President’s Perspective

Colleagues,

In this SE Review as your new chapter president, I’ll first introduce myself. Then I’ll tell you my plan for what I’ll be writing in the President’s Perspective over the next year. And Lastly I am going to ask for your help.

My name is John Walker and I started my career as a Software Engineer in 1979. Some may say that was before Software Engineering and I admit it wasn’t called that then. I was called a Computer Scientist with a specialty in numerical methods. I worked developing the first industrial robots, where the mathematicians would do the advanced mathematics and models that described the robots path and servo controls and the electrical engineers developed the computer and hardware and I sat in the middle and made it all their requirements work in assembly language. I went on to work satellite controls and then on to the Navy Air platforms before Software Engineering was defined.

In 1995, I was challenged by a mentor who asked if I called myself a Computer Scientist why I was not a member of IEEE and also invited me to my first NCOS chapter meeting. I joined both. NCOS was a National Council before it was an InterNational Council (therefore INCOSE). Some may remember I was the technical director when we were an emerging INCOSE chapter and the president elect when our chapter stood up in 1998. After serving as President, I have been on the chapter board of directors serving mostly as your webmaster.

After working many years as a practicing Software Engineer and Manager, I am now an Associate Science and Engineering Fellow at NAVAIR working as the Software Chief Engineer in the NAVAIR Science and Engineering Group Technology Readiness Office.

I hope to use this column in our Newsletter to provide information on timely System Engineering Topics and also to provide ideas on how we can meet our INCOSE mission to advance the state of the art and practice of systems engineering. The topics I have planned include a report from the International Symposium; followed by another symposium related topic I am tentatively calling balancing Green with Green. Other topics I plan to feature include Software tools, the collaborative system INCOSE Connect, our elections, membership changes and opportunities. When I introduced myself I mentioned that a mentor got me involved in INCOSE. INCOSE is a career choice and I plan to talk about other career choices starting with mentors, publishing work, who you know and volunteering.

Volunteering brings me to that request for help I told you I would end with. There is so many ways our chapter can use your help. Sure we pay dues, but we are an all volunteer organization. Please don’t think of INCOSE as a grocery store just to “pick up” items. It is an architecture where all our talents are pooled and shared in a collegial network setting. The collective talents of our membership can be used to help us all. Volunteering has its challenges but has always been worthwhile in my career personally and professionally. I hope it will be in yours! One way you can help is contributing to this newsletter. It is a big job we have trying to putting one together each month since 2002. We are constantly looking for relevant content, and that will come from you, the members of the local Chapter. Our best year was 2006 when we released eight issues (Our worst was 2004 with five). With your help, we would like to target at least ten issues, with monthly distribution from here on out. If you want to help, send me an email!!!
The INCOSE Election Results (International)

Congratulations to the winners of the 2007 INCOSE elections:

- **President-Elect**: Samantha Brown (Region III)
- **Treasurer**: Ricardo Valerdi (Region IV)
- **Director International Growth**: TS Yeo (Region VI)
- **Director Leadership & Organizational Development**: Bill Ewald (Region I)
- **Region IIIa Representative**: Asmus Pandikow (Sweden)
- **Region IIIb Representative**: Paul Davies (UK)
- **Region IV Representative**: Richard Grzybowski (New York)
- **Region V Representative**: Phil Simpkins (Texas)
- **Region VI Representative**: Lean Weng Yeoh (Singapore)

The International Symposium 2008 Is Waiting For You

On behalf of the Netherlands Chapter of INCOSE, and of the Region 3 Planning Committee of the International Symposium 2008 (IS2008), I invite you to join us for the world’s premier Systems Engineering Event that takes place at the Jaarbeurs Conference Center (Beatrix building), Utrecht, the Netherlands. The Planning Committee is composed of representatives from all around Europe, plus Israel and South Africa. Utrecht is a historic city in the centre of the Netherlands, only 30 minutes away from Schiphol Int'l airport as well as downtown Amsterdam. This region has thriving high technology industries and is the home to major Universities and a tourist destination known for its internationally-renowned heritage and culture. The 18th Annual INCOSE International Symposium (IS2008) is going to be held 15-19 June, 2008. Submission for papers has been closed and the review process is completed. Authors were notified of their acceptance in February and their final submissions are due no later than 19 March.

Theme: “Systems Engineering for the Planet”

This year’s theme “Systems Engineering for the Planet”, is applying Systems Engineering principles and perspectives to improving the sustainability of our planet: balanced solutions that account for social, technological, economic, environmental, and political constraints. This should prove to be a very exciting symposium! The symposium will address the expanding scope of Systems Engineering application and responsibility. Examples are Safety & Security, Disaster control, Resource efficiency, Infrastructure, Transportation systems, Climate impact, Water Management, Education & Government, Sustainable developments... you name it.

New! Sub-Theme Tracks and Sponsored Tutorials

A novelty for this event will be a set of 3 Sub-Theme Tracks, focusing on the application of SE in complex consumer and industrial systems, transportation systems and water management & flood control. Each of these STT’s will span one day and address the topic via an introduction, several related papers, an on-site visit and a closing panel discussion. Additionally, all tutorials at the symposium will be sponsored, so NO additional registration fee will be charged. Register early, because registration for tutorials will be on a ‘first come first serve’ basis. Additional information can be found on the conference website www.incose.org/symp2008. Come and join us to make this a great event! Paul Schreinemakers, General Chair of the Host Committee.

Basis for INCOSE Certification Exam Changes Starting July 2008

The INCOSE certification examination is currently based on INCOSE’s Systems Engineering Handbook, version 2A and will continue to be based on this version of the handbook through June of 2008. Starting in July 2008, the examination will be based upon version 3.1 of the INCOSE Systems Engineering Handbook. If you plan to take your certification exams prior to June 30, 2008, should continue to prepare with version 2A. If you are
planning to take your certification exams after July 1, 2008, should prepare with version 3.1. The Systems Engineering Handbook, version 3.1, is available for both download and purchase upon release. See the INCOSE Store for details.

**Member Sound Off**

One way of defining Systems Engineering is to state that in designing a system it is the result of interactions of the components (emergent properties) that we are most interested in. We want to anticipate these emergent properties and create a system that exhibits desirable ones, while suppressing the undesirable ones. We have been conditioned in the United States to be very "Politically Correct." So when we consider giving greetings such as Merry Christmas, or Happy Hanukkah, for example, we instead resort to "Happy Holidays" so as not to offend anyone or exclude anyone. In this interpersonal system, we desire good will and harmony and truly wish nothing but good things to the listener, and we try to avoid the unpleasant backlash from a listener who responds to what was said rather than what was meant. But this is an empirical solution, which has come about due to past experiences. As INCOSE grows across cultures and application sectors, we are sure to run into similar unintended misunderstandings. One such example is the common response that, "Systems Engineering is just for those multi-billion dollar defense programs. Stay away from me with that stuff." Is there a way to anticipate and suppress these undesirable interactions and is there a way to anticipate and ensure desirable interactions? This applies not just to people-based systems, but systems of all kinds. Are emergent properties and behaviors only anticipated empirically, or is there a true way of anticipating them before we experience them? Tell us what you think at Discussion Forum.

**Systems Engineering Job Bank**

INCOSE has partnered with JobTarget to deliver a full-featured job site (http://jobsconnection.incose.org) developed explicitly for the systems community. Individuals can post their resume to the anonymous resume bank free of charge and create personal job alerts so that they are notified when opportunities of interest are available. Employers can search the focused resume database and post job openings. The job bank allows job seekers to: search targeted opportunities; post your resume for free (and anonymously); choose what to divulge in your resume; stay connected to the employment market; and receive alerts for opportunities of interest.

**Sixth Annual Conference on Systems Engineering Research**

The University of Southern California (USC), in collaboration with Stevens Institute of Technology, and the Los Angeles Chapter of the International Council on Systems Engineering (INCOSE), presents the 6th Annual CSER on 4 – 5 April 2008 at the Crowne Plaza Hotel, Redondo Beach, California, U.S.A. The primary conference objective is to provide practitioners and researchers in academia, industry, and government a common platform to present, discuss and influence Systems Engineering research with the intent to enhance Systems Engineering practice and education. Join us for seven invited presentations and 100 refereed papers of cutting edge systems engineering research plus perspectives from senior industry representatives, all while enjoying the Southern California beach community at the Crowne Plaza Redondo Beach Hotel. Overlooking the Pacific Ocean and King Harbor Marina, our conference site is a most convenient Los Angeles hotel, just 7 miles from Los Angeles Airport (LAX) and close to favorite Southern California attractions. So make your plans to join us for a strong technical program and set aside some extra time to enjoy Southern California with family and friends. For more information about the technical program, registration, hotel, location, and other subjects, see the conference website: http://incose-la.org/events/conferences/cser-2008.html

**Congratulations to Our Newest CSEPs!**

The INCOSE Certification Program Office would like to congratulate the following individuals who have recently been recognized as Certified Systems Engineering Professionals (CSEPs): Robert Appledorn (USA), Terry Dembroski (USA), Courtney Wright (USA), Joe Crossett (USA), Gineen Zabolotnyy (USA), Patrick McCammon (USA), Stephen Turley (USA), Jacob Hickman (USA), Horatio Lincoln (USA), David Hill (USA), Allan Mink (USA), David Durand (USA), Donald Gelosh (USA), Michael Coyle (USA), Charles Anding (USA), Michael Johnston (USA), Denise Huzil (USA), George Khader (USA), Tomas Huldt (Sweden), Sharissa Young (USA), James Farkas (USA), Jack Yee (USA), Robin Belen (USA), and Paul Quesada (USA). In addition, the following CSEPs have been recertified for
an additional three years: Gunter Daley (USA), Jerry Huller (USA), and Pasi Pasivirta (Finland).

For more information on INCOSE’s Certification Program, please use the following link: http://www.incose.org/educationcareers/certification/.

Amazing Member Resource Now Available
INCOSE’s ipub has been updated! All INCOSE Members now have access to all papers published prior to 2001. This means 1,223 more papers are now available for download, bringing the total count of papers INCOSE Members can download up to 2,214. So, if your membership lapsed, renew now so that you can take advantage of this tremendous resource.

Update your membership profile
Did you know that you have the ability to reset your own password, change your address, phone number and employer, and even change the e-mail addresses you want your incose.org e-mails to go to? Did you know that you can also update your biography and even your picture? To keep your membership information up to date, just go to www.incose.org. On the left side, select the option to View / Update Member Record.

Chapter Highlights

Chapter Involvement At IW Impressive

The International Council on Systems Engineering (INCOSE) hosted the International Workshop (IW) in Albuquerque, NM from 25 January through 31 January 2008. The workshop included 18 specialty meetings, 17 committees, 24 working groups (3 of them new WGs), 5 training events, and a Beta Test for the Certification Program. The Chapter had four members attend and participate in the workshop, Jennifer Narkevicius, Karl Geist, Ken Ptack, and John Walker.

Jennifer Narkevicius participation in the workshop was focused on supporting the Human Systems Integration (HSI) Working Group. One of Jen’s contributions was providing HSI information for the upcoming April 2008 INSIGHT’s special issue on Human Systems Integration. Jen also worked on building liaisons with other INCOSE working groups, which included the Model Based Systems Engineering WG, the Requirements WG, the SE Handbook WG, the Reliability WG, as well as several external groups such as Human Factors and Ergonomics Society System Development Technical Group, and IEEE SMCS. Additionally, Jen worked with the SE Handbook WG in revising the HSI materials inclusion in the most recent version 3.1. Jen also proposed a tutorial for the INCOSE Symposium (IS) 2008, which was accepted. The tutorial is about Human Systems Integration in Systems Engineering Practice: Improving the Whole System. The tutorial will define the human based domains, their relationships to one another and to SE, and explore methods, tools, techniques, processes and architectures that are currently being used to achieve successful integration of humans into systems. Its objectives include introducing HSI and its application to SE; making participants familiar with and able to consume HSI outputs as part of the SE process; and illustrating HSI applications in defense and commercial sectors. The Chapter is considering providing this tutorial to our members and the local NAVAIR area. Contact Karl Geist for more information on the tutorial.

Ken Ptack supported of the Workshop included the Standards Working Group. As part of that support, Ken briefed his work on the International Organization for Standardization (ISO) Standards, the (ISO) / International Electrotechnical Commission (IEC) Joint Technical Committee’s (JTC) Software Engineering - Lifecycle Profiles for Very Small Enterprises (VSE). This product is intended to be applied to Small Business Software Developments or a single software project in a large organization. This document will help provide direction for small software development efforts by providing an organized process for development. When complete, this guide may be applicable for some local software program developments. You may contact Ken to discuss its use. Ken also supported the INCOSE History WG in the documenting of INCOSE’s Systems Engineering events and undertakings. Additionally representing his company (Northrop Grumman), Ken participated in the Corporate Advisory Board Meetings and CAB WG. He also presented the

Karl Geist’s involvement in the workshop was very diverse and worthwhile. He participated in a number of different meetings and working groups throughout the 6 days. Karl’s main involvement was support of the INCOSE Systems Engineering Certification Program where he participated in business meetings on four different days. Karl also developed and provided 2 training events on reviewing the contents of the Systems Engineering Certification Applications. Additionally, he directed and coordinated the staging of the Certification Beta Test for both INCOSE’s Certification Product and the Defense Acquisition University’s (DAU) Certification Test. The combined tests contained 537 questions and lasted 10 hours with 25 test takers and 5 proctors. Part 1 of the test provides a significant step toward DAU’s fielding of their modified Systems Engineering certification program which utilizes the new version of the Defense Acquisition Guide (DAG) Chapter on Systems Engineering, while part 2 provides the foundation for INCOSE’s Certification Program Upgrade which is based on the newest version (3.1) of the INCOSE Handbook. In additions to the Certification effort, Karl attended several other working groups. He supported the Systems Engineering Process Improvement and Evaluation (SEPIE) Working Group. The SEPIE Working Group is focused on various ways and methods for improving SE processes both internal and external to programs and organizations. As the previous Chairperson for this working group, Karl helped initiate the working group’s newest undertaking, which is reviewing and commenting on the Standards Committee (Ken Ptack) initiative ISO/IEC JTC’s Software Engineering - Lifecycle Profiles for Very Small Enterprises. Since Karl has been assigned as the Systems Safety Representative for NAWCAD 4.5.9.1, he decided to participate in the Systems Safety Integration Working Group. This working group is centered on sharing Systems Safety products and ideas. The working group’s product for this workshop was the creation of a most frequently asked Systems Safety questions list. The working group compiled a list of 30 some questions with the intention of later answering these questions on the working group’s web page to make the information available to anyone concerned with Systems Safety. Still another working group Karl attended was the Systems Engineering Return On Investment (SE-ROI) Working Group. This working group discussed various programs tools, the tracking of their costs, and the formulas used to analyze their data. Several products discussed included the NDIA Small Business Model, the latest version of the COSYSMO cost estimating product, and a sample interview process used to collect cost metrics for build a cost estimating model/product. Finally, Karl participated in a Region 5 Planning Meeting for a 2009 Region 5 SE Conference, which would provide local Systems Engineers with an excellent training opportunity in the spring of 2009.

John Walker, Chapter President, spent a lot of time with the Chapter Leadership Meetings, the Members Board Meetings, the Region 5 Chapters Planning Meeting, the Communications Committee, and Research and Education Working Group. During the Chapter Leadership Meetings and Members Board Meetings, each chapter acknowledged having different needs and challenges; however a goal for the chapter leaders is to have the chapters help each other while INCOSE International helps where it can. One example of international support is “Many chapters need audio conferencing, web conferencing and ways for accepting credit cards over the internet.” In the leadership meetings, INCOSE International was asked if they could help provide or share their credit card capability for chapter needs. The Southern Maryland (SoMD) Chapter could use a credit card capability for our various workshops and tutorials. Additionally, INCOSE International was asked to be the big buyer for audio and web conferencing so each chapter would have the capability. Currently, the SoMD chapter is trying audio conferencing to make our Board of Director meeting more efficient, which we are providing ourselves. The INCOSE International support will not happen over night, but John believes it will happen. John also offered to share our Local Science and Engineer Fair Award Process with other INCOSE chapters. During John’s support of the Region 5 Chapters Planning Meeting, the chapters agreed to put host a Conference in the spring of 2009 similar to the Mid-Atlantic Regional Conferences (MARC) that Region 5 staged in the past. Details of this conference were not discussed, but it should provide SoMD Chapter members with many opportunities for conference participation in both presenting and attending this regional training event. John also spent time supporting the Communications Committee. INCOSE connect is switching Microsoft Share point 2 to 3, which will allow for increase functionality with connect. John attended the administrator training so he would be able to help set up a
collaborative area for the SoMD Chapter. There are reference capabilities (Wiki’s and blogs), and much more electronic sharing being planned. John plans to hold a Chapter Meeting or Workshop to help train chapter members about the capability. John supported the Research and Education Working Group. INCOSE is working with ABET on certification of Bachelors of Systems Engineering (SE) degrees. So, high school students will have opportunities to earn bachelors degrees in Systems Engineering that are valuable to System builders immediately. INCOSE will also work with the graduate degrees, but the standards are expected to be advisory. Additionally, INCOSE is devising a system to rate Education Providers for the INCOSE SE Certification Program. Lastly, John worked with INCOSE International to provide a Systems Engineering Award at the 2009 Intel International Science and Engineering Fair. John has been working with INCOSE for two years effect this idea and now he feels the right people were present at the IW to get the work started. The Member Board is ready to support the idea and John talked with the INCOSE Fellows who seem ready to support the effort. John’s working with other chapter leaders (Enchantment Chapter) who he had recruited to judge the 2007 International Fair. This leader judged the IEEE Award, and said there were several good team projects that would have been excellent recipients of an INCOSE Award. John will continue working with INCOSE leadership and hopefully by this summer’s 2008 International Symposium, INCOSE will start the affiliation process.

All the attendees felt this Workshop was extremely rewarding and beneficial by providing them with information and contacts which will benefit them in their jobs and their personal growth in Systems Engineering.

**Chapter Support For Beta Test Strong**

Karl Geist once again representing the Chapter and his company Gryphon Technologies participated in the creation and staging of a Certification Beta Test at the International Workshop, and a second Beta Test held 10 days later at Defense Acquisition University (DAU) at Fort Belvoir. Karl organized and coordinated both Beta Tests which tested the 80 participants on their knowledge of the INCOSE Systems Engineering Handbook Version 3a and the Defense Acquisition Guide Chapter 4 on Systems Engineering. The 537-question / 10 hour Beta Test was organized in two parts. The first part support the Acquisition requirements and the second part dealt with the foundation level knowledge of Systems Engineering. In addition to Karl’s support, Past Chapter President and DAU professor, Dr. Mary Redshaw, acted as a proctor for the Fort Belvoir test. Also participating in the Beta Test were Chapter Director Andrew Pollard, and Chapter Members John Heinbuch, Bill Lankford, Joe Moschler, and Dave Stinson. Thanks again to all those who gave of their time and effort. For more information about certification, contact Karl at work at 301-872-5243 or kgeist@gryphonLC.com, or at home 301-475-5646.

**Member Contributions & Support Needed**

We are in desperate need of more help, more involvement, more members, and more leadership from our current members to maintain our ambitious schedule of events. Also please send news on your projects at work, on your personal or professional achievements, any notable upcoming events the membership should know about, etc. Send electronic pictures, too! We continue to request that each of the Chapter members provide us with a brief bio, so everyone will get to know you a little better. This will also make it easier to network with other Chapter members. Please include items such as where you went to school and any degrees, current and past positions, INCOSE activities, and any other information you would like to share. Our newsletter can use your articles and your support. Please send all contributions to Karl Geist at kgeist@md.metrocast.net or Steve McKeown at mckeown_steve@bah.com. If you have any questions, please send an e-mail or call Dawn at 301-757-0751, or Steve at 301-862-7033. So, please consider volunteering and being part of the exciting opportunities in Systems Engineering. As current members, the Chapter Board of Directors (BOD) welcomes your feedback to the chapter’s plans. Address these comments to any of the Chapter’s Officers or BOD members found in the Chapter’s monthly SE Review newsletter. Thank you!
Southern Maryland Chapter March Meeting
Hosted by INCOSE SoMD Chapter in Patuxent River, Maryland
When: 13 March 2007, 1115-1245
Where: NAS Patuxent Rivers Officers Club, Patuxent River, MD
Theme: “Student Exposition and Awards Lunch with St. Mary’s County Science and Engineering Fair Winners”.
Info: www.incose-somd.org
Speaker: John Walker and the Competition Winners
POCs: Steve McKeown, (301) 862-7033, Karl Geist, (301) 475-5646 or Ted Warren, (301) 757-1825
Venue: Buffet
Cost: $5.00 for SoMD INCOSE Chapter members
      $8.00 for Non-members

Southern Maryland SPIN Chapter March Meeting
Hosted by SoMD SPIN Chapter in Patuxent River, Maryland
When: 19 March 2008
Where: Frank Knox Building, Lexington, Park, MD
Theme: “Software Metrics”
Speaker: Robert M. (Mike) Chapman
Info: http://www.somdspin.org/
POC: Liz Burnett
Venue: Snacks
Cost: Free

Conference on Systems Engineering Research (CSER) 2008
Hosted by INCOSE LA Chapter and Stevens University
When: April 4-5, 2008
Where: Crowne Plaza Hotel, Redondo Beach, California USA
Theme: Various Committees and Working Groups
Info: SSERM@aero.org
POC: PCMI, (858) 565-9921
Description: The University of Southern California (USC), in collaboration with Stevens Institute of Technology, and the Los Angeles Chapter of the International Council on Systems Engineering (INCOSE), presents the 6th Annual Conference on Systems Engineering Research (CSER). The primary conference objective is to provide practitioners and researchers in academia, industry, and government a common platform to present, discuss and influence Systems Engineering research with the intent to enhance Systems Engineering practice and education. Join us for seven invited presentations and 100 refereed papers of cutting edge systems engineering research plus perspectives from senior industry representatives, all while enjoying the Southern California beach community at the Crowne Plaza Redondo Beach Hotel. Overlooking the Pacific Ocean and King Harbor Marina, our conference site is a most convenient Los Angeles hotel, just 7 miles from Los Angeles Airport (LAX) and close to favorite Southern California attractions. So make your plans to join us for a strong technical program and set aside some extra time to enjoy Southern California with family and friends. For more information about the technical program, registration, hotel, location, and other subjects, see the conference website: http://www.incose-la.org/events/conferences/cser-2008.

2008 INCOSE International Symposium
The 18th International Symposium -- Hosted by Region 3 Chapters
When: 15-19 June 2008
Where: Netherlands
Theme: “Systems Engineering for the Planet”
Info: www.incose.org/symp2008/
POC: Paul Schreinemakers, schreinemakers@sepiadvies.nl
Description: Presentations and panel discussions, tutorials addressing different in-depth topics will be held throughout the Symposium. The tutorials will be available at no extra cost, note your preference.
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Information on Working Groups can be found at the INCOSE web site:

www.incose.org
Advancing the Practice of System Engineering and Technical Activities
Outreach: Feature Story!

On 2 February 2008, the INCOSE Southern Maryland Chapter supported the 48th Annual St. Mary’s County Science and Engineering Fair. This was the fifth straight year the Chapter has provided prizes and support for the event. Five Chapter volunteers, Mary Redshaw, Dale Raney, Karl Geist, John Walker, and Ted Warren, acted as Competition Judges for both the Senior and Junior High Divisions, while a sixth volunteer, Judy Walker, acted as the statistician for the judges. The judges awarded 4 prizes in each division for a total of 8 awards worth $400. The winners were as follows:

Senior Division
1st - Julie Walker "What a M.E.S. Mars Environmental Simulator II"
2nd - Andrew Rohland "Harnessing the Sun's Rays"
Award - Amie Gilligan "Sound Off!"
Award - Justine Yu "A New Angioplastic Device with Smart Materials"

Junior Division
1st - Kelles Gordge "Global Meltdown"
2nd - Alex Ragland "Aeroponics vs. Hydroponics"
Award - Matthew Johnson "Electromagnet Shapes"
Award - Christina Labows "Stick to It"

These students will again be honored at the March Luncheon (13 March) at the Patuxent River’s Officers’ Club where they will be treated to lunch, awarded their certificates, and given a chance to interact and explain their project with the Chapter members and luncheon attendees. Award winners planning to attend the luncheon are Kelles Gordge, Amie Gilligan, Matthew Johnson, Alex Ragland, Andrew Rohland, Julie Walker, and Justine Yu. Christina Labows sent her regrets as her family will be visiting their father who is stationed in Iraq. These students are fine examples of our educational system in the county.

Additionally, John and Judy Walker work behind the scenes supporting the fair by serving on the Science Fair Board supporting Facilities and Equipment, and by acting as webmaster. The Chapter has also committed funding to support any students who advance to the International Competition. Good Luck to all the students.

Karl C. Geist, CSEP
Gryphon Technologies and
INCOSE SoMD Treasurer