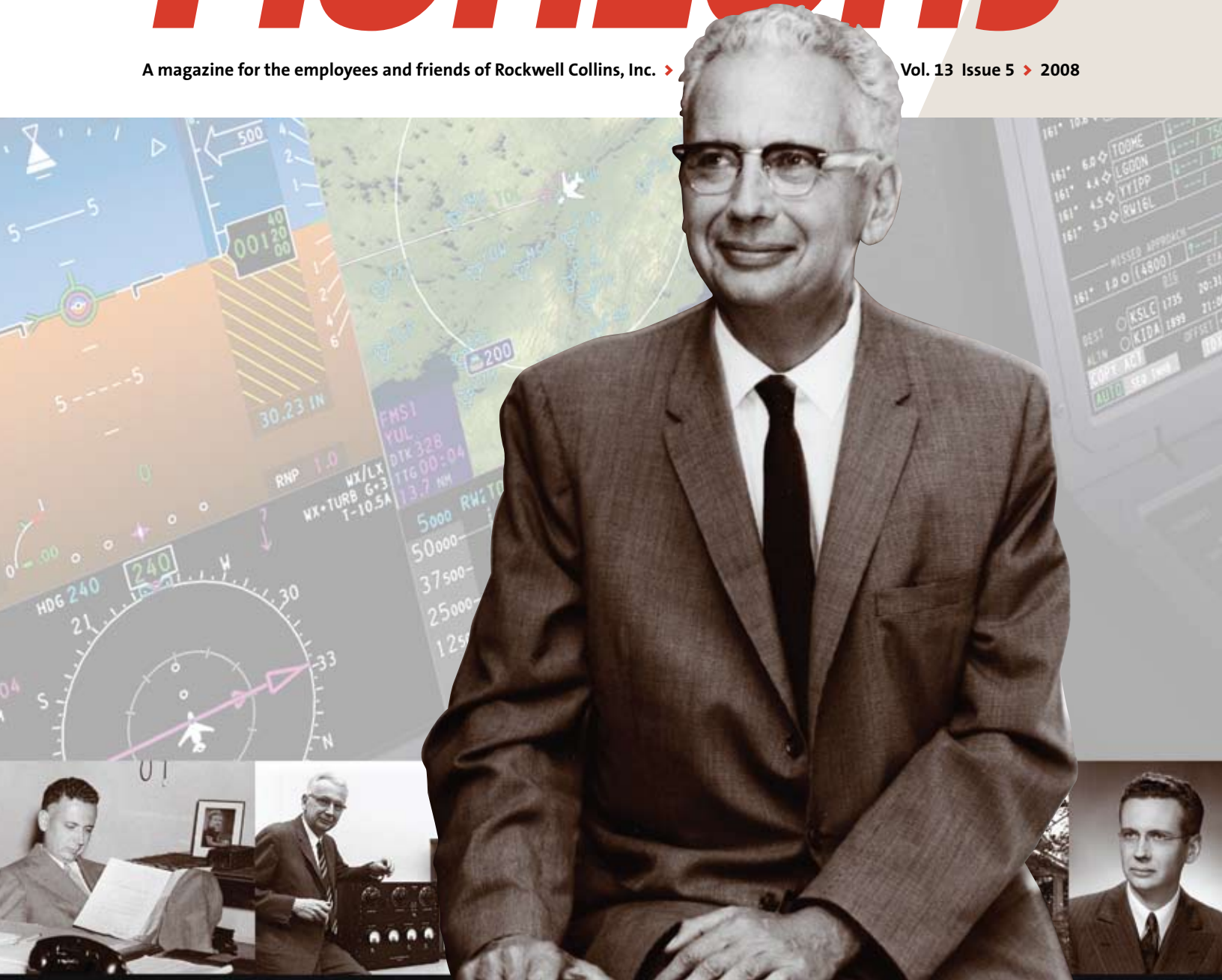


Horizons

A magazine for the employees and friends of Rockwell Collins, Inc. >

Vol. 13 Issue 5 > 2008



Page 2 > The **life** and the **legacy**

The first in a series of articles celebrating our 75th anniversary takes an inside look at our founder through the eyes of those who knew him best.

75 years of
innovation

www.rockwellcollins.com/horizons

**Rockwell
Collins**

Recognizing **75 years** of innovation at Rockwell Collins

Seventy-five years ago – on Sept. 22, 1933 – a young amateur radio enthusiast named Arthur Collins decided to take a leap of faith.

In the midst of the Great Depression, this aspiring inventor and entrepreneur managed to turn his hobby into a vocation when he founded Collins Radio Company.

In the decades to follow, the company we know today as Rockwell Collins became a leader in the aerospace and defense industry.

Through hard work, dedication and passion, the people of this company developed breakthrough solutions such as radio communication technology for pilots during World War II, communications equipment for America's space program, advanced Global Positioning System technology, and Multi-Scan™ weather radar.

**Rockwell
Collins**

Building trust every day

Together, we've taken one man's passion and have turned it into a \$4.77 billion enterprise with more than 20,000 employees in over 60 locations and 27 countries around the world.

I am extremely proud of how far we've come and, although we're in the midst of navigating through a tough global economic environment, I do believe our best days are still ahead. I also believe that to understand where you're going, you must understand and never forget where you've been.



In this issue of *Horizons*, you'll have an opportunity to learn about our heritage when you read about the man who founded our company. This is the first in a series of articles scheduled for publication in the months to come that celebrate our 75-year history.

As you will learn, Art Collins realized the importance of surrounding himself with minds as brilliant as his own. Today, his legacy lives on in the thousands of brilliant minds we have working at our company.

You are the future of Rockwell Collins, and by embracing the traits Art Collins bred into our culture from the very beginning, we will continue to enjoy numerous successes in the months and years ahead.

Clay

Clay Jones

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Find out why it's important for our company to be nestled at the base of a mountain, among our customers and our competitors.

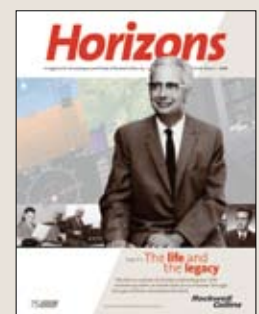
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Visit *Horizons* online for the following Web extras:

- Feature stories about our Chairman's Team Award finalists
- An in-depth look at Ron Kirchenbauer, senior vice president of Human Resources
- A closer look at Josh Breitbach, winner of our Open Innovator quarterly award
- A question-and-answer session with Jon Kounkel, Rockwell Collins manager of Lean and Six Sigma
- Additional service anniversaries – September, October, November and December
- More information about what's taking place across our company
- Recent retirements
- In memoriam

On the cover > Art Collins was a 24-year-old amateur radio operator when he founded Collins Radio Company – the predecessor of Rockwell Collins – on Sept. 22, 1933. He spent the next four decades dedicated to the advancement of radio communications for commercial and military customers. *Photo illustration by Paul Marlow, Cedar Rapids, Iowa*





Art Collins: The life and the legacy

**Inventor, entrepreneur, and
family man remembered**

By Jill Brimeyer

When Michael Collins and one of his boyhood friends crashed their bicycles on the way to a neighbor's house in the mid-1950s, they quickly turned around and headed back to the southeast side Cedar Rapids home in which the Collins family resided.

Returning home for help from Mom and Dad is a seemingly normal act for most children, and something they typically wouldn't think twice about. But on this particular day, young Michael knew he was about to interrupt a business meeting between his father and two very important customers.

"We made it back to the house, and interrupted Dad's important meeting, but he wasn't too fazed," recalled Michael, the eldest son of Collins Radio Company founder Arthur "Art" Collins. "He calmly ensured that all was well, he made sure my friend – who had been knocked out cold – received medical attention, and he then returned to matters of national importance."

Business meetings mixed with life's normal occurrences were par for the course in the Collins household. In fact, Art Collins, who was in the midst of a discussion with Strategic Air Command (SAC) Commander Gen. Curtis LeMay and Vice Commander Gen. "Butch" Griswold when his son barged in, understood that life happens.

"They were talking about the security of our nation and outfitting an SAC aircraft with single side band communications, and in staggered two young boys bleeding all over the floor," recalled Michael, today an entomologist and author who also repairs Volvos in Nevada City, Calif.

"When I think about it now, it's kind of funny."

Raising four children, taking family fishing trips, playing Bridge in the evening, and taking part in impromptu kitchen Reddi Wip battles were the ways



► **A young Arthur Collins** — The Collins Radio Company founder, age 15.

in which Art Collins spent his time away from his radio communications company.

It was from this seemingly humble life that something quite extraordinary arose – the birth on Sept. 22, 1933, of what ultimately became the \$4.77 billion company we know today as Rockwell Collins.



► **Like father, like son** — Collins Radio Company founder Art Collins (left) and his son, Michael, review some preliminary plans during one of Michael's company tours. Although Michael didn't become an engineer, he did have a fascination for science. Today, he's an entomologist and author. He resides in Nevada City, Calif.

Photos from the Rockwell Collins archives

"On weekends, Dad would go into work in his khakis and would be shooed away by the guards until he showed them his badge — number 001. He was a very modest man."

—Michael Collins

Ahead of the times

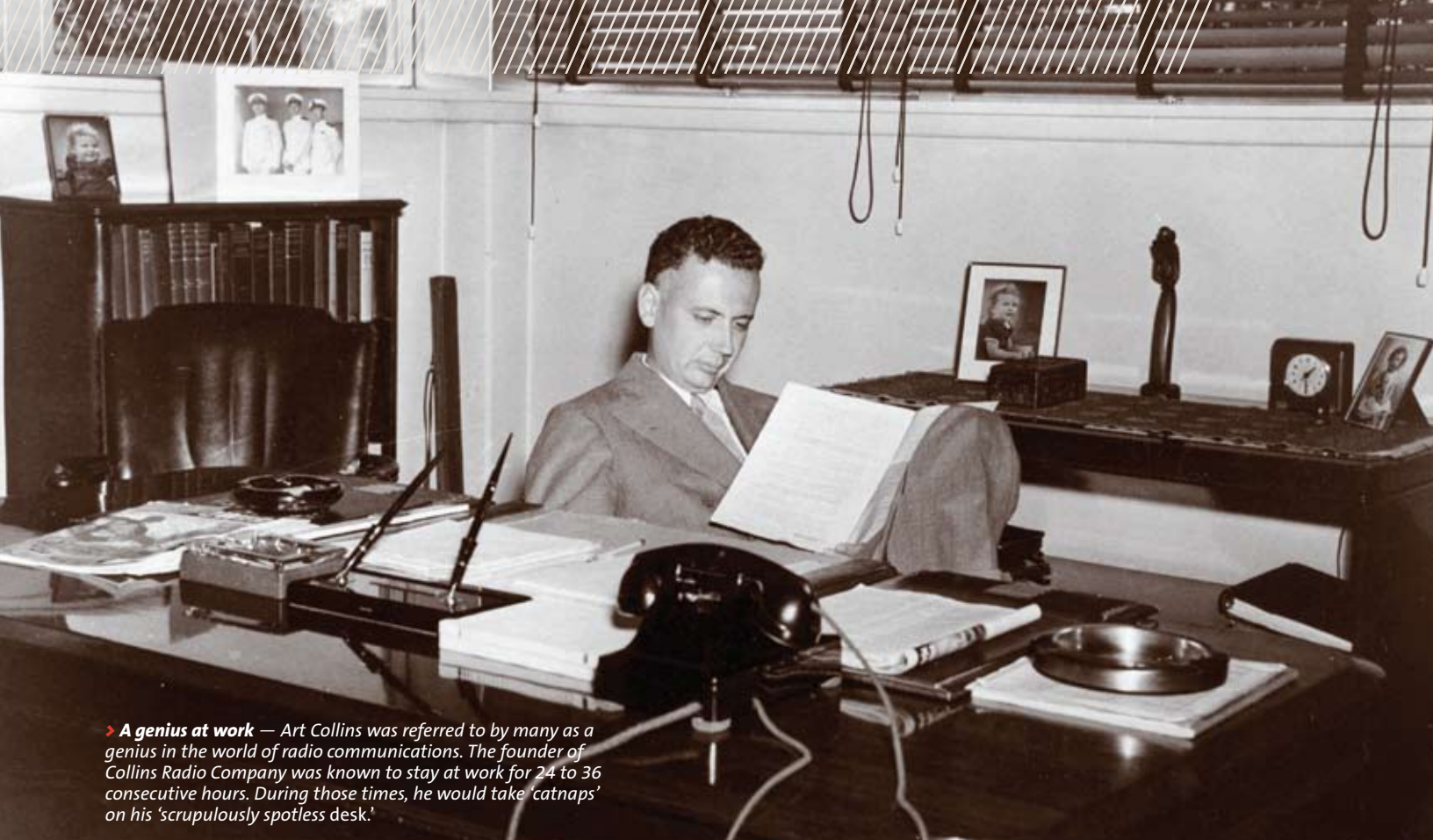
Tales about the humble origins of the aerospace and defense company that today employs more than 20,000 people in over 60 locations and 27 countries around the world have been told on numerous occasions throughout the past 75 years.

Stories about how our founder

began building transmitters in the attic of his childhood home from odds and ends such as an oatmeal canister and a Model T spark coil have been the subject of many history discussions.

In addition, the way in which Collins successfully communicated with the MacMillan scientific expedition in

(continued on Page 4)



➤ **A genius at work** — Art Collins was referred to by many as a genius in the world of radio communications. The founder of Collins Radio Company was known to stay at work for 24 to 36 consecutive hours. During those times, he would take ‘catnaps’ on his ‘scrupulously spotless desk.’

Greenland at the tender age of 15, and the fact that he went on to sell world-class radios from his home-based workshop at age 24 can be found within the pages of several history books.

But there are still a few among us who remember what it was like to work alongside Collins — a man who was so unassuming that many of his young employees didn’t even recognize who he was.

“On weekends, Dad would go into work in his khakis and would be shooed away by the guards until he showed them his badge — number 001,” said Michael, the second child born to Art and Margaret “Peggy” Van Dyke Collins. “He was a very modest man.”

Referred to by many as a genius in the world of radio communications, Art Collins also realized the importance of surrounding himself with minds as brilliant as his own, and Warren Bruene was one of those individuals.

A senior engineer who spent 44 years at Collins

Radio and was well-known for his innovations in transmitter development, Bruene says his boss was quiet and disciplined, but had a commanding presence.

“He was a very intelligent man, very intuitive, innovative, and inventive,” said Bruene, who now resides in Dallas, Texas. “But, everybody knew he was the boss. He wasn’t oppressive, though. Art was concerned about people, and

he did what he could to take care of them.”

According to Ben Stearns, who served as public relations manager for our Cedar Rapids division during the 1960s and ‘70s, Collins also had a fondness for all-night work sessions.

“On numerous occasions, Art would stay in the plant for 24 to 36 hours at a stretch,” said Stearns. In the 2002 biography he penned titled, “*Arthur Collins, Radio Wizard*,” Stearns

added that sometimes Collins would lie down on his scrupulously spotless desk for a brief catnap.

As a result of his relentless desire to work technological challenges, Collins was often running 10 to sometimes 40 years ahead of his time, occasionally well before the marketplace was ready.

“In 1982, people didn’t have PCs (personal computers) yet, but everybody in [Art’s] office had a Hewlett-Packard PC and he hooked them up to communicate with each other,” recalled Stearns. “In fact, the C-8400 Switching



➤ **Historic home** — The basement of this home at 1620 6th Avenue SE in Cedar Rapids, Iowa, was the first factory in which Art Collins produced radio transmitters to order.

System they put together for the airlines was really an early forerunner of email and the Internet. He could foresee a lot of things.”

Growing up Collins

In 1930, Collins married artist Peggy Van Dyke, and the couple had two children, Susan and Michael. Following Peggy’s sudden death in 1955, Art went on to wed Mercy Hospital dietician Mary Meis in 1957, and the couple had two sons, Alan and David.

While Art did the best he could to balance his personal and professional lives, those who called him Dad experienced the same drive with

which he led our company.

“I don’t think he ever slept the whole night through,” said Susan Collins, who still resides in Cedar Rapids. “He’d get up and smoke cigarettes and make really strong coffee and wander around, or read, or get on the ham [radio], or just pace around.”

Like her brothers, Susan was entranced by the chatter on the radio.

“I would sit and listen to him talk to people from all over the place; one time it was [actor, singer and comedian] Danny Kaye, and another time it was [American radio and television broadcaster and entertainer] Arthur Godfrey.”

Michael also was intrigued by the radio communications business, and his favorite childhood playground of all was an area in our factory referred to as the Collins fabrication area.

➤ **A legend** — Arthur Andrew Collins has been called a rare man of greatness. He broke barriers of conventional knowledge and made routine a pattern of scientific advancement.

➤ **In the beginning** — The basement of this building at 2920 First Avenue in Cedar Rapids, Iowa, became the factory and office area for Collins Radio Company in 1933.

“Radios back then had a large mechanical aspect to them, with a large, metal chassis, and

a lot of the tuning was done with gears, shafts, and motors,” explained Michael. “I really enjoyed that as a kid.”

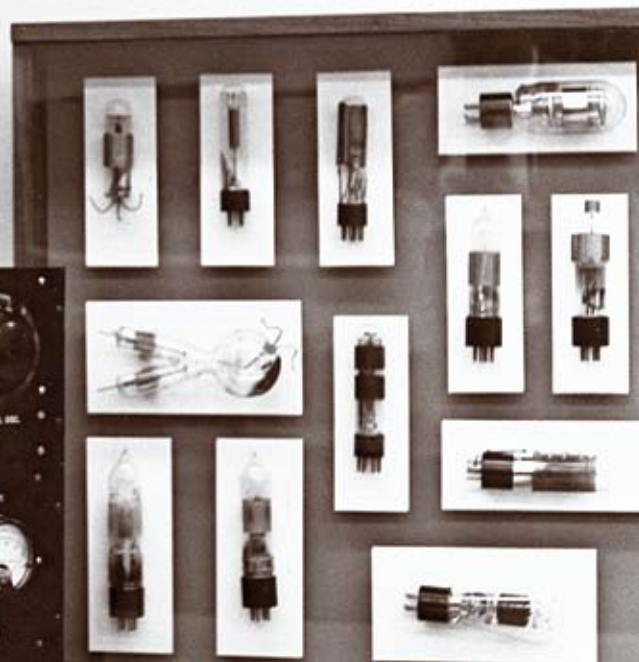
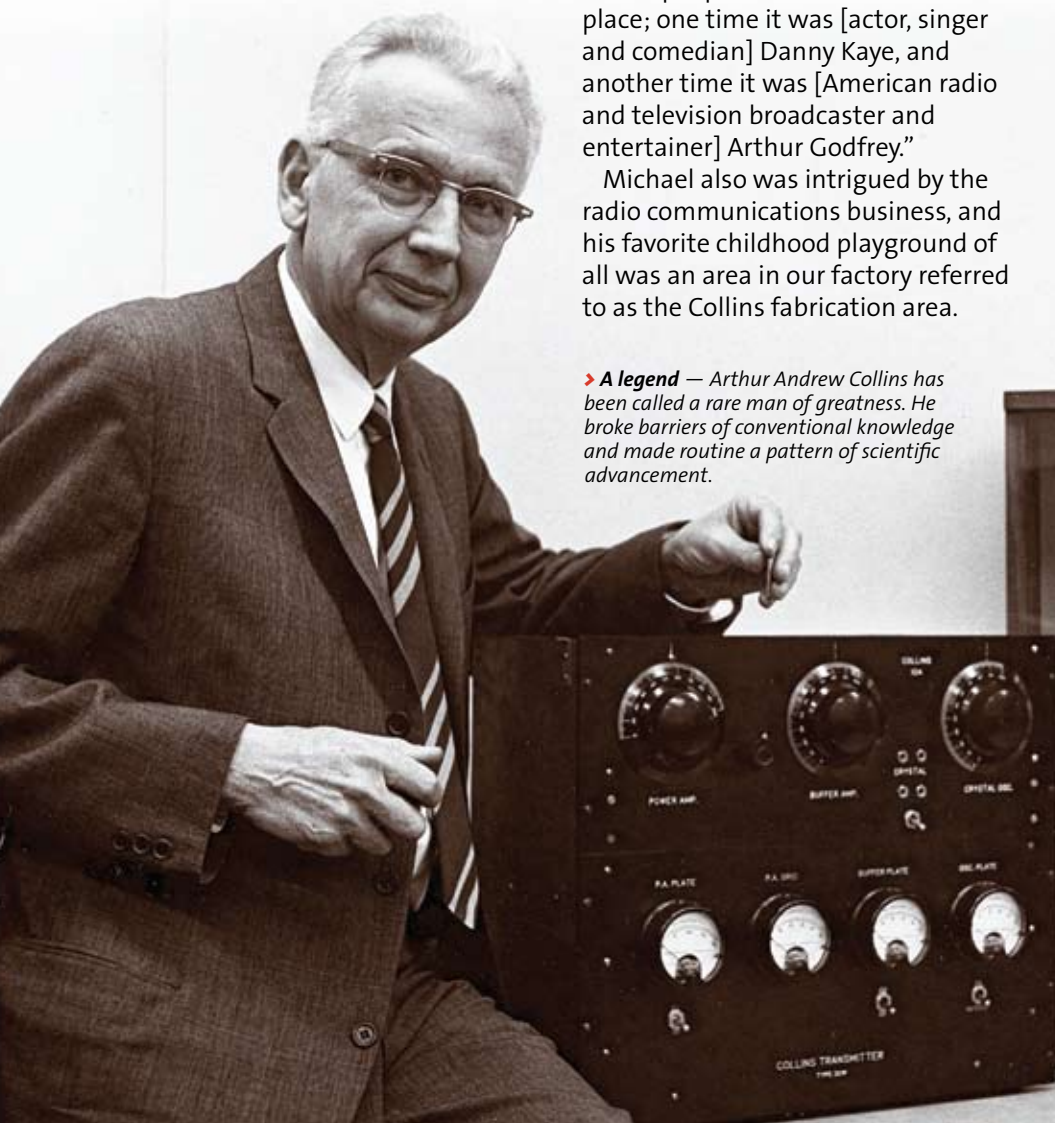
For younger sons David and Alan, their most vivid memories begin in Dallas, Texas, after North American Rockwell gained control of Collins Radio Company in the early 1970s and their dad moved on to other endeavors.

Now an artist in New York City and the youngest of the Collins kids, David recalls a slightly older father who still had energy to spare, drank strong coffee, got by with cat naps, and was constantly working on something.

Although work was central to Art’s life, Alan Collins recalls his father making family a top priority.

“Every night, we always had meals

(continued on Page 12)





Capturing the win

Photo illustration courtesy of Embraer

Rebuilding relationships and establishing trust helped the Rockwell Collins Embraer Capture Team secure a contract worth more than \$1 billion.

By Erin Harmeyer

Building trusted relationships – whether personal or professional – is never an easy task. And that task becomes even more difficult when you’re attempting to reestablish that trust after more than two decades of separation.

But the recipient of the 2007 Rockwell Collins Chairman’s Team Award is proof that opening the lines of communication and upholding your commitments can indeed lead to billion-dollar business deals.

Accepting the challenge

In 1985, Embraer’s EMB-120 twin turboprop commuter aircraft boasted several Rockwell Collins Pro Line II products, including our Electronic Flight Instruments System (EFIS-86B), Flight Control System (FCS-65), Attitude and Heading Reference System (AHRS-85).

However, work with Embraer,

an aircraft original equipment manufacturer (OEM) based in Sao Paulo, Brazil, was sidelined for more than 20 years after a struggling



Photo by Carlos Bueno Neto, Sao Paulo, Brazil

► **Working together** — Nelson Aquino (left) and Todd Oakwood worked closely with our customers at Embraer in Sao Paulo, Brazil. Aquino is our Embraer Account Director and Oakwood is a senior systems engineer.

economy in Brazil in the mid-1980s halted production of new airplanes.

In addition, one of our competitors won the position we had been competing for on Embraer’s regional jet program. As a result, our company continued selling products to Embraer on an individual basis, but remained on the sidelines with regard to complete flight deck avionics.

But, five years ago, when the aircraft manufacturer challenged several companies including Rockwell Collins to develop integrated flight deck avionics for its new business jet program, things began to turn around.

“It was a very difficult task to undertake,” said Bob Lee, director of Avionics Programs for Business and Regional Systems at Rockwell Collins. “It’s easy to say you’re a good company; but it’s very difficult to prove that to a company you haven’t delivered to in recent history.”

When Embraer enters its new Legacy



450 and Legacy 500 aircraft into service in 2012, the executive jets will be equipped with Rockwell Collins Pro Line Fusion™ avionics.

Our company's first new avionics system for business jets in 12 years, Pro Line Fusion combines the heritage of our Pro Line 21 system with innovative technologies that will transform the flight deck experience (see related story on Page 8).

According to Lee, Embraer was extremely impressed not only with the new system's enhanced safety and user features, but with our company's ability to personalize a number of optional features specifically for Embraer.

"Flexibility and customization were important to Embraer," said Lee, co-captain of the award-winning capture team. "We were willing to work with them to incorporate some of their designs on the flight deck, and I believe that's what helped facilitate the win."

Putting knowledge, experience to use

Although the majority of the 18 team members worked on the project from offices and labs in Cedar Rapids, Iowa, a few individuals made frequent site visits and were familiar with Brazilian culture.



Photo by Paul Marlow, Cedar Rapids, Iowa

► **Building trust** — Rockwell Collins employees Bob Lee (right) and First Officer Russ Hodge were part of an 18-member team charged with regaining Embraer's trust and winning a key position on the new Legacy 450 and Legacy 500 aircraft. Lee is the director of Avionics Programs for Business & Regional Systems at Rockwell Collins.

Account Director Nelson Aquino, who speaks fluent Portuguese and works at our facility in Sao Paulo, Brazil, worked closely with Embraer on a regular basis.

Not only was Aquino able to interact with Embraer personnel on a daily basis for business meetings, he also was able to enhance our relationship through social events and informal meetings.

"Having local people who understand the culture and the native language always helps build trusted customer relationships," said Aquino, a Brazil native who has been with Rockwell Collins for 26 years. "Frequent

visits from our team members in Cedar Rapids to Embraer headquarters also helped further the relationship."

In addition, team members like First Officer Russ Hodge, who is on loan from Flight Operations and is working in our Avionics Systems Applications group, had knowledge about Embraer because of previous experience flying their aircraft.

Hodge used that experience to help develop the Engine Indication and Crew Alerting System (EICAS), which provides safety-critical information to the pilots and crew.

"Embraer wanted to be included in software development for EICAS, and working with them on this definitely helped secure the win," said Hodge. "I believe we impressed them with our experience and knowledge about their aircraft."

Expanding our global footprint

While winning this position with Embraer might potentially lead to about \$1 billion in revenue for our company, it also represents an opportunity for global expansion in a growing market segment.

"This important agreement elevates our relationship with Embraer to a new level," said Denny Helgeson, former vice president and general manager of Business and Regional Systems at Rockwell Collins. "It also meant a great deal to this team to receive the Chairman's Team Award. They are truly deserving of the recognition."

Helgeson retired in November after 33 years with our company, but remains close to the project and will continue paying close attention to the business and regional jet marketplace, which continues to experience strong growth.

In fact, sales in that particular market
(continued on Page 12)

Award honors previous fiscal year accomplishments

The Rockwell Collins Chairman's Team Award is presented annually to one outstanding team whose members have demonstrated exceptional teamwork to reach a common goal.

Five finalist teams are honored each year for superior performance in support of our Vision – working together creating the most trusted source of communication and aviation electronic solutions. One team is then selected as the recipient.

The Embraer Capture Team – recipient of the 2007 Chairman's Team Award – was recognized recently for work completed in Fiscal Year 2007. Finalists for FY'08 will be announced during the fourth quarter of FY'09.



➤ A 'suite' success — Rockwell Collins engineers have transformed the flight deck experience by designing our Pro Line Fusion™ avionics suite.

Rockwell Collins image

Drawing on experience

How Rockwell Collins engineers transformed the flight deck.

By Erin Harmeyer

When it comes to envisioning the future of flying for airplane pilots, Kirschen Seah and members of her team — four of whom are pilots themselves — are drawing upon their varied experiences to create the elements of Rockwell Collins' Pro Line Fusion™ avionics suite.

"We all fly single-engine aircraft and even though we designed Pro Line Fusion for larger, more complex aircraft, the ideas for basic flight instruments and ease of use are the same," said Seah, a principal systems engineer in our Commercial Systems Advanced Concepts group. "A lot of our personal input, along with input from pilots who fly these types of airplanes,

went into designing this system."

Within the next couple of years, the Bombardier Global Express XRS and Global 5000 aircraft will become the first business jets to fly with Pro Line Fusion — a system that combines the heritage of our company's Pro Line 21 system with innovative technologies that will transform the flight deck experience for pilots.

According to Seah, the real beauty of Pro Line Fusion — aside from its enhanced safety and user features — is that it's built to continuously evolve with the needs of pilots.

For Gary Bruce, a pilot with Canada-based manufacturer Bombardier, the recent release of the Pro Line Fusion integrated flight deck has been greatly anticipated.

"We're all very excited about [Pro Line Fusion] and its capabilities, but right now we are caught up in the myriad details of designing and integrating all the systems," said Bruce. "When we actually take time to sit back and look at the overall picture, we recognize how amazing this will be when it enters service."

Capitalizing on previous success

Our company's first all-new avionics system in a dozen years, Pro Line Fusion capitalizes on the success of Pro Line 21 with a totally different and advanced architecture. These advancements incorporate key technological improvements and updates and the latest sensor technology to the Pro Line family of advanced avionics systems solutions.

Unveiled in September 2007 at the National Business Aviation Association's (NBAA) 60th annual meeting in Atlanta, Ga., Pro Line Fusion is designed with several key attributes in mind.

The system's flexible and adaptable architecture is designed to meet requirements today and in the future. The extensive situational awareness and intuitive user interface enable pilots to go anywhere, anytime, safely. The system also provides enhanced access to the information pilots need to improve operational efficiency.

With the business and regional jet marketplace continuing to experience strong growth, and with sales likely to exceed \$220 billion over the next 10 years, Rockwell Collins stands ready to continue to tap into this market segment.

"As concepts continue to get more advanced, we sort of get to play in the sandbox and continue our development on this system," said Seah. "Pro Line Fusion continues to improve and will continue experiencing a positive reception from the avionics community."

According to Seah, one key feature of Pro Line Fusion is its high resolution, high quality 15-inch Liquid Crystal Displays (LCDs), which offer pilots point-and-click access to flight planning, aircraft performance monitoring, and hazard avoidance. The displays also offer other safety and information management enhancements.

"This was an entirely new concept, from displays down to processing,"



Photo by Paul Marlow, Cedar Rapids, Iowa

➤ **Evolving the flight deck** — Rockwell Collins Principal Systems Engineer Kirschen Seah and several members of her team used varied experiences to design Pro Line Fusion™, an avionics suite that's built to continuously evolve with pilot needs.

said Seah. "The new flight control panel and large screens increase efficiency and ensure added safety for pilots and passengers."

"With Pro Line Fusion, not only are we first-to-market, but we have superior features and a track record that shows our aptitude. Our competitors don't have that advantage."

—Chip Gilkison

Increasing safety is and will continue to be a high priority during Pro Line Fusion development, with many features offering unprecedented levels of proficiency.

Pro Line Fusion also improves visibility of flight deck displays and increases situational awareness inside and outside the cockpit in low or poor visibility conditions. The Rockwell

Collins Head-Up Guidance System (HGS) also has been integrated to display critical flight information in the pilot's forward field of vision.

"Many of the features on Pro Line Fusion reduce manual work for the pilots," said Seah. "It makes their jobs less complicated and much safer."

Customers anxious for new system

Although Seah said the development of Pro Line Fusion will continue to be an ongoing process, convincing customers this is the leading system for business and regional jets was not nearly as challenging.

"There has been such a good response from the aviation community," said Seah. "I think many pilots are looking forward to the features it will bring, and we have really been able to offer the best system by working closely with our customers."

Even so, securing the Bombardier Learjet 85 program was a lengthy process, said Greg Hoffa, principal

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Heidelberg employees enjoy first open house in a decade

Rockwell Collins employees in Heidelberg, Germany, were joined recently by more than 750 friends and family members during the facility's first open house in 10 years.

Guided through the facility by our employees, guests enjoyed Eurofighter videos, and CH-53 G helicopter and TELDIX® space wheel demonstrations. Our medical services team in Heidelberg also provided free blood pressure and blood sugar tests.

"It was a wonderful event," said Armin Goeckel, manager of Public Relations in Heidelberg. "We had a great turnout, and our guests enjoyed learning more about our facility."

Rockwell Collins Program Management Assistant Judith Korupp, who attended

the open house with her two young daughters, also was impressed with the mid-October event.

"Not only were some people seeing our facility for the first time, they were treated to some high-tech demonstrations as well," said Korupp. "I thought the entire event was very well done."

Throughout the open house, our employees also accepted donations for Kinder Planet, an institution not far from our facility.

Part of the University of Heidelberg, Kinder Planet provides care for the siblings of cancer patients, thus enabling parents to spend time with

the ailing child.

By the end of the open house, our employees had collected \$2,360 (USD) for Kinder Planet — a charity our company has been dedicated to for more than eight years. **<h>**



Photo by Armin Goeckel, Heidelberg, Germany

> Open house — Karlheinz Fallenstein (far right), manager of Apprentice Training at Rockwell Collins in Heidelberg, Germany, explains to those attending our facility's recent open house what takes place in the Apprentice Shop.

Coralville employees team up in the fight against breast cancer

The passion for the fight against breast cancer runs deep at Rockwell Collins in Coralville, Iowa. So it's no surprise that 110 employees teamed up for the

Especially for You Breast Cancer Awareness Walk in downtown Cedar Rapids, Iowa.

"Breast cancer has affected several people here [in Coralville], and it has made all of us very aware of its seriousness," said Barb Driscoll, a participant and senior assembly operator. "There are actually six breast cancer survivors in my department alone."

Participants in the mid-October event each donated \$20 to bring employee donations to \$2,200. The money goes to women who either don't have insurance or whose insurance won't cover the medical costs associated with their cancer. Our company also donated items from Fittings Unlimited — a company specializing in undergarments needed by women after certain surgeries.

According to Michelle Anderton, a 12-year walk participant and senior assembly operator, the money and donations couldn't go to a better cause.

"I know the donations make a lot of lives easier," said Anderton. "You might even be saving a few [lives] as well. It's an amazing feeling."

Major activities throughout the event included a 5K run, the family fun mile, and informational booths.

Driscoll, who is a breast cancer survivor herself, had a wonderful time and says there is no doubt the facility will participate in the event again.

"We have a strong support base here in Coralville," she said. "I think even more people will be involved next year." **<h>**



Photo by Barb Driscoll, Coralville, Iowa

> All in the family — Employees from Rockwell Collins in Coralville, Iowa, teamed up recently for the *Especially for You Breast Cancer Awareness Walk* in downtown Cedar Rapids. Pictured (from left) are: John G. Bolton and daughter, Eva Bolton; Cris Bolton-Severson, Patricia Bolton, Sherri Bolton, and John E. Bolton. The Bolton family has been participating in the race since Patricia was diagnosed with breast cancer 15 years ago. John G. and Cris are both Rockwell Collins employees.

A kaleidoscope of cultures at Rockwell Collins in San Jose

In a city proud of its cultural and ethnic diversity, and chock full of residents who speak more than 52 languages, is a Rockwell Collins facility with a workforce reflective of those cultures.

That multitude of cultures in San Jose, Calif., inspired Kenneth Woo, manager of Application Engineering, and Yen Pham, a generalist in Human Resources, to unite the different cultural groups at their facility for an International Diversity Celebration. Woo and Pham wanted to promote the rich cultural diversity that exists among our San Jose workforce.

"I believe that when you know more about your colleagues than only what they do at work, it opens lines of communication," said Woo. "That, in turn, enables a happier, healthier, and more productive workforce."

Held in mid-October, the event attracted more than 600 employees. Various cultural groups such as Southeast Asians, African-Americans, Hispanics, and Europeans showcased their cultures with literature, recipes, and



Photo by C.W. McGowen, San Jose, Calif.

➤ **Cultural pride** — More than 600 employees at Rockwell Collins in San Jose, Calif., participated in the facility's International Diversity Celebration, including this group that showcased their Filipino heritage. Pictured (from left) are: Rosema Hermanto, Jennifer Richter, Danny Quesada, Ernie Gabriel, and Amado Ramos.

food native to their regions. In addition, management personnel volunteered to serve the multi-cultural dishes.

According to Anne Wagner, manager of Precision Strike Solutions Contracts, it was fantastic for our employees to enjoy the time with their colleagues.

"The mix of culture, food and exhibits was very entertaining," said Wagner. "It's inspiring to see what our community has to offer; I believe it enriches our lives for the better."

Lucy Ponte, leader of the Product

Support Integrated Product Team (IPT) and representative for the Portugal group, received positive feedback from attendees as well. Many of them indicated they would like to see the celebration become an annual event.

Because the event was such a success, the San Jose Diversity Team is already planning future diversity events.

"We had a wonderful turnout," said Woo. "Employees were excited to learn about their colleagues and sample food from different cultures." <h>

Bringing a Latin flavor to our facility in Melbourne, Fla.

When Jose Garcia transferred from Rockwell Collins in Cedar Rapids, Iowa, to our facility in Melbourne, Fla., in 2007, he was sorry to say goodbye to a city he had grown to love. He also had mixed emotions about leaving behind the Latino Employee Network — a group he helped found in 2006.

A software engineer, Garcia knew immediately he wanted to establish a branch of the Latino Employee Network in Melbourne, and he wasted little time spreading the word about the organization. Almost instantly, Garcia had about 30 people interested in getting the organization off the ground.

"Everything was established very quickly," said Garcia. "It really helped my transition to a new city."

Recently, the organization sponsored its first group of activities — held Sept. 15 through Oct. 15 — in honor of National Hispanic Heritage Month.

According to Garcia, employees learned the basic steps of traditional Latin dances such as the Salsa, Merengue, Cumbia and Bachata. They also heard from retired U.S. Naval Officer Richard Contreras, who is an engineer and member of the Melbourne City Council, and they tasted food from several Latin American countries.

"Everything has gone really well — better than I expected," said Garcia, noting about 200 people participated in the events. "I am so glad I have been able to promote awareness of the Latino culture — first in Cedar Rapids and now in Melbourne — a city I am growing to love as much as Cedar Rapids."

Due to the success of the events, the Latino Employee Network in Melbourne plans to organize several events next year. <h>

Web extra: Learn more about activities at Rockwell Collins locations around the world in Horizons online at www.rockwellcollins.com/horizons.



Photo from the Rockwell Collins archives

➤ **Young entrepreneur** — A young Art Collins oftentimes mixed business meetings with life's normal occurrences. According to his children, Collins made every attempt to leave the office in time to be home for dinner with his family.

Art Collins

(continued from Page 5)

together,” said Alan, now a technical team lead at Systems Integration Specialists Company (SISCO) in Dallas. “That was very important to him and to our family.”

But one of the most vivid memories for both David and Alan is of a father who, on the surface, was quiet and reserved, but harbored a playful sense of humor.

“When he started to lose his hearing, he would joke around and rig up homemade hearing aids,” recalled David. “I remember the night he came to the dinner table wearing a big set of can headphones hooked up to a small tape recorder and a microphone, which he set up on a couple of slices

of bread in the middle of the table. He totally had a sense of humor.”

A quiet legacy

After his father passed away in 1987 three weeks after suffering a stroke in his Dallas home, David remembered people coming up to him and his brother and whispering in reverent tones about their father being a great man and a genius.

But that’s not the Arthur Collins that his family and close friends knew.

“He never really acted like [a genius]. He was a very humble, gentle person,” recalled David. “He just thought things should be done the right way, and had a way of figuring out how to do the right thing.” <h>

Drawing on experience

(continued from Page 9)

program manager at Rockwell Collins for the Bombardier pursuit.

“The win was not only the result of our ability to offer the most competitively priced feature-rich system for this market segment, but also was due to our long-standing heritage of program execution with Bombardier,” said Hoffa.

Following the formal announcement of the Bombardier win in October 2007, a handful of new platform

decisions followed, including the Cessna Citation Columbus, the Embraer Legacy 450 and 500, the Bombardier Learjet 85, the Mitsubishi Regional Jet (MRJ), the Bombardier CSeries, and the Gulfstream G250.

According to Chip Gilkison, senior marketing manager in Business and Regional Systems, the bottom line on why Pro Line Fusion has experienced such success comes down to ease-of-use. It allows pilots the best view of their situation and a natural way to manage aircraft.

“In past years, we have introduced

systems that may not have been first-to-market, but had the highest quality features available,” said Gilkison.

“With Pro Line Fusion, not only are we first-to-market, but we have superior features and a track record that shows our aptitude. Our competitors don’t have that advantage.” <h>

— Michael Watkins also contributed to this story.

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Capturing the win

(continued from Page 7)

segment are predicted to exceed \$220 billion over the next decade, and Rockwell Collins is well-positioned to capitalize on that projected growth.

“At the end of the day, you have to sit back and realize that Embraer is a leading OEM and they’ve made great strides in the marketplace during the

past 15 years,” added Lee. “This win puts our company in a position to set up a strategic plan for years to come; we have definitely expanded our global footprint.” <h>

This article contains forward looking statements including statements about the company’s anticipated Pro Line Fusion revenues on the Embraer Legacy 450 and Legacy 500 program.

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.

Web extra: Read about the four Chairman’s Team Award finalists in Horizons online at www.rockwellcollins.com/horizons.

Rockwell Collins Service Anniversaries

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

55 YEARS

September

Jerrold L. Mann

45 YEARS

October

Donald R. Wood

November

David E. Leubka
Marilyn J. Paulsen

40 YEARS

September

Bonnie S. Clarey
Teresa A. Fabert
Janice K. Larison
Werner Mickler
Margaret A. Scheffert
Rudolf Stark
Bobette L. Trimble
Mary J. Washburn
Carmen V. Zoerb

October

Elizabeth J. Briggman
Margaret D. Hebert
Steven G. Hostert
Gary D. Markley
Susan K. Nodurft
Erwin Oberdhan
Patricia J. Reid

November

Frederick E. Preston

35 YEARS

September

Wanda J. Andrews
Betty L. Axline
William R. Campbell Jr.
Ronald M. Chervek
LaDonna L. Kelley
Thomas R. Lindgren
Sandra K. Lucas
Stephen R. Mitchell
Leland J. Pearson
Jan R. Redmond
Shirley M. Redmond
William B. Reibold
Gabriele Rhein
Werner Schobora

October

Margaret A. Ames
Gloria J. Daywitt
Karen S. Freerksen
Gary W. Goodnight
Deborah J. Grover
Deborah A. Luckert
Georgianna M.
Macdonald
Robert S. Mulvey
Brian K. Otis
Steven W. Roggow
Michael T. Roth
Michael W. Scott
Patrick M. Walsh

November

Joan F. Allers
Orville A. Bakenhus
Ronald L. Bird
Norval J. Hermanson
Gregory A. Jobe
Patricia C. Kindl
Lois E. Koftan
Ralph G. Krumm
Ricky C. Langguth
Carol L. Matus
Deborah S. Munson
Marvin A. Olver
Steven L. Powell
Larry C. Reeve
Darwin L. Schminke
Connie M. Short
Marcia R. Unruh
Orval D. Wood

December

Steven A. Burns
Carol L. Dustman
Kenneth R. Eaton
Charles W. Gerard
Sharon A. Kula
Maria del Carmen
Sandoval

30 YEARS

July

Maguy Barrat
James N. Bleak
David A. Blount
Christine M.
Bockenstedt
Monte J. Dick
Mary J. Fall
Joseph R. Fischer
Julie A. Griggs
Wolfgang Hannemann

Theodor Heger

Kurt A. Hexum
John N. Hill
David Hite
Cathy M. Hooten
Liane L. Kennedy
Rodney L. Kiser
Susan M. Logan
Veronica D. Lybarger
Mary E. Moroney
Richard E. Morris
David B. Pasker
Sherry G. Payne
Shelly R. Reynolds
Edeltraud Richter
Karlheinz Ringhof
Philippe Sales
Stanley D. Smith
Dean C. Smorstad
Christine M. Thornton
Anh N. Tran
Rebecca M. Tritle Saltou
Kathi A. Vaughn
Henry Zander

August

Dorothy K. Coleman
Joseph M. Costello
Gerhard Dallafina
Janice M. Ehrler
Gerry W. Fairchild
Yves Gallety
Everardo L. Garcia
Barbara J. Glass
Steven C. Groth
Sherry D. Gustafson
Violet J. Helander
Ricky R. Johnson
Judy A. Keuter
Günther Kiehl
Steven A. Knapp
Kathy M. Kuennen
Timothy F. Langhals
Kathy A. Leistikow
Reiner Lischer
Cameron D. Luerkens
Debby N. Montgomery
Fred B. Moyer
An V. Nguyen
Peter Ockert
Cindy A. Omar
Christian Parpet
David A. Petersen
Fritz Pfannschmidt
Dianne R. Pierce
Jeffrey L. Pitlik
David W. Porter
Patricia L. Richardson
Juan A. Rodriguez

Paula J. Rogers

Alyce M. Rohwedder
Maryann V. Rubel
David F. Scott
Vicke J. Sindelar
Jeremy J. Smart
Joachim Stapler
Rex M. Strait
Bao Thai
William S. Thai
Diane L. Thornton
Donna M. Valenta
Klaus Wagner
Steven W. Weber
Elaine M. Westin
Rainer Wunsch

September

Peter F. Collins
Melissa D. Loney
Kimhuong T. Long
John J. Lynch
Debra R. Merritt
Loren D. Morrissey
William D. Shanklin
Raleigh J. Spinks Jr.
Alan J. Thatcher
DeKevin M. Thornton
John R. Vaassen
Cynthia N. Vincent
Ron K. Waite
Steven L. Wiegman

October

John J. Althaus
Laura A. Ardison
Karen A. Ashbacher
Thomas L. Blankenship
Judy A. Borsheim
Daryl R. Burns
Timothy J. Busch
Karen L. Campbell
Cynthia A. Colton
Max W. Dixon
Carol L. Franchi
Mike A. Harvey
Paul W. Jacobs
Gary J. Janecek
Michael D. Kauzlarich
Kathleen M. Ketelsen
Winfred C. Knohl
Franklin L. Lamb
Lorraine A. Mendosa
Johnny Moore
John W. Morio
Trung N. Nguyen
Dung Nguyen
Danilo S. Quesada
Emma L. Roberts

David A. Schmidt

Jeffrey L. Schmitz
Jeffrey D. Tritle
Kevin L. Weiss

November

Rosa Maria Arriaga
John E. Barker
Christine M. Cole
Janice R. Conrad
Bob H. Hallmark
Carlos Manuel
Hernandez
Diane M. Houdek
John B. Koomar
Jeffrey E. Kurth
Michael L. Molacek
Richard I. Morris
Donna R. O'Brien
Patricia A. Palmer
D.L. Ringgenberg
Daymon C. Rohrbacher
Kirk A. Schroeder
Larue S. Shepard
Diana L. Thomsen
Susan A. Tibbott
Suann M. Tichy
Diane K. Turner
Samuel E. Wood III
Judy M. Zweibohmer

December

Denise D. Benson
Therese A. Bickford
Jacalyn M. DaBoll
Jay E. Ellison
Richard N. Erickson
Christopher H. Hansen
Cindy B. Huovinen
Roger D. Kendrix
Irving J. Lagneaux
Octavio Martinez
Theresa D. McGhee
Kathleen V. Medley
Russell A. Moore
Andrew J. Rhodes
Fernando Rodriguez
Shirley J. Starr
Joy K. Stusse
Rick G. Wheeler
Steven R. Wielage

25 YEARS

September

Richard B. Alderman II
Gary C. Bailey
Cleo D. Carolan
Barbara A. Colehour
Mary F. Hayek
Horst Heimel
Wendy L. Kimber
Janet M. Kindricks
Eric V. Koeppen
Mark C. Larsen
M.R. Mahan
Thomas Saussele
Tina M. Turull
Janelle R. Wolfe

October

E Nephi Lewis
Robert B. Mason
John P. Newhouse
Anthony B. Weber
Howard S. Wilkerson

November

Thomas M. Ash
Retricia Bailey
Tamara J. Bates
Susan A. Cowart
Jacquelyn M. James
Julie A. Jensen
Pimpuang Love
William F. Manor
Dennice A. Phillips
Mark O. Smith

December

Debra K. Dudley
James R. Jorgensen
William A. Morgan
Jeffrey G. Reihle
Lynda L. Williams
Ulrich Zimmerman

Web extra: Rockwell Collins employees celebrating 20 years of service or less are now recognized in Horizons online at www.rockwellcollins.com/horizons.

A valley of opportunity

Why is it important for Rockwell Collins to be located in a city nestled at the base of a mountain?

By Erin Harmeyer

The northern Alabama community of Huntsville has consistently been named by publications such as *National Geographic* and *Money Magazine* as one of the best places to live and work in the United States.

Sprawling at the foot of a Northern Alabama mountain in the heart of the Tennessee Valley, Huntsville has become a hotbed for aerospace and defense companies like Rockwell Collins. Many of our competitors also are in the area, including Boeing, Lockheed Martin, Northrop Grumman, and Raytheon.

According to Scott Jacobsen, operations manager at Rockwell Collins in Huntsville, the area employs about 25,000 people from about 285 companies that also are known for software design, engineering, and research and development.

Located in Cummings Research Park, an area of town referred to by many as one of the world's leading science and technology business parks, these companies are near many of their military and commercial aviation



Photo by Mark Davis, Decatur, Ala.

➤ **Multiple opportunities** — Tom Billig (left) and Scott Jacobsen are two of about 35 employees who work at Rockwell Collins in Huntsville, Ala. Employees in this facility work in multiple areas within Government Systems and Rockwell Collins Services.

customers.

"The main reason Rockwell Collins expanded in Huntsville was to enable us to better serve our customers," said Jacobsen, who joined our company in June 2006. "The fact that the city is an amazing place for our employees to live is an added bonus."

Prior to construction of our current 36,000-square-foot facility, which opened in May 2008, our Huntsville employees worked in rented office space.

Today, the new facility combines multiple divisions into one location and currently has about 35 employees — most of them engineers.

These individuals work for multiple areas within Government Systems and Rockwell Collins Services. The fact that our Simulation and Training Solutions

and Government Systems businesses are located in the same building also fosters a collaborative environment.

"Expanding into this area was a wonderful opportunity for Rockwell Collins to become part of our customer community," said Jacobsen. "Being right in the midst of everything is not only better for our customers, it's also better for our company; we can develop better solutions

by working alongside our customers."

According to Tom Billig, a senior systems engineer in Government Systems, working alongside our customers has proven invaluable.

"I usually spend about half of my time at our facility and the remainder of my time at Redstone Arsenal supporting our programs," said Billig. "Everything from UAVs (Unmanned Aerial Vehicles) to helicopters and missiles — it's all at the arsenal." <h>

Web extra: To learn more about our facility in Huntsville, Ala., visit Horizons online at www.rockwellcollins.com/horizons.

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