

Rockwell  
Collins

# horizons



## A new way to work

*Our company's new facility  
strategy reflects today's  
employee collaboration  
and mobility needs.*

# Working differently



This is an exciting time at Rockwell Collins. As you'll read in this issue of *Horizons*, we started FY'15 with a number of important accomplishments.

A major contract was signed with Boeing for the 777X which means we'll have three times the amount of standard equipment on this aircraft than we had on previous generations of the airplane. In addition, a test version of the KC-46A tanker for the United States Air Force – equipped with a number of our advanced technologies – completed a successful maiden flight. And the first A350 XWB aircraft, that has the most content that we have on any Airbus platform, was delivered to Qatar Airways.

These are examples of the significant opportunities for us in the marketplace. And we know that to realize our full potential will require improved collaboration and innovation across the enterprise. That's why we're focusing on providing employees with the technology and work space solutions that will promote greater mobility, collaboration and productivity.

In the cover story, "A new way to work," you'll learn how our long-term strategy involves redesigning work areas to offer multiple collaboration spaces. These spaces will be equipped with the technology that will enable us to work together faster and more efficiently. That's critical for us as we take advantage of future opportunities that will accelerate our growth. ■

*Kelly*

Kelly Ortberg  
CEO and President

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Engineers Amanda Mattox and Phillip Hardware Jr. discuss a project in a newly renovated gathering area at our Main Plant facility in Cedar Rapids, Iowa. This new space is the first of several major remodeling efforts that are part of a new long-term strategy developed by Enterprise Facilities and Services.



### On the back

This ad – appearing in industry publications – highlights our ARINCDirect<sup>SM</sup> International Trip Support solution for business aviation customers.



*horizons*

A magazine for the employees and friends of Rockwell Collins

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## Rockwell Collins receives major contract award for Boeing 777X

A recent award from Boeing for significant flight deck content on its next-generation 777X airliner is allowing Rockwell Collins to reap the benefits of a long-term strategy to increase market share and bring forth the most innovative technologies in the aerospace industry.

Rockwell Collins announced on Dec. 16 that it had been selected by the Chicago-based original equipment manufacturer (OEM) to provide its large-format flight displays, integrated surveillance system and select flight control systems as standard equipment on the 777X.

According to Kent Statler, executive vice president and chief operating officer for Commercial Systems at Rockwell Collins, this contract is in addition to our previously announced award to provide the Flight Control Module for the 777X Integrated Flight Control Electronics fly-by-wire system. Together, these awards rival the content that

Rockwell Collins provides Boeing for the 787 Dreamliner and triple the amount of supplier-furnished equipment that it has on the 777X when compared to previous generations of the airplane.

“This award represents the culmination of our long-term strategy to provide common, state-of-the-art flight deck technologies on Boeing’s next-generation airplanes, including the 787 Dreamliner and 737 MAX,” said Statler. “This is an extraordinary achievement that showcases our employees’ talent and innovation and exemplifies what we can achieve when every individual is focused on our customers.”

In addition, Rockwell Collins’ Head-up Guidance System (HGS™) will be available for the first time on a 777 airplane. More than 285 Boeing 777X aircraft are currently on order with first delivery planned for 2020. ■

Our company’s content on the Boeing 777X rivals what Rockwell Collins supplies on the 787 Dreamliner and triples the amount of supplier-furnished equipment our company has on today’s 777 aircraft.



## Rockwell Collins awarded \$420 million ARC-210 radio contract

The Naval Air Systems Command (NAVAIR) has awarded Rockwell Collins a \$420 million, four-year contract for continued deliveries of the ARC-210 advanced airborne software defined radio (SDR) system.

According to Mike Jones, vice president and general manager of Communication and Navigation Products in Government Systems at Rockwell Collins, this contract will ensure that United States and international military aircraft will continue to be fitted with this highly capable and reliable radio.

“This contract validates the superior performance of the ARC-210 and reaffirms its standing as the U.S. Department of Defense’s preferred airborne radio,” said Jones. “The ARC-210 will continue to provide U.S. and allied warfighters with unprecedented levels of situational awareness and communication that lead to enhanced safety along with greater mission effectiveness.”

The ARC-210 is installed on more than 180 different aircraft platforms in 45 countries and is considered the world’s standard for airborne radios. ■

## KC-46A tanker program test plane completes first flight

The KC-46A tanker program’s first test aircraft – equipped with a wide array of Rockwell Collins’ advanced technologies – completed its successful maiden flight recently in Washington state.

Boeing’s 767-2C engineering test plane – without the refueling boom and other tanker equipment – landed on Sunday, Dec. 28, 2014, three hours and 32 minutes after takeoff. This marked the first test flight of any kind for the KC-46A tanker program, which will produce 179 new planes to replace the U.S. Air Force’s aging KC-135 tanker fleet.

The first KC-46A test aircraft equipped with the aerial refueling and other military systems is scheduled for first flight in early 2015.

Rockwell Collins was selected by Boeing in 2011 to provide the flight deck, aircraft networks, surveillance/air traffic management equipment, communications and navigation gear, as well as the advanced situational awareness and vision systems required for aerial refueling.



The cockpit of the KC-46A tanker features a number of our company’s advanced technologies.

In fact, the flight deck will use the same technology that our company is supplying for Boeing’s 787 Dreamliner jet. ■

## Pro Line Fusion® featured on KC-390 and MRJ rollouts

Several Rockwell Collins products – including our Pro Line Fusion® avionics system – were prominently displayed when two of our major customers recently unveiled new aircraft.



Several Rockwell Collins employees attended the rollout ceremony for Embraer’s KC-390 tanker/transport aircraft. Pictured are: (from left) Ryan Bunge, principal program manager for Brazil Airborne Solutions; Troy Brunk, vice president and general manager for Airborne Solutions; Fernando Ikedo, principal account manager for Brazil Sales; and Nelson Aquino, managing director for Rockwell Collins in Brazil.

Embraer debuted its new KC-390 tanker/transport aircraft on Tuesday, Oct. 21, 2014, during a ceremony in São Paulo, Brazil, while Mitsubishi rolled out its first regional jet – the MRJ – on Saturday, Oct. 18, 2014, during a ceremony in Nagoya, Japan.

The KC-390 program is significant for Rockwell Collins because it is the largest Government Systems content win with the Brazilian military and Embraer. It also has led the way for our company to successfully transition Pro Line Fusion, which entered the business jet segment in 2012, to a military fixed-wing aircraft. Along with Pro Line Fusion, the KC-390 features our DF-430 Direction Finder and HF-9000 high frequency radios.

The MRJ program also is important for Rockwell Collins in that it is Japan’s first new jet in 50 years. Mitsubishi Heavy Industries also is a relatively new customer. The narrow-bodied regional jet includes our company’s Pro Line Fusion flight deck, Pilot Control System, Horizontal Stabilizer Trim System (HSTS) and the Fly-by-Wire Primary Flight Control Computer (PFCC). ■

# Success in the air and on the ground

*The first A350 XWB has entered into service, marking an important milestone for Airbus and Rockwell Collins' relationship with this aircraft manufacturer.*

With Rockwell Collins' facility in France a short stroll from the Toulouse airport, Principal Program Manager Emile Corbi said for the past year he's had a prime seat to watch the first Airbus A350 XWB (Xtra-Wide Body) take off and land for various test flights.

"It's been incredibly exciting," said Corbi, who is serving as our liaison to Airbus and helped prepare for its first aircraft delivery to Qatar Airways. "With every flight, we knew we were getting closer to that first delivery."

The A350 XWB new family of aircraft has the widest fuselage in its category providing more personal space for passenger comfort, in addition to offering the lowest operating and seat-mile cost of any aircraft in the 270- to 350-seat market segment. To further distinguish the aircraft in the marketplace, Airbus selected Rockwell Collins' advanced avionics technology.

In fact, the airplane is equipped with more Rockwell Collins content than any previous Airbus platform,

including our communication, information management, navigation, data network and landing systems, along with the Trimmable Horizontal Stabilizer Actuator. Our company's Rudder/Brake Pedal Assembly also will be included on future A350 XWB aircraft.

It is also the first time we are delivering completely integrated systems to Airbus, marking a new level of trust in the two decades that we've been working together.

"I think our more integrated involvement in the aircraft's development and production helped us elevate our status with Airbus. We showed them that we aren't just an equipment provider – we're also a system provider," added Corbi.



Emile Corbi



An A350 XWB takes off from the airport in Toulouse, France, following a first delivery ceremony.



Our team in Toulouse, France, collaborated with engineering groups from the United States, India and Russia on the A350 program.

## Ongoing collaboration

Corbi has had a first-hand perspective on how significant the A350 XWB's entry into service is for Rockwell Collins – with more content comes more responsibility. His daily focus has been rooted in the details. Before the aircraft could be delivered, the customer needed to have all the proper documentation and a significant amount of training on each piece of our equipment on board.

"The tasks of collecting and providing the technical data and documentation and repair procedures required me to be in constant communication with both Airbus and Qatar Airways," added Corbi.

Qatar Airways received first delivery of the A350 XWB during a ceremony in Toulouse in December. The first revenue flight took place this month on a route from Doha, Qatar, to Frankfurt, Germany. For our engineering teams who have worked hard on this program over the

last several years – from Toulouse; Cedar Rapids, Iowa; Melbourne, Florida; Tustin, California; Hyderabad, India; and Moscow, Russia – these have been exciting milestones.

Fabien Willig, director of Airbus Information Management Systems in Toulouse, remembers when Rockwell Collins was first awarded the contract back in 2008. He said he knew that with the high level of content on board, this program would require more collaboration with Airbus that any other previous aircraft – bringing with it the potential to make a significant impact on how Rockwell Collins works with the aircraft manufacturer.

"By working together more closely, we anticipated it would reinforce our relationship," said Willig. "We are very happy to see that we were right. I feel we are now one of the more important and trusted avionics suppliers for Airbus." ■

By Megan Strader

## Rockwell Collins solutions on the A350 XWB

- **Information Management On-board** – Assists maintenance crews by providing secure, detailed information and trends on the health of each component. In addition, it helps pilots get easy and instant access to flight plans, aircraft manuals and maps.
- **Communication System** – Ensures the management of voice and data communications among pilots, flight crew, controllers and the airline.
- **Landing and Navigation Systems** – The Multi-Mode Receiver and Digital Low Range Altimeter aid pilots by providing information such as position, velocity and precise height measurements above terrain during aircraft approach, landing and climb-out phases.
- **Trimmable Horizontal Stabilizer Actuator (THSA)** – Enables an aircraft to fly in aerodynamic balance during takeoff, landing and cruise for optimal efficiency.
- **Rudder/Brake Pedal Assembly** – Converts pilot inputs into an electrical signal that commands rudder movement and controls the plane's main wheel braking system.
- **Avionics Data Network** – Connects all the aircraft systems and applications.

# A celebration of working together



The Chairman’s Team Award acknowledges the extraordinary efforts of teams of Rockwell Collins employees who work side by side to discover innovative solutions, meet tough challenges and realize visionary goals.

During the Chairman’s Team Award ceremony held in October 2014, CEO and President Kelly Ortberg said teamwork is at the very heart of the Rockwell Collins Vision: “Working together, creating the most trusted source of communication and aviation electronic solutions.”

“Our best teams understand our Vision and add their own unique insights that enable them to realize the highest goals of the enterprise,” said Ortberg.

Chairman of the Board Anthony Carbone added that he was overwhelmed by the accomplishments of the five finalists for the award.

“The teams we honor often heard that ‘It can’t be done,’ but they accepted the challenge and beat the odds by finding ways to make it happen,” said Carbone.

This year, 49 teams were nominated. Cross-enterprise panels narrowed the selection to 12 teams, and five finalists were named through a peer selection process. From the group of finalists, our senior executive team selected one Chairman’s Team Award recipient.

## Winner

### ARINC Acquisition, Due Diligence and Deal Team

**Challenge:** In the fall of 2012, a select group of cross-enterprise employees was charged with assessing an acquisition target. These employees spent a year analyzing market segments, evaluating risks and identifying opportunities for growth. Their due diligence, business case and negotiation recommendations would be used to determine whether Rockwell Collins would make the largest acquisition in the history of the company.

**Accomplishment:** The acquisition of ARINC – the market-share leader in commercial aviation communication services worldwide – was approved by the Rockwell Collins board of directors in August 2013, and the team closed on the deal a few months later on Dec. 23. The acquisition significantly expands our company’s capabilities in aviation information management solutions and creates a new growth platform for Rockwell Collins.

- Core team members include:**
- |               |                     |
|---------------|---------------------|
| Rick Schmidt  | Vaughn Klopfenstein |
| Barry Abzug   | Jane Krueger        |
| Steve Belland | Judy Leavitt        |
| Dan Bensema   | John Legh-Page      |
| Michele Busse | Jim McKeone         |
| Sondy Daggett | Rick Moore          |
| Andy Day      | Dwight Olson        |
| Bob Ellis     | Joel Otto           |
| Shane Ewing   | Niv Roy Ghatak      |
| Dawn Gifford  | Andy Schlesinger    |
| Amber Hanlon  | Steve Stenersen     |
| Dion Hayes    | Kristin Uknes       |
| Rick Heinrich | Dave Weiler         |

## Finalists

### C919 Program and Joint Venture Team



**Challenge:** To establish our company as a major strategic player in China’s fast-growing aviation market, the C919 Program and Joint Venture Team – which included employees from China and the United States – had to think differently about traditional Rockwell Collins partner/customer paradigms. Over the course of four years, the team developed new partnering models, procedures and policies to build confidence with the customer – the Commercial Aircraft Corporation of China (COMAC).

**Accomplishment:** This team successfully formed two U.S.-China joint ventures and secured our master contract agreement for the COMAC C919, which will be the first clean-sheet, single-aisle aircraft developed and assembled in China.

### JPALS Technical Incentive Team



**Challenge:** The U.S. Navy challenged this team to demonstrate Joint Precision Approach and Landing System (JPALS) autoland capabilities with a target accuracy of just 20 centimeters on a U.S. Navy aircraft carrier at sea. The team spent a year evaluating the system and solving numerous issues before the big test.

**Accomplishment:** The JPALS team achieved the U.S. Navy’s difficult goal with just one sea test on the USS Theodore Roosevelt. This success saved the customer more than \$20 million and, as a result, our company received a \$5.8 million technical incentive award.

### 777X Integrated Flight Control Electronics Capture Team



**Challenge:** During the early stages of the 777X Integrated Flight Control Electronics (IFCE) pursuit, it became clear that Boeing wanted to adopt the 787 IFCE architecture for the 777X, giving our main competitor a clear advantage. This team was tasked with devising a winning strategy that addressed Boeing’s IFCE architecture requirements.

**Accomplishment:** The team leveraged our fly-by-wire knowledge, along with our incumbent flight control experience on the 777, to meet the customer’s needs. They also partnered with BAE Systems in order to provide a lower-risk solution that was more cost effective over the life of the program. Their strong proposal won the contract, and their work better positions our company for future Air Transport pursuits with fly-by-wire systems.

### KC-46 Tanker Team



**Challenge:** Boeing and the U.S. Air Force asked the KC-46 Tanker Team to accelerate its program schedule by more than a year without sacrificing quality or adding cost. To develop nine subsystems for a new tanker aircraft while meeting this challenge, the team had to take the term “working together” to a new level.

**Accomplishment:** With a lot of coordination, collaboration and communication, this team – which has execution teams in both Commercial Systems and Government Systems – achieved an overall schedule performance index of 99 percent and a cost performance index of 100 percent within the past year. ■

# A new way to work

"A picture is worth a thousand words."

It's an adage Rockwell Collins engineers Jerome Schmidt and Amanda Mattox firmly believe. And, for the first time in their professional careers, the duo is able to capture hand-drawn technical diagrams and electrical circuits on newly-installed conference room digital whiteboards. Furthermore, they can easily share those images without having to recreate them multiple times. And that's just the beginning.

The installation of new technology in a recently renovated portion of what Rockwell Collins employees refer to as Main Plant in Cedar Rapids, Iowa, is part of remodeling efforts that are being planned at our locations around the world.

This technology also affords these engineers – and nearly 100 of their Government Systems (GS) colleagues – an opportunity to collaborate with their peers in ways they never thought possible.

For example, reviewing products that are in development can now be done in conference rooms on dual monitors via online Google Hangouts. Bluetooth® headsets allow those located in the renovated area to seamlessly transition phone conversations from their personal work stations to "focus rooms" for privacy. And a new "collaborative corridor" provides an opportunity for employees to brainstorm ideas in a setting similar to that of a coffee shop.

"I've been on numerous teleconferences throughout my career in which we weren't able to see who was on the other end of the phone, and those not in the room also had no way of knowing what was being drawn on the whiteboard," said Schmidt, a principal electrical engineer in GS Communications Hardware, who joined our company in 1995.

"The technology in these newly renovated areas is changing all of that," added Mattox, a senior mechanical engineer in GS Communication Products, who came on board in 2008. "It will undoubtedly enable better collaboration with team members in other facilities, and it will definitely improve efficiency."

## A new approach to office design

The renovated area of Main Plant is the first of several major remodeling efforts that are part of a new long-term strategy developed by Enterprise Facilities and Services. This strategy will serve as a roadmap for when and how improvements are made across the enterprise.

According to Bruce Kaiser, manager of Facility Services, this holistic approach to upgrading our facilities considers a number of factors, including the pace of renovation, real estate portfolio management and sustainment. But the portion of the strategic plan our employees are resonating with the most is Workplace Effectiveness.

"When our team started putting this strategic plan together, we were trying to determine how to improve the 20 percent seat vacancy rate that existed across Rockwell Collins locations," said Kaiser. "But then we stepped back and took an honest look at where we were from a facilities perspective and where we really wanted to be. We realized

*Continued on page 12*

*Our company's new facility strategy reflects today's employee collaboration and mobility needs.*

# An empowering design

- WORKSTATIONS
- WORK ROOM
- HUDDLE ROOMS
- FOCUS ROOMS
- TEAM AREAS
- OPEN COLLABORATION

This workspace design is currently being incorporated into Building 166 in Cedar Rapids, Iowa. This building is the next portion of the Main Plant complex renovation. Work is expected to be completed in FY'15.



## Sound masking

The Spectra® Sound Masking system has been incorporated into all areas, including enclosed spaces such as focus rooms and huddle rooms, allowing employees to eliminate distractions, concentrate and complete their work in an efficient manner. Sound masking introduces a spectrum of noise that makes speech unintelligible and a quiet space more comfortable.



## Interactive displays

Select areas are equipped with touch-enabled displays, like the one being used in this photo. They provide employees the opportunity to mark up documents, perform shape recognition and share ideas in high-definition with colleagues near and far.

## Individual workstations

Assigned workstations are the primary location where individual work takes place. This space supports both focused and collaborative work. Lower workstation panels help to encourage face-to-face collaboration, when possible. Hoteling workstations are meant for employees working remotely and for visitors. They are not assigned and include sit-stand stations for those who prefer to stand while they work.

## Open-area collaboration spaces

Employees can now work more comfortably and efficiently in various informal collaboration areas known as cafés and gathering areas. The café provides a space for team members to break away from their day or collaborate and interact with each other. It also serves as a space where individual work can take place. It functions similar to a coffee shop with a variety of seating and technology support, but includes typical break room amenities. As shown here, gathering areas provide space where teams or small groups of people can have discussions away from individual workstations when privacy and confidentiality are not required.



## Headsets

Wireless headsets allow employees the flexibility to manage phone conversations on their office and mobile phones, as well as on their computers. Employees also can transition those conversations from their individual work stations to another space for privacy.



## Focus rooms

Focus rooms are enclosed collaboration areas that seat one or two people and are designed for heads down work, detailed design, private conversations and one-on-one meetings. Rooms can be equipped with technology for laptop and desktop computers, dual 24-inch displays, wireless keyboard and mouse, webcam, and SpaceMouse® Wireless for 3D modeling. Rooms also can include a phone with speaker and conferencing capabilities.



## Project rooms

Project rooms, like the one behind these employees, support long-term collaboration associated with project work and seat between 12 and 15 people. All enclosed collaboration areas will eventually be fitted with an adhesive film for privacy purposes. These spaces also provide flexibility for group settings and are ideal for team brainstorming sessions and group design and/or artifact reviews. These rooms can be used for Green Room activities and can include a computer and docking station, high-definition projector or 70-inch dual displays, and conference room phone with noise-reducing ceiling microphones.

there was a great deal more to consider than just reducing our vacancy rate.”

With encouragement from CEO and President Kelly Ortberg, who stressed the important role our work environment and technology play in helping to attract, engage and retain employees, the Facilities and Services team began contemplating the most cost-effective and efficient way to renovate the nearly 6.5 million square feet of building space that exists enterprise-wide.

To that end, the team began surveying employees, benchmarking other companies and working with various consultants. The team also engaged e-Business in an effort to enable mobility and collaboration through technology solutions that meet the needs of those occupying the new workspace. The results led to a new approach to office design known as Workplace Effectiveness.

“e-Business worked closely with Facilities and Engineering teams to enable collaboration and provide device choices based on employee workloads and workflows,” said John-Paul Besong, senior vice president of e-Business. “e-Business is working on the premise that technology succeeds only when it meets the needs of the users in a flexible, easy and secure manner.”

While Main Plant is the first Iowa facility to receive a new look, the approach also is being implemented at new facilities in the United Kingdom and Tustin, California. Additionally, it’s being incorporated into the expansion of our facility in São José dos Campos, Brazil, as well as our facilities in Annapolis, Maryland.

“We’re changing the culture of the business,” said Chris Hazeel, managing director of Rockwell Collins in the United Kingdom. “We want employees to know that it’s OK to sit and have a coffee during a business discussion versus booking a meeting room, which can be difficult at times, especially when you’re right in the middle of a technical discussion.”

According to Matt Corkery, Facilities Services program manager, Workplace Effectiveness will not only promote greater collaboration, mobility and productivity, but will better reflect our corporate image and reputation as an industry leader. It also will accommodate a broad variety of work styles and types; enable the use of reliable technology solutions across formal and informal work areas; optimize our space utilization; and provide more modern workspaces to help our company accelerate our growth.



Electrical Engineer Devendra Heman (far right) reviews his email while Principal Electrical Engineer Benny Miles (far left) and Matt Fonteyne, a senior electronics technician, test equipment on the bench in the newly designed lab space at Main Plant in Cedar Rapids, Iowa. In addition to traditional test benches, the new labs also include cubicles for individual work that can be quickly changed to benches.

“Our company today consists of four generations of people across 27 different countries, and we’re all working in different business portfolios and different technology areas,” said Corkery. “Yet, we only have three types of work spaces – offices, conference rooms or cubicles – in which to facilitate that work. We’re trying to encourage people to collaborate with more teams, so we need to provide the spaces that allow them to do so.

“But we’re not taking a cookie cutter approach to how we make these renovations,” continued Corkery. “We are actively engaging our employees in the process and allowing them to help determine how their spaces need to be designed so they can work efficiently.”

### Building employee pride

For employees wondering when a building near them might see changes, Corkery said this is a long-range plan. It will take more than 10 years before each of our facilities is properly renovated, but Corkery and the members of our senior leadership team are looking forward to the transformation.

From quiet zones that include what are being referred to as “focus rooms” and “huddle rooms,” to “hoteling work stations” intended for transient employees, to café social areas that are open for collaboration, the look and feel of

our company offices will better reflect our status as an industry leader known for innovation.

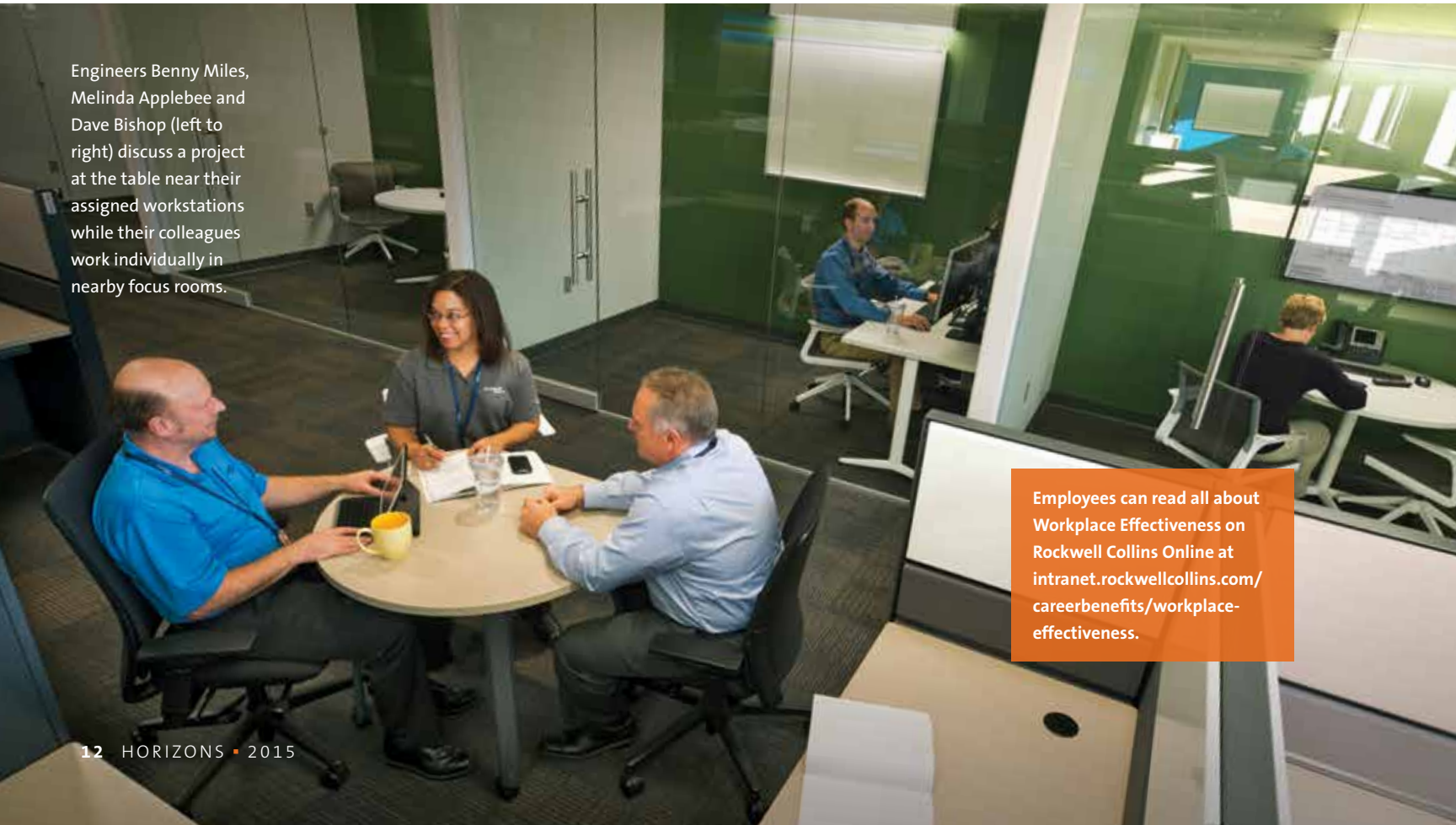
“We’re finding that the appearance of our workplace does make a difference in terms of how individuals choose future employers,” said Phil Jasper, executive vice president and chief operating officer for Government Systems. “Engineering colleges are using a lot of the same Workplace Effectiveness concepts that we are deploying here, and that’s where we’re recruiting our people from.”

In addition to major renovations, Facilities and Services also has created a Facelift team – a group dedicated to handling the daily upkeep of our facilities.

“The Facelift team also will transform some of our high visibility areas like entrances frequented by our customers, vendors and potential new hires,” said Kaiser. “Some of those places look like they are straight out of the 1970s and ‘80s.

“We’re going to make our facilities a place our employees can be proud of,” he continued. “It will take time and patience, and most of the work will initially be done in Cedar Rapids because that’s where our oldest buildings are located. But we have a long-term plan that we did not have before, and that’s exciting.” ■

By Jill Wojciechowski



Engineers Benny Miles, Melinda Applebee and Dave Bishop (left to right) discuss a project at the table near their assigned workstations while their colleagues work individually in nearby focus rooms.

Employees can read all about Workplace Effectiveness on Rockwell Collins Online at [intranet.rockwellcollins.com/careerbenefits/workplace-effectiveness](http://intranet.rockwellcollins.com/careerbenefits/workplace-effectiveness).

# Synergy success

*The integration of our two leading flight support solutions in business aviation is achieving marketplace success.*

As Brian Kruger travels around the world talking to business aviation customers, he's enjoying telling them about Rockwell Collins' new ARINCDirect<sup>SM</sup> portfolio of flight support services.

Since our company's acquisition of ARINC in December 2013, the possibility of integrating the original ARINC Direct<sup>SM</sup> with the complementary strengths of Rockwell Collins' legacy Ascend flight services capabilities was identified early as a synergy opportunity. Consolidating ARINC Direct's competitive regional trip support and connectivity services with Ascend's strong international trip support provides business aviation customers with a one-stop-shop suite of flight support services.

In October 2014, our company rolled out this integrated solution as an updated ARINCDirect offering in our Information Management Services (IMS) business.

For our more than 3,500 flight support services customers, it offers seamless cabin connectivity, intuitive flight planning and data links, industry-leading regional and international trip support, and integrated flight scheduling and operations software.

"The benefit to customers is they no longer have to go to multiple vendors and websites to get the solutions they need," said Kruger, senior director of flight operations in Houston, Texas. "They can now find them on one site at ARINCDirect. That's a key differentiator for us in the marketplace."

Bob Richard, staff vice president of Flight Support Services in Annapolis, Maryland, is seeing a lot of customer excitement around our consolidated ARINCDirect Flight Operations System (FOS<sup>®</sup>). This solution gathers all data associated with flight operations – from crew scheduling to pilot training information – to enhance efficiency and reduce the possibility for errors.

"I've had a pilot tell me the time it used to take him to enter required flight information has gone from two hours to 15 minutes because he only has to do it once," said Richard.

ARINCDirect<sup>SM</sup> offers our more than 3,500 flight support services customers around the world industry-leading flight planning, regional and international trip support, cabin connectivity and flight operations management.



"The data that is collected and stored in ARINCDirect FOS helps pilots, dispatchers and schedulers stay connected with up-to-date information. And the data can be accessed via a mobile device, too."

According to Rick Moore, director of Connectivity & Content Services in Cedar Rapids, Iowa, this is just one example of a synergy opportunity from the ARINC acquisition that is adding value to customers and driving growth.

"We set a synergy goal to obtain 60 new business aircraft for our integrated flight planning solution in FY'14. That goal was exceeded by more than 40 aircraft," said Moore. "And revenue synergy sales from ARINCDirect flight support solutions have exceeded \$1 million so far in FY'15."

Moore, along with Kruger and Richard, also are excited about future leading-edge technology solutions that can be realized as a result of collaboration with our Commercial Systems (CS) team.

"The opportunity, as a service provider, to leverage our avionics expertise to provide more and better services to our end customer is fantastic," said Richard.

"We're really starting to engage with CS engineering groups now," added Kruger. "Where we are today is not where we're going to be in five years. The potential for growth is very exciting." ■

*By Annette Busbee*

## A team effort secures our first new ARINCDirect<sup>SM</sup> business jet customer

Ashley Weis, an original equipment manufacturer (OEM) account manager with Flight Support Services in Annapolis, Maryland, was meeting with a potential new business aircraft customer last year who was using a competing vendor. The customer was soon taking possession of a new Bombardier Global 6000 aircraft and planning to use the same vendor to support the new jet.

As Weis was illustrating the features of our ARINCDirect<sup>SM</sup> flight support tools and services, he learned the customer did not have a solution for international trip support. He contacted Matt Pahl, director of Flight Operations Services in Houston, Texas, to see if this might hold an even greater opportunity for Rockwell Collins.

"Matt and I worked together to create a package that provided this customer with everything he was looking for – all from a single source," said Weis. "We ended up winning the entire cockpit, cabin and international trip support services, so it was a good team effort."

It also marked the first new business aircraft win as a result of the coordinated work by our integrated flight support services team.

The ARINCDirect portfolio of services purchased by this new customer includes our flight planning and data link tools and support, Flight Operations System (FOS<sup>®</sup>) and Inmarsat SwiftBroadband services for cabin connectivity.

Our International Trip Support team already has supported the delivery flight of the new aircraft and is supporting an international flight for the client for a trip from Russia to Thailand.

"We now have a complete package of industry-leading services that customers can choose from," said Weis. "They're finding value in that." ■

# Finding the formula for success

*Using Lean tools, our Optronics facility in Carlsbad, California, discovers the right product mix to stabilize prices and do what it does best.*

For Mike Walker, perfection isn't optional. It's a requirement. A senior manufacturing optics technician at Rockwell Collins in Carlsbad, California, Walker is part of a team that turns basic lenses into custom optics built to precise specifications for products like aircraft head-up displays (HUD).

"It gives our team a lot of motivation to think about who is going to be using the lenses we work on," he said. "With the HUDs, pilots have increased situational awareness that helps them land planes in all sorts of weather conditions. So we can't compromise on quality."

Walker's job involves polishing the lenses, a complex process that transforms a frosted piece of glass into a clear lens. To do this, he uses a Computer Numeric Control (CNC) machine, a state-of-the-art piece of equipment that is a new addition to the facility.

Our approximately 85 employees in Carlsbad develop optics and display technologies for aerospace, military, and training and simulation solutions. The technologies

produced there also are being used by the U.S. National Aeronautics and Space Administration (NASA). Our product lines are included on some of the most advanced optical equipment used by U.S. soldiers and have even traveled into space as a part of the Mars rover cameras.

Commercial and military HUDs include our relay lens assembly (RLA) – a piece of equipment that transfers the display image of the HUD and projects it to a combiner that the pilot can see.

Despite being a leader in the field, the facility was in a tough financial position in early 2013. According to John Fitzpatrick, a principal program manager, contributors to the situation included the slowing down in production of the F-18 fighter jet and its HUD, coupled with dependencies and investments in large U.S. Army modernization programs.

"Our business was getting smaller, and the cost for us to produce was going up," said Fitzpatrick.

This had our leading customers considering other suppliers for optics – including internal customers such

as Rockwell Collins' facility in Wilsonville, Oregon, where our company's HUD, Head-up Guidance Systems (HGS™) and Helmet Mounted Display Systems (HMDS) are designed and manufactured for commercial and military markets.

## Pursuing new business

Using Lean tools, Fitzpatrick and a team of leaders, including Director of Optronics Jim Bennett and Optronics Operations Manager Mark Gilpin, analyzed the business model to determine what product mix made sense from a core business perspective. The team also needed to gain a better understanding of how to manage the Lean cost pool, which is used to calculate the actual cost of building products.

According to Bennett, the analysis indicated there was a need to diversify the Lean cost pool base to stabilize cost structures.

"We needed more commercial-based RLA business, and we also needed to better leverage our expertise to drive more sales in Government Systems," said Bennett.

The team also realized that in order to reduce production costs and improve quality, upgrades in equipment and infrastructure would be needed. They

developed their business case to include such improvements and, working with leaders and supply managers in Wilsonville, were able to show a significant savings and risk reduction to HUD RLA work on the Boeing 737 aircraft.

In October 2013, approval was granted for \$6 million in capital improvements. Those included new optics fabrication technology such as the CNC machine being used by technicians like Walker, which results in faster and more efficient production.

According to Jamie Porter, a technical project manager, daily collaboration also was taking place between engineering teams in the two locations on timelines and processes necessary for the job.

"We had an idea that it would be an aggressive schedule if we were given the work," said Porter. "We took a bit of a risk and started getting things in order before approval was given for the capital investment. But if we had just sat around and waited for the decision, we wouldn't have performed as well as we did when we got the business."

Just nine months after being selected to do the work, the facility

Optical elements are installed in commercial HUD relay lens assemblies by Technician My Phuong Archuleta. Cleanliness and extreme precision are required to ensure performance requirements are met.



*"We needed more commercial-based RLA business, and we also needed to better leverage our expertise to drive more sales in Government Systems..."*

Jim Bennett



At our Carlsbad, California, facility, commercial HUD optics projects are led by Jamie Porter (left) and John Fitzpatrick. New equipment there includes high speed Computer Numeric Control (CNC) spherical polishers (background) and CNC truncation equipment (far right).



New CNC aspheric polishing equipment in Carlsbad has reduced polishing time from hours to minutes, significantly increasing the capacity and yield rate of aspheric optical fabrication.

delivered its first 737 MAX RLA product to Wilsonville. However, guiding the business to Carlsbad wasn't an easy decision for Rony Fintzy, a principal subcontract program manager.

"My job is to find the best solution I can," said Fintzy. "That's based on quality, price and minimal risk to the program and customer. At that time, Carlsbad was fairly high-risk because they didn't have the necessary resources for the job."

But after working with Bennett and his team, Fintzy became confident they could deliver quality products on schedule.

"Plus, it's always a benefit when we can do the work internally," he added.

#### Collaborating and innovating

While pursuing the Commercial Systems business, the Optronics team strengthened its portfolio by working with several Government Systems and International & Service Solutions programs, including the F-35 Distributed Aperture Systems (DAS) solution. The F-35 aircraft will replace virtually all jet fighters in the U.S. military. The DAS sensor feeds our state-of-the-art Helmet Mounted Display System (HMDS) that provides a virtual HUD and other critical flight information directly onto the visor of the pilot's helmet.

With the new understanding of the product cost structure and collaboration with Rockwell Collins Australia, the team was able to reduce the price of the DAS Optical Assembly (OA) and meet the Department of Defense's cost targets. As a result, Rockwell Collins' role as the sole source provider of the HMDS for this new jet fighter program was secured. In addition, Optronics will be providing simulation and training versions of the F-35 helmet.

Optronics also teamed up with our Advanced Technology Center (ATC) on a U.S. Special Operations Command (SOCOM) project in 2014 to develop a soldier helmet prototype with a multi-spectral vision system.

After four-and-a-half months of ongoing collaboration, ATC successfully delivered on schedule a prototype for potential use on SOCOM's new Tactical Assault Light Operator Suit (TALOS).

"We've worked with Carlsbad on projects in the past, and we've always had a great working relationship," said Dr. Dave Jensen, technical fellow for Digital Vision Systems in Cedar Rapids, Iowa. "In fact, many of the ideas for multi-spectral vision systems were developed over a decade ago with our California colleagues and with Government Systems marketing. The success of this entire project is owed to the collaboration of those groups."

#### Seeking ongoing success

With long-term strategic supply contracts in both Commercial and Government Systems, employees in Carlsbad have a much different view of the future from that of just two short years ago. The team has an understanding of the right type of work to be doing within the business and has stabilized its product cost structure. The facility exceeded its earning commitments for FY'14 and is expected to do the same in FY'15.

But Lean is about continuous improvement, Bennett noted. And his team will take the lessons learned from the Lean analysis and apply them to other parts of the business to continue increasing efficiency and improving product quality.

"Moving forward, I also think it's critical for us to not lose this collaborative shared services model that we've developed," said Bennett. "This is a really cool business, and we want to offer our expertise and innovate on programs across the enterprise to help Optronics and Rockwell Collins continue to grow." ■

*By Megan Strader & Annette Busbee*



# Making our case on Capitol Hill

## *Our Washington Operations team works with a new Congress on issues that are important to Rockwell Collins.*

The 114th U.S. Congress convened in early January and, as a result of the midterm elections in November 2014, the balance of power has shifted with Republicans now in control of both the House and Senate.

Our Washington Operations office is working diligently to connect with new Republican committee leaders and the additional staff they now have as members of the majority party.

In addition, there are 13 new senators and 58 freshman members of the House. Our team of registered lobbyists also needs to establish relationships with many of them. Building relationships with new "customers" in Congress is not unlike the challenges faced by our businesses when pursuing new customers, according to Tim Peterson, senior director of Legislative Affairs.

"We have to tell the Rockwell Collins story to all these new people," said Peterson. "We have to explain what we do and show how important we are to the aviation industry and to the economy. Once we're able

to build trust, we'll educate them about specific issues and legislative policies that are important to our industry and our company."

It's a big job. Led by Bobby Sturgell, senior vice president of Washington Operations, Peterson, Megan Rosia, director of Government & Legislative Affairs, and Laurie Sussman, manager of Government Relations, have complicated topics to discuss.

Among the issues our Washington Operations team is watching closely this legislative session are efforts to pursue U.S. corporate tax reform legislation, including extensions for Research & Development (R&D) tax credits and bonus depreciation; language and funding in the Federal Aviation Administration (FAA) reauthorization legislation, particularly regarding air traffic management in the NextGen® airspace areas and the new surveillance system – Automatic Dependent Surveillance-Broadcast (ADS-B); and acquisition reform legislation for the Department of Defense (DoD) that could affect policies for commercial products that are sold to the DoD.



Linda A. Hegland  
Elaine K. Heitkamp  
Wesley C. Hokanson  
Boyd L. Kaiser  
Keith E. Kankelfitz  
Konstantin A. Katsiris  
Kevin C. Krych  
Frank C. Kubovec  
Erick Le Gall  
David V. Mager  
Eduardo Malamut  
Nancy K. Marsh  
Paul J. Pecchia  
Robert L. Perkins  
Janice E. Reames  
James C. Rohling  
Anthony D. Stabile  
David L. Taylor  
Dwight A. Walker  
Sidney S. Ying

25 YEARS  
OCTOBER

Mary A. Ambrosy  
Lorrie A. Armstrong  
Rita M. Bearce  
Philippe Begue  
Paul J. Boucher  
Roxan J. Brennan  
Shannon R. Clark  
Travin Diep  
Regio A. Ferreira  
Antonio A. Flores  
Kristi A. Fugen  
Julie A. Grundmeyer  
Douglas W. Jessen  
David L. Lempia  
Margaret L. Mann  
Lori A. Margeson  
Barbara D. Michel  
Jane E. Mueller  
Jimmy Nguyen  
Patrick J. Rauch  
Nicholas P. Sinden  
Lynn Swearingen  
Margaret R. Tanner  
Huu G. Tran  
Adam S. Tucker  
John E. Van Rhee

nen  
November  
Anne Marie Benson  
Robert J. Bentz  
Michael D. Coon  
Aaron Fintzy  
Pamela S. Hill  
Dung T. Le  
Kelly J. Meyer  
Kimberly A. Williams

CELEBRATING 35 YEARS

Rita Campbell  
Cedar Rapids, Iowa

Start date: January 1980

Original position: Electrical Engineer,  
GS Test Equipment

Current position: Pr. Electrical  
Engineer, Test Engineering and  
Services COE

What is your favorite aspect of your  
current position? Helping production  
troubleshoot problems; it's like  
finding the missing piece of a puzzle.

DECEMBER

Marie-Irene Franchi  
Christopher L. Helbig  
Suzanne M. Jones

Joyce K. Koppes  
Nicholas C. Le  
Alice A. Medina  
Stanley R. Rodrigues  
Vicky S. Snell  
Thomas J. Veilleux  
Arlene K. Weiland  
Linda K. Wetz

JANUARY

Linda L. Berry  
Caesar A. Brabo  
Jeffrey A. DeLong  
Philippe Hebrard  
Michael D. Hobbs  
Theresa J. Jasa  
Gregory J. Koenigs  
Galen J. Kyes  
Pamela J. Lane  
Stephen R. Leger  
Marilyn J. Lent  
Victoria L. Lindauer  
Steven K. Marx  
Lori L. McKee  
Callanan

Barry J. Miglia  
Kurt L. Miller  
Sherrill A. Morrison  
Steven A. Mosnik  
Christine R. Ottosen  
Gary L. Owen  
Christine K. Reilly  
Victor Mauricio Rosas  
Quintero

John D. Stambaugh  
Charles E. Swafford  
Stacy A. Thompson

20 YEARS  
OCTOBER

Craig A. Back  
Danny O. Cherif  
Carmen J. Corraro  
Brian F. Drew  
Fred Dyer III  
Mary I. Erzen  
Michael G. Espenes  
John M. Gilson  
Basilio Light Jr.  
Chad A. Lind  
Tina L. McCurry  
Boon Yen Ng

Helen V. Pavina  
Larry W. Peddicord  
Sharwat Quazi  
Nilson R. Rabelo  
Mitra Salamany  
Bernard A. Schnauffer  
Douglas L. Simpson  
Albert N. Stuppi  
Paul W. Vance

NOVEMBER

Scott A. Berry  
Roger W. Braff  
Craig A. Elliott  
Robert N. Jackson  
Raymond W.  
Jorgensen  
An C. Le  
Nancy A. Mikota  
Marie E. Militello

Trang T. Rowe  
David W. Rowe  
Desiree Mei Ying See  
James R. Sharpe  
Sandra B. Steggall  
James B. Whitehouse

DECEMBER

Patrick E. Allen  
Jeffrey H. Arbogast  
Catherine Camerani

Karen M. Fangmann  
Christian Gauthier

Kurt E. Gibbs  
Chung L. Ho  
Johan Bin Lumori  
Amanda McDougall  
Ser Guan Nah  
Walter B. Patterson  
John D. Schneider  
Peggy S. Schuver  
William J. Shepard  
Paul A. Streit  
Robert V. Troxel

JANUARY

Suresh K. Aggarwal  
Jose A. Bautista  
Brian R. Bertram  
Susan T. Bramlett  
Brian S. Eltoft  
Chafik Hilal  
Lap Ho  
Melissa Jimenez  
Shirley M. Kozler  
Trisha L. Larson  
Marvin J. Little  
Behnam Motazed  
Gary P. Neurohr

Daniel A. Ohrt  
Lea D. Olson  
Tram P. Phan  
Silvana Romito  
Steven G. Shebetka  
Jason H. Timmerman  
Erica L. Voyek  
William A. Wade  
Kurt J. Waskow  
Jennifer A. Waskow

15 YEARS

OCTOBER

Thomas Aliff  
Michael T. Benson  
Kristine L. Campbell  
John A. Eva  
Ronald E. Frias  
Ernesto M. Garcia  
Guillaume Goux  
Gary L. Grilliot  
Eric C. Hagelberg  
Scott C. Hofstetter  
Anthony J. Janick  
Julia B. Johnson  
Ana Elizabeth Juarez  
Leal

Kirk A. Kolek  
Eileen N. Leonhardy  
Louie C. Lim  
Linda C. Little  
Chih-Chun K. Loo  
Michael J.  
Mecklenburg  
Angela C. Michaelson  
Lynne A. Morley  
John D. Nunes  
Jod V. Oudom

William Patience  
Guolin Peng  
Sergio Pinto Jr.  
Luis Alonso Ramos  
Uribe  
Rajitha P. Reddy  
Narciso C. Salgado  
John S. Sherrer  
Gerald N. Stein  
Michael D. Tarr  
John P. Taylor  
Hazel M. Toler  
Trung Viet Tran  
David J. Wantz

NOVEMBER

Alfred Banks Jr.  
Nicholas A. Barbaro  
Boubekeur  
Benslimane  
Himanshu A. Bhakta  
Ray R. Boby  
Jeanne M. Boland  
Karla R. Cadden  
James Cantrell Jr.  
Gene L. Carter  
Jamie S. Coleman  
Blake P. Covington  
Ara J. Derderian  
Douglas H. Feiock  
Edward F. Flieger  
Randy A. Gallagher  
Doris E. Garner  
Cheryl S. Gotto  
Norma A. Guereque-  
Gonzales  
Mary K. Hutton  
Harry G. Jacob  
Teresa A. Johnson  
Richard R. Jones  
Frank S. Joslin  
Steve B. LeBlanc  
Jerome A. Lewis  
Jacqueline T. Moore  
Bret M. Mullenix  
Jennifer L. Myers  
Carmelitta P. Nelson  
Ben P. Nguyen  
Stacy A. Norton  
Anna W. Parrott  
Philippe Plaut  
Joseph M. Ramirez  
Jennifer L. Reinhardt  
Gerald B. Rosengreen  
Paul K. Seavey  
Chad A. Siemering  
Harry J. Smith  
Susan E. Spitz  
Frederic E. Tuttle

Anne M. York  
Christopher S. York  
Sandra A. Young  
DECEMBER  
Gregory P. Adamshick  
Kevin J. Alvarado  
Hakim Azza  
Cynthia A. Ballard  
Marc T. Cameruci  
Lori A. Clausen  
Viorel T. Cocis  
James E. Fields  
Philippe Germain  
Alena B. Golon

Jose A. Vargas  
Gonzalez  
Troy A. Weier  
Robert A. Wood III  
Qinghua Zhang  
Nadine K. Zumhof  
JANUARY  
Wanda L. Agosto  
James J. Archambeau  
Frank L. Bandre  
John A. Bauer  
Peter R. Bova  
Peter H. Brochard  
Jesse A. Carlson

Frederic Mouneyrac  
Daniel D. Mussell  
Keith P. Nelson  
Toby D. O'Sullivan  
Craig S. Peterson  
Julie A. Peyton  
Clement Pottier  
Michelle L. Pyle  
Jennifer M. Ryan  
Chad M. Schlager  
Wesley C.  
Schwarzenstein  
Andrew C. Seitz  
Lynn A. Shannon  
Robert A. Smith  
Sheryl K. Stanley  
Abigail F. Steinmetz  
Maryilin D.  
Stevenson  
Joshua R. Tinkham  
Lisa M. Trcka  
David E. Whitfield  
David W. Woods  
Matthew A. Yaconis  
Zacary G. Zobel

10 YEARS

OCTOBER

Danielle M. Aldrich  
Jeffrey L. Arnell  
Maria R. Ash  
Poppy H. Barton  
Michael J. Barton

Cathleen J. Collett  
Allan P. Cooke  
Roberto Cuenca  
Renteria  
Alice J. Cummings  
Karl E. Dohan  
Paula Duckworth  
Shirean P. Ealy  
Jamie L. Finnefrock  
Christy A.  
Franzenburg  
Maria Eugenia  
Fuentes Camarena  
David A.  
Guckenberger  
Jason S. Guffey  
Deann R. Guthrie  
Karen T. Hackley  
Robert B. Hart  
Tracy J. Heiken  
Laura D. Hoffman  
Nicolas Houbron  
Rodney A. Howe  
Lonnie D. Hughes  
Marvin L. Ingram  
Robert P. Johnson  
William C. Jordan  
Jay R. Kennedy  
Ann M. Kleinsasser  
Christopher J. Kohrt  
Marcus J. Madray  
Wayne E. Malake  
Norman P. Marana

CELEBRATING 35 YEARS

Pamela Gorden  
Cedar Rapids, Iowa

Start date: October 1979

Original position: Payroll Clerk

Current position: Sr. Accountant

What was your most challenging  
project? I spent 6 months working  
with SAP programmers prior to go  
live which was both challenging  
and rewarding.

Emilie Hatchondo  
Julie M. Hinrichs  
Nadia Hosey  
Thaddeus J. Hunt  
Helen J. Jinkins  
Herbert L. John  
Sheila J. Johnson  
Karen K. Keenan  
Norman F. Keilpart  
Andrew Kephelas  
Sherie A. King  
Elizabeth A.  
Leek-Lantz  
Angel L. Nelson  
Michael G. Newman  
Michael J. Oldham  
Michael S. O'Mara  
Richard M. Parent  
Julie A. Schendel  
Patricia A. Snitzler  
Harvey E. Snitzler Jr.  
Patricia J. Stephens  
Clifford A. Thompson

Patrick J. Carroll  
Jerry T. Cooper  
Tania I. Cruz  
Debra LM Dodson  
Joshua J. Ehlinger  
Chad J. Erickson  
Barbara A. Ferraro  
Chad M. Fickbohm  
Ramona T. Frias  
Matthew A. Griess  
Richard A. Hare  
Renee B. Hubener  
Brent W. Ihringer  
Darren L. Jacobsen  
Julie K. Jaszewski  
John P. Kolesar  
Nathaniel J. Krejca  
Todd J. Krzeminski  
Robert D. Kuntz  
Brian T. Louis  
George H. Marschalk  
John C. Martinson  
Gregory J. Meier  
David A. Mincin

CELEBRATING 35 YEARS

Ronda Hampshire  
Cedar Rapids, Iowa

Start date:  
January 1980

Original position: Xerox Operator

Current position: Sr. PC Designer

What is your proudest accomplish-  
ment at Rockwell Collins?  
35 years, 4 jobs, 13 bosses, 490 holidays,  
5200 hours of vacation — priceless.

Luz Aide Beltran  
Palomera  
Arvid C. Berg  
Cyril Boutevillain  
Zhiqin Chai  
Anthony L. Chandler

Brittany C. Martin  
Amber L. Matz  
John F. May  
Joseph Mayorga  
David L. Mazgaj

CELEBRATING 35 YEARS

Michelle Hinderks  
Cedar Rapids, Iowa

Start date:  
November 1979

Original position: Secretary,  
Material Operations

Current position: Customer Property  
Compliance Manager, Government  
Fiscal Relations

What was your most challenging  
project? Adjusting to the ever-  
changing customer base that I  
work with.

CELEBRATING 35 YEARS

Ted Jillson  
Wichita, Kansas

Start date:  
December 1979

Original position:  
Shipping/Receiving/Clerical

Current position:  
Customer Account Specialist

What piece of advice to you have for  
new employees? Take pride in your  
work and absorb as much knowledge  
as you can.

John A. Moya  
Luis Alberto Noriega  
Salazar  
Habiboulah Omidvari  
Todd L. Orme  
Lydia B. Padilla  
Wenli Peng  
Eric L. Penne  
Dennis R. Ramsey  
Marchelle D. Reep  
Paula D. Reyes  
Rosalba Rodelo  
Salgado  
Trevis J. Rothwell  
Rosa I. Salazar

Martha Olivia Q.  
Sarabia  
Denise J. Schick  
Debra A. Schmidt  
Chip J. Schuldt  
Patricia K. Sturm  
Amy L. Tersinar  
Pamela J. Tvrdy  
Cleary  
Padmanabhan Vijay  
Matthew R. Wittmer  
Cynthia C. Zamarripa  
Donald J. Zeien

CELEBRATING 35 YEARS

Steven Johnson

Cedar Rapids, Iowa

Start date:

October 1979

Original position:

Lab Technician,  
General Aviation Engineering

Current position:

Senior Lab  
Technician, GS Engineering

What was your most challenging project?

The engineering work for the JTRS program had an aggressive schedule, and our team had to work closely with many others. We were successful at delivering the amplifiers to our customer on time.



CELEBRATING 35 YEARS

Marcie Miller

Decorah, Iowa

Start date:

October 1979

Original position:

Assembly Operator

Current position:

Production  
Coordinator

What is your proudest accomplishment at Rockwell Collins?

Coming in as the runner-up for the Chairman's Team Award for the successful transfer of SATNAV from Melbourne, Florida.

- NOVEMBER

Michael J. Adams  
Corey A. Benn  
Steven L. Bodecker  
Isabel P. Bouchard  
Jeffrey L. Box  
Marty L. Brick  
Douglas P. Burch  
Jonathan L. Burg  
Frank R. Carl  
Juan B. Cearra  
Jason D. Chappell
- Susan B. Clark  
Nigel T. Cook  
David A. Custer  
Omar Dewan  
Eric L. Dobbins  
Megan J. Downing  
Michael J. Felton  
Lei Feng  
Kevin C. Ferguson  
Robert S. Fisher  
John M. Forde

- Christopher F. Glass  
Gregory Gomariz  
Kevin W. Gray  
Courtney M. Hansen  
Rhonda M. Hansmeier  
Ronald E. Heise  
David A. Howard  
James K. Jezek  
John J. Kelchen Jr.  
Ronald E. Kerres  
Heidi L. Kiser  
Martin Koschel  
Connie S. Kovarik  
Tyler R. Krogmeier
- Daniel J. Renner  
Jeffrey N. Salumbides  
James M. Sampers  
Bradley W. Schilling  
Tina R. Schoner  
Clayton W. Sheridan  
Dana M. Smith  
Vikki J. Stewart  
Sathish S. Tauro  
Beth A. Tichy Golden  
Steven J. Wahe  
Darla A. Wenthold  
Eugene C. Whitson  
Stephen M. Wright  
Guangyu Yang

CELEBRATING 35 YEARS

Greg Morud

Cedar Rapids, Iowa

Start date:

October 1979

Original position:

Lab Technician,  
Collins General Aviation Division

Current position:

Pr. Systems  
Engineer, Fusion Display Applications

What is your proudest accomplishment at Rockwell Collins?

Designing a generic control panel ASIC, which reduced the cost of designing control panels by 92 percent.



- Kevin A. Lambe  
Barbara G. Lappe  
Ryan G. Lienau  
Marshall J. Lundborg  
Pennie J. Mager  
Keith C. McCready  
Gerone R. McNeill  
Shannon J. McNulty  
Ivan Medrano Avitia  
Marilyn M. Murphy  
Rulon S. Nye  
Kelly J. Overbey  
Christopher D. Paxton  
John P. Pfost  
Daniel E. Pilkenton  
Vickie A. Ramer  
Katherine A. Redington
- DECEMBER

Rayner V. Anderson  
Wendy S. Barth  
Eric J. Bjorheim  
Garrett E. Black  
Ross P. Castelli  
Betty Chan  
Tracy C. Cigrand  
Paul J. Coffman  
Nancy G. Flury  
John H. Gass  
David L. Gochenouer  
Wanda Sue Hoffmeyer  
Linda S. Humphreys  
Alissa F. Mindel  
Paul T. Monseur  
Robert C. Potter  
Andrew J. Ross

- Scott L. Stulken  
Kent A. Wernicke  
Timothy J. Wittkop  
Daniel C. Wolter  
Roger L. Yum  
Betty A. Zebell  
Shelley S. Zhu
- JANUARY

Neil D. Adams  
Jesse D. Andersen  
Jessica L. Anderson  
Scott A. Anson  
Amelia Arzate Ocampo  
Salim A. Aswat  
James A. Babcock  
Robert F. Bagsby  
Lu Bai  
Tirthankar Banerjee  
Joseph N. Bender  
Ryan S. Boeshans  
Peter H. Bold  
Phyllis R. Brostad  
Brenda L. Brumm  
Scott J. Brumm  
Mario A. Casha  
Lorenzo Cerrato  
Matthew M. Dahm  
Maria Isabel Delfin Ahumada  
Jarred R. Dellinger  
Justin R. Dewald  
Santos N. Diaz  
Vincent V. DiFranzo III  
Norma A. Dominguez
- Valerie Eychenne  
Mark C. Fersdahl  
Nicholas P. Forck  
Jacob J. Fossum  
Michael W. Gardner  
Courtney A. Gilroy  
Alvin P. Gomez  
Jeffrey S. Gourley  
Jeffrey O. Gunderson  
Ronald B. Hartwig  
Scott L. Heibel  
Laura G. Hill  
Samantha E. Hofer  
Gregory A. Holzwarth  
Nathaniel L. Howard  
Kathryn M. Johnson  
Kyle A. Joss  
Michael E. Kane  
Jessica J. Kaspari  
Travis M. Kerwin  
Christine M. Koch  
Ty F. Krumm  
Jimmy A. Lai  
Laurent Lalonde  
Jon M. Laughlin  
Aaron Jair Loyola Moreno  
Daniel J. Luchsinger  
Gerardo Arturo Marquez Nerey  
Kathryn L. Martinek  
William D. McFarland  
Rudy Mendez  
Maria Dolores Mercado Islas

CELEBRATING 35 YEARS

Thomas Sohner

Cedar Rapids, Iowa

Start date:

October 1979

Original position:


Systems Engineer,  
Systems Integration

Current position:

Pr. Systems Engineer,  
GS Architects and Experimentation

What piece of advice do you have for new employees?

Ask questions and follow the lead of more experienced employees to be able to contribute to the organization as quickly as possible.



- Scott A. Mickelson  
James E. Mikkola  
Adam D. Mohling
- Jeffrey D. VanDerMillen  
Trinidad Vasquez

CELEBRATING 35 YEARS

David Sulentic

Cedar Rapids, Iowa

Start date:

November 1979

Original position:

Engineering  
Technician, Application Engineering

Current position:

Sr. Electronics  
Technician, Application Engineering

What was your most challenging project?

Involvement in SAASM development and production.

- Nathalie Montaudie-Vieuille  
Neil T. Murrin  
Michael L. Nguyen  
Tung A. Nguyen  
Allen S. Olano  
Irene M. Orozco  
Maria Kitzia Ortiz Rocha  
Eric T. Peterson  
Chad L. Phillips  
Bryan J. Phillips  
David W. Phillips  
Scott M. Porter  
Freda E. Powers  
Kevin E. Purrington  
Katie J. Recker  
Katherine M. Richards  
Trevor J. Rossi  
Rachel L. Rowland  
Jessica A. Sander  
Elizabeth E. Schaapveld  
Jeff W. Schipper  
Tera L. Schroeder  
Courtney N. Scilley  
Benjamin W. Scilley  
Leonard S. Smyth  
Tyler J. Speidel  
John L. Spellmeyer  
Daniel J. Talley  
Alfonso B. Torres  
Linda M. Vancea
- Michael J. Vogl  
Jason W. Wellnitz  
Mark F. Williams  
Zhiliang Zhang
- 5 YEARS

OCTOBER

Rodger V. Blum  
Brian C. Boothe  
Balakrishna Bora  
Bernard Bordonado  
Eric T. Brewer  
Sanjib K. Das  
Jahaziel De Santiago Matas  
Matthew J. DeWeerd  
Cynthia A. Faas  
Bridget C. Foreman  
Philip Graves  
Manuel F. Guerra Ortiz  
William P. Hepting  
Lynn C. Hingst  
Michael Hood  
Susan K. Horton  
Jessica J. Hovey  
Kalyani Kale  
Ryan N. Klaassen  
Sharon R. Lee  
Angela M. Loch  
Neal J. Losen  
Yongbin Liu  
Dennis Mathew  
Jeffrey B. McNamara  
Arthur W. McReynolds

- Joshua A. Mullin  
Jack J. Mysliwiec  
David Nottin  
Julie Novak  
Tracy K. Overton  
Senthil Kumar Palani  
Jessica A. Pohlmann  
Chandra Prakash  
Andrew R. Priestley  
Timothy E. Putnam  
Peimin Qian  
Lon A. Rollins  
Corinne Rothesay  
Kurt M. Schindler  
Olivier Servian  
Matthew J. Shimak  
Jasbir Singh  
John Sklarsky III  
Bruce T. Smith  
Samira Souiki  
Mukund Srivastava  
Jennifer C. Stamy  
Benjamin W. Swan  
Sneha Vadgama  
Kaushik Viswanatha  
Jennifer A. Weber  
Wanda A. Wilhelm
- Carol Barrientos  
Rick Beavis  
Mariana Beguet  
Daniela Bieschke  
Larry T. Bolen  
Somasundaram Chockalingam  
Peethambaram  
Shane Dauer  
Maria De Lourdes Estrada  
Christopher M. Foster  
Deborah L. Gilson  
Maria Victoria Gonzalez Velazco  
Gregory R. Guilford  
Douglas E. Hopper  
Chan M. Huang  
David M. Hungerford III  
Michelle L. Ihrig  
John R. Klimek  
Lori A. Krueger  
Shanon S. Lappe  
Thierry Lavedan  
Jeremie Liverneaux  
Sunil Kumar Madineni

CELEBRATING 35 YEARS

Robert Wood

Portland, Oregon

Start date:

November 1979

Original position:

Vice President of  
Engineering, Flight Dynamics

Current position:

Director of  
Engineering, HGS

What is your proudest accomplishment at Rockwell Collins?

Being named a Rockwell Collins Senior Fellow in 2014.



- Jayne E. Wunschel  
Jeetendra Yadava  
KeXin Yan  
Guangying Zhang  
Aiqin Zhu
- NOVEMBER

Steven J. Aldrich  
Tyler H. Allan  
Alexander N. Apel
- Matthew L. Martin  
Paramjit Matharu  
Tosha C. Neely-Obleton  
Heather M. Neiger  
Deborah A. Nickerson  
Collis Pettit  
Parimal Sahu

- Mark D. Sanfilippo  
Robert N. Sarges  
Aaron P. Shaffer  
Shashank Shekhar  
Logan M. Slone  
Joshua Sparkman  
Eric Tisserant  
Brian W. Thomas  
Brian D. Todd  
Dan D. Tran  
Taylor H. Trout
- Phan K. Mach  
Phillip D. Meek  
Huy D. Nguyen  
Thao C. Nguyen  
Nicholas G. Ramstead  
Kishore Reddy  
Donna W. Reed  
John Rodriguez  
Erin E. Salier  
Lee Spicer

CELEBRATING 35 YEARS

Scott Zebuhr

Manchester, Iowa

Start date:

October 1979

Original position:


Operator

Current position:

Inspection  
and Repair

What is your favorite aspect of your current position?

Mentoring a lot of people in the plant and helping them do their jobs better while doing mine as professionally as I can.



- Rami Reddy Vanga  
Jana C. Ward  
Paul W. Zastrow
- DECEMBER

Jared F. Ahrens  
Aaron J. Aleman  
Amanda Aronson  
Rakesh Bajaj  
Corey L. Bryant  
Johnnie M. Buller  
James G. Chandler  
Art Chin  
Hannah Clarke  
Patrick Connell  
Mircea Cutar  
Beau R. Evans  
Harbinder S. Gogna  
Diane R. Huggins  
Juan Manuel Islas Rodriguez  
Gregory L. Jackson  
Angelo J. Joseph  
Juana Lazaro Venegas  
Fouad Loukili  
Hamid Lutfy
- Ruth M. Stearns  
Scott A. Tatro  
Chris Varcados  
John P. Walker  
Crystal D. Wessley
- JANUARY

Ravi Chandra Achanta  
Michael A. Banes  
Brett V. Barnes  
Teresa K. Behnke  
Mark J. Berg  
Gerald L. Bohn  
Douglas C. Bradshaw  
Jordan A. Cannon  
Adam J. Chittenden  
Jason L. Cray  
William W. Davidson  
Francois Deweulf  
Sandra L. Diaz Ross  
Jeffrey A. Dickinson  
Traci R. Dolphin  
Daniel L. Eisenberg  
Cynthia A. First

|                        |                              |                     |                        |                     |                     |
|------------------------|------------------------------|---------------------|------------------------|---------------------|---------------------|
| Eduardo Flores Fuentes | Barry T. Hull                | Wei Pin Koo         | Shane J. Merritt       | Bryan S. Morley     | Emma L. Sawford     |
| Albert G. Frankovich   | Jerry A. Johnson             | Paul P. Lefebvre    | Lorace A. Merriweather | Ryan P. Olsem       | Richard G. Seals    |
| Sylvie Gaster          | Wayne R. Jones               | Salvador Llanas     | Liza A. Milliner       | Lorrin E M. Quinn   | Justin C. Stowall   |
| Syed B. Haque          | Vijaya Bhaskar Reddy Kalluri | Jeffrey M. MacQueen | Ryan J. Moffitt        | Anne M. Ramsey      | Darren L. Summers   |
| Shannon S. Harvey      | Ricky M. Kannothra           | Nicholas Mailloux   | Cory M. Mohling        | Geradus C. Reed     | Anthony S. Townsend |
| Patricia E. Herrnstein | Daouda Keita                 | Patricia A. Matzie  | Louis Montuoro         | Adam L. Rice        | Kimberly K. Ulrich  |
| Canh B. Ho             | Swapna Koganti               | Mitch R. McGonegle  | James R. Moore         | Kerrie L. Rightmire |                     |
|                        |                              | Samuel J. Medina    |                        | Danny Robbins       |                     |

Retirees

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

|  |  |   |  |   |   |
|--|--|---|--|---|---|
| Kristine M. Ady<br>Sacramento, California    | Keith H. Diefenderfer<br>Cedar Rapids, Iowa  | Nancy L. Guzak<br>Melbourne Beach, Florida      | Thomas G. Manor<br>Solon, Iowa             | Pimpuang Parpart<br>W. Melbourne, Florida     | Ronald D. Sherwood<br>Cedar Rapids, Iowa  |
| Karen K. Arp<br>Troy Mills, Iowa             | Tung T. Duong<br>San Jose, California        | Kathleen R. Harrington<br>San Diego, California | Richard A. Martens<br>Cedar Rapids, Iowa   | David B. Pasker<br>Blairstown, Iowa           | Angela L. Sweeney<br>Solon, Iowa          |
| Steven M. Baird<br>Coralville, Iowa          | Jeffrey K. Dwhytie<br>Cedar Rapids, Iowa     | Deborah J. Heller<br>Palo, Iowa                 | Marilyn J. McDonald<br>Nichols, Iowa       | Thoi N. Pham<br>Santa Clara, California       | Frederick A. Tolmie<br>Estacada, Oregon   |
| Arlen L. Bantz<br>Rowley, Iowa               | Russell C. Fairbanks<br>Marion, Iowa         | Martin L. Hepker<br>Marion, Iowa                | Gilbert R. McCutcheon<br>Beaverton, Oregon | Judy F. Phelps<br>Cedar Rapids, Iowa          | Philip W. Tracey<br>Cupertino, California |
| Cheryl L. Bazzell<br>Fountain Hills, Arizona | Daniel P. Feldmann<br>Cedar Rapids, Iowa     | Paul G. Jagnow<br>Iowa City, Iowa               | Carl L. Meiners<br>Toddville, Iowa         | Robert L. Raube<br>Knoxville, Tennessee       | Hanh T. Tran<br>San Jose, California      |
| Janet Benish<br>Cedar Rapids, Iowa           | Randall L. Fergesen<br>Ryan, Iowa            | David L. Jeffers<br>Palm Bay, Florida           | Charles L. Miksch<br>Maricopa, Arizona     | Arthur R. Regan<br>Green Valley, Arizona      | Phillip M. Trebs<br>Cedar Rapids, Iowa    |
| Wanda L. Bilden<br>Cedar Rapids, Iowa        | Danny T. Fields<br>Gainesville, Georgia      | Cathleen E. Moore<br>Cedar Rapids, Iowa         | Charles L. Miksch<br>Maricopa, Arizona     | Arthur R. Regan<br>Green Valley, Arizona      | Diane K. Tucker<br>Cedar Rapids, Iowa     |
| Curtis A. Brown<br>Hiawatha, Iowa            | Kirk S. Finnell<br>Cedar Rapids, Iowa        | Pamela K. Johnson<br>Mabel, Minnesota           | Betty J. Moore<br>Cedar Rapids, Iowa       | Mary G. Robertson<br>Iowa City, Iowa          | Michie L. Uroda<br>Stanton, California    |
| Linda J. Carollo<br>Cedar Rapids, Iowa       | Teresa M. Flaherty<br>Stevensville, Maryland | Jagjit S. Kang<br>Milpitas, California          | John J. Moroney<br>Cedar Rapids, Iowa      | Susan M. Romig<br>Edgewood, Iowa              | Carol J. Waldt<br>Melbourne, Florida      |
| Sean P. Carroll<br>Palm Bay, Florida         | Brenda S. Kohl<br>Monticello, Iowa           | Andreas H. Salomon<br>Claremont, California     | Kathryn J. Mull<br>Anamosa, Iowa           | James W. Schoeberl<br>Marion, Iowa            | Stephen A. Ward<br>Cedar Rapids, Iowa     |
| Jessica M. Carson<br>Swisher, Iowa           | Paula J. Greenfield<br>Garland, Texas        | Robert C. Lebron<br>Palm Bay, Florida           | Sandra C. Newhard<br>Anamosa, Iowa         | Deborah F. Schramm<br>Wilsonville, Oregon     | Mark A. Willi<br>Marion, Iowa             |
| Sharon L. Ciemnoczolow<br>Cedar Rapids, Iowa | Timothy M. Grimm<br>Mesa, Arizona            | Robin L. Legrand<br>Apache Junction, Arizona    | Peggy J. Norlin<br>Hopkinton, Iowa         | Teri M. Sealey Hansen<br>San Jose, California | Michael R. Wilson<br>Cedar Rapids, Iowa   |
| Angelita P. Cortes<br>San Jose, California   | Deborah J. Grover<br>Marion, Iowa            | Gregory R. Lemanski<br>Alta Loma, California    | Mark W. Olson<br>Cedar Rapids, Iowa        | Mark A. Woytassek<br>Cedar Rapids, Iowa       |   |
|  | Martin A. Gunther<br>Cupertino, California   | Per E. Lien<br>Murphy, Texas                    | William D. O'Neill<br>Toddville, Iowa      |   |   |

In memoriam

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

|  |   |  |   |  |   |
|--|---|--|---|--|---|
| Janet E. Aler*<br>Cedar Rapids, Iowa<br>Oct. 9, 2014               | Nealous R. Carpenter*<br>Morristown, Tennessee<br>Dec. 10, 2014 | William S. Flocken*<br>Orange, California<br>Nov. 21, 2014             | Winfred C. Knohl*<br>Cedar Rapids, Iowa<br>Nov. 20, 2014        | Quang T. Phan*<br>San Ramon, California<br>Oct. 30, 2014         | Robert L. Spellman*<br>Frazeysburg, Ohio<br>Dec. 7, 2014    |
| John E. Andersen*<br>Hiawatha, Iowa<br>Sept. 29, 2014              | Daniel S. Charles<br>Chino, California<br>Oct. 3, 2014          | David Friedman*<br>Boca Raton, Florida<br>Nov. 18, 2014                | Lawrence M. Lisco*<br>Youngstown, Ohio<br>Nov. 3, 2014          | Michael A. Ramirez<br>Miami Beach, Florida<br>Dec. 15, 2014      | Fred J. Spencer*<br>Richardson, Texas<br>Oct. 25, 2014      |
| Kenneth J. Baker<br>Cedar Rapids, Iowa<br>Dec. 21, 2014            | Patricia A. Coats*<br>Cedar Rapids, Iowa<br>Oct. 1, 2014        | Roy Glosson*<br>Gloucester, Virginia<br>Nov. 27, 2014                  | Marion S. Macon*<br>San Jose, California<br>Sept. 29, 2014      | Theodore A. Roulinavage*<br>Beaumont, California<br>Dec. 1, 2014 | Albert R. Stamborski*<br>Oshkosh, Wisconsin<br>Nov. 7, 2014 |
| David A. Becker*<br>Los Banos, California<br>Sept. 4, 2014         | Mary L. Craddock*<br>El Paso, Texas<br>Nov. 12, 2014            | Jacquelyn D. Harrington<br>Cedar Rapids, Iowa<br>Oct. 13, 2014         | Michael A. Makarczyk<br>Salt Lake City, Utah<br>Sept. 1, 2014   | Dayle Rudman<br>Surrey, British Columbia<br>Sept. 24, 2014       | Richard Q. Sweet*<br>Waterford, Michigan<br>Oct. 22, 2014   |
| Florida B. Bradley*<br>Antioch, California<br>Nov. 14, 2014        | Suzanne M. Dwyer*<br>Melbourne, Florida<br>Oct. 16, 2014        | Michael V. Hensley*<br>Travelers Rest, South Carolina<br>Oct. 22, 2014 | Louis B. McCaslin*<br>Arnold, Maryland<br>Nov. 18, 2014         | James R. Tomer*<br>Diamond Bar, California<br>Oct. 4, 2014       |   |
| Jorge A. Briones*<br>Fayetteville, North Carolina<br>Oct. 18, 2014 | Barbara J. Dykhuizen*<br>Cedar Rapids, Iowa<br>Oct. 12, 2014    | Dan J. Hill*<br>Richardson, Texas<br>Oct. 27, 2014                     | Lowell Mildred*<br>Brookline Station, Missouri<br>Nov. 19, 2014 | Dale E. Russell*<br>West End, North Carolina<br>Oct. 8, 2014     | Dianne M. Wells*<br>Cedar Rapids, Iowa<br>Sept. 1, 2014     |
| Norman N. Brittingham<br>Cedar Rapids, Iowa<br>Nov. 3, 2014        | John W. Edwards<br>Hampton, Georgia<br>Dec. 8, 2014             | Lonnie D. Hughes<br>Indialantic, Florida<br>Dec. 3, 2014               | Anh T. Nguyen*<br>Westminster, California<br>Sept. 14, 2014     | Linda C. Sanborn<br>Cedar Rapids, Iowa<br>Oct. 11, 2014          | Jerry G. Williford*<br>Dallas, Texas<br>Nov. 25, 2014       |
| Lottie A. Camack*<br>Rowlett, Texas<br>Dec. 2, 2014                | John W. Edwards<br>Hampton, Georgia<br>Dec. 8, 2014             | Douglas A. Emerson*<br>Marion, Iowa<br>Oct. 15, 2014                   | Fredie A. Schadler*<br>Erlanger, Kentucky<br>Oct. 5, 2014       | Freddie A. Schadler*<br>Erlanger, Kentucky<br>Oct. 5, 2014       | Raymond Wolff*<br>New Bern, North Carolina<br>Oct. 8, 2014  |
|  | Mary J. Fleming*<br>Vinton, Iowa<br>Sept. 20, 2014              | Jon R. Jensen<br>Marion, Iowa<br>Nov. 27, 2014                         | Amy S. Oliver*<br>Melbourne, Florida<br>Oct. 25, 2014           | Sandra R. Sherman*<br>Kathleen, Georgia<br>Dec. 3, 2014          |   |
|  |   | Darrel E. Killham*<br>Marion, Iowa<br>Sept. 15, 2014                   | James D. Pettit*<br>Cedar Rapids, Iowa<br>Nov. 3, 2014          |  |   |

\*Retirees



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