



NEWSLETTER



2002, 2004-07



2003



For up-to-the-minute event details:

- ◆ Check future editions of the Newsletter
- ◆ Watch your email for the Reflector
- ◆ Visit the INCOSE-LA website at www.incose-la.org

UPCOMING EVENTS

January Speaker Meeting

Mission Assurance through Improving Software
Technical Readiness Assessments for
National Security Space Systems

Speaker: Daniel Winton

January 14, 2009, 5:30 p.m. to 8:30 p.m.
at Aerospace Corp, El Segundo

Cost: Members—FREE; Non-members—\$10
See page 3 for more information

2009 International Workshop

January 31—February 3, 2009
San Francisco, CA

2009 INCOSE-LA Mini-Conference

Enhancing Systems Engineering:
Expanding Our Process to Meet Future Needs
February 7, 2009

at Loyola Marymount University
See page 4 for more information

March Tutorial

Lean Enablers for Systems Engineering

Speaker: Bohdan "Bo" W. Oppenheim
March 21, 2009

at Loyola Marymount University
See page 5 for more information

A Farewell? Not really.

by David Boyd, 2008 Chapter President



My term as President of the Los Angeles Chapter is now complete, and if I had to do it all over again, then I would be much wiser and richer with knowledge. Would I serve again? Of course I would! I am looking forward to remaining on the 2009 Board of Directors, serving as Immediate Past President and thus following in the footsteps of Jim Manson, III yet a second time!

More importantly, I am excited to know that I'll be able to give back to those who supported me as I contribute to the new 2009 Board of Directors under the leadership of President Eric Belle. Thank you all for the support, encouragement, challenges, and recognition that helped me to serve such a great Chapter and group of people. I now officially pass the INCOSE-LA torch to you, Eric Belle, my respected INCOSE colleague and friend.

A Letter from the President

by Eric Belle, 2009 Chapter President



After having spent so many rewarding hours in your service as the previous Newsletter Editor, I consider it a great honor to reach out to the members of INCOSE-LA as your newly elected President via this newsletter. As has been customary in recent years, I would like to use this opportunity to introduce myself to members whom I have not yet had the

opportunity to meet and share with you some of our plans for the year to come.

Like most systems engineers, I began my technical career in a related branch after obtaining my B.S.E.E. from UCLA. Eager to see the world and apply my new-found knowledge in a hands-on role, I signed on with Hughes Aircraft Company as a Field

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**NOT A MEMBER? JOIN
INCOSE!**

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Engineer. The years that followed gave me a broad exposure to the back end of the systems engineering life cycle on assignments ranging from training to test equipment design to troubleshooting and repair in the field. The range of assignments on radar sensors gave me the added opportunity of traveling the world in support of the customer, affording me the opportunity to live and work in locations such as Germany and Korea, and even to have a role in Saudi Arabia during Operation Desert Storm.

A return to school enabled me to cross over to the dark side (management) by obtaining an M.B.A. from the University of Texas at Austin and a Diplom Kaufmann from the W.H.U. in Koblenz, Germany. This afforded me the opportunity to serve as a Production Manager in electronic circuit boards for a German automotive parts manufacturer in Barcelona, Spain. In my current role as a Section Manager with Raytheon Space and Airborne Systems, I have finally come full circle in the life cycle concept as I work with extremely dedicated and talented engineers who are designing and developing tomorrow's technological wonders in our Advanced Concepts and Technologies business area. In an attempt to better understand the complexities we face in our chosen profession, I have even re-enrolled in school and am now pursuing a Master's Degree in Systems Architecture and Engineering at USC.

My return to the United States after quitting my job in 2001 taught me a valuable lesson in the importance of having a strong network. Having worked in neither the automotive nor the electronics industry in this country, I found myself without a strong network during the lean economic times that followed the dot com bust and the Sept. 11 attacks.

After finally securing my present employment (and being served generous portions of humble pie during the long months of unemployment), I attended my first INCOSE meeting on the advice of a colleague. With the encouragement of the INCOSE-LA President, Dennis Schwarz, I assumed the Newsletter Editor position and have been engaged ever since. Along the way I have gained a great deal of respect for the many colleagues with whom I have had the pleasure of working, and the knowledge

and experience that they have shared with me continues to serve me to this day. The dedication of the various elected and appointed members of the INCOSE-LA Board of Directors (BoD) has never ceased to impress me, and one of my goals is to continue the excellent work of David Boyd and my other predecessors in ensuring their legacies by leaving behind as strong an organization as the one that they inherited. To that extent, I appeal to all members who would like to become more involved while building up their network to contact me or any other members of the BoD to find out how you can both help INCOSE-LA and enrich your own careers.

INCOSE itself appears to be at a crossroad in terms of its overall direction. From its inception, INCOSE has long been associated with the U.S.-based Aerospace & Defense (A&D) industry, a relationship that has served both parties well. The truth of the matter is, however, that there is a vast array of industries all over the world that stand to benefit from what INCOSE has to offer, and it can be seen from trends in the International Symposiums that the organization is seeking to appeal to a broader base.

By no means, however, should this be interpreted as a sign that INCOSE is turning its back on its core constituency, A&D. This is particularly true for INCOSE-LA as our membership and base of support draws heavily from this industry. As we seek to reach out to other industries via events such as our upcoming Mini-Conference, we will continue to offer value to both our members and industry supporters in A&D. In my side role as a founding member of the still forming Defense Systems Working Group, I will strive to reach out to the industry to ensure that we continue to be viewed as a valuable partner.

Your newly elected BoD has already launched ambitious plans for 2009, starting with a speaker meeting, Mini-Conference, and tutorial in the first three months. Additional activities as a chapter that we will continue to pursue are social events and community service activities such as supporting Engineering Week and volunteering at the L.A. Regional Food Bank. We welcome suggestions by any of our members for events and topics for speaker meetings.

Thank you again for your support and we look forward to

The Board of Directors wishes to welcome the following new members in 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
Carl Thunberg	Systems Engineer	US Air Force
Guy Nagao	Systems Engineer	Boeing
James Leight		Boeing
Marion Butterfield	System of Systems Engineer and Architect	Boeing
Derek Meserve	Systems Engineer	Northrop Grumman
Crystallee Munoz	Systems Engineer	Boeing
Tim Touve	Sr. Engineer	Boeing
Jonathan Fulkerson	Systems Engineer	Northrop Grumman

INCOSE-LA Chapter NEWSLETTER

Vol. 7: Issue No. 1 January 2009

Year 2008—It's a

We have identified many areas for improving how our Chapter operates, and we have embraced the many good methods and practices that contributed to our successes this year and in the past years. Our ability to improve and our successes are each driven by our dedicated team of member volunteers who serve on the BoD or simply step up to help.

The Year 2008 has been quite a ride and a great year for our Chapter – I coin it as the “Celebration.” Michael Maar, our Chapter Recognition Chairperson, worked hard to organize and track our accomplishments. We will be submitting our record to INCOSE International as a part of the annual Chapter Awards submittal. We expect to achieve the Gold Circle Award. With this said, I'd like to summarize our 2008 accomplishments.

The year began with our first newsletter that was produced by a new team under the guidance of now-President, Eric Belle. A strong lineup of tutorials and monthly speaker meetings was delivered to you. During the first quarter, the highly regarded Annual Conference on Systems Engineering Research (CSER) took place at the Crowne Plaza Hotel in Redondo Beach. It is noteworthy that CSER was well-attended by academics and professionals from Asia, Europe, the Middle East, the Americas, and Australia. Leading into the last part of the year, INCOSE-LA did its very first community service event at the Los Angeles Food Bank. Our final speaker meeting of the year was a potpourri of presentations on INCOSE Technical Working Groups that are sponsored by well-respected INCOSE-LA members. Our final tutorial of the year was the popular two-day tutorial on SysmML and the Object-Oriented Systems Engineering Method. Sandy Friedenthal presented and it was attended by 70 engineers. The year concluded with a “White Elephant Gift Exchange” during the catered Holiday Party at the home of Susan and Ed Ruth.

So we had a great year! And my favorite part is recognizing the many people who made this possible. I hope that I did not leave anyone out!

Tutorials and Speaker Meetings: The efforts of Shirley Tseng, Jack Elson, Chris Delp, Jim Manson, Ed Conrow, Denise Nelson, Scott Jackson, Susan Ruth, Paul Cudney, Jorg Largent, Dick Emerson and Beth O'Donnell helped the Chapter to identify and deliver the following monthly speaker meetings and tutorials which are summarized on our website at:

<http://www.incose-la.org/events/speaker-meetings/speaker-chronicles.html>

Venues and Webcast Remote Sites: It goes without saying that our speaker meetings, now webcast-enabled, and tutorials could not have been made possible without the leadership of Denise Nelson and the help of many folks including Bob Gorby, Mary Glaser, Susan Ruth, Paul Su, Ron Williamson, Jack Elson, Ben Luong, Chris Delp, Beth O'Donnell, Anna Warner, Jeanne Kohlmeyer, Mike Wallace, Jorg Largent, Jennifer Maxwell, Chelsea Dutenhoffer, Michelle Medina and Peggy Burns. Special thanks goes to The Boeing Company, The Aerospace Corporation, JPL, SAIC, Raytheon, Southern California Edison, USC, Caltech and National University, each

of which provided support of its employees, provided refreshments, or hosted the event venues.

CSER 2008: Under the leadership of Conference Management Chair Malina Hills, she and George Friedman, Azad Madni, Scott Jackson, Susan Ruth, Beth O'Donnell, Shirley Tseng, Chris Delp, Joel Harris, Michael Maar, Paul Su, Denise Nelson, Shah Selbe, and Eric Belle delivered a successful CSER 2008.

Newsletter: Behind the newsletter are the creative minds of Edie Ung, Jorg and Betty Largent, and the many reviewers. And how does the newsletter find its way to your mailbox? No other way than through the publishing team of Tom and Lee-Ann Seeling, their children, and Uncle Eric Belle. Warm thoughts to Sallie Piccorillo who took ownership as Editor for the first two issues of the year. Special thanks to Scott Jackson, Chris Delp, Jose Garcia and Sherry Pietras for the articles they submitted.

INCOSE-LA Website: A very special note of recognition to Ben Luong. He architected, maintained, and populated our INCOSE-LA website. He still found time to represent INCOSE-LA at National Engineer's Week at Boeing.

E-mail Reflector and Membership: A thank-you to Paul Cudney and Susan Ruth, who coordinated and managed an unspoken effort of maintaining membership lists and publicity lists and of following up with members and non-members. In addition, Beth O'Donnell and Sandy Chang worked with Susan to deliver those event reflectors.

Finances: Without the diligence and dedication of Marsha Weiskopf and Dana Pugh, we would not be able to deliver the quantity of events that the Chapter delivers from a financial standpoint. The value of your membership with the INCOSE-LA chapter is beyond words: at least four useful tutorials each year, a quality monthly newsletter, a variety of speaker meetings, and the ability to network and collaborate with your fellow colleagues.

Mini-Conference 2009: A thank-you goes to Shah Selbe, Richard Emerson, and their team of volunteers who will deliver the 2009 Mini-Conference to you on February 7, 2009. It's going to be a great year again.

Professional Society Outreach: Ed Conrow, John Hsu, George Friedman, Shirley Tseng, Dana Pugh, and Paul Cudney all help to network and identify opportunities of inter-society collaboration. Examples of this are the joint meetings with AIAA and PMI that took place this year. Stephen Guine is molding a partnership between the San Fernando Valley's Engineering Council and INCOSE-LA.

Community Service: And finally, thank you to Eric Belle and Elizabeth Deems for organizing an INCOSE-LA team that contributed to a great community cause at the Los Angeles Food Bank. This event has set the stage for more community involvement by our Chapter members. It showed the true dedication of our members as volunteers.

**THANK YOU ALL FOR YOUR
DEDICATION AND HARD WORK!!!**



INCOSE LOS ANGELES CHAPTER (INCOSE-LA)

2009 MINI-CONFERENCE

February 7, 2009

Loyola Marymount University (LMU), Los Angeles CA



Enhancing Systems Engineering: Expanding Our Process to Meet Future Needs

Aerospace ♦ Commercial ♦ Defense ♦ Enterprise ♦ Service

Keynote address by

Dr. Joel Sercel, Ph.D., CalTech,

a renowned systems engineering expert with over 25 years experience in academia, and in DoD and NASA/JPL projects

A panel discussion by leaders in our profession

Continental breakfast and lunch plus hand-outs included

PRESENTATIONS		
TRACK 1	TRACK 2	TRACK 3
<p>Applying Systems Engineering to:</p> <ul style="list-style-type: none"> • “Systems Engineering Applied to Emergency Response” – Andre J. Lee • “Service Model” – Michael Connally • “Automating Compliance with Food and Drug Administration Quality System Regulation” – Jim Jones • “Classical Systems Engineering—Four Types” – Jorg Largent • “Systems Engineering Applied to On-Air Video Distribution” – Deanna Kidd • “Transportation Systems to Transport What? Examining the ‘Why’ of Systems Engineering” – Malcolm Currie • “Systems Engineering Analysis on System of Systems Problems” – Richard G. Cline • “Brief Introduction to Lean Enablers for Systems Engineering” – Bo Oppenheim 	<p>Right-sizing Systems Engineering:</p> <ul style="list-style-type: none"> • “An Executable and Integrative Approach to Whole-System Modeling” – Jose S. Garcia, Jr. • “So You Have Use Cases – Now What? Partitioning the Operations of a Use Case” – Malcolm Currie • “Test Case for Model-Based Systems Engineering (MBSE) of an Information Enterprise (IE)” Jack Ring • “Technical Management Is Not Technical Control, or All I Really Need to Know About Systems Engineering I Learned From Farming” - Scott Bryant • “Feasibility Evidence and the Incremental Commitment Model” – A. Winsor Brown, Dr. Barry Boehm and Jo Anne Lane • “Applicable Documents” – James Robert van Gaasbeek • “Estimation Methods for Systems Engineering Reuse” – Jared Fortune • “Balancing Cost, Performance, Schedule, and Risk” – Dr. Edmund H. Conrow 	<p>Evolving Systems Engineering to address:</p> <ul style="list-style-type: none"> • “Emergent Behavior of a System-of-Systems” – John C. Hsu • “System of Systems Viability Assessment Capability” – Jack Ring and Antonio Pizzarello, Ph.D. • “Self-Adaptation, Self-Organization and Special Systems Theory” - Kent D. Palmer • “Services Oriented Architecture for Network-Centric Environment” – Anna Warner • “Use Cases for Systems Engineering of a System of Systems” – Malcolm Currie • “Systems of Systems Engineering: Where’s the Beef?” – Dr. Scott Workinger • “Architecting Resilient Systems: The Fourth Dimension of System Development” – Scott Jackson • “Simulation of an Intelligent Enterprise as a Complex Adaptive System” – John Clymer

This mini-conference will address the application and evolution of systems engineering to meet current and future needs for systematic development. These needs are present not only in the traditional aerospace and defense industries, but also in the commercial and service industries. This is an opportunity for practitioners in each industry to learn from the perspectives of those in the other industries. Presentations will be 20-25 minutes long with 10-15 minutes for questions and answers.

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**Register on-line using paypal by clicking <http://www.incose-la.org>
or by mailing in the form below:**

2009 INCOSE-LA Mini-Conference Registration Form

Enclose check or money order made payable to INCOSE-LA. Mail form and payment to:

INCOSE-LA, c/o David Boyd
P.O. Box 90151, Long Beach, CA 90809

Registrant Contact Information

Name: _____
Job Position _____
Company _____
US Citizen? Yes No

Street Address: _____

City/State/Zip: _____
Daytime Phone: _____
E-mail Address: _____

INCOSE Affiliation (join at https://www.incose.org/cc_orders/joinINCOSE.cfm)

Member #: _____ Chapter Affiliation: _____

Registration Fee Schedule: Fees include buffet breakfast & lunch, handouts.
Early Registration ends Wednesday January 7, 2009, Regular Registration ends Monday, February 2, 2009

	<u>Early</u>	<u>Regular</u>	<u>On-site</u>
<i>(check one box for registration category)</i>	<i>Jan 7</i>	<i>Jan 7 to Feb 2</i>	
<input type="checkbox"/> INCOSE Member	\$ 70.00	\$ 90.00	\$ 110.00
<input type="checkbox"/> Non-Member	\$ 90.00	\$ 100.00	\$ 110.00
<input type="checkbox"/> INCOSE Senior Member	\$ 45.00	\$ 50.00	\$ 60.00
<input type="checkbox"/> Full-Time Student **	\$ 45.00	\$ 50.00	\$ 60.00
<input type="checkbox"/> Mini-Conference Presenter	\$ 70.00	\$ 70.00	\$ 70.00

** Must show proof of enrollment at 75% of university's full-time course load for undergraduate or graduate studies (contact conference registrar, registration@incose-la.org)

Cancellations fees apply for registrations cancelled after February 1, 2009.

January Speaker Meeting
Mission Assurance Through Improving
Software Technical Readiness Assessments
for National Security Space Systems
Speaker: Daniel Winton

Particulars

January 14, 2009, 5:30 p.m. to 8:00 p.m.
5:30 p.m. – Networking
6:00 p.m. - 2009 Officer Installation
6:20 p.m. - Announcements and speaker introduction
6:30 p.m. - Presentation

The Aerospace Corporation
2350 E. El Segundo Blvd.
El Segundo, CA 90245
Remote sites to be available

Cost: INCOSE Members: FREE;
Non-members: \$10.00
(covers cost of food/beverages at host site)

Abstract: Frequent instances of software development delays in National Security Space (NSS) systems indicate that systems software is a high-risk area in any NSS development. This presentation is based on the premise that improving how systems software is addressed in Technology Readiness Assessments (TRA) improves the likelihood of success of NSS system acquisitions.

This presentation outlines an approach for better addressing systems software in TRAs by providing an alternative definition of software Critical Technology Elements (CTE) and by providing a new systems software focused Technology Readiness Level (TRL) scale. It provides recommendations on how systems software development risk can be reduced and how the state of systems software readiness can be assessed.

Further, identification of an integrated architecture encompassing both systems and software dimensions is foundational to the approach.

Through the adoption of the recommendations in this presentation, it is envisioned that systems software issues will be identified earlier in the acquisition lifecycle — allowing more time for correction and resulting in lower risk and higher probability of mission success.

Biography: Daniel Winton is currently a Sr. Engineering Specialist within the Aerospace Corporation's Acquisition and Risk Planning Office in El Segundo, CA. He has been employed by Aerospace since 1997, and has held other positions, including Sr. Project Engineer, Military Satellite Communication Program (MILSATCOM); Senior Engineering Specialist, Systems Analysis Department; Project Engineer, Global Positioning System; and Sr. Member Technical Staff, Software and Systems Analysis Department.



Prior to joining Aerospace, he was employed by the Computer Sciences Corporation (1994-1997), where he was a Quality Assurance Manager and Systems Analyst. Prior to that, Mr. Winton worked at the Applied Technology Association, where he was a head instructor from 1990-1994. He has been a teacher at Cal Poly Pomona, Pomona, CA (1998 to 2003); The Aerospace Institute, El Segundo, CA (1999 to 2001); and Chapman University, Manhattan Beach, CA (1998 to 2000).

Mr. Winton has an M.S. in Systems Management from the University of Southern California, Los Angeles and is currently pursuing a Master's-level certificate in Systems Architecture and Engineering from USC. He has published a paper titled, "An Approach to Improving Software Technology Readiness Assessments for National Security Space Systems."

Reservations: You must RSVP to attend at The Aerospace Corp, NO EXCEPTIONS. Registration deadlines: January 6 for foreign nationals and January 12 for U.S. citizens/resident aliens.

RSVP online at www.incose-la.org

RSVP by email to registration@incose-la.org (please include "INCOSE-LA January Mtg" in subject line)

- ◆ Provide the following information: name, affiliation, citizenship, email address, and phone number
- ◆ U.S. Citizens bring a picture I.D. (Driver's License)
- ◆ Resident Alien bring your Valid Resident Alien I.D. (Green) Card
- ◆

Directions to The Aerospace Corporation:

<http://www.aero.org/corporation/locations/elsegundo.html>

March Tutorial:
Lean Enablers for Systems Engineering

Presented by Bo Oppenheim

Particulars

Saturday, March 21, 2009

9:00 a.m.—9:30 a.m. Registrations and Breakfast
9:30 a.m.— 3:30 p.m. Class (Lunch to be included)

Loyola Marymount University
1 LMU Drive, Los Angeles, CA 90045

Cost: INCOSE Members: \$120.00;
Non-members: \$150.00

Abstract: Systems engineering has become increasingly important as the complexity and interconnectedness of systems continue to grow, but there remains a great deal of uncertainty as to how systems engineering should most effectively and efficiently add value throughout a program's lifecycle.

Lean thinking is the dynamic, knowledge-driven, and customer-focused process through which an enterprise continuously eliminates waste and creates value, well proven in other disciplines.

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Systems engineering and lean have overlaps and differences, but both represent processes that evolved over time with the common goal of delivering best product or system lifecycle value to the customer. Lean Systems Engineering represents synergy of the two, hopefully leading to superior systems engineering process and programs.

Lean Enablers for Systems Engineering is a product designed by 14 experts from industry (BSDC, Honeywell, NGIS, Rockwell Collins, ELOP-Israel), government (USAF SMC and U.K. MoD) academia (LMU, MIT, Stanford, and USC), working under the INCOSE Lean Systems Engineering Working Group. The Enablers are formulated as 194 "do's" and "don'ts" of the systems engineering and program management practice, and are based on the elimination of waste and optimal creation of value.

The workshop will consist of four parts:

1. History of Lean Systems Engineering
2. Introduction to Lean, Value, and Waste in product development programs
3. Description of the development process of Lean Enablers for SE
4. Presentation of 194 Lean Enablers organized into six Lean Principles: Value, Value Stream Mapping, Flow, Pull, Perfection, and People
5. Validation of the Lean Enablers by survey, and by comparisons with recent studies by NASA and U.S. Government Accounting Office

Biography: Bohdan "Bo" W. Oppenheim is the founder and Co-Chair of the Lean Systems Engineering Working Group of INCOSE, and leader of the development effort of Lean Enablers for Systems Engineering. He is a Professor of Mechanical and Systems Engineering and Graduate Director of Mechanical

Engineering at LMU in Los Angeles, California. He serves as the local Coordinator of the Educational Network of Lean Advancement Initiative consortium at MIT. He is on the Steering Committee of the Lean Education Academic Network. For seven years he served as a Director of the U.S. Department of Energy Industrial Assessment Center assessing 125 U.S. industrial plants for productivity. He consulted Boeing, Northrop Grumman, Raytheon, Airbus, Telekomunikacja Polska, and 50 other firms on Lean, Systems Engineering, and Quality. He has



\$2.5 million in externally funded grants on his credit. He teaches graduate courses on Lean Systems Engineering, Lean Manufacturing, Lean Product Development, Lean Final Engineering, Lean Office, Lean Supply Chain, and Quality. He was born in Warsaw, Poland. His engineering degrees include a Ph.D. from Southampton, U.K. in Systems Dynamics; Engineer's Degree from MIT in Ocean System Dynamics; Master's from Stevens Institute of Technology in Ocean Engineering; and B.S. (equiv.) from Warsaw Technical University in Aeronautics. His professional experience spans space, naval, mechanical, software, and manufacturing industries, including four years at Northrop and five at The Aerospace Corporation.

Reservations: Please RSVP to register by March 17, 2009. RSVP online at www.incose-la.org or send an email to registration@incose-la.org (please include "INCOSE-LA March Tutorial" in subject line).

Directions to LMU:

<http://www.lmu.edu/page69.aspx>



INCOSE-LA Chapter NEWSLETTER

Vol. 7: Issue No. 1 January 2009

Return Address:

800 S. Pacific Coast Hwy. #8-205
Redondo Beach, CA 90277

Forwarding Address Requested

The International Council on Systems Engineering (INCOSE) is an organization formed for the purpose of advancing the art and science of systems engineering in various areas of the public and private sectors. The Los Angeles Chapter meets several times per year for dinner meetings, and additionally sponsors tutorials and other activities of interest to those in the systems engineering field or related fields. L. A. Chapter officers are as follows:

2008 Board of Directors and Appointed Positions

Elected Officers

President:	Eric Belle	eric_c_belle@raytheon.com	or	president@incose-la.org
Vice-President:	Rosalind Lewis	rosalind.lewis@aero.org	or	vicepresident@incose-la.org
Past President:	James Manson III	john.boyd@incose.org	or	pastpresident@incose-la.org
Secretary:	Beth O'Donnell	elizabeth.l.o'donnell@boeing.com	or	secretary@incose-la.org
Treasurer:	Marsha Weiskopf	marsha.weiskopf@aero.org	or	treasurer@incose-la.org

Elected At-Large Directors

Membership:	Paul Cudney	paul.cudney@incose.org	or	membership@incose-la.org
Programs/Speakers:	John Silvas	silvas.john@bah.com	or	programs@incose-la.org
Tutorials/Education:	Shirley Tseng	shirleytseng@earthlink.net	or	setraining@incose-la.org
Ways and Means:	Dana Pugh	dana.pugh@incose.org	or	waysandmeans@incose-la.org
Communications:	Edi Ung	edie@raytheon.com	or	communications@incose-la.org

Appointed Positions

Newsletter co-editors:	Edie Ung, Jorg Largent	edie@raytheon.com	or	Palmdalejorg@aol.com
Newsletter Production Manager:	Lee-Ann Seeling	LSeeling@aol.com		
Reflector Manager:	Susan Ruth	susan.c.ruth@aero.org		
Industrial Relations Manager:	Jose Garcia, Jr.	jose.s.garcia-jr@boeing.com		
Technical Society Liaison:	Edmund Conrow	info@risk-services.com		
Chapter Recognition Manager:	Michael Maar	michael.c.maar@boeing.com		
Lead Site Coordinator:	Anna Warner	anna.warner@boeing.com		
Webcast Event Manager:	Chris Delp	cdelp@jpl.nasa.gov		
Website Content Manager:	Communications Director			
Website Technical Manager:	Benjamin Luong	Benjamin.Q.Luong@boeing.com		
2009 Mini-Conference Chair:	Shah Selbe	shah.selbe@boeing.com		
2009 Mini-Conference Technical Program Chair:	Dick Emerson	remerson9		
Venue Chair:	Denise Nelson	Denise.J.Nelson@boeing.com		
Representative to San Fernando Valley Engineers' Council:	Stephen Guine	Stephen.Guine@ngc.com		

Those interested in INCOSE membership please contact Paul Cudney - paul.cudney@incose.org. If you wish to be placed on our E-mail distribution, please contact Susan Ruth - susan.c.ruth@aero.org.