NEWSLETTER

INCOSE
LOS ANGELES

Gold Circle Award
2002, 2004-10

Silver Circle Award
2003

2008 President's Award for Most Outstanding Chapter

INCOSE
International Council on Systems Engineering

UPCOMING EVENTS

AIAA SpaceUp LA—The Unconference
When: Saturday-Sunday, August 6-7, 2011
Where: Columbia Memorial Space Center, Downey, CA
See page 6 for more details

August Speaker Meeting
Speaker: Mr. Stephen P. Welby,
Office of the Secretary of Defense
When: Tuesday, August 9, 2011
Where: Booz Allen Hamilton, LAX Office
See page 1 for more details

Professional Networking Event
When: Thursday, August 25, 2011
Where: Bar Celona restaurant, Pasadena
See page 3 for more details

SAVE THE DATE
Conference on Systems Engineering Research 2012
When: March 19-22, 2012
Where: St. Louis, MO
NOTE: Abstract submission deadline August 5, 2011
See page 7 for more details

Inside This Edition

AUGUST SPEAKER MEETING
The Role of Systems Engineering in Creating Successful Defense Acquisition Programs

Presenter: Mr. Stephen P. Welby,
Deputy Assistant Secretary of Defense for Systems Engineering

PARTICULARS
When: Tuesday, August 9, 2011, 5:30 p.m. to 8:00 p.m.
Where: Booz Allen Hamilton – LAX Office
5220 Pacific Concourse Drive, Suite 200, Los Angeles, 90045
COST: Members: FREE; Non-members: Suggested donation of $10.00 at sites providing refreshments (covers cost of food and beverages). Substantial refreshments to be provided at the host site; refreshments may or may not be provided at remote sites. Contact Remote Site POCs for more information.

Meeting Schedule:
5:30 - 6:15 p.m.   Registration, Networking, Refreshments
6:15 - 6:30 p.m.   Welcome & Announcements
6:30 - 7:45 p.m.   Presentation followed by Q&A

ABSTRACT: Mr. Stephen Welby, Deputy Assistant Secretary of Defense for Systems Engineering, will discuss the role that systems engineering plays in creating successful defense acquisition programs. He will describe recent changes in acquisition policy focused on improving the Department's productivity and efficiency and will discuss the impact of these changes on systems engineering practice within the US Department of Defense. Mr. Welby will also discuss his perspective on emerging opportunities and challenges for engineers in addressing the large scale systems challenges of the 21st century.

BIOGRAPHY: Mr. Stephen P. Welby is the Deputy Assistant Secretary of Defense for Systems Engineering and is responsible for establishing both systems engineering and acquisition technical workforce policy across the Department of Defense (DoD). This includes early systems engineering and pre-acquisition development planning programs; system design, development and manufacturing policy; and independent program review and analysis for more than $60B per year in major weapon system acquisition programs across the Department. As the acquisition technical workforce executive, Mr. Welby is the Department's systems planning, research, development, and engineering functional leader, as well as the production, quality, and manufacturing functional

leader; together these career fields encompass more than 40,000 DoD acquisition professionals.

Mr. Welby has more than 22 years of government and industrial experience in cross-disciplinary technological product development, including leadership positions at the Defense Advanced Research Projects Agency. His areas of focus included technology and program management for development of advanced aeronautical and space systems, high energy lasers, ground and maritime systems, robotics, advanced weapons, high-performance software, real-time signal and image processing, and military sensor systems.

Mr. Welby holds a bachelor of science degree in chemical engineering from The Cooper Union for the Advancement of Science and Art, a master of business administration degree from the Texas A&M University, and master of science degrees in computer science and applied mathematics from The Johns Hopkins University.

R.S.V.P.:

ALL PARTICIPANTS: Please register online at http://www.incose-la.org (this is important so as to help facilitate implementing the meeting). You will be asked to provide your full name, title, company, phone number, and email address. State whether you are a US Citizen, resident alien, or foreign national, and members must include your INCOSE member number. Please indicate the site at which you will be attending. Site dependent requirements, including registration dates, are listed below.

Booz Allen Hamilton (the host site): Attendees must R.S.V.P. by Friday, August 5, 2011. Please bring your picture identification (driver's license, passport or green card) to the meeting.

Planned Remote Webcast Sites:

Antelope Valley/Palmdale: Held on the campus of the Antelope Valley College in the "BE" (Business Education) building, room 207. Open to all; no R.S.V.P. deadline. POC: Mike Wallace, phone: 661-540-0290, email: m.wallace@ngc.com.

Huntington Beach: The Boeing Company, 14900 Bolsa Chica Road, Building 17, Conference Room 109. Please register by Friday, August 5, 2011. Open to U.S. citizens and non-resident aliens. *We regret that foreign nationals will not be able to attend at the Boeing Company site.* Visitors will need to bring identification and check in with Security in the lobby of Building 17 **not later than 6:00 p.m.** *Please bring your picture identification (driver's license, passport and/or green card) to the meeting.* POC: Beth O'Donnell, phone: 714-372-2543, email: elizabeth.l.o'donnell@boeing.com. **Refreshments will be provided at this site.**

Santa Barbara: Control Point Corporation, 110 Castilian, Suite 200, Goleta CA. Please register by Friday, August 5, 2011. POC: Scott Grant, scott.grant@control-pt.com. 805-882-1884, x108 for directions or more information.

Pasadena, JPL – Please register online by Thursday, August 4, 2011. Contact Chelsea Dutenhoffer at Chelsea.dutenhoffer@jpl.nasa.gov for specific location and directions.

Directions to host site: BAH LAX facility, El Segundo.
From the San Diego (405) Freeway northbound:
1. Exit at El Segundo Boulevard.
2. Go West on El Segundo Boulevard.
3. Turn Right (North) on South La Cienega Boulevard.
4. Proceed on La Cienega until the third stoplight.
5. Turn left onto Pacific Concourse Drive.
6. Follow the road until you reach the 2nd stop sign (immediately past court house parking garage on the right) and turn right.
7. At gate on the far right, press the green button to receive a parking ticket (Admin staff will validate parking).
8. After passing the gate, turn left into the visitor parking lot. Walk past the water fountain, across the rotunda to Building 5220. The meeting room is located on the second floor, Suite 200.

From the San Diego (405) Freeway southbound: take the El Segundo Boulevard exit, but turn right immediately at the bottom of the off ramp — that is La Cienega. Proceed north to Pacific Concourse and follow step 4 and subsequent above.

From the airport (LAX) area: Go east to La Cienega Boulevard and turn right (south). Proceed south across Imperial Boulevard, under and beyond the 405-105 interchange. Pacific Concourse Drive will be on the right just beyond the National University facility. Follow the directions above (step 6 and subsequent).

U.C.L.A. Smart Grid Energy Research Center Tour
A Report on the July Speaker Meeting
By Joshua Sparber

In a day and age when our "smart enough" energy infrastructure seems to have over-reached its capacity and is perpetually displaying dangerous limitations through mishaps, lapses or unintended interruptions, Dr. Rajit Gadh of UCLA, prime mover for Thought Leadership forums, such as the Smart Grid Energy Research Center (SMERC), Wireless Internet for the Mobile Enterprise Consortium (WINMEC) among others, says "Technology is not inherently smart, until we make it smarter. People are going to make the technology smarter".

After the customary INCOSE protocols, refreshments, and introductions between Dr. Gadh and the INCOSE audience, an enjoyable evening commenced in which Dr. Gadh introduced INCOSE to the nature of the upcoming revolution in our energy processing technology. This was followed by a guided tour of the UCLA Smart Grid laboratory.

The ideals of the Smart Grid are these: openness to new energy sources, a strong supply and demand orientation, prescient monitoring and control, self-healing and resilient, and efficient.

UCLA is engaging in many areas of Smart Grid research using an on campus platform consisting of buildings and utilities in which they explore concepts such as the wireless plug-and-play introduction of devices and the wireless sense-and-control of devices. Potential applications include home area networks and automatic metering interfaces.

John Hsu Becomes AIAA Fellow

From Colorado Front Range Chapter newsletter, Spring 2011 edition

We congratulate INCOSE member **Dr. John Hsu** of The Boeing Company on being named a Fellow of the American Institute of Aeronautics and Astronautics (AIAA) at their annual awards gala on May 11, 2011. Dr. Hsu has been recognized for his outstanding systems engineering contributions to revitalization, network centric operations and CDIO (Conceive, Design, Implement and Operate) applications to the aerospace industry.

Dr. Mark J. Lewis - AIAA's Immediate Past President said, "Congratulations to John Hsu, one of this year's class of AIAA Fellows. Being selected as a Fellow is among the highest honors that can be accorded to an aerospace professional; it signifies recognition by one's peers of significant contributions to our field. As an active member of AIAA's technical community, as well as a pioneer in the development of the aerospace industry's system engineering processes, John is eminently well deserving of this award."

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

Professional Networking Event — August 25 in the Pasadena Area

Join the INCOSE-Los Angeles Chapter for an evening of networking with other chapter members, including representatives from the INCOSE-LA Board of Directors. Enjoy some "tapas" (appetizers) and the company of other systems engineering professionals. Chapter members are welcome and encouraged to attend! We especially encourage new chapter members to attend.

WHEN: Thursday, August 25, 2011, 5:30 p.m. to 9:00 p.m.

WHERE: *Bar Celona – Modern Spanish Tapas Bar*, 46 East Colorado Boulevard, Pasadena. (Phone: 626-405-1000) Self-parking and valet parking available.

COST: No-host bar – the chapter will provide light appetizers.

R.S.V.P.: Register online at www.incose-la.org by August 22, 2011. The registration link is under "Upcoming Events." You must R.S.V.P. in order to attend this event — attendance is limited.

EVENT CONTACT: Nehal Patel, phone 949-274-0387, email Nehal_P1_Patel@raytheon.com

DIRECTIONS:

Coming from the South:
- Take the 110 north towards Pasadena.
- Exit on to South Fair Oaks Avenue; turn left (north) on to Fair Oaks; proceed to Colorado Boulevard and turn right.
- Restaurant will be on the right.

Coming from the North:
- Take 210 East towards Pasadena.
- Exit at the Colorado Boulevard exit and then turn right towards West Colorado Blvd.
- Turn Left on to West Colorado Blvd.
- Restaurant will be on the right.

Want to ride Metro Rail?: The restaurant is two blocks south and one block west of the Memorial Park Station on the Metro Rail Gold Line.

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
Lee Beckstrom		Control Point Corporation
Cate Heneghan	Systems Engineer	Jet Propulsion Laboratory
Charles Bilbey	Lead Associate	Booz Allen Hamilton
Robert Lagatree	Principal Systems Engineer	Systems Engineering Solutions
Daniel Dvorak	Systems & Software Engineer	Jet Propulsion Laboratory
Monesh Patel	Senior Director	Medtronic
Philip Matuzic	Assoc. Tech Fellow	The Boeing Company
Andrew Meeker	Research Engineering Manager	Lockheed Martin Aeronautics Corporation

International Symposium 2011:
One Individual's Observations and Opinions

By Jorg Largent

Lunch table and cyber café discussions provided several insights into the some of the participants' "takeaways" from the symposium. The discussion below is based on those insights.

A first and lasting impression of the symposium is that it deserves its many plaudits. A common theme is that the proceedings were well done and well received. Beyond that impression are some potential lessons to be learned; not all of the messages heard were the messages that were intended.

These extemporaneous lunch table and cyber café discussions covered a variety of topics such as paper review, certification, competencies, working groups, and tools and within these discussions was a theme regarding a potential shift in the architecture of future symposia; a shift in perspective similar to the shift in perspective that lends value to the concept of LEAN — looking at an activity from the perspective of the product as it progresses through the process rather than from the perspective of the functions that touch the product.

> *Bohr emphasized... the idea of complementarity – that it is necessary to consider the same situation from two mutually exclusive points of view....*
>
> From "*The Pursuit of Simplicity*" by Dr. Edward Teller

A participant in the Requirements Working Group (RWG) expressed concern that, "What's interesting about the process (of selecting presentations) is that… anybody can come to INCOSE and present a paper on requirements, not be a member of the RWG, and not tell the RWG what they are presenting." The discussion then questioned what sort of review there should be and agreed that domain subject matter experts (i.e. requirements) should review within their domain. This led to a discussion of the availability of people to do the reviews. From this, a question: does INCOSE go beyond the limitations of available volunteers, thereby diluting the value of itself as the champion for systems engineering?

> *I am trying to convince people at my company that requirements responsibility is spread to virtually every engineering discipline.*
>
> Overheard

Certification was the topic of lunchtime discussions. There is agreement regarding the value of the intent behind the Certified Systems Engineering Professional (CSEP), but there is disagreement regarding its true value in application. The intended value is buttressed by a comment from the International Workshop in Phoenix: "I joined INCOSE when I was looking for more credibility."

However, the question was asked: if knowledge of systems engineering can be demonstrated by a college transcript and if experience as a systems engineer can documented in one's work history, why would one need to go through the seemingly nugatory process of obtaining the title "CSEP?" A further complication was added by a report that the Department of Defense might consider CSEP as a factor in making program awards, but that the qualifications for a CSEP should be tailored to match DoD expectations as defined by the Defense Acquisition University – a match that could reduce the value of CSEP in other industries.

As an aside, it should be noted that the distinctions between the INCOSE handbook, IEEE standard ISO/IEC 15288, and the Defense Acquisition University are only in their elaborations. Quibbling about the distinctions distracts from the advocacy of the process and reduces the value of the process and of the systems engineering professional – "value" from the perspective of programs and projects.

A musing from amongst some fellows: A good systems engineer does not need to be a domain expert if he or she can recognize patterns of compliance or non-compliance with respect to the systems engineering process. By the same token, a systems engineer does need to be sufficiently conversant within the domain so that he or she can discern the conditions under which a subject matter expert is needed and discern the qualifications that such a subject matter expert should have.

A group of young engineers had some pithy observations and questions. One question was, "What is the purpose of a working group? They seem unstructured in terms of their commonality in purpose."

They noted a concept, both outside of the systems engineering community and within, that systems engineering is just another discipline as is aerospace engineering, electrical engineering, mechanical, etc. The counterpoint is that the systems engineering process is integral to all of the disciplines – the weft that ties the weave of a project together. Each discipline should be aware of the process and its value to the production of their products.

> *Need a discussion on basic configuration management. Is configuration management a form of specialty engineering?*
>
> Overheard

This group of young engineers expressed cautionary concerns about software tools and an apparent failing to recognize some of the limitations of tools, such as solutions from the tools are limited to the solutions that the tools are capable of producing.

Their concluding comment: "The big deal we get into [is that] multiple agencies and customers all have their own budgets and they all want to use their own tools; it's working within the bureaucracy that is so difficult."

In conclusion, the staff and the organizers are to be complimented on a job well done, as are the speakers and presenters. The membership should be encouraged to attend future events as opportunities to learn more about the profession and their colleagues.

At the same time, the leadership should consider a bottoms-up rearchitecting of future symposia that applies the systems engineering process from the perspective of the attendees.

Outstanding Service Award Winner Susan Ruth
(Paul Cudney also earned an Outstanding Sevice
Award but was unable to attend)

Azad Madni, winner of the Pioneer Award
with John Thomas, President Elect, and
Samantha Robitaille, President

President Elizabeth O'Donnell (left, above) and Past President Eric Belle (center, below)
participated in the leadership working groups.

The INCOSE-LA networking event,
pictured above, to the right, and below, is
an increasingly popular gathering at
International Workshops and
Symposiums.
Photos courtesy Beth O'Donnell.

The Transport Working Group, below, is one of many in which INCOSE-LA members
participated.

SpaceUp Los Angeles—August 6-7 Columbia Memorial Space Center

The Los Angeles Section of the American Institute of Aeronautics and Astronautics would like to invite you to attend SpaceUp, a space unconference for people who care deeply about humanity's future in space and want to play a part in it. SpaceUp LA is happening August 6-7, 2011 at the Columbia Memorial Space Center in Downey, California.

An *unconference* means that the attendees decide the topics, schedule, and structure of the event. Anyone attending SpaceUp is encouraged to give a talk, moderate a panel, or start a discussion. Sessions are proposed and scheduled on the day they're given, which means the usual "hallway conversations" often turn into full-fledged topics.

About the event:

- "*Unconference*": the attendees (**you**) decide the topics of conversations!
- Engage and network with 75-100 space enthusiasts across the region!
- SpaceUp has been successful in San Diego, Houston, and DC during the past year.
- Low registration fees (mostly the meal/snack cost).

For more information and to register for SpaceUp LA, go to: http://www.spaceupla.org

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July Speaker Meeting Recap (Continued from page 2)

In a home area network household devices would sense the presence of human beings and adjust the lighting, heating, and cooling as the human moves into and out of the system. A user interface would be available showing consumption, savings, device usage breakdown, pertinent environmental events and the user's own energy profile. The user's energy profile could be the motivator for changes to consumer behavior to help create a more optimal system.

Another potential application: the aggregate of intelligence on need and consumer demands could be used to intelligently balance charging and discharging of electric vehicles to store power until it is needed.

The laboratory itself is a local homegrown utility that co-generates about 3 MW of power within UCLA and will expand to provide power to all thee engineering buildings at UCLA. It is called the "WINSmartGrid" and consists of electrical gateways, buildings and various controllable loads. Energy usage of those buildings will be configured and managed entirely through the lab. The intelligence segment of the network has its own independent wireless backbone.

The tour concluded with a time for questions and answers. Of particular interest was the integration of alternative energy sources, methods of future power distribution and energy savings achievable with residential solar.

INCOSE-LA Members Honored at The International Symposium

By Jorg Largent

Dr. Azad Madni garnered the **Pioneer Award**. The Pioneer Award recognizes outstanding applications of systems engineering in the development of successful products or services of benefit to society. Dr. Madni was given the award in recognition of his work on the crucial frontiers of systems engineering and for working effectively to advance the theory, tools and products required for the future of our profession. Dr. Madni is a Professor in the Daniel J. Epstein Department of Industrial and Systems Engineering in the Viterbi School of Engineering of the University of Southern California. He is the Director of the Systems Architecting and Engineering Program that is supported by engineering faculty school-wide. He is also the founder and Chief Scientist of Intelligent Systems Technology, Inc., a high tech firm specializing in enterprise and systems engineering R&D for defense and the commercial sector.

Susan Ruth and **Paul Cudney** earned **Outstanding Service Awards**. The Outstanding Service Awards are presented to recognize INCOSE members who have contributed significant volunteer effort on behalf of INCOSE.

Susan was honored with this award for "outstanding and continuous support for all activities and programs that the INCOSE-LA Chapter has provided to its membership since the chapter was formed in 1995. Susan Ruth's mentoring and guidance have played a large role in the success of the LA Chapter by ensuring a long history of valuable activities and strong leadership councils."

Susan's contributions of time and effort have made the speaker meetings, holiday parties, and reflector notices seem flawless. Her contributions to the Board of Directors are summed up in her voice of wisdom and experience.

Paul received this honor for "outstanding service in support of the membership of INCOSE-LA and the international community of INCOSE at large. The efforts of Paul Cudney have resulted in a valuable service in the growth and advancement of INCOSE and the LA Chapter."

Paul has contributed to many areas of the Chapter's operations, providing a sage voice from behind the scenes in the Board of Directors meetings. Paul is to be particularly commended for his work in maintaining and grooming the membership data files, providing but one valuable service to both the Chapter and INCOSE at large.

Congratulations to our award winning trio and our thanks for their contributions to the profession and to the organization!

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*

CSER 2012—March 19-22, 2012 in St. Louis, Missouri
Abstract Submission Deadline—August 5, 2011
Go to: *http://cser.mst.edu* for online abstract submission.

March 19-22, 2012
Hilton St. Louis at the Ballpark, St. Louis, Missouri

Call for papers

The 10th Annual Conference on Systems Engineering (CSER 2012) invites authors to submit papers that will push the boundaries of systems engineering research and respond to new challenges for systems architecting and engineering.

During the last decade, CSER has attracted systems engineering and architecting research throughout the world and has become the primary conference for disseminating systems engineering research and germinating new research ideas. Missouri University of Science and Technology is honored to host CSER 2012, March 19-22, 2012, at Hilton St. Louis at the Ballpark, St. Louis, Missouri.

Authors — Abstract Submission Opens May 13, 2011

Authors Schedule

May 13, 2011 Abstract Submission Opens	**October 7, 2011** Referee Review Deadline
August 5, 2011 Abstract Submission Deadline	**October 21, 2011** Status Notification Deadline
September 2, 2011 Full Paper Submission Deadline	**November 18, 2011** Camera Ready Paper Deadline

Submissions

Abstracts: Authors are requested to submit a short abstract (200 words or less). Authors must submit their abstract and author information online at — http://cser.mst.edu.

Full Papers: Please submit your full paper online. Authors are limited to eight pages for each accepted paper in the proceedings. Additional pages will result in extra charges. All papers are refereed by two senior researchers in the field to assure a high quality conference and proceedings.

Conference Proceedings: All accepted papers will be published as a part of conference proceedings through Science Direct by Elsevier and will be included in a citation index such as Scopus. A copy of the proceedings will be distributed to all paid attendees.

Submit your abstract online at
http://cser.mst.edu

Topics of Interests

Systems Architecting
Systems and Enterprise Architecture, Software Intensive Architecting, Architecture Patterns, Architecture Search Methods, Architecture Assessment

Systems Science and Thinking
Systems Engineering Methodologies, Processes, and Frameworks, Systems Engineering Education, Systems Engineering Research Methodology, Natural Systems Science

Computational Approaches to Systems Engineering
Model Applications and Approaches, Model Based Systems Engineering, Distributed Systems, Networks and Graphs, Computational Intelligence, Machine Learning, Agent Based Systems

Complex Systems
Complex Adaptive Systems, Systems of Systems and Complex Systems, Emergent Behavior, Learning, Agility, and Adaptability, Systems Dynamics, Complex Systems Modeling

Multidisciplinary Application Domains
Healthcare and Medical Informatics, Sensors and Wireless Networks, Communication Systems, Cyber Security, Environmental Systems, Home Land Security, Human Systems Integration, Energy Generation and Distribution Systems, Intelligent Transportation Systems, Railway Systems, Modeling and Simulation, Rapid Integrated System Development and Manufacturing

Advanced Systems Engineering Topics
Platform Based Engineering, Trusted System Design, Model Based Engineering, Adaptable Defense Systems, Capability on Demand, Real-time Adaptive Systems, Rapidly Reconfigurable Systems, Pre-planned Disposable Systems, Trustworthy Systems, Interoperability, Integrated Systems and Software Engineering, Systems Assessment and Assurance

Applying Systems Engineering in Industry
Systems Development, Maturity, Acquisition, Cost Estimating, Systems Engineering Management, Systems Development, Design, and Acquisition

Conference General Chair
Dr. Cihan H. Dagli
Professor of Engineering Management and Systems Engineering
Director of Smart Engineering Systems Lab
Missouri University of Science and Technology
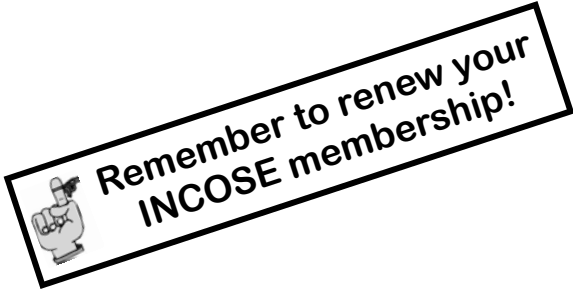dagli@mst.edu | (573) 647-9125

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Remember to renew your
INCOSE membership!

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	shirleytseng@earthlink.net	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	newsletter@incose-la.org
Newsletter Production Manager:				
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	aniawarner@gmail.com		
Webcast Event Manager:				
Website Technical Manager:	Michael Kim	michael.kim@jhuapl.edu		
Professional Networking Chair:	Nehal Patel	nehal_p1_patel@raytheon.com		
CSER 2011 Management Chair:	Terry Rector	Terry.Rector@scientist.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.