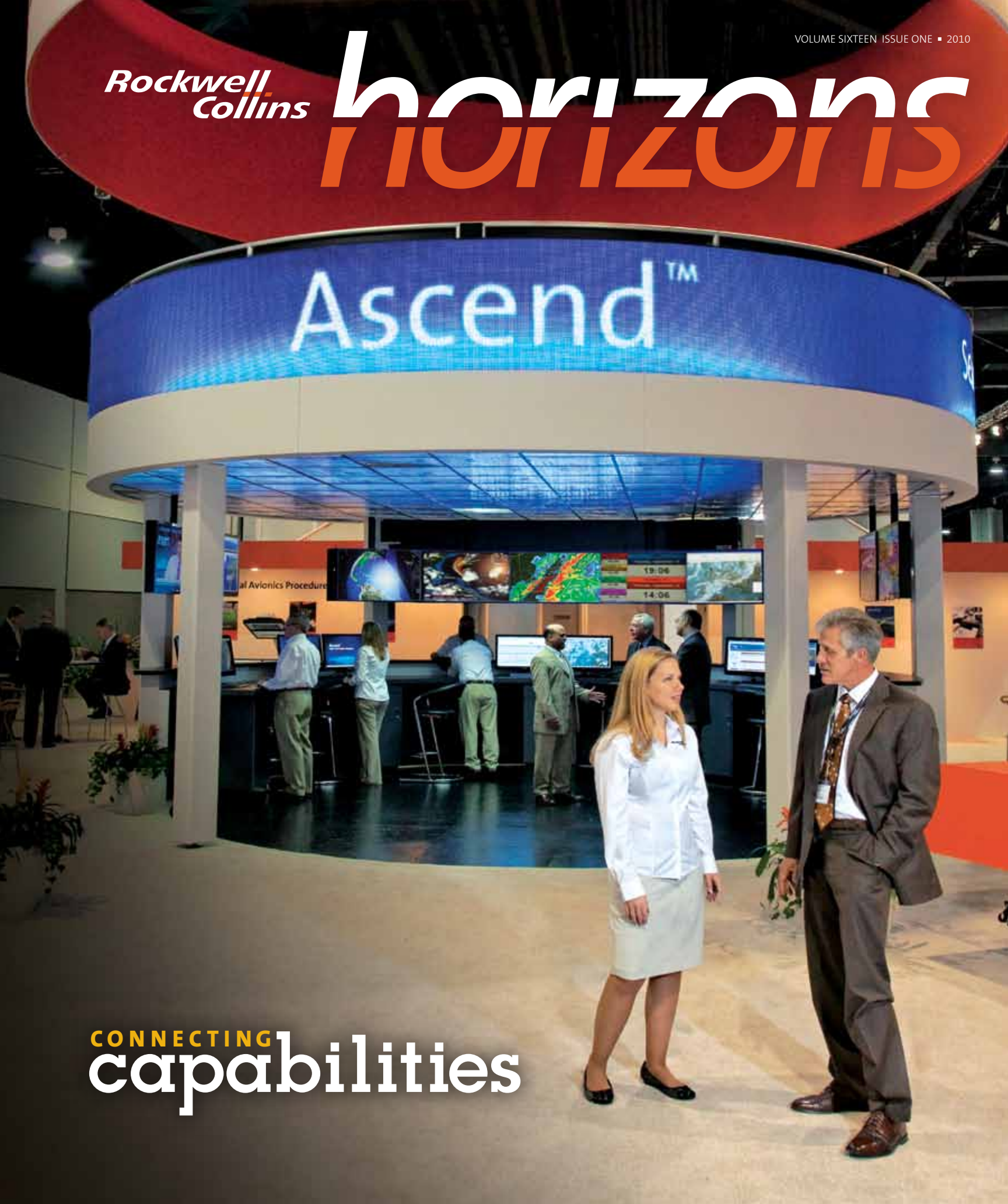


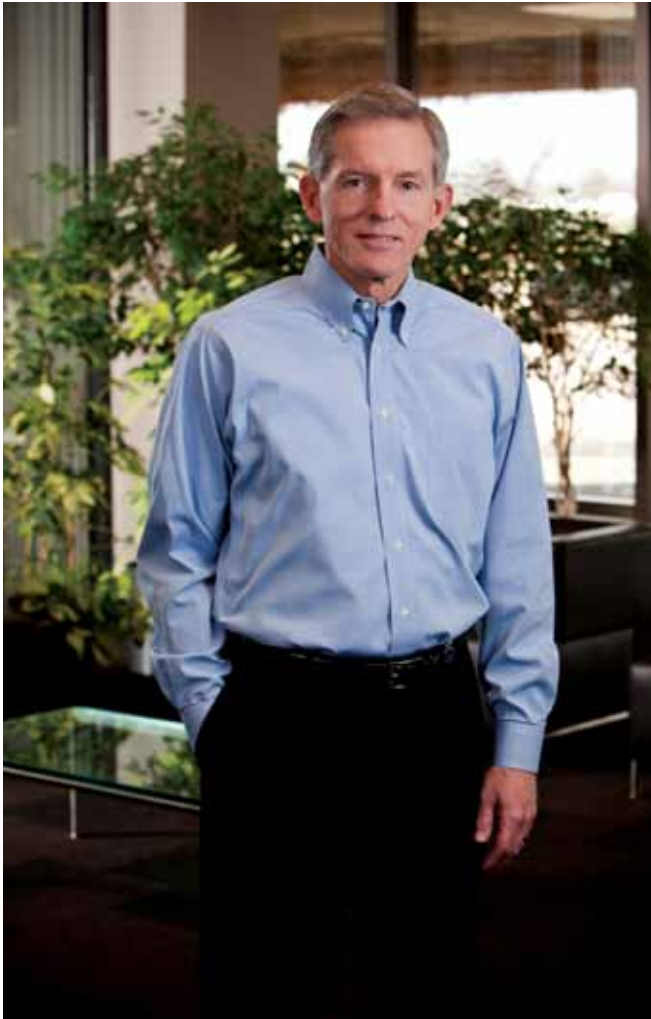
Rockwell
Collins

horizons

Ascend™

CONNECTING
capabilities





Clay
Clay Jones
Chairman, President and CEO

Thinking differently

Typically, whenever there is a challenge, there also is an opportunity.

This certainly is the case when it comes to managing business aircraft operations.

The complexity of today’s aircraft and ground-based support systems, and the dependencies between them, is unparalleled in our industry’s history. And, over time, the amount of information needed to plan and execute a trip, maintain aircraft systems, and keep passengers connected and informed is only going to increase.

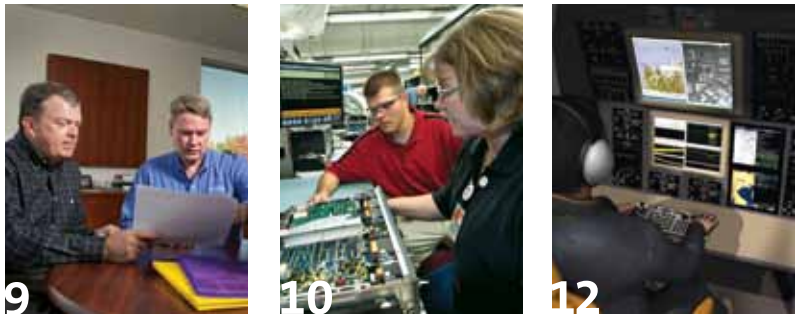
That’s why we’re developing new ways to help corporate flight departments streamline their operations. In the cover story in this issue, you’ll learn more about our ongoing strategy to synchronize aircraft and ground systems and, as a result, make flight operations more efficient than ever before.

Yet, to carry out this strategy, we’ve had to think differently. Instead of focusing on a single product or technology, we’re connecting capabilities, linking systems and managing information.

Throughout the year, you’ll be hearing more about challenges and opportunities in our global marketplaces. As with our information management strategy, in order to capture these new opportunities, we have to think differently.

Moving forward, we must keep in mind that what made us successful in the past may not work as well in the future. As you focus on achieving your FY’11 goals, I encourage you to think innovatively and build upon your latest accomplishments.

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Rockwell Collins employees Sasha Marsee and Craig Elliott stand in front of our company’s booth at the National Business Aviation Association (NBAA) convention, where Ascend™ flight information solutions was introduced.

On the back cover
This ad — which is part of a series designed to reinforce our company’s reputation as a trusted partner — recently appeared in *Defense News* and will appear in *Defense Technology International* (DTI) in January 2011.



horizons

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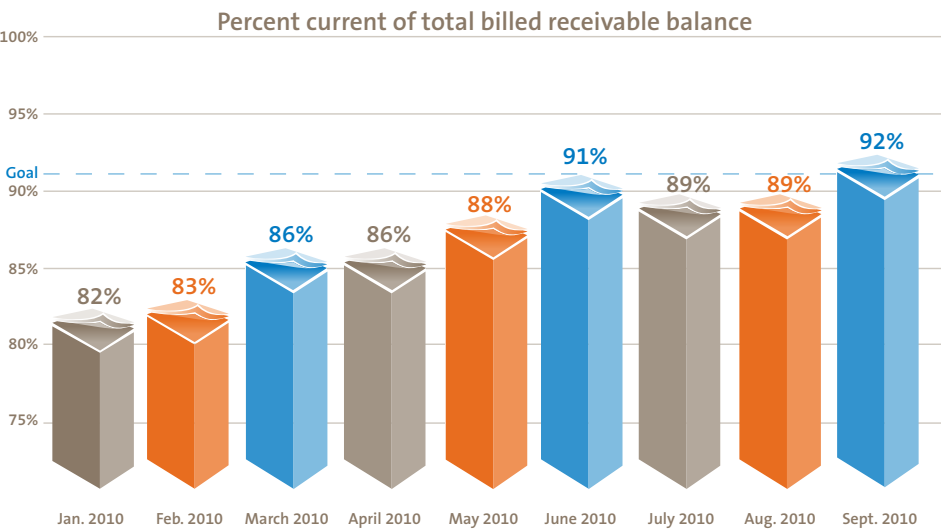
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The following articles may contain forward-looking statements including statements about the company’s business prospects. Actual results may differ materially from those projected, as a result of certain risks and uncertainties, including but not limited to those detailed from time to time in our earnings press releases and Securities and Exchange Commission filings.

Using Lean in the office

Rockwell Collins employees are applying Lean principles to everyday tasks and assignments.



Seeing results

On-time collections from customers have a direct impact on our company's operating cash flow. So the Billing, Credit and Collections team at Rockwell Collins used Lean principles to help them improve our company's billed receivable balance.

By standardizing processes globally, improving communication and escalation practices, and maintaining positive relationships with customers, the team was able to improve the receivable balance 10 percent in nine months. This exceeded their goal by 1 percent. ■

By the numbers

Number of actions in an electronic 5S — sort, simplify, systematic clean, standardize and sustain

5

9,020,285

Megabytes of server space used by Rockwell Collins' Enterprise Communications prior to organizing an electronic 5S

Percentage of improvement desired by the team

25

3,798,760

Megabytes of server space used by Enterprise Communications after the electronic 5S

Percentage of improvement achieved by the team

58

Lean perspectives

Q Is it more challenging to see concrete results from Lean when you work in an office environment?

Darci Dorfler, manager of Human Resources Planning and Lean

A Like any manufacturing or business process, some processes seem easier to measure than others. For example, in Human Resources, measuring the time to fill an open job requisition and setting improvement goals for this measure is fairly straightforward. Setting improvement goals for less tangible activities — like performing benefits research or security investigations — can be more challenging. What we have found in all of our Lean work is that every Human Resources process can be improved and measured in some way. The key is to understand what our customers value and how we are performing to their expectations. We then conduct appropriate Lean events to attack the waste in the process. ■



The Human Resources Planning and Lean department — led by Darci Dorfler — is working to improve the efficiency and effectiveness of Human Resources processes.

Operation: Redesign

A year ago, employees around the world explained via focus groups that *Horizons* magazine was good, but it could be better.

"Research from multiple studies indicated that our audience wanted more strategic and forward-thinking articles, more global content, and an updated look and feel," explained Dave Yeoman, senior director of Enterprise Communications.

To incorporate this feedback, the *Horizons* editorial team organized several Lean events. Through value stream mapping, rapid process improvements, bursts and do-its, the group was able to improve processes, increase global collaboration efforts, and standardize work when it came to writing, editing, photography and design for the magazine.

While some changes were adopted immediately — such as a full-page visual on the cover — most of the enhancements have been incorporated as part of a gradual process. This issue — *Horizons* Vol. 16, Issue 1 — introduces the new design direction. Larger images, contemporary typography treatments and a more open page layout are among the design changes.

"Our intent is to provide a magazine that is relevant, innovative and trusted, while also delivering a deeper-level understanding of our company," said Yeoman. ■



Send us feedback -

If you have an article idea or other suggestions for *Horizons* magazine, email empcomm@rockwellcollins.com.



Building customer relationships

Customers from six Chinese companies — Air China, China Eastern, COMAC, Hainan Airlines, Shandong Airlines and Xiamen Airlines — traveled to Rockwell Collins headquarters in the United States for a two-week leadership training and cultural exchange program. The program — which also included participants from

our company — helped build relationships between our Commercial Systems employees and customers. Attendees discussed leadership concepts and behaviors, learned more about our company's business model and business practices, and shared insights about cultures. ■

Connect online

Using social media tools helps our employees and customers stay informed and connected. Here are three ways for you to get the latest news from Rockwell Collins:

Follow Rockwell Collins on Twitter under the username [@RockwellCollins](https://twitter.com/RockwellCollins)



Watch company videos on YouTube at www.youtube.com/rockwellcollinsvideo



Join our LinkedIn Group at <http://www.linkedin.com>



CONNECTING capabilities

Ascend™ flight information solutions emphasizes our ongoing strategy to synchronize aircraft and ground systems for improved operational performance.

In today's cost-conscious and competitive business environment, time is money.

Yet, flying corporate executives and VIPs to their destinations oftentimes gets bogged down as internal flight departments struggle to research, assimilate and coordinate all aspects of trip planning.

"The amount of information required to fly is increasing exponentially, and much of it is managed ineffectively," said Steve Timm, vice president and general manager of Flight Information Solutions. "Whether our customers have one aircraft or a fleet, we're changing that by integrating their ground systems and synchronizing to their aircraft for improved flight department operations."

Introduced in October at the National Business Aviation Association (NBAA) convention in Atlanta, Ga., Ascend™ flight information solutions provides flight, cabin and maintenance services to the business aircraft community.

According to Timm, this complete suite of capabilities is the first of its kind and offers a new way for business aircraft owners and operators to manage their operations.

"Ascend is the only solution flexible enough to manage all aspects of their flight support, cabin services and maintenance operations," explained Timm. "It makes flying more cost effective and efficient than ever before."

One source

From pre-trip planning, to in-flight cabin connectivity, to automated avionics database uploads, Ascend streamlines operations by providing one source for customers to go to for all their flight needs.

For corporate pilots like Henry Bulanda, this means being able to concentrate more on the complexities of flying the airplane instead of worrying about tasks better

>>>

At the National Business Aviation Association (NBAA)

convention, Rick Snider, Bruce Thigpen (left to right in foreground) and other Rockwell Collins employees gave demonstrations of our new Ascend offering, which includes solutions for regional and international trip support, database management and passenger connectivity.



suited for ground-based personnel like schedulers and dispatchers. “Today, a typical domestic trip might require flight crew members and schedulers to rely on several different sources to get everything accomplished for a successful flight, which means

multiple phone calls leading to multiple charges and invoices,” said Bulanda, chief pilot for Rockwell Collins. “We’re checking the weather, determining preferred routing, and considering fuel requirements. “Meanwhile, dispatch is arranging for crew and passenger needs such as ground transportation, hotel and catering requirements, and landing permits, where applicable,” continued Bulanda. “It takes more time and becomes even more complex when an international itinerary is involved.”

Corporate pilots aren’t the only ones to benefit from our new solution. Ascend also allows corporate executives and VIPs access to the same information and

connectivity — via devices such as a laptop or a smartphone — in the sky as they’re accustomed to on the ground. “We’re aggregating all of the services and becoming a one-stop shop provider for the business aircraft owner,” said Craig Olson, director of solutions and programs for Flight Information Solutions. “In addition to the world-class avionics and cabin systems we provide, we’re the company that provides complementary services throughout all phases of flight.”

Managing information

In December of 2009, Rockwell Collins expanded its information management capabilities with the acquisition of Air Routing — a company that offers unique support services to business aircraft operators, including flight planning, weather forecasting, data link, personalized air traffic management assistance and refueling services.

“The acquisition of Air Routing played a critical role in our ability to launch Ascend,” said Timm. “Their expertise in flight planning and trip support is a natural fit with our flight deck, cabin and information management solutions for business aircraft operators.”

According to Phil Barnes, director of Flight Information Solutions strategy,



the unveiling of Ascend is a significant milestone in the evolution of information management at Rockwell Collins.

“Our company has actually been in this business from an aircraft systems perspective since the early 1990s,” said Barnes. “We’ve been developing file servers and routers for Airbus and Boeing for quite some time, so managing information isn’t new.”

Broadening the portfolio

More than a decade ago, Rockwell Collins introduced two technologies designed to turn an aircraft into a mobile information platform and allow flight and cabin crews, passengers, and aircraft

systems to get more information faster. The Collins Integrated Information System (I²S) and the Collins HST-900 High-speed Data Satellite Communication Transceiver collected and distributed operational, maintenance, safety, administrative, entertainment and passenger information.

Back then, Commercial Systems leaders realized Rockwell Collins was able to provide more value to customers if products were connected to an efficient system. As a result, our company continued to broaden its information management portfolio by acquiring Airshow, Inc., introducing the eXchange™ broadband system, and developing an information management system for Airbus called FlySmart.

Rockwell Collins Venue™ cabin management system and Ascend allow passengers to use smartphones and upload news and entertainment while in the air.

>>>

Evolution of Information Management

1999 Introduction of Integrated Information Systems (I²S), which provided real-time high-speed data streams between the air and the ground.



2002 Acquisition of Airshow, Inc., which expanded our cabin electronics product offering.

2003 Introduction of the Airbus Flight Information System (AFIS) on the A330 and A340. This later became FlySmart with Airbus, which is a platform that hosts software applications to optimize aircraft operations and maintenance.



2004 Introduction of High Speed Data, which was paired with satellite communications to provide passenger connectivity.

2006 Introduction of the eXchange broadband system, which provided true broadband connectivity for high speed data exchange while in flight.

>>>



© Airbus S.A.S.

Our experience with these capabilities in the air transport market segment was helpful as our company began developing avionics and cabin systems to support future information management requirements. In the business jet market segment, the result is the “information enabled” Pro Line Fusion™ avionics system and Venue™ cabin management system.

“By better understanding cutting-edge technology and appreciating new system architectures, we are able to develop information management solutions that better satisfy the needs of our customers,” said Barnes.

With the launch of Ascend, Rockwell Collins has fulfilled the “information enabled” promise made nearly four years ago with the introduction of Pro Line Fusion and Venue. But the successful launch of Ascend doesn’t mean the work stops here.

In the future, Commercial Systems employees plan to take our information management strategy to the

The Rockwell Collins FlySmart system provides the information management infrastructure on several Airbus platforms, including the A350 XWB, A330 and A340. Our company’s experience with these capabilities in the air transport market segment was helpful as Rockwell Collins looked at the information management needs in the business jet market segment.

next level, making life easier for the flight director, maintenance director, pilot, cabin crew, and the passenger by efficiently synchronizing aircraft and ground systems for improved operational performance.

“Our approach to information management is to take a system that’s good for flying the airplane and make it ideal for managing aircraft operations,” said Timm. “We’re excited about bringing new capabilities to business aviation that will benefit our customers while driving our growth.” ■

By Jill Wojciechowski

2007 Introduction of Venue Cabin Management System, which offers advanced entertainment options for passengers, and Pro Line Fusion avionics system, which provides pilots with the next generation of flight deck avionics.

2008 Formation of Information Management Systems portfolio, now referred to as Flight Information Solutions.

2009 Introduction of Core Network, Version 2, for the Boeing 787 Dreamliner, which provides network, security and computing capabilities.

2010 Launch of Ascend flight information solutions, which provides flight, cabin and maintenance services to the business aircraft community.

Are you moving in the right direction?

Ongoing feedback can help you realize your full potential.

Imagine visiting a city for the first time without any resources for guidance — no tour guide, no map, no cell phone, and no GPS device. You can ask others for information and explore on your own, yet it’s still difficult to tell whether you’re moving in the right direction.

The same is true when it comes to constructive feedback in the workplace. Without feedback, it can be difficult to tell whether you’re on the right track with your performance in your current role.

That’s why enhancements were recently made to Rockwell Collins’ performance management process and the Performance Review and Development Plan (PR&DP) tool.

“Ongoing feedback is key to the success of our new performance management process,” said Tracy Scieszinski, Human Resources business partner. “These frequent one-to-one conversations are a way to note where improvement is needed in skills and abilities.”

Changes encourage feedback

During the FY’11 PR&DP process, leaders will separate the year-end performance discussion from the annual pay-for-performance discussion, as well as be asked to provide consistent and frequent one-to-one coaching sessions to employees. In addition, employees are encouraged to solicit feedback.

“We recognized that we needed to make a more conscious effort to share feedback,” said Roger Gambrel, senior director of Simulation and Training Solutions Engineering in Sterling, Va., who participated in the cross-functional team that made recommendations for the FY’11 changes. “Whether it’s informal coaching or formal performance evaluations, ongoing feedback is important. As leaders, timely guidance and coaching to our organization are critical for continuous improvement.”

To help leaders provide employees with more precise feedback, criteria for PR&DP evaluations have been expanded to include job responsibilities and attributes, behavior as it aligns with our five company values, and the achievement of individual goals.

Also new this year is a single rating system that combines both the “what” and the “how,” and provides greater differentiation through five different levels for overall performance. In addition, leaders will review performance ratings in relation to others in the same job and band to provide a consistent measure of each employee’s contribution to drive consistency, and provide more transparency in the evaluation of performance.

“Our company is committed to ongoing, consistent and meaningful performance management,” said Scieszinski. “We believe these changes will help in the long-term development of our employees.” ■

By Cindy Adkins



Employees can learn more about performance management at Rockwell Collins via computer-based training and online resources. Click on the “Training and Development” link on the Career & Benefits tab of Rockwell Collins Online for more information.

Senior Director Roger Gambrel (left) gives feedback to Principal Engineering Manager Kevin Hynes during a recent performance evaluation in Sterling, Va.

Committed to quality

Employees in Commercial Systems and Operations recently conducted a series of BEST (Better Every Single Time) Team process walks to identify ways to improve processes and the flow of information in life cycle value streams.

The Rockwell Collins MCP-730, the Mode Control Panel for the Next-Generation Boeing 737, was one of about 20 products followed during these walks. The photos on these pages illustrate what the BEST Team saw and the number of people focused on quality throughout the product's development life cycle.

"Before the unit is shipped to the customer, it's important to identify any problems up front," explained Bruce Dalton, principal program manager in Commercial Systems and the Life Cycle Value Stream Manager (LCVSM) for the MCP-730. "It takes commitment from the entire team to achieve a high level of quality."

step 1> Electrical Engineer Irina Aristova has design responsibility for the MCP-730, which provides the interface to the autopilot equipment. Electrical Engineer Jesus Rey looks at real-time data as Aristova troubleshoots a defective unit in Building 131 in Cedar Rapids, Iowa. When there are systemic problems, the engineering team helps determine the appropriate remedy.



step 2> Production of the MCP-730 begins in Coralville, Iowa. Before starting the next set of MCP-730 printed wiring boards, Industrial Engineer Brian Ton (far left), Senior Assembly Operator Sindi Andino and Senior Manufacturing Control Specialist Gerald Muench ensure the placement machine is set up properly. This will help avoid delays and quality defects.



step 3> Parts that cannot be installed by a machine are assembled and placed by operators like Bonnie Mullis (far left) in Manchester, Iowa. Production Manager Terry Rauch (front) explains to LCVSM Bruce Dalton how Tina Sheckles (middle), quality production lead, and the rest of her team are reducing variation to ensure consistent quality during assembly.

step 4> Before the unit is shipped to the customer, final testing and inspection takes place in Building 108 in Cedar Rapids, Iowa. Manufacturing Electrical Engineer Shaun Schmieg watches as Test Technician Susan Adrian checks a newly-built MCP-730. If any quality issues are found, the unit won't leave the facility until repairs are made.



Smart solutions

Advancing situational awareness for the warfighter via integrated Signals Intelligence systems.

Principal Program Manager Lois Danzy, Senior Electrical Engineer Brian Gaines and Senior Electrical Engineer Paul McGary demonstrate the standard Electronic Support Measures system at our facility in Richardson, Texas. Our company's Electronic Intelligence/Electronic Support Measures systems provide commanders with a picture of the electromagnetic spectrum — offering situational awareness of radars from commercial airport surveillance to surface-to-air missile tracking. The information is relayed to commanders and then networked, delivering real-time situational awareness.

Today's warfighter depends on actionable intelligence information distributed in real time and in manageable form. In order to achieve this level of mission readiness, military personnel look to Rockwell Collins Signals Intelligence (SIGINT) Solutions long before any military action begins.

"Before going to war, commanders want to know what radar systems the adversary has in use — everything from missile tracking to commercial airport radar," explained Ken Young, programs manager of Signals Intelligence Solutions at Rockwell Collins in Richardson, Texas. "That way, in a conflict situation, they can track every ship, every airplane, every mobile launcher; the commanders know where the threats are located."

SIGINT solutions include Electronic Intelligence (ELINT), which uses electromagnetic signatures to monitor enemy activity, and Communications Intelligence (COMINT), which intercepts communications systems. Together, ELINT and COMINT solutions provide military commanders the necessary information to make quick decisions, which ultimately saves lives.

"With systems like our Electronic Intelligence/Electronic Support Measures, a military commander can monitor where adversaries are moving and what they're doing," explained Young. "Our SIGINT group has designed a series of building blocks including ground, shipboard and airborne integrated antennas, tuners, and software from which systems solutions can be built."

Building upon experience

The roots of Rockwell Collins' SIGINT business can be traced back decades, stemming from our company's foundation in secure, state-of-the-art military communications.

Take, for example, the R-390 radio. In the early 1950s, Collins Radio began developing the R-390 radio for the United States Army Signal Corps, followed by an improved, lower-cost version, the R-390A.

"The R-390 radio was an icon," explained Senior Sourcing Specialist Ken Manley, who was a member of the U.S. Army 265th Radio Research Company during the Vietnam War. "It was classified top secret until about 1969, and the radio was used well into the 1980s. It was far beyond other radios in its ability to pull in signals and lock out noise."

As electronic attack measures became more advanced, our company started using modified communication transceivers as Electronic Counter-Counter Measures (ECCM) to protect communications. But in order to test the ECCM, our company also had to develop capabilities for electronic attack.

"The development of electronic warfare solutions was a natural progression from our core capabilities as a communications company," explained Young. "If you can make radios, then you can defeat them. If you understand radar, then you can understand how to detect it."

Ongoing growth

Rockwell Collins SIGINT Solutions — a component of Electronic Warfare (EW) — currently detect, locate and analyze signals of interest for every branch of the

United States military, intelligence agencies, and several military customers outside of the U.S. Our company also offers Intelligence Solutions (IS), which provide customers intelligence data processing and dissemination.

"The growth of the EW&IS organization has been ongoing," said Ron Sizemore, manager of EW&IS sales. "As we mature, we're offering more capabilities and better solutions, and customers are recognizing the value-added contributions our organization can provide."

According to Sizemore and Young, the acquisitions of Communication Solutions, Inc. (ComSol) and Information Technology and Applications Corporation (ITAC) were key in moving to the next level as a systems solution provider.

"We can now install systems on multiple platforms and tie them together," explained Young. "When we provide the complete solution — integrating airborne, shipboard and ground ELINT offerings — the cost is less and the risks are lower for the customer."

Continuing to advance technology

As our EW&IS business continues to grow, the organization is looking at ways to integrate ELINT and COMINT solutions. Employees also are focused on providing more modular and scalable solutions with lower risks and lower costs.

"Militaries worldwide want sophisticated intelligence, surveillance and reconnaissance solutions to fight terrorist organizations and various threats, both internationally and domestically," explained Sizemore. "With that kind of demand, we're looking ahead and continuing to advance our systems for the warfighter." ■

By Katie Shatzer



Rockwell Collins' development of electronic warfare solutions was a natural progression. The photo on the left shows our company's R-390 military radio in use in the 1960s on the USS Robert E. Lee. Today, in an electronic warfare scenario, Electronic Intelligence/Electronic Support Measures (ELINT/ESM) systems offer warfighters an integrated approach to signal collection and analysis.



Senior Engineer Nitin Chawla (center) talks with coworkers Anupama Guduru (left) and Deepti Nelavelli in the lobby of our company's facility in Hyderabad, India.

Bringing our brand to life

Recent study says our brand is helping us build a reputation of trust with customers and employees.

Our brand is much more than a logo. It is the set of expectations, experiences and relationships that helps our customers, employees, investors and people in our communities make decisions and form perceptions about our company.

"In essence, our brand is the perception each person holds of Rockwell Collins," said Joel Milefchik, corporate brand manager for Rockwell Collins. "It's the reputation we earn for delivering on our promises."

The foundation of our brand is firmly rooted in our corporate vision and values. And while we express our brand through legally protected intellectual property — such as our logo, colors, and brand promise — ultimately it's how each of us lives the brand that gives it real meaning and impact.

On the right track

In a world where employees and customers are bombarded daily with information from various sources, it's more important than ever for companies like Rockwell Collins to make emotional connections. Four years after making a significant investment in our brand strategy and refreshing our brand's visual expression, Rockwell Collins senior leaders are pleased with the progress they've seen.

A recent brand perception study indicates our brand is transcending products and services, and is winning the minds and hearts of customers and employees. In fact, nearly 80 percent of customers believe that "building trust

every day" is an important concept, and a strong majority of them believe it's most appropriate for use by Rockwell Collins versus our competitors. Additionally, more than 80 percent of employees feel a direct link between their role and delivering upon our brand promise.

"When we initially developed our brand strategy, we wanted to ensure our brand was credible, relevant and differentiated," said Milefchik. "During that process, it became apparent that three areas set Rockwell Collins apart from our competitors in the eyes of customers — personal relationships, innovation and heritage."

Those three characteristics — the pillars of our brand strategy — are meant to serve as a guiding force as we work to bring the brand to life and distinguish our voice from that of competitors — both externally and internally.

Delivering on our promises

One of nearly 20,000 employees situated around the world, Nitin Chawla is a senior engineer and member of the Rockwell Collins India Design Center in Hyderabad, India. Chawla joined our company about two years ago. Despite the fact that he's located more than 8,000 miles away from his coworkers in the United States, it didn't take long for him to feel like he was making progress and contributing to our company's success.

"The Rockwell Collins brand promise is very visible within the India Design Center. It reminds us that we're working for a world-class company," said Chawla. "Having a consistent brand helps the employees here in India feel like they're part of Rockwell Collins."

According to Dean Schwab, a senior manager for Commercial Systems who supports Head-Up Guidance Systems Flight Operations in Portland, Ore., ensuring that our marketing and advertising communications, PowerPoint® presentations, and internal newsletters have a consistent look and feel reminds employees that their work is part of a bigger picture.

Schwab views himself as a Rockwell Collins brand ambassador. The majority of his time is spent working with customers, helping them understand the value of our

brand. In his role, it's easy to recognize that brand is more than a logo.

"Our brand is about building trust. It's who we are, how we support our customers and our integrity — all of these define Rockwell Collins," said Schwab. "Yet, having common visual elements helps tie everything together."

Employees have an important role

As our company continues to grow and become more global, the need to ensure consistent messaging and brand identity is more important than ever, as is the need for employees to help bring our brand to life.

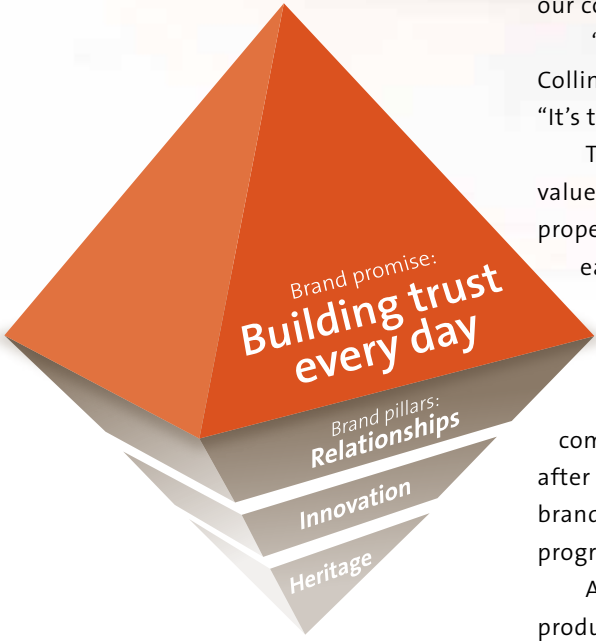
"Every employee plays an important role in positively shaping and advancing the Rockwell Collins brand," said Milefchik. "Whether we're reinforcing our brand with existing customers, or introducing Rockwell Collins to new customers, our brand is the glue that holds it all together."

In the coming year, you'll read more about employees around the world who are living the brand. Their stories are examples of how we can make an emotional connection and build trust in our company. ■

By Jill Wojciechowski



Having common visual elements helps tie our brand messages together.



Log on to Brand Central

Details about our brand's architecture and tools and templates to help employees express the brand are available via Brand Central. To access Brand Central, visit the Rockwell Collins Online Index and locate "Brand Central" under "B."

Questions about our brand?

If you have questions about our brand or would like to schedule brand training for your area, please contact Joel Milefchik at 319.295.1898 or email jtmilefc@rockwellcollins.com.

Authorization to export military technology expands our market share

Rockwell Collins is required to seek and receive approval from the United States government to sell and export our military technology.

So when Government Systems employees wanted to begin development on a new radio for a foreign military customer that would reuse portions of our Joint Tactical Radio System (JTRS) technology, they knew there was potential for export concerns. In addition, the program proposal included a multinational team, with work being done by Rockwell Collins employees in France and the United States, along with an additional third party in France.

“We knew we needed to anticipate U.S. export law requirements,” explained Kevin McCarthy, programs manager in Government Systems. “We had to develop an export plan early in the program’s life cycle.”

The Rockwell Collins Export/Import Compliance group in the Office of General Counsel helped the multinational team develop a plan and create requests for authorizations to export the technical data associated with the program, manufacture components of the radio at our facility in France, and showcase the technology at multiple trade shows around the world.

McCarthy and individuals from our Export Compliance group also met with the U.S. Department of State (DOS) and Department of Defense (DoD) prior to submitting export authorization requests. This gave the team an opportunity to explain their strategy and incorporate suggestions from the DOS and DoD before submitting the requests.

In the end, the requests were approved, and Rockwell Collins plans to

deliver more than 1,600 radios to the customer by 2012. Also, with an established process, it will make it easier for the team to submit export requests in the future.

“The potential for Rockwell Collins products is truly global if teams that collaborate on international programs understand both the U.S. and local export requirements,” said Philippe Serre, principal export relationship manager in Blagnac, France.

To help teams like McCarthy’s, RC-MAP was recently updated so that export plans are developed sooner in a program’s life cycle. The export relationship managers within our Export/Import Compliance group serve as a resource for the business unit program teams to develop the export plans.

In addition, our Washington Operations organization is doing more to assist teams that are seeking export approval from the U.S. government. Scott Feeney, director of International Government Relations, has implemented a government engagement process to help with international military sales.

“When there is no U.S. precedent for a sale, or when we are selling to a country Rockwell Collins has never sold to before, we need to ensure that we are meeting with all of the agencies and departments within the U.S. government that will have a policy review,” said Feeney. “With broader outreach, we’re building a groundswell of confidence and trust in Rockwell Collins.”



Export Relationship Manager Sandy Scaia (left) talks with Technical Project Manager Dena Tollefson about export authorization requests. Export relationship managers like Scaia provide guidance to program teams developing export plans.



< Team in Blagnac, France

Team in Cedar Rapids, Iowa >

Laying a solid foundation for global expansion

Compliance with legal requirements and ethical standards is key to building trust.

The multinational team pictured above — which includes (left to right) Christophe David, Xavier Esneu and Frederic Maison in France, and Ed Silagi, Mindy Eilers and Kevin McCarthy in the United States — frequently collaborates via conference call as they develop a new radio for a foreign military customer. The team worked with our company’s Export/Import Compliance group to obtain government authorization to deliver the product to the customer, export technical data outside of the U.S., and manufacture components in France.

As Rockwell Collins increasingly focuses on expanding its global presence, no factor is more essential for growth than upholding our reputation as a trustworthy company. That’s why employees throughout our enterprise are working together to make sure our business objectives in the countries where we operate comply with legal requirements and ethical standards.

“Our company’s reputation is one of our greatest assets,” said Gary Chadick, senior vice president, general counsel and secretary for Rockwell Collins. “Just one instance of violating local laws could easily damage that reputation.”

According to Chadick, if ever there was a time to be more mindful of the laws and regulations that apply to our company’s global business activities, it is now.

More countries are enacting anti-corruption laws and assessing steep fines and penalties for violations. Additionally, environmental regulations and data privacy laws are increasing, along with enforcement of U.S. export and import laws.

To help teams identify and plan for legal and regulatory requirements, related checkpoints have been incorporated into the Rockwell Collins Management Authorization Process (RC-MAP). Dedicated resources throughout Rockwell Collins also are available to help understand and meet these requirements.

“At our company, it’s not just about winning new business,” said Chadick. “We also care about how we win the business — it must be in a way that is legally compliant and consistent with our high standards of business conduct.”



Standards of business conduct help advance global reputation

Spencer Ong, president and owner of IMREX Pte Ltd, is advancing our brand in Singapore as an international sales representative.

Rockwell Collins offers products and services in more than 115 countries through a network of sales and service representatives. Though these representatives are not Rockwell Collins employees, they provide a direct connection to our customers. Their adherence to our standards of business conduct not only is important in maintaining our global reputation — it’s critical.

“It’s imperative the relationships and interactions our sales and service representatives establish with customers adhere to the same standards of business our employees embrace,” said Irma Monclova, manager of International Compliance. “A mistake by a third party representative could significantly threaten our reputation as a trusted source.”

Having sales and service representatives worldwide provides many advantages for Rockwell Collins. Typically, representatives are located in areas where our company does not already have a legal entity or a high volume of business. Since the representatives are local to the area, they understand business practices and customs, and have an established network.

Tom Balousek, director of Operations Services in Houston, Texas, frequently communicates with service representatives supporting international business air travel.

“Our representatives are on the ground to manage problems and meet our clients’ high expectations,”

explained Balousek. “We provide high quality service with an even higher ethical standard. It’s what differentiates us.”

For more than 30 years, Spencer Ong, president and owner of IMREX Pte Ltd, has helped advance our brand in Singapore as an international sales representative.

“I am proud to represent a world-renowned company like Rockwell Collins,” said Ong. “Customers choose to work with Rockwell Collins because of its innovative, cutting-edge, open architecture solutions and superb customer service. They also choose it because they know it’s a company with the highest ethical standards.”

To uphold the standards of business conduct with more than 200 sales and service representatives around the world, Rockwell Collins implemented a rigorous due diligence process. Global compliance managers train and certify international sales and service representatives regularly to ensure that the standards of business conduct are followed.

“Through the due diligence process, we not only vet our representatives, but clearly communicate our expectations for conducting business,” said Jay Little, director of Global Strategy for International and Service Solutions. “The process allows us to build trust with them, and ultimately advance our reputation globally.”

Legal compliance is crucial for growth

China currently has the world’s second largest economy and, in the next 15 years, it is expected to continue to grow rapidly. In addition, China’s government-owned aerospace manufacturer — Commercial Aircraft Corporation of China (COMAC) — is projected to become a major player in the commercial aviation industry.

To ensure success on avionics packages for the new COMAC C919 narrowbody airliner, the customer asked foreign-based companies like Rockwell Collins to establish close relationships with Chinese companies through joint ventures.

According to Paul Coe, assistant general counsel, a joint venture is a legal entity created where both of the parent companies share in the business. By establishing these joint ventures, companies can combine resources and reach out to new markets together.

“In the case of COMAC, the joint ventures we are discussing with Chinese partners are designed to produce

and certify avionics products for the Chinese commercial airliner industry,” explained Coe.

By having joint venture agreements in place, Rockwell Collins will be better positioned to expand into the Chinese marketplace. Our Chinese partners will learn more about development, manufacturing and certification processes while gaining access to best in class avionics technology that’s capable of being certified.

Yet, the advantages of forming joint venture agreements also bring many legal and regulatory requirements. The Office of General Counsel is working to ensure joint venture contracts and all business dealings are fully compliant with U.S. and China laws and regulations. In addition, in an effort to improve our processes and apply Lean principles to joint venture formation, our Corporate Development organization is building a process that is similar to the merger and acquisition process we use today. A key element will be focused on ensuring our joint ventures are legally compliant in all respects.

“Our company is developing an overall process for strategic alliances that includes clear decision points, roles and responsibilities, as well as standardization of key questions around legal compliance,” explained Steve Belland, vice president of Mergers and Acquisitions in Corporate Development. “Legal compliance is key in developing a sound foundation for global expansion.”



China’s new narrowbody jet is known as the C919.

Resources for employees

Trust is at the heart of all we do. The following resources are available to help employees with questions about business conduct, global business and legal compliance.

Office of the General Counsel
The lawyers, paralegals and compliance specialists in the Office of the General Counsel provide legal advice and services on a wide variety of legal matters. To access their website, click on “O” in the Rockwell Collins Online Index.

Ethics and Business Compliance website
This website includes the Rockwell Collins Standards of Business Conduct and information about our company’s ombudsman. To access the website, click on “E” in the Rockwell Collins Online Index.

Export/Import Compliance website
The Rockwell Collins Export/Import Compliance website includes contacts and resources for export and import compliance matters. To access the website, click on “E” in the Rockwell Collins Online Index.

Global Business Implementation Committee
This cross-functional team provides recommendations to ensure compliance with laws and regulations on tax, accounting, employment and other regulatory obligations in a non-U.S. country or territory. For information, email casather@rockwellcollins.com.

RC-MAP website
The Rockwell Collins Management Authorization Process (RC-MAP) includes checkpoints to identify and plan for legal requirements. To access the website, go to “R” in the Rockwell Collins Online Index.

Translating terminology

Before Principal Program Manager Lou Zankowski hired an outside contractor to translate information displayed on the MicroDAGR, he called Human Resources for a list of employees who might help.

The MicroDAGR, our company's latest-generation handheld GPS receiver, needed to be translated into several languages to meet customer requirements. Zankowski's team knew that if they could work with multilingual Rockwell Collins employees, they could save our company both time and money.

Alan Kashmola, a principal subcontracts program manager, was one of the first employees Zankowski contacted. Kashmola used his knowledge of Arabic languages — acquired from growing up in Iraq and traveling throughout Arab-speaking countries — to produce translations for the MicroDAGR that were both accurate and culturally relevant.

"It was an opportunity to help my company succeed," said Kashmola, who moved to the United States when he was 19. "Technical terms were difficult to translate, while the spoken words were easier."

In addition, Kashmola suggested that the Direction of Prayer — the direction a Muslim faces during daily prayers — be added to the product.

"The Direction of Prayer is of high importance to Muslims," explained Kashmola. "By tailoring the MicroDAGR to meet the unique needs of customers, it differentiates it from other products."

Other languages — such as Hindi, Urdu, Vietnamese, Filipino, French, Spanish and Brazilian Portuguese — are planned for the MicroDAGR. Zankowski has partnered with our company's employee networks to complete additional translations.

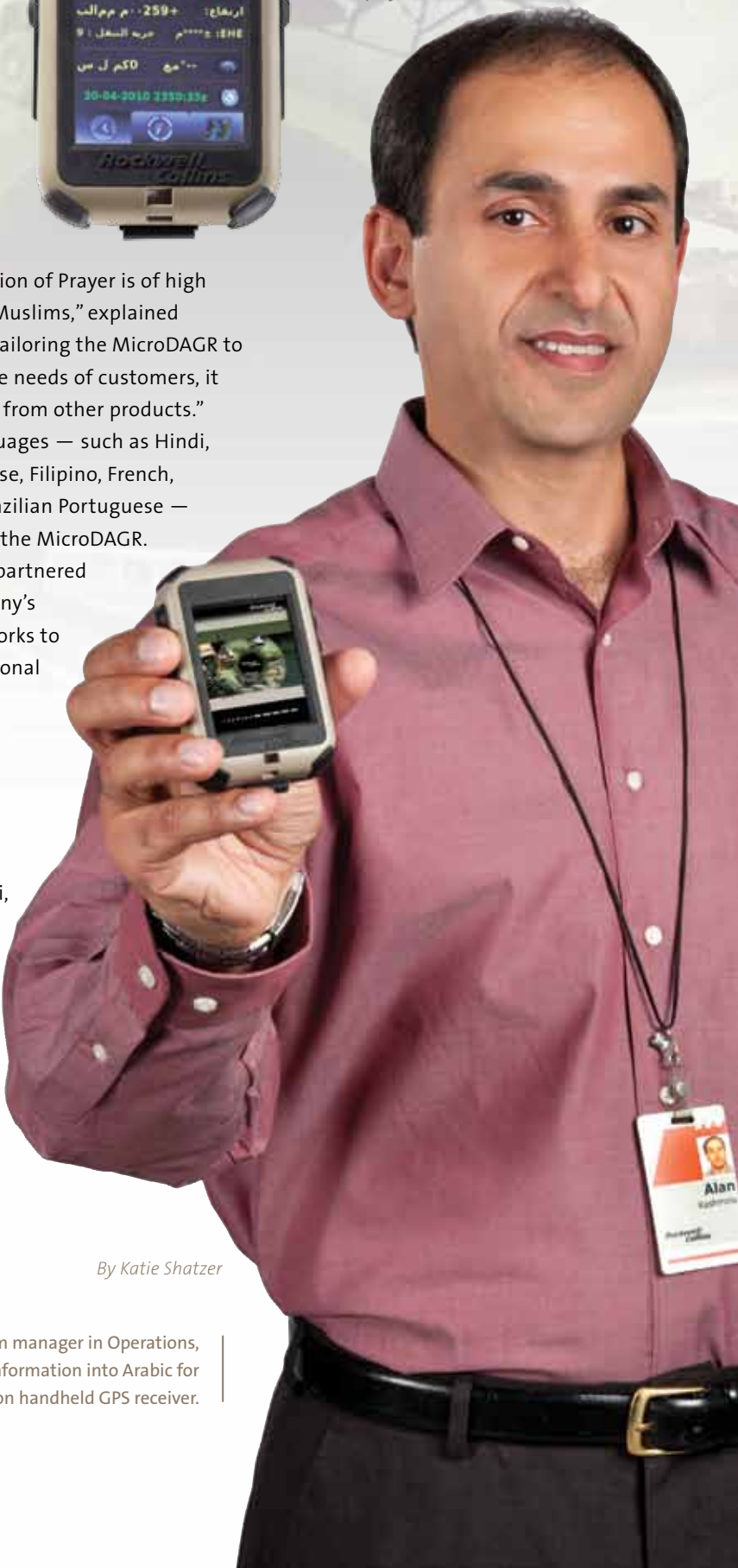
"So far, this partnership has resulted in the translation of the first set of phrases in Hindi, French and Spanish," said Zankowski. "By working with employees, we're saving time and money for our company." ■

By Katie Shatzer

Alan Kashmola, a principal subcontracts program manager in Operations, helped a Government Systems team translate information into Arabic for the MicroDAGR, our company's latest-generation handheld GPS receiver.



MicroDAGR displayed in Arabic



Meeting our European customers' needs

Senior Systems Engineer Greg Thulliez (front) and Systems Engineer Fabrice Guillermin perform tests on the crew alert system for the AgustaWestland AW149 and AW101 helicopter programs. The displays in this lab in Blagnac, France, are set up in the typical AW101 configuration, with two primary flight displays, two multi-function displays and a system management display in the center.

This year, AgustaWestland — an Anglo-Italian helicopter company owned by Italy's Finmeccanica — delivered the first AW101 helicopter with a Rockwell Collins cockpit display system. This contract is just one example of how we've customized technology to meet the needs of our European customers.

Service anniversaries

Rockwell Collins offers congratulations to employees who have marked significant service award milestones in recent months.

45 YEARS

NOVEMBER
Kenneth J. Haas
Lawrence A. Robison

DECEMBER
Katherine E. Plander
Donna M. Voss

JANUARY
Joyce E. Carter

40 YEARS

NOVEMBER
Susan A. Clark
Thomas Erles

DECEMBER
Mindy L. Ewing

JANUARY
Agnes Fischer

35 YEARS

NOVEMBER
Diana L. Driscoll
Randall W. Durfee
Deborah S. Jorgensen
Glenn W. Kirchman
William F. Mailander
Deborah L. Peterson
John D. Pulfer
Peter Reining
Lloyd H. Wessels
Donna C. Wilson

DECEMBER
Michael L. Schwab

JANUARY
Carl W. Gloe
Alan B. Hanson
Linda A. Harrison
Peggy J. Norlin
Gregory A. Tiffany

30 YEARS

NOVEMBER
Nancy L. Bell
Laurie A. Christen
Marcia F. Deyen
Mary J. Fejes
Brenda L. Freilinger
Jean-Louis Gerenton
Ulrike S. Gonzalez
Pamela K. Johnson
Joyce E. Kohlrust
Michael L. Ransom
Vicky S. Schutterle
Harry Suszko
Julie A. Womack
Peggy Zarembo

DECEMBER
Marie-Christine Batistan
Earl V. Edwards
Penny M. Ohrt
Maxie D. Sands

JANUARY
Steven J. Arnold
Richard M. Bown

Penny L. Carter
Matthew J. Chorzempa
Mary J. Cole
Lori L. Coster
Steven J. Crowe
James R. Dan
Bruce W. Dean
Mary B. Haley
Larry D. Houchens
Katharina Kunz
Laurie M. Lynch
Charlotte E. Oldham
Kent O. Porter
Susie A. Roberson
Mills
Kimberly J. Roberts
Mark D. Spitteler
James A. Stevens
Mitchell L. Travis
Russell J. Wagner

25 YEARS

NOVEMBER
Dennis L. Allen
Carolyn M. Camp
Thomas A. Desjardins
Lynette R. Dolder
Julie D. Duncalf
Douglas J. Feltes
Scott C. Franz
William D. Hanson
Glenn A. Hartshorn

Thomas E. Herron
Patricia S. Intlekofer
Sang C. Kim
Thomas D. Krause
Gerald E. Kvarda
Thomas W. Laraway
David H. McCormick
Dale E. Mobley
John H. Murphy II
Patricia J. Powers
Bryan M. Smith
Anita T. Tinsley
Peter Wahl
Melody G. Winter
Charles E. Zaugg

DECEMBER
John A. Ackeret
Stephanie D. Burns
Ian P. DiFranco
Karen A. Farland
Kenneth E. Flint
Denise Fouquet
Charlene K. Holthaus
Lori J. Hovey
Karla K. Kehoe
Laurie L. Koester
Teri A. Kruger
Son La
Terry F. Lynch
Candace M. Plotz
Bryan J. Ritzke
Patricia E. Sands

Dena M. Tangen
Richard L. Walters
Steven J. Zaugg

JANUARY
Michele M. Albert
Glen E. Balkman
Timothy E. Bandel
Toan L. Barnes
Anthony L. Bejarno
Wanda L. Bilden
Lori M. Boyer
Sheryl J. Brecht
Robert W. Brickley
David L. Casteel
Barbara E. Conner
Kimberly K. Danzer
Paul D. Ekman
Diane L. Ferguson
Eric R. Fischer
Kelly K. Fischer
Rhonda R. Freeman
Gregory P. Gibson
Nancy J. Goebel
William J. Grams
Richard E. Graves
Lisa R. Halverson
Crystal A. Hanzelka
Martin L. Hepker
Douglas A. Hoeger
Leland D. Hosford
Alan R. Jahn
Scott K. Kasey
Kay A. Kiler

Stephen M. Kleckner
Edwin H. Lamborn
Richard H. Mallow
Iraj Manocheri
Ivan L. McBride
Jeffrey J. Minear
Paul S. Morissette
Michael W. Olsen
Craig S. Olson
Steven L. Patton
Lori A. Peterson
William A. Piche
Warren E. Prasuhn
Conrad I. Ramsey
Alvin M. Sarver
Scott L. Schmitz
Wolfgang Scholl
Geneva L. Smith
Michael J. Smith
Ronald J. Stastny
David J. Swenzinski
Philip L. Tucker
Douglas G. Twedt
Dwight N. Unruh
Ross A. Vellinga
Joan M. Wagner
Deatra L. Waller
Robert W. Wallraff
Malay T. Xayasouk
Thomas A. Zawada
Eric O. Zuber

>>>

CELEBRATING
35 YEARS

Peter Reining

Start date:
November 1975

Original
position: Repair Technician

Current position: Senior Customer Service Engineer in Commercial Sales and Services in Frankfurt, Germany

What is your favorite aspect of your current position? My favorite aspect of my current position is having the opportunity to work with a great team as we serve our customers. ■



- 20 YEARS
- NOVEMBER
- Michel Bureau
- Richard L. Bydalek
- Natanael G. Filho
- Colleen K. Fischer
- Jeremy I. Frost
- Robert M. Garcia
- Teresa K. Graham-Muffler
- Bonnie J. Grailey
- Donald D. Hommer
- Carol E. Lamoreaux
- Thomas R. Lange
- Boh Hay Lee
- Thomas A. Matuska
- Mark R. Meyer
- Cesar Arnoldo Montoya Gonzalez
- John M. Sarazin
- Kimberly K. Smoak
- DECEMBER
- Dean A. Beickelman
- Barry B. Berg
- Maria A. Cervantes
- Linda D. Crandall
- Marvin E. Davis
- Eric Giordana
- David S. Hardin
- Jason Y. Kuratani
- Larisa Mills
- Michael R. Moothart
- Gregory R. Voors
- JANUARY
- Pamela L. Anderson
- Philippe Cannet
- Mark C. Dunbar
- James J. Gallagher
- Heidi A. Godfrey
- William S. Gue
- T D. Hiratzka
- Alexis Jean-Jean
- Mahmoud Koob
- Joel W. Logan
- Edward J. Lovetinsky
- Traci L. Schmitz
- David E. Seale
- Daniel M. Zange
- 15 YEARS
- NOVEMBER
- Theresa A. Anderson
- Azucena Avila
- Raymond J. Bridgwater
- Robert Clarke
- Bradley J. Curtis
- Arie DeJong
- Abdul H. Ghazi
- Dalayr W. Hight
- Michael R. Jones
- Peter N. Le
- Catherine LeBrun
- Diane M. Mc Peek
- Michael R. Myers
- David W. Perez
- Scott K. Rynar
- Brian C. Stevens
- Michie L. Uroda
- Steven L. White
- Tamara L. Wilcox
- DECEMBER
- Jeffrey M. Andrus
- Okko F. Bleeker

- Amber A. Buster
- Mark H. Campbell
- Marita M. Clark
- Tina M. Cromer
- John W. Garbes
- Allison L. Hecker
- Carol J. Jambois
- Amy J. Lindaman
- Bradley R. Mickelson
- Faith D. Ring
- Jerilyn D. Rosel
- Kathleen J. Rudnick
- Alexander M. Simonov
- Stephen E. Tyson
- Amy V. Wyman
- Lei Zheng
- JANUARY
- Fahmi D. Abdel-Haleem
- Hatem I. Abu-Dagga
- Claude Alber
- Peter D. Anderson
- James K. Balk
- Charles A. Baxter
- John G. Bolton
- Matthew D. Bousset
- Deborah M. Braid
- James Buchholz Jr
- Michael J. Carman
- Daniel C. Christensen
- Quentin R. Cooper
- Robert L. Cranford
- Jay A. Danninger
- Ariadna Devorkin
- Aaron J. Douglas
- Cindy S. Entwisle
- Noel R. Fechhelm
- Richard W. Finley
- Vicki L. Fisher
- Catalina Flores Vargas
- Anthony George
- David W. Green
- Jonas A. Hadibrata
- Jason J. Heimer
- Sean L. Heitz
- Scott A. Holmberg
- Angela J. Hudson
- Allen C. Hunt
- Gordon D. Jons
- Sung J. Kim
- Ilene R. Kitzman
- Ryan E. Klingeman
- Terry P. Koepp
- John J. Kolosick
- JAYSON L. KONOLD
- JAMES J. KRUTAK JR
- JANET C. LAUTZENHEISER
- CHANG Y. LEUANG
- TERRY J. MCDUGAL
- LANNY B. MERKEL
- WILLIAM J. MIDGLEY
- JAMES M. MITCHELL
- RICK A. MONTAGUE
- CRAIG P. MUEGGENBERG
- JOSEPH R. MULLINEAUX
- MARK A. NELSON
- ANN M. NELSON
- ROBERT W. NOLTING
- CHRISTOPHER W. PHELPS
- KEVIN M. RADKE
- BETTY L. REICKS
- TOM A. RODGERS
- VIANEY ROMERO MOLINA
- SHEILA B. SAND
- VERNON L. SANDERS
- TIMOTHY J. SKINNER
- DANIEL L. SMITH
- MADONNA M. SPOONER
- GRANT S. STEPHENS
- ERIC K. STUMPF
- ANTHONY J. THOMPSON
- RAYMOND E. VAN KIRK
- MATTHEW G. WHEATON
- DOUGLAS W. WIEBENGA
- RALPH W. WILKS
- PHILIP J. YANNI
- TERENCE P. YEOMANS
- 10 YEARS
- NOVEMBER
- MARIA GUADALUPE AGUIRRE HERRERA
- BECKI L. AMBORN
- VINCENT BENAUD
- JEFFREY F. BIDEAUX
- MARK O. BLAKELY
- PASCAL BOUSQUET
- MICHAEL W. BOVA
- LYNDA G. BRAKSIEK
- JOHN A. BRANLY
- LAURENCE BUZEAU
- MARTIN D. COLE
- PHILIPPE COURDERC
- ROBERT M. CRABB
- RYAN V. DEBLIECK
- BRUCE E. EICKHOFF
- SOPHIA E. ENG
- TREY M. ESCHBERGER
- ERIN A. FRIIS
- DANIELLE J. FRISCH
- NICHOLAS P. GIBBS
- JOHN V. GRESSANG
- DAVID J. HAMEL
- HANS H. HASLEKAAS
- DION B. HAYES
- MAYRA HERNANDEZ NEGRETE
- STEVEN J. HILL
- DENIS J. HUGHES
- XOCHITL JARAL VELAZQUEZ
- THIERRY JEAN
- BEVERLY A. JENKINSON
- ROBERT W. JOHNSON
- MARK B. JORGENSEN
- DAVID KADLCAK
- JOHN R. KAUFFMAN
- DAVID A. LAIRD
- JO ANNE LAWRENSON
- NORMA ALICIA LEON INZUNZA
- CAROLYN L. LOPEZ
- TIEN HENG LOW
- KATHRYN J. LUST
- LORNA G. MANALAYSAY
- ANDREA J. McDONALD
- REBECCA A. MILLER
- CRYSTAL L. MORALES
- KENNETH W. MORELAND
- NOEMI MOSQUEDA GOMEZ
- RYAN M. MURPHY
- LOURDES NAVARRO CAMPOY
- ANNE-CLAIRE OILIC
- THOMAS L. PARKER
- DENNIS R. PIASETZKI
- JEREMY D. PREISTER
- JEFFREY A. PUGH
- SHELDON D. RATHBUN
- ANNE RECOURA
- FLORENCE ROCHARD
- MICHAEL J. SMITH
- TRACEY E. SULLIVAN
- PETER J. VELTE
- MARIA CONCEPCION VENEGAS CARBAJAL
- DIDIER VIVIER
- CHERYL L. WANG
- PHILLIP N. WILLARD
- DECEMBER
- EARL L. ARAVE
- ANDREA K. BEAMAN
- CORINNE BEDIN
- TARA L. BIGLER
- SUSAN E. CAIRY
- MARC-ANTOINE CATTEAU
- DEBRA K. CLYDE
- STACI D. COLLINS
- FREDERIC DAVIERE
- RUSSELL T. DEAN
- STEVEN D. DEFORD
- JOSEPH P. DISMUKES
- PATRICIA A. DLUGOLINSKI
- DAMIEN FLAMANT
- SABRINA FLEURY
- CHRISTOPHER G. FRANZ

CELEBRATING
45 YEARS

Katherine (Kay) Plander

Start date:
December 1965

Original position: 107 Assembly Operator

Current position: 741 Planar Utility Lead in Cedar Rapids, Iowa

What is your proudest accomplishment at Rockwell Collins? I am proud of being able to transition to and learn different jobs with little difficulty. ■



CELEBRATING
35 YEARS

Deborah Jorgensen

Start date:
November 1975

Original position: Assembler

Current position: Avionics Technician Specialist in Melbourne, Fla.

What is your favorite aspect of your current position? Finding and trouble-shooting failures – when they are fixed, you know the customer will receive a top-quality product from Rockwell Collins. ■



- KAREN A. GALVAN
- DEBRA S. GOODSMAN
- DONETTA V. HEATHMAN
- CHARLES C. HUGHES JR
- MARK A. HUNT
- TIMOTHY K. ISENBERG
- JAMES C. JOHNSON
- ERIC B. KRISTIANSEN
- TERESE L. MEEGAN
- KARLA LILIANA MEZA BOJORQUEZ
- ADIL OCAK
- MARVIN D. PARRISH
- DOUGLAS O. PAULS
- DORIS REINHARD
- PAUL W. SAPP
- TIMOTHY A. SIEFER
- DELONA R. SMITH
- LISA L. THOMPSON
- MARY A. WENDLING
- SALINA R. WINSOR
- DAVID A. WINTER
- JANUARY
- LYDIA ALCALA ZUMAYA
- SHIRLEY AMATO
- JOSEPH R. ARCHER
- KEVIN D. ARMSTRONG
- JOAN L. ARPS
- KLAUS BANGERT
- JEFFREY R. BOLTON
- TRYSTAN B. BOSTWICK
- ROBERT C. BRADLEY
- CLAUDIA ALEJANDRA BRAVO CASTILLO
- BRANDON D. BROCK
- CRAIG E. BROWN
- JOEL C. CABASSA
- LAURIE J. CAIRA
- JOSEPH E. CAW
- CYNTHIA A. CHARBON
- DIANE M. CHEN
- ROBIN M. CHERRY
- KARNA S. COLBERG SWENSON
- CARLA B. CROPPER
- JASON E. CROSS
- ROQUE H. CUEVAS
- DWIGHT E. DAVIDSON
- TODD J. DAVIS
- DAVID A. DIETZEL
- KHOA D. DO
- NATHAN L. DOLEZAL
- GARRETT D. EDWARDS
- DEBRA J. ENDER
- VICTORIA L. FARNUM
- JONAS K. FURUKRONA
- CEDRIC GALINIER
- MICHAEL R. GREENE
- SANDRA C. GREENWELL
- JEAN-DANIEL HATEM
- WILLIAM J. HEWITT
- KELLI A. HOBACK
- JOSHUA E. HODNY
- KELLY L. HOLLAND
- KEVIN R. HOLLIFIELD
- TERESA I. HOLUB
- JESSICA L. HORANEY
- JEFFERY C. HORTON
- MICHELE A. INFANGER
- LEE W. JELLISON
- ROBERT J. JENKINS
- JULIE A. JOHNSON
- CRAIG A. JONES
- JUAN J. JOY

- BRANDON M. KADLEC
- VAYAKONE KANYAVONG
- JASON R. KAUTZ
- SCOTT W. KEISTER
- TERRI M. KENWARD
- KYUNG SOON KIM
- AARON M. KLECKNER
- PAVEL KUBES
- GEOFFREY C. KURTZ
- STEVEN L. LAKE
- THOMAS P. LEMKE
- CHRISTOPHER HON BOON LIM
- CARINA ELIZABETH LOPEZ SOTELO
- JONATHAN E. LORD
- HENRIKE LORENZ
- BERND LUETTJOHANN
- LINDA L. LUND
- CRAIG P. LYNNER
- MARTY R. MCGREGOR
- FOUAD MEFTOUH
- JAMES D. MELLINGER
- CHRISTOPHER M. MILROY
- MARIA LETICIA MONCADA LORA
- ROBERT W. MOSEY
- NICOLAS MOUTROUSTEGUY
- MARK A. MUIRHEAD
- PAUL N. MURPHY
- JASON A. MYREN
- JANELLE M. NEUZIL HILL
- THERESA R. OWEN
- JOHN S. PACHA
- JOCHEN PETRAUSCHKE
- JUDY E. PHELPS
- DALE E. PHILIPSEK
- ANDREAS POOT
- SUSANA RAMIREZ ORTEGA
- JASON A. REEP
- DAVID RESSIGEAC
- CHAD M. RIES
- JASON D. ROACH
- ROGERS ROBINSON
- STEPHANIE A. ROBINSON
- RAFAELA SANCHEZ SERRANO
- TIMOTHY R. SCHROEDER
- RONALD E. SISTERN
- BRANDEN H. SLETTELAND
- BRIAN W. SMITH
- KELLY A. SPENCER
- THOMAS P. SPIEGELHALTER
- MITCHELL C. STENKAMP
- TONY D. STENTA
- BRAD G. TEMPLE
- YOUKYUNG TESTRAKE
- WILLIAM E. WAGONER
- PATRICK K. WAN
- HOU S. WANG
- JASON J. WEGMANN
- NICHOLAS R. WILLIAMS
- ANDREA L. WILLIAMS
- JON R. ZIGRANG
- 5 YEARS
- NOVEMBER
- MIGUEL ALDAY VELASQUEZ
- STUART C. ARCHER
- MEHDI BAJAR
- CAROL A. BISHOP
- SUSAN K. BOYLE
- VINCENT E. BRUCE
- GORDON R. BURNS
- OLIVER K. DALE
- ANTOINETTE DAMEN
- DARLA A. DAVIS
- ANDREW R. DAVIS
- DANIEL NOE DE LA TRINIDAD AGUILAR
- JONATHAN M. DEPPE
- GUILLAUME DUCLOS
- DAWN M. GIFFORD
- REGINA M. GISCLAIR
- LA TASHA D. GREGORY
- JARED D. GUMMIG
- SHELBY J. HEIM
- ASHLEY R. HEIM
- DAVID D. HUBBLE
- SWATI JAIN
- JUSTINE M. KADLEC
- KEVIN L. KITTERMAN
- FABIEN KOPPE
- EGOR V. KOSYANCHUK
- NICOLE M. LEWIS
- XITLALIC A. LEYVA
- SHEILA K. LIDDLE
- PETER LILLYWHITE
- TUOYU LIU
- JUSTIN P. LO
- CHARLES B. LORAIN
- DAVID A. LORENZ
- THOMAS E. MACH
- JOHN M. MALECEK
- LAWRENCE J. MCGURK
- DEBORAH L. MCKENNEY
- JAY K. MCWHERTER
- AMINE MECHICHE ALAMI

- DANIEL MEDINA JUAREZ
- JAMES C. MURPHY
- ALFONSO D. MYERS
- MICHELLE L. NACHAZEL
- GRETCHEN NAIL
- SENG BOON NGOH
- THOMAS T. NGUYEN
- SATINA I. OSTERKAMP
- GRAEME D. PARKER
- ANSIS A. PAUL
- MARGARITA PEREZ ARELLANO
- PHILIP D. PERSER
- DAVID W. PHILIPP
- GERALD L. PLEMMONS
- JESSICA L. PRESCOTT
- HONG QUAN
- BARKHA RAISONI
- MILTON E. RAMEY
- CHRISTELLE RESTAT
- LINDA L. RIHA
- JOSE RIVERA
- EFRAIN RIVERA
- LAURA L. SCHAROSCH
- BRYAN C. SCHULTZ
- ISDHAN BASHA SHAIK
- GERALD E. SHIBLEY
- LATREECE A. SHIPLEY
- KURT A. STAHL
- CEDRIC E. TASSSELIN
- KENDRICK L. THOMAS
- TROY TODD
- JUAN ANDRES TORRES LOPEZ
- NATHAN A. VANDERHORN
- HOANG T. VO
- ERIC R. VON HERBULIS
- JAMES M. WEATHERLY
- MARK A. WEBER
- ANDREW L. WILLARD
- FERNANDO A. WILLIAMS
- SUSAN D. WILLIAMS
- ROBERT E. WILLIAMS JR
- LEISA A. YOUNG
- DECEMBER
- EUGENE W. ACHENBACH
- LEOBARDO AMAYA FLORES
- JAMES A. ANDERSON III
- LUKE J. BISHOP
- RICHARD A. BOQUIST
- BILL BRICE
- BRADLEY D. BROWNING
- HARRISON N. CALHOUN
- MICHAEL C. CRAM
- MARK T. DIMKE
- PETER M. DIXON
- SPENCER P. DWORZYNSKI
- FRIEDHELM EHLEN
- ROBERT P. FAY
- JAMES J. FORD
- MARIO ALBERTO GALLARDO ROCHA
- JANETH GARDUNO PALOMINO
- MATTHEW A. GERAGHTY
- STEPHANE HALOPE
- ANDREA S. HAMRICK
- RONALD L. HARP
- SEYED MOHAMMAD A. HASHEMI

CELEBRATING 35 YEARS

Alan Hanson

Start date: March 1973

Original position: Technical Illustrator in Publications department

Current position: Principal Software Engineer in Enterprise Tools Integration in Cedar Rapids, Iowa

What is your favorite aspect of your current position? I enjoy the interaction between the various people at the many Rockwell Collins sites in the U.S., U.K., Germany, France and India that I have had the pleasure to deal with. ■

Mikael Hoglund
Darrell G. Hollowell
Maria del Carmen Irazoqui Morales
Randy H. Jacobson
Michael C. Jones
Ivan Kipp
Patrick K. Lagos
Frank Lieu
Maria Angelina C. Loza
Shannon H. Macek
Virginia N. Medina
Roberto Medina Avitia
Johnathan Mihalik III
Alejandra Maria A. Montoya
Charles L. Nguyen
Erwin R. Noble
Lee A. Odom
Jenny L. Ohliger
Robert W. Pence
Michael S. Richard
Vera M. Rivera
Jose Luis Ruiz Mora
Andrew A. Sauer
Aaron M. Schott
Lyle G. Sloan Jr
Guy G. Smith
Carolina Soto Bejarano
Maureen P. Stevens
Max G. Taylor
Wray D. Upchurch
Lisa L. Willson

JANUARY
Veronica Acosta
Steven W. Adams
Nicholas A. Alberts
Michael E. Allen
Patricia A. Almand
Luis F. Arredondo Meza
Bikram S. Aulakh
Boyd A. Bain
Alma Gabriela Banuelos Aguirre
April L. Belverud

Robert R. Bernard
Jason E. Black
Thomas J. Blair
Jose L. Borbon
Justin T. Brannan
Julie Briars
Phillip S. Brown
Victoria C. Burns
Eric M. Busch
Leo G. Buzalsky
Karen L. Cano
Robert M. Caplinger
Patricia Z. Carrillo
Adrian Humberto Castaneda
Richard S. Castle
Steven R. Collins
Cassandra L. Craft
Jeremy L. Crittenden
Cody G. Crouch
Concepcion Cruz Ruiz
Angela Darge-Farrell
Roel A. Delos Reyes
Barbara G. Diaz
Carolina Diaz Sauza
Nhan T. Do
Sarah M. Doane
Michael C. Donaldson
Jennifer N. Duffy
Carolyn K. Elam
Kenneth Enberg
Edwin J. Espinoza
Jaime E. Estinos
Yu Feng
Mario Alberto Franco Granados
Jose L. Franco Martinez
John E. Frederick
Vincent Fuertes
Luis A. Garcia Fierro
Coy Y. Gisclair
Timothy Glennon

Elisa Godinez Luna
Sam V. Gonzales
Wayne E. Grant
Kallawattie Hadnot
Dana L. Harrison
Muhammad O. Hassan
Christopher Hassen
Bradley A. Haworth
John O. Heise
Jodi L. Henning
Ruben Hernandez Jr
Martin Hernandez Nunez
Edgar G. Herrera
Sharon R. Hodge
Victor J. Holmes
Scott A. Holmes
Kristopher J. Horn
Jeffrey H. Hudson
Veronica Rossio R. Huerta
Steven Huynh
John Mark Jacosalem
Ravi R. Jain
Jinu T. James
Wesley T. Jedlicka
Michael A. Jimenez
Beth M. Johnson
Neetan Kathuria
Sherita R. Kelly
Philip L. Kemp
Diane P. Kent
Karl F. Kiefer
Jillienne M. Kitelinger
Brandon M. Knaggs
Matthew T. Le
Michael W. Lewis
Jessica A. Liscum
Philippe Loustric
Ba Le Luu
Jose de Jesus Marin Ramirez
Dagoberto Martinez
Mark S. McClure Jr
Jaime P. McGrath

Rosa Fargo T. Mendoza
Ramona Miramontes Miramontes
Barbara S. Munger
Danielle M. Munson
Douglas R. Murdock
Sally A. Murphy
Teri R. Myers
Vickie S. Myers
Matthew M. Myers
Kevin B. Nguyen
Thomas Novelle
Antonio Olazaba
Ashley D. Olomon
Mrunal R. Parikh
Maria Guadalupe C. Peraza
Edward C. Pershouse
Dora Liliana D. Petriz
Elise C. Plaskett
Stephen J. Pratt
Rodena R. Price
Taylor L. Prosba
Usha Pudasaini
William E. Purcell
Xinbo Qu
Marisol Reatiga Carrillo
Kalyndda B. Rivermoon
Justin R. Roberts
Vilija Rodriguez
Eden G. Rodriguez
Erika B. Rodriguez
Victor E. Romero
Angelina Romero Beltran
Ricardo A. Rosas
Matthew D. Rossman
Christopher J. Sabers
Mariafe M. Salamat
Marvin R. Salmon
Jose de Jesus Sanchez Palacios

CELEBRATING 35 YEARS

Greg Tiffany

Start date:
January 1976

Original position:

Assembler

(Flow Solder Machine Operator)

Current position: Senior Product Support Manager in Commercial Systems Customer Support in Melbourne, Fla.

What advice do you have for new employees? I would advise new employees to take advantage of the many learning opportunities that are available at Rockwell Collins from Lean Electronics training to formal college credit classes. ■



Ivan Sanchez Solano
Reymundo Sandoval
Raul L. Sandoval
Michele C. Scott
Kyle C. Sears
Stephane Sevestre
Parthiv J. Shah
Vee Shinatrakool
Emmanuel Sillon
Smitha Siravuri
Mark A. Sisco
William S. Spencer
Lance R. Staker
Jonathan A. Stickland
Zachary D. Stout
Kimberly C. Stovall
Cynthia M. Strain

Dustin J. Sult
Burton L. Sumcad
Andrew Swan
Kek Khoon Teoh
Jose P. Torres
Brandon T. Tripp
Darin M. Underwood
Forrest G. Vail
Liliana Viramontes Nava
Brian W. Walker
Phillip D. Walker
Samuel M. Waweru
LuAnn K. White
Summer A. Wiedow
Robert H. Williams
Matthew D. Woods
Steven C. Zirkle

Retirees

Rockwell Collins offers congratulations and best wishes to the following employees, who have recently announced their retirements.

Vic J. Abrenilla
Milpitas, Calif.
Norberto R. Andrade
West Covina, Calif.
Terry R. Andrews
Hayward, Calif.
Judy M. Boeckenstedt
Manchester, Iowa
Charles E Brown
Marion, Iowa
Michael B. Burton
Newport Beach, Calif.
Kathryn J. Cleasby
Robins, Iowa

John D. Dean
Cedar Rapids, Iowa
Ronnie G Estoll
San Leandro, Calif.
David R. Felt
Pinon Hills, Calif.
James M. Flynn
Hiawatha, Iowa
Santos G. Garcia
Gilroy, Calif.
Terrel J. Graham
Plano, Texas
Jeanne K. Gritton
Central City, Iowa

John R. Guthrie
Cedar Rapids, Iowa
Larry P. Hanson
Robins, Iowa
Dennis E. Hardy
Mira Loma, Calif.
Judy Hayes
Melbourne, Fla.
Roy I. Ishida
Pasadena, Calif.
Richard J. Jansen
Cedar Rapids, Iowa
Warren A. Lacey
Anamosa, Iowa

Ronald E. Lacoste
Kaysville, Utah
Wai-Cheung Lee
Marion, Iowa
Sheryl L. Logan Huber
Heights, Ohio
Dixie L Mackie
Lisbon, Iowa
Linda J. Makowiec
Palm Bay, Fla.
Bernardo Martinez
Modesto, Calif.
Steven H. Mc Daniel
Cedar Rapids, Iowa
Linda S. Meyers
Cedar Rapids, Iowa

Randall F. Nothwehr
Cedar Rapids, Iowa
Roger C. Odell
Winchester, Calif.
Lurline Parlor
Melbourne, Fla.
Qua T. Pham
San Jose, Calif.
Gary D. Porter
Melbourne, Fla.
Susan D. Ray Miranda
Fremont, Calif.
Jean A. Rieff
Cedar Rapids, Iowa

Marvin O. Shenefelt
Hiawatha, Iowa
Edwin H. Snyder
Melbourne, Fla.
Lothar J. Taylor
Mill Creek, Wash.
Geraldine K Thompson
Marion, Iowa
Patrick T. Thornton
Fort Mill, S.C.
Michael R. Tunnell
Plano, Texas
Christy J. Wasson
Cedar Rapids, Iowa

In memoriam

Rockwell Collins offers condolences to the families and friends of the following employees and retirees, whose deaths were recently reported.

Ronald J. Christman*
Reading, Pa.
Sept. 17, 2010
Harold E. Clark*
Waldport, Ore.
Aug. 9, 2010
Sandra J. Freiermuth*
Williamstown, Ky.
Aug. 18, 2010
Bette A. Gifford*
Cedar Rapids, Iowa
Aug. 7, 2010

Paul E. Keen*
Duncan,
British Columbia
Oct. 1, 2010
Wilfried E. Leumpert*
Red Wing, Minn.
Oct. 18, 2010
Clara A. Medulan*
Independence, Iowa
Aug. 24, 2010

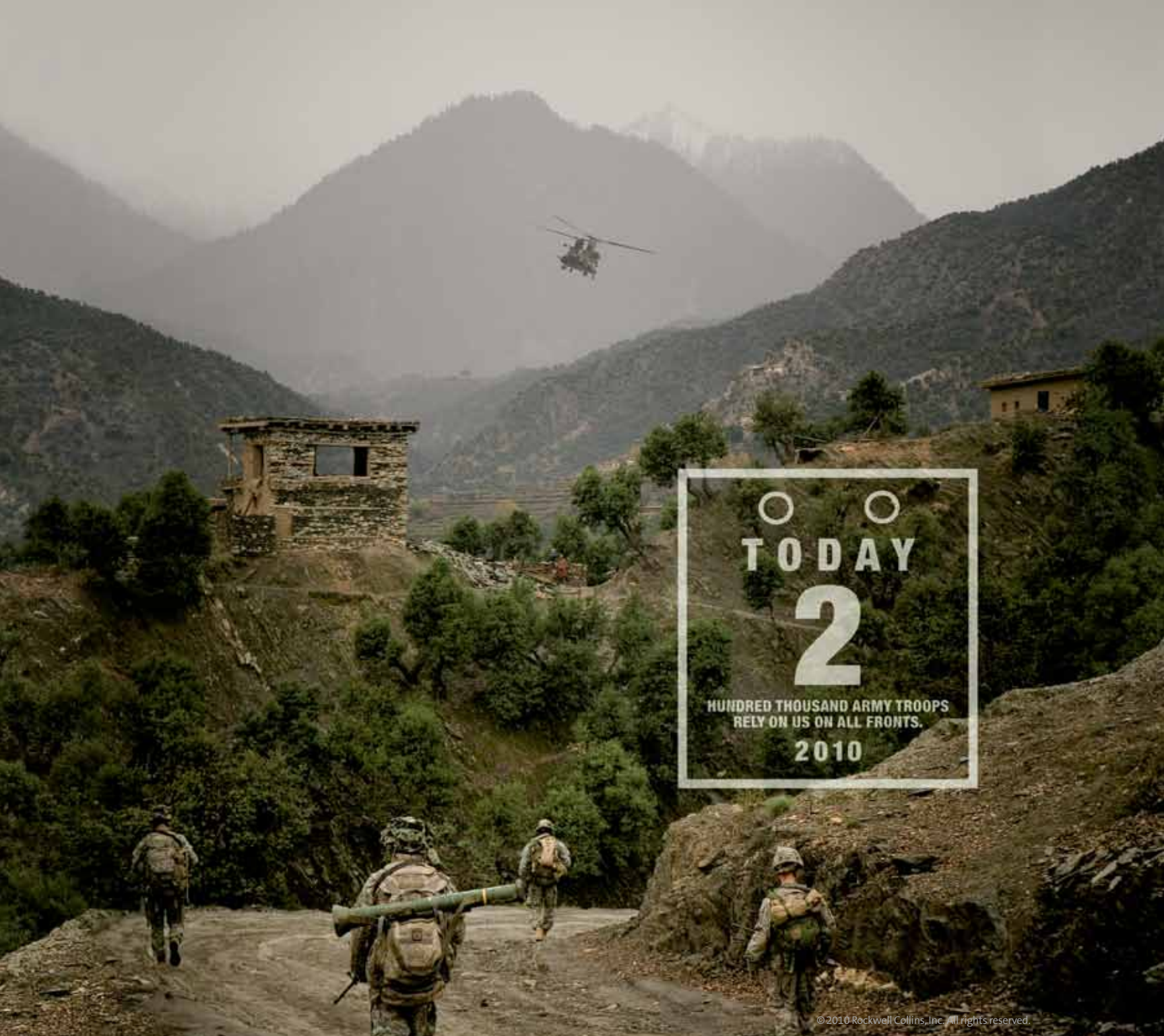
David W. Mineck*
Des Moines, Iowa
Sept. 22, 2010
Joe G. Paysinger*
Pottsboro, Texas
Aug. 6, 2010
Daniel A. Pieper*
Nashport, Ohio
Sept. 14, 2010
David P. Rankin
Granada Hills, Calif.
Sept. 22, 2010

Robert J. Rhame
Cedar Rapids, Iowa
Sept. 26, 2010
Harold G. Smith*
Fort Pierce, Fla.
Oct. 21, 2010
Mary J. Sterrett*
Hayward, Calif.
Aug. 21, 2010
Harry P. Thompson*
Livermore, Calif.
Sept. 19, 2010

Gordon L. Tilley*
Winnsboro, Texas
Aug. 8, 2010
Robert E. Tooley*
Orange, Calif.
Sept. 6, 2010
Neil W. Valois*
Plain City, Ohio
Aug. 22, 2010
Theodore R. Volz*
Coldspring, Texas
July 18, 2010

Jerry F. Westphal*
Oshkosh, Wis.
July 27, 2010
Ardis R. White*
Fountain Valley, Calif.
Aug. 23, 2010
Larry Zickafoose*
Dunkirk, Ohio
Aug. 7, 2010

* retiree



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As the United States Army is deployed around the globe, Rockwell Collins is right there with the troops, providing the critical technologies they need to successfully complete their missions. Whether through programs of record or solutions fielded at a moment's notice, we deliver enhanced situational awareness across the networked battle space that gives our soldiers the best advantage. To learn more, visit rockwellcollins.com.

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