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INCOSE has benefitted from strong leadership and a growing active membership for over three decades. It has matured as a professional society, enhanced the foundation of systems engineering, and raised global awareness of the value of systems engineering. Now, we must aggressively create the future of INCOSE and our profession at a time when society needs us more than ever.

We have taken a major step forward with the addition of a full-time executive director. We will need to consider other full time staff members to increase support and services to our growing membership, to expand our influence on systems engineering, and to increase our impact globally. Most professional societies have a mix of full-time staff and member volunteers. INCOSE can learn from other societies such as IEEE and AIAA as we evolve our own model.

Our International Symposium and International Workshop in conjunction with our periodicals, the SE Handbook and the System Engineering Book of Knowledge have built a strong base for our future. Our plans for the future as embodied in our Vision 2035 and the continuous work of the FuSE initiative have thoughtfully considered our aspirations. Now we must execute.

All professional societies serve many customers. INCOSE is no different:

- 1. We must provide increasing value to our individual members—through education, certification, publications, conferences, and networking opportunities. And by establishing the importance of systems engineering to employers and society at large.
- 2. We must enhance our value to our corporate members—through improvements to systems engineering practices, building the work force, and celebrating excellent system engineering.
- 3. We must increase support for our chapters and our global communities—through local workshops and symposium, virtual products, and innovative programs to spread INCOSE to new regions where INCOSE is not well-represented.
- 4. We must strengthen support to our technical committees and volunteer organizations through enhanced IT and other support services.

INCOSE is at an inflection point—growing need, growing capabilities, and growing capacity. Let's work together to build our society, our profession, and our global community.