

Horizons

A magazine for the employees and friends of Rockwell Collins, Inc. > Volume 11 Issue 3 > 2006



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**Rockwell
Collins**

Our **brand** starts with *you*

It's hard to believe that five years have passed since Rockwell Collins became an independent company. Much has happened — to our world, our industry, and our economy — so, gaining a competitive advantage has not been an easy task.



We all know that winning requires hard work and dedication. It takes people who are focused, technically adept, trustworthy and reliable. It takes talent, teamwork and leadership. It demands innovative ideas and smart solutions. And it requires the ability to build and maintain solid relationships.

It also takes a brand strategy strong enough to set our company apart and to minimize any confusion about who we are, what we do and what makes us different.

Last summer, we unveiled a new logo and brand expression — *building trust every day*. We have not changed our name or our business strategy. We are simply communicating through our visual identity and our brand promise that we are Rockwell Collins — an independent company with a vision for the future.

In this issue of *Horizons*, we take a look at our new brand identity and how it will differentiate our company from our competitors and help us appeal to a new generation.

You also will learn about the continued growth we are experiencing and how our success in recent years, combined with the need to hire additional employees, has led to the construction of new facilities and various building enhancements.

Rockwell Collins

Building trust every day

As a company, we're known for building trust every day. In fact, our customers repeatedly refer to trust — and our ability to develop and maintain personal relationships — as the characteristics they value most about our company.

I encourage each of you to learn about and help us fulfill our new brand promise — *building trust every day* — because at Rockwell Collins, our brand starts with you.

A handwritten signature in black ink that reads "Clay Jones". The signature is fluid and cursive, with a large, sweeping "C" and "J".

Clay Jones
Chairman, President and CEO



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Building trust every day requires commitment from all of us. Julia Schmitt is taking our new brand promise to heart ... and to our customers.

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On the cover > Julia Schmitt, regional sales manager for Rockwell Collins in the Pacific Northwest, believes our new brand identity is good for business. Schmitt is based in Portland, Ore. Photo by John C. Thomas, fisheye



from the editor

A brand new perspective

It's not easy being the new kid on the block. And a little more than three years ago, I was exactly that. I had lived and worked in suburban Chicago for nearly a decade and, quite frankly, had no intention of uprooting my life and starting over.



But when an opportunity at Rockwell Collins presented itself, things suddenly changed. The first impression I received when I walked in the door for my interview that hot, summer morning, was obviously one that had a major impact on my life.

Over the years, I had worked for several companies. But never before did I feel as comfortable or as respected as I did on that day. At the time, it was hard to pinpoint what made Rockwell Collins stand out above the rest. Today, I believe I know the answer.

Our employees are approachable; reassuring; open and direct. They are working hard and working together to build a company we all can be proud of and to carry on our rich heritage. And while the trust that's being built here every day might be most visible in the products our customers have come to rely on, it really begins with the people behind those products. It begins with their stories.

In this issue of *Horizons*, we're working hard to put our people at ease with language that is familiar and easy to understand, and with stories to which you can relate. We're also introducing a new design and voice that brings our magazine into alignment with the brand standards we introduced in mid-July.

In addition, we want to hear from you – our readers. That's why we're introducing "Letters to the Editor," a page intended to encourage an exchange of ideas and information that stimulates dialogue on issues or events in our company. I encourage you to write to us using the contact information on the right-hand side of this page. Please understand that we reserve the right to edit for grammar, syntax and size, and that not all letters will be published.

Part of building and maintaining personal relationships is to encourage conversation. We invite you to take an active role not only in the future of our company but in our magazine. Please send us your story ideas and tell us how we're doing.

A handwritten signature in black ink that reads "Jill". The signature is fluid and cursive.

Jill Wojciechowski
Editor

Horizons

Publisher: Tim Burriss

Editorial director: Larry Riley

EDITORIAL TEAM:

Managing editor:
Robert Fleener +1.319.295.8791

Editor:
Jill Wojciechowski +1.319.295.4998

Copy editor:
Ruth Anne Denker +1.319.295.0643

Staff writer:
Dave Gosch +1.319.295.2908

CONTRIBUTORS IN THIS ISSUE:

Steve Carnesi, Decorah, Iowa
Selena Copeland, San Jose, Calif.
Grace Du, Beijing, China
Armin Goeckel, Heidelberg, Germany
Terry Graham, Richardson, Texas
Robbi Horne, Melbourne, Fla.
Dan Huthwaite, Sterling, Va.
LuAnn Jensen, Salt Lake City, Utah
Jill Peck, Wichita, Kan.
Melanie Richert, Cedar Rapids, Iowa
May Roberts, Irvine, Calif.
Brenda Rodas, Manchester, Iowa
Michelle Sanford, Portland, Ore.
Jim Synder, Tustin, Calif.
Karen Strasko, Melbourne, Fla.
Cole Walters, Salt Lake City, Utah

How to contact us:

E-mail:
jkwjcie@rockwellcollins.com

Mailing address:
Horizons
Rockwell Collins
400 Collins Road NE
Cedar Rapids, IA 52498-0001

Phone:
+1.319.295.4998

Fax:
+1.319.295.9374

Web address:
www.rockwellcollins.com/horizons

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Buying into our *brand*

Building trust every day requires commitment from all of us. **Julia Schmitt** is taking our new brand promise to heart ... *and to our customers.*

By Jill Wojciechowski

Julia Schmitt understands the importance of building and maintaining trusted relationships. A former flight instructor and pilot for American Airlines, Schmitt's life — and the lives of those onboard her airplane — depended on trust. She trusted those who built and serviced her aircraft; she trusted her crew; and she trusted the air traffic controllers. Likewise, Schmitt's passengers placed their trust in her.

Today, as a regional sales manager for Rockwell Collins

(continued on Page 4)

A woman with long blonde hair, wearing a light green button-down shirt and black trousers, stands with her hands on her hips, looking off to the side. She is positioned in front of a large, light-colored metal building with the "Rockwell Collins" logo prominently displayed on its side. In the foreground, the nose and cockpit of a white commercial airplane are visible. The background shows a blue sky with scattered white clouds.

Rockwell
Collins

Business & Regional Systems (BRS) in the Pacific Northwest, Schmitt sees trust in yet a different light. She realizes it is something on which her customers have come to depend, which is why she has taken the new brand identity at Rockwell Collins to heart.

“For those of us out here in the trenches making sales for our company, this (new brand identity) is a great thing,” said Schmitt, who joined Rockwell Collins in 2000. “Our new logo and brand expression indicate that we’re advancing into the future, we’re appealing to a new generation, and that’s a great thing for all of us.”



Photo by Terry Graham

➤ Signs bearing the new Rockwell Collins logo have been installed at several facilities including this one in Richardson, Texas. Additional signage installations will continue throughout the remainder of 2006.

Delivering on our promise

Unveiled in mid-July, the new logo and brand expression at Rockwell Collins signify a company looking forward. Although Rockwell Collins is well-positioned for growth and continues to perform well, senior leaders feel that the key to success is delivering on our brand promise — building trust every day.

“As a leading supplier of mission-critical systems and capabilities for the industry, trust is at the heart of all we do,” said Rockwell Collins Chairman, President and Chief Executive Officer Clay Jones. “We need to continue to build that trust with our employees, customers, shareowners and others every day to strengthen our Rockwell Collins brand.”

“These changes better represent who you are and what you do ... You’re definitely growing into the future.”

— Dan Rice

According to Sherry Mendel, manager of Corporate Brand at Rockwell Collins, customers buy from companies they know and trust. In fact, when we interviewed our customers and asked them what they liked most about our company, they repeatedly referred to trust and our ability to develop and maintain personal relationships.

Those are just two of the reasons

attract the kind of talent we want to work for our company.”

Mike Opheim, director of sales for Rockwell Collins BRS in the Eastern United States and Latin America, agrees, and says perhaps the greatest benefit of a new corporate identity is the ability to clarify for the public what our company stands for.

“The Collins name was held in such high regard for many years that the public was confused when we originally changed to Rockwell Collins,” recalled Opheim, who is based in Fort Worth, Texas. “Five years ago, when we became an independent company, our customers and dealers became even more confused.

“This new logo definitely helps us reinforce who we are in the industry,” he continued, “and that helps to differentiate ourselves from our competitors.”

The new logo itself — the visual design or word mark — leans forward, signifying momentum. Instead of continuing on with a logo that indicated Collins was a subsidiary of parent company Rockwell International Corporation (now Rockwell Automation), the new logo represents the independent company we are today — Rockwell Collins.

“To establish a differentiated brand, it’s important to have clarity,” said Mendel. “The quickest way to communicate who we are is through our visual identity.”

The new logo also is intended to represent the pillars on which Rockwell Collins is based — personal relationships, innovation and heritage.

“For those of us out here in the trenches making sales for our company, this (new brand identity) is a great thing.”

— Julia Schmitt



Photo by Paul Marlow, The Creative Gene

“We’re the same company our customers know and trust ... and we have a vision for the future,” said Jones. “Together, the names Rockwell and Collins reinforce a heritage we can take pride in.”

Reinforcing our heritage

For Schmitt, the introduction of a new brand identity reinforces what customers already know about our company’s heritage and rock-solid performance. It also makes her job in after-market sales a bit easier.

“I’m already proud to walk into a potential customer with my Rockwell Collins business card,” said Schmitt, who is based in Portland, Ore. “We’re strong, we’re reliable, we provide excellent service, and my customers already know that. Our new brand identity reinforces everything we already stand for.”

Dan Rice is one of the customers Schmitt sees on a regular basis. An avionics sales manager for Flightcraft, Inc., in Portland, Rice has been a Rockwell Collins customer for more than 20 years.

Prior to the launch of the new corporate identity, Rice says he never would have considered Rockwell Collins a “fresh,

“A logo is just a logo — it’s what’s behind it that makes it matter ... Without the people bringing our logo and our brand promise to life, it’s just an empty symbol.”

— Sherry Mendel



Photo by Dan Huthwaite

➤ The new Rockwell Collins logo is making its appearance at facilities around the world including this one in Salt Lake City, Utah.

new company.” Today, he feels differently.

“These changes better represent who you are and what you do,” said Rice. “I’ve had nothing but a positive experience working with Rockwell Collins over the years, and this latest change in identity tells me your company is going to be around for years to come. You’re definitely growing into the future.”

Every employee matters

Although a new logo and brand promise will undoubtedly help Rockwell Collins continue its success in the years to come, both Mendel and Jones are quick to point out that our company is only as strong as our people.

“A logo is just a logo — it’s what’s behind it that makes it matter,” said Mendel. “Building trust every day starts with each employee. Without the people bringing our logo and our brand promise to life, it’s just an empty symbol.”

Jones agrees. “The only reason we can go out as a company and claim that we’re building trust every day is because of what every employee does,” he said. “Every employee in our company matters — we are the Rockwell Collins brand.” <h>

Building for our future

Find out how one long-time employee feels about growth at Rockwell Collins, and how our company plans to continue charting our destiny.

➤ Rod Blocksome, a principal electrical engineer in Government Systems, has seen many changes at Rockwell Collins over the years.

Photo by Paul Marlow, The Creative Gene

By Dave Gosch

Rod Blocksome has seen plenty of growth periods at Rockwell Collins during the past four decades. But he believes the current spike in business is by far the most sustainable. “Our government and commercial businesses are more diversified than ever,” says Blocksome, a principal electrical engineer in Government Systems. “We’re moving into different market segments by buying different companies, and they complement what we’re currently doing.”

An unofficial company historian who has witnessed several changes over the years, Blocksome believes Rockwell Collins is well-positioned to continue growing and prospering. In fact, he feels the company was prepared for success when it spun off from Rockwell International Corporation in July 2001.

“I think our growth is definitely going to continue,” says Blocksome. “Becoming an independent company five years ago enabled us to chart our own destiny.”

Included in that destiny is record growth in stock price, the projected addition of thousands of new employees over the next four years, several acquisitions and the construction of new facilities at various sites across the enterprise.

All of this growth, of course, is predicated on the sales increase that has occurred each year during the past five years.

Sustaining our growth

You need to look no further than the New York Stock Exchange (NYSE) to see how much Rockwell Collins has grown.

The total return to shareowners increased by 310 percent in our first five complete fiscal years as a public company (*Sept. 30, 2001 to Sept. 30, 2006*).

According to Dan Crookshank, vice president of Investor Relations at Rockwell Collins, Wall Street analysts are focused on company prospects for future growth, in addition to recent performance. And those analysts, he says, are keeping an eye on Rockwell Collins.

“It’s not how you did last quarter or last year,” says Crookshank. “If investors believe you have good opportunities to deliver revenue and earnings growth in the future, that’s what translates into maintaining a high market valuation and hopefully achieving a higher stock price.”

According to Crookshank, several factors have been instrumental in spurring growth at Rockwell Collins. High levels of investment in developing new products and systems, as well as making good on customer commitments, have enabled our company to be successful at winning lucrative program posi-

tions that are fueling revenue growth.

In addition, the combination of the shared service infrastructure — a highly integrated business model — and an enterprise-wide Lean philosophy, have been catalysts for translating solid revenue growth into even higher rates of profitability.

“The top question on the minds of our investors is, ‘Can we keep it going?’” says Crookshank. “We believe the answer is ‘yes.’ We’ve built a company that is positioned well and appropriately structured to continue growing at faster rates than our market segments.”

Employment boom

The “Help Wanted” sign has become a permanent fixture at Rockwell Collins. With increased contracts from both government and commercial customers, along with the impending retirement of many “Baby Boomers,” the need to acquire talented people is on the rise.

The numbers are impressive — more than 7,000 people will be hired across the company by 2010. According to Andy Day, manager of Strategic Staffing at Rockwell Collins, this hiring demand will test the company’s ability to attract and retain the best and brightest talent.

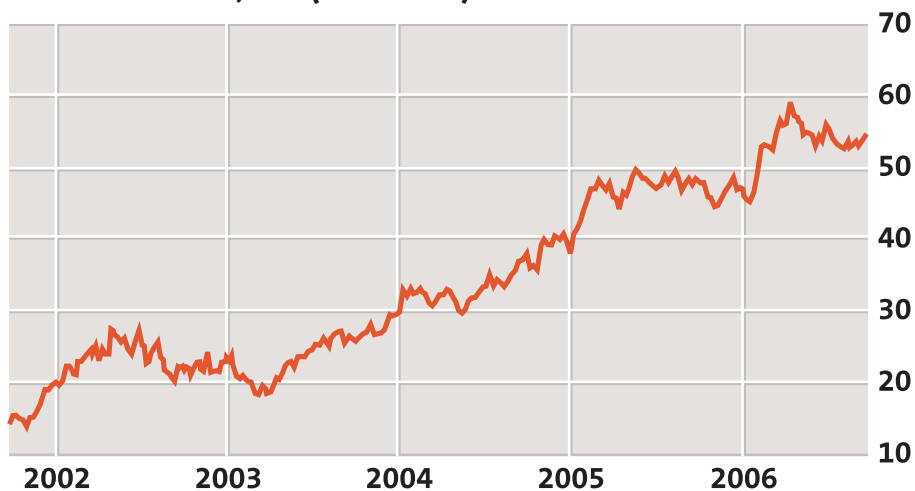
“We are partnering with universities, organizations and employment networks throughout the United States and around the world to bring diverse talent to our company,” says Day. “People are looking for challenges and advancement within the organization and Rockwell Collins is providing all of those advantages.

“The positions we have to offer are compelling to job seekers,” continues Day. “Our company is performing well, our technology is exciting and our Value Proposition for People (VPP) allows our people to tailor benefit packages that fit their needs.”

All of these things combined, says Day, make Rockwell Collins an employer of choice.

In addition, the Diversity strategy at

Rockwell Collins, Inc. (NYSE: COL)



► **Five year results** — Rockwell Collins (COL) stock has shown consistent growth during the past five years. The company began trading on the New York Stock Exchange (NYSE) in July of 2001.

Rockwell Collins is paying off as well. Our company is attracting more people from diverse backgrounds than ever before by reaching out to previously untapped networks.

“We are pleased to see progress in hiring diversity,” says Day, “but there is more work to do here.”

Facilities sprouting up

The visible results of all this business growth can be seen in construction activities taking place across the enterprise.

According to Wayne Flory, senior director of Advanced Operations and Services at Rockwell Collins, three main purposes are behind the recent construction of new buildings and the renovation of existing facilities in locations such as Tustin, Calif., Melbourne, Fla., Richardson, Texas, Mexicali, Mexico, and Cedar Rapids, Iowa.

The most obvious reason to expand facilities, says Flory, is to accommodate the thousands of new hires expected in the coming years. Secondly, the company is trying to create an attractive workplace that will assist in the recruiting of poten-

tial employees.

Another reason to expand facilities is to realize efficiencies and cost-savings that will add to the bottom line and enable the company to provide further value to its customers, says Flory.

“Today’s employees work much differently than did those who worked for our company back when many of our

“Becoming an independent company five years ago enabled us to chart our own destiny.”

— Rod Blocksome

facilities were built,” says Flory. “Those workplace changes are now being incorporated into our laboratories, production areas and the offices that are being built and renovated.”

Planning for new facilities and building

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upgrades is directly aligned with business requirements, says Flory. For example, construction is expected to be completed on a new engineering building in Cedar Rapids this fall. That comes after another Cedar Rapids building was recently completed to accommodate the company's surge in acquiring government contracts.

"We rely on our five-year outlook to dictate which direction we're headed," says Flory. "We also focus on facilities improvement for our technical personnel. Our lab and office renovations are meant to improve efficiencies for our teams."

Bill Midgley, manager of Component Engineering for Rockwell Collins in Tustin, Calif., says the consolidation of the Tustin Dow, Pomona and Costa Mesa facilities into Tustin Commons has been a success. Combining Passenger Systems personnel with Airshow employees in Tustin has brought synergies to product development, he says.

"Each one of our different areas brought considerable talent to the table from a standpoint of both ideas and productivity," says Midgley, who is excited to be working in a brand new building. "When trying to accomplish things at

"I've worked at companies where employees have been moved and we sort of had to take it or leave it. It was totally different this time."

— Bill Midgley

two different facilities, there's a lot of dead time. This consolidation helps increase our efficiency."

Midgley, who worked previously at Passenger Systems in Pomona, says the company has provided a smooth transition — including partial funding for



Photo by Jim Snyder

► **Bill Midgley**, manager of Component Engineering at Rockwell Collins in Tustin, Calif., is excited to be working in a brand new building. Employees began moving into the new facility, which is known as Tustin Commons, last spring.

vanpools — for those who now have to commute to Tustin. A lunch shuttle to the nearby Tustin Marketplace where employees have their choice of "at least 100 places to eat" is also now available.

"I've worked at companies where employees have been moved and we sort of had to take it or leave it," says Midgley. "It was totally different this time. I am amazed at how much our company values our employees."

In Richardson, Texas, another facility expansion has taken place with the opening of the Performance and Architectural Collaboration Environment (PACE) Lab.

Jackson Anderson, senior engineering manager at the Richardson facility, says the lab is being used to validate

communication and application models with hopes of bringing new solutions to soldiers in the field more quickly.

Anderson says the lab enables greater collaboration between engineers at Rockwell Collins and the company's military customers. The lab also features advanced simulation and testing tools.

"It's pretty exciting to be able to use advanced tools," says Anderson, who joined the company in 1998. "The bottom line is that these tools enable us to bring new capabilities to our forces."

Making smart acquisitions

Another very visible facet of expansion at Rockwell Collins comes in the form of acquisitions, which account for 1 to 2

“... the stronger companies absorb the downturns and grow stronger on the upturns. That’s the difference between mediocre companies and good ones. And we’re a good one.”

— Rod Blocksome

percent of the company’s annual growth.

But acquisitions are not made solely based on simply growing the company, says Steve Belland, vice president of Acquisitions at Rockwell Collins. Each must fit well into the overall strategy and must complement and enhance current capabilities.

The recent acquisition of Evans & Sutherland’s military and commercial simulation assets is a good example, says Belland.

“Evans & Sutherland’s highly realistic images, which are provided by their hardware and software offerings, as well as

the knowledge and expertise of their employees, were seen as enhancements to our current simulation and training offerings,” says Belland. “They are a great addition to our company and we’re happy to have them on board.” (See related article on Page 16.)

According to Belland, an extensive “funnel” process is used to determine whether an acquisition should be pursued. Senior leadership teams review the proposed acquisition and use specific criteria to determine whether to grant approval.

Successful acquisitions must be

compatible with Rockwell Collins, says Belland, noting that many potential acquisitions have “pitfalls” that must be discovered beforehand with thorough research.

“You have to look at a business from every angle before acquiring it,” Belland says.

Cyclical in nature

In his nearly 40 years at Rockwell Collins, Blocksome has come to learn that growth periods go in cycles. He says it’s important to guard against complacency during good times because, for example, external events can influence a company’s performance.

“It’s cyclical ... the stronger companies absorb the downturns and grow stronger on the upturns,” he says. “That’s the difference between mediocre companies and good ones. And we’re a good one.” <h>



Photo by Terry Graham

► Senior Engineering Manager Jackson Anderson says the addition of the Performance and Architectural Collaboration Environment (PACE) lab in Richardson, Texas, enables greater teamwork between our engineers and our military customers. The new lab opened in February.

Exemplifying *excellence*

Personal leadership is one of the attributes needed for success. Meet five West Coast employees who have what it takes to lead our company to the next level.

By Dana Engelbert

Following is the second in a series of three articles featuring employees from across Rockwell Collins that have demonstrated personal leadership. These employees exemplify what Chairman, President and Chief Executive Officer Clay Jones deems necessary for our company to continue its success in the future.



Photo by May Roberts

► **Mike Baron**, a test engineering manager for Rockwell Collins in Irvine, Calif., used his construction knowledge to help update the Irvine facility to meet new and existing business needs.

Mike Baron Irvine, California

Most employers encourage their employees to leave their hobbies at home. But at Rockwell Collins in Irvine, Calif., Mike Baron brings his do-it-yourself renovation hobby to work every day. And the company's employees and customers benefit.

A test engineering manager, Baron generates test procedures, designs test equipment, issues final test reports and ensures that all equipment earns safety of flight certification. In fact, when Baron originally recognized the need for a test group in Irvine, he developed the business case, presented it to management and launched the team. Now there are 13 engineers in the test group.

Obviously, Baron knows how to build and manage a department. But, it's his construction knowledge that's visible to those who visit Irvine.

"I noticed that the facility wasn't up to speed," says Baron. "We required additional space to support multiple programs and we needed a facility that was attractive to our customers."

The original 1960s facility needed to be updated to meet new and existing business needs, to provide a comfortable workplace and to positively represent Rockwell Collins to customers and vendors.

Involved in the initial phases of the 787 pilot controls project, Baron recognized that space was an issue when he worked

with the planning team. The Irvine facility needed to be reconfigured to accommodate new engineers, assembly and production lines and Baron volunteered to lead the effort.

"Mike was quite involved," said Milad Shaheen, principal engineering manager in Irvine. "He worked with everyone to make sure the new space achieved maximum efficiency. He coordinated with all of our internal groups and performed upgrades to comply with Americans with Disabilities Act (ADA) requirements. He also dealt with our vendors."

Baron's success on the original 8,600-square-foot remodel led to several additional enhancements including: 5,000 square feet of engineering space; a lobby and conference room remodel; 9,000 square feet for the 787 pilot controls assembly; 5,000 square feet of new space for existing projects and numerous other "facelifts."

"If it's painted and shiny, it has Mike's signature on it," says Shaheen.

Managing the construction process isn't without challenge, though. The biggest challenge for Baron and company is completing construction without sacrificing production.

"Scheduling requires extraordinary coordination," says Shaheen. "Mike handles all of it very professionally. He's able to balance a lot of work and responsibilities."

To fulfill his construction management and testing roles, Baron typically works 12-hour days, says Shaheen. He does so with a positive attitude and continues to have lofty goals.

"In the future, I want Irvine to support double the number of programs in engineering and in testing," Baron concludes.

Ed Centeno
San Jose, California

Ed Centeno is a passionate person. Fortunately for Rockwell Collins, that passion includes his work as a process technician at the company's display systems business in San Jose, Calif.

"Ed makes sure our process center is humming," says Lynda Knapp, manager of manufacturing in San Jose.

Centeno manages documentation and design of the circuit boards for the San Jose facility, as well as workmanship quality and process center tools. Any board defects or scheduling problems could result in a slowdown, or worse, a shutdown for everyone at the plant. That's why Centeno's passion is so important.

In late 2005, things weren't moving well. The San Jose facility began experiencing board failure issues due to solder bridging, which results from problems that can develop in the wave solder or convection reflow soldering processes. Each board can have up to 10,000 opportunities for a solder bridge, so finding the source and root cause can be daunting.

An Advanced Process Analysis (APA) was undertaken to study the problem. Centeno's APA role was to gather data to help determine the root cause and point to a solution. Instead, he went above and beyond.

In his research, Centeno found that the key problem was that the boards, which are many different sizes and thicknesses, weren't reaching the proper temperature

the profiles – profiles for each shape and size of board.

The result was a 50 percent reduction in defects. For Centeno, it's all in a day's work.

"People's lives depend on us, on our work," says Centeno. "We have to have 1,000 percent quality."

Rosalie Copeland
Tustin, California

Anyone who ever played little league sports has met someone like Rosalie Copeland. She's the team mom – the parent everyone can count on to bring the cookies, remember birthdays and treat everyone to ice cream, even after a big loss.

"I do whatever I can to keep things moving," says Copeland.

In her role as an engineering project specialist at Rockwell Collins in Tustin, Calif., she is a stabilizer; she takes on tasks that kept her teammates from focusing on their own responsibilities.

This theme of removing barriers rang true at an employee meeting in early 2006. At that time, employees in Tustin received the book, "Q&A: The Question Behind the Question," which talks about practicing initiative and personal accountability in all aspects of life. Copeland read the book and took to heart its challenge: ask the question about what prevents each of us from taking action.

"We all do it; we all find a reason we can't do something and we hang on to it," says Copeland. "We don't ask what it will take to remove the roadblock."

In early 2006, Copeland took on a request for help with her positive attitude when she was asked to update information about two projects on some slides for a Production Engineering Review. Instead of finding reasons why she couldn't complete the task, she began asking questions about the "take out of production" (RC DP-F) and "take

(continued on Page 12)



Photo by Selena Copeland

➤ **Ed Centeno** is a process technician at the Rockwell Collins display systems business in San Jose, Calif. Centeno frequently takes extra initiative to help ensure problems are resolved, even if it's outside his immediate area.

And while he doesn't consider himself a leader, Centeno frequently steps outside his day-to-day responsibilities to ensure the high quality that Rockwell Collins customers have come to expect.

"Ed doesn't put boundaries on himself," says Knapp. "He works with operations doing things that are not within his typical area of responsibility, just to keep them moving."

before soldering. Though his hard work could have ended there, it didn't.

"Ed took the initiative to resolve the problem himself," says Knapp.

Centeno researched further and found that the profiles, which determine the amount of heat applied to the board, were not optimized. This resulted in inadequate pre-heating and subsequent solder bridging. So, he reprogrammed all of

out of service” decision points (DP-G) for obsolete parts projects.

“There wasn’t anything to report because the team was paralyzed,” says Copeland, adding that there wasn’t any money because those working on the project didn’t know who to talk with to get things moving.

Fortunately, Copeland recognized that this paralysis was a serious problem for Rockwell Collins.

“When these parts aren’t made obsolete and taken out of service, they continue to be manufactured,” she says. “Then, when the inventory sits idle, it’s scrapped. Without action, a costly, resource-consuming cycle emerges.”

question behind the question on a regular basis, which helps remove paralysis and accomplish goals.

“Rosalie encourages everyone she works with to be better,” says Senior Engineering Manager Ben Medvitz. “Because of her, our teams work together and produce great results.”

**Denise Delgado
Pomona, California**

Commuting in California is a fine art, requiring skills and knowledge gained over time and through lots of practice. So, when Rockwell Collins began consolidating its Tustin and Pomona, Calif., facilities in 2005, many employees were unsure

that developed and communicated commuting options for about 300 Pomona employees. All the while, the committee had to keep an eye on the bottom line.

According to Delgado, one of the biggest challenges was evaluating all of the needs and offering a variety of options. They started with a questionnaire to gauge employee interest in various options and did a lot of listening.

“Denise and the committee worked with a wide variety of people with varying opinions,” says Bob Redlinger, manager of Financial Services and Delgado’s supervisor.

As a result, the committee worked closely with service providers and transit systems to create a mix of affordable commuting options including everything from van pools to commuter trains to walking.

Committee members, who represented the varied demographics of Pomona employees, worked closely to develop recommendations and present them to the management team which ultimately decided what options to make available.

“We were able to answer every question and address every concern,” says Delgado, noting that the committee’s presentation was accepted without change.

Delgado admits taking on the commuting committee was a big challenge but, like many great leaders, she gives credit to her team members and to the support of management. But others give the credit to Delgado and her personal leadership.

“She really took the lead,” says Redlinger. “She made sure the committee had routine meetings, she resolved issues and worked with local service providers and transit systems.”

Today, Delgado sees the benefits in commuting. Employees who use the train have developed a fun social network to pass the time. Others enjoy the camaraderie of the van pools, and Delgado



Photo by Jim Snyder

► **Rosalie Copeland**, an engineering project specialist at Rockwell Collins in Tustin, Calif., asked a question that ended up saving Rockwell Collins about \$250,000 a month.

So Copeland asked the question behind the question. Because of the numerous projects she contributed to, she knew who could help the team and she connected the right people and began to make progress.

“I really didn’t do anything,” she says. “I just asked a question.” But that question ended up saving Rockwell Collins about \$250,000 each month.

Today, Copeland practices asking the

about adding a challenging commute to their day.

Denise Delgado was among the skeptical – she lived just one mile from the Pomona facility where she was a Financial Services team leader for Passenger and Cabin Systems.

“I was vocal about the situation in our focus groups,” admits Delgado. “I was so close to work and I had a great routine.”

Delgado eventually led the committee



Photo by Jim Snyder

► **Denise Delgado** led the committee that developed and relayed commuting options for about 300 Pomona employees who were affected by the consolidation of the Tustin and Pomona facilities.

benefits, too.

“I’m getting home earlier now,” says Delgado. “For some reason, I’m more productive during my work time.”

**Dave Kronser
Portland, Oregon**

Trailblazing is all in a day’s work for Dave Kronser.

A senior test technician at Rockwell Collins Head-up Guidance Systems in Portland, Ore., Kronser was part of the team that produced the first Embraer liquid crystal display (LCD) overhead units, which project control information on a head-up display in front of a pilot. The unit’s three elements – the computer, overhead unit and combiner – must come together perfectly to be effective.

“It’s like the transition of television – it’s a higher quality image that’s more stable,” says Kronser, adding that the LCD unit improves on previous cathode ray tube (CRT) technology.

Like any new technology, bringing it all together presented challenges, says Kronser. The first development units were built on the manufacturing line, producing frustration because of the many different sources involved. Engineering

created the specifications, vendors built the parts and the manufacturing line assembled it. With all of the people and parts that are involved, there are bound to be issues.

According to Manufacturing Manager Eileen Creelman, it was Kronser’s dedication to delivering a quality product and his understanding of the different groups involved that drove the ultimate success

of this project. He spent many long hours and weekends to resolve design and quality issues, she says, and he used his calmness and communication skills to work with people at all different levels.

“People sought Dave out to solve problems; he was instrumental in resolving design issues,” says Creelman. “Dave has an innate sense of leadership that amazes me.”

One of the issues that Kronser worked through was the unit’s brightness. Initially, the units didn’t meet the customers’ expectations, so Kronser worked with engineering to analyze, test and eventually solve the problem.

“In the end, we came up with a product that exceeded their expectations,” says Kronser. “We conquered a lot of challenges.”

Today, Kronser has moved on to a new challenge. He is using the lessons learned from production of the first LCD overhead units to lead the Portland facility’s new prototype line. Doing so takes initial product builds away from the manufacturing lines and allows issues to be resolved before production. <h>

—Dana Engelbert is a freelance writer.



Photo by Michelle Sanford

► **Dave Kronser** is a senior test technician at Rockwell Collins Head-up Guidance Systems in Portland, Ore. Kronser was part of the team that produced the first Embraer liquid crystal display (LCD) overhead units.

Breathing *new life*

Angie and Don Donley understand how important it is to provide *prompt* medical assistance. Thanks to their volunteer efforts, the response to medical emergencies at Rockwell Collins is now better than ever.

By Sue Nading

As an emergency medical technician (EMT) and first responder for the Walker, Iowa, fire department, Angie Donley knows that providing prompt medical assistance is critical. And after witnessing two separate incidents with her coworkers at Rockwell Collins, she realized it was an issue that concerned the entire company.

"Approximately half of the second-shift employees in the Fabrication shop within the C Avenue complex in Cedar Rapids are over the age of 50, and about one-third are on medications for high blood pressure or an existing heart condition," said Donley, a mechanical inspector in Fabrication. "Nurses are available from about six in the morning until six at night, but I was very concerned about the quality and timeliness of health care responses to medical emergencies for our night shifts."

Her husband, Don, also a Rockwell Collins employee, shared her concern. A voluntary paramedic for the Center Point, Iowa, ambulance service and cardiopulmonary resuscitation (CPR) instructor, he assisted in training the medical response team at the company's facility in Coralville, Iowa, and understood the need for a similar program at other facilities.

"Angie gathered all of the information, but I was a little more persistent in meeting with management," said Don, who also works in Fabrication. "I felt there was a great need for this program at all levels of our company and at all of our locations."

According to John Izzolena, who is the acting director of Environment, Safety & Health at Rockwell Collins, company



Photos by Paul Marlow, The Creative Gene

> Rockwell Collins employees Angie Donley and Don Donley helped launch the medical response program at Rockwell Collins. Thanks to their efforts, the response to medical emergencies is now better than ever.

leaders had been discussing a medical response program for quite some time. Through Don and Angie Donley's efforts, this new program received the final push it needed to bring it to fruition. Today, a medical response program is in place at several facilities across the enterprise.

"Don was a tremendous resource," said Izzolena. "In fact, because of Don's efforts to help us see this project through, we now have medical programs in several of our locations such as Sterling, Va., and Binghamton, N.Y."

Establishing guidelines

In June 2005, a cross-section of Environment, Safety & Health, Bargaining Unit, Health Services, and Security employees formed a committee to help create the medical response program. Committee members quickly realized that guidelines and protocols regarding the placement of equipment, training of personnel, and management of the system needed to be determined.

"Our plan was to create a set of guidelines for the use of automated external

defibrillators (AEDs) in each of our facilities,” said Izzolena. “We also needed guidelines for our employees in administering overall medical response, for example, first aid, CPR, oxygen, and handling blood-borne pathogens.”

According to Izzolena, first responders, such as emergency medical technicians, firefighters or police officers, as well as laypersons with the proper training, are able to use AEDs. These small, portable devices analyze a patient’s heart rhythm and determine if an electric shock or defibrillation is necessary. Audio and visual prompts guide users through specific steps in the defibrillation process, making it a simple and easy-to-use life-saving device.

After careful planning and extensive discussion, the committee decided to place 13 additional AEDs within facilities in Cedar Rapids and Coralville, for a total of 21 units. The group then selected a medical technology company, Medtronic, and its Emergency Response Systems unit to provide the necessary quality checks, medical oversight, software for program administration and AED prescriptions as required by state law.

With the AEDs and guidelines in place, the committee now looked for interested Rockwell Collins employees to volunteer their time for this life-saving training.

“The response to this training was overwhelming,” said Charlotte DeSotel, a registered nurse and team leader for Rockwell Collins Health Services in Cedar Rapids. “To have so many employees willing to go through the training was incredible. Their enthusiasm was heart-warming because you knew they valued this opportunity and appreciated what our company was offering.”

In fact, a waiting list was created and more than double the number of employ-

“I felt there was a great need for this program at all levels of our company and at all of our locations.” — Don Donley



ees needed for the program volunteered for the classes. According to DeSotel, about 179 people were trained over a 12-week period, and as employees transfer or leave Rockwell Collins, others will be trained in their place. In addition, online refresher courses are available once each quarter and new training classes take place every two years.

Making a difference

Just as the program was about to begin, a new snag developed with the initial training sessions. According to DeSotel and Izzolena, an outside contractor was unable to provide the level and quality of training necessary for the medical response program. However, committee

members responded and quickly took charge.

Jane Brandt, a registered nurse for Health Services in Cedar Rapids, coordinated the scheduling of room locations and training dates. Don Donley again displayed his commitment to the program and teamed with Jan Mishler, a registered nurse in Coralville Health Services, to organize equipment and instruct the large number of employee volunteers.

“Don was a driving force and gave the program new life when it faced some potential setbacks,” said Mishler. “Because of him and others, our ultimate goal of delivering acute medical care in less than three minutes in all areas of our company has become very attainable.”

That goal made all the difference in the world for Shirley and Wilbur “Brett” Bretthauer. Last spring, Brett collapsed while exercising at the Rockwell Collins Recreation Center in Cedar Rapids. He was revived by Recreation Center employees through the use of CPR and an AED.

“We are so grateful that we were here when it happened. Anywhere else and it would have been too late,” said Shirley, a Rockwell Collins retiree. “Because of their training, Brett had no heart damage and is completely recovered. We are now talking to our church and are encouraging them to have AEDs installed there as well.”

The Bretthauers are not the only ones talking about the AED program. Mark Taylor, a senior safety engineer at Rockwell Collins, says other facilities continue to express a great deal of interest.

“This has been a long time coming, but society has embraced this concept because it taps into the human desire to help others,” said Taylor. “And because of our company’s long-standing emphasis on integrity and commitment to quality, it is a perfect fit for our employees and for Rockwell Collins.” <h>

“To have so many employees willing to go through the training was incredible. Their enthusiasm was heart-warming.” — Charlotte DeSotel

— Sue Nading is a freelance writer.



All in the family

Once a supplier, *Evans & Sutherland* is now part of the Rockwell Collins family. Find out how this recent acquisition will help our company enhance our simulation and training business.

> Sarah Malin-Craft, principal program manager at the former Evans & Sutherland in Salt Lake City, Utah, is excited about becoming part of the Rockwell Collins family.

Photo by Cole Walters

By Jill Wojciechowski

EVANS & SUTHERLAND Principal Program Manager Sarah Malin-Craft had plenty of experience working with Rockwell Collins when she was a supplier and Rockwell Collins was her customer.

Today, that experience and the relationships she formed continue, but from a new perspective. Malin-Craft and about 200 of her former Evans & Sutherland colleagues are now part of the Rockwell Collins family.

"I was so pleased when I found out Rockwell Collins was acquiring our business," says Malin-Craft, who worked for the former simulation assets business of Evans & Sutherland in Salt Lake City, Utah. "I have worked on projects with the company in the past, and its people were among the best I'd ever dealt with.

"As Evans & Sutherland, we were a much smaller company and we'd been resource-starved for quite some time," continues Malin-Craft. "We've all looked forward to getting on track and contributing well for our new company."

"I have worked on projects with (Rockwell Collins) in the past, and its people were among the best I'd ever dealt with."

— Sarah Malin-Craft

Welcome aboard

In May 2006, Rockwell Collins acquired the simulation assets of Evans and Sutherland, a leading provider of visual simulation solutions for military and commercial customers.

As part of the deal, Rockwell Collins gained about 200 people and simulation facilities in Salt Lake City, Orlando, Fla., and the United Kingdom. It did not acquire the Evans & Sutherland planetarium and laser projector business, which continues to operate on its own.

As part of the \$71.5 million cash transaction, Rockwell Collins has exclusive rights to the Evans & Sutherland laser projector for simulation, and the company now can offer complete simulation and training solutions for military and commercial applications throughout the world. These solutions include hardware and software used to

create highly realistic visual images for simulation, training, engineering and other applications.

According to Rockwell Collins Chairman, President and Chief Executive Officer Clay Jones, the deal creates more comprehensive offerings for the marketplace.

"Simulation and training offers a significant growth opportunity for our company," says Jones. "The acquisition of these valuable assets from Evans & Sutherland will further enhance our simulation and training capabilities and provide more robust solutions for our customers."

Joining forces

At a time when military customers require increased mission rehearsals and quick turnaround, they need top-quality training tools with realistic visual scenarios, says Tony Syme, vice president for Rockwell Collins Simulation & Training Solutions.

"While we were considering candidates who could offer us the visual component for our simulation and training business, we quickly came to realize that Evans & Sutherland had better technology, marketplace presence and road map for the

future than other companies,” says Syme.

During the past 40 years, Evans & Sutherland earned a reputation for excellence as a major supplier of equipment and expert in the area of simulator graphics.

In the past, Rockwell Collins successfully used Evans & Sutherland products on simulators. To offer a truly superior flight simulator to industry, Rockwell Collins needed the in-house capabilities to deliver the best integrated solution, says Michael Knowles, integration program manager for the acquisition.

“We will benefit from their technology, their systems, and their fidelity in the marketplace, to increase our offerings for our customers,” says Knowles.

In addition, the former Evans & Sutherland business can benefit from a more disciplined research and development process being integrated into its designs, says Knowles.

One company may have been bigger, but they mutually benefit from and build upon the other’s expertise and emphasis on innovation, notes Syme.

Nick Gibbs, former vice president and general manager of Evans & Sutherland, is now director of visual programs for

Rockwell Collins. As his former company grew its business and branched off into other directions, such as the planetarium arena, Gibbs says he watched the focus slip away from its core competency of simulation.

“We’re happy to be going back to what we originally wanted to be,” says Gibbs, who is in his 20th year with the business. “I think we’re the best in the world at what we do. It’s a little disappointing that our business couldn’t endure as it was, but if it had to change, joining Rockwell Collins is a great way to go.”

Like Malin-Craft, Mark Diede also worked with Rockwell Collins in the past. Most of his contact was with Simulation & Training Solutions in Sterling, Va., and he had heard positive comments about the working relationship of the two groups.

Employees from both companies had “great professionalism and strong work ethics,” says Diede. He expects the same to continue now that the two are one.

“It’s exciting, and quite a relief, to be where we are now,” says Diede. “We’re all concentrating on continuing to deliver outstanding products to our customers.” <h>



Rockwell Collins Images

➤ The image above, which was created using the EPX-5000 image generator, depicts Apache helicopters flying through a synthetic environment. Simulations like these are used for military and commercial training applications.

Rockwell Collins Simulation & Training Solutions Visual Programs

Company acquired

The simulation assets of Evans & Sutherland, a leading provider of visual simulation solutions for military and commercial customers

Year founded:

1968

Acquisition date:

May 30, 2006

Employees:

200

Facility locations:

Salt Lake City, Utah; Orlando, Fla.; Horsham and Preston, United Kingdom

Products:

Evans & Sutherland offered a complete line of visual simulation solutions designed to meet the demanding requirements of military training. E&S image generators software and display systems can be found on simulators for military driver trainers, fixed wing and fast jet aircraft, tactical helicopters, and tank and ground warfare training.



E&S was the world’s leading supplier of visual systems for flight simulators used to train commercial airline pilots. E&S visual systems products support the full range of commercial aircraft and are compatible with simulators from all major manufacturers.

Largest competitor(s):

CAE; L-3 Communications; Flight Safety International; Aechelon Technology; Quantum3D

— Compiled by LuAnn Jensen

German parliament member visits Heidelberg facility

A member of the German parliament received an inside look at our production facilities in Heidelberg, Germany, during a recent tour at Rockwell Collins Deutschland.

Dr. Karl A. Lamers and his assistant, Rosmarie Pawlitschek, met with Managing Director Dr. Artur Redeker, who assumed his new leadership role on July 1. Redeker replaced long-time TELDIX employee Rainer Goetting, who retired on June 30.

During the visit, Redeker explained our company's desire to create Centers of Excellence for Computers and Integrated Systems in Heidelberg. In turn, Centers of Excellence for Sensors and Communications will be established at our locations in the United Kingdom and France, respectively.

A member of the Defense Committee of the Deutsche Bundestag, Lamers was impressed with the investment Rockwell Collins is making in the former TELDIX, a company acquired by Rockwell Collins in April 2005. He was particularly impressed with the planned production of the Control Display Unit CDU 7000 and the

Data Storage and Transfer Unit DTU 7000. Both are part of the Sikorsky CH-53 helicopter upgrade, for which Rockwell Collins Deutschland offers the complete cockpit suite and integration.

Lamers also expressed a great deal of interest in our apprentice education system and our experience with it in this rapidly-changing work environment.



Photo courtesy of Armin Goeckel

➤ A production plant tour at Rockwell Collins Deutschland provided Dr. Karl Lamers, a member of the German parliament, with an inside look at the manufacturing and testing of military PCBs and avionics computers. Pictured are: (from left) Heinz Machold, manager of Printed Circuit Board Assembly and Test in Heidelberg, Rosemarie Pawlitschek, Dr. Karl Lamers, and Dr. Artur Redeker, managing director of Rockwell Collins Deutschland.

Employees in Melbourne assist Coalition for Hungry and Homeless

Members of the leadership team at Rockwell Collins in Melbourne, Fla., assisted the Coalition for Hungry and Homeless earlier this summer by providing hurricane supply kits to a dozen families in need.

Production Manager Betsy McCollough, Manufacturing Engineering Manager Don Smith, Training Operations Manager Karen Strasko, and Human Resources Manager Robbi Horne took part in the annual United Way Day of Caring event.

"The recipients were so appreciative of our support," said McCollough. "It also was a fulfilling day for our team. Knowing that we were helping others in our community was a rewarding experience."

Delivered in coolers that also could be used for storage during a hurricane, the kits included water, flashlights, batteries, candles, first-aid supplies, over-the-counter medication, and other supplies necessary in the event of an emergency.

An annual event sponsored by the United Way, Day of Caring offers community members an opportunity to volunteer their time by helping non-profit organizations complete projects that oftentimes would not be attempted.

Hands Across America campaign surpasses goal

It was another record year for the Rockwell Collins Hands Across America Campaign as employees from across our company pledged \$2.34 million. In addition, employees donated a total of 88,500 volunteer hours to the local communities.

Many regional locations including Binghamton, N.Y., Richardson, Texas, and the Iowa regional locations showed an increase in dollars or participation rate by at least 10 percent or more during their local campaigns.

The HAA campaign supports United Way and other health and human service agencies in communities around the country.

Rockwell Collins radio systems soar over China

Rockwell Collins-Australia and Rockwell Collins-China teamed up to capture a significant contract from the Civil Aviation Administration of China (CAAC) Air Traffic Management Bureau (ATMB) to upgrade its ground high frequency (HF) stations in the ATMB Southwest region.

The contract, awarded in October 2005, included the supply of 10 400W HF ground radio systems, which were successfully installed and commissioned in three western China locations in May 2006. Rockwell Collins radio systems are now performing communication services on what is considered one of the world's highest HF ground stations at 3,800 meters (12,500 feet) in elevation.

The systems will enhance the voice communication quality between commercial airplanes and ground air traffic control centers for flights between Chengdu and Lhasa. It enables seamless



Photo courtesy of Grace Du

► Bernard Loth, vice president and general manager of International Subsidiaries at Rockwell Collins, visited the High Frequency (HF) Ground Station in Tibet Lhasa, China, earlier this summer. Pictured (from left) are: Martin Lin, chief representative and managing director of Rockwell Collins-China; Liu Ying, engineer at the CAAC ATMB; Yan Xinxiang, director of the CAAC ATMB; and Bernard Loth.

communication for controller and pilot with accurate, reliable and timely information exchanges.

"We are honored to be selected by CAAC ATMB to provide the total solution for its HF upgrade program," said Bernard

Loth, vice president and general manager of International Subsidiaries. "The successful implementation of these HF stations represents a significant milestone for our engagement in China's market segment."



Photo courtesy of Robbi Horne

► Summer fun in Melbourne —

More than 1,200 employees enjoyed food, fun and sun at the annual Backyard Barbeque held earlier this summer at Rockwell Collins in Melbourne, Fla. Pictured (from left) are: Debra Parker, Ken Hamby and Bikram Aulakh. Held annually, this event celebrates the contributions of our Melbourne employees and provides recognition for a job well done.



Photo courtesy of Jill Peck

➤ **All smiles in Wichita** — More than 150 employees from the Wichita Service Center in Wichita, Kan., joined in the fun during Pirate Daze, an annual charity event designed to raise funds for the United Way of the Plains. (Above) Rory Mitchell, manager of Airshow Service Center Operations in Wichita, was all smiles after receiving a pie in the face. Other employees took the plunge in the dunk tank, all for the sake of raising money for their community.

Manchester employees assist victims of Hurricane Rita



Photo courtesy of Brenda Rodas

➤ Karen Hempstead (left) and Mary Dighton spent one week in Cameron, La., assisting the victims of Hurricane Rita. Both Rockwell Collins employees in Manchester, Iowa, the duo says it was an experience they will never forget.

***"This journey will be in our souls forever."** — Mary Dighton*

When Mary Dighton and Karen Hempstead received a phone call late last spring asking for volunteers to assist the victims of Hurricane Rita, the duo didn't hesitate.

Both employees at Rockwell Collins in Manchester, Iowa, Dighton and Hempstead joined about 20 others in Cameron, La., where they spent a week cleaning up debris.

An area devastated by Hurricane Rita — the fourth-most intense Atlantic hurricane ever recorded — Cameron lost about 90 percent of its homes in the September 2005 storm.

"We helped build home additions and

replace roofs," said Hempstead. "On one occasion, we were sent to a home to clean up the yard, but when we arrived, the debris was piled up to the second floor."

Shortly after their work began, a charter bus with 27 youths and eight chaperones on board arrived to assist in the clean-up. "It was as if our prayers were answered," said Hempstead.

Although they spent only a week assisting those in need, both Dighton and Hempstead agree it was an experience they will never forget.

"This journey will be in our souls forever," said Dighton. "The wonderful people we met in Cameron, the faith and courage that they have to carry on, and the friendships we made will last a lifetime."

Cedar Rapids employees take part in Day of Caring

More than 100 employees at Rockwell Collins in Cedar Rapids, Iowa, volunteered for the annual Day of Caring event held earlier this summer at various United Way agencies throughout the community.

A variety of projects were completed this year at agencies including the American Red Cross, ARC of East Central Iowa, Area Substance Abuse Council (ASAC), Hawkeye Area Community Action Program (HACAP) Food Reservoir, Milestones Adult Daycare, Salvation Army, Visiting Nurses Association, Witwer Senior Center and the Young Parents Network.

► *Bob Brus, director of Procurement at Rockwell Collins, was one of more than 100 employees who took time out of their busy work schedules to assist with various projects throughout the Cedar Rapids community.*

Day of Caring is an annual event sponsored by the United Way. Community members volunteer their time by helping

non-profit organizations complete projects that oftentimes would not be attempted.



Photo by Melanie Richert

Manchester employees team up for fight against cancer



Photo courtesy of Brenda Rodas

► *Team members in Manchester, Iowa, raised nearly \$3,000 to aid in the fight against cancer earlier this summer when they took part in the 2006 Relay for Life. The team raised cash through a variety of fund-raising activities including bake sales, raffles and auctions.*

Rockwell Collins employees in Manchester, Iowa, raised nearly \$3,000 to aid in the fight against cancer earlier this summer when they took part in the 2006 Relay for Life. The team raised cash through a variety of fund-raising activities including bake sales, raffles and auctions.

The company also donated a \$1,000 corporate gift during the overnight event, which is designed to celebrate survivorship and raise money for research and programs of the American Cancer Society.

Rockwell Collins efforts in Manchester were led by team captains June Stepanek, a production operator in the stockroom, and Donna Tenhoff, an administrative assistant. Several other employees and their family members also were involved in fund-raising for the event. <h>

Enhancing education

The Rockwell Collins K-12 Partnership Program works to increase student involvement in math, science, engineering and technology. Learn about one National Science Board representative who is impressed with our efforts to encourage the next generation.

By Jill Wojciechowski

Nearly 400 community leaders, volunteers, and area educators were on hand recently for the annual Rockwell Collins K-12 Kickoff Breakfast in Cedar Rapids, Iowa. The event celebrates the beginning of the new academic year and encourages increased student involvement in math, science, engineering, and technology.

This year, Dr. Shirley Malcom, director of Education and Human Resources at the American Association for the Advancement of Science, spoke about the need to produce the science-literate citizens of tomorrow.

"We live in a world — a fragile planet — facing all kinds of challenges," said Malcom. "The question for us becomes what kind of education our children need to live and work in a world that's being



> Shirley Malcom

"Investing in young people is one of the best things we can do. The fact that your company has been doing it for 17 years is incredible."

— Shirley Malcom

challenged and transitioned by science and technology on a daily basis."

Born and raised in Birmingham, Ala., Malcom became interested in science following President John F. Kennedy's challenge to America to land a man on the moon and return him safely to Earth. Today, she is helping lead the National Science Board's ambitious new Commission on 21st Century Education in Science, Technology, Engineering, and Mathematics.

"Investing in young people is one of the best things we can do," said Malcom.

"The fact that your company has been doing it for 17 years is incredible."

Established in 1990 in Cedar Rapids, Iowa, in conjunction with local educators, this business-education partnership enables Rockwell Collins to enhance education by supporting the effective teaching of basic K-12 curricula, increasing parental support for the education process and programs, and promoting greater awareness of "real world" career options and experiences.

Each year, Rockwell Collins employees spend about 15,000 hours enhancing the development and potential of today's youth through activities such as FIRST LEGO League and Robotics, Engineers Week activities, and job shadow and mentoring programs.

Last fall, Rockwell Collins also began sponsoring a program — Project Lead the Way — to offer a pre-engineering curriculum in three Cedar Rapids middle schools, as well as at two area high schools. This year, that program has been extended to all but one of the area's middle schools.

"Each of us has an obligation to find ways to motivate and encourage a whole new generation of young people," said Rockwell Collins Chairman, President and Chief Executive Officer Clay Jones, who also spoke at the breakfast. "Science, technology, engineering and math offer incredible opportunities, and we need to help students with the inspiration and resources they need to succeed." <h>



Rockwell Collins image

> Each year, Rockwell Collins employees spend about 15,000 hours enhancing the development and potential of today's youth. Above, Senior Systems Engineer Bob Montgomery assists an elementary student during Engineers Week activities in Cedar Rapids, Iowa.

Rockwell Collins Service Anniversaries

40 YEARS

June

Pamela A. Balvanz
Craig E. Barnes
Linda S. Black
Vincent V. Brecht
Linda L. Brink
Richard G. Brown
Garry D. Dyson
Dale E. Ensminger
James R. Jones
Wayne A. Kalinsky
Marjorie F. McGuire
Glen E. Mohr
Michael K. Musgrave
Allen E. Norton
David L. Richter
Richard H. Spurgeon
Carol A. Steiner
Phillip C. Winkler
Robert V. Zaiger

July

Darlene L. Ealy
Patricia L. Kinch
Donna M. Mattson
Charles T. Mc Cullough
Sharon S. Mc Dermott
JoAnn M. Scott Farland
Gary L. Scott
Barbara A. Smith
John S. Thompson

August

Mark A. Bailey
Chris C. Chrisman
Lynda N. Gentry
Sharon K. Haars
Klein L. McGhee
Shirley J. Stewart
Ann C. Techau
David C. Troendle
Karen J. Voss

35 YEARS

July

Carol A. Kaefring

August

Dianne M. Flaucher
Frances J. Kolsrud
Richard K. Mishler

30 YEARS

June

Douglas G. Allemang
Dennis E. Altheide
Robert T. Butler
Michael J. Dautremont

Keith D. Dearborn
Robert D. Dodge
Randy S. Graham
David H. Halvorson
Charles A. Harmeyer
John C. Harry
Brinson N. Jordan
Frank E. Kishel
Adele L. Lerma
Wesley O. Lucken
Roberto A. Perez
Ronald G. Redington
Jeffrey T. Russell
Laquinda K. Sanders
Douglas A. Stealey
Richard D. Tompkins

July

Howard R. Bentley
Kenneth F. Blazek
Klaus Bohlmann
Patricia J. Bulten
Robert V. Dreher
Jon A. Gilbert
Deborah J. Heller
Rodney K. Larson
Kevin K. Loux
Mary J. Mc Laren
David W. Meiners
Bettye F. Miles
Randy e. Moore
David O. Morgan
Gary A. Pershin
Ronald G. Redington
Edna D. Rife
Marvin O. Shenefeld
Keli J. Walt
Randall R. Wilke

August

Patricia J. Feller
Barbara K. Gregory
Gary Hamer
Jeffrey L. Hudson
Uwe Kroen
James L. Lane
Marlene A. LeMond
Paul D. Pospischil
Robert M. Sheffler
Karin Strauch
David L. Van Dusseldorp

25 YEARS

June

Nestor R. Arvizu
Steven E. Barltrop
Bruce W. Dean
Sol M. Del-Gado
Patrick E. Dennis
Gary J. Driscoll
Janice S. Garrett
David L. Hale

Richard J. Hall
Melinda K. Hatcher
Ronald M. Hau
Michael D. Herring
Donald F. Hovda
Raymundo Lopez
John F. McMakin IV
David A. Moon
Hien H. Nguyen
Rose M. Noonan
June R. Rainbow
Teresa D. Ramos
Elizabeth M. Ray
Robert H. Saffell
Teri M. Sealey
Scott A. Taylor
Judy P. Thompson
Phillip M. Trebs
Allen D. Trofholz
Martha Villarreal

July

Deborah L. Alsobrook
Marco A. Baldi
Layne D. Brooks
Susan Clouser
David B. Davis
Fred R. Gruendell
Dickie E. Hooten
Linda A. Lennon
Sheila K. Mathews
Tammy E. Mowrer
Shirley M. Pasker
John M. Patrick
Bernd Radeke
Kristine A. Schwiers
Kenneth E. Smith
Timothy E. Snodgrass
Cynthia J. Temple
Donna L. Troublefield
Kevin D. Walters

August

Robert L. Anderson
Lowell L. Buchholz
Melissa V. Butler
Albert J. Caliendo
David A. Cudworth
Daniel E. Cudworth
Irene G. Dulin
Gaye A. Einck
Linda A. Engen
Robert J. Gabel, Jr.
Tom L. Hauber
Myron J. Heggie
Gregory P. Jones
Thomas R. Kerner
Jenny M. Klotzbach
Jennifer L. Kramer
Sandra L. Langton
Brian W. Little
April M. Meader
Kimberly A. Misel-Scott
Lori E. Ohlhauser

Arnold E. Rowland
Ronald E. See
Sharon D. Sessoms
James M. Tedesco
Janet A. Teslow
Brenda K. Warner

20 YEARS

June

Linda J. Alexander
Scott F. Bauler
Alan R. Bechtold
Harlan D. Belden
Douglas A. Bell
Alan P. Boone
Robert A. Brus
James A. Burge
Matthew J. Carrico
Yen Chieh Chung
Kelly K. Colquhoun
John G. Conkling
Kimberly K. Draker
Marjorie E. Ellis
Raymond L. Fitzgerald
Scott R. Gerhold
Jason J. Hambly
Karen F. Ingwersen
Mark D. Jensen
Michael A. Jergens
Daniel R. Klaassen
James G. Klopfenstein
Douglas C. Krumm
Jean Jouis Lair
Martin J. Litfin
Julie L. Mc Cormick
Donald J. McCreary
Charles W. McDermed Jr.
Ronald R. Meyer
Jane L. Moore
Shawn E. Naeve
Mark D. Neuwirth
Robert A. Ortscheid
Gregory D. Pittam
Betty L. Satterlee-Mull
Steven H. Sawyers
Steve A. Schau
Paula J. Schnurr
Martin J. Shimak
Margaret M. Thompson
Bret W. Tinkey
Michael R. Vagher
Faye A. Ward
Julie K. Whitlatch
Steven D. Yoder
Benjamin t. Zdan

July

Cheryl F. Ahlrichs
Patricia L. Ashlock
David W. Asman
Mark J. Bartelme
William E. Benson

Brian S. Bullington
Rhonda L. Cahoon
Luis Cob
Martin S. Frasher
Karen M. Fulford
Corine Guibert
Heidi M. Harper
Harald Heimpel
Lee M. Keuter
Michael Lundy
Alan L. Mahoney
Michael G. Manning
Randy D. Narveson
Ron I. Neal
Carlos B. Netto
Young H. Park
Jack Primault
Kerry R. Reisen
Barry L. Roberts
Thomas D. Sanders
William J. Schuyler
Timothy D. Stepp
Robert Wolf
Renee L. Woods

August

Lonnie N. Adams
Steven K. Brown
Linda L. Dart
John L. Frankhouse, Jr.
Daniel J. Goiffon
Korry L. Hein
Deanna M. Holtzman
Patrick Y. Hwang
Joseph E. Kopish
Thomas S. Law
Alan G. Leong
Matthew G. Maynard
Robert E. Meikle
Rhonda M. Meiners
Steven A. Milbach
Gregory M. Pollari
Amado V. Ramos
Ryan J. Rand
Mary Jo Thurn
Richard L. Tomy
Deborah L. Williamson
John R. Wood
Bruce Woolstenhulme

15 YEARS

June

Joel A. Conrad
Craig A. Dains
Sylvia Demogandie
Robert J. Freiburger
Brian L. Heins
William C. Jennings
Mark J. Kilburg
Chad A. Kruger
Eric A. Landuyt
Scott C. Monks

Angela M. Montelius
Craig S. Rosel
Susan G. Scott
Michael L. Stewart
Shelly R. Westfall
Donna R. Wilson
Kenneth L. York

July

Belinda L. Banks
Patrice Bourrier
Roxie A. Davis
Muriel Deffore
Kathy S. Gavin
Anna M. Heiserman
Karen K. Hendrickson
Richard L. Jenkins
Rick N. Johannsen
Douglas R. Johnson
Edward A. Johnson
Kerry L. Klein
Laurent Malliet
Octavian I. Popa
Kirk E. Reynolds
David C. Schroeder
Kevin D. Sempf
Mark S. Shanks
Roger K. Schultz
Karen M. Spading

August

Joan M. Barth
Hubert Birbes
Robert I. Bowen
Scott D. Bruner
George G. Cox
Ruth D. Fleming
Ema D. Graham
Bryan D. Grunewald
Carrie L. Hoover
John R. Howell
Mark V. Mc Peek
Kathleen C. McAteer
Kathy Schumacher
John D. Strausser
Paul E. Thompson
Mary C. Wenger

10 YEARS

June

Robert W. Allen
Anita M. Almazan
Kevin M. Bayer
James G. Brown
Tammy S. Bruner
Christopher W. Bruns
Shawn D. Bucholz
Helen L. Dains
Joshua V. Davis
Terri L. Engels
Debbie S. Fields
Jennifer A. Gesie

Rockwell Collins Service Anniversaries

Gregory A. Happel
 Mark A. Hohbein
 William T. Holmes
 Gregory A. Joel
 Tamara S. Jones
 Patricia M. Kieler
 Todd A. Kratz
 Edward M. Kuonen
 Ying C. Lai
 Robert J. Lange
 Christine S. Lewis
 Delores A. Lillie
 David C. Lufkin
 Jennifer D. Miller
 John M. Miller
 Christopher R. Norris
 Tricia S. Ong
 Diem K. Pham
 Barbara J. Pospisil
 Henry Ramirez
 Brian Reicks
 Christopher M. Richards
 Jason R. Schares
 David R. Siefer
 Mark D. Sluka
 Alfred E. Smith III
 Russell D. Spickerman
 Eric A. Stephenson
 Dora E. Tann
 Michael D. Toms
 Shirley A. Voinovich
 Robert W. Warnock
 John J. Weger
 Raymond A. Young
 Michael E. Zinno

July

Espen C. Anneling
 Kristine N. Bell
 George M. Berry
 Mark A. Bobbin
 Kevin L. Boomgarden
 James D. Cahoon
 Lisa M. Coffin
 Kelly G. Dalton
 Donald D. Dawson
 De Etta L. Dickerson
 James M. Eichstadt
 Pedro L. Encarnacion
 Timothy D. Erenberger
 John E. Ferguson
 Shelly M. Gehl
 Gary B. Green
 Kari L. Hebert
 Curtis W. Hicks
 John R. Hill
 David J. Holtz
 Rudolph Jara
 William R. Johnson
 Evie r. Johnson
 Kari J. Kristan
 Thomas N. Larson
 Chris C. Lee
 Gregg R. Lind

Daniel E. Martin
 Mark E. Navratil
 Trung V. Nong
 Stephen D. Novey
 Charles S. Paramore
 Jill M. Petersen
 Judy F. Phelps
 Angela B. Pittman
 Linda M. Pratt
 John J. Schroyer
 Adam A. Schutte
 Randy A. Simonsen
 Andre L. Smith
 Daniel B. Smith
 Stephen R. Spitz
 Richard D. Spring
 Serge Trouin
 Patrick P. Wallace
 Edward D. Walsh
 Chad M. Weber
 Steven M. Whalen
 Matthew M. Wilding
 Douglas W. Wolcott

August

Rodney A. Albaugh
 Michael E. Alepra
 Michael D. Alexander, Sr.
 Dorothy L. Ball
 David P. Bauer
 Kevin E. Baughn
 Jeremy J. Bergh
 Hercilia J. Butler
 Gay A. Carpenter
 Kevin D. Coates
 Mary M. Colon
 Rosemarie C. Conner
 Kelly G. Dalton
 Alan L. Duncan
 Eric W. Dunn
 Janette L. Dunne
 Ronald L. Durant
 Steven C. Erwin
 Michael G. Farley
 Jennifer L. Fisher
 Julie L. Garloch
 Frank M. Gilroy
 Donna J. Hanna
 Jeffrey W. Hawkins
 Carolyn J. Henderson
 Brendan T. Howard
 Marcie G. Jean
 William E. Jordan
 Debra L. Knapp
 Brian L. Kreger
 Robb A. Lassen
 Tim M. Lawless
 Kai L. Leong
 Sylvia Ludwig
 Benjamin R. McAllister
 Jarad W. Miller
 Daniel E. Mohr
 Horace L. Pereira
 Duane E. Peters

Lillian L. Peters
 Debra K. Powers
 Jeanne O. Pratt
 Steven Reyes
 Dennis P. Ricke
 Theresa M. Robertson
 Lori J. Sipper
 Rochell I. Soltau
 Kevin W. Stopko
 Thomas L. Stoppeworth
 Donald A. Stratton
 Keith D. Tindall
 Carol L. Tuley
 Dina R. Vadasz
 Kenneth J. Webb
 Lloyd V. Whiting, II
 Traci L. Yamane

5 YEARS

June

Thomas Jonathan S.
 Alava
 Jeffrey L. Albert
 Morris H. Anderson
 Marina Arnaud
 Frédérique Azum
 Rafael Baez
 Barbara N. Bailey
 Ryan A. Bartlett
 Jamie m. Biedermann
 Heather D. Bracker
 Lane J. Brengle
 Scott M. Britten
 John C. Broman Jr.
 Frances L. Caldwell
 Perez
 Tammy J. Carlson
 Rita K. Carter
 Dawn L. Carton
 Brett M. Caspers
 Lukas S. Cisek
 Joe E. Clark
 Andrew Coates
 Daniel S. Collins
 Jesus L. De La Pena
 Jeffrey J. Debo
 Randy R. DeKlotz
 Aaron J. Delaney
 David J. Dempsey
 Brian H. DeWulf
 Juvenio Dieguez
 Kristy A. Driscoll
 Gary F. Dvorak
 Michael S. Feeney
 David J. Felton
 Neil F. Ferguson
 Gavin P. Fischer
 James E. Flint
 Warren L. Gair
 Christopher M. Gibson
 Sidharth Goel
 Nathan Haan

Loris D. Hale
 Judy K. Hansel
 Thomas R. Harris
 Dixie L. Harrison
 Dawn L. Heitzman
 Martha A. Hernandez
 Benjamin B. Hoffman
 Vincent Hubert
 Gregory A. Johnson
 William S. Jones
 Colleen M. Kelly
 Travis M. Kerwin
 Janice M. Knief
 Ryan L. Koupal
 Séverine Lafforgue
 Christina A. Littler
 David W. McCoy
 Sean W. McGowen
 Fabrice Meynckens
 Brian M. Munson
 Lisa M. Nelson
 Bradley J. Neuville
 Amy L. Newman
 Tuan D. Ngo
 Hoang N. Nguyen
 Mark E. Nice
 Flecia A. Ogert
 Sarah M. Prouty
 Gerhardt A. Quast
 Neil D. Quellhorst
 Brian S. Rach
 Heather S. Ransom
 Carolos A. Reynoso
 Ricky L. Ritchie
 Ryan Roentsch
 Jose Ruiz
 Jonathan C. Rumbley
 Bradley J. Sa Barreto
 Chhavi Sadera
 Jonathan M. Sebast
 Chyi N. Sheng
 James E. Sisson
 William G. Smeed
 Clinton W. Stanek
 Dawn M. Stillmunkes
 Jay A. Struve
 Sze M. Tai
 Aaron L. Taylor
 Jill K. Thompson
 Alex E. Tomash
 Robert J. Von Behren Jr.
 Kurt J. Wagner
 Ni W. Wagner
 Amy M. Wheeler
 Ryan A. Wheeler
 Natasha IK. Williams
 Jerome Wygoda
 Ronald L. Zozaya Jr.

July

Kenneth R. Anderson
 Donene L. Beach
 Barry J. Berg
 Nestor L. Berrios, Jr.

Timothy I. Blevins
 Rebecca A. Block
 Rolf Boehler
 Michael P. Bongiorno
 Herchell A. Boyd
 Frédéric Brun
 Bruce R. Bullard
 David P. Carter
 Steven J. Cericola
 Gary R. Chadick
 Craig E. Chambers
 Catherine L. Chester
 Alice D. Choi
 Daniel J. Clark
 Dexter A. Corpuz
 Olivier Dalla Rosa
 Christine A. Davis
 Philip D. Dean
 Michael V. DeWeese, Jr.
 Thanh D. Do
 Joseph M. Doherty
 Stacy K. Duehr
 Régis Garau
 Yannick Garriguenc
 David I. Han
 Matthew R. Hubbell
 Robin J. Irwin
 Raymond E. Kennedy
 Thuy T. Le
 Fabienne Llorens
 John J. Mccorry
 Kenneth W. Melsha
 Kenneth A. Middlebrook
 Myles e. Mongar
 Kevin G. Mortensen
 Lenard E. Noice
 Douglas A. Nurdin
 Susan M. Olson
 Brad A. Parke
 Todd D. Peterson
 Mai T. Pham
 Lan P. Pham
 Tho D. Pham
 Kathryn T. Ramsey
 Alexander D. Reid
 John E. Rice
 Steven J. Robbins
 Merritt W. Robertson
 Béatrice Rodriguez
 Mark V. Ryan
 Scott P. Scheer
 Bruce A. Schauger
 Edward Slaby
 Gregory A. Sochurek
 Chan L. Soeung
 Scott W. Stadelmann
 Clayton C. Stephens
 Devin R. Stinger
 Jeffrey T. Tarvin
 Thomas D. Wahlstrom
 Douglas E. Webb
 Wayne H. Weeks
 Thomas Welsch
 June J. Wong

Anthony S. Yamashita

August

Chad A. Alshouse
 Johnny Alves Jeronimo
 Steven V. Aucher
 Brett J. Carlson
 John M. Carter
 Yannick Cornu
 Philippe Croise
 Lionel Darrieutort
 David W. Davis
 Timothy J. Drahos
 Stéphane Dupuy
 Rachid M. Elkhatib
 Barbara L. Elsbernd
 Belinda M. Fiacco
 Jamie J. Fisher
 Sébastien Gay
 Sidharth Goel
 Rebekah P. Haberstroh
 Deborah A. Hartz
 Gregory A. Hopkins
 Srikanth C. Kamineni
 Jared M. Kelsing
 Moris Y. Koriel
 Carol L. Lemieux
 Oliver Manz
 Analisa S. Marquardt
 Jose M. Martinez
 Patrick D. Miller
 Sébastien Montrozier
 Jason L. OConnell
 Carmen Ravasz
 John M. Reyland
 Kristine K. Riley
 Ralf Ritter
 Darcy e. Schminkey
 Richard T. Siefers
 David W. Snow
 Bruce H. Stetler
 Ann M. Stillabower
 Thomas J. Tate
 Anthony A. Trujillo
 Sherry L. Webber
 Martina Weber-Bauer
 Mary B. West
 Jennifer L.

Whittenbaugh
 Michael T. Yamagata
 Andrew A. Zelinski

Horizons gives special recognition to individuals who have achieved 35 or more years of service. Each is invited to be photographed and share his or her Rockwell Collins work history as part of this feature.



Donna Mattson joined Rockwell Collins in July 1966 as an assembly operator at Main Plant in Cedar Rapids, Iowa. Through the years, she also worked as a utility and repair operator, and spent time on the engineering pilot line. Today, she works as a production specialist on the Ground Element Minimum Essential Emergency Communications Network System (GEMS) program. According to Mattson, her colleagues at Rockwell Collins have become part of her extended family. “We have gone through so many professional and personal challenges together,” she says. “The technology has changed considerably ... everything is much more compact.” Although she has been in the workforce for four decades, Mattson doesn’t intend to retire anytime soon. “I continue to learn something new every day,” she says. “And I find Rockwell Collins a great place to work.”



Sharon Mc Dermott joined Rockwell Collins in July 1966 as an assembly operator at Main Plant in Cedar Rapids, Iowa. During the past four decades, she also worked as a utility operator, and planar and black box inspector. She also has operated various machines over the years, including the fault finder, surface mount assemblies (SMD) place and pick machines, wave solder and water wash machines. Today, she works as a production specialist in the Displays area. “Our company has changed a lot over the years,” says Mc Dermott, who plans to retire in the next couple years. “I’ve worked with a lot of great people and made a lot of good friends.”



Dave Richter joined Rockwell Collins in June 1966 as a design engineer in the Avionics department in Cedar Rapids, Iowa. In February 1969, he was transferred to Switching Systems, where he spent the next 14 years – seven of those in Dallas, Texas. When Switching Systems relocated to Chicago, Ill.,

Richter returned to Cedar Rapids, where he began designing avionics Electronic Flight Instrument Systems (EFIS) for Business and Regional Systems. During the past 10 years, Richter has worked as a technical project manager covering programs with Dassault Aviation in France, Israel Aircraft Industries in Israel, and Gulfstream Aerospace. “There are so many things that I appreciate about my years here at Rockwell Collins,” says Richter, who has traveled around the world. “The great people here have made my job easier and I also have had the opportunity to meet so many people from different cultures.”



Carol Steiner joined Rockwell Collins in June 1966 as an assembly operator at the Martin Rosa building in Cedar Rapids, Iowa. According to Steiner, there were about 150 employees in the “white room” when she began her career right out of high school. Today, she works as a production specialist in the upper level C Avenue Complex “white room” in Cedar Rapids with only a “handful” of people. She is responsible for cleaning and canning up units that are ready for shipment to our customers. “Time has seen so many changes,” says Steiner. “Technology has drastically changed from balancing meters in radio units to printed circuit boards. I’m happy to have been able to keep a steady job for all these years.”



Ann Techau joined Rockwell Collins in August 1966 as an assembly operator at Main Plant in Cedar Rapids, Iowa. She spent 16 years working in the “white room” before accepting a position on the pilot line where she worked for the next 19 years. In 2000, she became a quality auditor for the Service Center at Main Plant in Cedar Rapids. Today, she is back in the “white room” as an instrument assembler and adjuster utility. “I’ve really enjoyed my years at Rockwell Collins,” she says. “This has been a place where I’ve made long-lasting friendships.”

Decorah employees take pride in workmanship, ownership

By Sue Nading

Situated within the northeast corner of Iowa, Decorah has had a long history of industrious and hard-working immigrants. Within this town of 8,000, Rockwell Collins boasts employees who represent this model of ownership and quality workmanship.

“Decorah is a small town community with a strong work ethic and not the hustle and bustle of a big city,” said Chad Kruger, a senior manufacturing electrical engineer at Rockwell Collins. “Within our facility, it’s like a large family business. Each person feels they directly affect our bottom line.”

Since opening in 1978, this manufacturing facility has expanded four times to its current size of 46,000 square feet. Almost 90 percent of the 270 employees are women with an average work experience of more than 15 years. Its current production lines include high frequency data systems, which aid in long-range data communications, and weather radar configurations that provide pilots with detailed weather information.

“We are a diverse group of employees who together build quality products for our customers,” said Diane Wilder, a



Photo by Steve Carnesi

> Since opening in 1978, the Rockwell Collins facility in Decorah, Iowa, has expanded four times to 46,000 square feet. Nearly 90 percent of the 270 employees in this manufacturing facility are women.

quality production lead in Decorah. “Everyone is willing to step up, help out and make our facility — as well as Rockwell Collins — a company to be proud of.”

That desire has led to innovative flow lines that have improved quality checks. Because of employee performance, the facility now builds custom test equipment. Through employee dedication, the Decorah facility has received such honors as ISO 14000 and AS-9100 certifications. It also has received recognition for its environmental contributions. For instance, the facility is a charter member of the United States Environmental Protection Agency’s National Environmental Performance Track.

“Our work can be challenging, but that’s what makes us stay vigilant,” said Julie Hemesath, a quality production lead in Decorah. “We are not afraid to step out of our assigned responsibilities and help someone else.” <h>

— Sue Nading is a freelance writer.

🖱️ *Employees: Additional information about Rockwell Collins in Decorah, Iowa, is featured online in the Facility Spotlight on the RWEB Home Page.*

Rockwell Collins, Inc.
400 Collins Road N.E.
Cedar Rapids, Iowa 52498-0001

**Rockwell
Collins**

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