NEWSLETTER

INCOSE LOS ANGELES

GOLD CIRCLE AWARD
2002, 2004-10

SILVER CIRCLE AWARD
2003

2009 President's Award for Most Outstanding Chapter

INCOSE
International Council on Systems Engineering

International Workshop 2011
Some Activities and Accomplishments

INCOSE's International Workshop (IW2011) was the event of the year for systems engineers to contribute to the state of the art. IW2011 was held in Phoenix, Arizona on January 29, 2011 through February 1, 2011. Attendees spent their time working alongside fellow systems engineers who were there to make a difference. Systems Engineers at all levels and from all backgrounds engaged in working sessions, and contributed their knowledge and experience to take the discipline forward.

IW2011 facilitated working meetings for groups engaged in INCOSE's major projects and in international standards development, workshops to explore the systems engineering challenges in new sectors, opportunities for chapter leaders to meet and share best practices, support sessions to help the attendees to get the most out of INCOSE's shared working environment, planning sessions for the upcoming International Symposium, and a broad range of other technical meetings**.**

A large contingent from the Los Angeles chapter participated in IW2011. The members contributed to a variety of workshops, meetings between the chapter leaders and the Corporate Advisory Board, and strategy meetings conducted by

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Professional Networking Event
By Nehal Patel

Join the INCOSE-Los Angeles Chapter for an evening of networking with other chapter members, including representatives from the INCOSE-LA Board of Directors. The upcoming CSER 2011 conference and its associated volunteer needs will be discussed. In addition, this event will be an opportunity to welcome new members to the chapter.

We encourage members to attend!

Date: Wednesday, March 16, 2011
Time: 5:30 p.m. to 7:30 p.m.
Place: Lido Di Manhattan Ristorante and Bar, 1550 Rosecrans Avenue in Manhattan Beach. Restaurant Parking is available at the restaurant (no validation is required).
Cost: No-host bar; Chapter will provide light appetizers.
R.S.V.P.: You must R.S.V.P. in order to attend this event. The deadline for an R.S.V.P. is March 12, 2011. Due to limited space, this event is open to the first 30 members who R.S.V.P. Please R.S.V.P. online at http://www.incose-la.org and look for the March 16 event.
For more information, please contact Nehal Patel at 949-274-0387, or by email at Nehal_P1_Patel@Raytheon.com
Directions: From the north, take the southbound 405 past LAX, the 105 and El Segundo Boulevard. Take exit 43B, and turn right on to West Rosecrans Avenue towards Manhattan Beach. The restaurant is less than a mile from the freeway.

From the south (Long Beach, for example), take the 405 north. Take exit 43, Rosecrans Avenue and turn left on to West Rosecrans Avenue. (signs for El Segundo). Go West towards Manhattan Beach. The restaurant is less than a mile from the freeway.

Inside This Edition

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
susan.c.ruth@aero.org

CSER 2011 — Registration is Available! Go to the web site below:
http://www.incose-la.org/events/conferences/cser-2011/cser-2011-registration.html

RECAP: FEBRUARY TWO-DAY TUTORIAL MODEL-BASED SYSTEMS ENGINEERING

By Linda Roberts

On February 4 and 5, 2011, the INCOSE-LA Chapter hosted a Model-Based Systems Engineering (MBSE) tutorial, which included a presentation on using OOSEM (Object Oriented Systems Engineering Method) with SysML (Systems Modeling Language) in order to bring a more formal approach to Systems Engineering.

This two-day course was presented by Sanford "Sandy" Friedenthal, recently retired from Lockheed. Sandy has written an authoritative book called "A Practial Guide to SysML". Sandy has utilized MBSE and SysML while working as a Systems Engineer at Lockheed.

SysML is a diagram-based architectural descriptive language used as an integrating framework and is supported by multiple vendor implementations, which are getting better over time. SysML is essentially an extension of a subset of UML (Unified Modeling Language).

This was a very interesting and fun course. While there was way too much information to learn thoroughly in only two days, the class did get a very good overview and had some experience with using MBSE and SysML in team exercises. Of course,

IW2001 Recap

INCOSE executives—all to further the systems engineering profession and to better serve the systems engineering professional. Some of the working groups in which chapter members participated included: Affordability, Defense Systems, Lean Systems Engineering, Measurement, Space Systems, and Systems Engineering Reuse, as well as the popular MBSE tutorial workshop. The broadening of INCOSE's spectrum was reflected in the representatives from the medical and bio-technology firms and in the inclusion of working groups for areas such as Transportation, Motor Sports, and Biomedical.

IW2011 wasn't all business, however. Chapter representatives participated in the Foundation Wine Soiree, a networking event, during which the Los Angeles chapter donated a raffle prize of a full attendance to the upcoming Conference on Systems Engineering Research (CSER). Linda Forrestberg from Portola was the winner of this prize, and she and her husband are looking forward to attending CSER 2011. INCOSE-LA board members also hosted their own networking event, which was attended by many IW2011 participants from the Los Angeles, San Francisco, and San Diego chapters, along with several others.

Meetings were also held for the INCOSE Member Board and for the regions. The Member Board is dedicated to representing the membership at the level of the individual systems engineer and is composed of representatives from each of the six regions (two each for Region III and V), a Chair and co-Chair, and other appointed positions. Each regional representative is elected directly by members from the respective region, who in turn selects the Chairs. In addition, the Member Board Chair and Co-Chair, including former Los Angeles Chapter President Eric Belle, are voting members of the INCOSE Board of Directors. These working relationships provide a conduit from the individual systems engineers to all levels of INCOSE leadership, and the meetings that take place at the International Workshops are instrumental for addressing and resolving issues and communicating information.

Certification programs were also discussed at IW2011, as were the varying degrees of corporate support. "Certification" can be accomplished through INCOSE but also through the Defense Acquisition University and a variety of intra-organization programs. Certification continues to be a strategic focus of INCOSE.

The 'take-away' from IW2011 is that there are many working groups in which individuals who are committed to furthering the field of systems engineering can participate and contribute. The International Workshop continues to be an event to fulfill this purpose, for the benefit of INCOSE and its members.

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 http://www.incose-la.org*

FEBRUARY SPEAKER MEETING REPORT

By DeAnna Regalbuto with inputs from Jorg Largent

Mr. John Thomas, a Senior Vice President and the Chief Systems Engineer at Booz Allen Hamilton, and, additionally, the president-elect of INCOSE, spoke to the Los Angeles Chapter on Tuesday, February 8, 2011. Mr. Thomas' topics were, "Advancing the Systems Engineer's Career" and "OSD DDR&E Future Planning." 60 members of the systems engineering community attended at the host site, via remote webcast, or through individual virtual connections.

In his discussions regarding advancing the systems engineers career, John reviewed some of the frustrations encountered by systems engineers and then described a variety of complimentary capabilities a systems engineer could use to be more effective. Based on this foundation, he went on to provide a list of perspective-challenging actions for systems engineers seeking to advance their careers.

> *If you want your work to be meaningful, then you have to step up and be a leader.*

One perspective challenge encouraged systems engineers to be problem-solving leaders who leverage process to achieve results. Such leaders do not necessarily hold titled positions. However, they do influence people with diverse roles and perspectives in getting the job of solving the problem done.

Notions of systems thinking, an important activity for any systems engineer, were also challenged and clarified. Systems thinking is not the exclusive domain of systems engineering, and systems thinking is not a synonym for systems engineering. Systems thinking includes problem solving and critical thinking, along with an ability to discern hidden value, regardless of specialty. Systems engineers use the tools of the systems engineering discipline, as well as their natural curiosity and associative thinking abilities, to lead systems thinkers of varying disciplines in solving problems.

In the second portion of his presentation, John shared his take-aways from a meeting he attended at the Office of the Secretary of Defense Department of Defense Research and Engineering (OSD DDR&E). The bottom line is that Deputy Assistant Secretary of Defense for Systems Engineering, Stephen P. Welby, is committed to a long-term effort to evolve defense acquisition to a place where it drives developmental planning. This includes peer reviews before milestone A rather than "coffee and donut" milestone reviews. An undertaking in support of this effort is the advancement of platform-based, trusted system design, and model based engineering methodologies. Ironically, these resemble methodologies used in the 1970s that have already been rediscovered by major private sector manufacturers such as Ford Motor Company. John estimates this change will take about 10 years. He expects it to survive administration changes simply because DDR&E understands that if we do not make these changes, we will not be able to build anything in the future.

It was a unique opportunity to have Mr. Thomas speak to INCOSE-LA, and attendees found his presentation to be relevant and informative.

Conference on Systems Engineering Research:
Listen up, Stand up, and be Counted!
Opportunities to Help

By Terry Rector

We have a huge opportunity to really make a difference and we need your help to make it happen. CSER 2011 is our INCOSE Chapter's opportunity to make a difference for our profession — having the opportunity to provide the premier platform for open discussion and innovation. However, our small team cannot make it happen without help. We need your help in several different ways.

First, we need you to work within your company to promote the conference. You can do this by downloading the flyer, printing it, and posting it in open areas to generate discussion and to encourage attending at the conference. Talk the conference up amongst your co-workers and friends. Let's get the word out. Registration is open and ready to accept inputs.

Next, we need your help to work within your company to locate funding for sponsorship. There are many opportunities for your company to be a sponsor — either with cash or with-in kind contributions — so as to promote the conference and to market your company. If you prefer not to solicit funding yourself, then provide us a contact and we will call, discuss the benefits of being a sponsor, and encourage the company to be a sponsor. Either way you will be a big help to the conference as well as to our INCOSE Chapter. For more information regarding sponsorship or exhibiting, contact Terry Rector at terry.rector@comdev-usa.com, Jose Garcia at jose.s.garcia-jr@boeing.com, and/or Shirley Tseng at shirleytseng@earthlink.net.

Last, we need volunteers for a variety of conference positions. We are very excited and we invite you to join us. If you share our enthusiasm and would to help, contact Harvey Soldan (harvey.soldan@jpl.nasa.gov) to learn more about volunteer opportunities.

CSER 2011 is giving us so many opportunities to work together with our conference partners — the University of Southern California, Stephens Institute of Technology, and the SEANET planners and managers from Massachusetts Institute of Technology. If you are excited about what this event means to systems engineering and to the INCOSE-LA Chapter, please come join us at CSER 2011 — it is shaping up to be a well attended, international research conference at which everyone will learn something. Come join us!

REGISTER NOW FOR CSER 2011!

Avoid late registration fees by registering for CSER 2011 by April 5, 2011 at http://www.incose-la.org/events/conferences/cser-2011/cser-2011-registration.html

NOT A MEMBER? Join INCOSE now to pay the member rate for the CSER Conference. Members receive with a $75 discount over non-members.

Other INCOSE member benefits include free speaker meetings, discounts to INCOSE conferences and tutorials, invitations to INCOSE-LA networking events, monthly newsletters, and more. To sign up, go to:

http://incose-la.org/membership/join-incose-la.html

MBSE Tutorial

whenever you get a bunch of Systems Engineers together to discuss the design of even the simplest systems (such as the flashlight and dishwasher that were discussed in class) you get a multitude of insights and opinions! Using the techniques of MBSE and SysML we were able to flesh out some of our thinking, uncover some unconscious assumptions we were making, realize design decisions that were perhaps being made too early on in the process, uncover requirements and functionality we may have missed, and document and communicate our design as it unfolded.

The "Four Pillars" of SysML that we learned are:
1. Requirements Diagrams,
2. Behavior Diagrams — in particular Activity Diagrams but also high-level Use Cases,
3. Structure Diagrams — in particular Block Definition Diagrams and Interface Definition Diagrams, and
4. Parametric Diagrams.

Sandy seemed to be particularly fond of Parametric Diagrams because they can be used to communicate with analytical tools and are useful in other ways for integrating the design.

The second day of the class focused on the OOSEM methodology for using the SysML language. This is just one of several methodologies being used. The process describes how to use the diagrams that are generated using SysML and how to tie all the information together. There is still some art as well as science involved, because, among other things, one needs to determine the proper level of abstraction needed at various stages of the process. A project also needs to agree upon style guidelines and to tailor the process to match the organizational process, the scope of the program, the tools used, the training needed, etc.

Currently there are no quantitative metrics as to the effectiveness of MBSE on a program, but there is the qualitative metric of satisfaction from engineers who have adopted the practices. It seems that MBSE is the wave of the future and will be adopted as the language and methods mature. Currently it is suggested that MBSE be adopted by small pilot programs first.

For more information about MBSE and SysML, see the Object Modeling Group (OMG) website at http://www.omgsysml.org/ and the OMG MBSE wiki at http://www.omgwiki.org/MBSE/doku.php?id=start

Participants in the MBSE Tutorial

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**
Michael Stanitis	Associate	Booz Allen Hamilton
Mark Marquez	Systems Engineer	Mark Marquez
Clayton Bosler	Architect	Linquest Corp
Mario Mendoza	Associate Consultant	Booz Allen Hamilton
James Grimes	Senior System Engineer	Jet Propulsion Laboratory
Jane Rands	Systems Engineer	Northrop Grumman
Justin Trice	Senior Systems Engineer	Raytheon
David Brown	Sr. Principal Systems Engineer	Raytheon Space & Airborne Systems
Mr. Ihab Abdel-Malal	Custom Application Development Superintendent	Los Angeles County
Brian Johanson	Systems Engineer	The Boeing Company
Michael Kremliovsky	Sr Principal Scientist	Medtronic Inc
TaShanna LaBorde	Sr. Mechanical Eng.	Northrop Grumman
Dr. Cesar Palerm	Principal Scientist	Medtronic Diabetes

CSER 2011

CONFERENCE ON SYSTEMS ENGINEERING RESEARCH
An International Conference

Conference Announcement

Ninth Annual Conference on Systems Engineering Research
April 14-16, 2011 Redondo Beach, California
Crowne Plaza Redondo Beach & Marina Hotel
http://www.incose-la.org/cser2011/

CSER Collaboration

Professor Azad Madni, Director of Systems Architecting and Engineering Program, University of Southern California (USC)

Professor Dinesh Verma, Dean of Systems and Enterprises School, Stevens Institute of Technology

CSER '11 Organization

Conference Honorary Chair: George Friedman (USC)

Conference General Co-Chairs: Azad Madni (USC) and Elliot Axelband (RAND)

Conference Management Chair: Terry Rector (COM DEV - USA)

Technical Program Co-Chairs: Roger Ghanem (USC) and Marilee Wheaton (The Aerospace Corporation)

Plenary Speakers / Leadership Panel

Plenary Speakers: Barry Boehm (Prof., Computer Science, USC), **George Friedman** (Prof., Epstein School of Industrial & Systems Engineering, USC), **Azad Madni** (Prof., Epstein School of Industrial & Systems Engineering, USC), **Donna Rhodes** (Senior Lecturer and Principal Research Scientist, MIT), **Michael Ryschkewitsch**, (NASA Chief Engineer), **Ron Sugar** (Northrop Grumman Corp. Chairman and CEO Emeritus), **Dinesh Verma** (Dean, School of Systems and Enterprises, Stevens Inst. of Technology), **Yannis Yortsos** (Dean, Viterbi School of Engineering, USC)

Leadership Panel: Kristen Baldwin (Principle Deputy to Deputy Assistant Secretary of Defense, Systems Engineering), **Chris Cool** (Sector VP, Northrop Grumman Aerospace Sys), **Stephen T. O'Neill** (Pres., Boeing Satellite Systems Int'l), **John A. Thomas** (Sr. Vice Pres., Booz Allen Hamilton), with **Elliot Axelband** (Senior Engineer, Rand Corporation) as Panel Chair

Banquet Speaker

Steve Welby, Deputy Assistant Secretary of Defense, Systems Engineering

Technical Program / Breakout Speakers

Over 110 presented papers in seven (7) tracks, plus poster sessions from abstract reviews and PhD candidates from the April 14 SEANET meetings.

See the CSER 2011 Technical Program website page for the latest information.

SEANET

SEANET is an INCOSE sponsored network of doctoral student researchers working in the field of systems engineering and architecting. A SEANET workshop will be conducted on Thursday April 14 at USC. One technical track at CSER'11 will be devoted to papers by doctoral candidates. Please visit the CSER 2011 web site (annotated above) for more information.

The University of Southern California, in collaboration with Stevens Institute of Technology, presents the 9th annual Conference on Systems Engineering Research.

The primary conference objective is to provide practitioners and researchers in academia, industry, and government a common platform to present, discuss and influence Systems Engineering research, with the intent to enhance Systems Engineering practice and education.

Organized by the University of Southern California (USC) *in collaboration with* Stevens Institute of Technology, *managed* by the Los Angeles Chapter of the International Council on Systems Engineering (INCOSE).

CSER 2011 also welcomes the INCOSE Board of Directors on Friday-Sunday, April 15-17, and SEANET researchers.

General Information

For information about registration, hotel, location, financial support and other subjects, see the CSER 2011 web site at
http://www.incose-la.org/cser2011

Registration fees Early (ends March 5) / Normal :

- INCOSE Members - $500 / $550
- Non-INCOSE members - $575 / $625
- Students(F/T)/Seniors/Military - $350 / $400

Call for Participation

INCOSE Systems Engineering and Architecting Doctoral Student Network (SEANET) 2011 Workshop

INCOSE seeks to foster and accelerate doctoral research in the field of systems engineering, and one means to do this is by connecting student researchers through a network. The purpose of SEANET is to advance systems engineering research by providing a collegial support network, research resources, and industry contacts that will enable the completion of doctoral dissertations related to systems engineering. The INCOSE SEANET invites **current** and **soon-to-begin** doctoral students to participate in a 1-day workshop at University of Southern California. This event will precede the CSER 2011.

The **SEANET Workshop** will feature speakers, panel sessions, and working sessions on the process of completing doctoral education and research.

Date: Thursday, April 14, 2011
Time: 8:30 AM – 4:00 PM (doctoral workshop)
Location: USC Campus (transportation from Crown Plaza Redondo Beach provided)
Option to Exhibit a Research Poster at the CSER Opening Reception
Date: Thursday, April 14, at Crown Plaza in Redondo Beach
Time: 5:00PM
Location: Crown Plaza in Redondo Beach, CA

WORKSHOP: Registration Information

Students are encouraged to discuss their interest in participating with their academic advisor. Students are expected to have their own funds for travel costs. **There will be a $22.50 registration fee for attending the workshop. As space is limited**, we ask interested students to register via the CSER registration site as soon as possible.
http://www.incose-la.org/events/conferences/cser-2011/cser-2011-registration.html

Transportation from the CSER conference hotel (Crown Plaza, Redondo Beach) to the USC campus will be provided; if you do not need transportation please let us know by emailing seanet@incose.org

Students do not need to attend the conference to participate in the workshop. **In addition to registering,** please email the organizers that you plan to attend, along with your school name and if possible, the working title for your research topic: email to seanet@incose.org

OPTIONAL: Student Research Posters

We encourage doctoral students to create a research poster to describe their work, and present the poster during the social event the evening of 14 April following the workshop. During this event, students should make themselves available near their poster to discuss the research with attendees at the social event – including leaders from government, industry, and academia.

If you plan to exhibit a poster, send an email to seanet@incose.org no later than March 14.

Guidelines for Poster submission:

Students should design their posters based on the following guidelines:

- Posters should be formatted to approximately 30x40 inches, or A0 size. Posters may describe completed research or work that is underway. The poster may represent any aspect of the researcher's work, proposal, theoretical framework, methodology, findings, etc.
- Participants should not depend on laptops for their poster presentation. The message should be self-contained in the poster.
- Posters should be printed and brought with you. Push pins will be provided to attach the posters to the panel or board. Alternately, students can post individual Power Point slides as a 'virtual poster' if they are unable to create a poster.

Questions on SEANET may be forwarded to Dr. Donna Rhodes, Dr. Ricardo Valerdi or Dr. Cecilia Haskins, CSEP (seanet@incose.org).
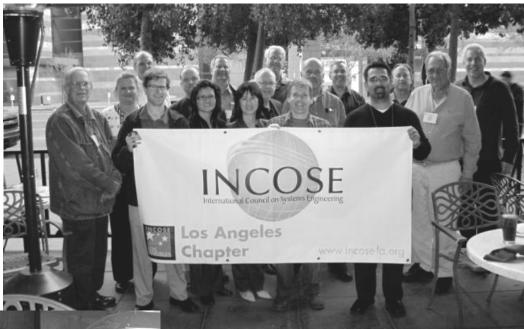
Thursday – April 14, 2011			
Start Time	**End Time**	**Event**	**Location**
5:00	7:00	Registration	Mezzanine
5:00	7:00	SEANet Poster Session	Mezzanine
5:00	7:00	Social	Mezzanine

Friday – April 15, 2011						
Start Time	End Time	Event				Location
7:00	5:00	Registration				Coral Foyer
7:00	8:00	Continental Breakfast				Redondo Foyer
7:00	5:00	Exhibits				Redondo Foyer
8:00	12:00	**Plenary Session**				Redondo 1,2,3
		Title		Person	Subject	
8:00	8:10	Director, COM DEV USA		Terry Rector	Conference Administration	
8:10	8:20	Professor, Epstein School of Industrial and System Engineering, USC		Azad Madni	Conference Chair Welcome	
8:20	8:44	Dean, Viterbi School of Engineering, USC		Yannis Yortsos	Plenary Talk	
8:44	9:18	Northrop Grumman Corp, Chairman CEO Emeritus, Member of the Board of Trustees, USC - to be verified		Ron Sugar	Plenary Interview with Azad Madni	
9:18	9:42	NASA Chief Engineer		Michael Ryschkewitsch	Plenary Talk	
09:42	9:57	Break				Redondo Foyer
9:57	10:21	Dean, School of Systems and Enterprises, Stevens Institute of Technology		Dinesh Verma	Plenary Talk	Redondo 1,2,3
10:21	10:45	Professor, Epstein School of Industrial and System Engineering, USC		Azad Madni	Plenary Talk	
10:45	11:09	Prof., Computer Science, USC		Barry Boehm	Plenary Talk	
11:09	11:33	Senior Lecturer and Principal Research Scientist, MIT		Donna Rhodes	Plenary Talk	
11:33	11:57	Professor, Epstein School of Industrial and System Engineering, USC		George Fried-man	Plenary Talk	
12:00	1:00	Lunch				Seascape Ballroom

		Break Out Sessions						
Location		Redondo 2,3	Bay Room	Catalina Room	Redondo Salon 1	Esplanade	Marina	TBD
		Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:
1:00	1:30	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1
1:30	2:00	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2
2:00	2:30	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3
2:30	3:00	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4
3:00	3:30	Break						Redondo Flyer
3:30	4:00	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5
4:00	4:30	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6
4:30	5:00	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7
5:00	5:30	Paper 8	Paper 8	Paper 8	Paper 8	Paper 8	Paper 8	Paper 8

The Break Out Sessions run 1:00–5:30. Papers are 20 mins with 10 min Q/A. Marine and Ocean.

Friday – April 15, 2011, Continued			
Start Time	**End Time**	**Event**	**Location**
6:00	7:00	Reception	Coral Foyer
7:00	9:00	Dinner Banquet Speaker: Steve Welby, Deputy Assistant Secretary of Defense, Systems Engineering	Seascape Ballroom

Saturday – April 16, 2011								
Start Time	**End Time**	**Event**						**Location**
7:00	5:00	Registration						Coral Foyer
7:00	8:00	Continental Breakfast						Redondo Foyer
7:00	5:00	Exhibits						Redondo Foyer
8:00	12:00	**Break Out Sessions**						
Location		Redondo 2,3	Bay Room	Catalina Room	Redondo Salon 1	Esplanade	Marina	TBD
		Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:
8:00	8:30	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1
8:30	9:00	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2
9:00	9:30	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3	Paper 3
9:30	10:00	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4	Paper 4
10:00	10:30	Break						Redondo Foyer
10:30	11:00	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5	Paper 5
11:00	11:30	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6	Paper 6
11:30	12:00	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7	Paper 7
12:00	1:00	Lunch						Seascape Ballroom
1:00	2:00	**Break Out Sessions, Continued**						
Location		Redondo 2,3	Bay Room	Catalina Room	Redondo Salon 1	Esplanade	Marina	TBD
		Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:	Track Lead:
1:00	1:30	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1	Paper 1
1:30	2:00	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2	Paper 2
2:00	2:30	Break						Redondo Foyer

2:30	4:30	**Leadership Panel**			Redondo 1,2,3
		Event	Person	Time	
		Panel Discussion Senior Engineer, RAND	Elliot Axelband (Moderator)		
		Sr. Vice President, BAH, INCOSE President	John Thomas		
		President Boeing Satellite Systems International, and VP of Commercial Satellite Systems for Space and Intelligence Systems	Steve O'Neil		
		Sector VP; Quality, Safety & Mission Assurance, Northrop Grumman Aerospace Systems	Chris Cool		
		Principle Deputy to Deputy Assistant Secretary of Defense, Systems Engineering	Kristen Baldwin		

4:30	5:00	**Closing Comments**			Redondo 1,2,3
		Closing Remarks	Azad Madni		
		Closing Remarks	Beth O'Donnell		
		Closing Remarks	Terry Rector		

International Workshop 2011, January 29—February 1 in Phoenix, AZ

Some of the IW 2011 participants attended the networking event hosted by INCOSE-LA. **>**

The Los Angeles Chapter was well represented and actively engaged in networking with members from San Francisco and Las Vegas, from as far east as Patuxent River, Maryland, and from abroad. The chapter was the hub of Monday evening's networking activities for many of the attendees at the workshop.

^ Carl Hastings, Rosalind Lewis, and JoAnn Lane at the INCOSE-LA networking event.

^ Enjoying the hospitality of Stan and Evelyn Settles at a party for the Motor Sports Working Group and INCOSE-LA. (L-R: Jack Ring, Jorg Largent, Ricardo Valerdi, Elliot Axelband, Cihan Dagli)

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. . Our mission is to advance the state of the art and practice of systems engineering in industry, academia, and government by promoting interdisciplinary, scalable approaches to produce technologically appropriate solutions that meet societal needs.

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:

2011 Board of Directors and Appointed Positions

Elected Officers

President:	Beth O'Donnell	elizabeth.l.o'donnell@boeing.com	or	president@incose-la.org
Vice-President:	John Silvas	silvas_john@bah.com	or	vicepresident@incose-la.org
Past President:	Rosalind Lewis	rosalind.lewis@aero.org	or	pastpresident@incose-la.org
Secretary:	Alan Kirschbaum	aik@roadrunner.com	or	secretary@incose-la.org
Treasurer:	Harvey Soldan	harvey.soldan@jpl.nasa.gov	or	treasurer@incose-la.org

Elected At-Large Directors

Membership:	Paul Cudney	paul.cudney@incose.org	or	membership@incose-la.org
Programs:	Michael Kim	michael.kim@jhuapl.edu	or	programs@incose-la.org
Systems Engineering Education:	Shirley Tseng	stseng@ieee.org	or	setraining@incose-la.org
Ways and Means:	Michael Maar	michael.c.maar@boeing .com	or	waysandmeans@incose-la.org
Communications:	Edie Ung	ma1teez@yahoo.com	or	communications@incose-la.org

Appointed Positions

Newsletter Editor:	Jorg Largent	Largent_atpmd@msn.com	or	newletter@incose-la.com
Newsletter Production Manager:	Lee-Ann Seeling	Lee-Ann.S.Seeling@raytheon.com		
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