

### **48th AIAA Aerospace Sciences Meeting—New Horizons Forum and Aerospace Exposition**

The American Institute of Aeronautics and Astronautics (AIAA) will hold its 49th AIAA Aerospace Sciences Meeting, including the New Horizons Forum and Aerospace Exposition, Jan. 4–7, 2011, at the Orlando World Center Marriott in Orlando, Fla. The theme of the 49th meeting will be “Advancing the Science of Flight Technology.” The AIAA Aerospace Sciences Meeting is the first major multidisciplinary event of the year for aerospace scientists and engineers from around the world. It provides an ideal forum for scientists and engineers from industry, government, and academia to share and disseminate scientific knowledge and research results with a view toward new technologies for aerospace systems. The New Horizons Forum will be held in conjunction with the AIAA Aerospace Sciences Meeting. The New Horizons Forum will feature keynote speakers from industry and government who will share their perspectives on the new challenges, future opportunities, and emerging trends in aerospace education, research, and programs. Register online at [www.aiaa.org/content.cfm?pageid=230&lumeeetingid=2388](http://www.aiaa.org/content.cfm?pageid=230&lumeeetingid=2388).

### **Army Aviation Symposium and Exposition: A Professional Development Forum**

The Association of the United States Army (AUSA), in cooperation with the U.S. Army Aviation Center of Excellence and Ft. Rucker, the U.S. Army Program Executive Office Aviation, and the U.S. Army Aviation and Missile Command will produce an unclassified Army Aviation symposium for members of industry and the military community at the Gaylord National Hotel and Convention Center at National Harbor, Md., Jan. 12–14, 2011. The theme for this year’s event will be “Full Spectrum Aviation: Resilient and Adaptive for the Future Security Environment.” The Army of the 21st century will be versatile, expeditionary, agile, lethal, sustainable, and interoperable. In an era of persistent conflict, these are the defining qualities of a balanced Army. Army Aviation, as a key enabler, is critical to the overall success of the Army’s mission. The purpose of this symposium is to stimulate dialogue among senior government officials, military leaders, and industry executives concerning sustaining, equipping, transforming, and integrating technology of the current and future force. The symposium will explore the Army’s aviation focus area and how the Army-Industry team is paired together to support today’s fight and is prepared for the future with necessary capabilities. Ultimately, the symposium will involve discussions on how to best sustain and acquire the required materiel to directly support the warfighter. Register online at [www.ausa.org/meetings/2011/symposia/aviation/Pages/Registration.aspx](http://www.ausa.org/meetings/2011/symposia/aviation/Pages/Registration.aspx).

### **Reliability, Availability, and Maintainability Symposium 2011**

The Reliability, Availability, and Maintainability Symposium (RAMS) 2011 will be held Jan. 24–27, 2011, at Disney’s Contemporary Resort in Lake Buena Vista, Fla. The RAMS is the premier event in the reliability, availability, and maintainability engineering disciplines. Combining tutorials, presentations, certifications, and networking into a 4-day program, the RAMS delivers cutting-edge information to all technical industries. As indicated by the symposium theme, “The Role of Reliability and Maintainability in Design for Sustainability,” the 2011 RAMS will emphasize ways in which reliability and maintainability practitioners can facilitate the development of environmentally responsible products and services. In addition, the 2011 RAMS will continue the RAMS tradition of providing a venue for professionals new to reliability and maintainability to receive a first-class introduction to the fundamental concepts and tools of assurance science. Register online at <https://www.regonline.com/builder/site/default.aspx?EventID=823530>.

### **National Contract Management Association Mid-Year Leadership Conference 2011**

The National Contract Management Association Mid-Year Leadership Conference 2011 will be held Jan. 21–22, 2011, at the Mirage Hotel and Casino in Las Vegas, Nev. NCMA’s Mid-Year Leadership Conference is designed for NCMA’s chapter leaders to share their experiences with other NCMA chapters. Participants may choose from a number of learning events where they will listen, learn, and share in the development of the future of NCMA and the contracting profession. Come early and attend the National Education Seminar on “Contract Types.” Attendees can also choose to take their professional NCMA certification exam on-site. Register now at [www.ncmahq.org/Events/mylc11detail.cfm?ItemNumber=8147](http://www.ncmahq.org/Events/mylc11detail.cfm?ItemNumber=8147).

### **2011 INCOSE International Workshop**

The International Council on Systems Engineering (INCOSE) Workshop will be held Jan. 29–Feb. 1, 2011, at the Hyatt Regency Phoenix Hotel in Phoenix, Ariz. The INCOSE International Workshop is the event of the year for systems engineers to contribute to the state of the art. Unlike the INCOSE annual International Symposium and other conferences, this event features no paper, panel, or tutorial presentations. Instead, attendees spend 4 days working alongside fellow systems engineers who are there to make a difference. Systems Engineers at all levels and from all backgrounds are encouraged to engage in working sessions, and contribute their knowledge and experience to take the discipline forward. Register online at [www.incose.org/newsevents/workshop/index.aspx](http://www.incose.org/newsevents/workshop/index.aspx).

### **2011 Munitions Executive Summit**

The 2011 Munitions Executive Summit will be held Feb. 2-4, 2011, at the Grand Hyatt Tampa Bay, in Tampa, Fla. This summit is intended to create a thoughtful and meaningful discourse on the critical factors that will shape the future munitions landscape and address the challenges of maintaining a stable and relevant munitions enterprise amid an unstable DoD budget outlook. This year's event will bring together key practitioners within the ammunition and ordnance fields to work on effective solutions for U.S. warfighters and the nation's allies. Further, the summit will explore the contemporary dynamics that affect both the current and future industrial manufacturing complex that services the nation's warfighting capability. Expected to attend are industry executives, research and technology center directors, acquisition leaders, program managers, and academia involved in the U.S. munitions enterprise. The summit will also feature world-renowned experts in related disciplines to better assess the current and future. For more information, contact Julie Veldkamp at [jveldkamp@ndia.org](mailto:jveldkamp@ndia.org) or 703-247-2577. Register online at [www.ndia.org/meetings/1650/Pages/default.aspx](http://www.ndia.org/meetings/1650/Pages/default.aspx).

### **2011 Tactical Wheeled Vehicles Conference**

The 2011 Tactical Wheeled Vehicles Conference will be held Feb. 6-8, 2011, at the Monterey Conference Center in Monterey, Calif. The theme of the 2011 conference is "TWV Modernization: Balancing Sustainment and Transformation." This conference is the only one held annually that is specific to the military's Tactical Wheeled Vehicle community. Open discussions and the information presented are valuable to program managers, engineers, planners, and marketers. The conference historically has brought the military services, industry, prime contractors, subcontractors, and their suppliers together to discuss present and future wheeled vehicle requirements for all Services. It has afforded an atmosphere for open discussions between the customers and the suppliers based on the needs of the military users. For more information, contact Angie R. DeKleine at [adekleine@ndia.org](mailto:adekleine@ndia.org) or 703-247-2599; or register online at [www.ndia.org/meetings/1530/Pages/default.aspx](http://www.ndia.org/meetings/1530/Pages/default.aspx).

### **22nd Annual SO/LIC Symposium & Exhibition**

The National Defense Industrial Association (NDIA) invites you to attend its Special Operations/Low Intensity Conflict (SO/LIC) Symposium and Exhibition, Feb. 8-9, 2011, at the Marriott Wardman Park Hotel in Washington, D.C. The 2011 theme is "Defense, Diplomacy, and Development: Translating Policy into Operational Capability." This year's symposium and exhibition will examine the operational constructs required to implement a comprehensive, whole-of-government approach to national security by considering

the relationships and interaction of defense, diplomacy, and development in light of current and future engagements. The symposium asserts that accomplishing national security objectives increasingly requires multidimensional special operations forces capable of fusing defense, diplomacy, and development activities. Further, the present complex environments demand integration of these components to flow from policy through operations to industry to meet the needs of the defense and interagency actors addressing the challenges of our times. Speakers will discuss how to translate policy into the right balance and mix of defense, diplomacy, development, and ultimately, requirements.

In conjunction with the 2011 symposium will be presentation of the R. Lynn Rylander Award, DeProspero Lifetime Achievement Award, and individual Achievement Awards at an awards banquet on Feb. 8. For more information, contact Meredith Geary, at [mgeary@ndia.org](mailto:mgeary@ndia.org) or 703-247-9476; or register online at [www.ndia.org/meetings/1880/Pages/default.aspx](http://www.ndia.org/meetings/1880/Pages/default.aspx).

### **Human Capital Management for Defense 2011**

The Human Capital Management for Defense 2011 conference will be held Feb. 14-17, 2011, at the Sheraton National Hotel in Arlington, Va. Human capital management is crucial to the success of the nation's national defense. Operating in a time of uncertainty, human resource managers and practitioners throughout the defense community are making decisions today that will significantly impact the DoD's ability to meet the challenges ahead. How are the new administration, the changing global security landscape, and the current economy impacting human capital management for defense today and tomorrow? Conference participants will hear presentations from the top strategy setters and policy makers on current and future military and civilian human capital initiatives, as well as real-life success stories on their implementation at all levels throughout the Department of Defense. For more information, call 888-482-6012 or e-mail [hcmd@wbresearch.com](mailto:hcmd@wbresearch.com).

### **Mastering Business Development® Workshop**

A Mastering Business Development® Workshop will be held Feb. 16-17, 2011, at The Peabody Hotel in Orlando, Fla. Business Development is primarily a relationship and intelligence-gathering process. Thus, participants learn how to leverage the principles of behavioral psychology to identify valid prospects, qualify them as opportunities, and develop win-win business relationships for their organizations, their clients, and themselves. This 2-day workshop is an educational and professional development program that focuses on the thinking, process, and discipline required for professional business development. It fosters participants' under-

standing of the core competencies required for success. For more information, contact Michelle Hariston at [mhariston@ndia.org](mailto:mhariston@ndia.org) or 703-247-9478; or register online at [www.ndia.org/meetings/107B/Pages/default.aspx](http://www.ndia.org/meetings/107B/Pages/default.aspx).

### 2011 Biometrics Conference

The 2011 Biometrics Conference will be held Feb. 23-24, 2011, at the Sheraton National Hotel in Arlington, Va. The theme of the 2011 conference, "National Security Through Biometric Collaboration; A Roadmap for Tomorrow," recognizes the importance of engaging experts from multiple disciplines to address critical biometrics issues, challenges, and advancements, especially relating to national defense in the years ahead. Strong collaboration among researchers, policy makers, and community stakeholders is essential for identifying and implementing promising, sustainable solutions that are relevant to the warfighter and national interests. The 2011 conference will highlight successful partnerships that have evaluated or implemented policy or biometrics technologies and approaches for increasing the pace of scientific advancement. For more information, contact Holly Slabaugh at [hslabaugh@ndia.org](mailto:hslabaugh@ndia.org) or 703-247-2561; or register online at [www.ndia.org/meetings/1860/Pages/default.aspx](http://www.ndia.org/meetings/1860/Pages/default.aspx).

### Precision Strike Annual Review—Precision Strike with Coalition Partners

The Precision Strike Annual Review—Precision Strike with Coalition Partners will be held Feb. 23-24, 2011, at the Emerald Coast Conference Center in Fort Walton Beach, Fla. As economic stressors further complicate system procurement, senior leaders from all Services continue to seek efficiencies in the current fiscal environment while faced with the prospect of further diminishing resources. Participants at the Precision Strike Association's Annual Review will hear from senior leaders on the department's strategic direction for precision engagement and gain insight into select precision strike programs and requirements as viewed by warfighters, program managers, requirements experts, DoD acquisition leadership, and coalition partners. For more information, contact Dawn Campbell, [dcampbell@ndia.org](mailto:dcampbell@ndia.org) or 703-247-2590. Register online at [www.precisionstrike.org/CoalPartners.htm](http://www.precisionstrike.org/CoalPartners.htm).

### Defense Maintenance and Sustainment Summit 2011

The Defense Maintenance and Sustainment Summit 2011 will be held Feb. 28-March 2, 2011, at The Hilton San Diego in Del Mar, Calif. The theme of the 2011 summit will be "Maximize Platform/System Uptime, Reduce Cost, Improve Efficiency, Lengthen Life Cycle." Further areas of focus will be Condition Based Maintenance, System Reliability, Prognostics and Health Management, and Performance-Based Life

Cycle Support. Participants will hear presentations from senior sustainment executives and policy makers from across DoD and the Services, representing a comprehensive look into how the DoD is shifting its investments in maintenance and sustainment. Build relationships with industry leaders whose expertise in condition based maintenance and automated logistics processes will help drive future initiatives. Focus on key successes and lessons learned to drive future innovations and support of the warfighter. For more information, call 888-482-6012 or 646-200-7530; fax 646-200-7535; e-mail [defensemaintenance@wbresearch.com](mailto:defensemaintenance@wbresearch.com); or register online at [www.defensemaintenance.com](http://www.defensemaintenance.com).

### 2011 IEEE Aerospace Conference

The international Institute of Electrical and Electronics Engineers (IEEE) Aerospace Conference, with the American Institute of Aeronautics and Astronautics (AIAA) as technical co-sponsor, will be held March 5-12, 2011, in Big Sky, Mont. The conference is organized to promote interdisciplinary understanding of aerospace systems, their underlying science and technology, and their applications to government and commercial endeavors. It is an annual, week-long conference designed for aerospace experts, academics, military personnel, and industry leaders, and is set in a stimulating and thought-provoking environment. The 2011 conference is the 32nd conference since its inception in 1980. Register online at [www.aeroconf.org](http://www.aeroconf.org).

### ESC Commander Provides Acquisition 'Ground Truths' At Meeting

AIR FORCE NEWS SERVICE (OCT. 15, 2010)

Chuck Paone

HANSCOM AIR FORCE BASE, Mass.—Electronic Systems Center Commander Lt. Gen. Ted Bowlds, who is preparing to retire, offered some insights from his 3 years in command of ESC and his 35 years of acquisition experience to a local industry group Oct. 14, 2010.

Speaking to the Hanscom Representatives Association at the Minuteman Club, the general cited several acquisition "ground truths," which he predicted would hold regardless of what changes in the future.

"Smaller, more manageable requirements are the way to go," the general said, noting the cost and schedule growth risks associated with larger and more loosely defined requirements. He also noted the need for "requirements stability," showing data that documented the extra cost and time added by frequent requirements changes.

He emphasized the need to focus on technology maturation too, saying program managers need to make sure it's really

going to be ready before relying on it. If it's not ready, the program will suffer obvious cost and schedule impacts.

Realistic—neither optimistic nor overly pessimistic—cost estimating is another clear key to success, he said. “If it costs a buck, make sure you estimate a buck,” he said.

Finally, clear communication, across the spectrum of all stakeholders, is imperative for program success. This is particularly true when there's bad news, he said.

“If there's a problem, make sure you let everyone know about it right away,” the general said.

He also stressed, as he frequently has, that acquisition is a “contact sport,” one that's “not for the timid.” It can be an unforgiving business too, he added, but one where talented people do important things, often without much credit.

In fact, he said, that while defense leaders talk a lot about revamping the acquisition workforce, he's always been impressed by its quality.

“The real issue is that you have to let talented people do what they do best,” he said.

Ever-increasing amounts of oversight and rules and processes, however well-intentioned, sometimes hinder the kinds of innovation that could help reduce the time and cost needed to deliver weapons systems, he noted.

He also spoke of other continuing roadblocks, such as the cumbersome certification and accreditation process required for all software.

“If it takes a month to develop the software and six months to certify it, that's a problem,” the general said.

Bowlds spoke candidly about what he's tried to achieve during his tenure at ESC and about the evolution of the center, in general. He showed charts depicting the multiple leadership changes and the transformation of the center out of wings, groups, and squadrons and into the current multi-PEO construct.



Electronic Systems Center Commander Lt. Gen. Ted Bowlds offers insights from his 3-year tenure as ESC commander and his 35-year Air Force acquisition career at the Hanscom Representatives Association luncheon meeting Oct. 14, 2010.

U.S. Air Force photo by Linda LaBonte-Britt

He also said that ESC had made considerable progress on many of his initiatives, including “a back-to-basics, compliance focus,” and efforts to “recruit, develop, retain, and reward” the workforce. On both, he listed some considerable successes.

On other initiatives, such as taking a “venture capital approach,” to parts of the portfolio, he noted that “there are some good examples of success,” but that the center hasn't yet institutionalized those successes. He also noted that they're easier to accomplish on smaller efforts.

Likewise with other major initiatives, including use of “evolutionary and revolutionary information capabilities,” he noted that while such solutions are not yet fully entrenched, the number of clear successes—including the Senior Leader Dashboard and the Integrated Strategic Planning and Analysis tool—have become more frequent and apparent.

*Paone is with 66th Air Base Group Public Affairs.*