

Horizons

A magazine for the employees and friends of Rockwell Collins, Inc. > Volume 12 Issue 3 > 2007



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in our heritage**

Find out how three internal suppliers have survived and remained successful throughout the past five decades.

**Rockwell
Collins**

Building *trusted* relationships

We live in an exponential world. According to some estimates, more than 6.8 billion searches are performed on Google™ search and other search engines every month, and the number of text messages sent and received every day exceeds the population of the planet. Instant, global communications – using technologies ranging from cellular phones, to email, to the Internet – are routine.

But while these technologies enable us to quickly stay in touch with teammates, suppliers and customers, they also have the potential to detract from an important element of our company's success – forming trusted relationships. That's why one component of our company's Next Generation Leadership Model, "Building Powerful Networks," underscores the importance of developing strong relationships – both internally and externally.

In this issue of *Horizons*, you'll learn how developing positive relationships with Airbus and Boeing has helped make a difference in our Air Transport Systems business. You'll also learn how we're increasing our global footprint through an expanded relationship with HCL Technologies in India, and how three of our



internal businesses have enjoyed continued success through the past five decades.

Building and maintaining relationships with our customers are critical to our business success. But our passion for excellence shouldn't stop at work, and it's important to keep in mind the communities in which we live. Take Don Nelsen – the winner of our 2007 Good Citizenship Award – for instance. Don is a software engineer at our facility on

Barksdale Air Force Base

in Louisiana. In addition

to his commitments to our company, he has assisted

nearly 70 children during the past 14 years by serving as a

foster parent. You can learn more about Don's work beginning on page 10.

As the use of technology continues to enhance the way we do business, I encourage each of you to take a moment to focus on the relationships that you currently have – both personal and professional – and ask yourself how you can make improvements.

Continuing to build trusted relationships will help you succeed as an individual, it will help to differentiate Rockwell Collins – and it will ultimately make our company stronger.

**Rockwell
Collins**

Building trust every day

Clay
Clay Jones

Chairman, President and CEO



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Dedication and passion thrive in Mexicali, Mexico.



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- A closer look at Kelly Ortberg, executive vice president and chief operating officer for Commercial Systems
- Feature stories on the three finalists for the 2007 Good Citizenship Award
- An article about a new apprenticeship program in Fabrication Operations
- An article about the 2007 Rockwell Collins Supplier of the Year
- A new online feature titled, "Our heritage"
- More information about what's taking place across our company
- Additional service anniversaries
- Recent retirements
- In memoriam

On the cover > Members of the Rockwell Collins Filter Products team in Tustin, Calif., say the key to surviving as an internal supplier is to keep costs low. Pictured are: (from left) Production Facilitator Olga Lyle, Fabrication Associate Donny Nguyen, Filter Quality Associate Deborah Peterson, Filter Products Business Director Don Havens, and Senior Product Support Manager Tom Sanders. Photo by Laurel Hungerford, Laurel Hungerford Photography



letters to the editor

Interested in 'bus cycling'

I wanted to let you know how much I appreciated Anne Wiskerchen's article, "The power of a simple choice," which was published in a recent issue of *Horizons* magazine (Vol. 12, Issue 2, 2007). It appears that the French are leading the way with the concept of "bus cycling."

Although I don't consider Cedar Rapids, Iowa, to be a bike-friendly town, I do believe it would be extremely beneficial if we had a similar bus cycling program here. There's something to be said for "safety in numbers," which might help reduce the number of area accidents involving those on bicycles.

I also wanted to thank you for introducing *Horizons online*. Although I am from the old school and prefer reading things in print, it is nice to know that I have an opportunity to read additional articles online. For example, the article mentioned above directed readers to an online article, "Going green is easier than you think." This article contained some helpful links to the U.S. Environmental Protection Agency's Web site, including steps for taking positive action at home and at work. These are



Letters guidelines

Horizons provides its letters page for readers to state their opinions. The page is intended to encourage an exchange of ideas and information that stimulates dialogue on issues or events in our company. The opinions may not necessarily reflect those of Rockwell Collins. Letters must include name, organization and a telephone number for verification purposes. Letters may be edited for grammar, syntax and size.

great ideas for ways to protect our environment. Keep up the good work.

Charles R. Crawley
Cedar Rapids, Iowa

Inspired by Kent Statler profile

I am writing to thank you for the article in *Horizons online* about Rockwell Collins Services Executive Vice President Kent Statler.

I worked in Maintenance Operations when Kent was the vice president and observed many of the things that were captured so well in the story. It is so good to have leadership that we can look up to, admire and respect. I enjoyed reading the entire article. I especially enjoyed learning about his growing up on a farm and how he has handled work and family life.



► Kent Statler

I have shared this story with members of my family as an encouragement/example to them. After my son-in-law read the story, he said it was "very inspiring."

Thanks again for the great story.

Ginny Bulman
Cedar Rapids, Iowa

Enjoying more than the corporate side

I am writing to thank you for the nice article in *Horizons online* about Kent Statler, the executive vice president of Rockwell Collins Services. It is nice to see more than just the corporate side of our leaders. Thank you.

Pavel Cherednichenko
Binghamton, New York

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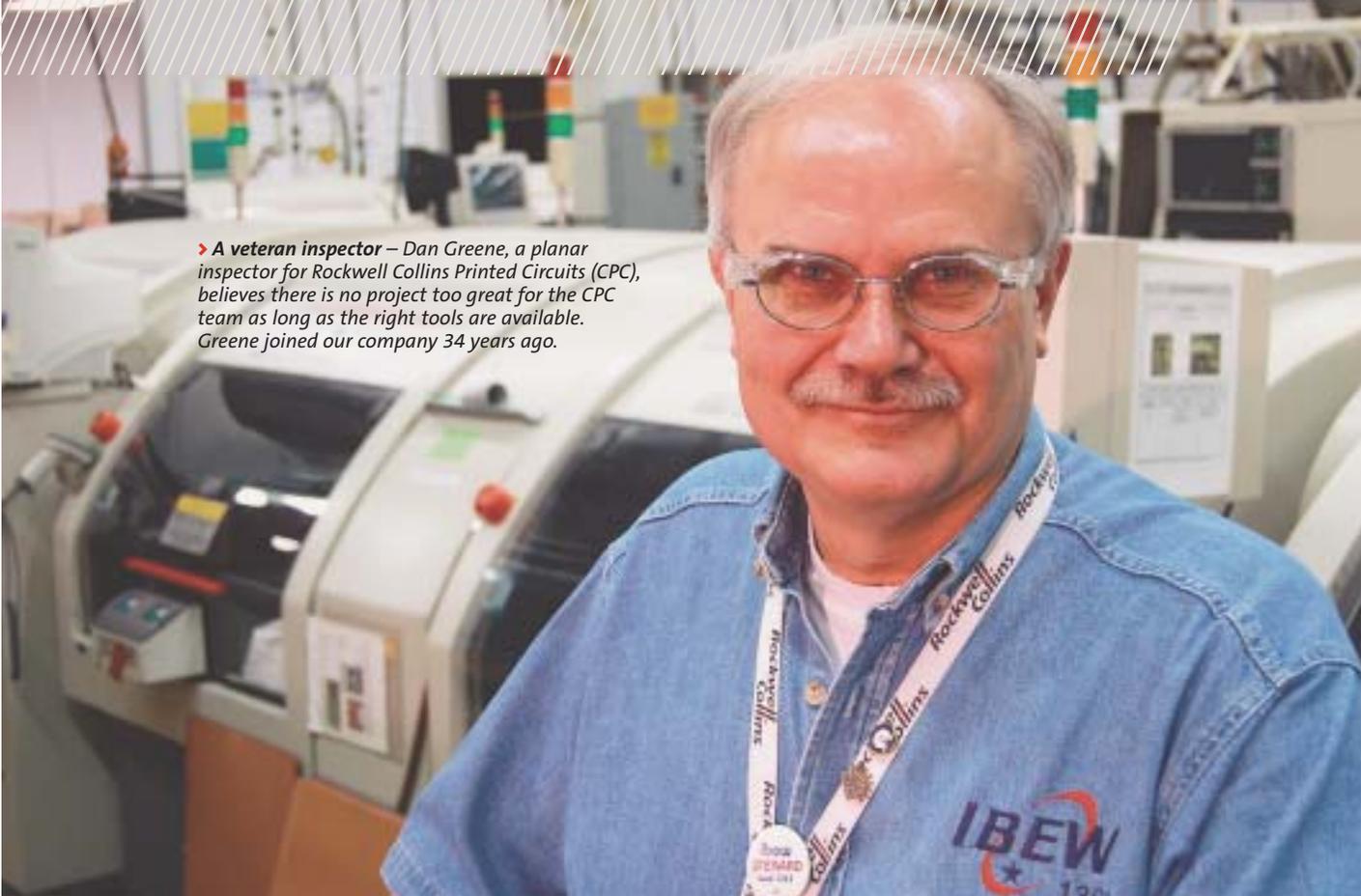
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Horizons is published bimonthly by Rockwell Collins Enterprise Communications for our employees, retirees, shareowners and customers. We seek to inform and inspire our readers by incorporating our company's Vision, business goals and other enterprise-wide initiatives throughout our publication. We also strive to spotlight issues and concerns that impact our employees, our company and our industry.

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> **A veteran inspector** – Dan Greene, a planar inspector for Rockwell Collins Printed Circuits (CPC), believes there is no project too great for the CPC team as long as the right tools are available. Greene joined our company 34 years ago.

Photo by Paul Marlow, The Creative Gene, LLC

Deeply rooted in our heritage

Find out how three of our original internal suppliers have survived and remained successful throughout the past five decades.

By Anne Wiskerchen

The 1950s were a special time in history. Elvis Presley and rock 'n' roll were changing the face of a generation; the race to space between the United States and Russia was intensifying; and Hollywood was in its "Golden Age", releasing films destined to become classics.

The manner in which radio waves were received also was being altered, thanks to the creation of one small filter produced by a business in Cedar Rapids, Iowa, known then as Collins Radio Company.

Renowned visionary and company founder Arthur Collins felt there was tremendous potential across the electronics industry for High Frequency (HF) Single-Sideband (SSB) radios. The challenge for this young entrepreneur was to develop technology that would make the radio practical.

His solution – a mechanical filter – not only secured our company's reputation for quality and innovation, but also spurred the creation of Collins Filter Products, an internal filter supplier responsible for creating a steady stream of inputs and ensuring consistency and quality in our final product.

Also referred to as a vertical business model, this internal supplier model was replicated for many of our components. Fifty years later, three of our company's original internal suppliers are still thriving: Rockwell Collins Filter Products, Rockwell Collins Printed Circuits and Rockwell Collins Fabrication Operations.

Although they hold a unique position as a company inside of what we know today as Rockwell Collins, each of these businesses is deeply rooted in our heritage.

"We are the original Collins Radio Company through and through," said

Don Havens, business director for Rockwell Collins Filter Products in Tustin, Calif. "That's what drives us, maybe more than other parts of our company. We all have our roots in the original Collins heritage."

Rockwell Collins Filter Products

Survive or disappear isn't a typical business motto, but this phrase resonates well with employees at Rockwell Collins Filter Products. Each year, the business, along with our other internal suppliers, must decide whether they are profitable enough to continue producing products for another year.

"Fifty years ago, it was the goal of many industries in the United States to be completely vertically integrated," said Havens, who was hired into the former Collins Radio Company as a crystal filter engineer in 1972. "Except for steel and

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Photo by Paul Marlow, The Creative Gene, LLC

► **A tradition of excellence** – April Dietrich enjoys being part of Rockwell Collins’ tradition of excellence. A planar board processor in our Printed Circuits business, she works in the plating shop where she runs production lines that prepare and etch the copper.

Rockwell Collins Printed Circuits

It isn’t easy to picture how a single piece of copper can be transformed into the basis for some of the most highly sophisticated technology our company creates, but that’s what the 140 employees who work at Rockwell Collins Printed Circuits (CPC) do each day.

April Dietrich is one of those employees. Although she has had a variety of jobs at Rockwell Collins during the past 25 years, she never realized how important our printed circuits are until she began working in that particular business area.

“I’ve been lucky enough to work on our products at many different stages of development,” said Dietrich. “But little did I know that one day I would be building a key component for many of our products.”

Dietrich works in the CPC plating shop, where she runs production lines that prepare and etch the copper. She believes one of the most important functions performed by CPC is supporting our company when other suppliers aren’t able to meet our needs.

“Being part of Rockwell Collins’ tradition of excellence, the expectations of our suppliers are extremely high,” she said. “But CPC employees can help overcome any challenge our company might face.”

CPC was formed in 1966, when Arthur Collins decided that building printed circuits should be one of our company’s core competencies. Today, each step of the printed circuit process – from preparation of the raw copper to quality inspection – is completed in a 65,000-square-foot facility in Cedar Rapids.

Currently, about 85 percent of CPC’s business consists of contracts that customers have directly with Rockwell Collins. The other 15 percent includes external customers in the defense and telecommunication industries. Just because CPC is part of Rockwell Collins, it doesn’t mean the group automatically wins contracts. CPC must compete like

Deeply rooted in our heritage

(continued from Page 3)

tires, General Motors made almost all of its own parts. Today, General Motors buys most of its parts and even outsources some assembly operations. Why and how component sources like Rockwell Collins Filter Products survived is a great story.”

“The key to our survival is keeping costs low and being a profitable and integral part of our company.”

— Don Havens

This quest for sustainability and survival began in the 1980s, when microwave links containing mechanical filters were the primary means for long distance phone transmission. However, when Sprint introduced the nation’s first all digital, fiber optic network, Filter Products lost about 60 percent of its business.

As a result, Filter Products had to control its own financial destiny in the 1980s and 1990s. According to Havens, the business tried to save money by renting out

building space to other internal and external businesses and doing its own maintenance in order to stay alive.

“The key to our survival is keeping costs low and being a profitable and integral part of our company,” said Havens, who at the time worked in our Costa Mesa facility. “During this time, every employee became a generalist. One morning I would work in engineering, and in the afternoon, I would check the rain gutters.”

Employees not only made sure the products we sold were built and shipped on time, they also ensured that the grass was mowed, sprinklers worked and light bulbs were changed.

Today, keeping costs low is still imperative, but the business is more fully integrated in our company’s processes and functions. A team of six employees now located in Tustin, Calif., and 12 employees in Mexicali, Mexico, make up the entire Filter Products business. They cater to a mixed audience of internal and external customers who depend on the cost effective analog radios our filters support.

“No matter what challenges we have faced, there have always been the two main themes that guide our business and our enterprise – customer satisfaction and quality,” said Havens.

each of our external suppliers, which adds both a challenge and an advantage to the bidding process.

“Rockwell Collins is a big company, so we’re not necessarily as mobile or agile as some of the smaller suppliers,” said CPC Director Dick Alexander.

However, he believes CPC’s main advantage is its ability to connect on a real-time basis with internal customers and have goals reflected in a scorecard directly aligned with the enterprise scorecard.

“It’s equally important for us to maintain the same trusted partnership with Rockwell Collins that our enterprise strives for with all customers,” said Alexander.

Dan Greene agrees, and he plays an important role in keeping that relationship strong. A planar inspector, Greene joined our company 34 years ago, and he believes there is no project too great for the CPC team if the right tools are available.

“We do a lot of specialty work that many board shops in our industry don’t do any more,” said Greene. “I think everyone here enjoys supporting our enterprise.”

Rockwell Collins Fabrication Operations

Although the Rockwell Collins Fabrication Operations business has been in place since shortly after Collins Radio Company began, the business has recently started a journey to market its expertise in sheet metal, aluminum and casting projects to the rest of our company.

“Our goal is to get to the point where our company’s first thought will be to come to Fabrication Operations,” said Dale Kepler, manager of Fabrication Operations in Cedar Rapids. “To accomplish this, our team is going back to our Lean Electronics fundamentals and listening to our customers.”



Photo by Paul Marlow, The Creative Gene, LLC

Fabrications Operations differentiates itself from other suppliers by offering services directly to our engineering community. The businesses knowledge of production and manufacturing allows employees to become involved earlier, from a design-to-cost standpoint, to reduce our design and development cycle time.

“If we can help cut production costs before our products are built, it means

“By working together early in the design phase, we can drive out costs whether Fabrication builds the parts or not.”

— Doug Wiebenga

reduced costs for our company and for our customers,” said Kepler.

Fabrication Operations Machine Shop Manager Doug Wiebenga agrees.

“We understand manufacturing and the mechanical engineers understand design,” said Wiebenga. “By working together early in the design phase, we

► **Listening to our customers** – Senior Sheet Metal Mechanic Ralph Krumm prepares one of several spot welders in our company’s Fabrication Operations area. Fabrication Operations recently began marketing its expertise in sheet metal, aluminum and casting projects to the rest of our company.

can drive out costs whether Fabrication builds the parts or not.”

Recently, employees in our Richardson, Texas, facility, were told by an external supplier that their design couldn’t be built. To find a solution, engineers in Richardson turned the project over to our Fabrication Operations business.

“After working with one of our fabrication engineers for an afternoon, Richardson engineers had an updated design that met customer requirements and we were machining parts in a few days,” said Wiebenga.

Benefits outweigh challenges

No matter what each of these suppliers provide, the one thing they all agree on is that the benefits far outweigh the challenges of being an internal supplier.

“We know we are both a service and a supplier to Rockwell Collins,” said Kepler. “Luckily, we get the same leader communications and hear the business strategies and adjust our value stream and business plan to meet our company’s needs.”

This is important because it ensures that employees throughout the business are all working toward the same goal.

“If we don’t get our product out on time, our company might miss a deadline,” said Brad Marling, a sheet metal manager for Fabrication Operations. “When that’s the case, we all lose. In the end, we all want Rockwell Collins to be successful.” <h>

 **Web extra:** Learn more about a new apprenticeship program in Fabrication Operations designed to help better prepare sheet metal and Fabrication professionals in Horizons online at www.rockwellcollins.com/horizons.



Raising the bar – Rockwell Collins employees involved with the Boeing 787 program are raising the bar for execution. Pictured in the 787 eCab at Boeing's facility in Everett, Wash., are (standing, from left): Shawn Ryan and Tom Olsson; (seated, from left): Tom Claps and Dale Wolf. The eCab is a non-motion flight simulator used by Boeing for testing and training.

Photo by Ed Turner, The Boeing Company

Delivering on our brand promise

Can forming a positive relationship with key customers such as Airbus and Boeing really make a difference in the air transport marketplace?

By Jill Wojciechowski

At Rockwell Collins, a great deal of emphasis has been placed on one simple word – trust. It is inherent in our company's Vision to create the most trusted source of communication and aviation electronics solutions, and it's incorporated into everything our employees do on a daily basis.

Delivering on our brand promise – *building trust every day* – is something our employees take to heart. And if we want to see trust in action, we simply need to look at the relationships we are continuing to build with two of the world's largest manufacturers of commercial jetliners: Airbus and Boeing.

"Relationships are the foundation of our business success," said Jeff Standerski, vice president and general manager of Air Transport Systems at

Rockwell Collins. "We provide quality products, technology, service and support, but the relationships we form with our customers really are the foundation."

Maintaining relationships at Boeing

When Boeing announced development in December 2002 of the 787 Dreamliner – the company's first new jet design in 13 years – senior leaders at Rockwell Collins began to notice a shift in the air transport marketplace.

Instead of allowing airlines the option of selecting the equipment installed on each of their new airplanes, Boeing executives decided to outfit the 787 with standard equipment. This meant all equipment decisions including avionics would be made prior to the manufacturing of the airplane.

"We knew we had one chance to be part of this airplane development because the decisions were being made

up front," said Standerski. "I believe the amount of content we won says a lot about our company and our reputation in the industry."

Rockwell Collins was ultimately awarded a significant portion of the airplane's avionics, including flat panel and head-up displays, communication and surveillance systems, and the core-network cabinet and pilot controls. In addition, our company – in cooperation with Smiths Aerospace – will provide the Ethernet switches and end systems that comprise the common data network for the aircraft.

Considered by many as one of the most significant Rockwell Collins victories in

"We take our commitment to our customer very seriously and you can't do that effectively without being on-site with them."

— Tom Claps



› **A global marketplace** – Playing globally in the air transport marketplace means creating trusted relationships at Airbus. Rockwell Collins employees Luc Signargout (left), Jan Timmers (middle) and Didier Perrin work closely with Airbus employees in Toulouse, France, on a daily basis.

Photo by exm company P. Masclat / Copyright Airbus

the past two decades, the potential value of the combined 787 awards is estimated to be \$3.5 billion over the life of the program.

“Our success on the 787 program is definitely a result of the positive relationships our employees have formed with Boeing,” said Greg Irmen, senior director of Boeing Programs at Rockwell Collins. “We won everything we wanted to win on the 787 and that was done in part because we were able to have open and honest conversations with our customer.”

One of the individuals heavily involved in those key discussions was Technical Project Manager Tom Claps. Based at our facility in Bothell, Wash., Claps has been working on-site at the Boeing plant in Everett, Wash., for the past two years.

“We take our commitment to our customers very seriously and you can’t do that effectively without being on-site with them,” said Claps, chief engineer for avionics integration on the 787 program. “We’re here to help them recognize upcoming roadblocks, address their concerns and provide solutions.”

Shawn Ryan, who also is based in our Bothell facility, but works primarily on-site at Boeing in Everett, agrees. As Life Cycle Value Stream manager for the 787

program, he spends the majority of his day in meetings either with Boeing leaders or his Rockwell Collins colleagues who are based in various locations.

“Our goal is to raise the bar for execution and to be the best 787 supplier,” said Ryan. “This airplane will forever change the airline and customer flight experience. It also will change the type of relationships developed between Boeing and its suppliers. Our entire company should be very proud of our involvement.”

Building relationships at Airbus

About 7,000 miles away from Boeing’s main production facility in Washington is another of the world’s leading aircraft manufacturers – Airbus.

Headquartered in Toulouse, France, just minutes away from the Rockwell Collins facility also located there, Airbus introduced development of the A380 in 2001.

While the amount of standard equipment our company was awarded on this massive, double deck airplane is somewhat limited, the relationship we have formed with Airbus leaders has opened the door to future opportunities.

Not only does our company have communication and navigation systems, as well as key networking components on

the A380, we also are in pursuit of several systems on Airbus’ next new airplane – the A350.

“A period like this one where both Airbus and Boeing are introducing new widebody airplanes doesn’t happen very often.”

— Luc Signargout

“A period like this one where both Airbus and Boeing are introducing new widebody airplanes doesn’t happen very often,” said Luc Signargout, technical marketing manager for Airbus programs at Rockwell Collins in Toulouse. “That’s why it’s so important for us to build and maintain long-term relationships. The basic design engineers we meet today will likely be the decision makers of tomorrow.”

Designed to confront the challenges of high fuel prices, rising passenger expectations, and environmental concerns in its market segment, the A350 program pro-

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Feeding our economic engine

Rockwell Collins expands relationship with HCL Technologies by opening a new offshore design and development center in India

By Jill Wojciechowski

Norma Guereque-Gonzales understands all too well the benefits and also the challenges associated with managing business relationships. And when those working relationships are with colleagues located halfway around the world, the task becomes even more interesting.

A senior engineering manager for Rockwell Collins in Tustin, Calif., Gonzales spends the majority of her workweek acting as a liaison between our company and the employees at HCL Technologies – one of our primary subcontractors and the company with which we recently created an offshore design and development center in Bangalore, India.

“There are always challenges when people work together, no matter where they are located,” said Gonzales, who works with HCL employees both on-site in Tustin and also in Chennai, India. “The important thing to remember is that we’re all working toward the same goal – we want to continue making our products successful and positioning our company for growth.”

Increasing customer value

In today’s highly competitive marketplace, tapping into the exceedingly talented pool of engineers currently available in countries like China and India is imperative to our business success. Doing so not only reinforces the importance of our diversity journey, but also better positions us to become a more global company.

“Globalization has and continues to change our world,” said Gonzales. “As a company, we need to change with it so we can continue down the growth path. If that means sending work offshore to meet customer deadlines or reduce our engineering costs, then we all need to find ways to overcome whatever cultural or communication barriers might be standing in our way.”

According to Roger French, principal engineering manager for Commercial Systems Engineering Design Support in Cedar Rapids, allocating work such as the verification of software to companies outside the United States is not only cost-effective, it also enables our engineers to focus on the innovations that will help us remain competitive.

“Our overall strategy is to increase our customer value,” said French. “For instance, our systems engineering and development skills are highly valued by our customers, but there are other things that we don’t necessarily have to do in-house, and those are the things we’re asking our subcontractors to assist us with.”



> Working together –
Norma Guereque-Gonzales, a senior engineering manager at Rockwell Collins in Tustin, Calif., works with employees from HCL Technologies both on-site in Tustin and also in Chennai, India.



Photo by Paul Marlow, The Creative Gene, LLC

► **Common culture** – Huashan Chen, a senior software engineer at Rockwell Collins in Cedar Rapids, Iowa, is able to bridge the language barrier between our engineers and those at the Aeronautics Computing Technique Research Institute (ACTRI) Company in Xi’an, China, and the China Aeronautical Radio Electronics Research Institute (CARERI) Company in Shanghai, China. Chen is a native of Shanghai, China.

Saving discretionary funds also is a tremendous benefit of doing business offshore, added Steve Nieuwsma, vice president of Commercial Systems Engineering. He said it allows our company to chase additional programs and ultimately creates more jobs and opportunities for our engineers.

“We save about 50 cents on the dollar when we ship something offshore and have it done in India,” said Nieuwsma. “Last year, we saved \$17 million dollars and we put that back into our organization, which enabled us to chase new programs. Doing so ultimately leads to increased sales and revenues. It’s really a self-feeding economic engine for us.”

Competing for engineering talent

With nearly 600 open positions to fill this year alone, our Commercial Systems business unit – like many companies across corporate America – is faced with the seemingly insurmountable challenge of determining how to win the impending “War for Talent”. Take movement within our company and our attrition rate into consideration and Commercial Systems is actually faced with hiring about 1,000 new engineers before the end of this calendar year.

“Because business is good, because we have a lot of movement and advancement within our company, and because we have a lot of people retiring, we’re having difficulty keeping our requisitions filled,” said Nieuwsma. “Having people from HCL work with us in the design center in India and shoulder-to-shoulder with us in the U.S. definitely helps supplement what we’re trying to accomplish.”

Recent statistics indicate that the

United States is graduating about 70,000 engineers each year. Those numbers are rather low and are of great concern, considering China graduates about 104,000 engineers on an annual basis, and India graduates about 105,000 per year.

“There’s a lot of competition for engineering talent in the U.S. right now, and in certain areas there are skills that are very hard to acquire,” said French. “Going offshore can help us find the engineers we need to help handle a portion of our workload.”

Making the right decisions

While sending business to other countries also can help increase our offset credits – which are important when doing business overseas and are needed

to meet some of our customers’ contractual obligations – Rockwell Collins is extremely careful about what is moved offshore.

“Some companies take the perspective that you can take any job an engineer does, throw it over the ocean and it will be done successfully,” said Nieuwsma. “We don’t subscribe to that. We’ve been very careful in identifying the things that are of extremely high value to our customers, and we’re not going to move them offshore.”

In addition, enhancing our business relationships with subcontractors like HCL, as well as the Aeronautical Computing Technique Research Institute (ACTRI) in Xi’an, China, and the Chinese

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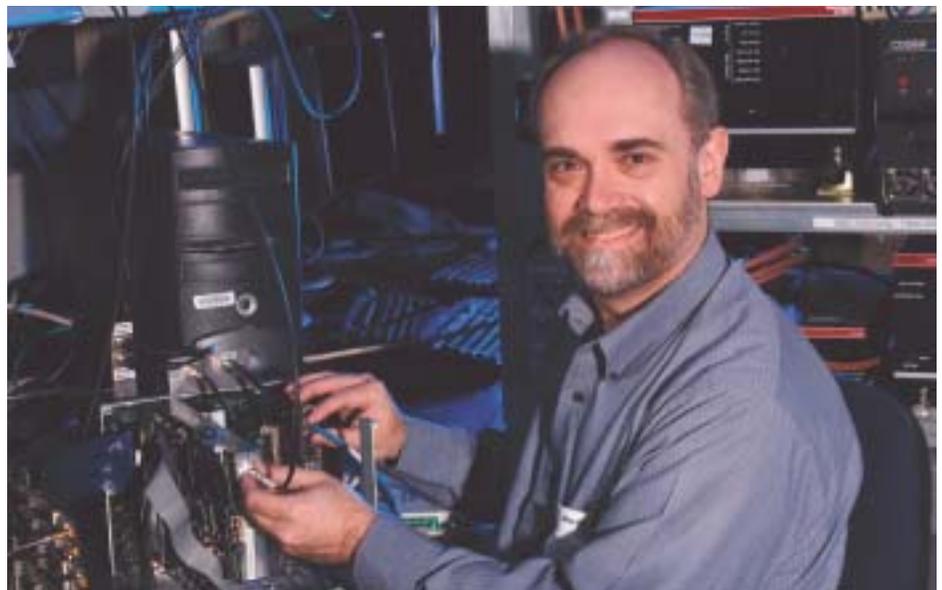


Photo by Kristen Barlett, Kristen Barlett Grace Photography

► **Tapping into knowledge** – Mike Herring, a senior engineering manager at Rockwell Collins in Melbourne, Fla., is working with engineers at HCL Technologies in Bangalore, India, on the Configurable Integrated Surveillance Systems (CISS) project for the Boeing 787. He also works with HCL employees on-site in Melbourne.



► **The Nelsen family** – Don Nelsen, a software engineer at the Rockwell Collins facility on Barksdale Air Force Base in Louisiana, recently received our company's 2007 Good Citizenship award. Pictured are: (back, from left) Brian Nelsen, Jane Nelsen, Don Nelsen and Jami Vines; (front, from left) Amy Nelsen and Alexis Nelsen.

Photo by Jennifer LaPierre, Louisiana State University at Shreveport

One big, happy family

Don Nelsen's volunteer efforts as a foster parent have come from the heart. Those efforts also have led to recognition as the 2007 Rockwell Collins Good Citizenship Award winner.

By Anne Wiskerchen

Imagine enjoying a quiet dinner at a local restaurant. The dining room lights are dim, you are reflecting on your gourmet meal, and the waiter has just arrived with the chef's famous dessert.

Suddenly, you feel a tap on your shoulder and much to your surprise a complete stranger offers to pay for your entire meal. Although you don't know the man, he says he wants to personally thank you for being a foster dad to children in the community you both share.

Don Nelsen has been on the receiving end of random acts of kindness like this on numerous occasions. A software engineer at the Rockwell Collins facility on Barksdale Air Force Base in Louisiana and the recipient of our 2007 Good Citizenship Award, Nelsen says it's times like these that reinforce why his work as a foster parent is so important.

For the past 14 years, Nelsen and his wife, Jane, have assisted nearly 70 children in the Shreveport/Bossier City region of Louisiana – the place they call home. Although caring for medically fragile children under age 3 is their specialty, the couple also has fostered youths as old as 15.

"These kids need help and a place to stay," said Don, who has had as many as

seven children in the house at once. “By opening up our home and giving them some attention, we can help change a child’s life.”

In Louisiana, the Nelsens’ work as foster parents is particularly important. Currently, more than 5,000 children have been placed in the foster care system, which removes children from dangerous situations until it is safe to return home. The state also investigates more than 24,000 cases of child abuse and neglect on an annual basis.

“Don is a true advocate for these children,” said Doug Hubbard, a recruiter for foster and adoptive homes at the Louisiana Department of Social Services. “He is always ready to take children into his home – regardless of special needs, color or creed.”

Putting life into perspective

It was actually Nelsen’s wife, Jane, who initially put the idea about becoming foster parents into her husband’s head. At the time, Don was serving in the U.S. Air Force.

“These kids need help and a place to stay. By opening up our home and giving them some attention, we can help change a child’s life.”

— Don Nelsen

“Jane grew up in a big family and had always been around kids,” said Don. “I’ll admit that I was hesitant at first, but being a foster parent has put perspective on what’s truly important in life.”

After raising four children – one of their own and three from Jane’s previous marriage – the Nelsens were certified as foster parents in 1992. Their son, Brian, still lived at home during the nine-week training course and in-home visit required by the Department of Social Services.

“The home visits can be the most intrusive part of the process, but they are crucial to make sure the foster family is the right fit for the children,” said Hubbard. “A family really has to be patient and understand we all are working in the best interest of the children.”

Overcoming challenges

Although Don says foster parenting can be personally rewarding, it is by no means an easy job. He and his wife must be ready to take a child at any time and, once a child arrives, he/she might stay for one day, one month or longer.

“Foster parents are constantly in an emotional tug-of-war,” said Hubbard, adding that getting attached to a particular child is always a risk.

For the Nelsens, most of the tear-jerking good-byes have passed. They have managed to find a perspective that helps minimize the pain each time a child leaves their home.

“I try to liken what we do to that of a schoolteacher,” said Don. “We take care of the children, we try to teach them important life lessons, and we send them on their way.”

An additional challenge Don faces is that his wife recently suffered a mild stroke. Although she is feeling much better, she no longer drives, which can make things a bit difficult.

“This can be tough when the kids have doctor appointments or parent visits,” he said. “I try to flex my work time when possible and put in my hours earlier or later. Then, I can be available to drive when needed.”

His efforts on behalf of children are no secret to his co-workers at Barksdale Air Force Base. According to Diane Bice, a data management supervisor at our Barksdale facility, Don has been an inspi-



> Don Nelsen

ration to many who have seen how foster parenting has changed his life.

“I’ve gained so much from working with Don,” said Bice. “He is one of the most caring and giving individuals I’ve ever met. We all know about the kids, and we admire his ability to balance both work and fostering so many children in need.”

Each child who comes into the Nelsens’ home is different. Some may have

been abused or neglected, some may have been abandoned, and others may have medical problems. But no matter what their background, when children arrive they are given a safe, loving place to stay, which brings joy to the entire family.

“Taking care of kids is what we’ve chosen to make our life meaningful,” said Don.

In addition to the children they foster parent, the Nelsens have formally adopted two children and finally have the large family they have always wanted.

Their first adopted child, 9-year-old Alexis, came into their home as an infant. Last year, the couple adopted a second child, Amy, who came to them as an infant weighing only 1.6 pounds. Today, she is a rambunctious 4-year-old who loves playing with her foster brothers and sisters.

“I do believe God sent these kids to me,” said Don. “We try our best to be a good example for people in our community – one big, happy family.” <h>

 **Web extra:** Learn more about Rockwell Collins Good Citizenship Award finalists Denny Flynn, Ian McLean and Marla Schiess in Horizons online at www.rockwellcollins.com/horizons.



Photo by Sandy Paulin

Carlsbad employees exercise way to a better commute

Several Rockwell Collins employees in Carlsbad, Calif., burned extra calories and saved money on gas recently during the area's annual Bike to Work Day.

Part of the San Diego Regional Commuter Services Program, also known as RideLink, Bike to Work Day is designed to help commuters relieve stress, save money, and be more productive on the job.

In 2006, the annual San Diego area event attracted more than 5,500 participants. Rockwell Collins has participated in this special day for the past several

years. This year, 14 of our employees rode to work; some from as far away as 20 miles. "This event is a great way to promote physical fitness and also to have some fun," said Tom Primosch, a senior mechanical engineer and an avid cyclist who made the three-mile ride from his home to work. "I ride about 10 miles every day during lunchtime, so it seemed only natural for me to participate in Bike to Work Day, too."

For more information about RideLink in the San Diego area, visit <http://www.ridelinek.org>. <h>

Bellevue employees share their good fortune

An entire skid stacked full of canned goods, paper products and personal items will benefit food banks in Bellevue and Maquoketa, Iowa, thanks to the generosity of employees at our facility in Bellevue.

Organized by a group of colleagues who spend time together during their lunch breaks, the food drive was conducted over a three-week period in April.

The idea came to life after employees

decided to organize the fund-raiser as part of a volunteer commitment they made during our company's annual United Way campaign.

"We knew there was a need in Bellevue and surrounding communities for supplies in local food pantries," said Dianne Kettmann, a quality production lead in Bellevue. "It was a great opportunity for Rockwell Collins in Bellevue to share our good fortune." <h>

Rockwell Collins Canada sponsors Earth Day Ottawa

Rockwell Collins Canada was honored at Earth Day Ottawa's most recent Solar Sprint event for awarding the environmental organization with a Green Communities Program grant, which is to be used toward environmental awareness events. Solar Sprint is a contest where teams of students in grade 6 and above compete using solar-powered cars made from a kit.

Isabel Bouchard, a senior accounting coordinator at Rockwell Collins Canada, has been an integral part of Earth Day Ottawa for the past year and helped plan the Solar Sprint event.

As one of six board members and Earth Day Ottawa's accountant, Bouchard plays an important role keeping the non-profit organization's finances in order.



> Isabel Bouchard

"I got involved in Earth Day because I'm an environmentalist, and accounting and bookkeeping is what I do professionally," said Bouchard. "It seemed like a natural fit."

Elaine Gibson, Earth Day Ottawa coordinator, agrees. "Isabel 'walks the talk' with a truly environmental lifestyle, as her colleagues can confirm," said Gibson. "With Isabel's attention to detail, we can be sure any Rockwell Collins contribution to Earth Day Ottawa will be well spent."

Earth Day Ottawa aims to increase the profile of the environment in the Ottawa-Carleton region by hosting Earth Week events, promoting contests to raise environmental awareness among youth, and providing an information exchange for everyone interested in promoting environmental protection. <h>

 **Web extra:** Learn more about activities at Rockwell Collins locations around the world in Horizons online at www.rockwellcollins.com/horizons.

Rockwell Collins Service Anniversaries

Rockwell Collins offers congratulations and thanks to these employees who have marked significant service award milestones in recent months.

45 YEARS

May

Ronald R. Beauregard
Henry K. Lankow

June

Dewey L. Treanor

40 YEARS

May

Bruce A. Bloedel
Gladdin G. Grover
Wayne M. Seagren
Peter Schoeffmann
Karen M. Williams

June

Judith A. Bemer
Betty L. Garthwaite
Beverly S. Glaser
Brenda J. Goff
Mary A. Kurovski
Dianne D. Pickens
Patsy J. Rhatigan
Karen K. Rogers

Kay M. Sloan
Steven W. Trosdahl
Linda S. Vasquez
Sherri L. Wilcox
Jim A. Wittnebel
Rick H. Zorn

35 YEARS

May

Cheryl A. Clark
Nancy R. Gorius
JoAnn L. Klein
Peter Marschall
Joan D. Moger
Patsy A. Strand
Barbara J. Strong
Peter E. Tilly

June

Diane M. Aldrich
Donna R. Benson
Stephen J. Boyer
Dennis R. Culbertson
Russell C. Fairbanks
Barbara J. Farr
Elizabeth J. Gloede

Jean P. Hlavacek
Rebecca J. Junkins
John H. Justice
Carmen E. Ohrt
Marleen A. Patterson
Shannon W. Pullen
Steve G. Scott
Glennis M. Thurmond
Mitzi C. Zimmer

30 YEARS

May

Elida M. Allen
Nathan J. Borrett
Maria E. Delamater
Jeff C. Hacker
John L. Harris
Juergen Sawadski
Mike L. Stewart
Michael P. Taylor

June

Dick R. Alexander Jr.
John H. Allen
Patricia J. Bacher
Dena K. Baethke

Michael E. Bearrows
Connie J. Boyle
Bob M. Clark
Neil F. Dobson
Jeffery L. Grove
Karen L. Havlik
Diane M. Heitter
Linda S. Jennings
Mark A. Kovalan
Linda K. Lewin
Philip W. May
Wendy S. Ohlhauser
Connie T. Reyes
David G. Rutledge
Janet S. Sager
Marla S. Schiess
Kurt Schuster
Nancy L. Wauters
Jim R. Young
Thomas L. Yunghans

25 YEARS

May

Sandy M. Augustine
Khai Q. Cao
Jeff Jafarkhani

Carol A. Jellison
Dennis M. Kopf
Glen W. Mc Cort
Laurel L. Morud
Cynthia R. Offerman
Horst Ondrasch
Robbie K. Robertson
Diane L. Straw
Brett B. Whatley

June

Patricia M. Burrows
Kim D. Coates
Robert B. Conger
Christine R. Davis Sharp
April D. Dietrich
Barbara K. Eullberg
Kurtis W. Fuessley
David W. Gardner
Stuart J. Geiger

Bruce W. Hansen
Bryan L. Hatter
Max S. Hawkins Jr.
Gail J. Kreutzer
Joann K. Lamaak
Connie L. Lander
Terry W. Leonard
Carl R. Luchsinger
Deborah A. Lukes
Tim L. Moody
John D. Mosinski
Jay P. Schuchardt
Leslie A. Schweitzer
Tracy B. Sodman
David J. Swan
Paul J. Topf
David J. Weiler
Donna M. Wilhelm
Cindy L. Wisheart

 **Web extra:** Rockwell Collins employees celebrating 20 years of service or less are now recognized online at www.rockwellcollins.com/horizons.

Delivering on our brand promise

(continued from Page 7)

vides Rockwell Collins with a chance to take our relationship with Airbus to the next level.

“If we want to play globally in the air transport marketplace, we need to create relationships at Airbus,” said Didier Perrin, senior director of marketing at Rockwell Collins. “There are only two original equipment manufacturers in this world – Airbus and Boeing – and they’re competing against one another; but that doesn’t mean we can’t help each of them succeed.”

With first delivery of the Airbus A380 to Singapore Airlines less than six months away, and decisions regarding avionics content for the new A350 aircraft planned for this fall, employees at Rockwell Collins are working hard to

support the A380’s entry into service while also creating a winning strategy for the A350.

“Our company has made the necessary long-term investment by having a physical presence here in Toulouse,” said Jan Timmers, managing director of Airbus Programs at Rockwell Collins. “Being in-country makes it much easier for us to identify the needs of our customer and help resolve their problems.”

That commitment to deliver innovative solutions has not gone unnoticed by key Airbus executives.

“Building trusted relationships is beyond important – it’s critical,” said Allan McArtor, chairman of Airbus North America Holdings, Inc., during a recent visit to our company’s headquarters in Cedar Rapids, Iowa. “There are a lot of companies out there who can build quality equipment, but not every company is there for you when you need to have something fixed or changed. We know we’re going to get the attention we need from Rockwell Collins.” <h>

Feeding our economic engine

(continued from Page 9)

Aeronautical Radio Electronics Research Institute (CARERI) in Shanghai, China, also provides Rockwell Collins with access to customers who might not have otherwise considered our company.

“I firmly believe that one of the reasons we won the avionics position on the ARJ-21, a regional jet being developed in China, was because we had already established a relationship with ACTRI and CARERI,” said John Baseler, senior engineering manager for Flight Management Systems in Cedar Rapids. “There are always people who will worry that we’re sending too much work offshore, but I believe we’re doing it the right way. We’re using these resources to fill in for our engineering gaps.” <h>

 **Web extra:** Find out how one of our key customers became more than just a name to an Operations employee in Horizons online at www.rockwellcollins.com/horizons.

 **Web extra:** Learn more about HCL Technologies in Horizons online at www.rockwellcollins.com/horizons.

Dedication, passion thrive in Mexicali, Mexico

By Beth Boal

Ana Elsa Fernández began working at Rockwell Collins in Mexicali, Mexico, before most teenagers even think about getting a job. Oscar Ramírez also began working at an early age, joining what was then Hughes Aircraft on a temporary basis.

Today, with 64 years of combined experience, Fernández and Ramírez still enjoy their work and the positive environment that surrounds them.

“I came to work here when I was very young and ended up staying for 36 years,” said Fernández, a production operator. “The relationships I have formed with my co-workers and supervisors are what have kept me here.”

Fernández and Ramírez are not unlike many other Mexicali employees who have dedicated most, or even all, of their working years to our production plant. In fact, the average employee in Mexicali has worked in the facility for 10 years.

The former Hughes Aircraft was founded in 1966 as part of the Maquiladora program — a Mexican government initiative intended to attract foreign companies to invest in the country. In 1985, the facility was sold to General Motors and, 12 years later, was acquired by Rockwell Collins.

“We’re always looking for new opportunities to use the capabilities of our Mexicali facility,” said Jeff Moore, senior vice president of Operations at Rockwell Collins. “In fact, we have consolidated most of our Cabin Systems manufacturing business here.”

Mexicali manufactures Rockwell Collins Cabins System products, building the communications and entertainment systems for commercial airliners and business and regional jets. Located just south of the California border in one of Mexico’s most racially diverse cities, this production plant delivers an average of 1,700 finished products each day.

Liquid Crystal Display (LCD) Fixed and Retractable Monitors, Passenger Control Units, Head-End Equipment, Seat Electronics Boxes, Video Control Center (VCC) Racks, Harnesses, and Seat-to-Seat Cables are among some of our facility’s primary avionics electronic products.

Last fall, employees celebrated the construction of a new, 100,000-square-foot, state-of-the-art Cabin Systems plant. The celebration coincided with the facility’s



Photo by Humberto Garcia

► The new 100,000-square-foot, state-of-the-art production plant in Mexicali, Mexico, manufactures Rockwell Collins Cabin Systems products.

40th anniversary.

The new facility’s 10,000-square-foot warehouse and bulk storage area provide plenty of room for future growth. In addition, the area also houses a cafeteria, sports fields and food court.

“This facility offers our Mexicali employees additional space, a safer environment, and more conveniences than the former plant,” said Moore. <h>

 **Web extra:** Additional information about Rockwell Collins in Mexicali, Mexico, is featured in Horizons online at www.rockwellcollins.com/horizons.

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