



CHAPTER START-UP GUIDELINES

PROCEDURE FOR CREATING
A NEW INCOSE CHAPTER

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SUMMARY AND OVERVIEW

WHAT IS IN THIS PACKAGE?

INTRODUCTION

This package provides guidance, suggestions and instructions for persons interested in forming an INCOSE chapter. There are three recognized phases in the process of becoming a fully chartered chapter: pre-start-up, start-up and emerging. The following table describes a typical chapter formation process.

	Description	Phase
1.	Determine need and viability of new INCOSE chapter	Pre-start-up
2.	Generate interest from individuals and sponsors	Pre-start-up
3.	Identify a "core team" of 5-6 persons	Start-up
4.	Hold an informational meeting to introduce INCOSE in the area	Start-up
5.	Create a Chapter Advisory Committee	Start-up
6.	Achieve membership quota of 10 or more individuals	Emerging
7.	Hold an organizational meeting to elect interim officers and approve bylaws	Emerging
8.	Grow the chapter and apply for INCOSE Charter	Emerging
9.	Achieve membership quota of 25 or more members	Chartered

Each phase is associated with a set of activities. A consequence of stepping through the process is an increase in the number of individual INCOSE memberships affiliated with the chapter. INCOSE considers a core group of less than 10 members as a "Start-up Chapter," and requires at least 10 members for classification as an "Emerging Chapter." A minimum of 25 INCOSE members in good standing are required to establish a chartered chapter. A chartered chapter may have as few as 20 members to meet the membership requirements to retain the charter.

A frequently asked question is, "How long does it take to start a chapter?" Fortunately, the answer is, "It depends." There is no pressure to hurry through the process. On the other hand, a firmly committed team can proceed at their own pace and is not hampered by bureaucracy or other hindrances. This document addresses each of the start-up phases and the critical steps that should occur within each phase. Many resources that are available to the chapter leadership for the actual management of a chapter are also available to start-up chapters.

Suggestions to improve the content and presentation of this material are welcome and should be directed to the New Chapters Coordinator of the Member Board. INCOSE maintains all contact information on the website including the definition of regions, a color-coded map and the most current version of this document. The URL of the website is www.INCOSE.org.

CREATING A NEW CHAPTER

ACTIVITIES FOR STARTING A CHAPTER

DETERMINE NEED AND VIABILITY OF NEW INCOSE CHAPTER

If you are presently in an area that does not have an INCOSE Chapter nearby, you may be wondering whether you could establish a new Chapter. INCOSE offers the following guidelines to identify suitable locations for new Chapters.

- Are there businesses or government organizations in your area that practice Systems Engineering and employ Systems Engineers?

INCOSE prefers that there are at least two large employers of Systems Engineers in a chapter area. Experience has shown that chapters whose entire membership is derived from a single employer are susceptible to such events as company relocations, downsizing, etc. Any one of these can result in a chapter that no longer meets the minimum INCOSE requirements for membership.

- Is there a group of INCOSE members who will derive benefit from the creation of a new chapter?

It is helpful if at least five persons agree on the need for a chapter and are motivated to work together to establish and maintain a chapter. This small team usually forms the “core team” of individuals with the time, energy and conviction to create a chapter.

Need is often determined based on proximity to INCOSE meeting locations and shared interests among the group. Viability is dependent on the potential to identify at least 25 people in the area who would benefit from INCOSE and who are willing to join the organization.

Definition of an area: The word “area” can be interpreted to mean: “within a reasonable driving distance of a meeting location.” However, this is not a fixed definition. There are several active, flourishing chapters with large geographic footprints. For example, NORSEC covers all of Norway, the German Chapter services all of Germany and the Silver State Chapter includes all of Nevada although the chapter has headquarters in Las Vegas.

Summary: INCOSE has found that there are three necessary ingredients for founding and sustaining a new Chapter:

1. a population of Systems Engineers,
2. supportive employers, academic activity, and
3. a core group of potential leaders.

If any of these critical elements are missing, it may be better to participate in the activities of existing Chapters in your region through such means as e-mail, newsletters and attendance at special events and meetings. INCOSE is working to establish virtual meeting capabilities that will facilitate long-distance attendance.

GENERATE INTEREST FROM INDIVIDUALS AND SPONSORS

An initial group may come together with the belief that the necessary ingredients for a new chapter are available. It is then advisable to contact the International organization to conduct some research.

Membership rosters are available on INCOSE Connect, and these can be used to determine how many current INCOSE members reside in the proposed coverage area.

At this point, the initiating group should also contact the Member Board New Chapter Coordinator and their elected Regional Representative. These sources can validate that the definition of the proposed chapter area is not in conflict with any other initiatives. Regional Representatives often have access to local resources and can offer assistance in making contacts. The New Chapter Coordinator can suggest an existing chapter willing to share their experiences and guidance with the core team as they proceed.

Another excellent resource is the tool vendors and other suppliers of Systems Engineering equipment and services. A list of some of these suppliers is found on the INCOSE website. In addition, the Website contains a list of companies that have significantly supported INCOSE by becoming Corporate Members. Representatives from each company comprise the INCOSE Corporate Advisory Board (CAB). These CAB representatives may provide contact information about the managers of local divisions of their companies. However, since the priorities of local divisions vary widely, do not assume automatic support for a local Chapter. Moreover, do not overlook smaller companies who can be as supportive as large firms if their business interests are dependent on Systems Engineering.

Build the “core team” - From the initial list of local resources, build a “core team” of potential Chapter leaders. The most effective team size is 5-6 people. This is the team that will work together to create the chapter. It is important that the core team be able to meet for planning and coordination on a regular basis. Meetings may occur via face to face, via telephone conference calls, videoconference calls, etc. INCOSE expects that each member of the core team is an INCOSE member in good standing. It is also highly advisable that members of the core team have different employers, and backgrounds.

Summary: Conditions and people are subject to change; hence, INCOSE recommends that a new chapter is not overly dependent on the people and support of a single organization. Attracting members from a variety of System Engineering organizations is a good basis for a stable INCOSE Chapter. The core team should be aware that the formation period and first year are the most challenging, and having both time and supportive employers are critical success factors. Provided the basic ingredients are in place, a core team can rely on the INCOSE organization to support and encourage their initiatives. See appendix 1 for a listing of INCOSE resources helpful during new chapter formation.

HOLD AN INFORMATIONAL MEETING

The core team is now ready to plan and announce one or more Informational Meetings. The purpose of these meetings is to introduce INCOSE to the potential members of a new Chapter. This may be the first opportunity to enlist the help of local organizations as hosts for the meeting(s).

The New Chapter Coordinator, your Regional Representative and neighboring chapter presidents will be happy to provide specific ideas and advice. The Regional Representative and nearby chapter presidents should be invited to attend. The INCOSE Central Office can provide information and handouts, brochures, lists of benefits, posters, and, of course, membership applications. Arrange to get these in time for your meeting(s). The INCOSE website is a good source for briefing charts and other chapter startup materials, such as this guide.

With the support of the Systems Engineering Manager or other managers at local companies, or Professors from a local university, you may be able to use their facilities to hold an Informational Meeting. If more than one company offers to host such a meeting, or if you have concentrations of interested people in more than one city, you may want to have more than one meeting for the convenience of your audiences. Conducting these meetings is one reason you need a core team from the beginning; it is extremely difficult for a single person to plan a series of meetings and follow through.

Informational Meetings do not have to be elaborate. They should include a few basic components:

- an introduction to the core team;
- a brief history of INCOSE;
- a description of INCOSE and its Technical and Administrative organization,
- the benefits of membership,
- INCOSE technical publications,
- INCOSE international meetings, and a description of typical activities conducted by INCOSE chapters,
- and, the benefits of having a local Chapter in your area.

One technique that works well is to ask INCOSE members present to tell the group how they became interested in INCOSE and why they are a member.

The primary goal of Informational Meetings is gathering information from your audience. The core team needs to identify potential volunteers and the areas of interest that will determine the topics for future meeting content. An effective mechanism is a simple survey; such as the sample provided in appendix 2.

The secondary goal is to recruit new members. Have a quantity of membership information and applications to give to those who request them. Request those applying for membership to indicate their interest in the unformed local chapter in the affiliation area. Only chartered chapters will appear on the application form.

Close the meeting by promising that you will get back to everyone on future activities as soon as your team has had the opportunity to review the results of the Informational Meetings. Be sure you have collected contact information (e-mail is particularly useful) so that you can build a robust contact list. Even if not all of these people join INCOSE immediately, they may still attend meetings and join eventually.

Summary: Remember that having a core of INCOSE members is essential to recognition as an INCOSE Start-up Chapter. This recognition will include a listing on the INCOSE website Chapters page, with the contact information for a member of the core team. This will allow visitors to the site to be aware of the potential formation of the new chapter, and make inquiries.

CREATE A CHAPTER ADVISORY COMMITTEE

Analyze the results of your Informational Meeting(s) to determine the level of interest of the local Systems Engineers and organizations in establishing an INCOSE Chapter. After gaining consensus on the results with your core team and deciding to proceed, share them with your Regional Representative. The Regional Representative will coordinate a discussion of your findings with the New Chapters Coordinator, and the President of the nearest established Chapter in your area.

At this point, a Chapter Advisory Committee will be formed with a representative from the core team, your Regional Representative, the New Chapters Coordinator, and the nearest (or mentoring) Chapter President. This group is responsible for reviewing the key-indicators such as the number of current and potential new members and the apparent level of support from local organizations. An important set of issues revolves around the geographic definition of the new chapter's area. Of special interest is the potential impact on established Chapters in the region and the ability of the new chapter to meet the needs of its constituency. The Regional Representative will be responsible for gaining pre-approval from INCOSE for establishing a new chapter in this area.

Summary: Creation of this committee heralds the final phase in the transition to becoming a chartered INCOSE Chapter.

HOLD AN ORGANIZATIONAL MEETING

To reach this point in the process, the new chapter must have the commitment of 10 or more INCOSE members. INCOSE considers this an appropriate membership base to host an Organizational Meeting. The purpose of this meeting is to build the foundation upon which the Chapter will exist. The decisions made in this meeting are used to complete the Chapter Charter Application discussed in the final step.

Select a convenient site and time for the Organizational Meeting. As with the earlier Informational Meetings, finding a host for the location and light refreshment will make the meeting more attractive to potential members. Establish a procedure for publicizing this and future meetings (e-mail if possible, postal mail or telephone if not.). One source of invitees is the attendees from the Informational Meetings. Maintaining the list of members, potential members and other contacts will become the primary duty of your Membership Chair.

In addition, consider poster announcements at cooperative employers, universities, libraries, and similar locations. If there is a local technical newspaper or appropriate website that will take such announcements, this can be very effective way to advertise. Also, consider public service announcements on local radio and in newspapers. Such publicity will become the primary duty of your Communications Chair.

Prepare an appealing program for the meeting and distribute it with invitations. This meeting should not only introduce INCOSE, but also give people a preview of what they can expect from attending future local meetings. Select a featured speaker for the meeting addressing a Systems Engineering topic that will have a broad appeal (often the Regional Representative or a nearby Chapter President is willing to do this). A sample agenda could include:

- Welcome
- Introduction and Overview of INCOSE
- Status on the process for establishing a new chapter
- Select a Name for the new chapter
- Election of Interim Officers (usually from a slate proposed by the core team)
- Approval of Bylaws
- Presentation (Guest Speaker) - between 30 and 45 minutes
- Set date and place for next meeting
- Adjourn

Leave some time for networking, usually before the program. Circulate an attendance sheet so you will have the information to contact attendees in the future. Plan to hand out and collect the Informational Meeting survey to those who did not provide them previously. After the presentation, ask those who are interested in membership to take applications.

Propose a date and location for the next meeting, and seek a show of hands for those who plan to attend (if you already have a topic or presentation planned, that will probably enhance the response). Follow-through by publishing minutes from the meeting. The minutes should report the decisions made and briefly summarize the speaker's comments. This allows those who could not attend to feel part of the progress, and increases the likelihood that they will attend in the future. Appendix 3 has many useful suggestions that will assist the Programs Chair in maintaining the momentum of this first meeting.

The goal of this meeting is to complete all the business items that define the new chapter; choose the name for the chapter, elect the Interim officers, and ratify of the governing Bylaws. Achieving these goals will require good pre-meeting announcements and distribution of information. One item that can be delayed is the design of a logo. Selection of a logo can be conducted as a "contest" among the members and can create an atmosphere of fun for a future meeting.

Chapter Name: The name of the chapter should reflect the area selected, but may not contain the word “region” as this can create confusion.

Candidates for Interim Officers: The first set of Interim officers will serve until the first official elections are held after the Chapter chartering process. The critical positions to fill are President, Vice President, Secretary, Treasurer, Programs Chair and Communications Chair. The initial candidates are generally members of the core team and those who indicated interest in holding a leadership position at the Informational Meetings. Some chapters accept nominations or volunteers from the floor at the Organizational Meeting. Experience shows it is inadvisable to rely on this process to fill any of the critical positions. These candidates are elected by the membership and listed as Chapter leaders in the Chapter Charter Application.

Chapter Bylaws: The first set of chapter bylaws need not be more complex than the template offered in appendix 4. To use this template, merely replace the phrases in parenthesis with your chapter-specific content. Some chapters may need to modify the fiscal year and organizations outside of the USA may require other minor changes. These bylaws should be reviewed by your Chapter Advisory Committee who should be able to offer other concrete suggestions. Ratification will require a meeting of as many members as possible and a formal set of minutes stating who was present for voting and the outcome of the ratification vote. After they are approved by the membership, they should be attached to the Chapter Charter Application.

Summary: Only current INCOSE members in good standing may vote for Interim Officers or to ratify the Bylaws. Those present at this meeting form the initial organization. At the close of this step, the Interim officers are ready to build on the preceding months’ work and take the final steps toward becoming recognized as a chartered INCOSE chapter. Do not forget to keep the Chapter Advisory Committee notified so that any changes can be reflected on the INCOSE website.

GROW THE CHAPTER AND APPLY FOR INCOSE CHARTER

The first job of the leadership of an Emerging Chapter is to apply formally to the international organization for recognition as a chartered INCOSE chapter. Affiliation with 25 or more members is a prerequisite for chartering. Providing quality programs and access to the international organization will help attract and keep members. To that end, INCOSE recommends that chapters establish the following committees:

Planning: This ad hoc committee creates a plan to achieve Chartered status. The process should not take too long, lest your leadership team and membership get discouraged. Three to six months (from the Organizational Meeting to submission of the Charter Application) appears to be a realistic goal. Continue to communicate with your Chapter Advisory Committee regarding progress and problems. Focus particularly on ways to meet your membership growth targets, since that is typically the most time-consuming factor in the chartering process.

Programs: Planning for programs is the primary job of the Programs Chair, but all chapter members should contribute ideas for what they want to get from programs. The Informational Survey should offer some initial suggestions. Appendix 3 contains some lessons-learned from the Washington Metropolitan Area (WMA) chapter.

Communications: Maintaining an informational link with INCOSE is one of the primary benefits of membership. Educate members on their access rights. The Communications Chair and committee are focused equally on internal and external chapter communications. Keep new or potential members informed of current events and resources using the INCOSE website and INSIGHT. The annual International Symposium is a great opportunity to attract new members, so be sure to start publicizing it early and often: An e-mail “newsletter” is a good way to announce meetings and provide updates. Continue to use the same media to advertise your regular meetings as you used for your Organizational Meeting.

Membership: For many emerging chapters, this committee is optional because all the chapter leadership is focused on membership management and growth. This Committee Chair matches the local information against the central databases, resolves discrepancies, and acts as a single point of contact with INCOSE central. It is this committee that finds ways to encourage members from different organizations to get to know each other and ensures that sufficient networking time is built into each meeting.

Summary: Use the resources provided by the Member Board to provide guidance to chapter leadership, committee chairs and other volunteers. The body of this material is growing and chapter leaders are informed when new entries are posted. Build a leadership succession plan. Begin to identify potential chapter leadership by recruiting volunteers, finding out what they like to do, and letting them contribute to the chapter management.

The Chapter Application: The INCOSE central office will help monitor your membership growth. When the total number of affiliated members approaches 25, it is time to submit the application. Appendix 5 contains the template for the Application to Charter an INCOSE Chapter. The completed application form and indicated attachments comprises the Application package. The final package contains the following:

- proposed name for the chapter (with or without a proposed logo),
- a primary point of contact and mailing address,
- a description of the chapter's geographic area,
- a list of organizations in the area,
- a list of sponsors, if any have stepped forward and committed their support,
- a current membership list ,
- the list of the elected Interim Officers of the chapter,
- a copy of the approved bylaws (must be attached),
- other status to report, for example, the next scheduled meeting.

The Chapter Advisory Committee should review the package before submission to INCOSE Central. At that point, the material goes to the INCOSE Board of Directors for approval, usually within 2 weeks. The official chartering document is mailed to the indicated point of contact for signature. The chapter is officially chartered when the document is executed.

A footnote on Student Chapters: Due to the temporary and transitory nature of students, INCOSE does not support formation of campus chapters. However, established chapters are encouraged to promote INCOSE in nearby academic institutions, and to support the formation of student groups as a subset of the chartered chapter. Finding a strong academic mentor is critical to the continuation of student groups. The chapter is encouraged to invite student members to all events, and to schedule at least one meeting per year on campus, if possible.

APPENDICES

WHERE TO GO FOR HELP AND OTHER USEFUL INFORMATION

APPENDIX 1 - RESOURCES AVAILABLE FROM INCOSE

The following are some of the resources available to Chapter leadership, and new chapters:

Financial help: A recognized Emerging Chapter is eligible for some financial support from the INCOSE Central Office. This amount is limited by policy, and is probably not enough to sponsor mass mailings, space rental or other high-cost items; hence, the recommendation to pursue free or nearly free alternatives. However, it will cover the expense of branded handouts, such as brochure covers, pens and luggage tags. Please take note that the actual reimbursement will not be approved until after the chapter is chartered, and original receipts are mandatory. Contact the INCOSE Central Office to confirm the maximum reimbursable limit. Each chartered chapter is also entitled to a chapter banner, with the INCOSE logo and your chapter name.

Chapter Advisory Committee: This committee includes the New Chapter Coordinator, the Regional Representative, the nearest (designated) Chapter President and the designated point of contact for the emerging chapter. This committee provides guidance to the emerging chapter leadership from experienced and interested people and smoothes the integration of the new chapter into the international community.

INCOSE Member Board: The Member Board is responsible for communications between the INCOSE leadership and the Chapters. These duties include facilitating the chartering of new chapters and helping existing INCOSE Chapters stay viable. The Member Board chair and co-chair work closely with the Regional Representatives to provide the resources needed to establish and maintain chapters. The Member Board collects contributions from the chapter leadership of mature chapters with valuable lessons-learned to share with all. Consider using the Chapter Annual Report matrix as a planning tool.

The principle communications tools used by the Member Board are a Chapters email reflector and regular full day meetings held at each International Symposium and International Workshop. Ideally, the President and President-Elect attend these meeting, although any chapter leader is welcome. The Member Board is also responsible for the Chapters page located on the INCOSE website. This page describes the INCOSE Regions and lists contact information for all INCOSE Chapters, including Start-up and Emerging Chapters. Links to shared data are updated frequently and continue to expand.

The Member Board works to facilitate the creation of products necessary to the creation and expansion of INCOSE chapters. Contact your Regional Representative if you can not find a product you need. If someone has not already provided for that requirement, INCOSE will work to fill the gap.

INCOSE Communications Committee: The Communication Committee provides an abundance of free informational and recruiting literature. Other useful items are available for purchase. The list of available items continues to grow. The list and many of the items are posted on the INCOSE website. They also may be requested by contacting the INCOSE Central Office.

Your chapter can also use the INCOSE server to host your chapter's website, with easy to follow instructions on set up and maintenance, for FREE. Contact webmaster@incose.org for more information.

INCOSE Central Office: The Central Office administers the official membership database. This information is available for online searches via INCOSE Connect. . They also provide advice and guidance concerning financial reporting and disbursements.

INCOSE Publications: INCOSE publications include a peer-reviewed International journal, a quarterly newsletter, and products produced by various chapters and technical working groups.

The INSIGHT newsletter is published quarterly, and is free to all members. The editors are happy to publish announcements of your meeting plans or other events. Check the INCOSE website for access to back issues, current year publication schedules, and editor contact information. If you plan enough in advance, you may pre-order a quantity of unpublished issues for use in your start-up meetings.

Wiley Interscience publishes a peer-reviewed international journal, *Systems Engineering: The Journal of the INCOSE*, on a quarterly basis. This top quality publication is a significant benefit for members and samples can be requested for access during the informational and organizational meetings. Samples should be requested directly from the publisher using the business reply card in each issue, or via email at <http://www.interscience.wiley.com/jpages/1098-1241/>.

INCOSE Electronic Media: As mentioned many times, INCOSE maintains a website (www.incose.org) which contains information of significant value to System Engineers. The site serves as a clearinghouse for the organization as well as casual visitors researching in the field.

The site has announcements for upcoming events, access to the technical committee work products and publications, such as the Systems Engineering Handbook, links to related sites such as suppliers of Systems Engineering software, and INCOSE Administrative and Technical points of contact. There is also a members-only area with information exclusively available to INCOSE members

APPENDIX 2 - SAMPLE INFORMATIONAL MEETING SURVEY

1. In which of the following topics are you interested? (Check as many as desired)

- | | |
|---|--|
| <input type="checkbox"/> System engineering processes | <input type="checkbox"/> Metrics |
| <input type="checkbox"/> System engineering management | <input type="checkbox"/> Requirements management |
| <input type="checkbox"/> Concurrent engineering | <input type="checkbox"/> System integration |
| <input type="checkbox"/> Case studies | <input type="checkbox"/> System test |
| <input type="checkbox"/> Simulations, models, and prototypes | <input type="checkbox"/> System engineering benchmarks |
| <input type="checkbox"/> Industry training for system engineers | <input type="checkbox"/> University curricula in SE |
| <input type="checkbox"/> System acquisition policies | <input type="checkbox"/> SE capability assessment |
| <input type="checkbox"/> System engineering applications | <input type="checkbox"/> System architecture |
| <input type="checkbox"/> TQM training and results | <input type="checkbox"/> Software specification |
| <input type="checkbox"/> Standards and guidelines | <input type="checkbox"/> Software management |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

2. What services would you like a local Chapter of INCOSE to provide? (Check as desired)

- | | |
|---|--|
| <input type="checkbox"/> Technical presentations from members | <input type="checkbox"/> Library of technical data |
| <input type="checkbox"/> Technical presentations by others | <input type="checkbox"/> Handbooks or guidebooks |
| <input type="checkbox"/> Member forums on technical issues | <input type="checkbox"/> Best practices information |
| <input type="checkbox"/> Interest groups (within Chapter meeting) | <input type="checkbox"/> Interest groups (separate activity) |
| <input type="checkbox"/> Clearinghouse for benchmarking data | <input type="checkbox"/> Book reviews (and other literature) |
| <input type="checkbox"/> Electronic bulletin board | <input type="checkbox"/> Local or regional conferences |
| <input type="checkbox"/> Community involvement | <input type="checkbox"/> Training sessions and materials |
| <input type="checkbox"/> Social activities - within meetings | <input type="checkbox"/> Social occasions - weekend |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

3. What days of the week do you prefer for the monthly Chapter meeting (Check all that are OK.)

- | | |
|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Monday | <input type="checkbox"/> Tuesday |
| <input type="checkbox"/> Wednesday | <input type="checkbox"/> Thursday |
| <input type="checkbox"/> Friday | <input type="checkbox"/> Weekend |

4. Which week of the month do you prefer for the Chapter meeting?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> First | <input type="checkbox"/> Second |
| <input type="checkbox"/> Third | <input type="checkbox"/> Fourth |
| <input type="checkbox"/> Don't care | <input type="checkbox"/> Any week but _____ |

5. What meeting time do you prefer?

- | | |
|---|---|
| <input type="checkbox"/> Lunchtime | <input type="checkbox"/> begin at 5:30 P.M. |
| <input type="checkbox"/> begin at 6:00 P.M. | <input type="checkbox"/> begin at 6:30 P.M. |
| <input type="checkbox"/> begin at 7:00 P.M. | <input type="checkbox"/> _____ |

6. Where should the Chapter hold its meetings?

- Location A
 - Location B
 - Rotating location
-

7. Are you currently a member of INCOSE (Dues paid)? Yes No
If no, have you ever been a member? Yes No

8. Would you like to be involved in any of the following? ("1"= 1st choice, etc)

- | | |
|--|---|
| <input type="checkbox"/> Membership | <input type="checkbox"/> Programs |
| <input type="checkbox"/> Ways & Means (policies, strategic planning) | <input type="checkbox"/> Publicity |
| <input type="checkbox"/> SE Practices | <input type="checkbox"/> SE Development |
| <input type="checkbox"/> Chapter Officer (President, V.P., etc.). | <input type="checkbox"/> Communications |
-

Contact Information: Please fill out completely to help us keep you informed:

Name _____ Phone _____ (W)

Company _____ (FAX)

E-mail (W) _____ (H)

E-mail (H) _____

Mailing Address...(Work)

(Home)

APPENDIX 3 - CHAPTER PROGRAMS LESSONS LEARNED

These lessons learned were submitted Sarah Sheard of the Washington Metropolitan Area Chapter. Feedback indicates that this advice is reasonably typical of the experiences of other chapters as well.

First, if you do not have interesting programs, people will not come. If you do, people will.

Second, members who attend meetings are more interested in promoting the chapter.

Some things that work:

- Board meetings immediately prior to each chapter meeting
- Maximizing member networking opportunities
- Putting announcements in local engineering papers (6-8 weeks in advance)
- Tutorials
- Taking INCOSE material to local job fairs, etc
- Offering free meals to first-time attendee, or sponsoring a "bring a guest" night

Lessons-learned

- Have programs planned four to six months in advance and confirmed three months in advance. This allows sufficient time to put notices in newsletters such as INSIGHT or local newspapers.
- If you meet frequently, keep the same date, place and time for every month. This allows people to "schedule" their meetings.
- Find a sponsored location and order food.
- Brainstorm many possible programs
 - ask Officers what people might like;
 - look through INCOSE Proceedings papers for possible topics and speakers;
 - look through your local college's Engineering and Science departments for interesting theses and publications.
- Poll the membership
 - put the list of possible programs in a two-page survey, asking people to check off the programs they would like to see;
 - don't ask complicated questions, they do not get answers;
 - the people who attend meetings are your primary target audience, experience shows a low response rate from non- attendees.
- Compile the survey results.
- Rank the programs in order of descending popularity.
- Try to find speakers who can talk about the topic. WMA has been fortunate to draw on chapter members and friends of chapter members who are willing to speak for no charge. To attract a non-local person, you may have to pay.
- Ask the officers to help find speakers. In a board meeting, ask each officer to sign up for one of the eight or so topics targeted for inclusion in the next six meetings (at least two intended programs will fall through.) Usually each officer will have one lead in his or her network..
- Try to schedule programs relevantly. For example, in the USA, schedule a talk on the IRS's new computer system in April.
- Do not feel obligated to follow the member survey. If good program opportunities present themselves, schedule them.

- Tie some programs to chapter goals. WMA had a 1996 goal to improve the diversity of chapter members, so we scheduled Bell Atlantic to talk about the telephone systems, and had second talk on Government vs. Commercial SE. Although these had not registered on the survey, they were well-attended.
- Try to schedule variety. At first, rotate speakers from industry, government, and academia.
- Do not have a technical meeting in December, although "party" meetings are well attended. We also occasionally cancel a summer meeting because of the Symposium and Vacations, but when we recently held one anyway, there were plenty of attendees.
- Schedule a Symposium Preview. WMA typically has many papers submitted and accepted. Ask the Symposium committee to send a list of papers accepted from your area (or a nearby chapter). Then ask the selected speakers if they want to practice their paper at a chapter meeting. About 2/3 say yes (they are flattered that the chapter wanted to hear them!). Give the speakers the same time allocated to their papers in the Symposium.
- Use your judgment. WMA had a BPR presentation in May, so although the April meeting survey indicated that many wanted to hear a BPR presentation in June, that speaker was not invited.
- If you are hard pressed for topics, ask anyone who won Best Presentation at a past symposium to repeat their paper for the chapter. This gets good attendance results.
- "*Our SE Process*," by anyone in Industry or Government, is a consistently big draw. Try to schedule these once or twice a year. Try to find typical DOD/Aerospace companies but also untypical SE environments, like telephone companies, financial, consumer products, etc. People will often come to speak because THEY are interested in INCOSE.

General hints:

- *Think outside the box.* Think of topics that ARE NOT directly relevant to many SEs, but are interesting. For example: politicians have ideas for privacy, or information exchange, or patents; school systems have information system needs; and transportation systems have requirements. Consider speakers from highway departments, or ask a biology professor to talk on how organisms display complexity. Etc.
- Use the chapter board of directors. If the committee has ideas, they can help make them happen. When asked, many of them WILL help. However, do not expect them to volunteer, ask!
- Decide on the topics first, and then find speakers.
- If a speaker has a good reputation, let them choose whatever they want to talk about. On the other hand, do not scratch a topic off the list just because a speaker is unknown.
- Make "cold calls" to potentially interesting speakers. Explain what INCOSE is. They might say no but they might say yes.
- Tap into resources provided by INCOSE. Your Member Board representative can help!

APPENDIX 4 - TEMPLATE FOR BYLAWS OF THE INCOSE CHAPTERS

The template for Bylaws is presented on the next 5 pages.

(Date of Adoption)

**BYLAWS OF THE
INTERNATIONAL COUNCIL ON SYSTEMS ENGINEERING
(YOUR NAME) CHAPTER**

BYLAW I - NAME

The name of this organization shall be the International Council on Systems Engineering [Your Name] Chapter, hereinafter designated as the CHAPTER. The CHAPTER shall be an authorized local chapter of the International Council on Systems Engineering, hereafter referred to as the COUNCIL, as provided for by Article V, Section 4 of the COUNCIL Bylaws.

BYLAW II - PURPOSE

The purpose of the CHAPTER is to foster the definition, understanding, and practice of world class systems engineering in industry, academia, and government.

BYLAW III - OBJECTIVES

The objectives of the CHAPTER are to provide a focal point for dissemination of systems engineering knowledge, and through its involvement with the COUNCIL to:

1. promote collaboration in systems engineering education and research;
2. assure the establishment of profession standards for integrity in the practice of systems engineering;
3. improve the professional status of all persons engaged in the practice of systems engineering;
4. encourage governmental and industrial support for research and educational programs that will improve the systems engineering process and its practice; and
5. promote CHAPTER activities with industry, government and academia within the geographical area of the CHAPTER.

BYLAW IV - ACTIVITIES

- (a) The CHAPTER encourages conferences, workshops, seminars and courses, and may sponsor or co-sponsor such events as appropriate.
- (b) The CHAPTER will provide its members with a newsletter and may initiate bulletins and electronic bulletin boards when feasible to improve the dissemination of the systems engineering knowledge base.
- (c) The CHAPTER will take actions to increase research and educational activities that enhance the practice of systems engineering.

BYLAW V - MEMBERSHIP

SECTION 1

Any member who is accepted by the COUNCIL may elect to be a member of the CHAPTER.

SECTION 2

The CHAPTER shall follow the membership policies of Article 1 of the COUNCIL Bylaws.

BYLAW VI - BOARD OF DIRECTORS

SECTION 1

The affairs of the CHAPTER shall be managed by the Board of Directors under such rules as the Board of Directors may determine, subject to the specific conditions of the COUNCIL and these Bylaws.

SECTION 2

The Board of Directors shall consist of the President, Vice-President/President-Elect, Treasurer, Secretary, immediate Past President, and other at-large Directors as determined by the Board. The specific number of directors for the next election period may be modified by a vote of the Board of Directors to accommodate changing needs of the organization.

SECTION 3

The Board of Directors shall take the necessary actions to provide the day-to-day operations and management of the CHAPTER. Under this responsibility the Board of Directors may, at its option, approve appointment of an administrative staff or approve contracting the administrative function.

BYLAW VII - OFFICERS

SECTION 1

The President shall have general supervision of CHAPTER affairs and execute the policies and programs of the CHAPTER. The President shall preside at CHAPTER meetings and at meetings of the Board of Directors. The President shall represent the CHAPTER with the COUNCIL.

SECTION 2

The Vice-President/President-Elect shall assist the President and shall assume the duties of the President when the President is unable to perform these duties. The Vice-President/President-Elect shall succeed to the position of the President upon completion of her/his term of office or if the President resigns.

SECTION 3

The Treasurer shall be responsible for the financial affairs of the CHAPTER. The Treasurer shall receive all funds paid to the CHAPTER and shall approve payment of all bills incurred by the CHAPTER as approved by the Board of Directors. The Treasurer shall make an annual report on the financial affairs of the CHAPTER to the CHAPTER membership and to the COUNCIL.

SECTION 4

The Secretary shall prepare minutes of all meetings of the CHAPTER and the Board of Directors and shall maintain all permanent records. The Secretary shall provide communication between the Board of Directors, the CHAPTER membership, and the COUNCIL.

SECTION 5

The Officers and Directors of the CHAPTER shall serve terms of office as defined in the Bylaws.

BYLAW VIII - GOVERNMENT

SECTION 1

All questions coming before the CHAPTER, its governing body and committees, shall be decided by a majority of the votes cast, except as otherwise provided in these Bylaws.

SECTION 2

Ballots shall be used when recommended by the Board of Directors in voting on CHAPTER matters. Unless otherwise specified in these Bylaws, vocal or "show-of-hands" voting shall be used in meetings.

SECTION 3

All members not in arrears for dues, and otherwise in good standing, may vote on all matters in membership meetings. No votes by proxy shall be permitted.

SECTION 4

Each member shall be entitled to one vote on questions submitted to the membership.

SECTION 5

Robert's Rules of Order, Condensed, where applicable, shall determine the conduct of business in all meetings of the CHAPTER, its governing body and committees, except when inconsistent with these Bylaws.

BYLAW IX - NOMINATIONS AND ELECTIONS

SECTION 1

Nominations for Officers and Directors and the election process are the responsibility of the Nominations and Elections Committee. Nominations for Officers and Directors for the following term shall be received by the Nomination and Election Committee at least 30 days before mailing of ballots. The Nomination and Elections Committee shall prepare and validate a slate of candidates for open offices and will mail ballots to all members. Balloting by mail will commence on 1 October through 30 October with results available by 1 December.

SECTION 2

Officers and Directors shall be elected by a majority of CHAPTER members voting.

SECTION 3

The Officers and Directors shall serve for one year, the term of office to begin at the first CHAPTER meeting held after 1 January.

SECTION 4

Unless a specific method of balloting is decided by the Board of Directors, both paper mail and electronic mail shall be permitted for balloting.

BYLAW X - VACANCIES

Unscheduled vacancies will be filled by individuals who are nominated by the President and approved by the Board of Directors. They shall serve until the next election, at which time they shall be submitted to the CHAPTER membership for voting.

BYLAW XI - MEETINGS

SECTION 1

- (a) Program meetings or other membership meetings should be held at least quarterly.
- (b) The organization of the CHAPTER membership business meetings and program meetings shall be the responsibility of the Program Committee.
- (c) Meetings of committees and subcommittees shall be the responsibility of the respective committee and subcommittee chair and members.

(d) At any meeting of the CHAPTER, the order of business shall be in accordance with an agenda distributed in advance or by membership consensus.

SECTION 2

(a) Special meetings can be scheduled by the Program Committee or the Board of Directors.

(b) Each registrant at a special meeting may pay a registration fee to be fixed by the Program Committee.

SECTION 3

(a) The Board of Directors shall hold meetings at least twice a year, preferably quarterly.

(b) At meetings of the Board of Directors, a quorum shall consist of a simple majority of the elected members of the Board of Directors.

BYLAW XII - COMMITTEES

SECTION 1

Committees may be established by the Board of Directors as deemed in the best interest of the CHAPTER. Committees shall be reviewed annually relative to their objectives and effectiveness.

SECTION 2

The Board of Directors may also establish ad hoc committees, such as a Bylaws Committee, as needed.

SECTION 3

Chairs of committees will be recommended by the President and ratified by the Board of Directors.

BYLAW XIII - FINANCES

SECTION 1

The fiscal year of the CHAPTER shall match the fiscal year of the COUNCIL.

SECTION 2

The Board of Directors shall approve and establish, for each fiscal year, an operating budget of estimated expenditures and receipts.

SECTION 3

Members of committees and the Board of Directors shall not receive compensation in any form for services rendered. The Board of Directors may authorize disbursement for expenses incurred in the accomplishment of CHAPTER activities.

SECTION 4

All income to the CHAPTER collected by committees or subcommittees, or members of the Board of Directors, will be accounted for, given to the Treasurer and audited by the Treasurer.

SECTION 5

The Budget and Finance committee, if established, shall assist the Treasurer in preparing operating budgets and providing reports.

SECTION 6

The Board of Directors is authorized and empowered on behalf of the CHAPTER to receive by devise, bequest, donation, or otherwise, either real or personal property, and to hold the same absolutely or in trust, and to invest, reinvest, and manage the

same and to apply said property and the income arising therefrom to the objectives of the CHAPTER. The Board of Directors shall also have the power to allocate funds of the CHAPTER for the purposes of carrying out the objectives of the CHAPTER.

SECTION 7

The CHAPTER shall use its funds only to accomplish the objectives and purposes specified in these Bylaws and no part of its funds shall inure to or be distributed to the members of the CHAPTER. On dissolution of the CHAPTER, the net assets remaining after payment of all debts shall revert to the COUNCIL within thirty (30) days of dissolution.

BYLAW XIV - AWARDS

The Board of Directors shall have the authority to establish awards to recognize individuals and organizations for their achievements in the practice of systems engineering or for their contributions to the CHAPTER. The qualifications and requirements for such awards, and any associated privilege that may come with such recognition shall be established by the Board of Directors.

BYLAW XV - AMENDMENTS TO THE BYLAWS

SECTION 1

Amendments to these Bylaws may be proposed through a Bylaws Committee, by the majority of the Board of Directors, or by written petition of at least 15% of the active members of the CHAPTER.

SECTION 2

Proposed amendments shall be considered by a Bylaws Committee or by the Board of Directors, which shall report and make recommendations to the membership at large. Proposed amendments shall be submitted by written ballot to the entire membership for approval 30 days in advance of the vote.

SECTION 3

Approval of amendments shall be by written ballot presented to the active membership, and requires a 2/3 majority vote by the membership voting, given that a quorum is exceeded.

SECTION 4

For amendment of these Bylaws, a quorum shall be defined as 20 percent of the membership.

SECTION 5

A review and update to these Bylaws shall be completed every four years by a Bylaws Committee or by the Board of Directors.

CERTIFICATE OF THE SECRETARY

I, the undersigned, certify that I am the presently elected and acting Secretary of International Council On Systems Engineering, [Your Name] Chapter, and that the above bylaws, consisting of eight pages, have been approved by general vote of the Membership and adopted at a Board of Directors meeting on [Adoption date here].

Dated: _____ Original signed by [Secretary name] , Secretary

INSTRUCTIONS FOR USING THE BYLAWS TEMPLATE

It is highly recommended that the core team drafts the bylaws and presents them to the Chapter Advisory Committee for a quick pre-approval BEFORE ratifying them with your members. If there are inconsistencies, changes will be required, and those will need to be re-ratified in an extra meeting of the members before the chapter can be chartered.

In Bylaw 1, replace (Your Name) with the approved name of your chapter.

The following are mandatory articles that should appear virtually unchanged unless otherwise noted. Any changes should be called out in a cover page with a rationale for the change.

Mandatory Article	Changes allowed
Bylaw II	none
Bylaw III	none
Bylaw V	none
Bylaw VIII	none
Bylaw X	none
Bylaw XI	Note, it is not a requirement to hold quarterly meetings, but having fewer is deemed unhealthy for the chapter membership.
Bylaw XII	none
Bylaw XIII	In section 1 the fiscal year may be changed and need not match the COUNCIL fiscal cycle, if there is good reason for the difference.
Bylaw XIV	none
Bylaw XV	none

The following are tailorable articles that should appear with content approved by your chapter members. In most cases, these tailorings are necessary to account for chapters outside the USA or to express unique features of a chapter's charter.

Tailorable Article	Changes recommended
Bylaw I	Insert chapter name and adjust grammar to accommodate name of chapter
Bylaw IV	Adjust clauses to reflect the focus of chapter activities without being overly specific; the bylaw should express intention not implementation
Bylaw VI	Section 1 and 3 should remain unchanged. Outside of the USA, a fourth section could be used to indicate the nature of incorporation and the fact that the organisation is non-profit, and the business language of the chapter. Suggested wording "The business language shall be (your language), but documents produced for use by the international community shall be English unless otherwise requested."
Bylaw VII	In section 3, chapters outside of the USA may need to indicate "The Treasurer shall be responsible for filing (your country) tax returns." Other duties may be tailored as deemed necessary.
Bylaw IX	Each chapter is encouraged to determine the most effective terms of office. It may be easiest from the start to have one-year terms, and then evaluate the feasibility of longer terms later.

APPLICATION TO CHARTER AN INCOSE CHAPTER

CRITERIA	
Name of Chapter	<i>Provide your chapter name here, attach logo if available</i>
Application Point of Contact	<i>Provide a name, address, phone number and email address for the person best able to answer questions about this application</i>
Area covered by chapter	<i>Describe geographic boundaries here</i>
Candidate academic, business or government organizations with a need for or practicing Systems Engineering	<i>Organization names listed here</i>
Sponsor(s) to-date	<i>Organization names listed here</i>
Chapter Bylaws	See attached bylaws unanimously adopted at our organizational meeting on <i>date</i>
Current Members	See attached list
Interim Officers and Committee Chairs	<i>President: V. P. Secretary: Treasurer: Programs: Communications: Membership:</i>
Banking Account Information:	<i>For bank transfers from Central 1) Bank Name/ Address/ Phone number 2) Routing Number (this can be found on the bottom of US checks, it's the number before the account number) 3) Account Name and Account Number 4) SWIFT number for International accounts</i>
Next meeting	<i>Date, Location, Theme (if known)</i>

Submitted by:

 President Date Secretary Date