



NEWSLETTER



2002, 2004-14



2003



2008, 2012
President's Award
for Most
Outstanding Chapter



2016 Elections Voting in December

The election of officers for the Chapter is coming up. In December you, the members, will be asked to vote for the 2016 leaders. The December edition will include biographical sketches of the candidates for your review. If you are interested in serving or if you know of someone who could serve, please contact Past-President Mike Wallace at m.wallace@ngc.com.

The officers to be elected this year are: President, Vice-President, Secretary, Treasurer, Director of Ways and Means, and Director of Systems Engineering Education.

President (one year term):

The President is the Chief Executive Officer of the Chapter, providing general supervision of Chapter affairs. The President presides at Chapter meetings and Board meetings. The President is the chairperson of the Board of Directors. The President is a member of the Board and an ex officio member of all committees except the Nominations and Election Committee. The President is responsible for ensuring Board representation at INCOSE annual meetings.

Vice-President (one year term):

The Vice President assists the President and assumes the duties of the President when the President is unable to perform his or her aforementioned duties. The Vice President succeeds to the position of the President, if the President vacates his or her position prior to the completion of the President's term of office.

(See "Elections," on page 8)

2016 Regional Mini-Conference April 9 and 10, 2016

Planning for the Regional Mini-Conference is moving full steam ahead. The leadership team, consisting of representatives of the co-hosting chapters (Southern Arizona, Central Arizona, San Diego, San Francisco, and Los Angeles, plus the INCOSE Student Division), meets weekly, with sub-teams also meeting weekly to keep the preliminary tasks on track. The two-day conference will be held Saturday and Sunday, April 9 and 10, 2016, in the Los Angeles area.

As the RMC16 comes to fruition, we will need more volunteers. Want to help?

During the time until the conference, more opportunities to contribute to the success of this conference will open up. Volunteers are needed to help with coordinating with the venue and lodging. One of the next areas of opportunity is to join the review teams from participating chapters. In the future there will be opportunities to help in the run-up to the conference itself – opportunities from coordinating last minute details with sponsors and exhibitors to stuffing gift bags and registration materials. Interested? Contact Terry Rector at terry.e.rector@aero.org or Dick Emerson at remerson9@gmail.com.

(See "RMC" on page 7)

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Take a Moment, Check Your Records, Improve Our Service for You

Mailing data
INCOSE Database

A key element in the services provided by the Chapter is e-mail and “snail” mail addresses needed to tell you about these services. Won’t you take a moment to be certain that the data is correct? The data is stored on the Personal Information page on the INCOSE website. Here is how to get there:

- Go to INCOSE at <http://www.incose.org/>.
- Click on Member Login in the upper right-hand corner.
- Enter your username and password.
- Click on login.
- Click on Profile Home (in the fine print near the top right).
- Click on Edit My Information (fine print on the left side, about half way down).
- Make desired changes. Please be certain that your email address and your “snail mail” address are correct.

Notes on making changes:

At this time, there is no place to enter a “prefix” (such as “Dr.,”) for your name. If you wish, you can add it to your first name, i.e. “Dr. Mary,” and it will print out properly on mailing labels (“Dr. Mary Smith”).

Also note that, at this time, there is no place to enter your employer’s name. That can be done in the “Division/Department” box.

Third, please note that there are two columns for addresses, “physical” and “mailing.” Many people use the “physical” column for their work address. If there are two addresses, one in each column, the *Newsletter* will be sent to address in the mailing column. For those who do not wish to provide both, please use the “physical” address column.

Please note the absence of a box labeled, “zip code.” The database uses the broader international term “Postal Code;” please enter your zip code into that box. Zip codes are important; several members do not receive the *Newsletter* because their record does not have a zip code.

There are three additional steps:

- Click on Save Changes
- Log out.
- Double-check the data. What you intended to enter and what is there after you save it can be two different things.

Thank you. Keeping your records current, particularly with the recent transition of the INCOSE master files, helps your Chapter continue serving you.

Strategic Planning Meeting Coming Soon!

The Board of Directors will soon be hosting another Strategic Planning Meeting to discuss the plans and activities of the Chapter. Members of the Chapter are invited to attend, indeed encouraged to do so, as an opportunity for the membership to provide inputs and critique Chapter operations. These meetings last a few hours on Saturdays and include lunch for those in attendance.

Watch for a reflector notice or check our social media for details on date and place and please come join us.

August Speaker Meeting Systems Engineering Competencies for Space System Program Managers

By Karen Grothe

Because space systems are extremely complex, program managers must have sufficient competence in both program management and systems engineering. Program managers must be able to communicate the system performance, interfaces, product, and services; get the right people on the right tasks; ensure appropriate systems engineering data, reviews and audits, and rigor; and take appropriate technical actions within the program constraints.

At the August 19, 2015 speaker meeting, Al Hoheb, a principal engineer at the Aerospace Corporation, discussed his efforts to create a profile of Space System Program Manager Competencies. The profile would assist companies and the Air Force in their selection and development of program managers for space system programs. Al did a literature search and comparative study analysis to develop a set of professional and systems engineering competencies for space system program managers, which he published in a paper presented at the American Institute of Aeronautics and Astronautics (AIAA) Space 2013 conference. He defined competency as being comprised of knowledge, skills, and attitude. The competencies discussed here are “measurable characteristics of a person related to success at work”.

For his research, Al gathered competency information from the Program Management Institute (PMI), INCOSE, and commercial standards; from conference proceedings, journals and professional papers; and from space industry competency maps for systems engineering and program management. The space industry competency models came from such organizations as NASA, the Department of Defense (DoD), the Air Force Space and Missile Systems Center (AF/SMC), the MITRE Corporation, the Defense Acquisition University Space Advisory Integration Group, and the Aerospace Corporation. The competency information was extracted into Excel using FYI: For Your Improvement, A Guide for Development and Coaching (5th edition) as a benchmark for setting up the Excel data.

(See “Systems Engineering Competencies” on page 7)

October Speaker Meeting: Premature Allocation of Requirements to Contractors

PRESENTER: Dr. Bohdan “Bo” Oppenheim
Professor of Systems Engineering
Frank R. Seaver College of Science and Engineering
Loyola Marymount University

WHEN: Tuesday, October 13, 2015, 5:30 p.m. to 8:00 p.m.

ABSTRACT:

Systems engineering is unfairly blamed for massive problems in programs, while the blame should be attributed to the wrong incentives in the acquisition system. This presentation will focus on the difficulties of formulating stable requirements early in complex engineering programs, and the severe consequences on program execution. The problems are caused by the need to seek political and funding support for the program. Formal classical systems engineering and program management (CSEPM) methodology is based on the assumption that the knowledge to anticipate all interfaces and create good requirements exists early in the program, and it is only a matter of working out the details to build extremely complex devices such as satellites, aircraft, refineries, nuclear power plants and high speed rail.

The presenter argues that this works well only for well-understood systems but it breaks down when the knowledge of what needs to be done still needs to be discovered, which is the case with most complex systems. In programs that develop new complex systems, the reality leads to the following Faustian Bargain: “Either develop and anticipate all interactions and requirements early, and allocate them to suppliers when the knowledge is not yet available, then conduct massive, painful, and cost-and schedule-busting requirements changes throughout the program; or delay the subcontracting until the system design is mature, complete and stable, and only then allocate requirements to subcontractors, but then risk the program termination because of the lack of political support and funding.” The paper argues that in order to radically change this major deficiency of classical Systems Engineering and Program Management a radical change of the program business model would be needed, and it will be presented as an imminently realistic approach. The presentation will also argue for more rational new program acquisition policy, more focused on creation of innovative ideas than on bureaucracy of artifacts.

BIOGRAPHY:

Dr. Bohdan “Bo” Oppenheim is a Professor of Systems Engineering at Loyola Marymount University in Los Angeles, and founder and co-chair of the INCOSE Lean Systems Engineering Working Group, one of the largest groups of INCOSE. He is regarded as a leading expert in the application of Lean in systems engineering, project, and program management.

He co-led the large international project developing Lean Enablers for Systems Engineering and served as an expert in the joint INCOSE-PMI-MIT project developing Lean Enablers for Managing Engineering Programs, integrating Lean Systems Engineering with Lean Project Management. Dr. Oppenheim authored the book *Lean for Systems Engineering* with Lean Enablers for Systems Engineering (Wiley, 2011), co-authored the book *The Guide to Lean Enablers for Systems Engineering* (PMI, INCOSE, MIT-LAI, 2012), and co-authored the book *Lean for Banks* (Productivity Press, Oct. 2014). He wrote three other books, four book chapters, and three journal publications. He was awarded two Shingo Awards, INCOSE Fellowship, INCOSE Best Product Award, INCOSE Service Award, and other recognitions. His engineering degrees include Ph.D. from Southampton, United Kingdom; Graduate Engineer's Degree from Massachusetts Institute of Technology; MS from Stevens Institute of Technology; and B.S. (equiv.) from Warsaw University of Technology in Aeronautics. His industrial experience spans offshore, space, software, transportation and mechanical engineering, including several major aerospace programs. His consulting customers include most major aerospace companies in the U.S. and Europe, High Speed Rail, Caltrans, and 150 smaller companies across the globe. He presented over 50 invited lectures, seminars and workshops on Lean in seventeen countries on three continents. His credits include \$2.5 million in externally funded grants.

PARTICULARS:

MEETING SCHEDULE:

5:30 – 6:20pm Registration, Networking, Refreshments

6:20 – 6:30pm Welcome and Announcements

6:30 – 8:00pm Meeting and Q&A

COST: Members and non-members: FREE for this event. (Non-members are usually requested to make a suggested donation of \$10.00 at meeting sites when/where refreshments are provided, to cover the cost of refreshments.) Refreshments will be provided at the host site.

HOST SITE LOCATION:

The Aerospace Corporation

Bldg. D8 - Room 1010

200 N Aviation Blvd

El Segundo, California

See below for directions.

Host - Susan Ruth, susan.c.ruth@aero.org

Refreshments will be provided.

REGISTRATION: Please register on-line. Registration requirements vary by site.

REMOTE SITES AND REGISTRATION

REQUIREMENTS:

Antelope Valley/Palmdale: open to all, coordinator: Mike Wallace (m.wallace@ngc.com)

Azusa: Northrop Grumman Corporation, coordinator: Louise Fluegeman or Maria Alvarez (louise.fluegeman@ngc.com or Maria.Alvarez@ngc.com)

(See “Speaker Meeting,” continued on page 4)

(Speaker Meeting, continued from page 3)

Goleta: Control Point Corp, 110 Castilian, Suite 200, Goleta, California, open to all, coordinator: Don Adams or Paul Stowell (don.adams@control-pt.com or paul.stowell@control-pt.com)

Pasadena: Jet Propulsion Laboratory, 4800 Oak Grove Drive, coordinator: Michela Munoz-Fernandez (michela.munoz.fernandez@jpl.nasa.gov), registration required on or before August 19, 2015.

Huntington Beach: Boeing, *United States citizens and resident aliens only*, coordinator: Phyllis Marbach (phyllis.r.marbach@boeing.com), of robert.noel@boeing.com registration required on or before August 19, 2015.

San Fernando Valley: Capstone Turbine Corp, 21211 Nordhoff Street, Chatsworth, coordinator: Susim Gedam (sgedam@capstoneturbine.com), telephone 818-734-5113. Remote Webcast Sites are not yet completely confirmed, but are listed below, the reminder will have the confirmed remote sites:

Virtual attendance for individual participants:

We are providing virtual meeting capability for this event so that those who might otherwise be unable to participate may do so. See the web page for this event on the INCOSE-LA website (www.incose.org/los-angeles) for more information on joining as an individual virtual participant.

DIRECTIONS to Host Site:

The Aerospace Corporation
200 N Aviation Blvd El Segundo California
Building D8 Room 1010

The host site is located between Imperial Highway and El to the north and Segundo Boulevard to the south, and between the 405 Freeway to the east and Sepulveda Boulevard to the west.

From the San Diego (405) Freeway heading SOUTH:

1. Take the exit towards El Segundo Boulevard.
2. Turn Left onto South La Cienega Boulevard.
3. Take the 1st Right onto W El Segundo Boulevard.
4. Take the 2nd Right onto N Aviation Boulevard.
5. Bldg D8 will be on the third building on the Right, just past the discount bakery.

From the San Diego (405) Freeway traveling NORTH:

- 1 Take the El Segundo Boulevard exit, Exit 44.
- 2 Turn Left onto W El Segundo Boulevard.
3. Turn Right (North) on N Aviation Boulevard.
4. Bldg D8 will be on the third building on the Right, just past the discount bakery.

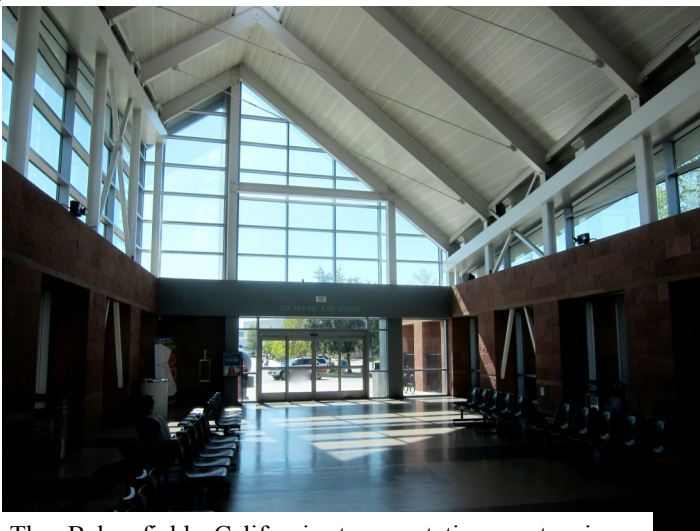
From the 105 Freeway traveling WEST:

1. Take the exit towards 405 South
2. Before getting onto the 405 Freeway, take the El Segundo Boulevard exit.
3. At the bottom of the ramp, turn left (west)
4. Turn right on Aviation Boulevard.
5. Bldg D8 will be on the third building on the Right, just past the discount bakery.

The facility: It is the third building from the corner of Aviation Boulevard and El Segundo Boulevard, just north of the discount bakery outlet. The facility has four gates, but only the southern-most gate is open. There is staff security where you will identify yourself as attending the INCOSE meeting. You can park where security directs you to park. We will badge in through the lobby at the center of the building where the flag poles are. Knock on the first of the double doors and someone will open the door for you. The handicap ramp is on the north side and can be reached by driving all the way around the back of the building. Tell security that you need to use that ramp.

DETAILS, DETAILS:

CAN A SINGLE DETAIL BE THE "KISS" OF DEATH FOR AN OTHERWISE SUPERBLY EXECUTED PROJECT?



The Bakersfield, California transportation center is an example of good systems engineering — minus one detail. This beautiful facility accommodates local and intercity travelers efficiently. Local buses provide service throughout the city and southeastern Kern County and Amtrak and Caltrans provide train service and connecting bus service through the Central Valley to the Bay Area and Sacramento with bus connections to trains and several major destinations in southern California.

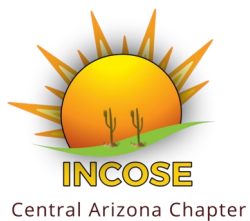
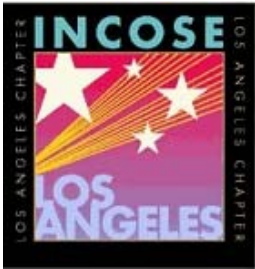


Call for Papers!

Regional Mini-Conference 2016

April 9 – 10, 2016
Los Angeles, California

*Research and Advancements in
Systems Engineering Methods for the 21st Century*



Theme

Systems engineering professionals and students exchanging concepts and experiences in a forum to discuss key topics related to the future of systems engineering. The conference will feature the following topical areas:

- Autonomous Resiliency Research and Applications
- Systems Architecting and Tradespace Analysis
- Human-Systems Engineering
- Value-based, lean, agile systems engineering
- Modeling
- Complex Systems
- Big Data Analytics

Across the spectrum of systems engineering applications including:

- Aerospace
- Critical Systems
- Energy
- Health
- Safety
- Security and
- Space

Interested? Submit an Abstract

Interested authors are invited to submit an abstract of 2 – 5 pages in length. Abstracts from industry, government, independent practitioners of systems engineering, and academia (professors and students) are welcome and encouraged. Information on the format and submittal of abstracts is available on the conference website: <http://www.rmc16.net>.

Abstracts will be reviewed by the Conference Technical Committee. Accepted abstracts will be published on the website and presented at the conference.

Schedule

Abstracts are due by **December 4, 2015**. Acceptances will be sent **January 15, 2016**. Final presentations are due **March 15, 2016**.

General Information

Additional information regarding location, hotels, and registration is available on the conference website: <http://www.rmc16.net>.

Regional Mini-Conference 2016 is a collaboration of the Los Angeles, San Francisco, San Diego, and Central and Southern Arizona INCOSE chapters and the INCOSE Student Divisions. For questions about submission of papers and presentations contact Tony Magorno at incose-larmctonym@gmail.com. For questions about general conference issues contact Terry Rector terry.e.rector@aero.org or Dick Emerson, remerson9@gmail.com.

Systems Engineering

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October 5 - 9, 2015 LAS VEGAS, NV



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"The course was really excellent and the degree of learning outstanding. We are applying the concepts learned extensively." - delegate

"Eureka! Finally linking and understanding the suite of SE processes and how these are associated." - delegate

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- reduced travel costs for you over public courses
- training a project team together, fostering teamwork as a consequence of consistent team knowledge, understanding and terminology.

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www.certificationtraining-int.com



(RMC, continued from page 1)

Another way to contribute:

We have all had professional issues as systems engineers, either a question begging an answer or an answer begging a question. Why not preparation a presentation on your issue? Please write up a summary of the issue and what you would like to say about it, and submit it to the Technical Review Committee. Instructions for submitting presentations, including a link for submitting them is on the conference website: <http://www.rmc16.net>. Abstracts are due by December 4, 2015. Acceptances will be sent January 15, 2016. Final presentations are due March 15, 2016. See page 6 for the advertisement.

This conference is dedicated to the engagement, education and expansion of systems engineers and those who have the potential to become systems engineers.

One of the tacit assumptions about systems engineers is that they are life-long learners. They take this position because, from the perspective of systems, all things are related, changing and evolving. They also take this position because the application of systems engineering is expanding into new industries and fields — industries and fields that have now become complex and adaptive.

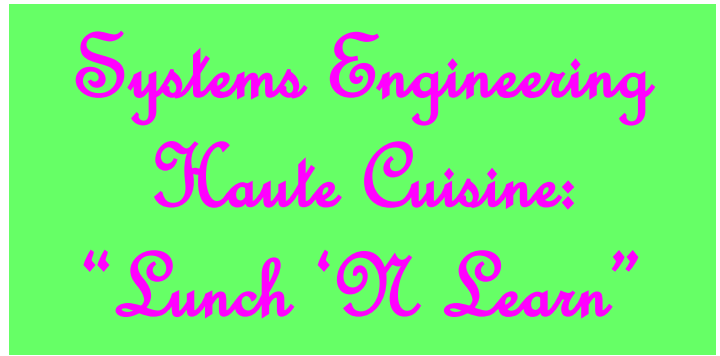
Five chapters in roughly the southwestern portion of the United States are working together to further these aims by developing and producing a two day mini-conference. There are three purposes for doing it:

1. to gather together practitioners, academics and students to mutually discover the future of systems engineering,
2. to develop communication and collaboration between the region's chapters, and
3. to pass on our combined knowledge of the process of developing and producing a technical conference to our next generation of INCOSE members.

Watch for additional information and updates if future editions of the *Newsletter*, and electronically on LinkedIn, Facebook, and our dedicated website.



INCOSE-LA keglers gathered at Bex's for a networking event. In addition to the fellowship, we have a new reigning champion in the Chapter.



"Lunch 'N Learn" is tool some organizations use for educating employees. One example was an initiative by INCOSE-LA Board of Directors members Bob Noel (Communication) and Phyllis Marbach (Membership) who provided an overview of INCOSE, an introduction to the INCOSE Vision 2025, a report of the International Symposium 2014 and the International Workshop 2015, as well as information about the then-upcoming International Symposium 2015 at a Lunch 'N Learn held at Boeing Huntington Beach on May 7, 2015. Over 35 employees attended including Christi Gau Pagnanelli, Boeing Defense Space and Security Systems Engineering Director. If you would like to learn more about how you could initiate a "Lunch 'N Learn" event, contact the Chapter Director of Systems Engineering Education, Padman Nagenthiram at padman.nagenthiram@gmail.com.

(Systems Engineering Competencies, continued from page 2)

From his literature review and analysis, AI proposed a four-tier pyramidal competency model:

Top: Space critical and unique competencies culled from space organizations

Second level: Program office SE competencies selected from INCOSE, PMI, and other literature

Third level: Foundational program management knowledge and experience

Base: General professional skills found in the FYI book

His paper concludes with preliminary lists of generic SE competencies for program managers and SE competencies for space system program managers in particular.

AI's work was done specifically with government space system program managers in mind. His observation over his 30-year career is that there is pressure on program managers in government organizations to move to new domains to get promotions, but such moves often prevent them from getting expertise that could help them in making critical programmatic and technical decisions. Some goals of defining the space systems program manager competencies are to set a bar for qualified personnel for hiring, performance assessments, and feedback; to help organizations design training courses and manage succession; and to give program managers insight into what knowledge, skills, and attitudes to develop and demonstrate.

(Elections, continued from page 1)

The Vice President is a member of the Ways and Means Committee and a member of the Board. (We recruit this person to assume the President position in the next year.)

Secretary (one-year term):

The Secretary prepares minutes of all meetings of the Chapter and maintains all records not especially assigned to others. The Secretary maintains the list of current membership. The Secretary provides communication between the Board and INCOSE. The Secretary is also responsible for providing communications from the Board or the committees to the Communications Committee. The Secretary is a member of the Board.

Treasurer (one-year term):

The Treasurer is responsible for the financial affairs of the Chapter. The Treasurer receives all funds paid to the Chapter and makes payment of all bills incurred by the Chapter as approved by the Board. The Treasurer makes a written annual report of the financial affairs of the Chapter available to all members. He or she also provides a current financial statement at each Board meeting. The Treasurer shall provide appropriate financial reports to the Treasurer of INCOSE. The Treasurer is a member of the Ways and Means Committee and a member of the Board.

Director of Ways and Means (two-year term):

The Ways and Means Committee chairperson is responsible for organizing a Ways and Means Committee, conducting committee meetings, overseeing all Ways and Means Committee activities, and reporting on committee activities to the Board. The Ways and Means Committee is responsible for the constitution, bylaws, incorporation papers (if required), and long range planning and guidance of the Chapter. The Ways and Means Committee will meet quarterly as a minimum. The Ways and Means Committee shall also be responsible for the long range financial planning for the Chapter. This function includes preparing the budget for the following fiscal year, and

investment oversight of Chapter assets, subject to IRS regulations regarding nonprofit organizations. The Vice-President and the Treasurer are members of the Ways and Means Committee.

Director of Systems Engineering Education (two-year term):

The Systems Engineering Training Committee chairperson is responsible for organizing a Systems Engineering Training Committee, conducting committee meetings, overseeing all Systems Engineering Training Committee activities, and reporting on committee activities to the Board.

Our Chapter has a rich tradition and history of members stepping up and serving the membership. Their efforts over the years have resulted in the many services offered to the members, services such as speaker meetings, training opportunities by leading experts in the profession, and networking events throughout the Los Angeles metropolitan area. Members of the leadership team are often recognized internationally by INCOSE at the annual International Symposium. The contributions of past teams are reflected by the numerous awards cited in the masthead of the *Newsletter* (top of page 1).

Past members of the leadership team speak of the rewards of volunteering – rewards such as the benefits provided to the membership at large and rewards in terms of personal and professional growth. Rather than resting on our laurels, the leadership teams is always looking for new members who can reap the same benefits while bring fresh ideas and new talents to the leadership team.

The Board of Directors of the Los Angeles Chapter consists of ten elected officers: President, Vice President, Immediate Past President, Secretary, Treasurer, and five At-large Directors who are the chairmen of the five standing committees. The President, Vice President, Immediate Past President, Secretary and Treasurer serve one year terms, and the five At-large Directors serve staggered two-years terms.

2015 Board of Directors

Elected Officers			Elected At-large Directors		
President	Stephen Guine	Stephen.Guine@ngc.com	Membership	Phyllis Marbach	phyllis.r.marbach@boeing.com
Vice President	Terry Rector	Terry.E.Rector@aero.org	Programs	Dr. Rick Hefner	rhefner@caltech.edu
Immediate Past President	Michael Wallace	m.wallace@ngc.com	Systems Engineering Education	Padman Nagenthiram	padman.nagenthiram@gmail.com
Secretary	Jeffrey Willis	Jeffrey.Willis@ngc.com	Ways and Means	Paul Cudney	paulcudney@dslextreme.com
Treasurer	Harvey Soldan	harvey.soldan@jpl.nasa.gov	Communications	Bob Noel	robert.noel@boeing.com
Appointed Positions					
Newsletter Editor	Jorg Largent	jorg.largent@incose.org	Student Division Ambassadors	Scott Birtalan	scott.birtalan@ngc.com
Technical Society Liaison	Shirley Tseng	shirleytseng@earthlink.net	Reflector Manager	Susan Ruth	susan.c.ruth@aero.org
Chapter Recognition Manager	Michael Marr	mm3733@ca.rr.com	Industrial Relations Manager	Jose Garcia Jr.	jose.s.garcia-jr@boeing.com
Professional Networking Chair	Scott Birtalan	scott.birtalan@ngc.com	Website Technical Manager	Kirk Kittell	Kirk.kittell@gmail.com
Representative to the SF Valley Engineer's Council	Stephen Guine	Stephen.Guine@ngc.com	Volunteer Coordinator	Karen Miller	karmill888@aol.com

INCOSE-LA Chapter NEWSLETTER

Vol. 13, Issue 5: October – December 2015

The Board of Directors wishes to welcome the following new members to the Los Angeles Chapter of INCOSE.

Note: The information listed below is from the member directory and is based upon your initial membership application. If the information is not correct or complete, then please access the member directory (at www.incose.org) to update your information.

Name	Title	Company or Organization
Jacqueline Wyrwitzke		Aerospace
Joseph Krause	Student	USC
Michael Wallace		
Duane Akerss	Senior Technical Leader	Boeing, Test & Evaluation
Amand Lim	Student	
Patrick Weydt		Diabetes Group
Jochen Hom		R&D
Christi Gau Pagnanelli	Director of BDS SE and EMSL	BOEING
Masafumi Kawakami	Assistant Chief	ASAHI Breweries
Yee Chang		USC
Nicolas Veau		
Sarvani Grandhe		R&D
Robert Rimmer		Stellar Solutions, Defense Sector
Michael LaSorda		
Chirag Shah		BSCI
Jesse Glazer		
Nawapom Phongpatanakhun		
Elisha Porat		Northrop-Grumman
Hung Tran		Northrop-Grumman
Keith Turcot		
Aleksander Zadrozny		Northrop-Grumman
Gamer Kesheshe		
Arvind Ramesh		
Satoko Yoshima		Northrop-Grumman
Reza Ahmadi	Dr.	
Michael Ubowski		Electronics Systems

2016 Regional Mini-conference

Stay Connected

Get the latest on INCOSE-LA happenings in
the Reflector e-mails

If you wish to be placed on our e-mail distribution, contact
Susan Ruth at susan.c.ruth@aero.org

**SATURDAY AND SUNDAY
APRIL 9 AND 10, 2016
IN LOS ANGELES
CALL FOR PAPERS IS OUT
OPPORTUNITIES ABOUND!**

Not a member? Join INCOSE!

Learn more about becoming a member by clicking on <http://www.incose.org/membership/valueofmembership.aspx>

INCOSE-LA Chapter NEWSLETTER

Vol. 13, Issue 5: October – December 2015

Return Address:

**PO Box 10969
Westminster, CA 92685-0969**

Forwarding Service Requested

The International Council on Systems Engineering (INCOSE) is a not-for-profit membership organization founded to develop and disseminate the interdisciplinary principles and practices that enable the realization of successful systems. INCOSE's mission is to share, promote, and advance the best of systems engineering from across the globe for the benefit of humanity and the planet. The Los Angeles Chapter meets several times per year for speaker meetings and, in addition, sponsors tutorials, mini-conferences and other activities of interest to those in systems engineering or related fields.

UPCOMING EVENTS

For more details on Chapter-sponsored events and registration, go to <http://www.incose-la.org>

Speaker Meeting

Premature Allocation of Requirements to Contractors

Presenter: Dr. Bo Oppenheim

Date: Tuesday, October 13, 2015

Aerospace Corporation near Los Angeles International Airport

Free for members

See article on page 3 for details

Networking Event

West Los Angeles Area

Date: late October or early November, 2015

Time: 5:30 p.m. to 8:00 p.m.

Look for a Reflector Notice in your email or check the Chapter website for more details

Strategic Planning Meeting

Look for a Reflector Notice in your email or check the Chapter website for more details

Year-end Holiday Party

Date: early December, 2015

Look for a Reflector Notice in your email or check the Chapter website for more details

Regional Conference

Date: Saturday and Sunday, April 9 and 10, 2016

Location: Los Angeles area

Look for "snail mail flyers" in your mailbox, a Reflector Notice in your email, and check the Chapter website for more details