



INCOSE Operations Manual (IOM)

Version 2.1

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1.0 Scope

1.1 Purpose

The purpose of this operational manual is to provide overviews of the operations across INCOSE, including those areas led by volunteer operational leaders and those areas led and supported by INCOSE staff.

1.2 Objectives

The objective of the INCOSE Operational Manual (IOM) is to provide an overview of the duties and responsibilities of the operational leaders and staff supporting the organization. Collectively, the INCOSE Operations Manual replaces the following INCOSE policies – per approval of the INCOSE BOD in Q2 2024.

- ACD-101 Academic Council
- ADM-100 Administrative
- ADM-106 Remote Meetings
- CAB-100 CAB
- CAB-101 CAB Fees
- CER-100 Certification Program
- CER-101 Academic Equivalencies
- CHP-101 Chap Affiliation Sponsors
- CIO-100 Information Technology
- CIO-101 Personal Information Protection
- COM-100 MARCOM – COM-101 INCOSE Name/Logo
- COM-102 Advertising
- EVT-100 Events Committee
- EVT-101 Events
- FIN-100 Finance
- FIN-102 Travel Policy
- FIN-103 Chap Fin Supp
- MBR-100 Membership
- MBR-101 Member Fees
- PMC-100 Policy Management
- PMC-101 INCOSE Policy
- PUB-100 Pub Office
- PUB-101 Translation
- PUB-102 SE Journal
- PUB-104 Licensing Agree
- PUB-105 Collective Works
- SEC-100 Sector Directors
- SVC-100 Service Ops
- TEC-100 Tech Ops
- TEC-101 Sale & Distribution
- TEC-103 Standards
- TEC-107 Tech Products/Services

1.3 Change Authority

Approval authority for changes to this IOM lies with the functional volunteer leaders and staff heads of function. The specific change authority is listed for each section.

2.0 INCOSE Staffing

2.1 Administrative

Change Authority – Executive Director

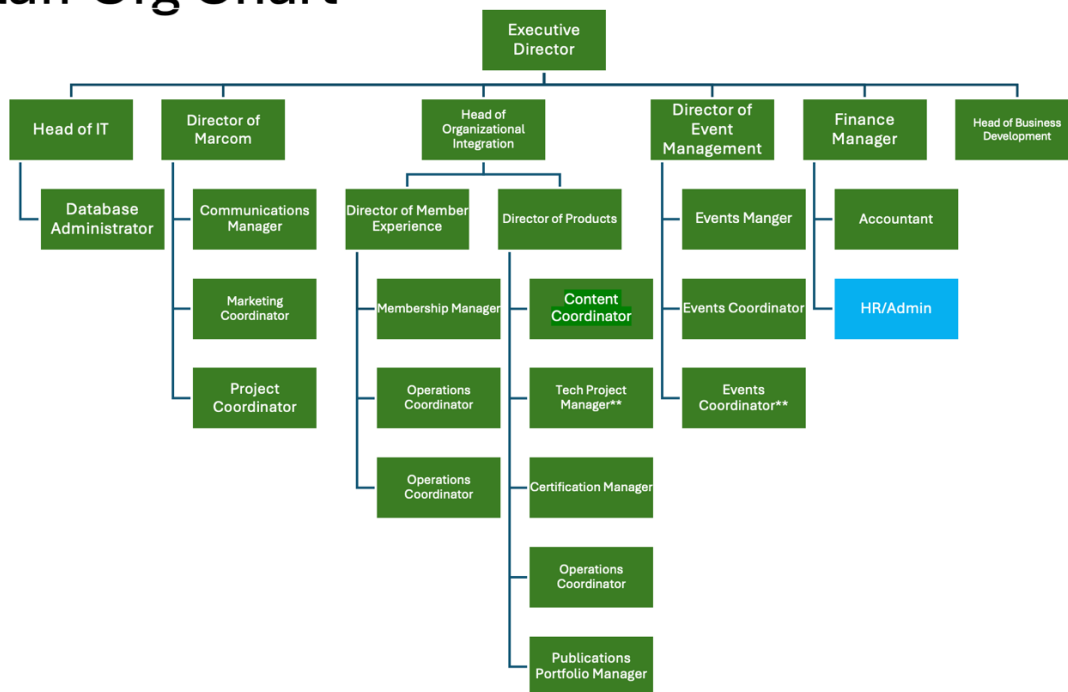
2.2 Staffing Overview

The mission of the staff of INCOSE is to support the operations and administration of the association, support the volunteer leaders, and achieve the goals set forth in the INCOSE strategic and tactical plans.

The staff is comprised of subject matter experts in their fields (IT, Marketing, Events, Association Mgmt., etc.). While some INCOSE staff has expertise within Systems Engineering, the SE thought leadership will always be volunteer driven. The staff of INCOSE are accountable to the Executive Director, who in turn reports to the Board of Directors.

As of April 2026, the following is the INCOSE Staff Organization chart:

Staff Org Chart



2.3 Independent Contractors

Independent Contractors may be used to support staffing functions when needed. Independent Contractor scope of work must be strictly project based and the contractor sets their own hours, uses their own tools, etc. Full time independent contractors have a maximum tenure of 12

months. Engagement beyond 12 months require a mandatory 1-month hiatus or a transition to employee status.

All Independent Contractors of INCOSE, regardless of function, must be approved by the Executive Director. As with all staffing functions, independent contractors all must be interviewed by and report into the correct staffing function in INCOSE. To avoid any doubt, independent contractors cannot report to volunteers.

All Independent Contractors must sign the INCOSE Independent Contract and accept the INCOSE terms and conditions. Only the Executive Director can authorize, sign, and execute an independent contract.

2.4 Conflicts of Interest

Conflicts of interest include situations where an individual's personal, financial, or external interests clash with professional duties. Conflicts categories include actual, perceived, and potential and extend to every role in INCOSE, including volunteer roles.

To avoid conflicts of interest across INCOSE operations, INCOSE staff and independent contractors cannot serve in volunteer leadership roles.

3.0 INCOSE Operations

3.1 Administrative

Change Authority – Executive Director

3.1.1 General

This section provides the framework for INCOSE administrative functions including the associated authority and responsibility for the administrative tasks and the INCOSE departments served. The Staff Operations Team will conduct the day-to-day operations and management of INCOSE.

Administrative Functions:

The Staff Operations Team will perform administrative functions will include, but are not limited to, the following:

- Will contract legal services, as needed, to assess legal matters of interest to INCOSE.
- Will arrange insurance coverage in keeping with best practices to ensure proper coverage in all current areas of exposure such as: General Liability, Directors and Officers, Crime, Cyber Security, Professional Liability, Event Cancellation or as required by policy.
- Will support meetings for approved activities in support of INCOSE (including, but not limited to, Committee meetings, Board of Directors meetings, Working Group meetings, Operational Leader Meetings, Sector meetings, Chapter meetings, Webinars and Virtual Events.)
- Will maintain a library of INCOSE documentation within the physical & virtual Administrative Office and on the INCOSE website.
- Will send out letters on INCOSE letterhead for formal communications, including but not limited to communications from the President and President-Elect, Letters of Designations, notification to the recipient of an INCOSE award, and formal correspondence with sister organizations (e.g., WFEO, IEEE, AIAA).

3.2 Membership

Change Authority – Executive Director and Board of Directors via Secretary

3.2a Eligibility

INCOSE membership extends to individual members and business entities, including corporations, governmental agencies, not-for-profit organizations and academic institutions organizations, via the INCOSE Corporate Advisory Board.

3.2.1 Individual Members

The purpose of this section is to describe the different categories of individual membership, membership fees, the collection of these fees, and the allocation of these fees to INCOSE HQ and to the relevant Chapters for full individual memberships. This applies to INCOSE Individual members, including Regular, Senior, and Student, across all Purchasing Power Parity (PPP) bands.

3.2.1.1 Definitions

Individual membership is categorized as Regular, Senior, and Student for purposes of the annual fees and dues structure and identification.

REGULAR – All individuals may become members upon payment of the annual fees and the acceptance of the membership application. Lifetime members are a special recognition category of regular membership.

SENIOR – Individual members qualify for the Senior category if they are at least 65 years of age at the start of the membership year.

STUDENT – Individual members qualify for as student if they are enrolled in a university or college as a student, not employed more than 1/4 time outside the university in which they are enrolled, and their course load is at least 3/4 of full time as defined by that university.

- For example, if the full-time student course load is 4 per semester, then the student must be enrolled in 3 or more courses to qualify for the student membership rate. Evidence is required from the institution to confirm Student membership status at enrollment and renewal.

FEES - The term "fees" identifies funds collected by INCOSE through memberships.

DUES - The term "dues" identifies the allocation of the fees to different INCOSE internal organizational entities, in particular INCOSE HQ and INCOSE Chapters.

3.2.1.2 Membership

Individuals may apply to join INCOSE through the automated process contained on www.incose.org. Individual members may elect any membership category for which they are eligible. INCOSE reserves the right to review any applicant and accept or reject the individual based on shared values, aligned personal and organizational mission, and past membership activities.

The annual individual member fees are shown in the INCOSE Membership Price List – Appendix A. Individual membership fees will be reviewed periodically in accordance with section 3.3.3.

Individual Membership of INCOSE will comply with the requirements of the INCOSE, including compliance with INCOSE membership sanctions. For additional information on INCOSE sanctions, please see Appendix B.

Any changes to membership fees must be approved by the INCOSE Board of Directors and will be communicated to the INCOSE membership at least 12 months in advance of activation. If a

Chapter with specific national legislation requires a longer notice period, they will be allowed a grace period to cover any difference between the global implementation date, and the point at which they are able to comply.

Each membership year is twelve (12) months long. For Regular, Senior, and Student members, the membership year begins upon enrollment with INCOSE and continues for twelve months, at which time it may be renewed.

The INCOSE Board may designate residents of certain countries to be eligible for reduced annual Individual member fees for regular membership category. The reduced rate will be based on the PPP of the per capita Gross National Income for each country based on the World Bank's World Development Indicators database. The PPP discount is automatically applied to the membership fee based on member's country of residence, not their affiliation to a chapter. Any discounts to Regular member fees due to PPP will be applied prior to determining the percentage dues for the local Chapter and INCOSE HQ.

3.2.1.3 Benefits

The list of included membership benefits is provided in the INCOSE Member Benefits Table - <https://www.incose.org/wp-content/uploads/2026/01/INCOSE-Membership-Benefits-Table.pdf>

Beyond the benefits noted in the list, there are some specific benefits to apply to certain groups:

- INCOSE Presidents on completion of their term receive Individual life-time membership.
- Senior members receive reduced rates for the registration and program fees for the International Symposium and International Workshop.
- Student members receive reduced rates for the registration and program fees for the International Symposium and International Workshop.

3.2.1.4 Chapter Membership Fees and Chapter Dues

Membership Fees - Individual members can be affiliated to a chapter or be "members-at-large" if there is no chapter affiliation. Most members pay their individual membership fees directly to INCOSE. However, there are some countries where members pay individual fees to the chapter, should the member desire chapter affiliation, based on an agreement between INCOSE and the chapter. These chapters are:

- AFIS – France
- GfSE – Germany, Austria, Luxembourg
- AISE – Italy
- INCOSE NL – The Netherlands
- IfSE – UK
- INCOSE SA – South Africa
- INCOSE Sweden – Sweden
- SESA - Australia

Individual member fees are payable upon initial enrollment with INCOSE, and subsequently at the start of each subsequent membership year.

Chapter Dues - A portion of the Individual member fees are retained by the Chapter. A percentage-based approach is used to determine how much of the member fees are retained by the Chapter, known as "Chapter dues", and how much is apportioned to INCOSE HQ. This percentage figure varies between distinct types of membership (Regular, Senior and Student) and may vary by chapter dependent upon an agreement between INCOSE and the chapter.

The set of percentage figures will be reviewed by the INCOSE Board of Directors every 3-5 years in alignment with the review of the membership fees.

If a chapter charges any additional fee on top of the standard membership fees, to provide additional services or enabling the bundling of multiple payments (e.g. for national professional registration) into a single payment, this additional fee is not included in the percentage-based calculations of Chapter dues.

3.2.1.5 Member Termination, including Non-payment of Membership Fees

An individual member must pay annual membership dues to remain a member. Individuals who do not pay dues within the prescribed renewal period, including any defined grace period, will be dropped from membership and considered non-members.

An Individual member dropped from INCOSE membership for non-payment of fees may be reinstated upon payment of the member's fees. If membership has lapsed, then the membership year for that member will change to a new 12-month year that starts with the renewal date.

The INCOSE Board of Directors reserves the right to deem a member to be not 'in good standing', based on the merits of the member's actions, and terminate their membership.

3.2.1.6 Student Members Transition to Regular Member Status

Student members are encouraged to continue their membership with INCOSE as Regular members once they are no longer eligible for student membership. To facilitate this transition, for the first two (2) years as a Regular member, the individual will be offered a reduced membership fee as detailed in Appendix A: INCOSE Membership Price List for PPP Band 1 and PPP Band 2 only. After this transition period, the individual will pay the full Regular membership fee of the appropriate PPP band.

A transition discounted Regular membership fee is not offered to regular members in PPP Band 3 or 4, as this band already offers a large discount on the Regular membership fee as detailed in Appendix A: INCOSE Membership Price List.

3.2.1.7 CAB Associates Transition to Regular Member Status

CAB Associates are encouraged to upgrade their membership with INCOSE to Regular membership status to take full advantage of the membership benefits offered. To facilitate this transition, for the first two (2) years as a Regular member, the individual will be offered a reduced membership fee as detailed in the Membership Price List for PPP Band 1 and PPP

Band 2 only. After this transition period, the individual will pay the full Regular membership fee of the appropriate PPP band.

A transition discounted Regular membership fee is not offered to regular members in PPP Band 3 or 4, as this band already offers a large discount on the Regular membership fee as detailed in Appendix A INCOSE Membership Price List. The CAB organization will be informed of the change of membership status with the number of CAB Associates adjusted accordingly.

The temporary change of membership status of a Regular member of a CAB organization to a CAB Associate and then back to a Regular membership status within a two-year period is not permitted.

3.2.1.8 Chapter Dues Collection

Chapter member data will be reconciled with the Chapter twice a year; January (for memberships paid in the months July to December of the preceding year) and July (for memberships paid in the months of January to June).

Chapter dues paid from INCOSE will occur following these reconciliation points, and only after the chapter meets the financial reporting requirement. Chapters that do not submit the required financial reports on time will receive their Chapter dues only after submitting those reports. Chapters that fail to submit the required financial reports within six (6) months after the end of the applicable reporting year will forfeit their eligibility to receive Chapter dues associated with that year.

Chapter dues paid to INCOSE will occur following these reconciliation points, or at least once a year in January.

Where a Chapter is collecting membership fees in its local currency, the following applies:

- A baseline exchange rate between the local currency and the US dollar will be established on an annual basis, using a rolling monthly average to smooth out fluctuations.
- This baseline exchange rate will be used when setting the INCOSE membership fee in that country for the next 12 months.
- During the year, membership fees will be collected in local currency, and the percentage of HQ dues will be paid at the prevailing exchange rate at the time of payment (expected to be shortly after one or both reconciliation points).

3.2.1.9 Baseline Chapter Funding

If the value of the sum of the Chapter dues apportioned to a Chapter falls below the Baseline Chapter Funding amount specified in the Appendix A INCOSE Membership Price List for the full calendar year, the Chapter will be given this guaranteed amount for their membership due for the year, subject to the constraint that they must have at least 25 active members at the second reconciliation point in the year, at which point the balance of the guaranteed amount will be made available to the Chapter.

This minimum figure will be guaranteed by INCOSE HQ and can be included in financial planning activities. If it becomes apparent that the Chapter is not using this minimum funding level to support worthwhile activities, then it will be withdrawn.

Should a Chapter find that they cannot operate without a loss, they will be able to request hardship funding from their Sector Director, subject to the provision of supporting Chapter financial data. If this situation persists for 2 consecutive years, then the full Chapter financial accounts will be reviewed. This review may assess the future viability of the Chapter.

3.2.1.10 Membership Directory

The membership directory will include names and contact information for Regular, Senior, and Student members, except those who have indicated a desire not to be included in the directory.

Release of the membership directory information for any use other than INCOSE official business must be compliant with the INCOSE Privacy Policy. New membership applications and renewal notices will afford members a means to elect or refuse:

- Inclusion of their names and personal information in the directory, and
- Distribution of their names and personal information for any other purposes.

3.2.2 Corporate Advisory Board (CAB) Associates

The purpose of this section is to describe the mission, composition, membership and benefits of INCOSE's Corporate Advisory Board (CAB). This applies to the members Corporate Advisory Board (CAB) and Chapter Affiliate Sponsors (CAS).

3.2.2.1 Definitions

CHAPTER AFFILIATE SPONSOR – an organization that locally sponsors an INCOSE chapter that collects its own membership fees (formally referred to as MOA chapter).

3.2.2.2 Mission

The mission of the CAB is to be the "voice" of the corporate stakeholders for INCOSE. The CAB is the collection of organizations that have satisfied the requirements of CAB membership as stated in the INCOSE Bylaws, who espouse Systems Engineering, and who employ or educate Systems Engineers. As such, the CAB will:

- Provide guidance on overall INCOSE direction, focus, and priorities.
- Provide a conduit between INCOSE and the CAB member organizations for information exchange.
- Encourage its members to support INCOSE activities.

3.2.2.3 Membership

CAB Membership

CAB Membership of INCOSE will comply with the requirements of the INCOSE, including compliance with INCOSE membership sanctions. For additional information on INCOSE sanctions, please see Appendix B.

CAB membership is based upon a set of bands which are related to the number of employees of the organization as detailed in Allocation of CAB Associates Table in Appendix A INCOSE Membership Price List. Employees, students and faculty members of CAB organizations may be

eligible to be CAB Associates. The annual membership fees for CAB membership are shown in Appendix A INCOSE Membership Price List.

CAB Membership fees will be reviewed periodically per section 3.3.3.3. The membership year begins 01 January. New CAB members will pay a full twelve (12) months of CAB membership fees upon joining, and the second membership year will be prorated accordingly based on the number of remaining months to align their renewal date to 01 January.

A CAB member dropped from INCOSE membership for non-payment of fees may be reinstated within 12 months of their inactive status at the current CAB membership rate without the need of an Initiation Fee payment.

If a CAB member divests a portion of its company, then the divested company will be considered a new CAB member upon submission of a CAB application and payment of the Annual Fees as shown in Appendix A INCOSE Membership Price List. The divested company will not be required to pay the Initiation Fee.

CAS Membership

As of May 1, 2026, chapters must acquire preapproval from INCOSE HQ prior to onboarding any new CAS organizations. Otherwise, any organization that desires its employees or students to obtain CAB benefits must officially join INCOSE as a corporate member.

Grandfathered CAS membership pricing is based upon a set of bands as detailed INCOSE Additional Services for Chapter Affiliations Sponsors Price List. Employees, students and faculty members of CAS organizations may be eligible for CAB Associate membership, as detailed above. CAS Membership fees and the membership year will be in accordance with the applicable Chapter membership year.

3.2.2.4 CAB Meetings

Each CAB member organization may send up to two representatives to a CAB meeting. Only one representative per CAB member organization will be eligible to vote at a CAB meeting. The CAB Representative must be an INCOSE CAB Associate and is encouraged to be a full INCOSE member. In the case where the CAB Representative is the CAB Chair and/or CAB Co-Chair, they must be a full INCOSE member.

The CAB will hold meetings twice a year in conjunction with the International Workshop (IW) and International Symposium (IS). On the months apart from the IW and IS, the CAB will hold a regular monthly meeting. The CAB will make notes and presentation material of all meetings available to the INCOSE Board of Directors.

3.2.2.5 CAB Leadership

The CAB will have a Chair and a Co-Chair. The Co-Chair will be elected by the CAB from those candidates nominated from the CAB organizations. The Co-Chair-Elect will then be installed by the CAB. The Co-Chair will serve in this position for two (2) years term, commencing on January 1. At the completion of the Chair's term, the Co-Chair will advance to the position of Chair and will be installed in this position. The Chair will serve in this position for two (2) years.

The CAB Chair and Co-Chair must be full members of INCOSE.

3.2.2.6 CAB Needs

The CAB will continuously provide INCOSE an updated list of CAB Needs. The Needs list provides the CAB an opportunity to identify specific goals and objectives for priority emphasis consistent with the INCOSE Vision, Mission and Strategic Objectives.

3.2.2.7 CAB Benefits

CAB member organizations will receive the following benefits. Note that Intellectual Property Rights and usage of INCOSE products by CAB organizations are governed by INCOSE IP Policy.

- CAB Associate benefits are defined by INCOSE Member Benefits Table.
- The ability to define its roster of CAB Associates, based on the CAB membership category.

Each CAB organization can identify those employees or students/faculty of the CAB organization to be CAB Associates.

- Representative Role on the Corporate Advisory Board.

The designated representative of each CAB member will be granted full INCOSE membership for the years they serve as their organization's CAB representative. The CAB representative alternate does not receive this benefit.

- Recognition in selected INCOSE publications

A hyperlink from the INCOSE CAB web home page to a URL provided by the CAB organization. The destination page will be provided by the CAB organization, subject to approval by INCOSE.

- Reduced rates on selected advertising within INCOSE
- A provision for CAB Associates to upgrade their membership to individual membership (full or student) at a discounted rate.
- Recognition in the International Symposium Brochure and Proceedings, and acknowledgement at both the International Workshop and International Symposium events.
- Access for the CAB Representative to the on-line INCOSE Membership Directory and the directory of CAB member organizations and representatives.
- Access for the CAB representative to INCOSE products as listed in Member Benefits Table.
- One registration for the International Workshop (primary CAB meeting) or the International Symposium for the CAB organization (excludes Very Small Organizations).
- Opportunity to nominate candidate(s) for the allocated CAB slots for INCOSE's Institute for Technical Leadership (TLI) each year.

- Academic CAB members are eligible to apply for Academic Equivalency for the INCOSE Systems Engineering Certification knowledge requirement in accordance with the Certification Equivalencies in section 8.2.

3.2.3 Academic Council

Change Authority – Academic Council Chair

The purpose of this section is to describe the mission, composition, membership and benefits of INCOSE's Academic Council (AC). This applies to the members of INCOSE's Academic Council.

3.2.3.1 Definitions

The AC consists of individuals affiliated with organizations that offer academic degrees (associate, bachelor's, master's, and/or doctorate) in systems engineering and systems engineering related programs and/or who may also conduct academic research in systems engineering and systems engineering related fields, and representatives of K12 education. The AC is the "Voice of the Academic Community" for INCOSE and acts altruistically, not transactionally.

No dues are associated with being a member of the AC.

Membership of the AC will comply with the requirements of the INCOSE Countries of Concern chart.

The following individuals may apply for membership to the AC:

- Any representative of an organization that offers systems engineering or systems related education in an institute of higher education.
- Any representative of K12 education in charge of curriculum design, ideally at least at the level of the county.
- Any tenured/tenure-track faculty that conducts research in systems engineering or a systems related field, if representation for his/her unit is not already present in the AC.
- Any faculty member pursuing the establishment of a systems engineering or systems engineering related educational program at their institution.

Membership to INCOSE is not a requirement to be a member of the AC for the first 3 years of service in the AC.

- The AC will anonymously vote admission of a member to the AC.
- The AC will anonymously vote each year on the roster of the AC. Members may be withdrawn from the AC if they are not engaged as per this policy.
- The AC may set a limit to the number of members to the AC.
- The AC will elect the Chair of the AC among the members of the AC that are also INCOSE members. The AC may recall the Chair of the AC. The Chair of the AC will

serve for a period of 2 years. The INCOSE Chair for Academic Matters cannot serve as the Chair of the AC.

The Chair of the AC will appoint a Deputy Chair. The AC will:

1. Evaluate and make recommendations regarding policy issues of relevance to the academic community to the Board of Directors.
2. Initiate and facilitate discussion and exploration of issues the AC members deem important to systems engineering academic community.
3. Evaluate and make recommendations on INCOSE products and services.
4. Assess the state and health of the systems engineering academic community every 3 years.
5. Nurture a healthy, internationally recognized systems engineering academic community, for example by proposing projects to Academic Matters.

Involvement in the AC is expected to be altruistic and not transactional.

The AC will meet physically or virtually at least twice annually in conjunction with INCOSE's International Symposium and its International Workshop. The AC may hold additional virtual meetings at the request of the AC Chair. Physical and virtual meetings of the AC will normally be open to all interested parties attending the International Workshop and International Symposium. However, at his/her discretion, the Chair of the AC may establish an executive session of the AC restricted to members only.

Only members of the AC in good standing may vote. An affirmative vote by a majority of the eligible voting members attending a meeting is required for a motion to pass.

Academic Council member organizations will receive no specific benefits for their service.

3.2.4 Sectors and Chapters

Change Authority – Board of Directors via Secretary, Executive Director, or Sector Directors

3.2.4.1 Sectors

To deal with its diversity, INCOSE is organized in 3 geographic sectors. This section describes the extent of the sectors.

Table 1 presents the three (3) INCOSE geographic sectors. Revisions to the composition of geographic sectors will be approved by the Board of Directors.

Sector Name	Number	Geographic Regions
Americas	I	Americas.
EMEA (Europe, Middle East, and Africa)	II	Europe, Africa, and Western Asia
Asia-Oceania	III	Eastern, Central, Southern and South-Eastern Asia and Oceania

Table 1 – INCOSE Geographic Sectors

3.2.4.2 Sector Directors

Sector Directors are the representatives of the Chapter Presidents that reside in their respective sectors. They will lead the coordination and collaboration of chapters within the sector on operational items such as events, leader orientation and training, governance, communication, and member engagement.

3.2.4.3 Chapters

INCOSE's membership operations are conducted via Chapters to serve our members. This section defines the rules for the formation of new Chapters, and for their governance. Specific geographic areas define each chapter.

3.2.4.3.1 Formation

Upon the request of the Sector Director, the Board of Directors may approve the formation and charter of a new Chapter and approve its territorial limits and sector. The proposed chapter must meet the following requirements:

- At least twenty-five (25) members of INCOSE, in good standing
- An initial governing body to include a President, President-Elect, Treasurer and Secretary
- Have held at least one local meeting or event
- Have a proposed first year operations plan

After chartering, INCOSE will provide a grant to each new Chapter. This new Chapter grant is equal to the Baseline Chapter funding amount defined in Appendix A: INCOSE Membership Price List. The INCOSE Price List provides the specific monetary amount of the grant.

Each Chapter will identify what Bylaws it is using for governance. Where national law requires a Chapter to establish its own Bylaws, the Chapter will establish Bylaws (and Policies, as appropriate) that are consistent with the INCOSE Bylaws and Policies posted on incose.org. Sector Directors review and approve Bylaws.

A Chapter's Bylaws and Policies should be posted on the chapter's website and on the shared Infrastructure (INCOSE Connect) for the chapter. The chapter should notify the Member Experience team of any revisions.

Where a Chapter does not hold its own local Bylaws, it will follow the INCOSE Bylaws and Policies, and provide declaration of such to INCOSE, along with the addendum of any exceptions, modification, or additions.

3.2.4.3.2 Governance

For a Chapter's governing body, each Chapter will have a President, President-Elect, Communication Director, and Treasurer, and such officers as the Bylaws of the Chapter may require. Each member of a Chapter's governing body must be individual members of INCOSE in good standing.

The initial governing body of a newly formed Chapter will govern for no more than two years in service at which time elections will be held to place members in the governing body. Elections will be held regularly with no holder of a single position in place for more than 3 years without being challenged through an election process. The positions of President, President-Elect, Communication Director, and Treasurer will be elected positions. Election notifications and results will be submitted to the Chapter's Sector Director. Data will be collected via form at the end of the year and shared with the Sector Director and INCOSE HQ.

Each Chapter will remain above the 25-member minimum size. Should a Chapter's membership size fall below this number, discussions will be held with the Sector Director to determine the way forward. This may include retaining its charter as a Chapter or merging with another Chapter, becoming a subchapter of a larger, stronger chapter (a hub), thereby retiring its own Chapter.

Each Chapter's governing body will meet a minimum of four times per year, with agenda and minutes recorded. Agenda and minutes will be posted on the appropriate MS Teams channel, chapter website, and/or Connect Community.

Chapter Presidents will submit a Chapter Report annually to their sector Director not later than March 15th, using a format provided by INCOSE. The report will include information related to membership status, Chapter activities, and Chapter successes and challenges.

Additionally, chapter treasurers will submit an EOY Financial Report, along with bank statements to accounting@incose.net in January. If the Chapter is required by the national government to provide an annual financial report, a copy or summary is sufficient to meet the financial status requirement.

Each US Chapter will maintain a Chapter bank account, with a minimum of two signatories from the Chapter's governing body and listing the INCOSE Executive Director or Finance Manager by name or position.

Each Chapter Treasurer will have the obligation to maintain adequate financial records to support a periodic accounting of money owed to/due from INCOSE. All Chapter expenses must be approved internally in accordance with the Chapter's bylaws and managed in a responsible and transparent manner. No individual may self-approve an expense. At least two authorized individuals must have access to the related financial records, including approvals, invoices, and receipts, which must be retained digitally for audit purposes and made available to INCOSE upon request at any time. The procedure for this reporting process is owned by the INCOSE Treasurer.

No Chapter will have the authority to act for or incur any financial obligation in the name of INCOSE without authorization from the INCOSE Board of Directors.

INCOSE will be responsible for incorporation as a non-profit organization, tax status, IRS filings and insurance for Chapters within the USA, unless required by state or other laws. The INCOSE Executive Director will provide guidance and assistance to include newly chartered Chapters in the USA as part of the national incorporation.

Chapters chartered outside the USA will be structured in a manner suitable to national laws governing their geographic area.

Each Chapter will make proper usage of the INCOSE name and logo.

3.2.4.3.3 Services

Each Chapter will hold at least one event annually, open to all members and non-members. The event shall be announced via the INCOSE Events calendar, the chapter's website, communicated via membership email, and/or social media platforms.

3.2.4.3.4 Re-activation

Sector Directors will reach out to Chapters in their sector where there is a lack of visible activity (no chapter events during the year, last Board of Directors election occurred more than one year previously, EOY report not submitted for the previous two years, bylaws not reviewed or published, website out of date). If successful, the existing governing body for the Chapter will be augmented or roles reassigned. This re-activated governing body will ensure the Chapter Bylaws and Policies are current.

The re-activated governing body will govern for no more than two years in service, at which time elections will be held to place members in the governing body. The Chapter will then follow the requirements listed under the three sections in this Policy titled Formation, Governance and Services.

3.2.4.3.5 Retirement

Sector Directors will reach out to Chapters in their sector where there is lack of visible activity. If there is no change after multiple attempts via multiple media (phone, email, internet, text, etc.) to multiple members in the Chapter over a 6-month period, the Chapter will be deemed inactive and will be retired.

The Sector Director will inform the INCOSE Board of Directors of the attempts to contact the Chapter. If deemed by the Board of Directors to retire the Chapter, refer to the section in this Policy titled Dissolution.

3.2.4.3.6 Revocation

Any activity performed by Chapters that is illegal or places INCOSE at risk, financially, reputational, or otherwise, will be considered as a breach. The Chapter President working with the responsible Sector Director will develop a remedial plan that eliminates the breach within 30 days of the initial notification. Any activity that is illegal or places INCOSE at risk, financially, reputational, or otherwise, will not be tolerated.

The Sector Director will inform the INCOSE Board of Directors of the breach and of any remedial plans. If deemed by the Board of Directors to revoke the Chapter, refer to the section of this Policy titled Dissolution.

3.2.4.3.7 Dissolution

A Chapter will immediately dissolve upon a vote by a majority of the INCOSE Board of Directors to dissolve such chapter.

Any Chapter proposed to be dissolved will be entitled to written notice specifying the grounds for such proposed dissolution, given at least ninety (90) days prior to the meeting at which such dissolution is to be voted upon, and will be entitled to be heard orally or in writing by the Board of Directors not less than five (5) days before the Board of Directors votes upon the dissolution of such Chapter.

Members affected shall be designated as "At-Large" in their region. Members may request assignment to a specific chapter at any time. Membership records will be updated accordingly.

The Chapter's bank account will be closed. Unless prohibited by national law, the Chapter will return all funds to INCOSE within thirty (30) days of receipt of written notice of dissolution.

3.3 Finance

Change Authority – Treasurer and Executive Director

3.3.1 Overview

This section lays the cornerstone of the INCOSE financial system in terms of the fiscal year, budget, authorities, responsibilities, expense disbursements, investment initiatives and auditing.

Budget Owners are responsible for allocated budget lines within the approved fiscal budget.

Budget Line-Item Managers, who report to Budget Owners, are responsible for one or more items within the budget line. Note: Budget Owners may also be Budget Line-Item Managers.

3.3.1.1 Fiscal Year

The fiscal year of INCOSE will be from 01 January to 31 December, inclusive. The BoD will approve and establish for each fiscal year a budget of revenues and expenditures. The INCOSE Membership Price List (see section 3.3.3) contains the BoD approved membership fees and INCOSE HQ/Chapter dues.

3.3.1.2 Yearly Budget Requests

Committees, Technical Operations, Services Operations, the Corporate Advisory Board (CAB), Officers, and other INCOSE entities that require budget resources will submit yearly budget requests.

3.3.1.3 Authority and Responsibilities

INCOSE will have a Crime policy in an amount not less than \$500k to protect against theft of INCOSE Funds.

The Treasurer oversees the compliance of financial operations. The INCOSE Staff is authorized and empowered on behalf of INCOSE to receive by device, bequest, donation, or otherwise, either real or personal property, and to hold the same absolutely or in trust, and to invest, re-invest, and manage the same and to apply said property and the income arising there from to the objectives of INCOSE. The staff will, with the support of the Budget and Planning Committee (BPC), and subject to BoD approval, have the power to allocate funds of INCOSE for the purposes of carrying out the objectives of INCOSE in accordance with the Bylaws and policy.

The Officers, Executive Director, Budget Owners, and Budget Line-Item Managers are authorized to commit funds for their area of responsibility, up to the total amounts identified for their respective line items in the annual, BoD approved, fiscal budget. Any request to commit funds more than their total approved budget will be submitted to the BPC for evaluation of the business case and recommendation to the BoD.

Budget Owners are allowed to reallocate funds between their detailed Budget Line Items without exceeding their total approved budget or introducing new Budget Line Items. Whenever an overrun of a Budget Line is anticipated more than ten percent (10%) or \$5,000 USD, whichever is less, the Budget Owner must receive written approval from the BPC to continue spending. If new Budget Line Items are envisaged by the Budget Owner, a request to the BPC for approval is required.

Individual INCOSE members should neither gain nor lose personal funds because of assignments on behalf of INCOSE. Assignments requiring reimbursement should be planned so that their costs remain within the budget allocated. A member desiring reimbursement must first obtain approval for the expense from the Budget Line-Item Manager before incurring the expense and then submit an expense report in accordance with the INCOSE Expense Reimbursement Procedure.

The Finance Manager will oversee the

- Distribution of a complete financial statement to BoD members and committee chairpersons monthly.
- Monitoring and maintenance of a minimum asset level of 35% of operating expenses.
- Monitoring total INCOSE funding and investing reserve funds in accordance with the provisions of Investment policy FIN-103.

All instruments for payment of money by INCOSE will be drawn in the name of INCOSE and signed by the Executive Director or a designated Officer in the absence of an Executive Director.

Budget Line-Item Managers will approve invoices pertaining to their respective budget line items prior to payment initially, with a second approval required from the Executive Director.

3.3.1.4 Investment Initiatives

Committees, Technical Operations, Services Operations, the CAB, Officers, and other INCOSE entities that have new initiatives not provided for in the approved fiscal budget may submit business cases to the BPC for evaluation and recommendation to the BoD.

3.3.1.5 Financial Audit

INCOSE will conduct an independent audit of its books no less frequently than every 2 years, on even years. The audit is not legally required and is instituted as good practice. Note that while the procedure indicates an audit at least every 2 years, INCOSE does follow the best practice of annual audits.

3.3.2 Travel

This section defines the approved conditions for travel reimbursement in support of executing the INCOSE strategic plan. Travel will be planned, conducted and reimbursed in alignment with documented INCOSE Guidelines and the Expense Reimbursement Procedure.

We seek fairness across INCOSE, and where we spend budget on travel, we seek to achieve impact.

Travel reimbursement should be reflected in the associated budget. All travelers requesting reimbursement for INCOSE travel must have approval to travel from the responsible Director or the related staff budget-holder before travel commences (FIN-FORM-01), even if it is identified in the current year budget. In no case can anyone self-approve travel. Travel approval and reimbursement will be consistent using FIN-FORM-02 Expense Reimbursement Form with the process depicted in the Expense Reimbursement Procedure.

Approved travel must include an estimated budget for the travel and utilize reasonable and cost-effective modes of travel. Approved travel reimbursements can still be declined if travel expenses are unreasonable for the trip (ex. A person drives 1,000 miles and expects mileage reimbursement vs taking a short inexpensive flight).

All travel requests will indicate a clear and thorough business purpose for all segments of the trip including the specific goal or objective supported. Potential travelers must complete the Travel Request Form FIN-FORM-01.

Other documentation necessary for reimbursement is described in Expense Reimbursement Procedure.

Given these principles, the following will be funded in accordance with established approved budgets and the indicated approval.

Travel reimbursement will only be completed upon submission and approval of the Expense Reimbursement Form FIN-FORM-02 (or online submission, if INCOSE adopts an integrated expense management application) completed in accordance with the Expense Reimbursement Procedure FIN-PROC-01.

INCOSE officers, directors and representatives who travel on behalf of the organization must abide by the code of conduct in the INCOSE Gifts and Hospitality Policy FIN-103.

3.3.3 Membership Fees

Change Authority – Board of Directors

3.3.3.1 Common Definitions

INCOSE Inflation Index (III) is the term used for a three-five-year cumulative average inflation percentage of the countries represented by the Chapters of INCOSE. It is calculated as part of the regular membership analysis and reported in the LST-104 INCOSE Inflation Index (III).

Purchasing Power Parity (PPP) is based on the per capita Gross National Income for each country based on the World Bank's World Development Indicators database.

3.3.3.2 INCOSE Members

The purpose of this section is to outline the review of membership fees and the recommended practice for determining the frequency for introducing an increase and the increase value itself.

3.3.3.2.1 Applicability

This section applies to INCOSE individual members, including Regular, Senior and Student, across all Purchasing Power Parity (PPP) bands. It does not include Corporate Advisory Board (CAB) membership fees.

3.3.3.2.2 Membership Fee Increase Frequency

Membership fees will be reviewed for potential increase every three (3) years by the Board of Directors (BoD). An increase in membership fees may be deferred by one (1) year, up to two (2) times, i.e., the membership fees are to be increased within five (5) years of the introduction of the current membership fees, with the first review or decision to defer no later than the three (3) year point.

Notification to members of the membership fee increase will be communicated at least 12 months before activation. The President will be responsible for communicating the new membership fees.

The three (3) year review cycle will be reset during the year the new membership fees take effect.

3.3.3.2.3 Membership Fee Increase Calculation

At the discretion of the BoD, the membership fee will be either

- 1) increased based on assessment of the INCOSE Inflation Index (III) over the three-five-year period, or
- 2) increased by ten percent (10%)

The actual new membership fee will be rounded up/down to the nearest \$5 USD.

The BoD will have the option to modify the percentage increase at their discretion. Modification will be based on the following, in order of execution:

Calculate the III for the past three years (see Definitions).

- Extrapolate the percentage amount for the next three (3) years based on the calculated III and forecast projections.
- Take into consideration other factors in addition to inflation, in particular any INCOSE investment initiatives to determine the membership fee percentage increase; and
- Round up/down the actual new membership fee to the nearest \$5 USD.

The percentage increase will be applied across all PPP bands shown in the LST-103 PPP list.

The new membership fee for Senior members will be calculated at 55% of the new membership fee for Regular members, rounded up/down to the nearest \$5 USD. This maintains the same discount level offered by INCOSE for Senior members.

The new membership fee for Student members will be calculated at 30% of the new membership fee for Regular members, rounded up/down to the nearest \$5 USD. This maintains the same discount level offered by INCOSE for Student members.

The new membership fee for Student members and CAB Associates transitioning to regular membership status will maintain the same discounted rate as described in policy MBR-100 and detailed in the Membership Price List.

Should a new membership fee come into effect during the two-year transition period, the calculated reduced membership fee will be based on the new membership fee. This maintains the same discount level offered by INCOSE for Student members and CAB Associates transitioning to regular membership status.

In summary the calculations of the new membership fees (NMF) are as follows –

- NMF for Regular member = $(100+III) \% \times \text{current membership fee}$ or $110\% \times \text{current membership fee}$
- NMF for Senior member = $55\% \times \text{NMF}$
- NMF for Student member = $30\% \times \text{NMF}$

There will be no adjustment for three (3) year or five (5) year membership fees which overlap with a membership fee increase period. The member will pay the membership fee amount current at the time of the payment year.

The Appendix A INCOSE Membership Price List will be updated accordingly, at the time the new membership fee is communicated to members.

3.3.3.3 Corporate Advisory Board (CAB)

The purpose of this section is to outline the review of CAB membership fees and the recommended practice for determining the frequency for introducing an increase and the increase value itself. This applies to INCOSE Corporate Advisory Board (CAB) members.

3.3.3.3.1 CAB Membership Fee Increase Frequency

CAB Membership fees will be reviewed for potential increase every three to five years by the Board of Directors (BoD). An increase in membership fees may be deferred by one (1) year, up to two (2) times, i.e. the membership fees are to be increased within five (5) years of the introduction of the current membership fees, with the first review or decision to defer no later than the three (3) year point.

Notification to CAB members of the membership fee increase will be communicated at least 12 months before activation. The President will be responsible for communicating the new membership fees. The three (3) year review cycle will be reset during the year the new membership fees take effect.

3.3.3.3.2 CAB Membership Fee Increase Calculation

The CAB Membership fee is comprised of two components – an Initiation Fee and the Current Fees. At the discretion of the BoD, the Current Fees will be increased by ten percent (10%) with the actual new fee rounded up/down to the nearest \$100 USD. The initiation fee can be

reviewed in the same period as reviewing the current fee. The initiation fee can be increased by up to 10% but doesn't necessarily need to be increased every 3 to 5 years. The need to increase can be reviewed based on administration costs, inflation, and any other considerations. In summary, the initiation fee may increase in the 3-5 years' period while the current fee will increase in the 3–5-year period. The BoD will have the option to modify the percentage increase at their discretion. Modification will be based on the following, in order of execution:

Calculate the III for the past three years (see Definitions).

- Extrapolate the percentage amount for the next three (3) years based on the calculated III and forecast projections.
- Take into consideration other factors in addition to inflation, in particular any INCOSE investment initiatives to determine the CAB membership fee percentage increase; and
- Round up/down the actual new CAB membership fee to the nearest \$100 USD. In summary the calculations of the CAB new membership fees (NMF) are as follows –
- $NMF = (100+III) \% \times \text{current membership fee}$, or
- $NMF = 110\% \times \text{current membership fee}$

There will be no adjustment for three (3) year or five (5) year CAB membership fees which overlap with a CAB membership fee increase period. The CAB organization will pay the CAB membership fee amount current at the time of the payment year.

The CAB Membership Price List, Appendix A, will be updated accordingly, at the time the new CAB membership fee is communicated to CAB members.

3.4 Alliances and Outreach

Change Authority – Executive Director or Head of Marketing

For alliance agreements, the Executive Director is responsible for the negotiation and execution of any external agreement, with support from INCOSE members where needed. The INCOSE staff will execute the processing of the Memorandum of Understanding for the alliance, coordinate the fulfillment of the agreement, and provide any support needed.

The Marketing Staff will support the Outreach in three areas: awareness building, managing alliance agreements, and coordinating/staffing external events.

For external events, the team will coordinate the support of the event through staff or volunteers, communicate with the external organization, and coordinate support materials (booth set up, etc.). The budget for INCOSE presence at external events must be submitted and approved by the Budget Committee.

4.0 INCOSE Information Technology

4.1 Overview

Change Authority – Head of IT

The Staff Information Technology (IT) team is responsible for the INCOSE technical infrastructure of all systems, including but not limited to the website, intranet, membership management system, email, and web events and all related information handling resources. The IT Team is led by the staff Head of IT.

1. The IT Team will be responsible for writing and maintaining practices related to the use of information technologies. Information technology practices involving a subset of INCOSE committees and working groups will be coordinated with representatives of the affected groups.
2. The IT function will create and maintain an IT infrastructure that supports communication and collaboration. This will include services such as, a website accessible to non-members, a web-enabled site accessible to members-only, membership management software, online INCOSE Product Store and product access capabilities, coordination of a membership e-mail distribution mechanism and other collaboration services.
3. The IT Team will maintain and provide means for access to an IT infrastructure that supports an archive of historical and active INCOSE documentation. The Executive Director is responsible for the storage and access of hard-copy documentation and the archive of physical media.
4. In accordance with good IT internal security practice, all key INCOSE information, draft work products, completed work products, presentations and documents (herein referred to as "INCOSE work") will be stored in INCOSE systems. INCOSE systems include the INCOSE email system (using Microsoft Exchange and Outlook), Microsoft Teams, SharePoint, and OneDrive. INCOSE work may also be stored on personal and work on computers, but a current copy should always be maintained on INCOSE systems.
5. Those who maintain INCOSE information systems (and thus have admin rights to the systems) including staff, employees, contractors, directors, and volunteers will maintain information in accordance with the wishes and direction of those managing the information. Those with admin access to systems will only access information or modify systems under the direction of those who manage the information based on their role. For example, admins may not add themselves or anyone else to a Team or Viva Engage community without the owner's explicit permission and may not access information in a Team of which they are not a member. Admins who assist users by creating Teams, Groups, or other information repositories (and thus are owners initially), will retrain the owner role only until the repository is established and then will remove themselves from the group, unless otherwise requested by the group's owner.

6. Information access within INCOSE is based on reasonable need. For example, the INCOSE membership function will have access to membership information and the INCOSE Marcom function will have access to marketing materials, campaigns, messages and social media posts, regardless of who created the information.
7. INCOSE IT shall create and manage all centralized accounts on outside systems used by INCOSE (such as Zoom, Vimeo, Smartsheet, etc.). Access will be established using an INCOSE email address, such as john.doe@incose.net (or any other INCOSE-owned domain) so that INCOSE maintains ultimate control over these accounts. Accounts created individually will not be supported, including financial reimbursement, by INCOSE.
8. It is natural for leaders in INCOSE to maintain lists of people in the groups they manage or support. Such lists must be maintained in accordance with good IT security and privacy policies, should contain only the information needed, and should be subject to the opt-in requests of those on the list (such as those who have chosen to join an INCOSE group). Opt-out and removal requests must be honored. Lists must be protected and not released to anyone for commercial or personal use outside of INCOSE.
9. The IT Team may also be supplemented by paid contracted resources as required and budgeted, to meet the needs of specialized or extended demands upon the IT solutions offered to the membership.

4.2 Use of INCOSE Email Systems

To ensure brand consistency, professionalism, and good information security practice, INCOSE employees and contractors must use the INCOSE email system (based on Microsoft Exchange and Outlook) whenever communicating with INCOSE members or with the public on behalf of INCOSE. Contractors who communicate only with their INCOSE contracting manager may be exempted from this policy at the discretion of their contracting manager.

INCOSE volunteer leaders, include Board of Directors, Committee Chairs and their deputies and assistants, including chapters and working groups, must use the INCOSE email system (based on Microsoft Exchange and Outlook) whenever communicating with their groups, and whenever representing INCOSE to the public. It is highly recommended that leaders use the INCOSE email system for all INCOSE communication, but occasional use of personal or work email systems, when necessary and limited in scope, will not be seen as violating this policy. Any use of work email systems must be in accordance with that company's policies for use of company email systems.

4.3 Remote Meetings

The purpose of this section is to ensure appropriate use of INCOSE Remote Meeting resources by the members, staff, and contractors of INCOSE.

Remote Meeting Resource Usage:

- INCOSE Remote Meeting Resource maintenance will be performed by the INCOSE Staff.
- The use of INCOSE Remote Meeting Resource accounts is restricted to INCOSE members, staff, and contractors and will be for official INCOSE business only. All use will be responsible, ethical and consistent with the INCOSE bylaws, policies and code of ethics. This includes:
 - Using the Remote Meeting resources for official INCOSE business only (i.e., not for personal, unauthorized, illegal or unethical purposes).
 - Respecting the privacy of others by not misrepresenting oneself as another user; by not modifying material presented by others; by not presenting materials that may reasonably be construed to be offensive by others; and by not interfering with the use of Remote Meeting Resources by other users.
 - Presenting only authorized materials (i.e., unclassified, non-proprietary, author-approved).
- INCOSE may impose restrictions, such as time limits or types of use, on anyone using the INCOSE Remote Meeting Resource accounts.
- INCOSE reserves the right to monitor use of the INCOSE Remote Meeting Resource accounts to ensure compliance with this policy.
- INCOSE may disallow an individual or group from using INCOSE Remote Meeting Resource accounts if behavior in conflict with this policy is observed.

5.0 INCOSE Marketing and Communications (MarCom)

5.1 Overview

Change Authority – Director of Marketing

The Marketing and Communications (MarCom) function is led by the Director of Marketing and supported by the MarCom team.

1. The Director of Marketing will develop and maintain the marketing and communications portions of the INCOSE strategic plans. These include leadership in keeping the INCOSE brand relevant and consistent; advertising of INCOSE in selected communications channels; and bringing advertising to the INCOSE audience, to mention a few.
2. MarCom will be responsible for managing and producing member publications, including the quarterly INCOSE newsletter and the monthly In Focus.
3. MarCom will be responsible for the production and management of the INCOSE Podcast, including sourcing interview subjects, recording, editing, and promotions.
4. MarCom will be responsible for the creation of the Annual Report, including collecting content and data from volunteers and staff, design and formatting, reviews, and publication/promotion.
5. MarCom will be responsible for the writing and maintenance of practices related to marketing campaigns and communications. These practices will include criteria for endorsement by INCOSE, practices relevant to all communications channels, and guidance for information exchange with people and groups outside INCOSE. Marketing and communications practices involving a subset of INCOSE committees, working groups, and staff will be coordinated with representatives of the affected groups.
6. MarCom will be responsible for assisting with the publishing and advertising of INCOSE Events, technical products, and other information (Member Communications, Press Releases, Messages from Leadership, and Webinars, to name a few), such as videos, infographics, and promotional materials. The Operational Staff is responsible for the printing of any required hard copies, storage, and distribution of hard copies and storage of available digital media. The MarCom function is responsible for conveying publications guidelines for layout and format of these products, and for facilitating execution of the publications process to ensure communications to a global, diverse audience in an equitable and inclusive manner.

5.2 Use of INCOSE Name and Logo

The proper usage of the INCOSE name and logotype and associated logos is vital to maintaining a consistent public image of the organization and its various elements. This section applies to any individual, group, or organization using the INCOSE logo and/or an associated logo.

5.2.1 Logos

- An Associated Logo is a logo designating any INCOSE activity, event, product, or service.
- The INCOSE logotype consists of the name INCOSE in the distinctive typeface appearing under a lined globe. All elements contribute to the logotype's originality and will not be amended or manipulated in any way. Only official versions of the logotype will be covered by the following usage guidelines and according to the INCOSE Brand Guidelines.
- All associated logos must be paired with the official INCOSE logo for any use external to INCOSE, and preferably within INCOSE.

5.2.2 Logo Usage

The INCOSE name and logotype and associated logos will be used on:

- All approved INCOSE activities, events, products and services, in accordance with format and labeling standards established by Technical Operations and Services Operations with support from Staff Marketing.
- Working draft and review products, in accordance with product format and labeling standards enforced by Technical Operations and Services Operations with support from Staff Marketing.
- All approved INCOSE informational materials, newsletters, and brochures.
- The INCOSE website and electronic communications with the members.
- Approved INCOSE groups on social media sites.
- Signage or advertising materials used to promote an INCOSE event.
- Formal communications from the INCOSE Administrative Office or by its officers conducting approved INCOSE business.
- Applications and other forms used by INCOSE to collect information, such as membership or chapter charter applications.
- Approved INCOSE business cards used by present and former directors, officers, chapter officers, employees, or other persons authorized by the Board of Directors. Business cards are intended for the conduct of approved INCOSE business.
- Presentation materials and handouts for INCOSE meetings.
- INCOSE awards.
- Press releases and other communications conducted under media relations.

INCOSE Groups

- INCOSE Groups, including Chapters, Initiatives, Product teams, Publication teams, Committees, Events teams, Sectors and Working Groups will use the INCOSE name

and logotype and may use associated logos in the conduct and creation of INCOSE activities, events, products, and/or services. Groups will use the INCOSE logo and associated logos as follows:

- On products in accordance with product format and labeling standards enforced by Technical Operations and Services Operations with support from Staff Marketing.
- On informational materials, newsletters, and brochures explicitly identified as being produced by the Chapters, Initiatives, Products, Publications, Sectors and Working Groups.
- On Web sites, with a link from the INCOSE logo to the INCOSE home page and from the associated logo to an associated logo home page.
- On signage and advertising for all INCOSE events and meetings.
- On presentation materials and handouts for all INCOSE meetings.
- On all INCOSE awards.
- On letters to local sponsors, speakers, and other professional societies for official INCOSE business.

Affiliate Organizations

- INCOSE Affiliate Organizations may use the INCOSE name and logotype, and associated logos as follows given that the usage is consistent with the affiliation agreement:
- Affiliate products, informational materials, newsletters, and brochures explicitly labeled as being produced by the affiliate organization.
- On the Affiliate Organization's website, with a link from the logo to the INCOSE home page and/or the associated logo page.
- Signage and advertising for affiliate events and meetings.
- Presentation materials and handouts for affiliate meetings.
- Affiliate awards.
- Letters to local sponsors, speakers, and other professional societies for official Affiliate business, under the following conditions:
 - The affiliation with INCOSE is clearly indicated.
 - Usage of the Official INCOSE Logo or associated logos could not reasonably be interpreted as purporting to represent INCOSE.

Individual Members

- The INCOSE name and associated logos and logotype may be used by members acting on behalf of INCOSE. Members may request approval to use the INCOSE name or INCOSE logotype and associated logos as follows:

- The request for use of the INCOSE logo and/or associated logos will be submitted to the Staff Head of Marketing indicating the name and nature of the work, the publisher or dissemination medium, and a copy of the work for review.
- The Staff Head of Marketing and/or their contractor or volunteer delegate will evaluate the request. The evaluation will be made against the following criteria and conditions:
 - Value added to the discipline of systems engineering.
 - Reputation of the editor and publisher, if any.
 - Presence of undue product liability to INCOSE.
 - Conditions related to royalties, product liability, and other trademark restrictions. If such conditions exist, the Staff Director of Marketing will consult with other Board members as appropriate.
- The Academic Equivalency, ASEP, CSEP, and ESEP logos may be used as appropriate by currently certified Systems Engineering Professionals on their business cards or personal business stationery.

Prohibited Uses

- The INCOSE name and logotype and/or associated logos may not be used by members acting independently:
- In letters of endorsement from members acting on their own behalf.
- In communications to other organizations and individuals that state or imply a position or an opinion of INCOSE that has not been approved by INCOSE.
- On a business card that contains affiliation information not related to INCOSE, such as an individual's personal business or hiring organization.

Terms "Member of INCOSE" and "Fellow of INCOSE" may be used as appropriate by members on their business cards or personal business stationery. Other designations may be presented for BoD approval.

Current branding guidelines for the official and associated logos can be found on the Marketing and Communications webpage. Staff Marketing may provide multiple alternate renderings of the INCOSE logo to enable it to be used effectively on different backgrounds and products.

Any desired customization or logo creation must be approved by the Staff Head of Marketing.

5.3 Advertising

INCOSE will provide advertising services to internal and external groups to increase awareness of products, services, and opportunities relevant to the systems engineering community, and to generate revenue.

This section applies to all internal and external stakeholders with an interest in advertising to the global INCOSE community. This does not apply to specific sector or chapter-level advertising

opportunities. This does not apply to advertising opportunities provided by partner organizations, such as Wiley publications.

5.3.1 Items

- Website (incose.org)
- Social media channels
- INCOSE podcast
- Newsletter: Quarterly newsletter sent by INCOSE to the INCOSE community
- In Focus: Monthly email sent by INCOSE to the INCOSE community
- Digital Magazines and Journals

5.3.2 External Advertising

Advertising opportunities and prices are listed in the INCOSE Advertising Media Kit located on the INCOSE website.

INCOSE Marketing and Communications must approve all advertisements prior to publishing to ensure:

- External group is one from whom it is appropriate and legal to accept advertising.
- Advertising content is consistent with INCOSE values, principles, and code of ethics.
- Compliance with branding guidelines.
- All advertisements follow the advertising schedule as listed in the INCOSE Advertising Media Kit.
- Advertising opportunities for INCOSE internal groups (including but not limited to Sectors, Chapters, Working Groups, and Initiatives).

5.3.3 Internal Advertising

Advertising for internal groups in INCOSE across all digital media is free. This service is available based on space constraints, at the discretion of the Director for Marketing and Communications and must be requested via the INCOSE Internal Events Promotion Form.

5.3.4 Advertising Opportunities for External Groups

- Advertising opportunities for all external groups are specified in the INCOSE Advertising Media Kit.
- Advertising discounts are available to CAB member organizations and are specified in the INCOSE Advertising Media Kit.

6.0 INCOSE Technical Operations

6.1 Overview

Change Authority – Technical Operations Chair, Director of Organizational Integration, Director of Product

6.1.1 Leadership

Within the volunteer leadership, there is an appointed Chair leading each main function who may also appoint Assistant Chairs for specific functional support. The INCOSE staff Director of Product supports all development of technical products and holds primary authority the execution process.

6.1.1.1 Deputy Chairs

Deputy Chairs are appointed in support of the specific Operational position (Technical Operations Chair and Services Chair). Upon nomination, the President of the Board shall appoint members of INCOSE as Deputy Chairs.

Deputy Chairs serve a 2-year term as Deputy with the intent that the Deputy matriculates to the Operational Chair role they support at the end of that term.

6.1.1.2 Assistant Chairs

Assistant Chair are appointed in support of a particular Operational position. Operational Chairs may appoint Assistant Chairs and communicate this appointment to the Board. Should an Operational Chair desire to create a new Assistant Chair role, the role needs to be approved by the Board. However, Operational Chairs have full authority to eliminate an Assistant Chair role.

The length of term for an Assistant Chair will be recommended by the supported Chair and approved by the President and will be a maximum of three years. In the year that the term of an Assistant Chair concludes and at least one (1) month prior to end of the term, the supported Chair and President will authorize either:

- continuation of the position and the length of the new term, or
- elimination of the position.

An Assistant Chair should serve for no more than two terms.

6.2 Technical Operations

The purpose of Technical Operations (TechOps) is to advance world-class systems engineering through activities that result in products which enable systems engineering growth and practice. TechOps includes Working Groups, Project Teams, and the governance of each.

- **Technical Activities:** Any activity that falls under the responsibility of the members of INCOSE TechOps. Technical Operations is increasingly orienting working group activities toward product development—including guides, primers, models, and

standards—as the primary vehicle for advancing systems engineering practice. Promotional activities, event contributions, and webinar-oriented efforts are being transitioned toward Services. This shift reflects the organization's evolving direction; current working groups engaged in these activities will continue to be supported during the transition.

- **Working Groups:** Working Groups (WG) are sustaining groups which address a specific topic area. WG membership is open to INCOSE members. Working groups are established through an official charter as approved by the Technical Operations Chair. Working groups are advertised to the INCOSE community at <https://www.incose.org/communities/working-groups-initiatives>.
- **Project Teams:** Project Teams are temporary groups which work on a specific project. Project teams are established through an official charter as approved by the Technical Operations Chair. Project team membership is typically static and is assigned at project formation. Project Teams are led by a Project Team Leader (not a Chair).
- **TechOps Matrix:** The TechOps Matrix describes the scope of TechOps activities in terms of enabling systems engineering disciplines and application sectors, consisting of Transformational Enablers, Analytic Enablers, Process Enablers, and Application Domains. Working Groups are assigned to specific areas within the Matrix to enable focused effort of coordination (Governance). The TechOps Matrix will be posted on the INCOSE website. The TechOps Matrix Enablers (rows) and Application Sectors (columns) and the Working Groups associated with each will evolve over time to meet the changing needs of INCOSE.

Policy Content — TechOps Infrastructure

The TechOps Infrastructure comprises the following leadership positions:

- **Technical Operations Chair:** Leads the TechOps organization and is accountable for the proper implementation of this policy.
- **Deputy Technical Operations Chair:** Supports the Technical Operations Chair and serves as successor designate.
- **FuSE Lead:** Coordinates the Future of Systems Engineering initiative.
- **Assistant Chair, Working Group Coordination (Applications Domains):** Ensures Working Groups within Application Domains have resources and guidance for successful charter implementation.
- **Assistant Chair, Working Group Coordination (Practice Enablers):** Ensures Working Groups within Practice Enablers have resources and guidance for successful charter implementation.
- **Assistant Chair, Working Group Coordination (Foundation Enablers):** Ensures Working Groups within Foundation Enablers have resources and guidance for successful charter implementation.

- **Assistant Chair, Working Group Coordination (Research Enablers):** Ensures Working Groups within Research Enablers have resources and guidance for successful charter implementation.
- **Assistant Chair, Working Group Coordination (Tools and Environment Enablers):** Ensures Working Groups within Tools and Environment Enablers have resources and guidance for successful charter implementation.
- **Assistant Chair, Project Team Coordination:** Ensures Project Teams have resources, oversight, and coordination for successful execution of their charters.
- **Assistant Chair, Standards Development:** Oversees the approach for INCOSE involvement with standards organizations and coordinates the resources for this involvement.
- **Deputy Assistant Chair, Standards Development (×2):** Supports the Assistant Chair, Standards Development in executing standards coordination activities.
- **Assistant Chair, IS Tech Ops Coordination:** Provides Technical Operations representation to the International Symposium and works with the Technical Program Committee to ensure full representation of Working Groups and Project Teams.
- **Deputy Assistant Chair, IS Tech Ops Coordination:** Supports the Assistant Chair, IS Tech Ops Coordination.
- **Assistant Chair, Technical Product Development:** Ensures that the outputs of Working Groups and Project Teams undergo the processes established for product development and publication.
- **Deputy Assistant Chair, Technical Product Development:** Supports the Assistant Chair, Technical Product Development.
- **Assistant Chair, Technical Review:** Ensures technical products meet quality and review standards prior to publication.
- **Deputy Assistant Chair, Technical Review:** Supports the Assistant Chair, Technical Review.

Leadership assignments are posted on <https://www.incose.org/communities/technical-operations/>

Additional leadership exists within the Working Groups and Project Teams, as designated by the associated approved charters:

- Working Group Chairs (including Co-Chairs)
- Project Team Leaders

All Technical Operations leadership positions will be required to be INCOSE regular or senior members.

Authority and Responsibilities

The Technical Operations Chair is accountable for the proper implementation of this policy, the effective interactions with other areas of INCOSE, appropriate interactions with other policies, and sufficient staffing and resources required to execute this policy. Furthermore, the Technical Operations Chair has the responsibility to process temporary deviations from this policy as needed with approval from the BoD.

The Assistant Chairs within TechOps work to identify, prioritize, and initiate technical activities within their assigned area considering the input from key stakeholders including the Technical Operations Chair, members of the BoD, other Assistant Chairs, relevant TechOps members, and representatives from the Corporate Advisory Board.

Policy Requirements

Technical Operations Roles & Responsibilities:

- The Technical Operations Chair will lead the TechOps organization.
- Working Groups and Project Teams will be part of the TechOps Infrastructure.
- Working Groups and Project Teams will be overseen by one of the Assistant Chairs.

The TechOps organization will maintain descriptions of the roles and responsibilities of its members. Working Groups and Project Teams may send out periodic updates to and receive feedback from interested people.

Methods of Appointment:

- The Technical Operations Chair is appointed by the BoD on the recommendation of the President.
- The Deputy Technical Operations Chair is appointed by the BoD on the recommendation of the President.
- Other TechOps positions are appointed by the Technical Operations Chair.

Terms of Office:

- The term of office of the Technical Operations Chair is defined in BOM.
- The term of office of the Deputy Technical Operations Chair is concurrent with the term of the Technical Operations Chair.

Terms of office of other TechOps leadership are either three (3) years for positions without a deputy and two (2) years for positions that have a deputy, except for the Standards Development leadership terms which are set at three (3) years. It is recommended that no more than 50% of TechOps leadership end their terms of office at the same time.

The term of office of the Deputy Assistant Chair will be concurrent with the term of the Assistant Chair. TechOps Assistant Chairs appointed for three (3) years may be appointed for a second full term.

6.2.1 Working Groups and Project Teams

Technical Operations Working Groups create the resources practitioners need. Discuss, collaborate, share in person and online across multiple Working Groups and Project Teams with a wide diversity of interests. INCOSE Working Groups create products, present panels, develop and review standards.

INCOSE members in Working Groups and Project Teams can:

- Bring value to other INCOSE stakeholders in the specific topic area,
- Build expertise and contacts,
- Help develop and review international standards,
- Share information across Working Groups, and
- Create products to advance the state, art, and practice of systems engineering.

Working Group and Project Team membership:

- Members of these Working Groups and Project Teams must be full INCOSE members (i.e., regular, senior, or student). Exceptions may be granted on a case-by-case basis with approval by the Technical Chair.
- Members of INCOSE Alliances may participate in related Working Groups and Project Teams per their collaboration agreement.
- TechOps Initiatives may provide resources to advance the use of INCOSE products by any group, within or outside of INCOSE, with approval by the Technical Chair.

To support the Working Groups, the following procedures, templates, and forms are available:

- Working Group Guide(s) – maintained on the Technical Operations Teams platform and available via INCOSE Connect (<https://connect.incose.org/>).
 - Prior INCOSE procedures, now maintained by Technical Operations:
 - TEC-PROC-01 WG Creation and Retirement Process
 - TEC-PROC-04 Best Paper Awards
 - TEC-PROC-05 Best Paper Submission and Evaluation Procedure
 - TEC-FORM-05 INCOSE Symposium Submission and Reviewer Categorization

6.2.2 Standards Development

This section defines the INCOSE process for participating in standards development, and the endorsement of resulting standards. Participation is also subject to any applicable criteria in an established INCOSE collaboration agreement. This applies to anyone representing or sponsored by INCOSE and involved in any standards development activity.

For this section, the term standard also refers to standards-related documents like guides, handbooks, technical specifications, technical reports, etc.

6.2.2.1 Participation in Standards Development

- INCOSE will participate in the development of national, international, and other standards, where such participation is deemed to be of benefit to INCOSE and its members.
- Table 4 lists the four levels of participation and their corresponding levels of approval.

Type of Participation	Participation Category	Endorsing Agent: Intent to Participate	Approval Authority: Participation Plan
Correspondence	C	Technical Operations Chair	None Required
Review	R	INCOSE Representative	Assistant Chair, Standards Development
Ballot	B	Technical Operations Chair	Technical Operations Chair
Joint Development	D	Technical Operations Chair	INCOSE Board of Directors

Table 4 – Levels of Standards Participation

- When an entity within INCOSE wishes to participate in a standards development effort at levels B or D, it will provide a memo describing the intent to participate (see the next sub-section) to the Assistant Chair for Standards Development who will provide copies to the Technical Chair.
 - Category D participation requires a collaboration agreement with the INCOSE Executive Director.
- Other participation categories will be forwarded to the Technical Chair for guidance.

6.2.2.2 Intent to Participate in Standards Development

The Assistant Chair for Standards Development will review each Intent to Participate in Standards Development to ensure the effort is aligned with INCOSE goals.

The Intent to Participate in Standards Development will be submitted using TEC-FORM-03. The form includes background information, the details of the proposed participation, its justification, its interrelationships, and possibly a draft joint working agreement.

6.2.2.3 Standards Participation Plan

Following endorsement of the Intent to Participate in Standards Development by the appropriate agent, a formal Standards Participation Plan (at the Standards Development Organization [SDO] level listing INCOSE's participation in the standardization projects) will be drafted by the Assistant Chair for Standards Development, in conjunction with the originator of the Intent to Participate in Standards Development.

Standards Participation Plan will be approved at the appropriate level prior to commencing participation with the SDO.

The Standards Participation Plan will be developed using TEC-FORM-04 and will update and expand upon the Intent to Participate in Standards Development. The form includes background information, the details of the proposed participation, its justification, its interrelationships, and a final joint working agreement.

6.2.2.4 Justification

Justification for each participant in Joint Development activities will be provided to the Technical Chair for concurrence.

This justification should show the evaluation criteria used, and the other candidates considered in the selection process.

Specific data regarding evaluation of candidates will be treated as confidential information.

6.2.2.5 Maintenance

- The Assistant Chair for Standards Development will, in conjunction with the Technical Chair, establish and maintain a Standards webpage on the INCOSE website that provides the following information for all standards activities with INCOSE participation:
 - List of standards currently being supported
 - Type of Participation
 - Name(s) of participating INCOSE Working Group(s) with contact information and name of designated INCOSE primary point of contact representative(s) with contact information
 - What the current approved revision of the standard is
 - Summary of ongoing activity on this standard
 - Compilation of known Systems Engineering Standards by SDO
- The Category D Standards Participation Plan is filed with the Staff Director of Operations, with a copy to the Assistant Chair for Standards Development.
- Regular status of each standard development effort will be monitored by the Assistant Chair for Standards Development.
 - Regular status of each standard development effort will be reported to the Technical Chair.
- The Technical Chair will recommend to the BoD the termination of any Standards development effort which, on balance, has ceased to be of benefit to INCOSE or its members.

6.2.2.6 Standards Endorsement

Standards may be endorsed by INCOSE, as indicated by the approval signature of the Technical Chair.

6.2.3 Technical Products and Delivery

There are several facets of Technical Products, specifically Technical Operations and Service Operations (see Section 7), including Certification.

This section provides information on the development of INCOSE and Affiliate Technical Products. INCOSE Technical Products are distributed in accordance with Section 6.2.4.

6.2.3.1 Definitions

- **A Product:** Information made by a person or people which is intended to be given to other people to use, consume, or learn from for free or for a price.
- **Non-Technical Product:** Product not in scope for this policy including advertisements, flyers, etc. that do not provide technical information or knowledge.
- **INCOSE Technical Product:** Product which has been properly INCOSE branded, sufficiently reviewed by INCOSE for technical content, INCOSE business scope, and cleared for intellectual property. INCOSE owns the copyright for the product.
- **INCOSE Affiliate Product:** An INCOSE Affiliate Product is a technical product usually developed outside the INCOSE development process, which is made by an INCOSE member, chapter, partner(s), or in cooperation with partner(s); then allowed by INCOSE HQ to be distributed from INCOSE HQ channels. In this case, the author(s) own the copyright and take(s) primary responsibility for proper branding, intellectual property, content quality, and appropriate citations with INCOSE HQ oversight based on this policy and related procedure. INCOSE reserves the right not to distribute the product in case it does not comply with INCOSE vision, mission, objectives, and business scope. The INCOSE HQ pricing and distribution of these types of products will be decided on a case-by-case basis by the Director of Product with guidance from the INCOSE Board of Directors (or chartered delegates).

6.2.3.2 Product Plan and Approvals

Active contribution and involvement across all the relevant parts of the INCOSE organization and the Board of Directors is required to focus efforts on INCOSE Technical Product generation with the highest quality.

To ensure the high quality of INCOSE Technical Products, a plan (Technical Product Plan [TPP]) will be created, reviewed, approved, and maintained. The TPP submission form is maintained at: <https://forms.office.com/r/9M84v3PG0e>.

The plan will include key roles & responsibilities, deliverables, and decision gates for the entire lifecycle including development, verification, validation, maintenance, and retirement. The plan may contain appropriate appendices. Plans will address making the product accessible to a broad range of INCOSE members. This includes hearing access and vision access for people with disabilities and to benefit non-native speakers. The plan will include periodic obsolescence/improvement reviews by the developer(s) (i.e., annually).

The plan will be approved by the applicable INCOSE Chair (Technical Chair for WG-created products, Services Chair for Services-created products, etc.). The INCOSE Chair ensures the planned INCOSE or Affiliate Technical Product or Service is aligned with INCOSE vision, mission, objectives, and business scope. Other stakeholders are included in the product development and review to assure proper content, support, and execution. In case the scope of the planned INCOSE or Affiliate Technical Product exceeds the responsibility of the INCOSE Chair, the plan will be approved by the INCOSE President.

6.2.3.3 Developing Products

Technical product development process and guidance is maintained at <https://www.incose.org/resources-publications/technical-products/> and on <https://www.incose.org/communities/technical-operations/>. Following this guidance ensures INCOSE Technical Products are efficiently developed and effectively delivered to targeted customers to maximize impact. Sufficient planning and organizational review prior to development by volunteer members ensures that valuable volunteer time is not wasted. This planning will also ensure high-quality INCOSE Technical Products are being created that will reach the broadest audience while being supported over time. Lastly, it addresses INCOSE's expectations for technical products made by or with INCOSE affiliates that are desired to be distributed by INCOSE HQ.

This process applies to all INCOSE teams (whether an INCOSE member or not) conceptualizing, planning, contributing to, or updating an INCOSE or Affiliate Product or Service as defined above. This does not apply to INCOSE Non-Technical Products, as defined above.

Active contribution and involvement across all Technical Operations and the Board of Directors is required to focus efforts on Technical Product generation with the highest quality.

6.2.4 Sale & Distribution of Technical Information

This section establishes the guidelines for high-quality INCOSE Technical Products which have sufficient value to generate sales in the global technical information marketplace. This applies to anyone involved in producing and distributing INCOSE Technical Products (INCOSE Chapters, INCOSE Working Groups, INCOSE Initiatives, INCOSE Student Division, INCOSE Technical Operations, INCOSE Administration, INCOSE Board of Directors, and INCOSE Corporate Advisory Board).

6.2.4.1 Definitions

- **INCOSE Technical Product:** INCOSE Technical Product is Systems Engineering information which has been properly INCOSE branded, sufficiently reviewed by INCOSE for technical content and INCOSE principles, cleared for intellectual property and then offered by INCOSE to anyone different than the authors to consume or learn from either for free or for a price. Either INCOSE owns the copyright, or the author(s) have given permission for INCOSE to use.
- **Product from an INCOSE member, chapter, or partner:** A technical product developed outside the INCOSE development process which is made by an INCOSE member, chapter, or partner; then allowed by INCOSE to distribute from INCOSE

sources. In this case, the author(s) own the copyright and take(s) primary responsibility for proper branding, intellectual property, content quality, and appropriate citations with INCOSE oversight. The INCOSE pricing and distribution of these types of products will be decided on a case-by-case basis by the Director of Product.

7.0 Services

Change Authority – Services Chair and Director of Product

The primary objective of Services is to provide value through impactful activities. This relates to all facets of systems engineering across all sectors of application.

7.1 Service Development and Delivery

This section provides guidelines for the development of INCOSE Services that may be distributed by INCOSE. Following this ensures INCOSE Services are efficiently developed and effectively delivered to targeted customers to maximize impact. Sufficient planning and organizational review prior to development by volunteer members ensures that valuable volunteer time is not wasted. This planning will also ensure high-quality INCOSE Services are being created that will reach the broadest audience while being supported over time. Lastly, it addresses INCOSE's expectations for services made by or with INCOSE affiliates that are desired to be distributed by INCOSE HQ.

This section applies to all INCOSE teams (whether an INCOSE member or not) conceptualizing, planning, contributing to, or updating an INCOSE Service as defined below.

7.1.1 Definitions

- **A Service:** An act of helpful activity. Within INCOSE, service refers to an activity which supports the systems engineering community with professional development, recognition, networking, and/or engagement with systems engineering material.
- **INCOSE Service:** A service which has been properly INCOSE branded, sufficiently reviewed by INCOSE for technical content, INCOSE business scope, and cleared for intellectual property. Services include, but are not limited to, Education and Training, Certification, Events, Community Offerings, development of new services, and governance of each.
- **Certification** – The action or process of providing someone with an official document attesting to a status or level of achievement. Within INCOSE, certification refers to the INCOSE Systems Engineering Professional (SEP) program.
- **Education** – The process of receiving or giving systematic instruction, especially at a school or university. Within INCOSE, education is the process of receiving or giving systematic instruction related to systems engineering, especially at a school or university.
- **Training** – The action of teaching a person a particular skill or type of behavior. Within INCOSE, training is teaching a person a particular skill or type of behavior related to systems engineering.

7.1.2 Services Leadership

Services include the following leadership positions:

- Services Chair
- Deputy Services Chair
- Assistant Chair, Education and Training
- Assistant Chair, Certification
- Assistant Chair, Community Offerings
- TLI Leader

These leadership positions will be required to be INCOSE regular or senior members.

The Services Chair is accountable for the effective interactions with other areas of INCOSE, appropriate interactions with other policies, and sufficient staffing and resources required to execute volunteer operations. Furthermore, the Services Chair has the responsibility to process temporary deviations from this policy as needed with approval from the INCOSE Board of Directors (BoD).

Services Assistant Chairs who have staff support serve primarily as subject-matter champions and validators. They help scope requirements, ensure the quality and relevance of systems engineering content, and collaborate with staff to identify needs and opportunities. INCOSE staff assumes primary responsibility for the provisioning, specification, delivery, and operational execution of services. The Assistant Chairs within Services will work to identify, prioritize, and initiate service activities within their assigned area considering the input from key stakeholders including the Services Chair, members of the BoD, other AstDs, and relevant Services members.

Roles & Responsibilities:

- The Services Chair will lead the Services organization.
- The Deputy Services Chair will support the Services Chair as needed.
- The Services Assistant Chairs and their roles are:
 - **Certification** Serve as a subject-matter expert ensuring the systems engineering knowledge areas are accurately represented in the certification program. Provide strategic guidance to the Director of Product and the Certification Manager on the quality and relevance of certification content and identify valuable opportunities and emerging needs for systems engineers. All operations of the certification program are the responsibility of INCOSE staff.
 - **Education and Training** Lead the INCOSE education and training activities and ensure the successful planning and execution of INCOSE education and training initiatives.
 - **Community Offerings** Lead and coordinate the delivery of virtual community offerings (i.e., webinars, system exchange cafés, and "Spotlight On" discussions), develop and improve specific offerings, and consider changes / new offerings as needed to ensure there is a range of virtual activities that

engage the members and potential members of INCOSE with conversation and discussions about systems-related topics.

The Services organization will maintain descriptions of the roles and responsibilities of its leadership.

7.1.3 Developing Services

Active contribution and involvement across all the relevant parts of the INCOSE organization and the Board of Directors is required to focus efforts on INCOSE Service generation with the highest quality.

To ensure the high quality of INCOSE Services, a Service Operations Plan (ServOps Plan) will be created, reviewed, and approved. The plan will include key roles & responsibilities, deliverables, and decision gates for the entire lifecycle including development, verification, validation, operation, maintenance, and retirement. The plan may contain appropriate appendices. Plans will address making the service accessible to a broad range of INCOSE members. This includes hearing access and vision access for people with disabilities and to benefit non-native speakers. The plan will include periodic obsolescence/improvement reviews by the developer(s) (i.e., annually).

The plan will be approved by the INCOSE Services Chair. The INCOSE Chair ensures the planned INCOSE Service is aligned with INCOSE vision, mission, objectives, and business scope. Other stakeholders are encouraged to be approvers as shown in the Process Models for services below as well to help ensure proper support and execution. In case the scope of the planned INCOSE Service exceeds the responsibility of the INCOSE Chair, the plan will be approved by the INCOSE President. Relevant INCOSE procedures (SVC-PROC-01 Service Operations Development Procedure) will be followed when planning and developing an INCOSE Service. The same procedure will be used as a guideline when assessing candidate INCOSE Services for potential distribution.

To support this, Services also has SVC-FORM-01 Service Operations Plan Guidance.

7.2 Certification

7.2.1 INCOSE Professional Certification Program

This section provides information on the Certification Program Roles and Responsibilities for the administration of the program. This applies to the volunteers and staff who administrate and operate the INCOSE Certification Program.

7.2.1.1 Definitions

- **Associate Systems Engineering Professional (ASEP):** provides recognition of SE knowledge based on the INCOSE SE Handbook.
- **Certified Systems Engineering Professional (CSEP):** recognizes those who have demonstrated a baseline of SE knowledge and experience.

- **Expert Systems Engineering Professional (ESEP):** recognizes those who have demonstrated extensive experience and leadership in the practice of systems engineering.
- **Certification Application Reviewer (CAR):** is a volunteer who agrees to assess certification applications following the formal INCOSE Certification review process.
- **Academic Equivalency Reviewer:** is a volunteer who agrees to assess Academic Equivalency applications following the formal INCOSE Certification review process.
- **Exam Item Developer:** is a volunteer who agrees to write, edit, or review new content for the INCOSE knowledge exam.
- **Certification Advisory Group (CAG):** is a group of INCOSE volunteers and professionals who provide strategic advice, subject-matter expertise, and planning support to the Certification Program.

7.2.1.2 Certification Program Roles and Responsibilities

The Certification Program is incorporated in INCOSE Services. The Director of Product and the Certification Manager hold primary operational responsibility for the program.

The Assistant Chair – Certification (AD Certification) serves as a volunteer subject-matter expert whose primary responsibilities are:

- Providing strategic guidance and subject-matter expertise to ensure the quality and relevance of systems engineering knowledge areas represented in the certification program.
- Identifying needs and valuable opportunities for systems engineers, including potential micro-credential opportunities and other professional development pathways.
- Working with the Director of Product and the Certification Manager to align the Certification Program's strategic direction with the INCOSE strategic direction.

The INCOSE Executive Director is responsible for approving and signing Memoranda of Agreement/Understanding between INCOSE and other organizations relating to Certification.

The Certification Advisory Group (CAG) is a strategic advisory body that works collaboratively with the AD Certification and staff to identify needs, explore opportunities (such as micro-credential programs or other value-added offerings), and provide recommendations on certification content and direction. The CAG does not hold policy-setting authority or approval authority; its role is advisory and consultative. Recommendations from the CAG are evaluated and acted upon by the AD Certification, the Director of Product, and the Certification Manager as appropriate.

CARs volunteer to INCOSE for reviewing applications for certification. Each CAR will sign a volunteer agreement with INCOSE and undertake regular training on the review process.

Selection and Terms for Certification Program Participants

The method of selection and terms of office for those participating in the Professional Certification Program are shown in Table 5.

Title	Criteria	Method	By Whom	Term
CAG Member	A current individual INCOSE member who is knowledgeable about the INCOSE Certification Program, as demonstrated through being a current CSEP, ESEP, Academic Equivalency Reviewer, Academic Equivalency university POC, Exam Item Development volunteer, or a professional with certification program development or administration experience. Note: (1) Representation from all three sectors in the CAG is strived for.	Appointed	Recommended by the CAG, the Certification Program Manager, a member of the INCOSE Board of Directors, or a Chapter President. Nominated by the AD Certification. Appointed by the President.	3-year terms beginning at the end of the International Symposium (IS) and continuing through the end of the IS three years later, or as required to fill vacancies. Can serve for two full consecutive terms. Must have a minimum of 3 years grace period following two full consecutive terms before eligible to serve again.
Certification Application Reviewers (CARs)	—	Agreement	Services Chair	2 years, volunteer agreement, subject to renewal
Academic Equivalency Reviewers	SEP with experience as a Senior CAR or as a faculty member whose university program has been approved for AcEq	Agreement	Services Chair	2 years, volunteer agreement, subject to renewal
Exam Item Developers	ASEP, CSEP, or ESEP	Agreement	Services Chair	2 years, volunteer agreement, subject to renewal
Assistant Chair – Certification	See PDD-103	Appointed	President	2-year term beginning at the start of the IS through to the start of the IS in 2 years.

Table 5 – Terms of Office for Certification Program Participants

The Certification Program has the following procedures and templates. Note: These documents are currently under review and being updated.

- CER-PROC-01 INCOSE SEP Certification Program Definition and Requirements
- CER-PROC-02 INCOSE SEP Certification Operational Procedures
- CER-PROC-03 INCOSE SEP Certification Experience Applicable for Certification
- CER-PROC-04 SEP Certification Guidelines for ASEP and CSEP Recertification
- CER-TEMP-01 Corporate Certification MOA Template

7.2.2 Certification Equivalencies

The purpose of this section is to define the nature of INCOSE Certification equivalencies and the requirements governing the execution of equivalencies. Equivalencies are activities that meet or exceed one or more requirements of the INCOSE certification levels and are granted upon agreement to administrative terms. Equivalency may be granted toward INCOSE's ASEP and CSEP certification levels or toward one or more requirements of a certification or renewal. Equivalency may not be granted toward ESEP.

Equivalency will not be given to programs that are primarily offered as for-profit entities, such as professional training providers. It is reserved for credit-granting academic degree programs, professional societies, and government agencies.

Programs perceived to represent competition with INCOSE's Certification Program may not be approved for equivalency by the AD Certification.

Retroactive equivalency (for individuals who achieved their equivalent degree or certification prior to the recognition of that program as equivalent) is not given.

7.2.2.1 Definitions

- **Academic Equivalency:** — A relationship between credit-earning university coursework and the INCOSE Certification knowledge requirement, such that a student who earns sufficient scores in courses approved by INCOSE, and meets administrative requirements, will be allowed to bypass the INCOSE knowledge exam in seeking ASEP or CSEP certification.
- **Coursework:** — Defined as one or more classes that contribute to a degree at that university; the student does not have to pursue the degree to complete the academic equivalency (only the course). Each class must include at least 30 hours of guided learning in addition to assessments and independent learning.

7.2.2.2 Primary Objectives

The primary objectives of INCOSE Certification equivalencies are:

- To recognize paths to granting or renewing INCOSE Certification other than the primary paths through INCOSE.
- To encourage use of the INCOSE Systems Engineering Handbook in the university classroom.
- To promote INCOSE as the premier professional society for systems engineering; and
- To enable obtainment of INCOSE Certification through demonstration of knowledge and experience in languages other than English.

7.2.2.3 Academic Equivalencies

Academic equivalencies are recognized relationships with specific university coursework, and candidates who use academic equivalencies only bypass the knowledge exam. INCOSE Certification equivalencies are not intended to remove the requirement for INCOSE individual membership or application fees. Where equivalencies are offered, the following administrative requirements still apply:

- Candidates through equivalencies must meet the same individual membership requirements as candidates through standard paths for INCOSE certifications.
- SEPs granted through equivalencies must meet the same renewal requirements as SEPs through standard paths, unless otherwise specified.
- Candidates and SEPs must pay full application and renewal fees, unless otherwise specified.

Universities applying for and maintaining academic equivalencies also have administrative requirements:

- University is a paying member of the INCOSE CAB or local INCOSE chapter equivalent, as described in section 5.2.4.3.
- INCOSE SE Handbook is required material in courses.
- Program has a current INCOSE CSEP or ESEP affiliated.
- Students get high marks (definition varies by program and approved at time of equivalency) in all required courses.
- Applies to students who start the required courses after the equivalency is granted to those courses.

The primary technical requirement for academic equivalencies is a mapping of how the proposed equivalent coursework assesses against the published learning objectives from the INCOSE knowledge exam. This mapping and supporting materials are reviewed by trained volunteer reviewers from the Certification Program. Academic Equivalency agreements are three years long, with renewal available, unless otherwise agreed to between INCOSE and the University.

7.2.2.4 General Equivalency Policies

INCOSE Certification equivalencies may be granted toward any combination of the following Certification requirements, through documentation of an alternate assessment method or assessing body:

- Knowledge of the INCOSE Systems Engineering Handbook, according to the published INCOSE certification learning objectives.
- Qualifying, technical education.
- Systems Engineering experience of sufficient breadth and depth.
- Systems Engineering experience confirmation, provided by someone familiar with the candidate's work.
- Continuing education and professional development as required for certification renewal.

The review of a program's successful achievement of any equivalency is performed by trained reviewers, appointed by the AD Certification. The AD Certification has approval authority over equivalencies, with advisory input from the CAG as appropriate. Equivalency agreements are negotiated by the Certification PM and signed by the INCOSE Executive Director.

7.3 Systems Engineering Tools Database (SETDB)

The Systems Engineering Tools Database (SETDB) was jointly created by INCOSE and Project Performance International (PPI) through an alliance agreement. The SETDB helps you to find appropriate software tools and cloud services that support your engineering activities. To access the SETDB, you need to be an INCOSE member logged in to the INCOSE website, or a PPI alumnus, alumna, or guest logged in to PPI's Systems Engineering Goldmine website, from which you can navigate to a SETDB landing page without further login. The home page is mainly for the benefit of members of the engineering community who are not already members of INCOSE or account holders with PPI, to gain exposure to the SETDB. You can explore the live SETDB tool, tool vendor, and tool categories list from this page (see [Explore SETDB with limited access](#) below). This page also provides access for Tool Vendors to register and list their tools, and login access for SETDB administration.

TEC-FORM-08 Systems Engineering Tools Database (SETDB) Tool Vendor User Terms of Use is available for all tool vendors in the SETDB.

8.0 Publications

Change Authority – Director of Product and Editors

8.1 Publications Team

This section sets out the charter of the Publications Team. This team exists to manage and develop successful INCOSE publications within the scope of the team.

8.1.1 Roles and Responsibilities

- The Director of Product provides leadership oversight of the Publications Team.
- The Director of Product is the budget owner for Publications, assisted by the Executive Director.

8.1.2 Overview

The Publications Team will be the point of contact of INCOSE to produce all publications that are approved INCOSE technical products and for all INCOSE publications that are available for sale to the public. Services for the production, promotion, sales, and distribution of the publications may be performed by contracted publishers, and the Publications Office will be the point of contact for these contracted services. Within INCOSE, the Staff Head of Marketing is responsible for promotion, and the Staff generally is responsible for sales and distribution. The generation of content for publications is the responsibility of the editors of each publication.

8.1.3 Publications Team

Will:

- Manage contractual relationships with contracted publishers.
- Negotiate changes to contracts with contracted publishers in preparation for approval by the Executive Director.
- Identify opportunities for potential projects and products that may lead to increased impact or revenue to INCOSE. These projects may derive from existing or future INCOSE products, or they may be in response to suggestions from a publisher or other potential collaborator.
- Provide support to INCOSE Technical Operations, INCOSE Chapters, or strategic partners to explore possible publishing projects and products; and
- Propose pricing for INCOSE publications based on market research and, as appropriate, contracts with publishers.
- Maintain all Publications Team records and reports on INCOSE Connect (<https://connect.incose.org/>).
- Perform a managing editor function to:

- Ensure that publication dates are met and that communications with publications staff and publishers are accomplished in a timely way.
- Collect and monitor statistics regarding distribution and impact of publications; and
- Interact with the editors of each publication to provide timely reporting to the Executive Director and INCOSE Board of Directors.
- Perform an intellectual property manager function to:
 - Monitor INCOSE copyrights; and
 - Provide advice to INCOSE chapters and members on intellectual property issues.
 - Monitor IP releases for compliance with restrictions on Proprietary or Export Controlled information.
 - Monitor compliance with issues with sales and distribution of technical information that might be restricted because of sanctions, as described in policy ADM-106.
 - Monitor compliance with global issues with sales and distribution of technical information, particularly considering compliance with regulations regarding protection of privacy information.

8.2 Translation of INCOSE Products

This section establishes the guidelines for translating, from one language into another, products for which INCOSE holds the copyrights, contractual agreements, or permission to disseminate. This includes technical publications such as the Systems Engineering Handbook (copyright owned by John Wiley & Sons, Inc.) and articles such as those within INSIGHT. Specific agreements must be established between INCOSE and each chapter or affiliated organization that proposes to translate a document into another language.

8.2.1 Overview

INCOSE protects its intellectual property per INCOSE policy ADM-103 IP but supports unlimited rights of INCOSE chapters and organizations affiliated with INCOSE that desire to translate INCOSE technical information into other languages. INCOSE ownership will be acknowledged on every page containing INCOSE content. Products that predate 23 July 2009 will have the acknowledgement added at the next update. This is accomplished using the procedure entitled "PUB-PROC-06 Translation of INCOSE Technical Information Technical Procedure."

Specific agreements must be established between INCOSE and each chapter or affiliated organization that proposes to translate a document into another language. In those cases where the copyright of an INCOSE product has been acquired by a publisher, e.g., Wiley, the publisher must also be involved and the organization seeking the rights for translation may have to establish an agreement with the publisher. Depending on the potential market and other factors, the publisher may decide to perform the translation and directly sell the product in the targeted

language. Otherwise, the publisher may look for an alternative source to license the translation to or establish a license with the chapter requesting the translation. For the latter, the publisher will establish an agreement with the chapter, and the agreement will provide details on the financial arrangements for the licensing. Within INCOSE, the source of the funding for the license/agreement, translation costs, and publication will determine the revenue that goes to the chapter and to INCOSE HQ. Table 6 below provides the details of the revenue split between the chapter and INCOSE HQ.

Model	License Fee	Translation Labor	Printing	Distribution	Ch Share Ch	HQ Share Ch	Ch Share HQ	HQ Share HQ	Notes
Chapter Direct License	Chapter Pays	Chapter does or pays translation	All printing done locally – paid by chapter or HQ based on where sale is made	All distribution is from and paid by party that makes the sale	75	25	25	75	INCOSE HQ share on sales by chapter starts after the license and translation costs have been accounted for.
Sector Support for License	HQ (Sector) Pays	Chapter does or pays translation	All printing done locally – paid by chapter or HQ based on where sale is made	All distribution is from and paid by party that makes the sale	50	50	50	50	Share on sales for both parties start immediately.
Sector Support for License and Printing	HQ (Sector) Pays	Chapter does or pays translation	All printing paid by HQ (Sector)	All distribution is from and paid by party that makes the sale	20	80	20	80	Chapter gets 20% share of sales margin no matter who sells the copy.
Sector Support for License and Translation	HQ (Sector) Pays	HQ (Sector) Pays	All printing done locally – paid by chapter or HQ based on	All distribution is from and paid by party that makes the sale	20	80	0	100	Chapter gets 20% share of sales margin only for copies they print and sell.

			where sale is made						
Sector Support for License, Translation, and Printing	HQ (Sector) Pays	HQ (Sector) Pays	All printing paid by HQ (Sector)	All distribution is from and paid by party that makes the sale	0	100	0	100	No investment made by chapter – this is really a Central product entirely.

Table 6 – Distribution of Costs and Revenue for Chapter Led Translations

The leader of the translation project will establish two teams: one to perform the translation and an independent team to review the translation to assure the quality of the result and to assure that the distribution will be in accordance with section 6.2.3. The details of how this is accomplished are contained in the related Translations procedure (PUB-PROC-06).

The Publications Team will have oversight for specific translation efforts and will obtain and provide status information to the Executive Director and INCOSE Board of Directors. The Publications Team will provide data on sales every three years for review by the Officers and Director of Product.

8.3 INCOSE Working Group (WG) Products as Collective Works

This section establishes the guidelines for participation in an INCOSE working group to develop a technical product in a collaborative environment during meetings such that the product is developed by the group rather than being attributed to individual contributors.

Unlike INCOSE periodicals and event proceedings, for which copyright is held by the authors (or their employer), technical products developed within working groups are treated as a "collective work" under copyright law. When the product is developed using collaboration in WG meetings, the work is the product of the group rather than an individual; copyright is owned by INCOSE.

8.3.1 Applicability

Any material developed during meetings or other correspondence is presumed to be collective work, whether originating from WG discussions or editing meetings, except as noted below.

The WG may also use "preexisting materials," in which case the copyright owner must be identified in the technical product. If this is an original work by one of the WG members, an INCOSE IP release form is required for that contribution. If the original work has not transferred rights to INCOSE, the WG must obtain permission from the copyright owner. Typical examples include figures or definitions.

8.3.2 Definitions

- **Compilation:** a work formed by the collection and assembling of preexisting materials or of data that are selected, coordinated, or arranged in such a way that the resulting work constitutes an original work of authorship. (Source: US Copyright law).

8.4 Licensing Agreements for INCOSE IP

The purpose of this section is to specify the general licensing agreements for use of INCOSE intellectual property (IP) by a third party. This policy establishes the general rights and restrictions for the licensee as well as general structure for compensation, if any, to INCOSE for use of its intellectual property. For any specific licensing agreement, the agreement includes the specific terms and conditions.

8.4.1 Applicability

This pertains to use of INCOSE IP in, inter alia:

- Training courses
- Books, journals, and other publications beyond "fair use" guidelines
- Derivative products such as models or systems engineering tools.

Participation in a Working Group that develops an INCOSE product does not establish the participant with any rights to the overall product beyond what the individual contributed to the project as specified in an IP Release form. Any use of the group effort will consider the individual contributor as a third party.

This does not apply to IP developed by INCOSE that has been transferred to a publisher (e.g., Wiley). This does not apply to IP released under the provisions of a Creative Commons License or similar free or open-source licenses, which will be addressed in a separate INCOSE policy.

8.4.2 Definitions

- **Intellectual Property:** For the purposes of this policy, the term "Intellectual Property" includes technical, scientific, or engineering information, which can comprise technology and/or knowledge, which generally includes innovations, inventions and discoveries, patents, processes, manufacturing methods, production techniques, trade secrets, trademarks, service marks, mask works, copyrights, and copyrightable information. The term "Information" is defined in ADM-102: Confidential Information.
- **Preferential Terms:** Conditions that make it easier for a particular person or group to buy something, for example because they are allowed to pay a lower price or pay over a longer period. Preferential terms would favor members over non-members.
- **Publications Clearance Process:** Review by an organization, typically the author's employer, that the organization approves the public release of the material contained in the contribution.

8.4.3 Licensing Agreements

It is the intent and purpose of INCOSE to use participation of members and non-members to develop products and to publish technical data that relate to all facets of systems engineering as prescribed. It is the intent of INCOSE to retain Intellectual Property rights granted to it by the owner to such products and technical information in the form of nonexclusive, unencumbered

licenses that grant INCOSE the right to use such Intellectual Property in perpetuity and that reserve to the owner all Intellectual Property rights, such as copyright.

Participants in product development and authors of technical information as prescribed will be responsible for determining the ownership and the availability of intellectual property for licensing to INCOSE. Participants will ensure that all documents deemed necessary or appropriate by INCOSE are executed to license Intellectual Property owned by the participant, the participant's employer, or another party by prior agreement with the participant.

It is the responsibility of the President or Executive Director to personally, or through delegation, review and execute or approve for execution, on behalf of INCOSE, all proposed agreements or arrangements involving the licensing, sale, exchange, or other transfer of rights in Intellectual Property; and ensure that such delegate will be a primary participant, when deemed appropriate, in any negotiation or discussions relating thereto.

Any license agreement will be consistent with the principles established. INCOSE chapters and CAB members will receive preferential terms over unaffiliated organizations.

INCOSE will consider the economic value of the IP to the licensee, including consideration of whether the licensee acquires revenue from the IP or the derivative product that includes the IP. In those cases where INCOSE seeks financial compensation for the use of the Intellectual Property, the agreement will seek to minimize the recordkeeping and other administration overhead. Possible mechanisms include:

- A one-time permanent fee
- An annual fee
- A percentage of revenue derived from INCOSE's Intellectual Property
- A fee per copy sold, perhaps using a sliding scale.

Pricing of a license for Intellectual Property based on an INCOSE product should consider the price established for that product.

8.4.4 Applicability

INCOSE will establish procedures and standards for preparation and use of appropriate documents for the purpose of obtaining authorization to license Intellectual Property rights for use by INCOSE. INCOSE will retain legal counsel as necessary to provide guidance on the application of this policy to circumstances; and provide clauses to be used in contracts and consultant agreements and approve modifications or exceptions to such clauses on a case-by-case basis.

This authorization to use material covered by this policy will be granted by any of three (3) means:

- Universal agreement executed by the Intellectual Property rights holder that authorizes product team members to incorporate material into INCOSE products or services.

- An agreement specific to the scope of a particular product, executed by the Intellectual Property rights holder that authorizes project team members to incorporate material into INCOSE; or
- Specific publication clearance for a specific item, obtained according to the normal publication's clearance process to which a contributor is subject.

It is the policy of INCOSE that Intellectual Property rights of third parties be respected and not infringed by INCOSE employees, contractors, members, agents, or consultants.

PUB-FORM-01 IP Release Form – General for Authors and PUB-FORM-02 IP Release Form – For Government are available for the Publications Team to use.

8.5 SE Journal Editorial Policy

This section describes the purpose of "Systems Engineering – The Journal of the International Council on Systems Engineering" and the expected overall content, as well as the role of the publisher. This applies to prospective authors for the SE Journal and the reviewers and editorial board for this peer-reviewed journal. It also applies to INCOSE members and staff working with the publisher, John Wiley & Sons, Inc.

8.5.1 SE Journal

This Journal exists to serve the goals of the International Council on Systems Engineering:

- To provide a focal point for dissemination of systems engineering knowledge.
- To promote collaboration in systems engineering education and research.
- To assure the establishment of professional standards for integrity 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.

The Journal supports these goals by providing a continuing publication of peer-reviewed results from research and development in systems engineering. Systems engineering is defined broadly in this context as "an interdisciplinary approach and means to enable the realization of successful systems."

The Journal will accept and review submissions in English from any author, in any global locality, whether the author is an INCOSE member. Submissions will be reviewed by a body of peers, with potential author revisions as recommended by reviewers, with the intent to achieve published papers that:

1. Relate to the field of systems engineering, including systems thinking, systems design and the general application of a systems approach,
2. Represent new, previously unpublished work,

3. Advance the state of knowledge of the field,
4. Conform to a high standard of scholarly presentation.

Editorial selection of works for publication will be made based on the technical content, without regard to the stature of the authors. Selections will achieve a wide variety of works, recognizing and supporting the essential breadth of the field. Final selection will rest with the Editor-in-Chief.

Publication of the Journal and selection of the Editor-in-Chief is governed by a contract between INCOSE and the publisher. The Chair of Academic Matters has created a procedure to help – ACD-PROC-01 Procedure for the Selection of the Editor-in-Chief of the INCOSE Systems Engineering Journal. The remainder of the Editorial Board is selected by the Editor-in-Chief, subject to approval of the President, President-Elect, Chair for Academic Matters, and Executive Director.

9.0 INCOSE Events

9.1 Strategic Events Committee

Change authority – Strategic Events Chair and Director of Event Management

A Strategic Events Oversight Committee manages the determination and development strategy for INCOSE's Events Portfolio. It is responsible to ensure consistent information is delivered across INCOSE events, to establish and maintain a database of INCOSE events, and to lead strategic planning for new INCOSE Events (international, regional, and working group levels). This committee ensures the establishment of Specific Events Committees for each event in the INCOSE events portfolio.

9.1.1 Definitions

- Global Events are worldwide in scope and are directly planned and overseen by the Events Committee. As of this revision, established global events include the International Workshop (IW) and International Symposium (IS).
- Regional Events span more than two days and solicit participation from members outside the geographic range of a single chapter; they may be hosted by one (1) or more chapters either singly or in collaboration with other organizations (e.g., Great Lakes Northern Conference, Western States Regional Conference).
- Sector Conferences and Workshops hosted by one (1) or more chapters either singly or in collaboration with other organizations (e.g., EMEA Workshop, AOSEC).
- Local events sponsored and arranged by a chapter to serve the members of INCOSE in their area.
- Working group events sponsored and arranged by a specific INCOSE working group in their subject area (e.g., Healthcare WG, Human Systems Integration).

9.1.2 Membership

The Strategic Events Oversight Committee consists of representatives from Academic Matters, each INCOSE Sector, CAB, and Operational Committees (e.g., Technical Operations, Services). The Strategic Events Oversight Committee chair shall be appointed by the Board of Directors for a two-year term.

For international events, the Specific Event Planning Committee should include representation from Tech Ops, Academic Matters, CAB, and Services. Sector, regional, working group, and chapter specific events committees will coordinate with representatives from each of these INCOSE operational areas as appropriate to content and scope.

Methods of Appointment

- The Events Chair is appointed by the BoD on the recommendation of the President.

Terms of Office

- The term of office of the Events Chair is defined as 2 years with a maximum of two terms.
- Terms of office for Events Committee members are a maximum of three (3) years with a maximum of two terms.

9.1.3 Responsibilities

The Strategic Events Oversight Committee shall enact Board of Directors defined strategy in working with the planning of the INCOSE events portfolio. This committee provides strategic awareness of the global portfolio of INCOSE events (e.g. International, Sector, regional, locally planned, or working group planned events). Using this information, the committee will identify gaps or targets of opportunity and, where appropriate, identify new events to address these. The committee is responsible for the overall INCOSE events portfolio, and for establishing, chartering, and selecting the chair of the specific project event planning committees. The committee provides guidance on event strategic objectives. These objectives include scope of the event, desired location options, intended attendee communities, financial targets, event metrics, and outreach considerations. The committee may recommend keynote and plenary speakers, as needed, for each event. The committee shall review, advise, and provide guidance for event planning on strategic issues, assumption of risks, and mitigation of risks. The committee shall review event metrics, balance profit/loss (P/L) across the portfolio of INCOSE events and incorporate results in future strategic planning. The committee will also improve awareness of the overall portfolio across INCOSE membership and the broader systems engineering community.

Specific Event Planning Committee

A Specific Event Planning Committee shall be established to plan each specific INCOSE event. The Chair of each Specific Event Planning Committee is responsible for leadership of the committee. For international events, the Specific Event Planning Committee should include representation from Tech Ops, Academic Matters, CAB, and Services. Sector, regional, working group, and chapter specific events committees will coordinate with representatives from each of these INCOSE operational areas as appropriate to content and scope. Each Specific Event Planning Committee will ensure the systems engineering and membership voices are embedded within the planning process. Each Specific Event Planning Committee shall include an event Technical Planning Committee (TPC) for all tasks related to the technical program. The specific event TPC will coordinate scope and content with Technical Operations, as appropriate.

The Specific Events Planning Committee Chair will provide status to the oversight committee to ensure that the identified strategic objectives are being met (e.g., P/L, technical focus, attendee focus). Each Specific Event Planning Committee is responsible for identifying and obtaining keynote and plenary speakers, providing input to the technical program schedule, and planning all event activities outside of the formal technical program. The Chair, or their designee, will work with the Event Manager to secure venue, registration, marketing, broadcast mechanisms, and other operational needs for each event, as necessary (e.g., budget management).

Technical Planning Committees (TPC)

Specific Events Technical Planning Committees (TPC) will include representation from Tech Ops, Academic Matters, CAB, and Services as appropriate for each event.

- For International Events, the Specific Event Planning Committee establishes the TPC. Tech Ops coordinates WG involvement, provides track champions, sets the review metrics and standards, runs the plagiarism tools, and provides qualified reviewers for their tracks.
- For Sector level events, the Sector Director establishes the technical planning committee from the Sector Chapters.
- For regional level events, the sponsoring Chapter Leaders establish the technical planning committee from the Chapters.

The TPC is responsible for creating the Call for Submission text (including setting the targeted topics for the event), receiving the submissions, checking submissions for obvious disqualifications that can be corrected before the official review starts, coordination with Tech Ops for the review process of the submissions, reviewing the reviews, setting the technical program schedule, updating the program as changes indicate, and supporting the program during the event (e.g., last minute changes).

INCOSE Technical Operations supports the event specific TPC in coordination with the TPC Chair by setting up a submission portal, having a pool of verified reviewers, assigning reviewers to review the submissions, managing the review process, reporting the results as requested by the event TPC, sending out the acceptances/rejections, sending out other communications as necessary, and running the plagiarism checks. Each TPC Chair will coordinate with INCOSE Tech Ops if they would like to modify the process for their needs (e.g., add additional reviewers).

Event Manager and other INCOSE Teams

The Event Manager is responsible for the operational aspects of the conference. They perform the tasks that each event needs to run smoothly. This ranges from researching and negotiating all venues, setting up and running registration, marketing, and running the event. They conduct the operational planning meetings. The Event Manager will coordinate the initial introduction with the appropriate INCOSE team for their support, as needed. Each Specific Event Planning Committee Chair will coordinate with the Event Manager for the activities that are desired.

9.2 Events

The purpose of this section is to define the nature of INCOSE Events and the regulations governing the conduct of an INCOSE event.

9.2.1 Primary Objectives of INCOSE Events

1. To advance the state of the art and the state of practice of systems engineering.
2. To provide a focal point for dissemination of systems engineering knowledge.

3. To promote INCOSE as a premier professional society for systems engineering.
4. To raise funds in support of INCOSE operations, growth, and achievement of its purpose and objectives.
5. To enable member networking and exchange of professional information; and
6. To enable initiatives with other professional societies in support of the broad systems engineering community.

INCOSE events may be planned:

- Under the oversight of the Strategic Events Committee (for global events or new events which will utilize the INCOSE global brand).
- By local, regional, or Sector committees, with the INCOSE Events Committee being informed of the event(s) and consulted on issues as appropriate.

INCOSE events will support the implementation of the INCOSE strategy.

9.2.2 Definitions

INCOSE events are defined as follows:

- An annual International Symposium (referred to herein as the IS)
- An annual International Workshop (referred to herein as the IW)
- Regional Events span more than two days and solicit participation from members outside the geographic range of a single chapter; they may be hosted by one (1) or more chapters either singly or in collaboration with other organizations
- Sector Conferences and Workshops hosted by one (1) or more chapters either singly or in collaboration with other organizations
- Working Group events sponsored and arranged by a working group to serve the members of INCOSE both locally and internationally
- Local events sponsored and arranged by a chapter to serve the members of INCOSE in their area

The designation "Symposium" will only be used for the annual International Symposium conducted under the auspices of INCOSE. The designation "Workshop" may be used at any level of the organization to indicate an event that is primarily focused on working sessions.

Events provides an overarching view of the costs and benefits of all global Events to INCOSE. Broadly, this includes not only the monetary attributes of a single event, but must consider Event funding coming from within INCOSE as well as external sources, where revenues are distributed after an event, and the non-monetary benefit of events in terms of sharing and evolution of systems engineering knowledge, individual growth, improved synergies within INCOSE and between INCOSE and other professional societies, etc.

9.2.3 The International Symposium (IS)

The annual International Symposium is conducted under the auspices of the INCOSE Events Committee and Board of Directors.

The Committee will apply the priorities from the BOD into criteria for the selection of Symposium sites and solicit venue proposals at minimum two (2) years in advance of the event for each Symposium. Proposals will be evaluated, and a recommendation put forth by the Events Committee. The site will be approved by the INCOSE Board of Directors.

The technical content of the program for the symposia will be agreed by the Technical Program Committee (TPC), which includes the TPC Chair, the TPC Co-chair, a representative for the Chair of Technical Operations, and the Assistant Chair for Technical Review. The procedure for the evaluation and acceptance of submitted papers, panels, presentations, and tutorials will belong to Technical Operations.

Symposia will be held no less than once a year on a schedule that balances the availability of facilities at a reasonable cost with the ability to achieve maximum attendance. Typically, the symposia will be conducted between late June and the end of July.

To maximize symposia attendance, it is necessary to minimize competition with other INCOSE events. Thus, the following 'blackout' periods will be recognized:

- All INCOSE events lasting more than two days must conclude at least six (6) weeks prior to the first day of the symposium as determined by the scheduled date for the opening plenary session.
- All INCOSE events lasting more than two days must begin at least six (6) weeks after the date of the symposium closing plenary session.
- Meetings with a duration of one (1) day or less are excluded from the blackout period.
- INCOSE Sector Representatives to the Events Committee will monitor event activity in their Sectors for compliance with this restriction. Technical Operations will likewise monitor event activity by the Working Groups for compliance with this restriction.
- The Events Committee will coordinate with MARCOM and develop a standard approach to advertising INCOSE Events information (including logistics, content, benefits to attendees, etc.).

9.2.4 The International Workshop (IW)

The IW is a convocation designed to facilitate meetings of the Working Groups of Technical Operations to advance the state of the art and practice of systems engineering. The IW also supports meetings of the Board of Directors, the Corporate Advisory Board, the Academic Council, the Industry Outreach Board, Sector and Chapter Leadership, and the Administrative Committees.

The IW will be publicized to the membership to encourage participation of all elected officials, volunteers, committee chairs, and members interested in contributing to INCOSE products and the conduct of INCOSE business.

The IW will be managed by the INCOSE Head of Events. The Head of Events will ensure venue proposals are generated at a minimum two (2) years in advance for site selection for each IW. Proposals will be evaluated, and a recommendation put forth by the Events Committee. The site will be approved by the INCOSE Board of Directors.

IW will be held no less than once a year on a schedule that balances the availability of facilities while minimizing the economic impact and taking into consideration local weather and ease of travel. Typically, IWs will be conducted between late January to mid-February.

The Events Committee and Technical Operations will jointly host the International Workshop and coordinate to ensure that the structure of the IW supports progress in the various Working Groups of Technical Operations.

9.2.5 New Events

The Committee will oversee proposals for new global INCOSE events. The Committee will oversee the establishment of a planning team for any new events, as well as assess site selection options and review budgets to ensure the business case for a new event is appropriate. The Events Committee will work with the appropriate INCOSE technical experts for the technical content of a new event.

9.2.6 Regional Conferences

Regional Conference organizers are encouraged to solicit the advice and guidance provided by the Events Committee and the Head of Events. Examples may include but are not limited to app support, website support, registration support, etc.

The organizers of Regional Conferences will provide a summary to the Events Committee upon conclusion of their event, including information such as:

- Number of attendees
- Final Technical Program
- Any impact metrics
- Lessons learned

9.2.7 INCOSE Events Products

INCOSE Event Products will be accumulated by the Event Organizers, including all free tutorials, manuscripts, videos, presentation materials, and other provided materials if and only if each provided material includes IP releases signed by authors. (A free tutorial or other material is one for which the author does not receive a fee from INCOSE.)

This policy applies to the results from INCOSE Events. It does not apply to working materials or technical data from working groups, chapters, members, or other communities of interest.

9.2.8 Event Registration Data

The conference manager will provide event registration data to the organizing committee during the planning of and during the event as necessary. The organizing committee will limit the

number of people who have access to this data to the necessary committee members to use for planning purposes only (First Time Attendees, New Member Engagement Team, etc.). Once the event is complete, the conference manager will ensure that the working registration data is inaccessible.

The conference manager will provide the final registration data at the end of each event. Registration data will be stored in a secure location established by the Staff Head of IT. Because this includes Personal Identifying Information (PII), the registration data will be accessible only to the Staff Head of Operations, Staff Head of IT, Staff Head of Events, and the Events Committee. The Staff Head of IT can provide restricted access to others on request, providing a need is demonstrated. Use of the information will follow CIO-101 Personal Information Protection.

9.2.9 Other General Events Guidelines

All exhibitor contracts with INCOSE will reflect the precise arrangements regarding participation. Vendors may arrange their own facility needs for commercial purposes (e.g., user group meetings) at the same site as an INCOSE event, but INCOSE will not authorize the use of facilities paid for by INCOSE beyond those open to all vendors (e.g., booths, display area, etc.) unless explicitly approved as a Sponsor benefit by the Executive Director.

A detailed bulleted list of known responsibilities can be found below.

Strategic Events Oversight Committee

- Manages portfolio of events
- Establishes strategic event goals incorporating those flowed down from the Board of Directors
- Establishes international specific event committees
- Charters specific event committees
- Oversees metrics and profit/loss across the portfolio

Specific Event Planning Committee

- Sets acceptable date range for event avoiding conflicts with other INCOSE events in coordination with the Strategic Events Planning Committee
- Identifies site location within any provided guidance and input from the Event Manager
- Defines systems engineering trends, tracks, plenaries, target audiences, etc., and solicits keynote and any invited speakers
- TPC manages event technical program in coordination with Event Manager and Support Team
- Provides input on any award presentation formats (e.g., in person, recorded) to Event Manager
- Provides input on social events and registration fees

- Acts as ambassador and assists in the solicitation of sponsorships
- Reviews consolidation of event surveys

Event Manager and Support Team

- Manages event operations, operational planning, and operational planning meetings with input from the Specific Event Planning Committee
- Allocates resources and maintain expenses for each event; provide options for budget line items including receptions and dinners to Specific Event Planning Committee
- Develops options for event location and venue; establishes and manages all event contracts
- Manages event timelines, websites, advertising and sponsorships, onsite activities, and event surveys
- Manages agenda publication, plenary session logistics, slide formats, awards presentation, dry runs
- Supports TPC in the management of the technical program

10.0 Member Experience

Change authority – Director of Member Experience

10.1 Overview

Membership is INCOSE's business. The Member Experience Team oversees the full member lifecycle to deliver consistent service, drive engagement, and support retention. Scope applies to all member-facing activities, including onboarding, engagement, training, support, renewal, and feedback collection.

10.2 Core Functions

- The Member Experience Team executes and manages onboarding, engagement, and renewal processes, maintains lifecycle workflows and communications, and identifies and addresses points where members disengage.
- The team serves as the primary point of contact for member inquiries, ensures timely response and resolution in accordance with defined service levels, and escalates issues when necessary.
- The team supports the usability and effectiveness of member-facing platforms, coordinates system improvements with platform owners, and promotes self-service capabilities.
- The team develops, coordinates, and delivers training and webinar content aligned to member needs, ensures quality and consistency across offerings, and evaluates effectiveness through participation and feedback.

10.3 Roles and Responsibilities

Director of Member Experience provides strategic guidance for the end-to-end member lifecycle, ensuring alignment with INCOSE's mission, growth objectives, and member value delivery. Key responsibilities include:

- Define and execute the Member Experience strategy across acquisition, engagement, retention, and renewal
- Establish KPIs (growth, retention, engagement, satisfaction) and report performance to leadership/Board
- Oversee membership programs, digital engagement, and service delivery standards
- Align member experience initiatives with certifications, training, publications, and events
- Lead cross-functional coordination with Chapters, CAB, Marketing, and Operations
- Identify and implement process improvements and scalable member services
- Manage team structure, priorities, and resource allocation

Membership Manager drives membership growth, retention, and engagement through targeted outreach and lifecycle management. Key responsibilities include:

- Execute membership acquisition and retention initiatives (individual and corporate)
- Manage onboarding, renewal processes, and member communications
- Track and analyze membership data (joins, drops, conversions, trends)
- Identify at-risk members and implement retention strategies
- Maintain accurate member records within the AMS (e.g., iMIS/Rhythm)
- Support member segmentation and targeted engagement efforts

Digital Events/Webinar Coordinator delivers consistent, high-quality digital programming that drives member engagement and professional development. Key responsibilities include:

- Plan and execute webinars/virtual events that bring value to members
- Source, vet, and support speakers to ensure quality and consistency
- Manage event logistics (platform setup, registration, delivery, recordings)
- Coordinate with marketing for promotion and audience targeting
- Track attendance and engagement metrics
- Maintain a content calendar aligned with strategic priorities and competencies

Operations/Help Desk ensures seamless service delivery, system integrity, and efficient member support operations. Key responsibilities include:

- Provide front-line support for member inquiries (membership, access, benefits, events)
- Ensure data accuracy, reporting capability, and system usability
- Support event registration systems and member communications tools
- Monitor service levels and response times; resolve escalations
- Coordinate with IT/vendors on system enhancements and issue resolution

10.4 Items

- | | |
|--|----------------------|
| • Membership processing/renewals/reports | • Internal trainings |
| • Chapter Circle Awards | • Help Desk |
| • Membership feedback surveys | • Chapter support |
| • Webinars | • CAB support |
| | • CAC support |

Appendix A: INCOSE Membership Price List – January 2026

Individual Member Fees and Chapter Dues

The INCOSE Individual membership fee is defined globally across three distinct categories (Regular, Senior, and Student). Members can choose which Chapter they wish to belong to. The proportion of the membership fee retained by Chapters varies depending on whether the Chapter is a Regular (USA and non-Memorandum of Agreement (MoA)) Chapter or a MoA Chapter¹. MoA Chapters may choose to charge an additional fee on top of this published fee in order to cover additional administrative and professional costs required to run the Chapter.

PPP-Based Discounted Fees

Effective 01 January 2019, Regular members may, but are not required to, avail themselves of the Purchasing Power Parity (PPP)²-based discounted fees outlined below.

- PPP Band 1. 100% of the Regular member annual fee if the PPP of the country in which they reside is 50% or more of the PPP of the USA.
- PPP Band 23. 75% of the Regular member annual fee, rounded up/down to the nearest \$5 USD, if the PPP of the country in which they reside is at least 25% and is less than 50% of the PPP of the USA.
- PPP Band 33. 50% of the standard Regular member annual fee, rounded up/down to the nearest \$5 USD, if the PPP of the country in which they reside is less than 25% of the PPP of the USA.
- PPP band 43. 25% of the Regular member annual fee, rounded up/down to the nearest \$5 USD, if the PPP of the country in which they reside is less than 10% of the PPP of the USA.

Transition Fees to Regular Member Status

To facilitate the transition to Regular member status for both Student members and CAB Associates of CAB organizations, a two (2) year transition period offering a reduced membership fee is available. The discounted transition fee is calculated as follows:

- PPP Band 1. 65% of the Regular member annual fee, rounded up/down to the nearest \$5 USD.
- PPP Band 2. 50% of the Regular member annual fee, rounded up/down to the nearest \$5 USD.
- PPP Band 3. No transition discount is offered, as this band already offers a discount of 50% of the Regular member annual fee, rounded up/down to the nearest \$5 USD.
- PPP Band 4. No transition discount is offered, as this band already offers a discount of 75% of the Regular member annual fee, rounded up/down to the nearest \$5 USD.

PPP-based membership fees and Chapter dues appear in Table 1. Note, these fees do not include any additional fee that a Chapter may charge over-and-above the published fee in order to cover additional administrative and professional costs incurred to run the Chapter. Any additional fees are hence not included in the percentage-based calculations of Central and Chapter dues.

Table 1: Membership Fees and Chapter Dues USD (Effective 01 JAN 2026)⁴

Member Type	Total Fees	Reg Ch Retained	Reg Central	Reg Ch %	MoA Ch Retained	MoA Central	MoA Ch %
Regular PPP Band 1	\$175.00	\$36.75	\$138.25	21%	\$45.50	\$129.50	26%
Regular PPP Band 2	\$130.00	\$27.30	\$102.70	21%	\$33.80	\$96.20	26%
Regular PPP Band 3	\$85.00	\$17.85	\$67.15	21%	\$22.10	\$62.90	26%
Regular PPP Band 4	\$45.00	\$9.45	\$35.55	21%	NA	NA	NA
Senior	\$100.00	\$15.00	\$85.00	15%	\$15.00	\$85.00	15%
Student	\$50.00	\$7.50	\$42.50	15%	\$7.50	\$42.50	15%
Transition to Regular PPP Band 1	\$115.00	\$24.15	\$90.85	21%	\$29.90	\$85.10	26%
Transition to Regular PPP Band 2	\$85.00	\$17.85	\$67.15	21%	\$22.10	\$62.90	26%
3 Year Regular	\$475.00	\$99.75	\$375.25	21%	\$123.50	\$351.50	26%
5 Year Regular	\$745.00	\$156.45	\$588.55	21%	\$193.70	\$551.30	26%
3 Year Senior	\$275.00	\$41.25	\$233.75	15%	\$41.25	\$233.75	15%
5 Year Senior	\$440.00	\$66.00	\$374.00	15%	\$66.00	\$374.00	15%

Corporate Advisory Board (CAB) Membership Fees

Annual fees and first year initiation fee for CAB membership are shown in Table 2. Prorating to align with 01 January shall apply to the annual fees, but not to initiation fees. The maximum allocation of CAB Associates for each CAB membership is also shown in Table 2.

Table 2: CAB Membership Fees USD

Organization Type	Annual Fee	Initiation Fee	CAB Associates
Academic Organization	\$5,225	\$0	300
Very Small Organization	\$2,750	\$0	20
Small Organization	\$5,225	\$5,500	150

Medium Organization	\$6,600	\$6,500	200
Large Organization	\$8,000	\$7,500	300

Baseline Chapter Funding

The baseline Chapter funding amount is \$1,000 USD. This amount is subject to PPP discounted fees detailed above. E.g. the funding amount for a country in PPP Band 2 (qualifying for 75% of Regular Individual membership fees), will be \$750 USD.

1 INCOSE's MoA Chapters are: Australia, France, Germany, Israel, Italy, Netherlands, South Africa, Sweden and United Kingdom.

2 PPP is a measure used by the World Bank to assess the relative sizes of the economies of countries.

3 Refer to the world data bank website for the list of countries and respective PPP Bands.

4 The Board of Directors determines any membership fee increases; any increase would be effective January of the following year, and members will be notified.

5 The classification of Organizations appears in the CAB Membership Registration form.

6 If the value of the Chapter dues apportioned to a Chapter falls below the Baseline Chapter Funding amount the Chapter will receive a guaranteed minimum amount for its membership due for the year, subject to the constraint that the Chapter must have at least 25 active members.

Appendix B: INCOSE Sanctions

As a US domiciled organization, INCOSE is legally bound to uphold US law governing international actions/transactions. The guidance in this document outlines INCOSE’s policy on any dealings with any non-US parties. INCOSE, individual INCOSE Leaders, and all Chapters must follow this guidance. In addition, individual INCOSE Leaders and Chapters are also responsible for ensuring compliance with all applicable laws in their jurisdiction. This guidance is based on US law only. Any conflicts identified between the requirements herein and the local laws must be raised to the INCOSE Executive Director for appropriate action.

All financial transactions must be in accordance with INCOSE policies. Any transaction with entities in the red zone is strictly prohibited.

Additional information regarding sanctions in which INCOSE must follow, please view <https://ofac.treasury.gov/sanctions-programs-and-country-information>

	These countries or regions are subject to comprehensive US sanctions or broad export restrictions. INCOSE is advised to consult with counsel and shall not do business with these countries or regions, or nationals thereof, unless licensed, authorized, or otherwise approved under US law.
	These countries or regions are subject to targeted or more limited US sanctions or export restrictions. INCOSE is advised to consult with counsel before doing business involving these countries or regions, or nationals thereof.

Country	Risk Level	INCOSE Policy
- Cuba - Iran - North Korea - Russia - Syria - Regions of Ukraine: Crimea, Donetsk & Luhansk		<i>INCOSE Policy: no transactions are permitted.</i> No transactions are permitted absent a license or other approval from the US government, including attendance to INCOSE events. Other than the free INCOSE Promotional Materials or Newsletters that are available to the public on INCOSE’s website, no other materials, products, or services may be provided absent a license or other approval from the US government.

Country	Risk Level	INCOSE Policy
		No INCOSE Chapters may be formed in these countries absent a license or other approval from the US government. No members from these countries are permitted absent a license or other approval from the US government.
• Belarus • Burma • Central African Republic • Democratic Republic of the Congo • Ethiopia • Iraq • Lebanon • Libya • Somalia • Sudan • South Sudan • Venezuela • Yemen • Zimbabwe		<i>INCOSE Policy: limited transactions are permitted, but prior permission required.</i> Confirm that the transaction does not involve an individual or entity on any of the US prohibited party lists. INCOSE Chapters may be formed in these countries, but consultation with counsel is advised. Members from these countries are permitted only after individual members and any financial institutions involved in payment of dues are screened against the SDN and SSI lists.