilities. You may want to wait and complete the RASI Roles and Responsibilities Chart after completing the rest of the Operational planning.*

*Make up your matrix in a table in Word or Excel. A blank sheet (Word) is included in Appendix A. Make part of the plan and. update if needed throughout the year.*

* 1. Chapter events

Chapter events, where possible, are planned around the strategic themes/topics identified from the Chapter Objectives developed above for the current year.

*Draft your Chapter Themes/Topics Here:*

* + 1. Chapter meetings, general themes and specific short term plan. *Next list the types of meetings for the next calendar year and identify the topics/themes you would like to have for chapter meetings and tutorial. Include networking and social events.*

*Complete the table below for Your Chapter (samples in blue italics)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Month | Type of Mtg | Theme | Possible Presentors | Other Notes |
| January | *Chapter Mtg* | *Planning Prep* | *Chapter President* | *Involve Chapter in planning* |
| February | *Chapter Mtg* | *Intro to Rqmnts mgmt* | *Rep from Rqmts Working Group* |  |
| March | *Tutorial* | *Requirements* | *Contact Rqmts WG for suggested Tutorial Presenter* | *6 hr on Sat with lunch - Holiday Inn* |
| April |  |  |  |  |
| May |  |  |  |  |
| June | *Chapter Picnic* | *Networking* |  | *Woodly Park, Catered* |
| July |  |  |  |  |
| August | *Family* | *Plant Tour* | *Nuclear Plant* |  |
| September |  |  |  |  |
| October |  |  |  |  |
| November |  |  |  |  |
| December | *Banquet* | *Annual Review/Awards* | *Invite David Long to speak* | *VFW Hall- Sell tickets* |

* + 1. Event Detailed Planning Sheets. *See below for a blank suggested event-planning template to be used as a work sheet to finalize details for each event.*

|  |  |
| --- | --- |
| Event | *Chapter Meeting* |
| Type | *Monthly regular meeting* |
| Date/Time | *Feb 29, 2014* |
| Location(s) & contact(s) info | *3M customer conference room* |
| Event Coordinator 7 contact info | *Jerry Jones* [*JJ@aol.com*](mailto:JJ@aol.com) |
| Main Topic | *How Systems Engineering applies to football* |
| Presenter/Lead & contact info | *Troy Akman* |
| Secondary Topic | *Intro to Rqmts Working Group* |
| Secondary Presenter & contact info | *Ivy Hooks* |
| Anticipated Attendance | *20* |
| Snacks/Food Respons/contact info | *Mini Tacos – C. Cheese,* [*CC@aol.com*](mailto:CC@aol.com) |
| Equipment Needed | *Projector, internet connection* |
| Electronic Banner Respons & contact info | *Jack Jones, VP JJ@gmail.com* |
| Date Notification to be sent | *1 week prior, 22Feb* |
| Webcast Coordinator & contact info | *Webhead Clinton wc@web.com* |
| Webcast Locations | *Bell, Raytheon, 3M* |
| Budget | *$100* |
|  |  |

* + 1. Capture attendance at all chapter events. *It is very important to get everyone to sign-in at every chapter event, contact email and with an indication if they are a member or visitor. This is vital for tracking how you are doing and for follow-up of visitors to try and recruit as members.*

NOTE: For chapter recognition, the percent of membership (at first of the year) attending events will be the basis for points.

* 1. Chapter Communications plans
     1. Communications keeps members and interested people informed about ongoing and upcoming events, as well as changes. *Communications also ensures ready access to knowledge needed by the chapter members and those interested in INCOSE and systems engineering. All the planning in the world does no good unless effectively communicated to those who need the information.*

*Effective communications helps create and maintain a vibrant chapter while poor communications can quickly stifle a chapter.*

* + 1. Website Plan. *You can host a website free on INCOSE [reference] or there are sites where you can post a simple site for free [reference]. While you have members that can create an elaborate site, maintenance of the site should be able to be done by people with limited knowledge. Your website says a lot about your chapter. If the site is not kept up to date, people will not visit it and there will be many missed opportunities for members and visitors. Links to good sites are on the Keys Wiki.*
       1. Minimum content
* Current list/contact information for Chapter leadership team
* Announcements for upcoming Chapter events. Try to keep at least 3 months upcoming events, even if not all information is available.
* If you have web meetings, post information how to join the meeting
* Link to [www.INCOSE.org](http://www.INCOSE.org)

|  |  |
| --- | --- |
| Where Hosted – ISP, web URL |  |
| ISP contact info |  |
| Webmaster contact info |  |
| Webmaster backups contact info |  |
| Cost per month if not free |  |
| Planned update frequency |  |
| Days prior to events that information is due to webmaster |  |

* + 1. Newsletter. Chapter newsletters can be hard or soft copy. There are excellent examples of both in the wiki.

The unique content, apart from header, credits, etc., should be at least 500 words. It might include an update by the President, reports on the last event, teaser for the next event, technical reviews, etc. Newsletters are a great place to introduce new members.

|  |  |
| --- | --- |
| Form – hard or soft copy |  |
| Target length |  |
| Editor |  |
| Content Assignments |  |
| New Member Introductions |  |
|  |  |
| When to be sent |  |

* + 1. Separate event notification e.g. emails, texts, Facebook, etc. In addition to the website and newsletters, it is recommended that email reminders be sent to a couple of days before each event.

|  |  |
| --- | --- |
| Responsibility to send |  |
| Content responsibility |  |
| When content is due to sender |  |
| When email are to be sent |  |
|  |  |
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* + 1. Ambassador/promoter activities

Ambassador/promoters are chapter members who serve as liaison with local companies, universities, other societies, etc. They promote chapter activities in their assigned organization through email, posters, the other organization’s newsletters/website, and the like. They have a coordinator on the leadership team and also bring back ideas and requests from their organization. It is recommended they review the training PowerPoint on the Keys Wiki.

|  |  |  |  |
| --- | --- | --- | --- |
| Leadership Team Liaison to Ambassadors | *Name* | *Contact info* | *Trained?* |
|  |  |  |  |
| Organization | Ambassador/promoter | Contact Info | Trained? |
|  |  |  |  |
|  |  |  |  |
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* 1. Chapter Membership plans

The objective for the Chapter membership plans is to recruit new members and minimize loss of existing members. First set goals for new members and for retention, expressed as numbers and also percent of existing membership at the beginning of the year.

#### One simple step to both goals is to have new member introductions in newsletter and/or website; also introduce them at the next chapter meeting after they join.

* + 1. Recruiting activities; goals for percent new members

*If you want to gain 10 members and have 100 members in January, your goal would be 10%.*

*Write your Chapter Recruiting Goal Here:*

Your Chapter’s Recruiting Activities (suggestions below)

| Recruiting Activity | Assigned Responsibility |
| --- | --- |
| *Prepare recruiting info packet* |  |
| *Distribute at chapter events* |  |
| *Distribute in other organizations* |  |
| *Door prizes for bringing a friend to a chapter event* |  |
| *Follow-up visitors to chapter events by phone and/or email* |  |
|  |  |

* + 1. Retention activities; goals for percent retention rates

Retention is the percentage of members who are up for renewal in a given year, who actually renew. New members who join during the year are not counted in the retention rate calculation. If 60 members are up for renewal at the end of the year, and 52 renew, then the retention rate is 52/60 = 87%.

*Write your Chapter Retention Goal Here*:

| Retention Activity | Assigned Responsibility |
| --- | --- |
| *Exciting chapter events* |  |
| *Promotion of Why be an INCOSE member* |  |
| *Promotion of INCOSE resources* |  |
| *Reminder before expiration* |  |
| *Follow-up for non-renewals* |  |
| *Survey for why did not renew* |  |
|  |  |
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* + 1. Start-up/support of local student division. This can be a challenge so there is an INCOSE Student Division chair, David Mason who can be contacted at [david.mason@incose.org](mailto:david.mason@incose.org).

To understand what is involved and how to get started, go to the Keys to Effective Chapters Wiki and look under Membership.

There is also a Student Division Charter template there.

*Write plans for student division*

* 1. Technical plans

Technical plans encompass working group activities, member certification, and leadership attendance at the International Workshop and the International Symposium.

* + 1. Chapter involvement with working groups. *The chapter should plan how to tap the knowledge within the working groups.* 
       1. International Working Groups. *Set a target for a number of chapter members to be involved with international working groups (set a numerical goal if easier, but then convert to percent of membership). There are two levels of participation you should consider -1) actively involved in phone meetings, working on products, attending IW and 2) following working groups of interest by getting on their mailing lists and reviewing their websites.*

*Write your Goals Here:*

*1 – Percent of membership actively involved in an international working group*

*2. Percent of membership following (but not actively involved) in an international working group*

* + - 1. Local Working Groups.Local working groups are chapter members who are passionate about a SE topic and want to form a working group within the chapter. It may or may not be connected to an international working group, although it would benefit if the same topic.

Local working groups should have at least 5 members and prepare a charter for review and approval by the chapter leadership team.

*Write your Goal Here for Local Working Groups:*

* + - 1. Presentation by Working Group at Chapter Meetings. There is much to be gained by tapping the expertise of the International and Local Working Groups for local chapter presentations. You can get WG contact information on the INCOSE website.

*Write your Plans Here for Working Groups Presentations and responsibility:*

* + 1. Member certification. Certification helps to instill standardized system engineering knowledge and is becoming increasing valuable to individuals and companies. *You should consider setting goals for new certifications for the current year, and the total number of active INCOSE members in your chapter that are certified.*

*Write your Certification Goals Here:*

*Percent of membership certified this year:*

*ASEP*

*CSEP*

*ESEP*

*Percent of membership actively certified in the chapter (total)*

*ASEP*

*CSEP*

*ESEP*

*Planned events dedicated to certification (chapter meeting, tutorials)*

* + 1. Leadership Team (elected or appointed) Attendance goal at IW

*Write your Goal Here:*

* + 1. Leadership Team (elected or appointed) Attendance goal at IS

*Write your Goal Here:*

* 1. INCOSE support plans
     1. Support to other chapters – mentor, unpaid speaker, financial

*Write your Plans Here for possible chapters who need help, speakers:*

* + 1. Joint work with other chapters for joint meetings, conferences

*Write your Plans Here for other chapters to consideration along with possible meetings/conferences:*

* + 1. Financial Support of INCOSE Foundation, etc

*Write your Plans Here to determine amount and how to involve members:*

* + 1. Nomination submitted for INCOSE award

*Write your Plans Here – possible candidates:*

* + 1. Promotion of IW and IS on website and at meetings

*Write your Plans Here – who is responsible and dates:*

* 1. Chapter Outreach and Collaboration plans
     1. Presentation to local company leaders about INCOSE & Chapter

*Write your Plans Here – ideas for possible companies to present to:*

* + 1. Joint Meetings with other associations

*Write your Plans Here for other associations to contact and responsibility*

* + 1. Speakers from CAB or other local companies

*Write your Plans Here for CAB/Other companies speakers and who is responsible to line up*

* + 1. Direct financial support or venue provided by CAB

*Write your Plans Here for CAB and type of support; also who to contact them:*

* + 1. Recruiting new local sponsors or international CAB companies

*Write your Plans Here for possible new local sponsors or CAB companies and team to contact them.*

* + 1. Chapter collaboration with/support of local schools/universities

*Write your Plans Here for schools/universities and possible collaboration projects*

* + 1. Chapter involvement with other civil, other entities

*Write your Plans Here for possible projects and possible entities*

* 1. Chapter Operations and Local Recognition
     1. Leadership team meetings – open to all interested members. Publish an agenda with the meeting notice with topics. Maintain and review a simple action item tracking list.
        1. *Quick review of all plan elements/goals/schedule/budget*

*Write your Plans Here for leadership team meeting dates, general agenda to be used.*

* + 1. Annual Election candidate publicity and elections. Set date and assign responsibility for lining up candidates and getting statements/biographical.

*Write your Plans Here for Election – call for candidates, election date, candidate statement/bio collection and publication dates. Assign responsibility – suggest Past President.*

* + 1. Use of electronic “banner” in meetings to promote activities

*Write your Plans Here for the banner topics and who is responsible to prepare by what date:*

* + 1. Chapter recognition awards for noteworthy contributions to chapter

*Write your Plans Here for what types of awards and how selection will be made:*

* + 1. Recognition/thank you letters to companies of officers and local award recipients

*Write your Plans Here for who will draft letter and send, date:*

* 1. Chapter Top Level schedule –attached a top level, milestone table (or simple milestone or Ghantt chart) with events/activities, dates from above plans all in one place.
  2. Chapter budget – simple table with income from Central and any fees to be collected, and planned expenses for activities and contributions to INCOSE/other chapters, etc. To be periodically updated (quarterly?) with actuals. The chapter should determine what minimum cash on hand they will maintain.

*Write Chapter’s minimum cash on hand to be maintained:*

**The leadership team should designate someone independent from the Treasurer to review/audit chapter financials periodically.**

*Assigned responsibility to review/audit books and when:*

Sample table with possible income and expenses

|  |  |  |
| --- | --- | --- |
| Income Source | Budget | Actuals |
| *Income based on membership from INCOSE* |  |  |
| *Fees to be collected at events* |  |  |
|  |  |  |
| Planned Expenses | Budget | Actuals |
| *Food for chapter events -* |  |  |
| *Web maintenance* |  |  |
| *Newsletters (paper)* |  |  |
| *Venue fees (meeting/tutorials)- show details* |  |  |
| *Subsidies for officer(s) attending IW* |  |  |
| *Office supplies – paper/ink, etc – show details* |  |  |
|  |  |  |
|  |  |  |