Meeting Name	Date	Time Start	Time End	Meeting Listing	Room	Meeting Description	Contact Name	Related WG	Type
Friday									
Strategy Session	Friday	09:00	16:30	Closed session	España 5	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	David Long	Business Meeting;;	Business Meeting
Strategy Session	Friday	09:00	16:30	Closed session	España 3	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	David Long	Business Meeting;;	Business Meeting
First-Time Attendees Welcome Reception	Friday	17:00	18:00	In-person session	Atrio III				Social Event
Saturday									
Systems Thinking Roundtable STRT	Saturday	07:00	08:00	In-person session	España 4	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Virtual Systems Thinking Roundtable STRT	Saturday	07:00	08:00	Hybrid session	Virtual	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Opening Plenary	Saturday	08:00	09:30	Hybrid session	Sevilla 1+2				Plenary
WG Marketplace	Saturday	08:00	18:00	In-person session	Atrio III	The Working Group Marketplace is an ongoing event showcasing the INCOSE working groups, their charters and various activities. Monitors will be available throughout the event, with various working group leaders available during breaks and lunches to hold conversations about the different working group efforts and activities. IW attendees are encouraged to use this forum as a way to learn about the working groups during the event, many of them will be hosting meetings and workshops open to participation.			Social Event
Break	Saturday	09:30	10:00	In-person session	Foyer				F&B
Architecture WG	Saturday	10:00	17:00	Hybrid session	Andalucia 1	Purpose: Deliberate on the Future of Architecture practice Objective: Set a vision for the Future of Architecting and present the best practices in Architecture as documented in ISO/IEC/IEEE standards. Discuss about a potential problem area on ArchitectureAgenda: 10-11 hrs ==> Introduction (Jean-Luc Garnier, Rolf Siegers, Anand Kumar)11-12 hrs ==> Vision for the Future of Architecture, Products and Services (Anand Kumar)13-14 hrs ==> Presentation and Discussion on ISO/IEC/IEEE 42024 - Architecture Fundamentals (James Martin, Anand Kumar)14-15 hrs ==> Presentation and Discussion on ISO/IEC/IEEE 42042 - Reference Architectures (James Martin, Anand Kumar, Peter Bernus)15:30-17:30 hrs ==> Discussion on Scientific aspects of Architecture (Alejandro Salado, Jean-Luc Garnier, Anand Kumar, Rolf Siegers)	Jean-Luc Garnier, Anand Kumar, Rolf Siegers	Architecture;;	Working Group
Guide to Model-based Needs & Requirements	Saturday	10:00	11:00	Hybrid session	Andalucia 3	Session 1: Introduction to the Guide for Model-Based Needs & Requirements: Introduction to the contents of the guide. How it is structured. The importance of the model in developing the guide and a review of the model. The process flow for creating the model and how that relates to the structure of the guide.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
IS2025 TPC Meeting	Saturday	10:00	17:00	Closed session	Andalucia 8	Internal Meeting for the IS 2025 Technical Program Commitee to work on IS 2025 Technical Program.	Donna Long, Amy Thompson	Business Meeting;;	Business Meeting
MBSE Workshop Kickoff	Saturday	10:00	11:00	Hybrid session	Sevilla 1		Troy Peterson, Mark Sampson		MBSE Workshop
Natural Systems WG	Saturday	10:00	11:30	Hybrid session	Andalucia 4	This is the Natural Systems WG IW kickoff meeting. During this session we will provide an overview of the NSWG, discuss activities and accomplishments during 2024, discuss planning for 2025, and then give a status of current NSWG projects. Agenda:Welcome & IntroductionsNSWG Overview Review of NSWG resources and content for membersNSWG 2025 PlansAnnouncement of following IW sessions hosted by NSWG	Dennis Tuckowsi, allison lyle	Natural Systems;;	Working Group
Review & Direct Complexity and Emergence Research	Saturday	10:00	12:00	Hybrid session	Andalucia 6	Purpose: The purpose of this WS is to present the work of the Complex Systems Working Group and proposed emergence activities to attendees and give them the opportunity to pass comment and steer the work of the working group in 2025. This meeting was previously called the CWSG Kick-off meeting.Structure: After an introduction, each of the Complex Systems sub-groups will spend 10 minutes presenting their work, including: scientific foundations, tools and techniques, tradecraft guide and primer team, bibliography and emergence, followed by 10 minutes of discussion on how best to progress the work, inc. the future research relationship between emergence and complexity.Timing: 2 hours	Dean Beale	Complex Systems;;	Working Group
SE/MBSE for Sustainability - Building a sustainability Task Force	Saturday	10:00	15:00	Hybrid session	Sevilla 2	Purpose: Establish a shared understanding of sustainability and its context, and collaboratively identify challenges, opportunities, and needs related to addressing sustainability through SE/MBSE. Objective: Get to know each other. Gained a clear understanding of sustainability in the context of systems engineering. Identified and prioritized key challenges, opportunities, and needs to guide the development of SE/MBSE methodologies. Structure: Welcome and Introductions (30 min) Presentation: Sustainability Overview and Context (20 min + Q&A) Break Session & Networking: 25 min Group Work: Identifying Challenges, Opportunities, and Needs (1 hour, including group discussions and documentation) Presentation of the Results (30 min + Q&A) Break Session & Networking: 25 min Synthesis and Prioritizing Findings (1 hour) Wrap-Up and Next Steps (30 min) Timing: Total: 5 hours (with breaks as needed).	Hamza Bassam	Agile Systems and Systems Engineering;Architecture;Configuration Management;Decision Analysis;Digital Engineering Information Exchange;Future of Systems Engineering (FuSE);Infrastructure;Integration, Verification & Validation;Knowledge Management;MBSE Patterns;Materials in System Engineering;Measurement;Requirements;Risk Management;SE Tools Database;System of Systems;Tools Integration & Model Lifecycle Management;Transportation;Value Proposition Initiative;;	Working Group

Schedule as of January 24, 2025, subject to change due to unforeseen circumstances.

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Session	Day	Start	End	Format	Room	Description	Leaders	Group	Type
SEBoK & WG Partnership Updates	Saturday	10:00	12:00	Hybrid session	Andalucia 5	Purpose: The SEBoK team (Editor in Chief & Managing Editor with the Part Editors) will share SEBoK needs and plans for the next version and beyond. Objective: WG representatives, SEBoK authors, and attendees will leave with a shared understanding of SEBoK needs (content to be reviewed or created), with guidelines and enough information to engage their groups to plan articles and more.Structure: Outline will be shared prior to the meeting. Discussion will vary based on attendees present, topics to cover are flexible. Zoom enabled for those not on site.Timing: 120 minutes with breaks. Our timing for the May release is as follows. NOTE that the first deadline is just a general concept of what content will be targeted for the May 5th release of v. 2.12 SEBoK, submitted by the Part Leads. If you will be at IW2025 and wish to meet directly with the Editor in Chief (Nicole) and Managing Editor (Chris), please ask us via email and we will coordinate a meeting time that works best. SEBoK Publication Milestones Deadlines This Time Establish what content will be in the next release	Chris Hoffman, Nicole Hutchison	SEBoK;	Working Group
Small Business Systems Engineering	Saturday	10:00	12:00	Hybrid session	Andalucia 2	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting? Review status of Deployment Packages (DP) and ISO/IEC 29110 StandardObjective: What are you trying to achieve in the meeting, and what does success look like? Revitalize the DP workStructure: What is the structure of the meeting we are having? Open discussionTiming: How much time is allocated to the meeting? 2 hours first day	Ken Ptack, Ruediger Kaffenberger	Small Business Systems Engineering;;	Working Group
Systems Science WG Initiatives Overview	Saturday	10:00	12:00	Hybrid session	Andalucia 7	Purpose: Introduce the SSWG and our initiatives to INCOSE members.Objective: Create enthusiasm and recruit INCOSE members interested in advancing the science of systems as one of the theoretical foundations of systems engineering in alignment with INCOSE's Vision 2035.Structure: Overview of SSWG, introduction to all initiatives, and interactive session at the end.Timing: 2 hours.	Javier Calvo-Amodio, James Martin, Harington Lee	Systems Science;;	Working Group
Theme Workshop: Energy Transition	Saturday	10:00	12:00	Hybrid session	Cartuja		Erika Palmer		Business Meeting
MBSE Keynote: ESEIO WG related topic	Saturday	11:00	12:00	Hybrid session	Sevilla 1		Richard Beasley		MBSE Workshop
Networking Lunch	Saturday	12:00	13:00	In-person session	Atrio III				F&B
AI Working Group Overview Meeting	Saturday	13:00	15:00	Hybrid session	España 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: General Working MeetingObjective: Overview of AIWG, on-going projects, SERC AI Road Map, and AI WG Directions Structure: Presentation by the WG leads Timing: 2 hours	Ali Raz	Artificial Intelligence Systems;;	Working Group
Critical Infrastructure Protection and Recovery	Saturday	13:00	15:00	Hybrid session	Andalucia 6	Part 1: Discuss ongoing CIPR Working Group Projects to include CIPR (DHS) SysML Modeling Effort, COVID Vaccine Last Mile project and Resilient Hospitals Model Project. We will start with a brief overview of the WG, leadership and history. The goal is to bring the WG up to speed with the efforts in each of these areas and encourage participation in these projects. Success will be measured by the number of new participants in these efforts. We do slide presentations and model presentations with interactive discussions. This will be a hybrid meeting. We will hold this meeting in two sessions.	Anthony Adebonojo	Critical Infrastructure Protection and Recovery;;	Working Group
DEIXWG	Saturday	13:00	15:00	Hybrid session	Andalucia 5	Agenda:DEIX WG overviewTaxonomy Team - AIAA workshop outbrief and plans for 2025.	Celia Tseng	Digital Engineering Information Exchange;;	Working Group
Embedding SE into Organization WG	Saturday	13:00	15:00	Hybrid session	Andalucia 3	Embedding SE into Organizations meeting 1 - Introduction / Status of WG (particularly for interested potential new WG members)Purpose: to act as an introduction / catch up on purpose and activity of working groupObjective: Opportunity to catch up and get all onto the same "page", and allow anyone new / interested in joining to understand both the purpose of the WEG, and where it has got to and the current state / activities Structure: Structure of meeting will to go through in turn 1) objectives / purpose / long term goal 2) Progress to date 3) Current / in work products 4) next steps and roadmapTiming: 2 hours	Richard Beasley	Embedding SE into Organizations ;	Working Group
HSI Architecting for Human-Advanced Automation	Saturday	13:00	15:00	Hybrid session	Triana 3	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Grace Kennedy, Ricardo Reis, Dimitri Masson	Architecture;Artificial Intelligence Systems;Future of Systems Engineering (FuSE);Human Systems Integration;Requirements;Social Systems;;	Working Group
Introduction to Feature-based Product Line Engineering	Saturday	13:00	15:00	Hybrid session	España 3	Purpose: Introduction to fetaure-based PLE for beginners and refresher for those already familiar since we always have new topics around PLE. Objective: Understanding of what PLE is and why can help organization. Explain the role of te PLE WG and call to action to new joiners to the WG and active participants.Structure: Intro of the PLE WG, Intro to fbPLE and related standards, Hot topics about PLE such as SysMl v2, LLMs, PL Configuration Management etc.., Call to action and Q&ATiming: 2 h	Marco Forlingieri, Rowland Darbin	Product Line Engineering;;	Working Group
Requirements WG	Saturday	13:00	15:00	Hybrid session	España 2	This is the Requirements WG IW kickoff meeting. During this session we will welcome attendees to the RWG session, provide an overview of the RWG, discuss activities and accomplishments during 2024, discuss planning for 2025, and then give a status of current RWG projects. Detailed Agenda:1. Welcome, RWG Introductions (Katarzyna Kot)2. RWG Overview, Status and Plans (Lou Wheatcraft)3. Updates from the projects:* Guide to Model-based Needs and Requirements (Jeff Williams)* NRM Fundamentals Flip Card (Rob Black)* AI4RE (Kevin Orr)* Guide to Agile Needs and Requirements (Katarzyna Kot)* Learning threads from the RWG materials (Sarah Vazquez)4. Announcement of IW sessions of the RWG working group - the IW planning	Lou Wheatcraft, Katarzyna Kot	Requirements;;	Working Group
Spiral Approach to Systems Engineering Research	Saturday	13:00	14:00	In-person session	Triana 2	The Spiral Approach to Systems Engineering Research (SASER) is a way to organize Industry as Laboratory research projects in systems engineering. It helps to create value for the researcher, the research group and the industry involved in such a way that all parties stay connected.In the workshop, participants are expected to:Learn from concrete actions and examples from the presenters' and the other participants' experience.Share concrete actions and examples from their own experience.Reflect on their work approach in collaboration with the industry.Contribute to all participants' common understanding of opportunities and challenges of Industry as Laboratory (IaL), Challenge-Based Learning (CBL) and the use of the Spiral Approach for Systems Engineering Research (SASER) when conducting engineering education and research in collaboration with industryThe workshop consist of Learning (10-15 minutes), Application (30 minutes) and Reflection (15-20 minutes).	Maarten Bonnema	Open meeting for researchers and industry members;	Business Meeting
SysML v2 Status & Overview	Saturday	13:00	14:15	Hybrid session	Sevilla 1		Sanford Friedenthal	SysML v2 Transition	MBSE Workshop
System of Systems WG	Saturday	13:00	15:00	Hybrid session	Andalucia 7	SOS WG business meeting. The purpose is to review progress and achievements during the year, and plan working group activities for 2025.Both existing working group members and new attendees are very welcome in person and online.	Alan Harding	System of Systems;;	Working Group
Theme Workshop: Energy Transition	Saturday	13:00	15:00	Hybrid session	Cartuja		Erika Palmer		Business Meeting

Architecture Scientification I - Foundations (Note: This is about feeding the BOK).	Saturday	13:30	15:00	Hybrid session	Triana 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: Initiate a community-wide activity to establish a Book of Knowledge that collects evidence about how architecture heuristics influence the ilities.Objective: Identify a group of early adopters, present a formal framework for characterizing heuristics and ilities, and establish a roadmap.Structure: (1) Presentation of rationale and history of work sponsored by the U.S. Army for the scientification of architecture. (2) Presentation of a formal framework for characterizing heuristics and ilities, and (3) round tables to establish a roadmap of action.Timing: 1.5 hours	Alejandro Salado, William Miller	Future of Systems Engineering (FuSE);;	Working Group
System Structure and Parameterization (SSP) Standard Overview	Saturday	13:30	15:30	Hybrid session	España 5	The System Structure and Parameterization (SSP) Standard was created to capture the evolution of a hierarchical complex system model and its variants. The subsystems can be any model types with defined input-output interfaces but are typically models in either the Functional-Mockup-Interface (FMI) Standard, or in SSP Version 2.0, using the Modelica Language. The SSP standard is a formalized, executable Interface Control Document (ICD) for the system model. It forms the basis for model verification and verification of such system models. Adoption has been fastest in the Automotive industry, mostly due to the strong need of formal supplier-OEM collaboration including the exchange of executable models. SSP also offers "Layered Standards", to add documentation, model reports and process artifacts in a standardized, but flexible and extensible manner. In this session, we will present the SSP-standard and its use cases, and the SSP-Traceability Layered standard that adds traceability metadata to an SSP-based model. Finally, we will demonstrate an example model in SSP using the EasySSP cloud-based tool.	Hubertus Tummesheit, John Nallon, Peter Lobner	MBSE Initiative;Tools Integration & Model Lifecycle Management;PDES MBSE WG;	Working Group
Transition Planning Approach at LMC	Saturday	14:15	15:00	Hybrid session	Sevilla 1	(Includes open Q&A, discussion, demo,...)	Chris Schreiber	SysML v2 Transition	MBSE Workshop
Break	Saturday	15:00	15:30	In-person session	Foyer				F&B
Research Snapshots 2025 - FuSE - Systems Engineering Scientific Foundations	Saturday	15:00	17:00	Hybrid session	Sevilla 2	Purpose: Learn about the research being done on Systems Engineering Scientific Foundations topics by a variety of people and foster collaboration into the future.Objective: Audience and presenters know about each others work. Can collaborate into the future.Structure: Multiple back-to-back 10-15min mini presentations from research groups working on FuSE SE Foundations topics. Collaboration discussion after.Timing: 2 hoursPresenters:1. Joshua Sutherland (SSEE Ltd)2. Michael Watson (INCOSE President)3. Olivier de Weck (MIT) - Controlled vs. Natural Experiments in Systems Research4. Ken Cureton (University of Southern California) - Resilience Modelling for Complex Systems5. Hortense Gerardo (UC San Diego) - Gen AI and Artist Intellectual Property Rights: A Systems Approach6. Javier Calvo-Amodio (Oregon State University) - Mathematical Foundations for Systems Science7. Lynn Rasmussen (Maui Institute) - Systems Processes8. Bill Schindel (ICTT System Sciences) - Hamiltonian Applications9. Javier Calvo-Amodio (Oregon State University), Peter Brook (Dashwood), David Rousseau (Oregon State University), Michael Pennotti (Stevens) - TBD TITLE10. Alejandro Salado Diez (University of Arizona), Bryan Mesmer (University of Alabama) - Scientification of Architecture - Foundations11. Gary Smith (International Society for the Systems Sciences) - Advancing Together - Collaboration in the Systems Community	Joshua Sutherland, Alfonso Lanza, Olivier de Weck	Future of Systems Engineering (FuSE);;	Working Group
Agile Systems & SE Working Group General Meeting	Saturday	15:30	17:00	Hybrid session	Andalucia 2	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Rick Dove, Robin Yeman	Agile Systems and Systems Engineering;;	Working Group
Critical Infrastructure Protection and Recovery	Saturday	15:30	17:00	Hybrid session	Andalucia 6	Part 2: Discuss ongoing CIPR Working Group Projects to include CIPR (DHS) SysML Modeling Effort, COVID Vaccine Last Mile project and Resilient Hospitals Model Project. We will start with a brief overview of the WG, leadership and history. The goal is to bring the WG up to speed with the efforts in each of these areas and encourage participation in these projects. Success will be measured by the number of new participants in these efforts. We do slide presentations and model presentations with interactive discussions. This will be a hybrid meeting. We will hold this meeting in two sessions.	Anthony Adebonojo	Critical Infrastructure Protection and Recovery;;	Working Group
EMEA extended Workshop	Saturday	15:30	17:00	Hybrid session	España 4	An EMEA chapter leader workshop with the following agenda:1) Welcome and round the table2) Introduction and aim of the workshop3) 1st key topic as agreed on the December Chapter leader call with discussion 4) New strucuture of the EMEA Chapter leader meeting in 2025 (Strategic & operational)5) Any other business6) Wrap up	Sven-Olaf Schulze	Business Meeting;;	Business Meeting
Guide to Model-based Needs & Requirements	Saturday	15:30	16:30	Hybrid session	Andalucia 3	Session 2: The Meta-Model: Developing meta-model and supporting elements for this project was just as interesting of an effort as creating the system model and requirements. There are lessons learned that will be useful to those that want to use this product in the future.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
Natural Systems - Meeting OP1	Saturday	15:30	17:00	Hybrid session	Andalucia 4	MEETING OP1Agenda to be added on DEC 19	Dennis Tuckowski, allison lyle	Natural Systems;;	Working Group
Natural Systems WG: Using AI to foster creative solutions to Systems Engineering challenges	Saturday	15:30	17:00	Hybrid session	Triana 3	Using AI to foster creative solutions to Systems Engineering challenges:During this session the Natural Systems WG will share a recommend process on how to leverage AI and LLM's to generate novel solutions derived from natural systems.	dennis tuckowski, allison lyle	Natural Systems;;	Working Group
Progress on the establishment of a WG on Sustainability	Saturday	15:30	17:00	Hybrid session	España 5	[draft agenda]This slot is dedicated to ongoing actions regarding the creation of an INCOSE Working Group on the sustainability domain.AFIS has prepared elements to advance the process, which consists of both the definition of a first CHARTER and the identification of a core of INTERESTED ACTORS. If you are interested in participating in such a WG, contact us!Agenda :- Welcome/Introduction- Reminders on previous meetings- Existing initiatives in Chapters (all)- Input gathering for a WG Charter (all) - Any Other Business, incl. next steps (all)	ALAIN DAURON, Jean-Claude ROUSSEL, Amaury SOUBEYRAN	Automotive;Complex Systems;Future of Systems Engineering (FuSE);Human Systems Integration;Infrastructure;Natural Systems;Power & Energy Systems;Resilient Systems;Smart Cities Initiative;Social Systems;System Safety;Systems Engineering and Lawmaking;Systems Science;Transportation;Business Meeting;Sustainability WG (project);	Business Meeting
Requirements WG	Saturday	15:30	17:00	Hybrid session	España 2	During RWG Session 2 participants will be given an opportunity to talk about why they are attending the RWG session, issues they may want to discuss concerning needs, requirements, verification, and validation across the lifecycle, and finally a general discussion concerning how attendees are using and benefiting from our products.	Lou Wheatcraft, Katarzyna Kot	Requirements;;	Working Group
SE4Indus New WG co-chairs preparation	Saturday	15:30	17:00	Hybrid session	Andalucia 5	Final preparation with WG Co-chairs of the sunday open sessionReview draft of the primer to be presented on sunday, review of sunday slides	emmanuelle garcia	SE for Industrial Systems (SE4Indus);	Working Group
Services Committee Meeting	Saturday	15:30	17:00	Hybrid session	Andalucia 7	This meeting is for the INCOSE Services Committee to coordinate on the 2025 operating plan (Session 2).Purpose: Coordinate on 2025 operating planObjective: Alignment on 2025 plan, goals defined, metrics established to track progressStructure: Discussion of agenda items, brainstormingTiming: 90 minutes	Heidi Davidz	Business Meeting;;	Business Meeting

Schedule as of January 24, 2025, subject to change due to unforeseen circumstances.

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Event	Day	Start	End	Type	Location	Description	Presenters	Track	Category
Vendor Roadmaps and Implementation Status	Saturday	15:30	17:15	Hybrid session	Sevilla 1			SysML v2 Transition	MBSE Workshop
RSWG General Session	Saturday	16:00	17:00	Hybrid session	Triana 2	-15 minutes: BRIEF Participant Introductions-15 minutes: What is the Mission of the RSWG? -History & Etymology of "Resilience", How We Define Resilience & "The Resilience Elevator Speech"-Location & Types of RSWG Work Products (SEBoK, etc.)- Resilience Webinar Recordings- 15 minutes: Summary of Planned RSWG Products- SEBoK v.11 Content (October 2024)- Resilience Webinar (Virtual: October 2024)- Document: How to Justify Resilience- Document: Things that Frustrate Resilience- Resilience Primer- 15 minutes: Questions & Answers	Kenneth Cureton	Resilient Systems;;	Working Group
Technical Presentation: "Integrated Risk Management for Systems Engineering"	Saturday	16:00	17:00	Hybrid session	Triana 4	Risk management is one 31 system life cycle processes defined in the 5th edition of the INCOSE Systems Engineering (SE) Handbook, and in corresponding international standard ISO/IEC/IEEE 15288:2023, "Systems and software engineering – System life cycle processes." In recent years, with the emergence of international standard ISO 31000, "Risk management – Guidelines," a more holistic and overarching "systems" approach to risk management has become well defined and globally accepted by organizations and risk management practitioners across all industries and disciplines. ISO 31000:2018, which was reaffirmed without changes in 2023, establishes universal principles and guidelines for establishing frameworks and processes for risk management in organizations, projects, and programs of all sizes and types. The risk management content in the most recent versions of the INCOSE SE Handbook and ISO/IEC/IEEE 15288 have been updated to harmonize with latest version of ISO 31000, and to reflect updates to international standard ISO/IEC/IEEE 16085, "Systems and software engineering – System life cycle processes – Risk management," which was updated (in 2021) to be consistent with the principles and practices defined in ISO 31000:2018, and to serve as a fully recognized elaboration standard for ISO/IEC/IEEE 15288. In this 60-minute hybrid (virtual + in-person) IW2025 session attendees will be provided with a brief but comprehensive overview of how risk management can be integrated into systems engineering projects and programs in a manner consistent with the INCOSE SE Handbook, and the above-mentioned international standards. The presentation, prepared by INCOSE Risk Management WG co-chairs who served as INCOSE SE Handbook authors and ISO/IEC standards committee members, will be followed by a 10-15 minute Q&A. Will have risk presenter for technical topic - To be determined	Ann Brown, Jack Stein , Bob Parro	Risk Management;	Working Group
Outcome-Driven Product Development	Saturday	16:30	17:00	Hybrid session	Andalucia 3	Purpose: Discuss topic and path forwardObjective: PM-SE WG decides if this should be an initiativeStructure: Presentation, questions, and working group discussionTiming: 10-30 minutes	John Metcalf	PM-SE Integration;;	Working Group
Vendor Q&A	Saturday	17:15	18:30	Hybrid session	Sevilla 1			SysML v2 Transition	MBSE Workshop
Sunday									
Cultural Connect: Morning Walk in Seville	Sunday	07:00	08:00	In-person session	Lobby	Start your day with a perfect blend of wellness, meaningful conversation, and cultural immersion on our morning walks. Join us in the conference hotel lobby at 7am. See you then!	Federica Robinson-Bryant, Alice Squires, Stueti Gupta, Victoria Hayes	Diversity, Equity, & Inclusion (DEI);Empowering Women Leaders in Systems Engineering (EWLSE);;	Social Event
Systems Thinking Roundtable STRT	Sunday	07:00	08:00	In-person session	España 4	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Virtual Systems Thinking Roundtable STRT	Sunday	07:00	08:00	Hybrid session	Virtual	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Town Hall - One INCOSE	Sunday	08:00	09:00	Hybrid session	Sevilla 1+2		Ralf Hartmann		Plenary
WG Marketplace	Sunday	08:00	18:00	In-person session	Atrio III	The Working Group Marketplace is an ongoing event showcasing the INCOSE working groups, their charters and various activities. Monitors will be available throughout the event, with various working group leaders available during breaks and lunches to hold conversations about the different working group efforts and activities. IW attendees are encouraged to use this forum as a way to learn about the working groups during the event, many of them will be hosting meetings and workshops open to participation.			Social Event
Break	Sunday	09:00	09:30	In-person session	Foyer				F&B
Advancing Systems Engineering in the Face of Complexity	Sunday	09:30	11:30	Hybrid session	España 5	This session explores key findings from the Bridge Team (Fuse and Systems Science Working Group special project), based on Systems Engineering Journal Publications and INCOSE's Insight Vol. 27, Issue 2 (2024) and will be broken into two parts as follows:Part 1: Systems Engineering and the Pursuit of Elegance: A Transdisciplinary Approach to Complex ProblemsPurpose: Explore why it is essential to attain increasingly elegant solutions to increasingly complex problems.Objective: Attendees will learn how systems engineering is linked to numerous disciplines and social institutions, showcasing its multifaceted impact.Structure: Presentation and open discussion.Timing: 45 minutesPart 2: The Spectrum and Evolution of Systems Engineering's Guiding PropositionsPurpose: Explore why it is essential to understand the origin and evolution of any guiding proposition and develop such a guiding proposition into a principle to meet the challenges of Industry 4.0 and Society 5.0.Objective: Attendees will learn how this process will enhance the elegance and transdisciplinary value of systems engineering principles and aid in solving complex problems.Structure: Presentation and open discussion.Timing: 45 minutes	Javier Calvo-Amodio, Bill Miller, David Rousseau, Michael Pennotti, Peter Brook	Future of Systems Engineering (FuSE);Systems Science;;	Working Group
Architecture WG	Sunday	09:30	18:00	Hybrid session	Andalucia 1	Purpose: Establish the fundamentals of Architecture CompetencyObjective: How to grow an architect? What are the training opportunities? How to deal with Architecture in an evolving context? Agenda: 09:30-11 hrs ==> Architecture Training Oppurtunities Workshop (Rolf Siegers)11-12 hrs ==> Grow an Architect workshop - Part 1 (Rolf Siegers)13:30-15 hrs ==> Grow an Architect workshop - Part 2 (Rolf Siegers)15:30-17:30 hrs ==> Architecture and Architecting in an uncertain context (Jean-Luc Garnier, Gerrit Muller [To be confirmed])15:30-17:30 hrs ==> Discussion on Scientific aspects of Architecture (Alejandro Salado, Jean-Luc Garnier, Anand Kumar, Rolf Siegers)	Jean-Luc Garnier, Anand Kumar, Rolf Siegers	Architecture;;	Working Group
Certification Exam	Sunday	09:30	12:30	Closed session	Triana 4	The INCOSE knowledge exam contains 100 multiple-choice questions test based on the INCOSE Systems Engineering Handbook. It is part of the qualification for ASEP and CSEP certification. The exam at IW25 is based on material found in both the Fourth and Fifth Editions of the INCOSE SE Handbook; studying either handbook alone is appropriate to prepare for the exam. Pre-registration and payment through the IW registration site is required to participate in the exam at IW25. Candidates whose mother language is other than English may bring an unmarked translation dictionary to the exam. Current SEPs are not eligible to take the exam again.	Alexandra Kowalski	Business Meeting;;	Business Meeting
Decision Analysis WG	Sunday	09:30	11:30	Closed session	Andalucia 7	Purpose: Review the Decision Analysis Data Model (DADM)Objective: Obtain feedback and acceptance of the DADMStructure: the meeting will be around a table, and we will all be able to look at the model while someone walks thru it.	Frank Salvatore	Architecture;Decision Analysis;Digital Engineering Information Exchange;Lean Systems Engineering;MBSE Initiative;MBSE Patterns;Object-Oriented Systems Engineering Method (OOSEM);Process Improvement;Product Line Engineering;Requirements;Risk Management;SE Tools Database;Small Business Systems Engineering;Value Proposition Initiative;;	Working Group
IS2025 TPC Meeting	Sunday	09:30	17:00	Closed session	Andalucia 8	Internal Meeting for the IS 2025 Technical Program Commitee to work on IS 2025 Technical Program.	Donna Long, Amy Thompson	Business Meeting;;	Business Meeting

Title	Day	Start	End	Type	Room	Description	Leaders	Working Groups	Category
SESSION 2: Scientification of architecture - Methodologies (Note: This is about using the BOK).	Sunday	09:30	11:30	Hybrid session	Sevilla 2	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: Initiate a community-wide activity to establish and use a Book of Knowledge that collects evidence about how architecture heuristics influence the ilities.Objective: Identify a group of early adopters, present the concept of a Book of Knowledge for architecture and process for its use, and establish a roadmap.Structure: (1) Presentation of rationale and history of work sponsored by the U.S. Army for the scientification of architecture. (2) Presentation of the Book of Knowledge and Architecture Framework, and (3) roundtables to establish a roadmap of action.Timing: 2 hours	Alejandro Salado, William Miller	Future of Systems Engineering (FuSE);;	Working Group
Theme Workshop: Energy Transition	Sunday	09:30	12:30	Hybrid session	Cartuja		Erika Palmer		Business Meeting
UAF SysML v2 Extension	Sunday	09:30	10:00	Hybrid session	Sevilla 1		Aurelijus Morkevicius	SysML v2 Transition	MBSE Workshop
AI and SE Mini Tutorial for Systems Engineers	Sunday	10:00	12:00	Hybrid session	España 4	A mini-tutorial on AI and SE for Systems Engineering: (Intro to AI, ML, DNNs, RL, LLMS, AI4SE, SE4AI, etc.)	Ali Raz	Artificial Intelligence Systems;;	Working Group
Guide to Model-based Needs & Requirements	Sunday	10:00	11:00	Hybrid session	Andalucia 3	Session 3: Requirements & System Architecture: The dependence relationship of requirements and system architecture. As the architecture evolves from a black box system to a white box system the design input requirements are not only tightly coupled with the requirements developed by the black box operational view, but they are also tightly coupled with the resultant logical architecture.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
Heuristics Open House	Sunday	10:00	12:00	Hybrid session	Andalucia 6	Purpose: Open House to allow any working group members to come learn about the INCOSE Heuristics effort and discuss potential collaboration opportunitiesObjective: Present Heuristics development approach, establish comms with other working groupsStructure: Heuristics team members present Heuristics development approach, open forum to discuss Timing: 2 Hours total, come and go	Harington Lee, Javier Calvo-Amodio, Dorothy McKinney	Systems Science;;	Working Group
Real Time SysML v2 Extension	Sunday	10:00	10:30	Hybrid session	Sevilla 1		Gene Shreve, Jerome Hugues	SysML v2 Transition	MBSE Workshop
SE/MBSE for Sustainability - Building a sustainability Task Force	Sunday	10:00	12:30	Hybrid session	Triana 3	Purpose: Enable Working Groups (WGs) to focus on the sustainability requirements most relevant to their areas of expertise and start developing initial solutions. Objective: By the end of the day, each WG will have: A clear understanding of the prioritized requirements specific to their domain. Drafted initial ideas or approaches for addressing these requirements. Structure: Recap and Alignment (10 minutes) Case Study Presentation: Transforming a conventional business and product into a sustainable one Breakout Sessions: WG-Specific Work on Requirements (1 hour, including subgroup discussions and iterative development) Midpoint Check-In: Sharing Progress Across WGs (20 min) Break Session & Networking (15 min) Continued Breakout Work (30 min) Wrap-Up and Preparation for Day 3 (15 minutes) Timing: Total: 2.5 hours (with breaks).	Hamza Bassam	Agile Systems and Systems Engineering;Architecture;Configuration Management;Decision Analysis;Digital Engineering Information Exchange;Future of Systems Engineering (FuSE);Infrastructure;Integration, Verification & Validation;Knowledge Management;MBSE Patterns;Materials in System Engineering;Measurement;Requirements;Risk Management;SE Tools Database;System of Systems;Tools Integration & Model Lifecycle Management;Transportation;Value Proposition Initiative;;	Working Group
DEIXWG	Sunday	10:30	12:30	Hybrid session	Andalucia 5	DEIX Guide team - project plan overview, volunteers and WG coordination	Celia Tseng	Digital Engineering Information Exchange;;	Working Group
Embedding SE into Organization WG	Sunday	10:30	12:30	Hybrid session	Andalucia 4	Embedding Systems Engineering into Organizations - meeting 2 interaction with other WGs Purpose: the purpose of this meeting is to explore the links between this WG and other INCOSE WGs and initiatives. Attendance from people involved in other WGs would be very useful, to see the connections Objective: to make sure the ESEIO WG is aware of and making use of existing product and current work in other working groups that is relevant to the subject and activity of the ESEIO WG. Identify any connection in either direction - material ESEIO WG should / could use (to avoid recreating), and to suggest issues / themes that other WGs could pursue that would help the ESEIO WG (as well as the relevant WG!)Structure: Go through 1) the current / proposed interim Work products to see if any other WG has relevant input 2) Discuss the next steps and see where other WGs could contribute, 3) review list of existing WGs and consider what relevance / help they could provide to the ESEIO WG. Timing: 2 hours	Richard Beasley	Embedding SE into Organizations ;	Working Group
RWG Agile Needs and Requirements	Sunday	10:30	12:30	Hybrid session	España 3	This RWG session will focus on a project that Katarzyna Kot is working on informally concerning Agile Needs and Requirements.	Katarzyna Kot, Lou Wheatcraft	Requirements;;	Working Group
SysML v2 Support for the Digital Thread	Sunday	10:30	11:00	Hybrid session	Sevilla 1		Manas Bajaj	SysML v2 Transition	MBSE Workshop
INCOSE DEI Strategic Planning Meeting	Sunday	11:00	12:30	Hybrid session	Andalucia 3	The International Council on Systems Engineering (INCOSE) is committed to fostering a diverse, equitable, and inclusive environment within the systems engineering community. To advance this commitment, we are convening an open strategic planning meeting focused on Diversity, Equity, and Inclusion (DEI). This gathering aims to develop comprehensive strategies that integrate DEI principles into INCOSE's operations, initiatives, and culture. Your voice and expertise are invaluable to the success of our DEI initiatives.	Federica Robinson-Bryant, Alice Squires	Diversity, Equity, & Inclusion (DEI);Empowering Women Leaders in Systems Engineering (EWLSE);;	Working Group
Transitioning the Concurrent MBSE Environment to SysML v2	Sunday	11:00	11:30	Hybrid session	Sevilla 1		Hans Peter de Koning, Sam Gerene	SysML v2 Transition	MBSE Workshop
OpenMBEE & SysML v2	Sunday	11:30	12:00	Hybrid session	Sevilla 1		Ed Seidewitz	SysML v2 Transition	MBSE Workshop
SEQM Annual review and discussion	Sunday	11:30	12:30	Hybrid session	Andalucia 7	Meeting is our annual SEQM IW meeting Agenda: WelcomeReview of intent and purpose of the WG and to meet new membersReview of 2024 and the scholar ship program along with 2025 training plansOpen discussion on other ideas for 2025.	William Scheible	Systems Engineering Quality Management (SEQM);;	Working Group
Networking Lunch	Sunday	12:30	13:30	In-person session	Atrio III				F&B
MBSE Working Group/Chapter Presentations	Sunday	13:00	15:00	Hybrid session	Sevilla 1	Uwe Kaufmann (GfSE): CASCaDE updateSebastian Dube/Chawk Mean Proum (AFIS):AFIS Metamodel update Lalitha Abaya (AFIS): Airbus MBSE Methodology Graham Bleakley (UK MBSE IG): MBSE in the UK	Uwe Kaufmann, Sebastian Dube, Chawk Mean Proum, Lalitha Abaya, Graham Bleakley		MBSE Workshop
Academic Council	Sunday	13:30	15:30	Hybrid session	Cartuja	This meeting will focus on:- Summary of the status of the different initiatives carried out by Academic Matters.- Formally kick off the new Academic Council.- Select the Chair of the Academic Council.	Alejandro Salado	Academic Council;	Business Meeting
AI4RE Meeting	Sunday	13:30	15:30	Hybrid session	Andalucia 2	Purpose: An AI4RE meeting for all work streams. Objective: Go over overall project objectives, status, actions from kick off, etc.Structure: Hybrid, open discussionTiming: 2 hours	Ramki Raman, Kevin Orr	Artificial Intelligence Systems;Requirements;;	Working Group
Americas Sector Chapter Leaders Meeting	Sunday	13:30	15:30	Hybrid session	España 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Renee Steinwand	Business Meeting;;	Business Meeting

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Session	Day	Start	End	Type	Room	Description	Leaders	Categories	Track
Automotive WG	Sunday	13:30	15:30	Hybrid session	Andalucia 7	Two hours during this slot : 13h30-14h30 : Automotive WG general information meeting.The Automotive Working Group will present in particular the progress of its 6 Wokrstreams, out of which 5 started in 2024.We shall also present the 2025 program and the other AWG slots during the Workshop. 13h30-14h30 : EV example in MiliCare :We shall host a special presentation from AFIS (Yann Chazal), followed by discussions, about the "Electric Vehicle case" addressed in the recent AFIS Project "MiliCare" (like "take care of the milieu"). It includes an analysis of the growing controversy around EVs, even in Europe, and an enriched SE approach most suited to this case, where both the "product" (eg vehicle) and the "milieu" (daily mobility basin) re both intertwined and experience a co-evolution.	Alain DAURON	Automotive;;	Working Group
Competency WG	Sunday	13:30	15:30	Hybrid session	Triana 2	Agenda still in development with team.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Cliff Whitcomb	Competency;;	Working Group
Configuration Management for PLE: The new ISO 26581	Sunday	13:30	15:30	Hybrid session	Triana 3	Purpose: Illustrate the draft of the new ISO in progress 26581 focused on Configuration Management for PLEObjective: Promote the work of the standard and get experts involved in the review processStructure: Presentation of the topic, Discussion, Next StepsTiming: 2 hours	Marco Folringieri, Charles Krueger	Product Line Engineering;;	Working Group
DEIXWG	Sunday	13:30	14:30	Hybrid session	Andalucia 5	DE Primer - Review and INCOSE publishing plans	Celia Tseng	Digital Engineering Information Exchange;;	Working Group
Embedding SE into Organization WG	Sunday	13:30	15:30	Hybrid session	Andalucia 4	Embedding SE into organizations meeting 3 - Work! Purpose: the purpose of this session is for active members of the WG to review / work on the current WG productsObjective: To move forward the development of WG output - so that after a year we start to produce useful and valuable information on Embedding SE Structure: Review and plan (outline structure) current list of work products, and also the charter and website. If practical it may be the session divides into focused sub-groups looking at particular aspects of the WG activityTiming: 2 hrs	Richard Beasley	Embedding SE into Organizations ;	Working Group
Guide to Model-based Needs & Requirements	Sunday	13:30	14:30	Hybrid session	Andalucia 3	Session 4: Planning for System Verification. How the planning activities for verification are performed in the modeling environment. The products that are developed are ultimately handed off to the verification teams. This includes the development of representative verification execution plans and an approach for developing the master system verification plan.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
IPS4SE - Integrated Product Support (GfSE - Working group)	Sunday	13:30	14:30	Hybrid session	Andalucia 6	The IPS4SE working group from the German Chapter want to share their results and products on INtegrated Product Support (IPS) sometimes knowm als ILS; RAM and part of the loss-driven SE category.Intention is to enable and mature mbeter the IPS thining into the SE application during the development phase taking into account the new business models, right of repair, laws for all kind of industriesAim is to discuss the current status of products and collect a feedback, confirmation of our work packages:A) Benefit of IPS to SE and top management B) Discuss the EU regualtin on "right of repair" impact on development and design C) value of "NIB" = Standard Information (practice) Bibliothek across industries using AI Discuss and have a workshop environment At the end consolidation and conclusion.	Sven-Olaf Schulze	Automotive;Critical Infrastructure Protection and Recovery;Defense Systems;Healthcare;Human Systems Integration;Infrastructure;Information Communications Technology;MBSE Initiative;PM-SE Integration;Power & Energy Systems;Resilient Systems;Small Business Systems Engineering;Space Systems;System Safety;Systems Engineering Quality Management (SEQM);Systems Security Engineering;Transportation;;	Working Group
Knowledge Systems WG	Sunday	13:30	15:30	Hybrid session	España 3	Agenda13:30 - 14:00Introductions14:00 - 15:00Business Meeting15:00 - 15:30Wrap up and closing commentsThe first day of the Knowledge Systems Working Group at IW25 will be focused on the Working Group charter and scope review to include, but not limited to; Knowledge Systems Value Stream, Knowledge Systems Capabilities, Knowledge Systems Tools, Knowledge Systems Projects, Knowledge Systems Webinars, and the Knowledge Systems Primer. In addition, some discussions are anticipated for the review of state-of-the-current Via Engage and Sharepoint Library materials as well as engagements with other INCOSE Working Groups.	Robert Nilsson, William Hubbard, Aleksandr Turkhanov, Marco Rosa	Artificial Intelligence Systems;Complex Systems;Digital Engineering Information Exchange;Knowledge Management;Natural Systems;Social Systems;System of Systems;Systems Science;;	Working Group
MBSE Integration Forum (MBSE-iF)	Sunday	13:30	15:00	Hybrid session	España 5	MBSE-iF is a collaborative standardization project with the goal of mapping MBSE standards into a common, semantic metamodel, that enables cross domain interoperability and collaboration across companies. We will cover:Concept of Digital Data Package (DDP)OMG standardization: CASCaDE: Collaborative Artifact, Specification Context and Data Exchange (CASCaDE) sponsored by GfSE, PDES Inc., prostep ivip, OMG, VDA. The role of MoSSEC model manifests and package header for collaboration.Relationship with SysML V2, OMG Model Based Acquisition and LOTAR and the OMG Roadmap by GfSE LOTAR MBSE is subgroup of the PDES Inc. MBSE Working Group. LOTAR MBSE is focused on the metadata, format and processes needed for archiving and retrieving MBSE models. This session will introduce the group and review the LOTAR MBSE software prototype development and present the agenda for Sunday and Monday.	John Nallon, Juan C Mendo, Mark Williams	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
MBSE Patterns WG	Sunday	13:30	16:30	Hybrid session	España 2	Welcome and introduction to the MBSE Pattern Working Group's goals and focusIntroductions and interests of meeting participantsOverview of MBSE Patterns subject matter and relevanceStatus of current working group projects and activities; related Q&A and interestsDiscussion of additional and future interests of attendeesAdjourn	Bill Schindel	MBSE Patterns;;	Working Group
TechOps Leaders Meeting	Sunday	13:30	15:30	Closed session	Sevilla 2	Purpose: 2025 Planning among the Technical Operations Directors and Assistant Directors	Tami Katz	Business Meeting;;	Business Meeting
Risk Management WG - Information Session	Sunday	14:30	16:00	Hybrid session	Andalucia 3	Information session and discussion on strategy for the Risk Working Group activities and an open session to brainstorm future areas to pursue for the Risk WG. We will look at work performed to date, and evaluate key areas to target in 2025 and beyond, including soliciting support for these efforts.Open to all including members of other working groups to synergize risk activities across working groups.We would love to have any and all members come participate to learn and contribute!Agenda:14:30-15:00 – Charter and overview of current work being performed in the Risk WG (see our INCOSE Risk WG webpage for more info) – Jack Stein and Bob Parro (co-chairs)15:00-15:30 – Brainstorm future concepts for the risk working group to pursue and review proposals – open discussion – Ann Brown, Jack Stein, Bob Parro (co-chairs)15:30-16:00 –In-person attendees: go to break, or choose to stay for the virtual networking session belowVirtual attendees: optional networking session online – stay online and get to know other virtual participants interested in risk – chairs will moderate the networking session. Please contact Ann Brown (in person – ann.brown@lmco.com, Jack Stein: jack.stein@incose.net or Bob Parro bparro@rivernorthsolutions.com for more information.	Ann Brown, Bob Parro, Jack Stein	Risk Management;;	Working Group
RSWG Work Session	Sunday	14:30	18:00	Hybrid session	Andalucia 6	"-Review/Update The Resilience Elevator Speech-Review/Update How to Justify Resilience-Review/Update Things that Frustrate Resilience-Review/Update RSWG Standard Briefing (e.g., History of Resilience, Environmental)-Review/Update Techniques for achieving resilience (i.e., Taxonomy Layers 2 and 3) (separate closed session? e.g., Robustness, Recovery)-Review/Update plan for SEBoK v.12 (May 2025) (e.g., Organizational Resilience)-Review/Update outline & plan for Resilience Primer -Generate plan for Potential 2025 Resilience Webinar-Synergy / Cooperation with Other INCOSE Working Groups (LDSE?, ESEIO?)-Audience Feedback, Questions & Answers"	Kenneth Cureton	Resilient Systems;;	Working Group
TWG + Infrastructure WG	Sunday	14:30	17:30	Hybrid session	Andalucia 5	Purpose: Working together to share scarce volunteer resources amongst related INCOSE Working Groups (i.e., 'Infrastructure-adjacent')Objective: Increase collaboration and efficiency via shared resources and improved coordinationStructure: Initial Recap presentation (from IW2024) to set the scene followed by brainstorming Workshop Timing 1st hour: Look back at IW 2024 presentation with initial notes and conclusionsTiming 2nd hour: Workshop with brainstormingTiming 3rd hour: Presentation on the Dublin MetroLink from INCOSE UK	IWG Leader, Dale Brown, Marcel van de Ven	Infrastructure;Smart Cities Initiative;Transportation;;	Working Group
Break	Sunday	15:30	16:00	In-person session	Foyer				F&B

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Session	Day	Start	End	Type	Room	Description	Presenters	Topics	Category
MBSE Working Group/Chapter Presentations	Sunday	15:30	17:30	Hybrid session	Sevilla 1		Ryan Noguchi, Jeff Williams, Bill Schindel, Frank Salvatore, Marco Forlingieri		MBSE Workshop
SE Interoperability Inaugural Conference Overview	Sunday	15:30	16:30	Hybrid session	España 5	An overview of the first Systems Engineering Interoperability Conference held in Madrid, Spain November 13-14, 2024 to capture the needs of industry and communicate industry experiences will be provided by the program chair, Dr. Jose Maria Alverez from the University of Madrid. A review of the first Systems Engineering Interoperability Conference held in Madrid, Spain November 13-14, 2024 to capture the needs of industry and communicate industry experiences will be provided by the program chair, Dr. Jose Maria Alverez from the University of Madrid.	John Nallon, Juan C Mendo, Dr. Jose Maria Alverez	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
SE4Indus: New WG presentation, Draft of Primer review	Sunday	15:30	18:00	Hybrid session	Sevilla 2	First official session of the new WG SE for Industrial Systems (SE4Indus)Purpose: Presentation of the WG, presentation of the co-chairs, Review of the Primer Draft Objective: review and improve the draft of the Primer, Identify new members that could contribute.Structure: 30 minute presentation, review of the primer in groups (1h30), debrief and way forward (30 min)	emmanuelle garcia	SE for Industrial Systems (SE4Indus);	Working Group
Academic Equivalency Roundtable Discussion	Sunday	16:00	18:00	Hybrid session	Andalucia 2	Purpose: Current Academic Equivalency universities to share information on what their AcEq looks like, what is going well, and where they could use improvement.Objective: Share and capture information to help current and future AcEq universities learn how to be successful, and to help the Certification office improve its support. A report will be shared afterward with both the content of the session and additional information that was requested during the session. Structure: The facilitator (Chris Browne) will share information about AcEq from INCOSE's perspective (e.g., # of student names submitted, # of undergrad vs grad programs) and will ask university representatives to react to this information. He will have prepared questions for discussion based on information that is desired to be captured and shared in the future, but he will also allow time for current AcEq universities to raise their own questions. Priority will be given to current AcEq universities sharing information with each other. Questions that can be answered by INCOSE staff will be captured and handled offline. Timing: 2 hours	Courtney Wright, Chris Browne	Certification;	Working Group
Biological Ecosystems as Quantitative System Design Inspiration for Resilient and Sustainable Human Networks	Sunday	16:00	17:30	Hybrid session	Triana 1	Biological Ecosystems as Quantitative System Design Inspiration for Resilient and Sustainable Human NetworksPresented by: Dr. Astrid LaytonAssistant Professor	Donna Walker Faculty Fellowengineering.tamu.edu/mechanical/people/layton-astridDirector Bio-inspired Systems Lab (BiSSL) www.astridlayton.comJ. Mike Walker '66 Department of Mechanical Engineering	Texas A&M University Abstract: Inspiration from nature has produced some fascinating, novel, and life changing solutions for the human world. Most of these bio-inspired designs however have been product based. Taking a systems perspective when we look to nature taps inspirations that can improve the critical networks we depend on. This talk focuses on biological ecosystems in particular, complex networks of interacting species that are able to support individual needs while maintaining system-level functions. These networks offer inspiration for achieving both sustainability AND resilience in the design of our human engineered networks. Quantitative ecosystem descriptors and analysis techniques adapted from ecology enable desirable ecosystem characteristics to be used as design guides for things like industrial resource networks, water networks, supply chains, and power grids.	dennis tuckowski, allison lyle	Natural Systems;;	Working Group
Configuration Management WG	Sunday	16:00	18:00	Hybrid session	Triana 2	Configuration Management WG meetingPurpose: New leadership, plan for the year ahead.Objective: Review Charter and plan activities.Structure: directed meetingTiming: 2 hours	CMWG Leader, Sandrine Gonthier	Configuration Management;Process Improvement;;	Working Group
Fellows Selection Committee Meeting	Sunday	16:00	18:00	Closed session	Andalucia 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Bob Kenley, Christine Kowalski, Mike Ryan	Business Meeting;Fellows;	Business Meeting
Guide to Model-based Needs & Requirements	Sunday	16:00	17:00	Hybrid session	Andalucia 3	Session 5: Planning for System Integration: System integration starts with the identification of both the external and internal interfaces of the system of interest. How the interface requirements are captured in the system and subsystem requirements and the logic supporting their creation is described. From a verification perspective, the system integration approach is a result of a close collaboration with the responsible party for system verification planning.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
HSI and ConOps in Early Stage Systems Engineering	Sunday	16:00	18:00	Hybrid session	Cartuja	ConOps has been touted as one of the critical guiding products across the systems engineering life cycle. ConOps can be captured in various ways: graphics, narratives, diagrams, models. It can be a one-page graphic, a 100s-page document, or a SysML-like model. Objectives of the workshop is to share best practices, lessons learned, and challenges faced by the practitioners in developing and utilizing ConOps in their work and to deliver a white paper on ConOps and all relevant products/concepts (operational concepts, scenarios, etc.) and how they are used (or should be used) in the overall systems engineering process. Who is this workshop for?Joint workshop with the INCOSE XXX WG	Grace Kennedy, So Young Kim, Dimitri Masson, Basak Ramaswamy	Human Systems Integration;Requirements;SE in Early Stage Research & Development;Social Systems;System of Systems;;	Working Group
Project Wildfire Workshop	Sunday	16:00	18:00	Hybrid session	España 4	Project Wildfire Multi-WG WorkshopSusan Ronning, Judith Dahmann, Alan HardingJoin us for the kickoff of a multi-WG initiative led by the SoS and ICT WGs!The objective of the initiative is to explore application of systems engineering to a community mission-driven capability– focused on emergency management, particularly wildfire preparation and response, drawing on INCOSE working group core competenciesIW25 will host a 2-part workshop to kick off this initiative. WGs and interested individuals are invited to participate in this initial IW25 activity and in the follow-up exercise.As INCOSE seeks to apply systems engineering to broader community-based capabilities, the objective of this initiative is to provide a venue for working groups and individual systems engineers to collaboratively apply a systems engineering approach designed to achieve an effective mission driven capability outcome. The potential outcome(s) of the initiative include: Identifying approaches to applying systems engineering to community-based mission capabilities, To seed future multi-working group activities, and To supply this model back to the emergency management user community for their evaluation and feedback.Part 1 - Sunday, February 2, 1600-1800 CET / 10am–12pm ET USA / 7-9am PT USAPart 1 will introduce the initiative and the proposed SoSE approach to systems engineering of a community-mission driven capability. During part 1 of the workshop, strawman materials will be presented for review and feedback from workshop participants.•Describe the Holiday Farm Fire scenario to "set the scene" – our Why? – for the problem/purpose of this engineering activity •Characterize the SoS context •Provide an initial descriptive model of the community based SoS Special Guest! Patence Wittingham, prior Lane County, Oregon Emergency Manager, will join us remotely to share her experiences as lead response agency during the Holiday Farm Fire and will be available to answer questions. Part 2 - Monday, Feb 3, 1330-1530 CET / 7:30-9:30am ET USA / 4:30-6:30am PT USAPart 2 will gather feedback on strawman materials and plan for a follow-on tabletop exercise. During part 2, participants will walk through the methodology and	Susan Ronning	Project Wildfire	Working Group
Systems Adaptability WG Open Meeting	Sunday	16:00	18:00	Hybrid session	España 3	This session is an open hybrid (virtual + in-person) meeting organized by the INCOSE System Adaptability WG leadership team. All are welcome to attend, both WG members and non-members interested in learning more about the WG and/or potentially joining the System Adaptability WG. The agenda for the meeting is shown below. The times given are in the local time zone at the in-person IW2025 conference venue in Seville, Spain:•16:00-16:15 – Welcome and Introductions•16:15-16:45 – Presentation: "About Adaptive Systems and the System Adaptability WG" •16:45-17:00 – Q&A and Discussion•17:00-18:00 – System Adaptability WG 2025 Planning: Review of WG status, goals and objectives.	Haifeng Zhu, Ray Barton	Systems Adaptability;;	Working Group

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Event	Day	Start	End	Type	Room	Description	Leaders	Categories	Group Type
TLI Topical Engagement: Ascending into Leadership	Sunday	16:00	17:30	Closed session	Triana 3	Systems engineering is a strong foundation for increased responsibilities as a technical leader—and for senior leadership. We will discuss how systems engineering has evolved and how this prepares you for leading at all levels in an increasingly complex world. This special technical leadership engagement session led by Paul Nielsen is open to all members of the Technical Leadership Institute (Cohorts 1-10 inclusive). Dr. Paul D. Nielsen is the Director and CEO of Carnegie Mellon University's Software Engineering Institute. The SEI advances software engineering, cybersecurity, and artificial intelligence to support the US Department of Defense and the global community. Previously Nielsen served in the U. S. Air Force for 32 years, retiring as a major general. Nielsen is a member of the U. S. National Academy of Engineering and a Fellow of the American Institute of Aeronautics and Astronautics (where he served as President), IEEE, and the International Council on Systems Engineering. He received his PhD in computational plasma physics from the University of California, Davis.	David Long, Suja Joseph-Malherbe	Business Meeting;;	Business Meeting
AIAA Digital Threads and Digital Twins Integration	Sunday	16:30	18:00	Hybrid session	España 5	The AIAA Digital Engineering Integration Committee DigitalThread and Twin Integration Working group is documenting the key challenges forindustry, government, cloud vendors and PLM vendors towards realizing adigital thread platform which also considers the evolution required to supportthe digital twin. The output of this effort will also be reportedout at SciTech 2025 and will be released as an AIAA DEIC sponsored white papermid 2025. The effort involved about 60 people from PLM, Cloud vendorspace (Dassault Systems, Siemens, Ansys, Microsoft Azure, AWS, Istari Digital), and Aerospace OEMs (Boeing, Lockheed Martin, Bell Helicopter, NorthropGrumman, Spirit Aerosystems, NASA, Pratt & Whitney/RTX) contributing over500 pages of material, and now abstracted to about 70 pages. Thewide-ranging topics cover the usual suspects in digital thread and twin spacelike Geometry, MBSE, linking technologies, ontologies, distributed systems,AI/ML, edge computing, and also some special topics of contemporary interestlike SysML V2, Multiscale/Multiphysics integration, AI ML andmathematical gaps in Digital Twins thread integration, UncertaintyQuantification etc. The OEM perspective is to gauge the vendor readiness andgaps in theory, technology and implementation, with recommendations. Digital Threads and Digital Twins - Jayendra Ganguli (Pratt and Whitney) The AIAA Digital Engineering Integration Committee Digital Thread and Twin Integration Working group is documenting the key challenges for industry, government, cloud vendors and PLM vendors towards realizing a digital thread platform which also considers the evolution required to support the digital twin. The output of this effort will also be reported out at SciTech 2025 and will be released as an AIAA DEIC sponsored white paper mid 2025. The wide-ranging topics cover the usual suspects in digital thread and twin space like Geometry, MBSE, linking technologies, ontologies, distributed systems, AI/ML, edge computing, and also some special topics of contemporary interest like SysML V2, Multiscale/Multiphysics integration, AI	John Nallon, Juan C Mendo, , Jayendra Ganguli	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
Automotive #3	Sunday	17:00	18:00	Hybrid session	Andalucia 7	This meeting content will be adjusted depending on attendees agenda constraints, and will be reflected in the on-line program (web page and app)Several contents to be confirmed, refined and shared with the other Automotive WG slot on Monday 14:30 :- Regional Automotive WGs:Feedback about the AWG-JCOSE/AWG way of working, possible improvements,possible French or European similar group(s) (depending on the attendees).- New Workstreams for 2025?SEHv5 refreshed paragraph?DE Guide contribution (DEIX WG proposal) ?How to « sell SE ROI » in Automotive domain (incl. "best practices") ?Main SE Skills for Automotive domain ?- Longer SDV & SOA session ?	ALAIN DAURON	Automotive;;	Working Group
Complex System WG - Guidance for Using 'Complexity' and Related Terms	Sunday	17:00	18:00	Hybrid session	España 2	Purpose: Best practice sharingObjective: Educate participants in how to use the term 'Complexity'Structure: 30min of presentation + 30min of discussionTiming: 1hour	Joshua Sutherland, Dean Beale	Complex Systems;;	Working Group
Standards Department Yearly Meeting	Sunday	17:00	18:00	Hybrid session	Andalucia 3	Purpose: Tag up on INCOSE Standards IntiativesObjective: We are having our yearly meetup to discuss what's going on the World of Standards	Daniel Siegl, Joe Marvin	Standards;	Working Group
MBSE social with Propeller Hat Awards	Sunday	18:00	19:00	MBSE Workshop Participants	Atrio I				Social Event
Monday									
Systems Thinking Roundtable STRT	Monday	07:00	08:00	In-person session	España 4	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Virtual Systems Thinking Roundtable STRT	Monday	07:00	08:00	Hybrid session	Virtual	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Competency WG	Monday	08:00	10:00	Hybrid session	Andalucia 4	Agenda still in development with team.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Cliff Whitcomb	Competency;;	Working Group
Corporate Advisory Board Meeting	Monday	08:00	17:00	Closed session	Sevilla 1	Meeting Agenda is still being worked	Michael Dahlberg	Business Meeting;;	Business Meeting
Decision Analysis WG	Monday	08:00	10:00	In-person session	Andalucia 7	Purpose: Review the Decision Analysis Data Model (DADM)Objective: Obtain feedback and acceptance of the DADMStructure: the meeting will be around a table, and we will all be able to look at the model while someone walks thru it.	Frank Salvatore	Architecture;Decision Analysis;Digital Engineering Information Exchange;Lean Systems Engineering;MBSE Initiative;MBSE Patterns;Object-Oriented Systems Engineering Method (OOSEM);Process Improvement;Product Line Engineering;Requirements;Risk Management;SE Tools Database;Small Business Systems Engineering;Value Proposition Initiative;;	Working Group
IS2025 TPC Meeting	Monday	08:00	17:00	Closed session	Andalucia 8	Internal Meeting for the IS 2025 Technical Program Commitee to work on IS 2025 Technical Program.	Donna Long, Amy Thompson	Business Meeting;;	Business Meeting
OpenMBEE and SysML v2: Demonstration and Workshop	Monday	08:00	12:00	Hybrid session	España 3	OpenMBEE (Open Model Based Engineering Environment) is an open source collaborative engineering system. It enables engineers to work in the language of their choice and easily share and document their work across other tools. OpenMBEE has supported systems modeling in SysML v1 for years. But the next generation of OpenMBEE, now in development, will support SysML v2, advanced generation of documents and other views, and interoperability via the standard systems modeling API.This session will demonstrate the new semantic-technology-based architecture for OpenMBEE and SysML v2, providing an in-depth look at has already been implemented and what is to come.	Ed Seidewitz	MBSE Initiative;Tools Integration & Model Lifecycle Management;;	MBSE Workshop

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Event	Day	Start	End	Type	Room	Description	Leaders	Working Groups	Category
SE/MBSE for Sustainability - Building a sustainability Task Force	Monday	08:00	12:00	Hybrid session	Triana 3	Purpose: To present the results of WG efforts and integrate findings into a unified, holistic sustainable systems methodology. Objective: By the end of the day, participants will have: Presented their WG results to the larger group. Consolidated and synthesized results into a first draft of a comprehensive sustainable ecosystem methodology. Structure: Morning Recap and Overview (30 minutes) Presentations: WG Results (1 hour, including discussion) Break Session & Networking (25 min) Integration Workshop: Developing a Unified Methodology (1 hour, with iterative sessions and group input) Break Session & Networking (15 min) Reflection & Discussion (30 min) Wrap-Up and Preparation of Day 4 (20 minutes) Timing: Total: 4 hours (with breaks).	Hamza Bassam	Agile Systems and Systems Engineering;Architecture;Configuration Management;Decision Analysis;Digital Engineering Information Exchange;Future of Systems Engineering (FuSE);Infrastructure;Integration, Verification & Validation;Knowledge Management;MBSE Patterns;Materials in System Engineering;Measurement;Requirements;Risk Management;SE Tools Database;System of Systems;Tools Integration & Model Lifecycle Management;Transportation;Value Proposition Initiative;;	Working Group
Services Committee Meeting	Monday	08:00	10:00	Hybrid session	Andalucia 2	This meeting is for the INCOSE Services Committee to coordinate on the 2025 operating plan (Session 1).Purpose: Coordinate on 2025 operating planObjective: Alignment on 2025 plan, goals defined, metrics established to track progressStructure: Discussion of agenda items, brainstormingTiming: 2 hours	Heidi Davidz	Business Meeting;;	Business Meeting
Theme Workshop: Digital Twin	Monday	08:00	10:00	Hybrid session	Sevilla 2	What are Digital Twins? What can be twinned?	Jean-Luc Garnier, Anand Kumar		Business Meeting
WG Marketplace	Monday	08:00	18:00	In-person session	Atrio III	The Working Group Marketplace is an ongoing event showcasing the INCOSE working groups, their charters and various activities. Monitors will be available throughout the event, with various working group leaders available during breaks and lunches to hold conversations about the different working group efforts and activities. IW attendees are encouraged to use this forum as a way to learn about the working groups during the event, many of them will be hosting meetings and workshops open to participation.			Social Event
Introduction to Knowledge Graphs	Monday	09:00	10:00	Hybrid session	España 5	Introduction to Knowledge Graphs and a live demonstration of the modeling and simulation of a FORMULA Student racing car and a discussion of MBSE, the V model, digital thread and digital twins with graph-based design languages (knowledge graphs). Introduction to Knowledge Graphs and a live demonstration of the modeling and simulation of a FORMULA Student racing car and a discussion of MBSE, the V model, digital thread and digital twin with graph-based design languages (knowledge graphs).	John Nallon, Juan C Mendo, , Dr. Stephan Rudolph	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
SysML v2 Introductory Training	Monday	09:00	12:00	In-person session	Triana 4		Sanford Friedenthal	MBSE Initiative;;	MBSE Workshop
Building an EMPIRE: Combined Project Management and Systems Engineering	Monday	09:30	10:30	Hybrid session	España 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: Demonstrate the EMPIRE software platform for integrated Project Management and Systems EngineeringObjective: Solicit collaborators and INCOSE participation in the development of this open-source toolStructure: Minutes 1-10: Integrated Project Model instantiation and Project Management utility. Minutes 10-25: Hardware modeling and requirements generation. Minutes 25-40: System software generation. Minutes 40-60: Discussion/Q&ATiming: 60 minutes. I could do less, but there's a lot of content.	Michael Halvorson	Agile Systems and Systems Engineering;Architecture;Complex Systems;Configuration Management;Enterprise Systems;PM-SE Integration;Requirements;Small Business Systems Engineering;Space Systems;;	Working Group
Asia & Ocenia Sector 3 Meeting	Monday	10:00	12:00	Hybrid session	Andalucia 2	Purpose: Sector 3 Meeting gathering to discuss 2025 agenda, events and strategy Objective: Discuss 2025 agenda and strategy, call to actionStructure: Introduction roundtable, Presentation and Update from each Sector 3 chapter, DiscussionTiming: 90 min	Quoc Dr. Do, Marco Forlingieri	Asia & Oceania Sector 3;	Business Meeting
Break	Monday	10:00	10:30	In-person session	Foyer				F&B
FuSE V&R Workstream meeting	Monday	10:00	12:00	Hybrid session	Andalucia 7	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting? This is a working sessions for the members of the FuSE Vision & Roadmaps workstreamObjective: What are you trying to achieve in the meeting, and what does success look like? Planning of 2025 activitiesStructure: What is the structure of the meeting we are having? Agenda is TBDTiming: How much time is allocated to the meeting? 2 hours	Paul Schreinemakers	Future of Systems Engineering (FuSE);;	Working Group
HSI WG Primer Writing	Monday	10:00	12:00	Hybrid session	Cartuja	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Grace Kennedy, Dimitri Masson	Human Systems Integration;;	Working Group
AI4RE Meeting	Monday	10:30	12:00	Hybrid session	Triana 2	Purpose: AI4RE Workstream #1Objective: Discuss planning for AI4RE Workstream #1Structure: Hybrid, open discussionTiming: 1.5 hours	Ramki Raman, Kevin Orr	Artificial Intelligence Systems;Requirements;;	Working Group
Competency WG	Monday	10:30	12:00	Hybrid session	Andalucia 4	Agenda still in development with team.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Cliff Whitcomb	Competency;;	Working Group
Decision Making Tools for Systems Engineers	Monday	10:30	12:00	Hybrid session	Andalucia 5	Purpose: The purpose of this WS is to compare and contrast a new tool developed by the CSWG with other similar tools to see if a useful tool for Systems Engineers can be realized.Structure: The first 30 minutes will introduce the new tool. This will be followed by 30 minutes to test, compare, and contrast the tools, and then 30 minutes discussing and refining the tool. Attendees will be encouraged to bring their own systems challenges to determine how well each tool helps them address these challenges. An example scenario will also be provided.Timing: 1.5 hours	Dean Beale	Complex Systems;;	Working Group
Guide to Model-based Needs & Requirements	Monday	10:30	11:30	Hybrid session	Andalucia 3	Sesson 6: Needs and Requirements Validation. The approach used to validate the model with the NRM is presented. The techniques to ensure that each requirement complies with the characteristics, attributes, and rules required by the NRM, Guide to the NRM, and Guide to Writing Requirements.1st 30 minutes will be a review using the Model developed with CATIA Magic.2nd 30 minutes will be for questions & answers and comments.	Jeffery Williams, Lou Wheatcraft	Integration, Verification & Validation;MBSE Initiative;Object-Oriented Systems Engineering Method (OOSEM);Requirements;SE Tools Database;;	Working Group
Live Demonstration of the University of Stuttgart Formula Student Car and DTh/DTw discussion	Monday	10:30	12:00	Hybrid session	España 5	Introduction to Knowledge Graphs and a live demonstration of the modeling and simulation of a FORMULA Student racing car and a discussion of MBSE, the V model, digital thread and digital twin with graph-based design languages (knowledge graphs) ending with a Q&A Session.	John Nallon, Juan C Mendo	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
System Safety Working Group	Monday	10:30	12:00	In-person session	Andalucia 6	Open working group discussion including presentation on recent activities and discussion of priorities for 2026. All are welcome	Meghan O'Neil, Duncan Kemp	System Safety Working Group	Business Meeting
Theme Workshop: Digital Twin	Monday	10:30	12:30	Hybrid session	Sevilla 2	Why twinning entities?	Jean-Luc Garnier, Anand Kumar		Business Meeting
EMEA Marketplace Lunch	Monday	12:00	13:30	In-person session	Atrio III	The EMEA Marketplace is a dedicated effort to promote EMEA Chapter efforts during the February 3 lunch time. The event will be held at the WG Marketplace location, showcasing various INCOSE EMEA Chapters and their different projects and efforts. The goal is to broaden awareness of ongoing EMEA projects to the workshop attendees, enable opportunity for collaboration and networking. All members are encouraged to attend to meet the various EMEA Sector leaders and learn more about their activities.			Social Event
AI4RE Meeting	Monday	13:30	15:30	Hybrid session	Triana 2	Purpose: AI4RE Workstream #2Objective: Discuss planning for AI4RE Workstream #2Structure: Hybrid, open discussionTiming: 2 hours	Ramki Raman, Kevin Orr	Artificial Intelligence Systems;Requirements;;	Working Group

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Automotive WG	Monday	13:30	15:30	Hybrid session	Andalucia 7	Two hours during this slot : 13h30 to 14h30: STPAWe shall have a presentation from David Hetherington about STPA, followed by a discussion. David will address in particular the workflow to ISO26262 and to ISO/SAE 21434, the Automotive standards about Functional Safety and Cyber-Security. 14h30 to 15h30 : This meeting content will be adjusted depending on attendees agenda constraints, and will be reflected in the on-line program (web page and app)Several contents to be confirmed, refined and shared with the other Automotive WG slot on Sunday 17:00 :- Regional Automotive WGs:Feedback about the AWG-JCOSE/AWG way of working, possible improvements,possible French or European similar group(s) (depending on the attendees).- New Workstreams for 2025?SEHv5 refreshed paragraph?DE Guide contribution (DEIX WG proposal) ?How to « sell SE ROI » in Automotive domain (incl. "best practices") ?Main SE Skills for Automotive domain ?- Longer SDV & SOA session ?	Alain DAURON	Automotive;;	Working Group
Empowering Systems Focused Leadership Using Large Language Models	Monday	13:30	15:30	Hybrid session	Andalucia 3	Join us for an empowering and interactive 2-hour workshop designed to enhance your leadership abilities in systems engineering by harnessing the power of Large Language Models (LLMs). This session specifically addresses the inhibitors and enablers of leadership development, focusing on challenges faced by participants in the field. Leverage LLMs to overcome leadership barriers, amplify enabling factors, and cultivate a supportive network for ongoing growth and impact.Participants will:Enhance Understanding of Leadership Barriers and Enablers: Gain insights into common challenges and facilitating factors in systems engineering leadership.Harness LLMs for Leadership Development: Engage in hands-on exercises using personal leadership scenarios to apply LLMs effectively.Improve Ability to Leverage Enablers and Overcome Challenges: Develop strategies to maximize leadership opportunities and address obstacles in the field.For the best experience, bring a laptop or tablet capable of accessing web-based LLM tools.Maximize your leadership growth by incorporating LLMs to tackle difficult leadership challenges and identify valuable enablers. Your journey to advancing your leadership career starts here!	Alice Squires, Federica Robinson-Bryant	Diversity, Equity, & Inclusion (DEI);Empowering Women Leaders in Systems Engineering (EWLSE);;	Working Group
IVV WG - Systems Integration Guide/Verification guidance	Monday	13:30	17:30	Hybrid session	Andalucia 6	We will address two topics. First, a discussion of the impact of MBSE and digital engineering on integration and test activities, how can we mesh the digital ecosystem with the conduct of I&T. Second, development of guidance for systems integration - what is needed, how should be it be structured, and creating a project team to do it.	Jim Armstrong	Integration, Verification & Validation;;	Working Group
Knowledge Systems WG	Monday	13:30	15:30	Hybrid session	Andalucia 2	Agenda13:30 - 14:00Introductions14:00 - 15:00Knowledge Systems Primer Review - Format & Narrative15:00 - 15:30Wrap up and closing commentsThe second day of the Knowledge Systems Working Group at IW25 will be focused on the progress and status of the Knowledge Systems Primer. These discussions will include, but not limited to; Primer objective, Primer outline, and Primer narratives to-date. The Primer currently focuses on a preface and 5 sections; Section 1: What is the problem we are trying to solve, specific questions and domains. Perhaps showing this in a knowledge graph structure might be a good intro to the objective of the primer. Section 2: What is the state-of-the-current solutions for answering that problem … that falls short . Section 3: What is Knowledge Systems for Digital Engineering and how does it address / solve the problem at a high level. Section 4: In-depth details of Knowledge Systems for Digital Engineering workflow, methods, practices, competencies, and information products. This might look like a value stream, activity flow diagram, or even back to a knowledge graph structure. Section 5: Conclusion, observations, knowledge graphs, roadmaps, and recommendations for the Working Group -to-INCOSE community engagement.	Robert Nilsson, William Hubbard, Aleksandr Turkhanov, Marco Rosa	Artificial Intelligence Systems;Complex Systems;Digital Engineering Information Exchange;Knowledge Management;Natural Systems;Social Systems;System of Systems;Systems Science;;	Working Group
MBSE Integration Forum (MBSE-iF)	Monday	13:30	15:30	Hybrid session	España 5	MBSE-iF is a collaborative standardization project with the goal of mapping MBSE standards into a common, semantic metamodel, that enables cross domain interoperability and collaboration across companies. We will cover:Concept of Digital Data Package (DDP)OMG standardization: CASCaDE: Collaborative Artifact, Specification Context and Data Exchange (CASCaDE) sponsored by GfSE, PDES Inc., prostep ivip, OMG, VDA. The role of MoSSEC model manifests and package header for collaboration.Relationship with SysML V2, OMG Model Based Acquisition and LOTAR and the OMG Roadmap by GfSE MBSE-Integration Forum (MBSE-iF) (Part 1)MBSE-iF is a collaborative standardization project with the goal of mapping MBSE standards into a common, semantic metamodel, that enables cross domain interoperability and collaboration across companies. We will cover:Concept of Digital Data Package (DDP)OMG standardization: CASCaDE: Collaborative Artifact, Specification Context and Data Exchange (CASCaDE) sponsored by GfSE, PDES Inc., prostep ivip, OMG, VDA. The role of MoSSEC model manifests and package header for collaboration.Relationship with SysML V2, OMG Model Based Acquisition and LOTAR. OMG Roadmap by GfSE	John Nallon, Juan C Mendo, Mark Williams	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
Platform Training Session for Working Groups Using SE Lab	Monday	13:30	14:30	Hybrid session	Triana 4	Purpose: Hands-on training for working groups using CATIA Magic and the 3DEXPERIENCE platform for project planning and team collaboration to develop their projects and productsObjective: Upon completion, working group leads will be able to plan their own project schedules within the Swym community, create Gantt charts, assign tasks to team members, track and report progress, and integrate with other collaboration tools including file sharing, wiki, ideation, model reviews, and many moreStructure: Instructor-led, hands-on training walking through end-to-end use cases mimicking an entire project life cycle; working group leads attending the session will be assigned the new Project Planner role for use in their WG projectsTiming: ~2 hours to walk through an end-to-end use case, including Q&A	Heidi Davidz		Business Meeting
Project Wildfire Workshop	Monday	13:30	15:30	Hybrid session	Andalucia 4	Project Wildfire Multi-WG WorkshopSusan Ronning, Judith Dahmann, Alan HardingJoin us for the kickoff of a multi-WG initiative led by the SoS and ICT WGs!The objective of the initiative is to explore application of systems engineering to a community mission-driven capability– focused on emergency management, particularly wildfire preparation and response, drawing on INCOSE working group core competenciesIW25 will host a 2-part workshop to kick off this initiative. WGs and interested individuals are invited to participate in this initial IW25 activity and in the follow-up exercise.As INCOSE seeks to apply systems engineering to broader community-based capabilities, the objective of this initiative is to provide a venue for working groups and individual systems engineers to collaboratively apply a systems engineering approach designed to achieve an effective mission driven capability outcome. The potential outcome(s) of the initiative include: Identifying approaches to applying systems engineering to community-based mission capabilities, To seed future multi-working group activities, and To supply this model back to the emergency management user community for their evaluation and feedback.Part 1 - Sunday, February 2, 1600-1800 CET / 10am–12pm ET USA / 7-9am PT USAPart 1 will introduce the initiative and the proposed SoSE approach to systems engineering of a community-mission driven capability. During part 1 of the workshop, strawman materials will be presented for review and feedback from workshop participants.•Describe the Holiday Farm Fire scenario to "set the scene" – our Why? – for the problem/purpose of this engineering activity •Characterize the SoS context •Provide an initial descriptive model of the community based SoS Special Guest! Patence Wittingham, prior Lane County, Oregon Emergency Manager, will join us remotely to share her experiences as lead response agency during the Holiday Farm Fire and will be available to answer questions. Part 2 - Monday, Feb 3, 1330-1530 CET / 7:30-9:30am ET USA / 4:30-6:30am PT USAPart 2 will gather feedback on strawman materials and plan for a follow-on tabletop exercise. During part 2, participants will walk through the methodology and	Susan Ronning	Project Wildfire	Working Group
Sectors I, II, III Leadership All-Hands Meeting	Monday	13:30	14:30	Hybrid session	España 2	Purpose: Welcome Chapter Leaders from All Sectors and provide information that is common to all sectorsObjective: Share information across the sectors regarding INCOSE Strategy, One INCOSE, and Goals for 2025Structure: 1 hour agenda of topics that are common across the Sectors - Leadership Message, Chapter Leader Resources, INCOSE Staff Support, 2025 Changes and Support	Renee Steinwand	Business Meeting;;	Business Meeting

Event	Day	Start	End	Type	Room	Description	Organizers	Topics	Category
SysML v2 Transition Planning Working Session	Monday	13:30	18:00	In-person session	Cartuja	Background: This is a follow-up to the SysML v1 to v2 Transition Information Session held at the 2024 INCOSE IW MBSE Workshop in January 2024. Note: here is significant transition guidance available at the SysML v2 Transition Wiki at (https://www.omgwiki.org/MBSE/doku.php?id=mbse:sysml_v2_transition) Objectives: The objective for this session is to motivate people to begin their transition planning and to provide results that help industry in their transition planningAgenda (DRAFT): 1:00 – 1:30 Transition Planning at LMC – Chris Schreiber1:30 – 1:45 Breakout Guidance1:45 – 2:30 Breakouts2:30 – 3:00 Break3:00 – 4:00 Breakouts (cont.)4:00 – 5:00 Outbriefs	Frank Salvatore, Chris Schreiber	Agile Systems and Systems Engineering;Architecture;Competency;Complex Systems;Decision Analysis;Defense Systems;Digital Engineering Information Exchange;Enterprise Systems;Healthcare;Integration, Verification & Validation;Knowledge Management;MBSE Initiative;MBSE Patterns;Measurement;NAFEMS-INCOSE Systems Modeling & Simulation;Object-Oriented Systems Engineering Method (OOSEM);Process Improvement;Product Line Engineering;Professional Competencies & Soft Skills;Requirements;SE in Early Stage Research & Development;Smart Cities Initiative;System of	MBSE Workshop
Theme Workshop: Digital Twin	Monday	13:30	15:30	Hybrid session	Sevilla 2	How to twin?	Jean-Luc Garnier, Anand Kumar		Business Meeting
De-risking Complex Problems	Monday	14:00	15:30	In-person session	Triana 1	Purpose: The purpose of this workshop is to introduce a new tool, and explore its applicability in comparison to, and collaboration with other similar tools.Structure: The first 20 minutes will introduce the new tool. This will be followed by the option to either 1) test, compare, and contrast the tool against your own system challenges, or 2) help develop the tool to complement and enhance COSYSMO. An example scenario will also be provided.Timing: 1.5 hours	Dean Beale	Complex Systems;;	Working Group
DEIXWG	Monday	14:00	16:00	Hybrid session	Andalucia 5	Purpose: Collaborate on Digital Viewpoint Model (DVM) Framework ExtensionObjective: Derive a conceptual data entity model from the DVM to concretely describe data entity definition in a digital information exchangeStructure: Start with intro/history of DVM framework, re-familiarize with the DVM framework, review the current DVM conceptual data entity model then collaborate to refine the model as a group or breakout sessions.Timing: (0-30min) Intro and overview of DVM framework (30-60min) Present Draft DVM Conceptual Data Entity Model (60-120min) Collaborative Refinement of the DVM Conceptual Data Entity Model	Celia Tseng	Digital Engineering Information Exchange;;	Working Group
Heuristics for the Measurement Working Group	Monday	14:00	15:00	Hybrid session	Triana 3	Meeting with the Measurement WG to discuss our current heuristics development approach and collaboration opportunities for measurement specific heuristics.	Harington Lee, Dorothy McKinney, Javier Calvo-Amodio	Systems Science;;	Working Group
SE4Indus: Road-map, new-members presentation, closure	Monday	14:00	15:30	Hybrid session	España 4	Purpose: New interested Members to present themselves, define 2025 road-map and organisation, closure session of the WG for the IW	emmanuelle garcia	SE for Industrial Systems (SE4Indus);	Working Group
MBSE Patterns Working Group Meeting	Monday	14:30	17:00	Hybrid session	España 2	Welcome and introduction to the MBSE Pattern Working Group's goals and focusIntroductions and interests of meeting participantsOverview of MBSE Patterns subject matter and relevanceStatus of current working group projects and activities; related Q&A and interestsDiscussion of additional and future interests of attendeesAdjourn	Bill Schindel	MBSE Patterns;;	Working Group
MBX/Digital Ecosystems & OpenMBEE Workshop	Monday	14:30	18:00	Hybrid session	España 3	This workshop will cover near-term plans and recent progress by the INCOSE Digital Ecosystems (DECO) Challenge Team and OpenMBEE (a NumFOCUS-based open-source community). We collaborate on pre-competitive capabilities that help organizations better define and manage their digital ecosystems using model-based technology (including MBSE, MBX, SysML, UAF, and related technologies). Here is the main IW25 meeting page (including links to the agenda and webcon connection info): https://www.omgwiki.org/MBSE/doku.php?id=mbse:ecosystems:iw2025	Peak Russell, Lucas Aviles, Chris Delp	MBSE Initiative;Digital Ecosystems (DECO) Challenge Team;	MBSE Workshop
Natural Systems Working Group	Monday	14:30	16:00	Hybrid session	Triana 4	This is the Natural Systems WG SEBoK working meeting. During this session we will provide an overview of the Natural Systems Primer, SE Handbook section and review proposed content for creation of a Natural Systems SEBoK section. Natural Systems content will be reviewed and assessed for placement and connections with existing SEBoK structure.Natural Systems Primer	dennis tuckowski, allison lyle	Natural Systems;;	Working Group
SysML v2 for PLE: Preparing the Digital Guide.	Monday	14:30	16:00	Hybrid session	Andalucia 1	Purpose:Illustrate the synergies between MBSE and PLE focussing on the new SysML v2.Objective: Prepare the digital guide SysML v2 for PLE to get experts involved in the process.Structure: Presentation of the topic, Discussion, Next StepsTiming: 1.5 hours	Marco Forlingieri, Tim Weilkiens	Product Line Engineering;;	Working Group
Break	Monday	15:30	16:00	In-person session	Foyer				F&B
Open Multi-WG Forum on Complex Adaptive Systems (CAS)	Monday	15:30	18:00	Hybrid session	Triana 3	The objective of this IW2025 Open Multi-WG Forum is to engage leaders and members of interested and related INCOSE WGs and Initiatives on the topic of Complex Adaptive Systems (CAS) and System Adaptability. The CAS2025 (Complex Adaptive Systems) Conference (visit https://sites.mit.edu/cas2025/), hosted by MIT and the INCOSE New England Chapter, will be held on campus at MIT, Cambridge, MA, USA, March 5-7, 2025. The CAS2025 conference program includes an INCOSE Multi-WG Workshop and Panel Session on "Advancing Transdisciplinary Systems and Solutions for Adaptability." In this IW2025 open forum session attendees will be provided with information about complex adaptive systems (CAS), and have a chance to contribute to the discussions about CAS and the CAS2025 Mult-WG Workshop and Panel Session. The agenda for this 2.5 hour IW2025 Multi-WG Open Forum Session is shown below. The times given are the local (Seville, Spain) in-person IW2025 conference time:•15:30-16:00 – Hybrid (Zoom + In-person) Networking Meet & Greet•16:00-16:10 – Opening Remarks by Participating WGs•16:10-17:10 – Feature Presentations on "System Adaptability Application Examples, Use Cases, and Studies" (5-6 presentations @ 10-12 minutes each) •17:10-17:30 – Presentation on "The History and Background of CAS Theory and Practice, and Briefing on the INCOSE CAS2025 Conference," by CAS2025 Conference Co-Chair, Dr. Bryan Moser (Academic Director and Sr. Lecturer, MIT SDM, and INCOSE MIT CAB Rep) and CAS Conference Founder, Dr. Cihan Dagli (Professor of Engineering Mgmt & Systems Engineering, Missouri S&T Intelligent Systems Center, and Director, INCOSE Midwest Gateway Chapter). •17:30-18:00 – Open Interactive Discussion & Conclusions	Haifeng Zhu, Ann Brown, Jack Stein, Ray Barton	Systems Adaptability;;	Working Group
AI4RE Meeting	Monday	16:00	18:00	Hybrid session	Triana 2	Purpose: AI4RE Workstream #3Objective: Discuss planning for AI4RE Workstream #3Structure: Hybrid, open discussionTiming: 2 hours	Ramki Raman, Kevin Orr	Artificial Intelligence Systems;Requirements;;	Working Group
Automotive & Systems And Software Interface WGs common meeting	Monday	16:00	18:00	Hybrid session	Andalucia 7	This slot will be shared between the two Working Groups (many SaSI in the Automotive context !):- Automotive - Systems and Software InterfaceAgenda will be refined before the workshop, please consult the IW web pages or the app !	ALAIN DAURON	Automotive;Systems and Software Interface;;	Working Group

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Fellows	Monday	16:00	18:00	Closed session	Andalucia 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Bob Kenley, Christine Kowalski, Mike Ryan	Business Meeting;Fellows;	Business Meeting
Heuristics Meeting	Monday	16:00	18:00	Hybrid session	Andalucia 2	· Overview of Effort - Goal and structure of Heuristics Effort - Current and Prospective Members - Alignment with Systems Science Working Group· Changes in the past year· Plan for the upcoming year· Heuristics Syntactic Structure Discussion	Dorothy McKinney, Harington Lee	Systems Science;;	Working Group
MBSE Integration Forum (MBSE-iF)	Monday	16:00	18:00	Hybrid session	España 5	MBSE-iF is a collaborative standardization project with the goal of mapping MBSE standards into a common, semantic metamodel, that enables cross domain interoperability and collaboration across companies. We will cover:Concept of Digital Data Package (DDP)OMG standardization: CASCaDE: Collaborative Artifact, Specification Context and Data Exchange (CASCaDE) sponsored by GfSE, PDES Inc., prostep ivip, OMG, VDA. The role of MoSSEC model manifests and package header for collaboration.Relationship with SysML V2, OMG Model Based Acquisition and LOTAR and the OMG Roadmap by GfSE MBSE-Integration Forum (MBSE-iF) (Part 2)MBSE-iF is a collaborative standardization project with the goal of mapping MBSE standards into a common, semantic metamodel, that enables cross domain interoperability and collaboration across companies. We will cover:Concept of Digital Data Package (DDP)OMG standardization: CASCaDE: Collaborative Artifact, Specification Context and Data Exchange (CASCaDE) sponsored by GfSE, PDES Inc., prostep ivip, OMG, VDA.The role of MoSSEC model manifests and package header for collaboration.Relationship with SysML V2, OMG Model Based Acquisition and LOTAR.OMG Roadmap by GfSEAlignment with DEIX Working GroupReport out from: GPDIS and Systems Engineering Interoperability Conference (SEIC)Feedback from attendees and how to get involved.	John Nallon, Juan C Mendo, Mark Williams	Digital Engineering Information Exchange;MBSE Initiative;NAFEMS-INCOSE Systems Modeling & Simulation;Tools Integration & Model Lifecycle Management;;	Working Group
NAFEMS INCOSE Systems Modeling & Simulation Community Meeting	Monday	16:00	18:00	Hybrid session	Andalucia 3	This session is to welcome and connect with participants at IW25 and our global SMS community including members from INCOSE and NAFEMS.Note the connection to the live session (WebEx or Zoom) will be confirmed later.Outline agenda (to be refined)* Welcome - Overview of NAFEMS-INCOSE SMS WG organization, including summary of 2024 activities and plans for 2025* Guest Presentation - Title & details TBC* Focus teams activities - including Related Standards; Terms & Definitions; and Refining the Understanding of SMS* Discussion	Phyllis Marbach, Frank Popielas, Peter Coleman	NAFEMS-INCOSE Systems Modeling & Simulation;;	Working Group
SEBoK Analysis of Standards Team	Monday	16:00	18:00	Closed session	España 4	Purpose: Align on current status and plan next stepsObjective: The team has created a proposal how to restructure Part 3 of SEBoK. This meeting is intended to do discuss the open items and agree on a common template for the Part 3 articles. Structure: The meeting structure is as follows: 1) Introduction, 2) Overview proposal for Part 3, 3) Go through open items, 4) Review template for Part 3 articles, 5) Agree on next steps, 6) Wrap upTiming: To go through the items listed un timing, 2h will be needed	David Endler	SEBoK Analysis of Standards Team;	Business Meeting
Social and Socio-Technical Systems in SE: General Cases	Monday	16:00	18:00	Hybrid session	Triana 4	The general aim of this 2 hour session is to:- re-introduce the social systems working group- foster emerging conversations with other working groups- build conceptual bridges for joint projects and technical product(s)- plan activities for the coming yearThe format will be hybrid; remote participation is welcome.Roughly half of the session will be for short presentations and general discussion, followed by a brief break; the balance of the session will entail project/product break outs.	Randall Anway, Cecilia Haskins	Social Systems;;	Working Group
Theme Workshop: Digital Twin	Monday	16:00	18:00	Hybrid session	Sevilla 2	What is missing for better twinning and value?	Jean-Luc Garnier, Anand Kumar		Business Meeting
TWG + Infrastructure WG	Monday	16:00	18:00	Hybrid session	Andalucia 5	Purpose: Expand the initial group from Sunday to Critical Infrastructure + Energy + Communications + ...Objective: Involve TechOps and discuss who is interested in the idea of this "Summit" and Umbrella / Overarching Working Group for sharing resources and working together on productsStructure: Summary from Day 1 session and continued discussionTiming: 30 minutes summarize Sunday's meetingTiming: 1 hour discussion improved task descriptions/ less searching "how do I find my way around in INCOSE" (introduction video from Smart Cities)Timing: 30 minutes get volunteers	IWG Leader, Dale Brown, Marcel van de Ven	Infrastructure;Smart Cities Initiative;Transportation;;	Working Group
Unleashing Your Leadership Potential: Inspired by 'I Am Remarkable'	Monday	16:00	18:00	Hybrid session	Andalucia 1	This 2-hour workshop is designed to empower professionals in systems engineering and related fields to recognize and celebrate their achievements, overcome self-limiting beliefs, and enhance their leadership potential. Inspired by the "I Am Remarkable" initiative, the session focuses on building self-confidence, promoting self-advocacy, and providing strategies to navigate leadership challenges. Participants will engage in interactive activities that encourage reflection, sharing, and the development of actionable plans to advance their careers. This workshop is a step toward embracing your unique contributions and accelerating your journey in leadership. By recognizing your achievements and planning actionable steps forward, you'll be better equipped to make a meaningful impact in your field. We look forward to supporting and celebrating your growth! This 2-hour workshop is designed to empower professionals in systems engineering and related fields to recognize and celebrate their achievements, overcome self-limiting beliefs, and enhance their leadership potential. Inspired by the "I Am Remarkable" initiative, the session focuses on building self-confidence, promoting self-advocacy, and providing strategies to navigate leadership challenges. Participants will engage in interactive activities that encourage reflection, sharing, and the development of actionable plans to advance their careers. This workshop is a step toward embracing your unique contributions and accelerating your journey in leadership. By recognizing your achievements and planning actionable steps forward, you'll be better equipped to make a meaningful impact in your field. We look forward to supporting and celebrating your growth!	Stueti Gupta, Anabel Fraga, Victoria Hayes, Alice Squires	Diversity, Equity, & Inclusion (DEI);Empowering Women Leaders in Systems Engineering (EWLSE);;	Working Group
Corporate Advisory Board Reception (by invitation only)	Monday	17:00	18:30	In-person session	España 1				Social Event
EWLSE/DEI Reception	Monday	18:00	19:00	Upon invitation	Acceso Piscina				Social Event
Tuesday									
Cultural Connect: Morning Walk in Seville	Tuesday	07:00	08:00	In-person session	Lobby	Start your day with a perfect blend of wellness, meaningful conversation, and cultural immersion on our morning walks. Join us in the conference hotel lobby at 7am. See you then!	Federica Robinson-Bryant, Alice Squires, Stueti Gupta, Victoria Hayes	Diversity, Equity, & Inclusion (DEI);Empowering Women Leaders in Systems Engineering (EWLSE);;	Social Event
Systems Thinking Roundtable STRT	Tuesday	07:00	08:00	In-person session	España 4	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
Virtual Systems Thinking Roundtable STRT	Tuesday	07:00	08:00	Hybrid session	Virtual	Jumpstart your day with the Systems Thinking Roundtable! Enjoy an hour of reflection with colleagues and friends as we share (or just listen) our thoughts on the topic of the day.	Cecilia Haskins		Working Group
IS2025 TPC Meeting	Tuesday	08:00	12:00	Closed session	Andalucia 8	Internal Meeting for the IS 2025 Technical Program Commitee to work on IS 2025 Technical Program.	Donna Long, Amy Thompson	Business Meeting;;	Business Meeting
SE Lab Vendor Spotlight and Training	Tuesday	08:00	12:00	Hybrid session	España 3	•Purpose: Provide members an overview of the tools available in the SE Lab•Objective: Participants will gain an understanding of SE Lab tools•Structure: Vendors will present an overview of their tool•Timing: Each vendor will have approximately 30 minutesAgenda:•08:00-08:30, Obeo (Obeo Cloud for Capella), Frederic Madiot•08:30-09:00, Spec Innovations (Innoslate), Steven Dam•09:00-09:30, Spicy SE, Robert Haemisch•09:30-10:00, IncQuery Group (Validator for CATIA Magic), Bence Galambos•10:00-10:30, Conference Break•10:30-11:00, Ansys (Medini Enterprise, ModelCenter, Scade One, SAM, STK, Twinbuilder), Olaf Kath•11:00-11:30, Dassault Systemes (Catia Magic, Catia Stimulus, Catia Reqtify), Jason Wilson•11:30-12:00, SE Lab (Access, Future Plans, Ways to Help), Heidi Davidz	Heidi Davidz	MBSE Initiative; INCOSE Services;	MBSE Workshop

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Title	Day	Start	End	Format	Room	Description	Leaders	Topics	Type
SE/MBSE for Sustainability - Building a sustainability Task Force	Tuesday	08:00	12:00	Hybrid session	Triana 3	Purpose: Identify any remaining gaps in the methodology and establish actionable next steps for continued development and collaboration. Objective: By the end of the day, participants will have: Identified gaps and challenges in the integrated methodology. Developed a roadmap for addressing these gaps and advancing the Task Force's objectives. Structure: Morning Alignment and Reflection (30 minutes) Gap Analysis Workshop (1 hour, group discussions and brainstorming) Break Session & Networking (25 min) Planning Session: Roadmap and Next Steps for WGs (1 hour, including subgroup planning and documentation) Break Session & Networking (15 min) Synthesis and Generic Roadmap (30 min) Final Wrap-Up and Meeting Closure (20 min) Timing: Total: 4 hours (with breaks).	Hamza Bassam	Agile Systems and Systems Engineering;Architecture;Configuration Management;Decision Analysis;Digital Engineering Information Exchange;Future of Systems Engineering (FuSE);Infrastructure;Integration, Verification & Validation;Knowledge Management;MBSE Patterns;Materials in System Engineering;Measurement;Requirements;Risk Management;SE Tools Database;System of Systems;Tools Integration & Model Lifecycle Management;Transportation;Value Proposition Initiative;;	Working Group
SEBoK & WG Partnership Updates	Tuesday	08:00	10:00	Hybrid session	España 4	Purpose: WG representatives and SEBoK Part Leads will share their SEBoK contribution plans with the SEBoK Editor in Chief & Managing Editor. Objective: WG representatives, SEBoK authors, and attendees will have a shared understanding of SEBoK plans (content to be reviewed or created) to be committed for the upcoming versions.Structure: Open discussion & Zoom enabled for those not on site.Timing: 120 minutes with breaks.Our timing for the May release is as follows. NOTE that the first deadline is just a general concept of what content will be targeted for the May 5th release of v. 2.12 SEBoK, submitted by the Part Leads. If you will be at IW2025 and wish to meet directly with the Editor in Chief (Nicole) and Managing Editor (Chris), please ask us via email and we will coordinate a meeting time that works best. SEBoK Publication MilestonesDeadlines This TimeEstablish what content will be in the next releaseTuesday, February 4, 2025Deadline to submit IP FormsFriday, March 7, 2025Deadline to submit CM forms (add, delete, rename pages)Sunday, March 23, 2025Part editors finalize content in draft SEBoKMonday, April 21, 2025IP not received will be pulledMonday, April 21, 2025Editorial Sign Off (part leads to M.E.)Wednesday, April 23, 2025ME/EIC ReviewThursday, April 24, 2025SEBoK Finalization/PDF Friday, May 2, 2025PublishMonday, May 5, 2025	Chris Hoffman, Nicole Hutchison	SEBoK;	Working Group
WG Marketplace	Tuesday	08:00	14:30	In-person session	Atrio III	The Working Group Marketplace is an ongoing event showcasing the INCOSE working groups, their charters and various activities. Monitors will be available throughout the event, with various working group leaders available during breaks and lunches to hold conversations about the different working group efforts and activities. IW attendees are encouraged to use this forum as a way to learn about the working groups during the event, many of them will be hosting meetings and workshops open to participation.			Social Event
Architecture WG	Tuesday	09:00	12:00	Hybrid session	Andalucia 3	Purpose: Roadmap for the Future and HousekeepingObjective: Discuss about the work done by INCOSE UK ArchWG and AFIS ArchWG Agenda: 9-10 hrs ==> INCOSE UK ArchWG Presentation (Tim Rabbets)10:30-11:30 ==> AFIS ArchWG Presentation (Jean-Luc Garnier)11:30-12:30 ==> Housekeeping	Jean-Luc Garnier, Anand Kumar, Rolf Siegers	Architecture;;	Working Group
Complex Systems Working Group - Bridge Team Insight Magazine Coordination Meeting	Tuesday	09:00	10:00	Closed session	Andalucia 6	Purpose: The purpose of this meeting is for the CSWG and the Bridge Team to discuss contributions and the structure of a planned special edition of the Insight Magazine.Structure: Each group will present potential offerings and then discuss how they can be cohered into a cohesive whole for the magazine.Timing: 1 hour	Dean Beale	Complex Systems;;	Working Group
OOSEM WG	Tuesday	09:00	12:00	Hybrid session	Andalucia 5	Purpose: Kick off the OOSEM WG and development of OOSEM v2Objective: Inform participants of OOSEM WG plans, solicit feedback, identify collaboration opportunities and contributorsStructure: Briefings, facilitated discussion, model walkthroughsTiming: 1 hr before break, 1.5 hrs after break	OOSEM WG Leader, Ryan Noguchi	Object-Oriented Systems Engineering Method (OOSEM);;	Working Group
Small Business Systems Engineering	Tuesday	09:00	10:00	Hybrid session	Andalucia 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting? Review previous results Objective: What are you trying to achieve in the meeting, and what does success look like? Decide the way forward to finish the DPsStructure: What is the structure of the meeting we are having? Open discussionTiming: How much time is allocated to the meeting? 1 hour	Ken Ptack, Ruediger Kaffenberger	Small Business Systems Engineering;;	Working Group
TIMLM and ASD-SSG Planning Session	Tuesday	09:00	10:30	Closed session	Andalucia 7	A joint planning session to develop a collaboration plan for standards use cases, development and web site support.	John Nallon, Kyle Hall	Tools Integration & Model Lifecycle Management;;	Business Meeting
Break	Tuesday	10:00	10:30	In-person session	Foyer				F&B
IS2025 Planning meeting	Tuesday	10:00	12:00	Closed session	Andalucia 2		Donna Long, Naina Vasudeva		Business Meeting
Society 5.0 and Societal Systems	Tuesday	10:00	12:00	Hybrid session	Cartuja	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: What is the purpose of the meeting?Objective: What are you trying to achieve in the meeting, and what does success look like?Structure: What is the structure of the meeting we are having?Timing: How much time is allocated to the meeting?	Grace Kennedy, Dimitri Masson	Artificial Intelligence Systems;Enterprise Systems;Future of Systems Engineering (FuSE);Healthcare;Human Systems Integration;Infrastructure;Information Communications Technology;Natural Systems;Resilient Systems;SE in Early Stage Research & Development;Smart Cities Initiative;Social Systems;System of Systems;;	Working Group
WG Leaders Meeting	Tuesday	10:00	12:00	Closed session	España 4	Purpose: Technical Operations information exchange to Working Group Leaders (or their representatives).	Tami Katz	Business Meeting;;	Business Meeting
AI WG Leadership Meeting	Tuesday	10:30	12:00	Closed session	Andalucia 7	Re-Cap of IW for AI WG projects leads	Ali Raz	Artificial Intelligence Systems;;	Working Group
TIMLM - DEIX Collaboration Meeting	Tuesday	10:30	12:00	In-person session	Andalucia 6	A joint meeting with the TIMLM and DEIX WG regarding DE taxonomy (definitions and annotations) and consideration of NAS9300-007 LOTAR Definitions for standard development.	John Nallon, Juan Mendo	Digital Engineering Information Exchange;Tools Integration & Model Lifecycle Management;;	Working Group
CIPR WG Business Meeting	Tuesday	11:00	12:00	Hybrid session	Andalucia 4	We strongly encourage proactive planning of the meeting agenda to maximize effectiveness and impact. The POST method is a simple way to give clarity before attendees join a meeting, and serves as a starting agenda outline.Purpose: The purpose of this meeting is to discuss CIPR WG Charter UpdatesObjective: We will review the existing charter and updates it in time for submissionStructure: This will be a closed meeting for CIPR WG Members only	Anthony Adebonojo	Critical Infrastructure Protection and Recovery;;	Business Meeting
Closing Plenary	Tuesday	12:00	13:00	Hybrid session	Sevilla 1+2				Plenary
Networking Lunch Reception	Tuesday	13:00	15:00	In-person session	Atrio III				Social Event
Platform Training Session for Working Groups Using SE Lab	Tuesday	13:30	15:30	Hybrid session	Andalucia 7	Purpose: Hands-on training for working groups using CATIA Magic and the 3DEXPERIENCE platform for project planning and team collaboration to develop their projects and productsObjective: Upon completion, working group leads will be able to plan their own project schedules within the Swym community, create Gantt charts, assign tasks to team members, track and report progress, and integrate with other collaboration tools including file sharing, wiki, ideation, model reviews, and many moreStructure: Instructor-led, hands-on training walking through end-to-end use cases mimicking an entire project life cycle; working group leads attending the session will be assigned the new Project Planner role for use in their WG projectsTiming: ~2 hours to walk through an end-to-end use case, including Q&A	Heidi Davidz		Business Meeting

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