



INCOSE Chesapeake Chapter
International Council on Systems Engineering

International Council on Systems Engineering

Chesapeake Chapter

Membership Plan

March 7, 2016

INCOSE Chesapeake Chapter Membership Plan March 7, 2016 v2

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1. Introduction

This operating plan is written for the Chesapeake Chapter (CC) of the International Council on Systems Engineering (INCOSE). The plan provides the detailed operating activities for the 12-month period beginning January 1, 2016 and ending December 31, 2016. Those activities, income, expenses, and donations that have already been completed, incurred, or accrued, will be clearly identified. The fiscal and operating year of the CC is active from 1 January through 31 December 2016.

2. Organization and Committees

The CC Board of Directors (BOD) consists of the following elected positions: President, President-Elect, Secretary, Treasurer, Past President, and three Directors at Large.

The President oversees three permanent committees:

- a) Programs,
- b) Communications,
- c) Membership.

Each Committee will operate under the direction of one of the Directors at Large with goals and objectives, budgets, subcommittees, teams, and volunteers as established by the President and BOD. Responsibilities overlap when necessary to accomplish the goals and objectives of the chapter. Each area of responsibility has the mission and goals set forth in the CC Strategic Plan for 2016-2020. Permanent or ad-hoc committees may be created by the BOD for special purposes. For example, in 2016 the following additional committees have been formed:

Finance Committee: Kent de Jong, Chair – treasurer@incose-cc.org

Communications Committee: Pat Williams, Chair – Patrick.Williams@vencore.com

Special Events Committee: George Anderson, Chair – xenia52@aol.com

Student Outreach Committee: Don Gantzer

Corporate Outreach Committee: John Boccio, Chair – john.c.boccio@vencore.com

Certification Mentorship Committee: Ellie Gianni, Chair – eleanoraann.gianni@jhuapl.edu

Bylaws Committee: Mike Pafford, Chair – michael.pafford@jhuapl.edu

The goals, activities and interests of the CC reflect those of INCOSE International. As an integral satellite extension of INCOSE, all activities of the chapter are conducted according to the policies and procedures recommended for all INCOSE Chapters. The Chesapeake Chapter's vision is:

- 1) to expand systems engineering knowledge within the community through the offering of workshops, lectures and tutorials for little or no cost
- 2) to achieve significant membership growth within the region by engaging student members early and often and offering them incentives to attend monthly dinner meetings and lectures.
- 3) and to maintain its position as a respected and influential professional engineering society.

One objective of this vision is to provide a forum for industry, government, and academia to meet, collaborate and provide current information on systems engineering topics, issues and challenges.

The Chesapeake Chapter's growth requires engaging the existing members' active support and participation. To accomplish this, the BOD routinely surveys the membership needs and adjusts its programs based on informed judgment. Closely associated with this effort is the continued need for effective communications and outreach within and external to the Chesapeake Chapter. This includes the important priority of advance advertising of CC activities and maintaining an online web site that is current and responsive to member's needs. A second objective of the CC is to promote awareness and visibility of the Systems Engineering Discipline in the engineering community (locally, nationally, and internationally).

3. Membership Director Responsibilities and Activities

The Membership Directors responsibilities are listed in the sections below. In addition, specific 2016 objectives and activities are included at the end of each section.

3.1 Membership Committee

A Director at Large chairs the Membership Committee (for 2016, Mark Kaczmarek) and is responsible for the execution of its assigned tasks.

For CY 2016 assigned tasks are:

1. Primary Duties: Implement Existing Initiatives
 - a) Supervise and carry out all formal efforts to maintain and increase the Chapter membership.
 - b) Provide membership records data access to the BOD and committees.
 - c) Notify the board of any member deserving special recognition for accomplishments relating to membership or in the practice of systems engineering.
 - d) Assist the President in presenting individual awards at chapter meetings and events.
 - e) Review the draft Chapter Operations Plan prior to submission.
 - f) Collaborate with the Communications Chair to prepare a member welcome package to be mailed or emailed to new members.
 - g) Collaborate with and assist the president, past president and president elect in soliciting corporate, government, and academic sponsors for CC activities and projects.
 - h) Conduct membership surveys to solicit opinions on chapter issues, goals, and recommendations. Consider implementing a monthly standing survey that will permit a statistically significant result over time. This data is needed for the Chapter Award submissions.
2. Create and maintain an electronic record of Membership Committee process and activities for chapter documentation and continuity of operations.
3. Lead the Employment Committee efforts (if jointly approved), organize job search and placement summit in cooperation with other Engineering Chapters working with Corporate Outreach Associate Director.

3.2 Monthly Duties

Obtain the following data form INCOSE International Membership Database and other reports.

- a) report the number of Active members at first day of month,
- b) number of members that Lapsed their membership during the past month reported at first day of month,
- c) Number of New Members as of first day of month of the past month,
- d) number of Transfer Members from another INCOSE chapter, as of first day of month of the past month
- e) Number of members that changed chapter from Chesapeake to another INCOSE Chapter). As of first day of month of the past month.

3.3 At CC Board of Directors Meetings (second Wednesday of each month)

- a) Report to the CC Board the new members, lost members and current total membership monthly.
- b) Send name/email info (of new members) to Communications Director. New members will be announced in the next issued of the chapter newsletter. Member email addresses will be added to the chapter email distribution list
 1. Email members expiring in current month (and will lapse 30-days later) informing them that their membership is about to expire and encourage them to stay. Send out questionnaire to lapsed members (members who have been dropped as members) to obtain feedback as to why they chose to drop their membership.
 2. Obtain report from INCOSE international support on how many members have transferred their membership from another chapter to CC ,
 3. Obtain report from INCOSE international support on how many members of the CC have transferred their membership to another INCOSE chapter.
 4. Include the President, Past President and President Elect as info on email contacts with expiring memberships and provide contact information. Insure that a follow up explanation is received by at least one of the Presidents and recorded in the membership log to permit trend analysis. The BOD shares the responsibility for knowing the circumstances of all lapsed members but the Presidents will contact the individuals directly when normal email efforts remain unresolved up to the last month of membership.

3.4 Prior to Each Monthly Membership Meeting

Submit to the Secretary a report of membership business on PowerPoint Slides

3.5 As Needed

Procure INCOSE lapel pins and assist the President in presenting them at membership meetings.

3.6 Quarterly

Send out questionnaire or survey to ensure member desires are identified and obtain feedback to assist in setting Chapter direction.

3.7 Start/End of Board Member Term

Work with the President Elect to update the Membership Director's roles to be included in the CC Annual Operations and Membership Plan.

3.8 Organize/Develop New Initiatives

3.8.1 Maintain Database Accuracy

Ensure that the member database information is correct (including what company they work for); Prepare and email to each member and update survey using Constant Contact. Non-responders should be contacted by phone. Notify the BOD of persons who cannot be contacted. Report any updates to International staff which then can update with correct information. Thus the INCOSE database will be the “gold” copy of our CC memberships.

3.8.2 Increase Member Recognition within Employer Company.

- a) For each award, send a letter to the company and/or supervisor of the recipient to ensure they are aware of their staff member's accomplishment.
- b) Identify who is appropriate supervisor.
- c) When sending out email to confirm profile information, ask who is the appropriate supervisor(s) is/are to be notified if the member receives any awards.
- d) Prepare a template letter.

3.8.3 Support Circle Award Data Submission

Confirm for the Circle Award those members who attend the International Workshop and/or the International Symposia. The President Elect will normally obtain the documentation if it is not available to the Membership chair through the monthly membership surveys. Contact the INCOSE International support staff for the attendee's reports.

4. Membership Director's initiative to Increase Value to Members

Increase engagement levels for members by:

- a. Identifying opportunities to engage with prospective members.
- b. Working in concert with the Communications Director, provide on-demand live and interactive broadcasts of Chapter events.
- c. Working with the Communication Director to provide direct access on line to past speaker presentations within three days of the event.
- d. Serving on SEP committee to make certification training an available local option for all who are interested.
- e. Promoting peer-to-peer discussion and collaboration
 - i. Personally engage with the membership at Chapter functions and solicit feedback and ask non-members to join the Chapter.
 - ii. Plan to give a short (about 5 min) informative dialogue to present at each membership meeting.

5. Member Retention

Identify Lapsing Members and wherever possible try to determine and document the member's reason for not renewing their membership.

6. Member Recruitment

For new Members the CC has had few formal efforts in recruiting. We have provided a recruiting presence at job fairs, professional society days and joint meetings but for the most part our most effective approach has been following the statement "every member gets a member". This has been effective to the point where expending further formal efforts was hard to justify if it meant reducing our member services. This year we will focus on personal contact with INCOSE members living in our area that are not members of the Chapter. While many members will have reasons to belong to other chapters due to their employment, we need to make sure that these members are being served and not just drifting away after a job change or retirement.

6.1 Challenges to Recruiting

Our biggest government employer of Systems Engineers dropped the requirement for contractors to have INCOSE SEP certifications four years ago after meeting with representatives of INCOSE International. Since then the interest in Certification in MD has plummeted. In spite of these challenges, our membership continues to grow and new members include younger applicants who are attracted to the services and mentoring opportunities offered by our meetings and activities. On January 1, 2015, we had 402 active members. This is a reasonable achievement, but, given new metrics imposed on March 18, 2014, by the revised Circle Awards, we will have to accept a new metric. That is: how many new people per year without regard to those lapsing do we attract?

7. Activities

This Membership Plan covers the period from January 1, 2016 to December 31, 2016. The list below specifies the monthly activities planned for 2016.

Each month: A BOD meeting occurs on the second Wednesday of each month. A general membership meeting is held on the third Wednesday of each month.

Monthly: Publish and distribute to the on-line subscribers the monthly newsletter no later than the first day of each month. Non-subscribers can view the newsletter by using a link provided on the Chapter website (<http://www.incose-cc.org/category/library/newsletters/>). Newsletter submission must be provided to the Communications Director prior to the 25th day of the month prior to publication. Pay storage rental fee on the 17th of each month along with renters insurance to the same location.

January: Chapter audit team conducts audit of 2015 finances. Submission is due to INCOSE Circle Awards. Encourage all Chapter members to attend the INCOSE International Workshop (IW). BOD begins work on 2016 plans and budget as well as analysis of Circle award points and to make sure we plan for activities that are recognized for points in the Chapter circle Award spread sheet.

February: Represent the CC at the Engineering Society of Baltimore during its celebration of Engineers Week. BOD continues planning activities. Promote the Women in Systems Engineering (WISE) initiative meetings.

March: Audit Committee (section 5.4) publishes its report on the previous fiscal year's financial records by March 31. The formal audit report is available for review at the Membership meeting after a formal presentation in April.

April/May: Publish the annual CC Strategic Plan, Operating Plan and Membership and Outreach Plan in the operating documentation section of the Chapter Website. Circle Award deadline for Plans submission April 15, 2016.

June: Annual International Symposium. The Membership Chair sends an E-mail reminder to members to pay annual INCOSE dues.

July: Call for nominations for BOD positions. Nominations presented to the BOD must be submitted no later than August 30, 2016. Election slate for expiring terms: President Elect, and Membership Director

August: Conduct the Chapter's annual CSEP Recognition Dinner on 24 August 2016. Nominations for BOD positions for CY 2016 presented to the membership by the Nominations and Elections Committee. The elections committee consists of President Elect Mike Pafford, Chair: Past President George Anderson, and Secretary, Craig Tyler.

September: Ballots are electronically sent on September 1st to CC active members as of September 1, 2016.

October: Ballot cutoff date October 10, 2016. Announce election results at membership meeting on October 19, 2016. Begin preparation of succeeding year's chapter operating plan, strategic plan revision, and budget. The post office box rental fee is due October 2016. Audit committee begins work. Report due to BOD on Jan 15, 2017. Audit members are: President Elect, John Boccio, Treasurer, Kent de Jong, President, George Anderson, and Secretary, Mark Kaczmarek.

December: The traditional Chapter Holiday Party closes out the year. Individual member awards for achievement are presented at the Party.

8. Membership Budget, Meetings and Dues

See Appendix B and the chapter website: <http://www.incose-cc.org/>. CC has scheduled eleven general membership meetings during the months of January through November of 2016. Election of officers and directors for the coming year will be conducted by electronic balloting over the Internet during the month of September 2016. The newly elected officers and directors will be presented at the October 19, 2016 meeting. The new officers and directors will be installed at the January 18, 2017 membership meeting.

8.1 Membership Dues

The Chapter has no membership dues. Membership dues are instead paid to INCOSE International and are billed on an annual basis. A portion of the dues is allocated to the Chapter to be used for its activities.

Non-members are always welcome to attend all educational functions of the chapter but cannot hold office or serve on committees or represent the chapter in other INCOSE activities.

As a professional society, the concept of offering financial incentives or covering member expenses for participation in such things as committees, travel to the IW and IS are inconsistent with our charter and philosophy of governance. The goals of the CC do not include any provisions for providing financial incentives or significant remuneration to its members. Instead, it is accepted that members support the Chapter financially with their dues and volunteer their time to support projects according to their own interests and motivations. Donors need not fear that their contributions to the Chapter are being handed out to others in the form of prizes, subsidies or grants.

When prizes and gifts are provided at social events, the membership can be assured that the BOD has approved these only after determining that they are funded from corporate donations or income from sources specifically intended for that purpose. A common example is a corporate donation made solely to mitigate the expenses of a social event or an engineering forum. Our commitment is to fund only value added Systems Engineering services that are of professional value to the membership and the local engineering community.

8.2 Targets

The membership goal for 2016 is to close the year out with a 20 percent increase in membership, adding approximately 50 members to our chapter. This represents several percentage points increase over the average rate of growth since our founding 25 years ago. INCOSE International has charged local chapters with doubling membership over the next 5 years. We are planning a recruiting event this at the SEDC 2016 conference where we have secured a table to advertise benefits of joining our Chapter. We will also increase the personal outreach of the BOD and senior membership. Business cards are available for all Chapter members who request them and these will be used along with the Trifolds as advertising and awareness tools. The President and President Elect will work closely with the Membership Director to insure that the Chapter membership is being challenged to promote our activities. The Communications Director will obtain the metrics and put them in a form suitable for sharing with the chapter membership in a clear manner. This data will also be place in the newsletter when practicable. Table 8.2-1. provides a history of the number of active members in the Chapter since its incorporation in addition to recent average monthly meeting attendance.

Table 8.2-1 Membership History

Year Ending (December 31)	Number of Active Members	Monthly Meeting Attendance
At Incorporation	35	
1994	50	
1995	70	
1996	79	

Year Ending (December 31)	Number of Active Members	Monthly Meeting Attendance
1997	64	
1998	57	
1999	57	
2000	96	
2001	120	
2002	115	
2003	140 est.	
2004	134 est.	
2005	152 est.	
2006	171 est.	
2007	188 est.	
2008	200 est.	
2009	214	21 avg.
2010	259	35 avg.
2011	262	50 avg.
2012	352	Not available
2013	400	30 avg.
2014	402	Avg.
2015	307	

8.3 Membership Drive

Generally, INCOSE members come from two broad areas, industry and academia. A further decomposition reveals that in the CC region, industry includes US Government contractors, commercial manufacturing, research and development activities, public transportation, utilities and safety. Academia is divided between faculty and students. These represent a variety of disciplines both in the engineering, business and social sciences. As part of our membership drive in 2016, we will provide expanded advertising using the Trifolds and large stand up banners at cooperating business and academic locations. Our posters and banners will be updated monthly and show the latest speaker and tutorials.

9. Processes

This Membership Plan and will continually be revised throughout 2016. Items to be revised include detailed analysis of member feedback, utilization metrics on the Chapter website, recruiting new committee members, and establish routine communication with the entire membership using the web site and the monthly newsletter.

10. Membership Budget

See Appendix B. During the first week in January 2016, each elected officer submits their expected revenues and expenses to the Treasurer for incorporation into an overall CC budget. During November and December, the Treasurer develops the program income statement, and reconciles any shortfalls with the officers later in January 2016. The Treasurer submits the final program statement and balance sheet to the BOD for review and approval in January 2016 at the BOD Meeting.

10.1 Membership Dues

Members send their dues directly to INCOSE Council, who provides a per-member credit to the CC. The Membership Committee Chairman is responsible for the reconciliation of membership dues. This information is compared with the Treasurer’s report of dues receipts from INCOSE International.

10.2 Meetings

The CC schedules BOD Meetings and General Membership Meetings. Ad-hoc meetings may also be held as needed by committees or subcommittees of the CC. The following table presents the planned 2015 operating meetings of the CC, along with the target month. See Section 4.1 for details.

MEETING	MONTH(S)
BOD Meetings	Monthly
General Membership Meetings	Monthly
Working Group Meetings	As established by the working groups
International Workshop	January 2016
International Symposium	July 2016

10.3 Elections

The Nominations and Elections Committee, usually chaired by the Past President, call for nominations for BOD positions during August and present its validated slate to the general membership at the September meeting and on the web site. Elections will be conducted by email ballot during September. Newly elected officers and directors are installed at the November General Membership meeting. Newly elected officers and directors take office on 1 January 2017.

The terms of office for Chapter BOD positions as of 2016 are as follows:

Officers:

- President: Jan 1, 2016 - Dec 31, 2016, plus 1 year ending in (Dec 31, 2017) as Past President
- Past President: Jan 1, 2016- Dec 31, 2016
- President-Elect: Jan 1, 2016- Dec 31, 2016, plus 1 year ending in (Dec 31, 2017) as President and 1 year ending (Dec 31, 2018) as Past President
- Treasurer: Jan 1, 2016 - Dec 31, 2016 (1 year remaining of a 2 year term)
- Secretary: Jan 1, 2016 - Dec 31, 2017 (2 year term)

Directors:

- Programs Chair: Jan 1, 2016 - Dec 31, 2017 (2 year term)

Membership Chair: Jan 1, 2016- Dec 31, 2017 (2 year term)

- Communications Chair: Jan 1, 2016 - Dec 31, 2016 (1 year remaining of a 2 year term)

10.4 Membership

The Membership Director will maintain his records of members to the extent that the BOD can know the status of each member.

11 International Interfaces

11.1 Membership

The membership database is reconciled with the INCOSE database before the close of the 2016 operating year.

INCOSE Chapter Circle Awards Submission Timeline

January 1 – December 31, 2016

Maintain chapter records and supporting documentation on an ongoing basis throughout the year

January 11, 2017

Chapter packets including supporting documentation are due to INCOSE Headquarters. Electronic submissions will be uploaded to the INCOSE Connect Chapter Awards Program site.

International Workshop January 2016

Preliminary discussion of good and best practices/innovative ideas and approaches during the Chapters Committee meeting with supporting material extracted from chapter packets and distributed to chapter representatives.

January 30, 2016

Review of all chapter packets completed by Chapters Committee. Following items submitted to the Awards Board:

- List of recommended Gold Circle Chapters;
- List of recommended Silver Circle Chapters;
- List of recommended Bronze Circle Chapters;
- List of recommended Platinum Circle Chapters;
- Prioritized list of two to five chapters for the Most Improved Chapter award; and
- Prioritized list of two to five chapters for the Outstanding Chapter award.

March 31, 2016

Awards Board completes the final review of the materials provided by the Chapters Committee. Final selections made and notification provided to Chapters Committee and INCOSE Headquarters:

- Gold Circle honored Chapters;
- Silver Circle honored Chapters;
- Bronze Circle honored Chapters;
- Director's Award for Most Improved Chapter (with honorable mentions as appropriate); and
- President's Award for Outstanding Chapter (with honorable mentions as appropriate).

April 30, 2016

All chapters notified of Chapter Awards and Recognition. Chapters recognized on the INCOSE website and in an email announcement to all INCOSE members.

July 2016

International Symposium- Chapter Awards presented at the International Symposium banquet.

Continuing and Ongoing

Discussion and dissemination of good/best practices as well as innovative ideas/approaches among the chapter representatives. This topic will be a key focus during 1st quarter and during the Chapter's Committee meeting at International Symposium.

Appendix A – Goals, Objectives, Initiatives, Metrics and Responsible Director

Goal 1 - Become the learned Repository of SE Knowledge for our MD Stakeholders

Objective 1 - Create a permanent repository of SE material professionally indexed and available to the public

Initiative 1 - Obtain records of papers, video and photos of chapter

Metrics 1 - Operating and accessible repository established

Responsible Director: Secretary

Goal 2 - Promote through all available mediums the practice of SE

Objective 2 - Match resources to opportunities

Initiative 2 - Pursue new means of providing SE

Metrics 2 - Total Audiences reached throughout the year

Responsible Director: Communications Director

Goal 3 - To promote, improve and maintain the professional stature of all persons engaged in SE

Objective 3 - Continue to offer SEP certification

Initiative 3 - Maintain recommended SEP training lists and post certifications on the newsletter and maintain a chapter honor roll.

Metrics 3 - Annual counts of SEP certifications, number of SE papers written and published or presented by Chesapeake members.

Responsible Director – Membership Director

Goal 4 - To offer SE education to all regardless of INCOSE membership and participate in the creation of SE standards

Objective 4 - Formal speaker at 11 membership meetings annually. At least 4 weekend tutorials on SE subjects of current interest

Initiative 4 - Rotate venues and explore new concepts

Metrics 4 - Number of educational events

Responsible Director: Programs Director

Goal 5 - To maintain and significantly improve our status as a sustainable and professionally managed chapter.

Objective 5 - BOD decisions always consistent with vision, mission, goals and most importantly charter and bylaws.

- The BOD does not delegate its authority or responsibilities.
- The BOD clearly operates as a collaborative team and jointly and severally accepts and supports its decisions, initiatives and external agreements.

Initiative 5 - Do not permit the Chapter's resources to be used for political, ideological, or special interest group messages that do not represent SE as defined by INCOSE International.

- Initiate written processes in BOD program execution
- Do not fund initiatives regardless of merit that are not consistent with the annual plan
- Unfunded committees or other representatives of the chapter that become divisive or are not responsive to BOD guidance.
- Maintain situational awareness and take immediate actions on matters of importance to BOD's integrity, decision making ability and compliance with rules.
- Avoid signing MOAs with outside interests that require chapter to provide financial or labor services. All MOAs should be limited to one year except for general agreements that specify no actions.

Metrics 5 - Annual Lessons Learned Report

Responsible Officer: President

Goal 6 - Actively solicit and establish formal working relationships with other Engineering Societies at the local chapter level

Objective 6 - Establish MOAs with specific goals with other engineering societies

Initiative 6 - Individual MOAs with AIAA, IEEE, SES and SAE

Metrics 6 - Number of MOAs

Responsible Director: Past President

The Goals Grid

		DO YOU HAVE IT?	
		NO	YES
DO YOU WANT IT?	YES	<i>Achieve</i>	<i>Preserve</i>
	<ul style="list-style-type: none"> ● Annual Awards Planning ● Annual Awards program execution ● Create COOP plans ● Create Succession Plans ● Establish Corporate outreach and CAB committee ● Survey and Analysis Team ● Establish a Training team under the Program Director to establish annual training course selection, scheduling and conduct plans. 	<ul style="list-style-type: none"> ○ Chapter Newsletter ○ Chapter Website ○ Frequent surveys using Constant Contact ○ Members generating professional papers ○ 4 or more tutorials per year ○ Joint Engineering Society Meetings ○ Support to INCOSE Foundation ○ Student Chapters when prudent ○ Broadcast and other video services ○ Outreach to membership both formal and ad hoc to energize and maintain both a strong committee base and provide for BOD member succession. 	
	NO	<i>Avoid</i>	<i>Eliminate</i>
	<ul style="list-style-type: none"> ● Committees and activities not responsive to BOD oversight and Direction. ● MOA's involving receipt of funds for performance Chapter should only accept donations. 	<ul style="list-style-type: none"> ● Non-core activities as they arise ● INCOSE Recommended practices (Circle Award) that add little or detract from the Chapter mission 	

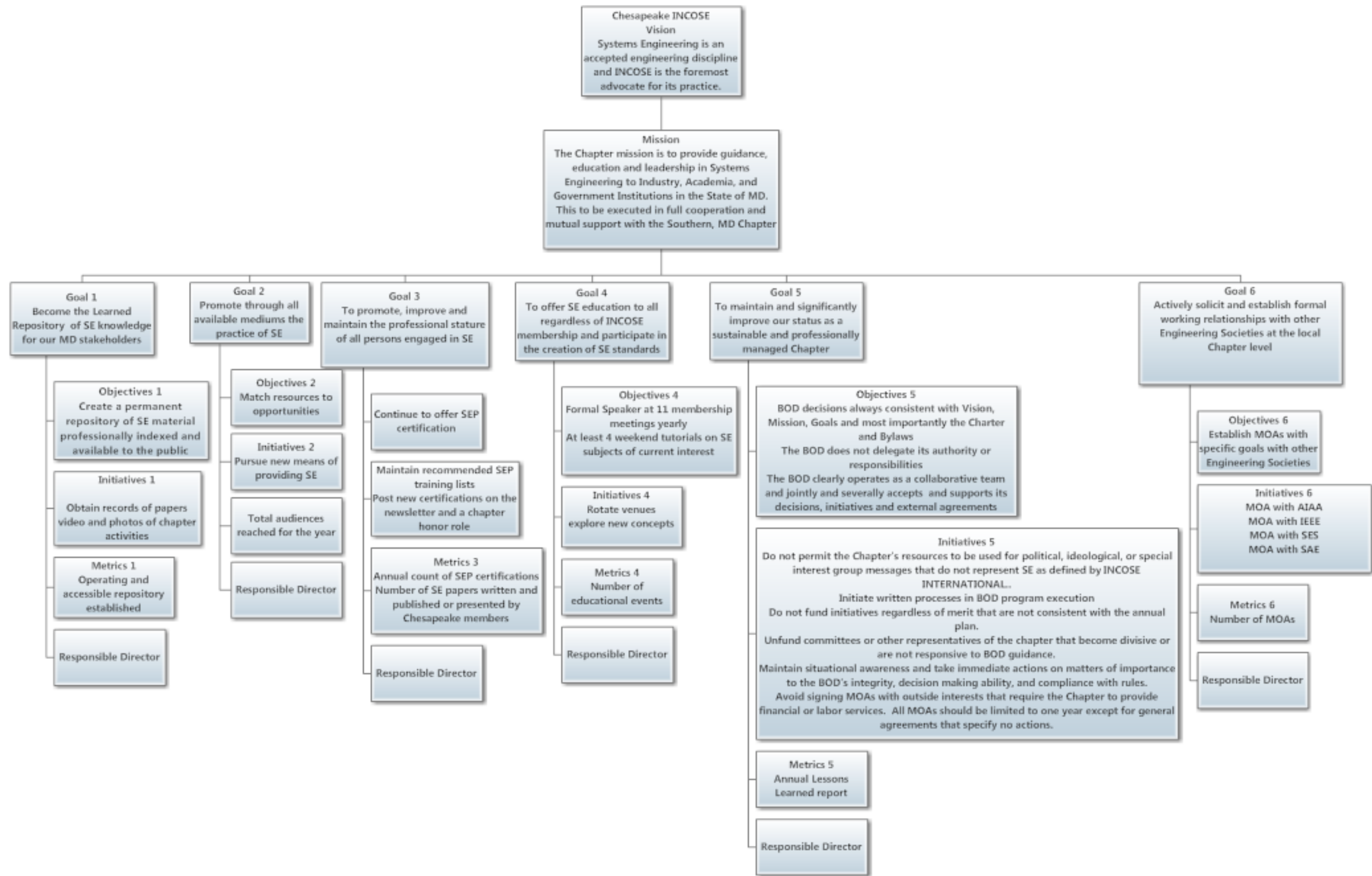


Figure A-1. Goals, Objectives, Initiatives, Metrics and Responsible Director

Appendix B - Annual Membership Budget

See Appendix A Goal 3 is applicable to this budget area.

ID	Responsible Board Member	Income/Expense	Category and Subcategories	Description	Budgeted 2015 Amount		Actual 2015 Amount		Estimated 2016 Amount	
					Expense	Income	Expense	Income	Expense	Income
9	Membership	Income	Dues Income	Membership Dues from INCOSE	\$8,500	\$8,777			\$4,000	9.61%
17	Membership	Income	Merchandise Income	Chapter Shirts	\$0	\$361			\$0	0.00%
	Membership	Expense	Meeting Expense	New Member Dinners	\$0	\$0	\$200	0.35%		
	Membership	Expense	Meeting Expense	Student Dinners	\$0	\$0	\$0	0.00%		
48	Membership	Expense	Merchandise Expense	Service Pins	\$400	\$0	\$0	0.00%		
	Membership	Expense	Miscellaneous, Bus	Discretionary Funds (Membership Drives, etc..)	\$0	\$0	\$500	0.87%		
59	Membership	Expense	Publicity Expense	Advertising, Publicity	\$300	\$0	\$300	0.52%		