



## Operating Plan

**April 05, 2021**

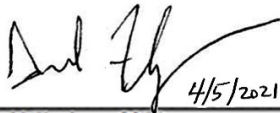
CC Operating Plan April 05, 2021

Approved by:



4/5/2021

Jeffery L. Berlet, ESEP (Signature and Date)  
*President*



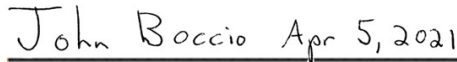
4/5/2021

David Flanigan, CSEP (Signature and Date)  
*President-Elect*



4.5.2021

Mark R. Evans, ASEP, DAU Level 3 PM (Signature and Date)  
*Past President*



Apr 5, 2021

John Boccio, ESEP (Signature and Date)  
*Treasurer*



5-April 2021

James DeCamp, ASEP (Signature and Date)  
*Secretary*



4/5/2021

Mark Kaczmarek, ASEP (Signature and Date)  
*Membership Director*



4/5/21

Clinton Hilliard, CSEP (Signature and Date)  
*Programs Director*



4/5/2021

Michael S. Anderson, CSEP (Signature and Date)  
*Communications Director*

Table of Contents

1.0 Introduction .....4

2.0 CC Operating Year .....4

3.0 CC Organization, Committees, and Special Interest Groups (SIGs).....4

3.1 CC Ambassadors Special Interest Group (SIG) .....7

3.2 CC ESEP Special Interest Group (SIG) .....7

3.3 CC Scholarship Special Interest Group (SIG).....8

4.0 CC Officer Duties and Responsibilities .....8

5.0 CC Director Responsibilities and Activities.....11

5.1 CC Programs Committee (Programs Director) .....11

5.2 CC Communications Committee (Communications Director) .....13

5.3 CC Membership and Outreach Committee (Membership Director) .....14

6.0 CC Internal Management Activities .....17

6.1 CC Schedule of Activities for 2021 .....19

7.0 CC Budget .....20

7.1 CC General Budget Information .....20

7.2 CC Revenues or Income .....20

7.3 CC Expenses.....21

7.4 CC Audit and Reporting.....21

8.0 CC Meetings .....22

8.1 CC General Membership Meetings .....22

8.2 Election and Installation of CC Officers .....22

8.3 CC Board of Directors Meetings .....22

8.4 International Business Meetings.....22

8.5 International Symposium.....22

9.0 CC Processes .....22

9.1 CC Budget .....22

9.2 CC Membership Dues .....23

9.3 CC Meetings .....23

9.4 CC Elections .....23

9.5 CC Working Groups/Special Interest Groups (SIGs) and Committees .....24

9.6 CC Process Guides .....24

10.0 CC International Interfaces.....24

10.1 INCOSE International CC Circle Awards Submission Timelines .....25

Appendix A – CC Goals, Objectives, Initiatives, Metrics, and Responsible Directors .....26

Appendix B – Updated CC Committee Needs .....30

Appendix C – CC Annual Budget .....32

## 1.0 Introduction

This Operating Plan is written for the Chesapeake Chapter (hereafter CC) of the International Council on Systems Engineering (INCOSE). The plan provides the detailed operating activities for the 12-month period beginning January 1, 2021 and ending December 31, 2021. The CC Fiscal Year spans the Calendar Year from January 1 to December 31. Those activities, income, expenses, and donations that have already been completed, incurred, or accrued, will be clearly identified.

This Operating Plan addresses the following areas:

- CC Events
- CC Communications
- CC Membership
- CC Technical Contributions
- CC Outreach and Collaboration
- CC Support of INCOSE
- CC Operations and Local Recognition

This 2021 CC Operating Plan should be used in conjunction with the following CC documents:

- CC Constitution and Bylaws; May 25, 2016
- CC 2020-2025 Strategic Plan (2020 Leadership Review); March 2020

## 2.0 CC Operating Year

The Fiscal and Operating years of the CC are in effect from January 1, 2021 through December 31, 2021.

## 3.0 CC Organization, Committees, and Special Interest Groups (SIGs)

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

The CC President oversees three permanent Committees, led by the three Directors at Large:

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

Each CC permanent Committee operates 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 CC. Each area of responsibility has the mission and goals set forth in the CC Strategic Plan for 2020-2025. Table 3-1 shows active CC permanent Committees, as well as CC Special Interest Groups (SIGs).

The goals, activities, and interests of the CC reflect those of INCOSE International. As an integral satellite extension of INCOSE International, all CC activities are conducted in accordance with policies and procedures recommended for all INCOSE Chapters. The CC Vision includes:

- 1) To expand systems engineering knowledge within the community through the offering of meetings, lectures, workshops, and tutorials at little or no cost to members and attendees.
- 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) To maintain its position as a respected and influential professional engineering society.

**Table 3-1. CC Committees and SIGs (Special Interest Group)**

#	Responsible BOD Member	Committee/SIG Name	Committee/SIG Lead	Sponsoring BOD Member Name	Names of Volunteers	Charter
1	Past President	Nominating	Mark Evans	Mark Evans		Identify and invite potential candidates to run for vacant BOD positions prior to the election taking place. POC: Mark Evans (past-president@incose-cc.org)
2	Programs Director	Social Committee (Holiday & SEP Galas)	Clinton Hilliard	Clinton Hilliard	Taras Mykytyn, Paul Martin	Planning and hosting the Holiday Party and SEP Galas. POC: Clinton Hilliard (programs@incose-cc.org)
3	Communications Director	Website Update	Mike Anderson		Richard LeBoeuf; Tim Eveleigh; Ayanna Harris; Mike Anderson; Mark Simons; Mike Pafford; Cynthia Davis	Website management (Squarespace & Eventbrite), and Email blasts and e-Newsletters (Constant Contact). POC: Mike Anderson (communications@incose-cc.org)
		Posters for Events			Matt Baughman	Prepare posters for JHU/APL Graphic artists. POC: Mike Anderson (communications@incose-cc.org)
4	President	INCOSE HQ Awards	Jeff Berlet	Jeff Berlet	David Flanigan	Identify potential INCOSE award nominees. Develop necessary nomination documentation for CC awards. POC: Jeff Berlet (president@incose-cc.org)
5	President	CC Awards	Jeff Berlet	Jeff Berlet	Mark Evans, Clinton Hilliard	Identify CC award nominees. Develop necessary nomination documentation for CC awards. Includes recognizing CC contributors and sponsors POC: Jeff Berlet (president@incose-cc.org)
6	Treasurer	Finance	John Boccio	John Boccio	Jeff Berlet, Mark Evans	Support the development of monthly accounting and reporting of CC treasury. Complete recommended actions associated with any CC financial transactions. POC: John Boccio (treasurer@incose-cc.org)
7	Secretary	Property & Data Management	James DeCamp	James DeCamp	Jeff Berlet, Mark Evans	Baseline and complete a log of CC inventories (e.g., electronics, awards, supplies, posters, stock items, historic items, etc.). Document the replacement value of all items. Store inventories in a BOD-approved secure climate-controlled facility. POC: James DeCamp (secretary@incose-cc.org)
8	Membership Director	Membership Statistics	Mark Kaczmarek	Mark Kaczmarek	Clinton Hilliard, Jeff Berlet	Maintain membership statistics and expirations to encourage lapse members to renew. New members to be added to Constant Contact members lists monthly. SEP statistics and Listing to be updated monthly to be recognized. POC: Mark Kaczmarek (membership@incose-cc.org)
		New Member Outreach	Mark Kaczmarek	Mark Kaczmarek	Clinton Hilliard, Jeff Berlet	Support Membership Outreach. POC: Mark Kaczmarek (membership@incose-cc.org)

#	Responsible BOD Member	Committee/SIG Name	Committee/SIG Lead	Sponsoring BOD Member Name	Names of Volunteers	Charter
9	Programs Director	Programs Committee	Clinton Hilliard	Clinton Hilliard	Jeff Berlet, Mark Evans	Identify potential speakers and tutorials for CC events. Work with ESEP Summit Leadership to incorporate requested topics into speaker schedules. POC: Clinton Hilliard (programs@incose-cc.org)
10	Membership Director	Employment Committee	Mark Kaczmarek	Mark Kaczmarek	Jeff Berlet, Mark Evans	Provide employment referral services for members. POC: Mark Kaczmarek (membership@incose-cc.org)
11	President	ESEP SIG	George Anderson	Jeff Berlet	INCOSE CC ESEPs	The purpose of the Chesapeake CC ESEP SIG is to leverage CC expert professionals to: <ul style="list-style-type: none"> <li>- Share SE expert knowledge through information sharing, collaboration and mentor sponsorship for junior engineers interested in SEP programs.</li> <li>- Promote and facilitate advancing world-class systems engineering.</li> <li>- Provide recognized expert advice.</li> <li>- Contribute to the advancement of INCOSE International Working Groups. POC: Jeff Berlet (president@incose-cc.org)</li> </ul>
12	President	Certification Committee	George Anderson	Jeff Berlet	Gundars Osvalds, INCOSE CC SEPs, Myra Parsons Gross, George Anderson	Promotes INCOSE SEP Certification through mentoring, tutorials, and information sharing. POC: Jeff Berlet (president@incose-cc.org)
13	Past President	Scholarship SIG	Robert Levin	Mark Evans	Jeff Berlet	At the discretion of the board, the INCOSE Chesapeake Chapter Foundation will award a scholarship for CC members or CC Member Family Members in 2021. The scholarship will be for STEM students enrolled in college or university STEM-related programs. In addition, the CC will award a Open STEM Scholarship. (Amount per Resolution # ) POC: Mark Evans (past-president@incose-cc.org)
14	Membership Director	Corporate Relations	Mark Kaczmarek	Mark Kaczmarek	Jeff Berlet, Mark Evans, Grace Crowder, George Anderson	Promotes corporate sponsorship. Maintain an active log of donations from sponsors reflecting value of donation, date of donation and expiration of donation for website presence. POC: Mark Kaczmarek (membership@incose-cc.org)
15	President-Elect	Constitution and Bylaws Updates	David Flanigan	Jeff Berlet	Mark Evans	Reviews and updates constitution and bylaws when needed. POC: Jeff Berlet (president@incose-cc.org)
16	Membership Director	CC Ambassadors SIG	Mark Kaczmarek	Mark Kaczmarek	Jeff Berlet, Mark Evans	CC Ambassadors are expected to promote INCOSE and SE to local companies, other engineering societies, and universities, while listening for needs of these organizations that the CC could respond to. For a list of Ambassadors see Table 3-2. POC: Mark Kaczmarek (membership@incose-cc.org)
17	Membership Director	University Student Outreach	David Alldredge	Mark Kaczmarek	Jeff Berlet, David Flanigan	Mark Kaczmarek (membership@incose-cc.org)

One Objective within the CC Goals, 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 University Student Outreach effort will work closely with the University of MD Graduate Program for Systems Engineering, and any other future colleges/universities interested in participating in the INCOSE-CC Chapter activities/events. Growth of the CC requires existing member active support and participation. To accomplish this, the CC BOD will periodically survey the membership and adjust its programs based on survey results and consensus judgment. Closely

associated with this effort is the continued need for effective communications and outreach within and external to the CC. This includes the important priority of advanced advertising of CC activities and maintaining an online CC Website that is current and responsive to member needs. Another CC Objective is to promote awareness and visibility of the systems engineering discipline in the engineering community; locally, nationally, and internationally.

### 3.1 CC Ambassadors Special Interest Group (SIG)

The CC Ambassadors SIG is made up of CC members asked to participate based on their recognized systems engineering expertise and experience. The CC Ambassadors promote INCOSE and systems engineering to local companies, other engineering societies, and universities, while listening for needs from these organizations that the CC could respond to. CC Ambassadors are expected to periodically report back to the CC BOD on discovered opportunities to promote INCOSE and systems engineering, potential speakers, particular topics of interest for CC presentations, and other opportunities for CC support. Table 3-2 lists the CC Ambassadors for 2021.

**Table 3-2. CC 2021 Ambassadors**

CC Ambassador Name	Ambassador Location	Ambassador Meetings
George Anderson, ESEP	The Engineers Club of Baltimore	Board of Directors regular meetings
Mark Kaczmarek, ASEP	CC 2021 Corporate Relations Ambassador	Multiple Corporate events during 2021
David Alldredge, ESEP	University of Maryland Institute for Systems Research	Multiple synchronization sessions during 2021
Anthony Giglioli, CSEP	Wood Consulting Services Inc	Multiple Corporate Events in 2021
Jeffrey Berlet	Perspecta Inc.	Multiple Corporate Events in 2021

### 3.2 CC ESEP Special Interest Group (SIG)

The INCOSE CC Expert Systems Engineering Professional (ESEP) Summit will be convened annually. The Chair of this CC SIG will plan and Chair the ESEP summit and invite INCOSE International Corporate Advisory Board (CAB) members. The CC ESEPs will come together within this forum to share systems engineering expert knowledge through collaboration, promoting certification, and mentoring systems engineers interested in the INCOSE Systems Engineering Professional (SEP) program. The CC ESEP Summit Group will also:

- Promote and facilitate advancing world class systems engineering.
- Provide recognized expert advice.
- Contribute to the advancement of INCOSE International Working Groups.

This will be accomplished by:

- Meeting to discuss items of interest to inspire, share, and promote systems engineering certification, experience, and expertise.
- Fostering networking and collaboration among CC ESEPs and INCOSE Working Groups.
- Being a forum for information and knowledge exchange.

### 3.3 CC Scholarship Special Interest Group (SIG)

The Chair of the CC Scholarship SIG will lead the coordination with INCOSE International, INCOSE CC members, and external academic organizations to award three CC-sponsored scholarships in 2021 through the INCOSE Foundation (Chesapeake Fund):

- The CC will award a scholarship for CC members or CC Member Family Members. The scholarship will be awarded to a selected student enrolled in a STEM-related program at any college or university. The deadline for Applications will be set at May 31, 2021. The award will be made in July 2021.
- The CC will award an Open Scholarship to a selected student enrolled in a STEM-related program at any college or university. The deadline for Applications will be set at May 31, 2021. The award will be made in July 2021.

### 4.0 CC Officer Duties and Responsibilities

The CC Officers have the duties and responsibilities stated in Article VI of the CC Constitution and Bylaws document. In addition to the duties specified in the Constitution and Bylaws, and the overarching goals outlined in the CC Strategic Plan, the CC Officers will have the following additional assigned individual duties and responsibilities in 2021:

**CC President:** (for 2021, Jeff Berlet, ESEP):

- Responsible for the 2020-2025 CC Strategic Plan update; specifying the Vision, Goals, and Objectives of the CC for the five-year timeframe.
- Responsible for the 2021 Operating Plan update, including specifying duties associated with CC operations. Provide BOD Leadership training at the start of the year for existing and new CC BOD members.
- Partner with the CC President-Elect to document evidence of this training and submit with 2021 Circle Award materials prior to the due date.
- Responsible for guiding the BOD in achieving the specific criteria for success as specified in the CC 2021 Operating Plan.
- Plan, organize, direct, coordinate, manage, and oversee all activities of the CC to include the assignment of Committee and SIG Chairs, all areas of Finance, Programs, Membership, and overall CC operations.
- Act as back-up Treasurer when needed. Any changes to Accounts Access will be voted by the CC BOD.
- Preside at CC Monthly Meetings and BOD Meetings.
- Make available to the CC BOD members prior to all BOD monthly meetings, a Draft Agenda. This is to be followed by a Final Meeting Agenda, made available to all present at meetings.
- If possible, try to attend the Business Meeting at the 2021 INCOSE International Workshop (IW) and attend the 2021 International Symposium (IS) as the primary CC Representative.



- Support and partner with the President-Elect in preparing the 2021 annual INCOSE Circle Awards for Submission in January of 2022.
- Work with the CC Programs Director to share relevant CC meeting and activity schedules with other Chapters within the region (e.g., Washington Metropolitan Area (WMA), Southern Maryland (SOMD), etc.).
- Write “The President’s Point of View (POV)” entry for each CC Monthly Newsletter, and work with the CC Communications Director to provide other Newsletter edits.
- Work with INCOSE International and the INCOSE Americas Sector Director to coordinate CC activities as necessary.
- Verify 2021 CC Calendar of Events and prepare meeting agendas in coordination with the Programs Director. Provide information to CC BOD members and CC General Membership as appropriate.
- Appoint the Chairman of the 2021 Elections Committee no later than May 15, 2021. The Committee Chairman is usually the CC Past President but may be any elected member of the BOD in good standing.
- Oversee, and assign responsibility to lead the CC Ambassadors SIG.
- Maintain one of two keys to the CC Post Office Box in Laurel, Maryland. Work with the CC Secretary (who maintains the other key) to check mail periodically.
- Assign a BOD Audit Committee with Leader to review chapter finances for the prior year (2020) by May 1, 2021. Complete the audit and present findings to membership at June 2021 Membership Meeting.

**CC President-Elect** (for 2021, David Flanigan, CSEP):

- Coordinate with the President, Past President, Programs Director, Communications Director, and Membership Director to remain informed, and help with CC business when necessary.
- Preside at CC Monthly Meetings and CC BOD Meetings when the President is not present.
- Assist the Membership Director on membership drives and corporate and organizational outreach.
- With the CC Communications Director, support the success of the CC Newsletter, and when asked by the President or Communications Director, provide articles and other Newsletter materials of professional interest to the CC membership.
- Take the lead in working with the President, Past President, and other members throughout the year to compile and prepare evidence for the Chesapeake CC submission for the INCOSE Circle Awards for 2021. All evidence must be submitted no later than January 5, 2021. Some evidence has pre-specified times when it is due. Review the INCOSE International Wiki site for details early and often during the year.
- Chair the CC Constitution and Bylaws Update Committee, and with BOD approval select its members.

**CC Past-President:** (for 2021, Mark Evans, ASEP, DAWIA PM Level 3/Acquisition Certified)

- Work with the President and President-Elect to verify the 2018 CC Secretary and CC Treasurer Summary Reports.

- Advise and help prepare evidence; work with the President, President-Elect and other members to submit the CC application for the INCOSE Circle Awards for 2021 no later than January 2, 2022.
- Support the execution of the 2021 CC Operating Plan.
- Coordinate with the President, President-Elect, and Programs Director to ensure all CC schedules and program objectives are met.
- Coordinate with the President, President-Elect, and Membership Director to promote corporate relations and provide liaison relationships with other local engineering and professional society Chapters and activities including The Engineers Club of Baltimore, AIAA, SAE, IEEE, Association of Old Crows, and PMI Baltimore Chapter.
- Chair the CC Nominations Committee, when appointed by the President.
- Support the success of the CC Newsletter by providing articles and other materials of professional interest to the membership. If possible, provide a monthly newsletter article.

**CC Treasurer:** (for 2021, John Boccio, CSEP)

- Maintain Ownership and Administrative oversight of CC Banking accounts, which allows rights and privileges to be assigned and users to be added or removed from CC traditional and online Banking accounts.
- Finalize the CC 2019 yearly Treasurer Summary Report. Brief the Report to the CC BOD, then deliver the Report to INCOSE International within established timelines.
- Work with the CC President to prepare a Draft 2021 Budget, using inputs from BOD Members.
- Prepare and provide to the BOD a monthly report on banking activity and income and expenses charged to the Budget and report at each BOD monthly meeting.
- Support the BOD Audit Committee in generating the Annual Audit Report.
- Document procedures for managing and monitoring CC Checking and Savings accounts.
- Manage and report all CC account activity at monthly BOD meetings, or at other times if requested by the President.
- Identify back-up designees with Signature Authority (on BOD approval) so that CC business can continue if the Treasurer is absent or unable to perform duties for longer than 1 week. If possible, provide Account Administration information to the CC President prior to taking time off. The CC President will serve as a back-up Treasurer.
- Provide written notification to the CC President and BOD of all formal financial requests and information received from INCOSE International or INCOSE Americas Sector.
- Enable CC operations to accept payment in multiple forms at all CC events to include cash, credit, PayPal®, and or check.
- Ensure all CC funds disbursement requests are countersigned by a CC BOD member.
- Create and manage all CC bank accounts and access to them, with each action being reported to the BOD.
- Arrange for payment of disbursements in a timely manner so as not to incur late fees.
- Provide payment to Programs Director for vendors supporting CC events (e.g., Photographer, food, awards, etc.).
- Maintain timely bank account management of deposits and payment activities in accordance with CC Constitution and Bylaws.

- Support the success of the monthly Newsletter with articles and other materials when possible.

**CC Secretary:** (for 2021, James DeCamp, ASEP)

- Prepare minutes of all 2021 CC BOD meetings and distribute at least two working days before the BOD meeting for the next month.
- Prepare final summary report (Annual Report) of 2021 CC activities by January 5, 2021.
- Maintain CC records to include all meeting minutes, records of attendance, performance metrics, financial records, and any other items assigned by the BOD.
- Maintain an account of the names of meeting, tutorial, and workshop attendees for CC records to include attendees who attend monthly lecturers without attending monthly dinner meetings.
- With the CC President, maintain the disposition of CC Mailbox Keys. Retrieve all incoming US Mail from the Laurel Post Office prior to every BOD meeting and distribute to BOD members as noted (at next BOD meeting or as soon as possible depending on urgency).
- Organize and display CC records in a suitable format.
- Send list of CC Officers to the INCOSE International Business Committee by January 6, 2021.
- Maintain and ensure access to CC historical documents for the CC BOD and membership.
- Transfer all CC physical assets to the CC Storage Locker at the following location:
- Extra Space Storage, 10400 Old Columbia Rd Columbia, MD 21046, Locker 4411, Current Customer: (410) 290-8864. Manage Keys for access to the locker. Distribute Keys to CC BOD Members and other CC volunteers as needed.
- Inventory all CC hardware, software, data, and capitol assets, and maintain an inventory of these items to be included with the CC Financial Audit on an annual basis. Note location or assignment of CC inventory items.
- Work with the CC Communications Director to maintain a historical record of CC activities on the CC Website.
- Alert the BOD, at least one week ahead of time, of approaching deadlines for all administrative actions and reports.
- Support the CC newsletter by providing articles or book reports when possible.
- Work with the CC Membership Director and CC Communications Director to survey CC membership, as required, using all available communications and collaboration methods.

## 5.0 CC Director Responsibilities and Activities

Three CC Directors At Large support the permanent Committees of Programs, Communications, and Membership. Responsibilities for each of these Directors are listed in the sections below.

### 5.1 CC Programs Committee (Programs Director)

The CC Programs Director chairs the CC Programs permanent Committee. The CC Programs Director directs and controls the Committee and responds to other specific direction from the CC President and BOD. The CC Programs Director has the following primary responsibilities:

- Plan CC Dinner Meetings and Speakers to include establishing meeting locations and scheduling Speakers in coordination with the BOD. Negotiate food contracts, and execute the required reservations, food service, and menu selections.
- Plan and execute all other CC special, technical, and social events and activities, unless otherwise assigned by the BOD.

The CC Programs Director will primarily focus on technical and educational aspects of systems engineering, but focus will also include such social and public service programs as approved by the BOD. In the technical domain, the Programs Director works towards a primary objective of stimulating discussion and systems thinking throughout the CC. The Programs Director also supports INCOSE International and CC efforts in the following areas:

- Systems Engineering Processes - analyzing and developing accepted systems engineering processes applicable to industry and government scenarios. These can address local, regional, national, and international areas of interest.
- Systems Engineering Professional Growth - establishing requirements and measurements for developing and maintaining skills and knowledge useful to systems engineers.
- Career Guidance – assisting CC Members in pursuing job growth and advancement in their systems engineering professions.
- Methodologies and Tools – encouraging the dissemination of knowledge dealing with generally recognized systems engineering topics to include but not limited to models, tools, and taxonomies.

The CC Programs Director will plan for activities for 2021 to include:

- Manage the reservations and receipts of all monies for all CC events. The CC Treasurer will collect all monies.
- Develop and organize meeting formats and coordinate speakers, topics, moderators, and locations to promote wider CC member participation in technical activities (e.g., panel discussions, debates, brainstorming sessions, etc.).
- Execute joint tutorials, workshops, or dinner lectures with Baltimore Chapter of PMI, and local Chapters of AIAA, SAE, SES and IEEE. Conduct cooperative events with local university campuses (e.g., JHU, UMBC, UMCP, Morgan State, etc.). Coordinate Government-sponsored systems engineering forums such as those sponsored by NASA Greenbelt and NIST.
- Subject to membership surveys, plan special meetings and sponsored tours on subjects and locations of general interest to CC Members.
- Lead the planning of the CC Annual Holiday Party to include an awards and recognition program.
- Lead the planning of the CC SEP Gala.
- Coordinate with the INCOSE Washington Metropolitan Area (WMA) and Southern Maryland (SOMD) Chapters on technical presentations and meeting announcements and provide the CC Communications Director with notices or information for CC distribution.
- Obtain signed, “Author Intellectual Property Release for Manuscript and Presentation Materials” document from any presentation, panel, or other forms of information dissemination to or at any CC event. Included in such releases will be agreements by presenters for Video and Audio live streaming recording of CC activities.

- Create and maintain all Programs Committee process and activity records for CC documentation and continuity of operations. Utilize the Basecamp and CC Google Drive Cloud storage capabilities to store this information
- Support the success of the CC Newsletter by providing at least two articles or blogs (publications subject to the approval of the Communications Director and the President).
- Continue the Jobs Networking activity by supporting the Membership Director in this area.

## 5.2 CC Communications Committee (Communications Director)

The CC Communications Director chairs the CC Communications permanent Committee. The CC Communications Director directs and oversees the Committee activities and responds to other specific direction from the CC President and the BOD. The Communications Director has the following responsibilities:

- Disseminate information among CC members; publicize the events and activities with emphasis on the use of the CC Website and sending email announcements to support the interests of the chapter.
- Manage and oversee all aspects of the CC Website and supervise a Communication Committee composed of volunteer CC members.
- Inform the CC BOD of updates to Website for review and awareness.
- Work with the CC Membership Director to ensure the CC Master Email Lists are updated.
- Electronically distribute the monthly CC Newsletter to all CC active members, and others signed up as Newsletter subscribers.
- Provide CC BOD members with an advance draft of the monthly CC Newsletter prior to release.
- Investigate new and innovative methods to communicate within the CC, and with the systems engineering community at large.
- Maintain the CC presence on Facebook, Linked-In, Twitter, and YouTube.
- Review CC Website operating policies annually. Review and assess whether available updates provide improved service and/or features.
- Create and maintain Communications Committee processes for CC documentation, publication, dissemination, and continuity of operations. Detailed processes should be accessible so that in the event the Communications Director or responsible committee member is not accessible duties can be performed seamlessly as to not disrupt CC operations and timeline for communications.

Specific 2021 CC Communications Director Activities will include (but not be limited to):

- In coordination with the CC BOD, prepare or procure INCOSE International and INCOSE Americas Sector promotional materials for distribution to the CC and local SE community.
- Lead the editing and distribution of the monthly CC Newsletter using the Web subscription service Constant Contact. Lead the distribution of routine and special meeting schedules, and Chapter announcements.
- Maintain the CC Website with accurate and correct information including biographies for BOD members and identify necessary CC member support requirements. Notify the CC President or BOD collectively of any short-notice degradation of service or anticipated late postings.

- When additional material, such as videos or presentation slides, are used in the hosting of CC general membership meeting slides, obtain a copy of the source files, and upload those files to a CC repository for use in after-action reporting and CC information archiving.
- Prepare a Communications Committee Process and Contacts Guide for use by subsequent CC Communications Directors and Committee members.
- Support the success of the CC monthly Newsletter by obtaining articles or column reports when possible. The CC monthly Newsletter will be published as close as possible to the first of each month and will contain at a minimum:
  - Announcement about the Speaker for the monthly meeting – coordinate with the CC Programs Director.
  - The President Point of View (POV) article and others – coordinate with the CC President as applicable.
  - Announcement about the Speaker for the next month general membership meeting – coordinate with the CC Programs Director.
  - A short After-Action Report (AAR) about the Speaker for the previous month (include WWW URL to presentation and meeting video if available). – coordinate with the CC Programs Director.
- Update the CC “Brochure” document upon BOD request and lead the effort to get it published for distribution
- Provide necessary support for the CC Annual Elections process, including publication of Candidate Biographies and Vision Statements, and creation and distribution of ballot materials.
- Lead a team of CC member volunteers in developing, editing, publishing, and distributing hardcopy posters and electronic banner files for CC general and special events.
- Establish a “Business Schedule” to facilitate timely publication of monthly Newsletters, CC event information, and CC Website updates.

### 5.3 CC Membership and Outreach Committee (Membership Director)

The CC Membership Director chairs the CC Membership and Outreach Committees, and in 2021 will also serve as the CC Corporate Outreach Director. The CC Membership Director directs and controls the CC Membership and Outreach Committees and responds to other specific direction from the CC President and the BOD. The CC Membership Director has the following primary responsibilities:

Primary general duties include:

- Supervise and carry out all formal efforts to maintain and increase the CC membership.
- Ensure that the CC Membership Database is up to date. Provide membership records data access to the CC BOD and collaborating committees.
- Notify the CC BOD of any member deserving special recognition for accomplishments relating to membership or in the practice of systems engineering.
  - For each award, in addition to internal CC recognition, work with the CC President to draft, coordinate, then send a letter to the company and/or supervisor of the member to ensure employers are aware of member accomplishments.

- With the CC Secretary, assist the CC President in presenting individual awards at CC meetings and events.
- Regularly send out customized welcome letter emails for new/renewing INCOSE Chesapeake CC membership.
- Collaborate with and assist the CC President, Past President, and President-Elect in soliciting corporate, government, and academic sponsors for CC activities and projects.
- 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 CC 2021 Circle Awards submission.
- Oversee the CC Ambassadors Program.
- Work with the University Student Outreach Program to encourage new membership in the INCOSE-CC Chapter.
- Increase CC member engagement by:
  - Identifying opportunities to engage with prospective members.
  - Working in concert with the CC Communications and Programs Directors, provide on-demand live and interactive broadcasts of CC events.
  - Working with the CC Communications Director, provide direct access online to past speaker presentations at CC events.
  - Supporting the CC SEP Committee to help make sure everyone knows that certification training is an available local option for all who are interested.
  - Personally, engage with the membership at CC functions; soliciting feedback and asking non-members to join the CC.
- Create and maintain an electronic record of CC Membership Committee processes and activities for CC documentation and continuity of operations.
  
- As the CC Corporate Outreach Director, and as approved by the CC BOD, lead any CC-supported employment efforts, and lead the organization of job search and placement summits in cooperation with other systems engineering organizations.

Specific monthly duties will include:

Obtain and report the following data from the INCOSE International Membership Database and other sources:

- The number of Active members at first day of month.
- The number of members that lapsed their membership during the past month, reported at first day of month.
- The number of New Members as of first day of month of the past month.
- The number of Transferred Members to the CC from other INCOSE chapters, as of first day of month of the past month.
- The number of members that changed chapter from the CC to other INCOSE Chapters, as of first day of month of the past month.
- Names of New Members for inclusion on the website.
- Names of Newly Certified Members for inclusion on the website and for annual tracking in preparation for the SEP Gala Awards.

- Update the Membership Lists on Constant Contact to ensure new members receipt Email blasts.
- Update Sponsor Donation data and provide any new changes to Communications Director to ensure the website is up to date with new or aged Sponsors/partnerships.

Specific duties in direct support of the CC BOD will include:

- At each CC BOD meeting, report new members, lapsed members, transferred members, and current membership totals.
- New Member Names will be posted on the website as well as including in each monthly newsletter. New Member Email Addresses will be added to the relevant CC Email Distribution Lists.
- Email CC members whose membership is expiring (give a 30-day notice whenever possible), informing them that their membership is about to expire, and encourage them to renew. Ask a few questions to ensure that CC can respond to if they are somehow disappointed in the activities that the CC offers.
- Send out questionnaires to lapsed members (i.e., members who have dropped or who have been dropped as members) to obtain feedback as to why they chose to drop their membership, or why they lost their membership (to offer any possible support).
- Obtain reports from INCOSE International on how many members have transferred their membership from other chapters to the CC.
- Obtain reports from INCOSE International on how many CC members have transferred their membership to other INCOSE chapters.
- Include the President, Past President and President-Elect as Cc: on email contacts with expiring members and provide these CC BOD members with expiring member contact information, so they can provide any support. Ensure that a follow-up explanation is received by at least one of these CC BOD members and recorded in the Membership Log to permit trend analysis. The full CC BOD shares the responsibility for knowing the circumstances of all lapsed members, but the CC President will help contact the lapsed members directly when normal email efforts remain unresolved up to the last month of membership.
- Work with INCOSE International, on behalf of the CC President-Elect, to confirm for Circle Awards points those CC members who attend the INCOSE International Workshop and/or the INCOSE International Symposium.

Other CC Membership Director duties will include:

- Prior to every CC monthly general membership meeting, make available to the CC Communications Director and Secretary, a report of CC membership on PowerPoint slides.
- Update the CC Constant Contact Email Lists every month, to ensure accurate distribution of CC-related information for General CC Members, CC Voting and Non-Voting Members, and Friends of the CC. Monthly updating will include the removal of any persons who have requested not to receive emails.
- In coordination with the Communications Director and Programs Director, develop and distribute questionnaires and/or surveys to CC membership to gauge changing membership needs and preferences. Lead the analysis of results to assist the CC BOD in setting CC direction.



## 6.0 CC Internal Management Activities

This CC Operating Plan covers the period from January 1, 2021 to December 31, 2021. The list below specifies CC monthly events and activities planned for 2021. The list is subject to last-minute adjustments.

**CC Monthly Events:** A CC Communications Directors Meeting is scheduled for the First Wednesday of each month. A CC BOD Meeting occurs on the second Wednesday of each month. A CC General Membership Dinner Meeting with Speaker is held on the third Wednesday of each month, except for the months when replaced by a special event. A CC Programs Committee Meeting occurs on the last Wednesday of each month.

**CC Monthly Publications and Other Obligations:** The CC launches an Email Monthly Newsletter that highlights articles and events on the CC Public Website. These articles can be Chapter News, a Blog Post, a Book Report or General Musing. Also included will be After Action Reports from our Monthly Meeting, as well as Previous SEP Galas, annual Holiday Parties, *and* involvement in Job Fairs. The newsletter will include reminder by the Membership Director for members to pay annual INCOSE dues.

Web Article submissions must be provided to the CC Communications Director prior to the 25th day of the month prior to publication.

The CC pays its Physical Storage Rental Fee on the 17<sup>th</sup> of each month along with Renters Insurance to the same location.

The CC is responsible for Software Subscription Fees for following Communication Tools:

Service	Amount	Type Subscription	Due
<a href="#">Squarespace</a> • Website	\$216.00	Annual	4/25/2021
• Domain	\$20.00	Annual	6/17/2021
• G-Suite	\$72.00	Annual	4/20/2021
<a href="#">Constant Contact</a>	\$798.00	Annual	08/26/2021
<a href="#">Basecamp</a>	\$348.00	Annual	5/15/2021
<a href="#">Google One Drive</a>	\$1.99	Monthly (\$23.88/yr)	27 <sup>th</sup> of each month
<a href="#">Zoom</a>	\$149.90	Annual	New

**January:** CC Audit Committee finalizes audit of previous year finances. Submission is due to INCOSE Circle Awards. Encourage all CC members to attend the INCOSE International Workshop (IW). The CC BOD begins work on 2021 Plans or Plans Updates and 2021 Budget, as well as analysis of Circle Awards points. Make sure to plan for activities that are recognized for points in the CC Circle Awards spread sheet.

**February:** The CC BOD continues planning activities.

**March:** CC Finance Audit Committee publishes its report on review of previous year financial records. The formal Audit Report is available for review by the General Membership after a formal presentation at the April meeting.

**April/May:** Publish drafts, updates, or reviews of the CC Strategic Plan and Operating Plan, and post in the operating documentation section of the INCOSE CONNECT CC Website for membership review. Circle Awards deadline for Plans submission is April 15, 2021.

**June:** The Post Office box rental fee is renewed in June 2021.

**July:** Annual International Symposium 2021 (IS 2021). The CC 2021 Elections Nominations and Elections Committee is finalized, and calls are made for nominations for 2022 open BOD positions. Nominations presented to the BOD must be submitted no later than August 31, 2021. Election slate for expiring terms: President-Elect, Secretary, Programs Director, and Membership Director.

**August:** Conduct the CC annual SEP Gala in August 2021 (date to be determined) and recognize awardees. Nominations for 2021 open CC BOD positions are presented to the membership by the Nominations and Elections Committee.

**September:** The CC 2021 BOD election ballots are made available on September 1, 2021 to all CC members active as of September 1, 2021.

**October:** CC 2021 Elections are closed one week prior to October membership meeting. Announce election results at October membership meeting. Begin preparation of 2021 CC Operating Plan, Strategic Plan Leadership Review, and 2021 Budget. Prepare for Holiday Gala.

**November:** Nothing significant to report

**December:** The traditional Annual Holiday Party and Awards Ceremony concludes the year. Individual member awards for achievement are presented at the event.

**January 2022:** New and Incoming Officers service starts on January 1, 2022. The first CC BOD meeting with the new 2022 CC BOD is scheduled for the second Wednesday in January 2022. Perform the installation of CC Officers and Directors at Large for 2022 during the monthly CC meeting on the third Wednesday of January 2022. The 2022 CC Financial Audit Committee begins its work. Report due to CC BOD in March 2022.

## 6.1 CC Schedule of Activities for 2021

**Table 6.1-1 contains a detailed list of specific CC Activities planned for 2021.**

**Table 6.1-1. CC 2021 Detailed Activity List**

<b>Month</b>	<b>Date</b>	<b>Location</b>	<b>Meeting</b>	<b>Title</b>
January	Jan 20	Zoom	Chapter Meeting and Lecture	Fifty Lessons Learned: "A systems engineer's retrospection on lessons to be shared with the future generation" by Howard Eisner
February	Feb 17	Zoom	Chapter Meeting and Lecture	Interface Management – the Neglected Orphan of Systems Engineering by Paul Davies
February	Feb 26	Zoom	*Tutorial	Lean Startup Method (LSM) and Agile for Initial Project Planning (IPP) by Mike Pafford
March	Feb20 - Mar 11	Zoom	*Youth outreach event	Judging team for Anne Arundel County Public School System STEM Expo
March	Mar 17	Zoom	Chapter Meeting and Lecture	DoD's Digital Engineering Progress Report by Philomena Zimmerman
March	Mar 19	Zoom	*Tutorial	Negotiation, Persuasion and Conflict for Systems Engineers by Zane Scott
April	Apr 21	Zoom	Chapter Meeting and Lecture	Experiments in Leading through Influence: Reflections from a Group of Emerging by David Fadely and Myra Parsons-Gross
May	May 19	Zoom	Chapter Meeting and Lecture	TBD by Zane Scott
June	Jun 16	Zoom	* Mini Talks	Evening of lightning-round speakers and Q&A
July	Jul 21	Zoom	Chapter Meeting and Lecture	System's Thinking as it applies to Systems Engineering by Joseph Kasser
August	Aug 20	Zoom	Chapter Meeting and Lecture	MBSE with the Scaled Agile Framework (SAFe) for System Engineers & Architects by Peter Luckey
August	TBD	Zoom	*Tutorial	MBSE tool training ()
September	Sep	TBD	Chapter Meeting and Lecture	TBD
October	Oct	TBD	Chapter Meeting and Lecture	TBD
November	Nov	TBD	Chapter Meeting and Lecture	TBD
December	Dec 10	The Engineers Club Or Zoom online event	*Holiday Party & Awards Dinner Or Zoom online event	INCOSE members and guests Or Online SEP Awards Gala
TBD	TBD	TBD	*Boot Camp	SEP exam prep course
Mid-Year	TBD	TBD	*ESEP Summit/ Round Table	Open to all INCOSE ESEPs. (Find ESEP to Moderator? Possible Engineers Club event?)

\* Special event

### CC BOD and Committee Meetings

- 1) Communications Director Monthly Meeting. Held on an as needed basis; normally using the Chapter's Zoom Video Conference software. Chair: CC Communications Director, Paul Martin
- 2) BOD Monthly Meetings. 2<sup>nd</sup> Wednesday of each month. JHU/APL Building 1 Barton Conference Room, 6:00 PM – 8:00 PM. Chair: CC President, Mark Evans.

- 3) Programs Committee Monthly Meeting. Last Wednesday of each month. Chair: Programs Director, Clinton Hilliard.

## 7.0 CC Budget

See Appendix C of this document.

### 7.1 CC General Budget Information

All CC BOD members will submit Budget Planning Input to the Treasurer prior to the CC Operating Plan being approved. For 2021, the 2020 Operating Plan will be reviewed and serve as a reference for the 2021 Operating Plan. Any changes between planned and actuals for 2020 will be discussed and evaluated as possible updates that may affect the CC 2021 Budget. Once the CC Treasurer and other BOD Members review all Budget submissions and consolidate them, the full CC BOD will approve a CC 2021 Budget. The updated 2021 Operating Plan will be submitted for BOD review and will include all 2021 Budget changes.

The CC BOD will submit the 2021 CC Budget to the INCOSE International administration office. The 2021 CC Budget will show expected revenue and expenses for all functional areas including allocations for BOD Officers, and Directors at Large. Assumptions associated with the expected revenue and/or expenses will also be identified.

The First Draft of the 2022 CC Budget will be developed during the period of September through December 2021. All CC BOD Officers and Directors will participate in the budgetary process, with final review and approval executed by the BOD. The Treasurer is the focal point for the budget process. The CC Officers and Directors will submit projections for revenue and expenses to the Treasurer who will prepare a Program Income Statement and Balance Sheet for the coming year.

Areas of known or estimated revenue which will be included are: membership dues, CC dinner meeting receipts, fund raising events, special donations, corporate assistance or sponsorship for special events, corporate donations, conference registrations, training course fees, and proceeds from the sale of published papers, articles, and books.

Areas of expected expenses are: CC meeting direct costs, reproduction, postage, mailing, supplies, bank service charges, PayPal service charges, printing, and permitted donations to other Chapters and the INCOSE Foundation.

### 7.2 CC Revenues or Income

The INCOSE International Headquarters rebates to the CC a portion of the INCOSE annual dues received from each INCOSE Member who has affiliated with the CC. The CC receives a check on a Bi-Yearly basis (March and September) from the INCOSE International Treasurer for all local dues received during the previous six months. Currently the CC receives \$30 of the INCOSE \$145 annual memberships for each member affiliated with the CC, with other membership shares paid documented in Table 7.2-1. In 2021, the net revenues from dues will accrue to approximately

\$10,000.00, allowing for the typical cycle of net gains (i.e., increase after subtracting non-renewals) to the membership.

**Table 7.2-1. INCOSE Membership Funds**

Regular Membership Dues One Year - \$145/ CC Share \$30
Regular Membership Dues Three Years - \$405/ CC Share \$75*
Regular Membership Dues Five Years - \$625/ CC Share \$115*
Senior Membership Dues One Year - \$80/ CC Share \$10
Senior Membership Dues Three Years - \$225/ CC Share \$27*
Senior Membership Dues Five Years - \$360/ CC Share \$45*
Student Membership (non-voting) Dues \$38/ CC Share \$5
*-The multi-year CC Share full amount is paid the year that the Dues are paid

Special donations are another potential source of income. To avoid compromise of the CC not-for-profit status, it is important that these transactions clearly state the purpose for which the money is donated, and any conditions associated therewith. Other potential sources for donated revenues include sponsorship for programs; conference registrations; workshop or training course sponsorship; proceeds from the sale of CC mugs and shirts; published papers, articles, and/or books; and promotional items including mugs and shirts.

### 7.3 CC Expenses

All CC dinner-meeting expenses will include, but not be limited to, meal-related expenses, location reservation expenses, and guest-speaker-related expenses or fees. Communications such as the monthly newsletter, membership meeting announcements, and the minutes from previous meetings will be posted on the CC Website. Mailings to the CC membership will occur on an as-required basis. Costs associated with any mailings will include: reproduction, postage, and miscellaneous mailing supplies. Other expenses will include: INCOSE Foundation contributions, bank expenses, event sponsorship, meeting and conference preparations, Engineering Society of Baltimore dues, storage unit costs, renter insurance for the storage unit, and printing costs associated with activities such as new member recruiting. The Engineers Club in Baltimore, Maryland is a venue for CC large social affairs and special meetings and is supported by over 30 professional engineering societies in the local area. No individual member benefits accrue to the CC as part of this association, although some CC members have individual memberships with The Engineers Club and participate separately in Club extended activities.

### 7.4 CC Audit and Reporting

In accordance with the CC Bylaws, the newly-elected President will appoint an Audit Committee by March of each year that will audit, in collaboration with the Treasurer, CC financial records from the previous year, and prepare a report to be posted on the CC Website by April of each year. The Treasurer will prepare, and the CC BOD will verify, an Annual Financial Report for the previous year, which the Treasurer will then submit to INCOSE International each year.

## 8.0 CC Meetings

### 8.1 CC General Membership Meetings

The CC has scheduled ten general membership dinner meetings during the months of January through December of 2021. The SEP Gala replaces the August dinner meeting and speaker, and the Annual Awards Dinner replaces the December dinner meeting and speaker.

### 8.2 Election and Installation of CC Officers

Election of CC Officers and Directors at Large for 2022 will be conducted using the INCOSE eBallot system during September and October 2021. The newly-elected Officers and Directors will be presented at the October 2021 CC membership meeting. New Officer and Director Responsibilities will start effective January 1, 2022, and their formal installations will be performed at the earliest available 2022 CC membership meeting.

### 8.3 CC Board of Directors Meetings

The CC BOD will meet on the second Wednesday of each month in 2021, or at the direction of the CC President. The Officers and Directors will report on their applicable agenda items at each BOD meeting. All BOD meetings will be conducted in accordance with current CC Constitution and Bylaws. While not specifically addressed in the CC Constitution and Bylaws, the CC BOD welcomes all CC members in good standing to attend BOD meetings, with the proviso that they refrain from debate, and excuse themselves when so requested by the Presiding Officer, usually the President, prior to any formal BOD voting process.

### 8.4 International Business Meetings

The annual INCOSE International Workshop will be held in January 2021. The CC is always well represented. But, attendance by CC BOD members is not guaranteed or required as a condition of office.

### 8.5 International Symposium

The INCOSE International Symposium will be held in July 2021. The CC is always well represented. But, attendance by CC BOD members is not funded by the CC or required as a condition of office.

## 9.0 CC Processes

Current CC Membership and Outreach processes will be continued in 2021. Items include detailed analysis of member feedback, utilization metrics on the CC Website, recruiting new committee members, and establishing routine communication with the entire membership using the CC Public Website, Constant Contact broadcast emails, and the monthly newsletter.

### 9.1 CC Budget

The Budget preparation for 2022 will begin in September 2021, with the finalized Budget presented to the BOD for Review and Approval no later than April 2022 (see Appendix C for the CC 2021 Budget). Beginning the first week in January 2021, each elected CC BOD Officer and Director at Large will submit their expected and actual revenues and expenses to the Treasurer for incorporation into an overall CC 2021 Budget. During November and December 2021, the Treasurer will develop the Program Income Statement, and reconcile any shortfalls with the CC BOD no later than February 2022. The Treasurer will formally submit the final Program Income Statement and balance sheet to INCOSE International in January 2022 and will also present the information to the CC BOD for review and approval in February or March 2022 at a designated CC BOD Meeting.

## 9.2 CC Membership Dues

All members of INCOSE send their dues directly to INCOSE International, which then provides a per-member credit to the CC, for those members affiliating with the CC. The CC Membership Director will be responsible for the reconciliation of membership dues. This information will be compared with the CC Treasurer report of dues receipts from INCOSE International.

## 9.3 CC Meetings

The CC will hold scheduled BOD Meetings, program committee, and General Membership Meetings. Ad-hoc meetings may also be held as needed by CC BOD, committees, or subcommittees. Table 9.3-1 presents the planned 2021 CC operating meetings, along with the target month.

**Table 9.3-1. 2021 CC Meeting Schedule Overview**

<b>MEETING</b>	<b>MONTH(S)</b>
CC BOD Meetings	Monthly
CC General Membership Meetings	Monthly
CC Program Committee	Monthly
Working Group Meetings	As established by the working group Chairs
International Workshop	January 2021
International Symposium	July 2021

## 9.4 CC Elections

The CC Nominations and Elections Committee, usually chaired by the CC Past President, will call for nominations for 2022 CC BOD positions in August 2021, and will present a validated slate of Candidates to the CC BOD as soon as a full slate has been identified. The CC President will then announce the slate of Candidates to the general membership at the September 2021 general membership meeting. The 2021 Candidates List will also be published on the CC Website. Elections will be conducted using the INCOSE eBallot system during September and October 2021. Newly-elected 2022 CC BOD Officers and Directors will be announced by the CC President at the October 2021 general membership meeting. Newly-elected Officers and Directors will take

office on January 1, 2022. Formal installation will take place during the earliest possible 2022 CC general membership meeting.

The terms of office for 2021 CC BOD positions are as follows:

**Officers:**

President: January 1, 2021 - December 31, 2021, plus 1 year as Past President (January 1, 2022 – December 31, 2022)

Past President: January 1, 2021- December 31, 2021

President-Elect: January 1, 2021- December 31, 2021, plus 1 year as President (January 1, 2022 – December 31, 2022), and 1 year as Past President (January 1, 2023 - December 31, 2023)

Treasurer: January 1, 2021 - December 31, 2022 (2-year term)

Secretary: January 1, 2020 - December 31, 2021 (2-year term)

**Directors at Large:**

Programs Director: January 1, 2020 - December 31, 2021 (2-year term)

Membership Director: January 1, 2020- December 31, 2021 (2-year term)

Communications Director: January 1, 2021 - December 31, 2022 (2-year term)

## 9.5 CC Working Groups/Special Interest Groups (SIGs) and Committees

Working Groups and Special Interest Groups (SIGs) for the CC currently approved by the CC BOD are listed in Table 3-1 of this Operating Plan. Permanent or ad-hoc Committees may be created by the CC President and/or the full CC BOD for special purposes as needed.

## 9.6 CC Process Guides

All CC BOD members will maintain an Activity Log during the year, outlining the specific processes for which they are responsible.

## 10.0 CC International Interfaces

All CC operations will adhere to the CC Constitution and Bylaws as approved by INCOSE International. Any deviation, deletion, or addition must be coordinated with and approved by the full CC BOD, as well as with INCOSE International. The CC President or other CC BOD members will participate in any necessary meetings with other INCOSE CC Officers, or as called by the INCOSE Americas Sector Director.



## 10.1 INCOSE International CC Circle Awards Submission Timelines

**January 1 – December 31, 2021.** Maintain CC records and supporting documentation on an ongoing basis throughout the year.

**January 3<sup>rd</sup> (First Sunday), 2021.** CC 2020 Circle Awards packets, including supporting documentation, are due to INCOSE International. Electronic submissions will be uploaded to the INCOSE CONNECT Chapter Awards Program Website.

**International Workshop January 2021.** Preliminary discussion of good and best practices/innovative ideas and approaches during the IW21 Chapters Committee meeting, with supporting material extracted from Chapter packets and distributed to Chapter representatives.

**January 30, 2021.** Review of all Chapter 2020 Circle Awards packets completed by the INCOSE International Chapters Committee. The following items are submitted by the Chapters Committee to the INCOSE International Awards Board:

- List of recommended Platinum and Gold Circle Chapters;
- List of recommended Silver Circle Chapters;
- List of recommended Bronze Circle Chapters;
- Most Improved Chapter award; and
- Outstanding Chapter award.

**March 31, 2021.** The INCOSE International Awards Board completes the final review of materials provided by the Chapters Committee. Final selections are made and the following notifications provided to the Chapters Committee and INCOSE International: Platinum Circle Honored Chapters, 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, 2021.** All Chapters are notified of Chapter Awards and Recognition. Chapters are recognized on the INCOSE International public Website and in an e-mail announcement to all INCOSE members.

**July 2021.** International Symposium – Chapter Circle Awards presented at the International Symposium banquet or plenary session.

**Continuing and Ongoing Activities** – The CC will continue to pursue discussion and dissemination of good/best practices as well as innovative ideas/approaches among CC members. This topic will be a key focus for the CC during 2021 and will be discussed during CC Committee meetings at the International Workshop and International Symposium.

## Appendix A – CC Goals, Objectives, Initiatives, Metrics, and Responsible Directors

### **Goal 1 - Become the learned Repository of Systems Engineering Knowledge for our Maryland Stakeholders.**

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

Initiative 1 - Obtain records of papers, videos, and photos of CC events.

Metrics 1 - Operating and accessible repository established.

Responsible CC BOD Member: Secretary

### **Goal 2 – Promote, through all available media, the practice of systems engineering.**

Objective 2 - Match resources to opportunities.

Initiative 2 - Pursue new means of providing information on systems engineering practices.

Metrics 2 - Total Audiences reached throughout the year.

Responsible CC BOD Member: Communications Director

### **Goal 3 - To promote, improve, and maintain the professional stature of all persons engaged in systems engineering.**

Objective 3 - Continue to offer SEP certification, and highlight SE accomplishments.

Initiative 3 - Maintain recommended SEP training lists, post SEP certifications on the CC public Website and in the newsletter and maintain a CC SEP Honor Roll.

Metrics 3 - Annual counts of CC SEP certifications, and number of systems engineering papers written, published, and presented by CC members.

Responsible CC BOD Member: Membership Director

### **Goal 4 - To offer systems engineering education to all, regardless of INCOSE membership, and participate in the creation of systems engineering standards.**

Objective 4 – Provide formal speakers at 10 CC general membership meetings in 2018 and provide at least 4 weekend tutorials on systems engineering subjects of current interest to members and the general public.

Initiative 4 - Rotate venues and explore new concepts.

Metrics 4 – Annual count of educational events conducted.

Responsible CC BOD Member: Programs Director

### **Goal 5 - Actively solicit and establish formal working relationships with other Engineering Societies at the local CC level.**

Objective 5 - Establish MOAs with specific goals with other engineering societies.

Initiative 5 - Individual MOAs with ASEE, ACM, SEI, AIAA, IEEE, SES, and SAE.

Metrics 5 – Annual count of MOAs established.

Responsible CC BOD Member: Membership Director

**Goal 6 - Maintain and significantly improve our status as a sustainable and professionally managed Chapter.**

Objective 6 – CC BOD decisions remain consistent with INCOSE International vision, mission, goals, and most importantly Constitution and Bylaws.

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

Initiative 6 - Do not permit CC resources to be used for political, ideological, or special interest group messages that do not represent systems engineering as defined by INCOSE International.

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

Metrics 6 - Annual Lessons Learned Report.

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

Figure A-1. The Goals Grid

**INCOSE Chesapeake Chapter Vision**  
Systems Engineering (SE) is an accepted engineering discipline And INCOSE is the foremost advocate for its practice.

**INCOSE Chesapeake Chapter Mission**  
To provide guidance, education and leadership in SE to Industry, Academia, and Government Institutions within the state of Maryland in Cooperation with Southern Maryland , Washington Metropolitan Area and Delaware Valley Chapters.

<p><b>Goal 1:</b> Become the Learned Repository of SE Knowledge for the MD Stakeholders. <b>Objectives for Goal 1:</b> Create a permanent repository of Se material professionally indexed and available to the public. <b>Initiatives for Goal 1:</b> Obtain records, videos and photos of chapter activities. <b>Metrics 1:</b> Operational and accessible repository established.</p>	<p><b>Goal 2:</b> Promote the practice of SE through all available mediums <b>Objectives for Goal 2:</b> Match resources to opportunities. <b>Initiatives for Goal 2:</b> Pursue new means of providing SE. <b>Metrics for Goal2:</b> Total audiences matched for an entire year.</p>	<p><b>Goal 3:</b> Promote, improve and maintain professional stature of all persons engaged in SE. <b>Objectives for Goal 3:</b> Continue to support SEP certification <b>Initiatives for Goal 3:</b> Maintain recommended SEP Training lists; and Post new certifications in chapter newsletters and in chapter honor roll lists <b>Metrics for Goal 3:</b> Annual count of SEP certifications; and Number of SE papers written, published or presented by chapter members</p>	<p><b>Goal 4:</b> To offer SE education to all regardless of INCOSE membership status. Participate in the creation of SE standards. <b>Objectives for Goal 4:</b> Provide a formal speaker at 11 member-ship meetings annually; and Provide at least 4 weekend tutorials/workshops on SE subjects of current interest. <b>Initiatives for Goal 4:</b> Rotate venues and explore new concepts <b>Metrics for Goal 4:</b> Number of educational events</p>	<p><b>Goal 5:</b> Actively solicit and establish formal working relationships with other Engineering Societies <b>Objectives for Goal 5:</b> Establish MOAs with specific goals with other engineering Societies. <b>Initiatives for Goal 5:</b> MOAs with : AIAA, IEEE, SES and SAE. <b>Metrics for Goal 5:</b> Number of MOAs.</p>
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**Goal 6:** To maintain and significantly improve our status as a sustainable and professionally managed chapter.  
**Objectives for Goal 6:** (a) BOD decisions always consistent with the Vision, Mission, Goals and Chapter Constitution and Bylaws; (b) The BOD does not delegate its authority or responsibilities; (c ) The BOD clearly operates as a collaborative team and jointly and severally accepts and supports its decisions, initiatives and external agreements.  
**Initiatives for Goal 6:** (a) Chapter resources are not permitted for use in political, ideological or special interests messages that do not represent SE as defined by INCOSE International; (b) Written processes are initiated in BOD program execution; (c ) Chapter funds are not permitted for initiatives not consistent with the Annual Chapter Operating Plan, regardless of the merit of the proposed initiative; (d) Committees or other representatives of the chapter that become divisive and unresponsive to BOD guidance will be unfunded; (e) Maintain a situational awareness and take immediate action on matters of importance to the BOD's integrity, decision making ability and compliance with rules; (f) Avoid signing Memorandums of Agreement (MOAs) with external interests that require the chapter to provide financial services or labor. Any approved MOAs should be limited to a one year duration except for agreements that specify no actions.  
**Metrics for Goal 6:** Annual Lessons Learned Report.

**Figure A-2. Goals, Objectives, Initiatives and Metrics**

## Appendix B – Updated CC Committee Needs

The INCOSE International Circle Awards Committee issued changes to the points system along with new guidance on Chapter planning. The CC has incorporated these changes as presented in Appendix B of this 2021 CC Operating Plan.

### **Awards Committee**

Tasks: Produce and deliver all awards directed by CC BOD members including, letters to employers and company sponsors. In 2015, the CC formed this committee. Work will continue in 2021 with a Special Events Committee Chair managing this effort.

### **Corporate Relations Committee**

Tasks: Corporate Advisory Board member and Corporate CC sponsors recruitment and liaison. A Corporate Relations Committee Chair was first appointed in 2015. Work will continue in 2021, with the CC Membership Director as Chair.

### **Events Committee**

Tasks: Plans, organizes, and monitors CC special events. The Special Events Committee was first created in 2015. Work will continue in 2021, with the CC Programs Director as Chair.

### **Lessons Learned Committee**

Tasks: Document actionable SE lessons learned during the year. Planned for 2021.

### **Standing Audit Committee**

Tasks: Assist the Treasurer in physical transactions and issue opinions to the CC BOD as required on such issues as proposed MOAs and contracts involving receipt or expenditure of funds. This Committee was first instituted in 2014. Work to continue in 2021.

### **Establish and Maintain an Employment Motivation, Training, and Assistance Program**

Tasks: To research and identify the current successful methods of helping unemployed or underemployed Systems Engineers. Following that, provide active programs that employ the best speakers, agencies, and materials to affect measurable success in placing participants in systems engineering jobs. Actively solicit funds and professional participation from Academia, Government, and

local industry. In 2015 a Concept of Operations (CONOPS) was written, government officials contacted, and outreach to other engineering societies started. A Joint Employment Summit is being considered in 2021.

### **Establish a CC BOD Executive Committee**

Tasks: A volunteer Committee to oversee planning, organizing, funding, execution, and follow-up actions for activities and programs included in the annual CC Operating Plan. This committee is currently made up of members from the CC BOD, and working is continuing in 2021.

### **Finance Committee**

Tasks: Plan, Budget, and Manage CC Finances.

Definition from INCOSE International Wiki: A **Committee of Ways and Means** is a government body that is charged with reviewing and making recommendations for government budgets. The term "Ways and Means" originated with the English Parliament (later the British Parliament and UK Parliament) and refers to the provision of revenue to meet national expenditure requirements and to forward the objectives of economic policy. Ways and Means are principally provided by the imposition of taxation. Because the raising of revenue is vital to carrying out governmental operations, such a committee is literally tasked with finding the ways and means with which to raise that revenue. Work to continue in 2021.

## Appendix C – CC Annual Budget

also Appendix A. Goals 1 through 6 are all tied to the 2021 CC Budget shown below.

**Table C-1. CC 2021 Budget (Revised April 5, 2021)**

### 20 INCOSE-CC Operations Plan Budget

Category and Subcategories	Description	Responsible Board Member	2021 Planned Expense	2021 Planned Income
Awards	Past President Pin	President	<b>\$0</b>	
Awards	Volunteer Awards (for CC, Board Service)	President	<b>\$200</b>	
Donation Expense	INCOSE Foundation Contribution	President	<b>\$2,000</b>	
Donation Income	Corporate Advertising Donation Support (Web Site, Newsletters, etc.)	President & All BOD Members		<b>\$4,000</b>
Donation Income	Individual Donations	President & All BOD Members		<b>\$350</b>
Miscellaneous, Bus	Discretionary Funds	President	<b>\$100</b>	
Miscellaneous, Bus	Discretionary Funds	President-Elect	<b>\$100</b>	
Miscellaneous, Bus	Discretionary Funds	Past President	<b>\$100</b>	
Monthly Meetings	Monthly (10) Meeting Dinner (Sodexo)	Programs	<b>\$0</b>	
Monthly Meetings	Monthly (10) Meeting Dinner tickets 25@\$20	Programs		<b>\$0</b>
Monthly Meetings	JHU Video crew and recording	Programs	<b>\$0</b>	
Monthly Meetings	Books for (10) CC Meeting raffles	Programs	<b>\$500</b>	
SEP Gala Dinner-Aug	SEP Gala Engr Club rental	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala Dinner Meals	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala Dinner table settings and favors.	Programs	<b>\$0</b>	



SEP Gala Dinner-Aug	SEP Gala (Appetizers)	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala (bar expense)	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala Music	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala Photographs	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala Printings (invitations, awards, posters, name tags, table tents)	Programs	<b>\$0</b>	
SEP Gala Dinner-Aug	SEP Gala tickets 50@\$70	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala sponsorships (Main event program)	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala sponsorships (Advertisements)	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala sponsorships (Appetizers)	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala sponsorships (Cocktail hour)	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala sponsorships (Music)	Programs		<b>\$0</b>
SEP Gala Dinner-Aug	SEP Gala Valet Parking	Programs	<b>\$0</b>	
Virtual SEP Awards - Aug	SEP Virtual Awards tickets 50@\$20	Programs		<b>\$0</b>
Virtual SEP Awards - Aug	SEP Virtual Awards sponsorships (Advertisements)	Programs		<b>\$0</b>
Virtual SEP Awards - Aug	SEP Virtual Awards Door Prizes 5@\$50	Programs	<b>\$0</b>	
Awards Dinner-December	Award Celebration Dinner Meals	Programs	<b>\$5,000</b>	
Awards Dinner-December	Award Celebration table settings and favors.	Programs	<b>\$500</b>	
Awards Dinner-December	Award Celebration (Appetizers)	Programs	<b>\$500</b>	

wards Dinner- ecember	Award Celebration (bar expense)	Programs	<b>\$500</b>	
wards Dinner- ecember	Award Celebration Music	Programs	<b>\$500</b>	
wards Dinner- ecember	Award Celebration Photographs	Programs	<b>\$500</b>	
wards Dinner- ecember	Award Celebration Printings (invitations, awards, posters, name tags, table tents)	Programs	<b>\$500</b>	
wards Dinner- ecember	Award Celebration tickets 50@\$75	Programs		<b>\$3,750</b>
wards Dinner- ecember	Award Celebration sponsorships (Main event program)	Programs		<b>\$3,000</b>
wards Dinner- ecember	Award Celebration sponsorships (Advertisements)	Programs		<b>\$1,500</b>
wards Dinner- ecember	Award Celebration sponsorships (Appetizers)	Programs		<b>\$500</b>
wards Dinner- ecember	Award Celebration sponsorships (Cocktail hour)	Programs		<b>\$500</b>
wards Dinner- ecember	Award Celebration sponsorships (Music)	Programs		<b>\$500</b>
wards Dinner- ecember	Award Celebration Valet Parking	Programs	<b>\$0</b>	
aining Virtual #1	Tutorial-Workshop proctor fees (M. Pafford)	Programs	<b>\$0</b>	
aining Virtual #1	Tutorial-Workshop Tickets @\$30	Programs		<b>\$150</b>
aining Virtual #2	Tutorial-Workshop proctor fees (Z. Scott)	Programs	<b>\$0</b>	
aining Virtual #2	Tutorial-Workshop Tickets @\$30	Programs		<b>\$150</b>

Training Virtual #3	SEP Prep Course proctor fees	Programs	<b>\$0</b>	
Training Virtual #3	SEP Prep Course tickets	Programs		<b>\$0</b>
Training Virtual #4	MBSE tool training proctor fees	Programs	<b>\$0</b>	
Training Virtual #4	MBSE tool training tickets	Programs		<b>\$0</b>
Dues Expense	Engineers Society of Baltimore (Engineers Club)	Programs	<b>\$1,350</b>	
Events postage	Events marketing and postage	Programs	<b>\$150</b>	
Educational	Youth Outreach programs fixed general committee	Programs	<b>\$200</b>	
Educational	Youth Outreach programs Variable scholarship and awards	Programs	<b>\$0</b>	
Misc	Misc	Programs	<b>\$500</b>	
Miscellaneous, Operations	Discretionary - Funds	Communications	<b>\$500</b>	
Postage and Delivery	Expenses for Comms Team Support	Communications	<b>\$350</b>	
Website Maintenance/Updates	Maintenance and Updates for Website Security, Maintenance, and Updates	Communications	<b>\$1,000</b>	
Subscriptions Expense	Basecamp Fees	Communications	<b>\$198</b>	
Subscriptions Expense	Event Espresso Subscription	Communications	<b>\$100</b>	
Subscriptions Expense	Constant Contact Subscription	Communications	<b>\$528</b>	
Subscriptions Expense	Software Upgrades to Current Levels	Communications	<b>\$500</b>	

Subscriptions Expense	Domain Name Registration Fee	Communications	<b>\$80</b>	
Subscriptions Expense	Website Hosting	Communications	<b>\$220</b>	
Subscriptions Expense	CC File Storage (Google)	Communications	<b>\$99</b>	
Supplies	Mailing Tubes & Address Labels (Poster Distribution)	Communications	<b>\$150</b>	
Capital Expenditures (7-year amortization)	Capital Expenses (Drill for Awards \$70)	Treasurer	<b>\$0</b>	
Donation Expense	Engineering Society of Baltimore-Employee Holiday Awards	Treasurer	<b>\$100</b>	
Donation Expense	Garrett Jacobs Mansion Endowment-Docent Led Tours (The Engineers Club)	Treasurer	<b>\$200</b>	
Fees	Pay Pal Use Fees (All PayPal Fees included here)	Treasurer	<b>\$0</b>	
Interest Income	Interest Income	Treasurer		<b>\$5</b>
Miscellaneous, Bus	Discretionary Funds	Treasurer	<b>\$100</b>	
Postage and Delivery	Postage and Delivery	Treasurer	<b>\$0</b>	
Supplies	Supplies	Treasurer	<b>\$0</b>	
Dues Income	INCOSE Dues Shares	Membership		<b>\$9,000</b>
Meeting Expense	Corporate/Private Donation for Student Dinners	Membership		<b>\$250</b>
Miscellaneous, Bus	Discretionary Funds (Membership Drives, etc..)	Membership	<b>\$400</b>	
Publicity Expense	Advertising, Publicity	Membership	<b>\$200</b>	

Supplies	Business Cards	Membership	<b>\$100</b>	
Awards	Anne Arundel Science Fair	Membership	<b>\$1,100</b>	
Awards	Baltimore Science Fair	Membership	<b>\$0</b>	
Conference Fees for 5 Students to Attend 21	IS21 – INCOSE International Symposium	Membership	<b>\$0</b>	
INCOSE-CC SEP Gala Attendance & Transportation	INCOSE-CC SEP Gala	Membership	<b>\$0</b>	
INCOSE-CC Holiday Gala Attendance & Transportation	INCOSE-CC Holiday Gala	Membership	<b>\$600</b>	
INCOSE-CC BoD Meeting Transportation	INCOSE-CC BoD Meetings	Membership	<b>\$0</b>	
INCOSE-CC Monthly Dinner Meetings Transportation	INCOSE-CC Monthly Dinner Meetings	Membership	<b>\$0</b>	
Merchandise Expense	Coffee Mugs	Secretary	<b>\$0</b>	
Merchandise Income	Challenge Coins	Secretary	<b>\$0</b>	
Merchandise Income	Coffee Mugs	Secretary	<b>\$0</b>	<b>\$0</b>
Special Awards	Special Awards	Secretary	<b>\$300</b>	
Frames	Frames (\$8 x 40)	Secretary	<b>\$320</b>	
Other Award Materials	Other Award Materials	Secretary	<b>\$100</b>	
Miscellaneous, Bus	Discretionary Funds	Secretary	<b>\$100</b>	
Postage and Delivery	Secretary Postage	Secretary	<b>\$20</b>	
Postage and Delivery	PO Box Rental-Laurel	Secretary	<b>\$130</b>	

Supplies	Paper, Ink, Sleeves, etc.	Secretary	<b>\$100</b>	
Storage Unit & Insurance	Storage Unit & Insurance	Secretary	<b>\$2,400</b>	
Supplies	Supplies	Secretary	<b>\$150</b>	
<b>Totals</b>			<b>\$23,345</b>	<b>\$23,655</b>