

# Information and Knowledge Transfer through Archival Journals and On-Line Communities

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## Abstract

Computers, networks, and on-line information have obviously affected many aspects of our lives. In addition, the exponential increases in computer performance make it nearly impossible to predict the future. The convergence of archival journals and on-line communities, however, has already begun to occur and will dramatically change how scientific and engineering information is disseminated. The merging of on-line communities and archival journals will be especially interesting in high-technology disciplines such as aerospace engineering. Marshall McLuhan said “the medium is the message,” and this will be even more profound in the future. We will see the same technology that we discuss in our technical papers being used to deliver the information. These changes will also have important effects on the traditional professional societies and publishing organizations. The rapid advancement of technology requires greater specialization but also requires greater collaboration. As the half-life of knowledge keeps getting shorter and shorter, we will need more and more on-line communities. It is very difficult to make sense of the knowledge in traditional technical papers, as they are an attempt to take someones highly complex tacit knowledge and make it explicit knowledge. This tacit knowledge, made explicit, is thus an information source in an archival journal. This information source must be consumed by others, made sense of, and turned into their own personal tacit knowledge. The majority of tacit knowledge is usually transferred and made sense of, through human social interactions. An on-line community coupled to an archival journal can be used to make sense of this explicit knowledge by creating venues for social interaction amongst those that are passionate about a topic.

## Introduction

Archival journals represent one of the corner stones of academia. The historical record of engineering and scientific progress is documented in thousands of libraries containing ancient and modern volumes. These journals originated in a very different age where paper was the primary means of storing information, and conferences were the primary means for academics to communicate with each other. Today we can communicate instantly worldwide, and we can distribute information at the click of a button. Printed journals are costly to produce, distribute, and store. The growth of electronic information storage systems has changed the definition of an archive. A shelf full of books and journals is really no more permanent than the same information on a CDROM, hard-drive or web server, and takes up a great deal more space. Tragedies such as fires can destroy entire print libraries, as in Alexandria. With the world-wide-web growing exponentially, the usage of ancient volumes will be dwarfed compared to the exchange of information that occurs on the web. Information that is not on-line will be used less and referenced less. In addition, these paper-based libraries cannot survive forever, since paper is a fairly fragile medium. The rapid growth and usage of large digital repositories like JSTOR ([www.jstor.org](http://www.jstor.org)) clearly show that digital media is well on

the way to replacing traditional printed sources [1]. The Association for Computing Machinery (ACM) digital storage area is another example of a digital archive that has replaced traditional paper volumes ([www.acm.org](http://www.acm.org))

Digital archives will create some new problems as well. Paper-based documents appear the same, even after thousands of years. This is not necessarily true of digital documents. The bits and bytes might appear differently when different software is used to view it. This is true of virtually all the formats used today (e.g. PDF, MS Word, LaTeX, ...). How will we know that the electronic documents that we create today will appear the same hundreds of years from now? The development of common document markup languages is a step in the right direction for managing digital documents through large spans of time. These common markup methods are still in the early phases of development so it is unclear how they will be extended through decades of storage.

Another problem is the lack of permanence of uniform resource locators (URLs) [2]. These usually change so often that they cannot be used in archival documents. On-line information is growing exponentially, but our ability to manage and maintain it is not keeping up with the pace of change. A fairly small subset of current URLs will be valid in a hundred years, and even this assumes that the URL naming convention will remain the same.

The AIAA (along with other professional societies) is rapidly changing its mode of operation. Conference papers are now available both on-line and on CDROM. In fact, the AIAA is in the process of a massive operation to digitize their entire document collection, including all AIAA conference papers ever written and all journal papers. Once this collection is on-line and searchable, its value and usage will dramatically increase. NASA is also digitizing much of its collection of technical papers (e.g. <http://techreports.larc.nasa.gov/ltrs/ltrs.html>, <http://ntrs.nasa.gov/>, and <http://naca.larc.nasa.gov/>). The AIAA is also creating a new journal that will be on-line: The Journal of Aerospace Computing, Information, and Communication ([www.aiaa.org/jacic](http://www.aiaa.org/jacic)). Paper versions of journals may soon be a thing of the past.

Since paper-based journal publications are expensive to produce and distribute, strict page limits are usually enforced. The details of the research are often left out to meet page restrictions. This leaves a potential researcher the task of locating the original authors or additional documents to get the details. Today there is much less of a need to limit the length of papers. It might not make sense to summarize a Ph.D. thesis in a few short papers, and refer to the Ph.D. thesis for the details. Entire collections of Ph.D. theses are now available on-line (e.g. <http://scholar.lib.vt.edu/theses/> and <http://www.etsd.libraries.psu.edu/>) and are often easier to find than archival papers. In addition, the printed static word is a very limiting format. There is no reason that we cannot include graphics, animations, software, audio files, interviews, and databases, and link them to the papers. The addition of multimedia to stored documents will greatly increase their value and help people to better make sense of the knowledge the paper is attempting to transfer to the reader. This could further be enhanced by having a system that facilitates communication between the authors and the readers. This would enable the readers to engage with the originator of the knowledge to aide them in the creation of their own knowledge and future research endeavors.

Journals focus on the distribution of information (papers and articles). The AIAA Journal states: "This Journal is devoted to the advancement of the science and technology of astronautics and aeronautics through the dissemination of original archival research papers disclosing new theoretical developments and/or experimental results." The real value of a journal lies in information distribution and archiving, and the validation that occurs through careful referring by acknowledged experts. The storing and transfer of the information documents is extremely valuable but it misses a key aspect of knowledge transfer that focuses on the social interaction between two people that are passionate about the subject. It is true that traditional face to face conferences accomplish this task, but these interactions do not need to be limited to expensive yearly conferences. Humans still learn best through "story telling."

## **On-Line Communities**

Hundreds of years ago, the authors and readers of prestigious journals, such as those of the Royal Society, were a community of scholars. The journals allowed them to share knowledge, but in a slow and expensive manner. Today, using modern web-based software, it is possible to set up very powerful "communities of practice" (CoP). Communities of practice [3] focus on the interaction of people to create new knowledge or enhance existing knowledge. Wenger [4] states: "Communities of Practice are groups of people who share a concern, a set of

problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an on going basis.” The real value of an on-line CoP is in connecting people through electronic conversations. Wenger shows many examples of how CoPs are being utilized by large corporations to control their internal peer to peer knowledge flow. In a phone interview (Nov. 2003), he backed up his strong feelings about CoPs by stating that “Without Communities of Practice their can be no knowledge management.”

This paper explores the potential of combining the social knowledge building of a CoP with the powerful information distribution/archival system of a professional Journal. This combination will allow the creation of an engaging and lively knowledge learning center, focused on particular subject matter with experts engaging in meaningful conversation.

The major goal of both a CoP and a Journal is to aid in the process of creating and sharing new knowledge, but with drastically different approaches. Knowledge “is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information” [5]. CoPs create/distribute knowledge from the lowest level up while journals collect/distribute from the top down. To make a powerful knowledge exchange system the informal peer to peer conversations of a CoP need to be artfully combined with the formal journal publishing structure.

Communities of Practice thrive through the interaction of people with a free flow of invalidated ideas. Through the conversation, the community filters and validates information “on the fly.” Journals, however, are publications of thoroughly validated articles that have been certified as legitimate by experts in the field. The combination of Journals and CoPs will create a system for creating new knowledge while balancing that knowledge with a validation scheme. The CoP and the journal should meet through a multi-tiered validation system that transports CoP style informal conversational knowledge into fully validated explicit knowledge. Many formal journals already have an internal vetting process, but this systems interaction is kept private. The creation of an open vetting process would allow for better knowledge transfer, curtail research considered not valid, and ultimately be a key tool in producing better papers.

Most of the information on the internet is currently maintained by “webmasters,” who manage and maintain the content on websites. This is how sites such as [www.aiaa.org](http://www.aiaa.org) operate. On-line communities do not use this approach however. On-line communities let the community itself manage and maintain the information. The webpages are themselves a community effort. Numerous software approaches now make this approach possible. Documents can be added to the website by “pointing and clicking” in a web browser, instead of editing HTML code.

On-line communities are evolving rapidly, and there is a wide variety of terms and acronyms, but the broadest description of the field is probably Knowledge Management (KM). Whether we are talking about a group of aerospace engineers, a large corporation, or a small investment club, they all want to somehow efficiently manage their knowledge and information. Knowledge management has been described as being roughly 95 percent a problem of people, culture, and politics; and only about 5 percent technology implementation.

Information is not knowledge. Information is often just data that has been organized to meet a specific query. Knowledge, on the other hand, is information that an individual has “made sense of.” Data is just bytes that are stored in a large database. When a user makes a specific query to the database they can extract information. When a user digests that information they form knowledge.

There are essentially two types of knowledge; tacit and explicit. Tacit knowledge is knowledge that is stored in an individual’s head, while explicit knowledge is knowledge that exists in a concrete form like paper or video. This is slightly confusing as one person’s tacit knowledge is another person’s information. A simple example could be a researcher that wants to write a paper. Their tacit knowledge is made explicit knowledge by writing a paper or creating a presentation. From the perspective of the researcher, the paper or presentation represents explicit knowledge. To a person that is reading the paper or attending the presentation, the researcher’s explicit knowledge starts as merely information. When this person makes sense of that information they create their own internal tacit knowledge. The subtle differences, and how each layer should be labeled, is still debated but this basic layout will be utilized in this paper. Archived papers will be considered both information and knowledge, since the label is completely dependant upon perspective.

There are also many different types of on-line communities. Two of the most common are Communities of Practice (CoP) and Communities of Interest (CoI), which are quite different than Enterprise Information Portals (EIP). Communities of practice allow groups of people to share their knowledge on how to practice their mission or craft. This includes things such as best practices and lessons learned. Communities of interest are typically more informal, such as groups who practice the same hobby. Information Portals are quite different than communities, as they are generally just a linking of a warehouse to information. The AIAA website ([www.aiaa.org](http://www.aiaa.org)) is a portal, not a community, even though it was created to serve the community of aerospace engineers.

As Wenger [4] states: “CoP’s are not just a web site, a database, or a collection of best practices. It is a group of people who interact, learn together, build relationships, and in the process develop a sense of belonging, and mutual commitment.” He also discusses the range of sizes of CoP’s:

- Less than 15 people: Very intimate group
- 15 – 50 people: Variety of relationships
- 15 – 150 people: Tend to divide into subgroups
- More than 150 people: Subgroups start to develop own identities

CoP sites must be designed to evolve, since it is usually impossible to predict the optimal form for the site. It is also usually desirable to allow dialogue between inside and outside participants. For example, a CoP designed for trial lawyers would be well served to let non-lawyers into the community, since there will be many outside experts who can provide valuable input. CoPs also need to allow different levels of participation, as shown in Figure 1. The entire range of people, from content experts to lurkers, need to be included. While most of the discussions of a CoP are open and free, there is usually also the need to have private discussion areas, so that small groups can spin off and have discussions amongst themselves. Eventually, however, the knowledge from this group should be also be distributed to the CoP as a whole, if that is possible. CoP’s work best when they have a steady rhythm and deliver important content, this then causes people to visit the site regularly.

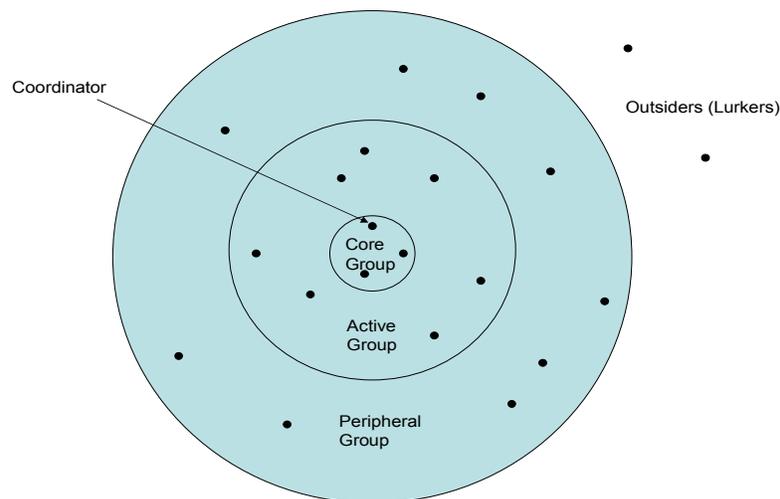


Figure 1. Participants in Communities of Practice [4].

CoP software solutions are as diverse as the range of CoP sites. Software packages include:

- Enterprise-level solutions (e.g. MS Sharepoint Portal, Tomoye Simplify)
- Inexpensive and less flexible solutions (e.g. vBulletin, BuildaCommunity, and MS SharePoint Services)
- Free (and labor-intensive) solutions (e.g. PHP, MySQL, PHPNuke, and Java).

It is difficult to understand COPs without visiting and participating in several of them. Screen shots from a few good examples of successful CoP sites are shown in an attached Appendix. Despite using a wide variety of software solutions and varying greatly in features, they look fairly similar. The ones shown here are (with the type of software used shown in parentheses):

- <http://www.calpolyforums.com/> (vBulletin)
- <http://www.aiaa-cstc.org/> (Microsoft SharePoint)
- <http://www.platoonleader.org/> (PHPNuke)
- <http://acc.dau.mil/simplify/> (Tomoye Simplify)

PlatoonLeader.com is similar to CompanyCommand.com, which are both U.S. Army sites which help army officers communicate with each other and share knowledge and information. PlatoonLeader.com was developed using PHPNuke which is freeware community software. The ACC site was developed using Tomoye Simplify, which is one of the most capable software solutions today. Tomoye's software is widely used by numerous large organizations (e.g. United Nations, U.S. Navy, U.S. Army, etc.). Some examples of sites that use Simplify are available at <http://www.tomoye.com/ourclients/ourclients.htm>. The aiaa-cstc site is used by the AIAA Computer Systems Technical Committee and is not open to the outside. This site uses Microsoft SharePoint and allows TC members to share documents, calendar information, and other things. CalPolyForums is a site based on vBulletin software, which is very inexpensive (< \$100). CalPolyForums allows students at that university to share information and contact each other.

On-line communities often challenge the status quo, and can make upper level management uncomfortable. The power of a CoP is that it laterally connects peers in an organization. This solution generally bypasses the hierarchical structure of an organization which can cause a tension between the CoP and the organization that it supports. The challenge is how to ensure that the "anti-bodies" of the organizational structure do not kill a CoP before its value added is realized. It is this blending of the informal peer communications with the formal structure of an organization that is the most challenging, but also the most rewarding.

## KEY COP FEATURES

A brief study of the functions of 20 web-based CoPs was conducted. The communities studied were professional communities or gaming communities that were found by searching Google for communities and communities of practice. The sampled sites represented themselves as CoPs and appeared to be active, successful communities. Data was collected on which functions were available to the users. This was not a content study, just a feature extraction study. This was completed by visiting the CoP website and conducting a two layers deep manual exploration of the site. No time was spent registering at the sites, so member-only features are not included. The following list of common features is from the user/community participant perspective. There was no attempt to categorize administrative features. A feature was considered common if it was found in over 1/3<sup>rd</sup> of the surveyed sites. The common features were:

- Asynchronous Discussions
- Synchronous Discussions
- Document Exchange
- Resource (Link) Exchange
- Community News
- Quiz/Surveys
- Personal Identity (Login)
- Picture Exchange
- Search

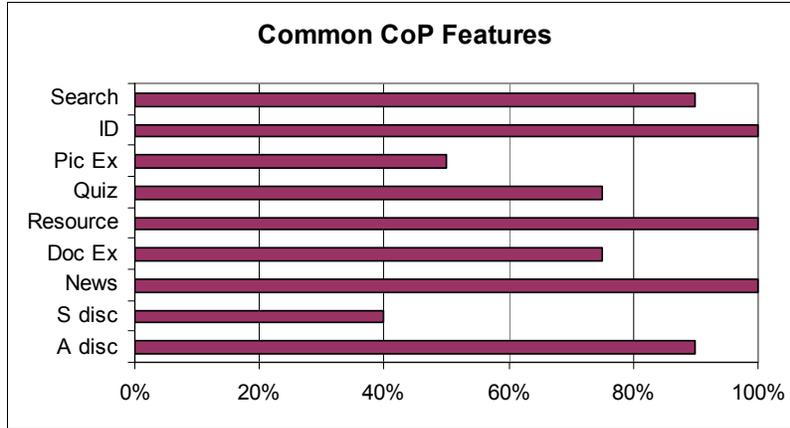


Figure 2. Survey results from a study of CoPs.

In general a good portion of these features can be found in portal sites like the AIAA website. Generally what the portal sites lack is the ability for users (peers) to communicate with each other either synchronously or asynchronously. A portal site also usually restricts who can place documents/information into the system, but a CoP tends to make this easily done by any member of the community. While not specifically studied, it was clear that the most active section of the communities were their asynchronous discussion areas. In the communities studied, however, there did not appear to be a clear path for moving discussion information from an informal conversation context to formal hierarchal approved information. In general CoPs tend to let other members “police” the information in an asynchronous discussion area. While this is fine for low level discussions between peers, there is often a need to transform these discussions into something useable by the hierarchal organization

## JOURNAL OF AEROSPACE COMPUTING, INFORMATION, AND COMMUNICATION (JACIC)

The American Institute for Aeronautics and Astronautics (AIAA) is launching an exciting new on-line publication called the Journal of Aerospace Computing, Information, and Communication (JACIC). It would be very valuable to couple this new journal to a community of practice. This new journal will begin publication in Jan. 2004, and will be devoted to the applied science and engineering of aerospace computing, information, and communication (CIC). JACIC will include original, qualified papers in areas such as real-time systems, computational techniques, embedded systems, communication systems, networking, software engineering, software reliability, systems engineering, signal processing, data fusion, computer architecture, high performance computing systems and software, expert systems, sensor systems, intelligent systems, and human-computer interfaces. Articles will be published which demonstrate the application of recent research in computing, information, and communications technology to a wide range of practical aerospace engineering problems.

There are numerous examples that illustrate the importance of CIC in aerospace. For example, the Boeing 777 has more than a thousand onboard processors that use more than 4 million lines of software. The F/A-22 Raptor has two million lines of software onboard. Some Blackhawk helicopters have almost 2000 pounds of wire connecting all the computers and sensors. There are aircraft that cannot fly without their onboard computers. As shown in current military operations, autonomous intelligent unmanned vehicles will be very important in the future, and will obviously require sophisticated onboard computers, software, and algorithms. Computers are also important in the design and analysis of aerospace systems, from simulations of the turbulent flow over wings to predictions of the orbital mechanics of spacecraft. Communication systems are critically important for aircraft and spacecraft, and this now includes computer networking onboard, to the ground, and to other aerospace vehicles. In addition, high performance parallel computers can now sustain more than 30 trillion calculations per second, which allows detailed analysis and design of complex aerospace systems.

Traditionally, there have been four “pillars” in aerospace engineering: aerodynamics, propulsion, structures, and guidance/control. These pillars were reflected in aerospace engineering curricula as well as in the aerospace

industry. These four pillars were also well served by five AIAA journals. However, computing, information, and communication is now a key part of modern aerospace engineering, and a fifth pillar.

JACIC will include letters, papers, and invited papers. All articles will be reviewed electronically to allow rapid dissemination. There are currently 15 Associate Editors, and their biographies are available at the journal website ([www.aiaa.org/jacic](http://www.aiaa.org/jacic)). The journal will be electronic (online) and published "continuously." The journal will also include multimedia content. The paper submission and review process will be completely on-line, with no need for paper copies.

The journal of Aerospace Computing, Information, and Communication (JACIC) is an exciting new venture, expanding AIAA's activities in aerospace-related information technology and multi-media publishing. Technical journals no longer need to be limited to text-based publications, and web technology allows easy online discussion. The JACIC Editorial Board plans to include as many file formats as possible, such as:

- WMV (MS media format)
- .XLS (MS Excel spreadsheets)
- DOC (MS Word documents)
- PPT (MS PowerPoint documents)
- MDB (MS Access files)
- HTML and HTM (hypertext documents)
- GIF (graphics)
- JPEG and JPG (graphics)
- MOV (Quicktime movies)
- PDF (Portable Document Format)
- TXT (ASCII text files)
- ZIP (Collections of files, e.g. code, data, ...)
- WAV (audio files)
- MP3 (audio files)

Multimedia documents are crucial for the efficient transfer of knowledge. The fantastic and informative multimedia presentations that are seen at conferences can easily be included in a multimedia on-line journal. Animations, audio files, and even stereographic images can be hypertext linked in multimedia documents. Also, when data is presented graphically, a link can be included to a file containing the original data (to any precision). This will permit future researchers to compare their results more easily and more accurately. In addition, the encapsulation of the data does not have to be limited to simple spreadsheet files. Entire solution datasets, such as four-dimensional fluid dynamics solutions, can be included. So the reader can postprocess the data in any manner they choose. Powerpoint files from conference presentations can be attached as well. In fact, entire computer programs can be included, and these programs could become part of the archive. Collections of files can be zipped as well, so that complex collections of files and directories can be attached.

This journal is completely digital, and thus it would be extremely valuable to the aerospace profession to couple it to a community of practice (or expand the JACIC website to include CoP features). Technical papers usually provide information; it is very difficult to transfer *knowledge* through technical writing. A CoP provides social human interactions which are crucial for transferring knowledge.

A JACIC CoP would allow the readers to discuss the technical papers amongst other peers and experts. These discussions would reference the papers in question so that they could be referred to by future researchers. Imagine the value of having Prandtl's original paper on boundary layers, along with discussions between him and his colleagues. And all these discussion documents could be stored in a database and be readily searchable and cross-linked.

The aerospace profession has another pending problem also. The average age of aerospace engineers is quite high, and we are rapidly losing expertise in critical areas of the profession. An aerospace community of practice could potentially attract retired engineers who could mentor younger engineers. This is yet another strong point for a CoP. A CoP encourages social interaction which naturally encourages an expert/apprentice atmosphere. A young engineer should not only be able to tap into information/document repositories but also be able to find and

communicate with the experts that worked on them. A CoP encourages people with years of experience to make their tacit knowledge explicit so that the information is stored for future generations. This stored information may not be of paper journal quality but we would argue that it is just as if not more valuable than journal articles.

CoP's are traditionally dramatically different than peer-reviewed journals, but they are also different than newsgroups or chat rooms. In online Newsgroups or chatrooms, one often cannot tell if the views expressed are those of a content expert or an amateur. In a CoP the community usually monitors itself, and people are free to post information themselves, but their identities are known and their expertise level is apparent to the community. For example, there is usually an editor and also group leaders for the various subject areas. A CoP also generally offers ways for users to develop and promote their identity in the community. In an asynchronous discussion you can quickly access someone's profile to determine what level of expertise they have on the subject. This is further by enhanced by community recognized experts validating what another member is saying.

The new JACIC journal could easily incorporate a CoP into its journal structure. One of the first and most difficult steps in developing a CoP is defining the taxonomy that will govern the flow of information in the community. This has already done this for JACIC, since the scope and subject areas are well defined. Another difficult building step in CoP is finding individual subject matter experts to govern subsections of the taxonomy. JACIC again, already has this structure since the associate editors are internationally-known content experts. The associate editors manage the paper review process and work with other content experts to have the papers peer reviewed. These content experts could also get involved in the CoP. By using the already existing structure of the JACIC journal the CoP has its structure and experts to maintain the structure.

As mentioned above, CoP's often challenge the status quo and make traditional managers nervous. They often feel they are losing control of the system that is dominated by peer to peer interaction. This will also occur as CoP's are coupled to archival journals, since the community can openly discuss the merits of papers that have been already peer reviewed. This, however, is a good thing and will lead to more rapid technical progress and increased knowledge transfer. No one could argue that the existing peer review process is perfect, and that additional discussion would not be beneficial. The difficulty is in how to do this blending so that experts, authors and junior researcher see the value and want to participate.

Some journals have already begun to include a few features of a CoP. For example, the prestigious journal *Science* ([www.sciencemag.org](http://www.sciencemag.org)) incorporates what they call dEbate, which are online discussions tied to each paper. They have not incorporated the other valuable features of a CoP however. The journal *Nature* ([www.nature.com](http://www.nature.com)) has also not implemented CoP features yet. While the addition of discussions is a solid first step, some serious thought must be given as to how to elevate informal conversations in the information chain of the organization. It must also be clear to the user where a particular conversation or information stream is in the information rating system.

Some professional societies have begun implementing CoP features. The IEE ([www.iee.org](http://www.iee.org)) has incorporated message boards, online discussions, real-time chat, and private messaging, but the IEEE does not seem to have implemented these yet. ASME ([www.asme.org](http://www.asme.org)) has a large collection of discussion forums, but they could go further.

JACIC has the framework of a CoP already laid out. JACIC has the leaders, the members, the taxonomy, the face-to-face meetings (AIAA conferences), the website, the database, etc. AIAA has the largest repository of Aerospace information in the world in its database – a CoP will help turn this into knowledge for AIAA members, and in the future increase both information and knowledge.

## Conclusions

Information and knowledge is being transferred through archival journals and on-line communities. The value of combining an on-line community with a formal archival journal seems clear. By creating conversations around research papers, the quality of the papers will improve and more people will be able to acquire knowledge from the information. These on-line discussions would supplement face-to-face discussions, such as at technical conferences. The conversations would also generate new knowledge and new research ideas, but the inclusion of discussions should only be the starting point. These systems should strive to develop a systematic approach to elevating

information in the discussions to formal, accepted, and approved knowledge. This must be done in a way that keeps users informed, but does not inhibit them from contributing and participating.

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## APPENDIX: SCREENSHOTS FROM SAMPLE COPS

### a) [CalPolyForum.com](http://CalPolyForum.com)

CalPolyForum.com

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<a href="#">Announcements</a> Fall Quarter 2003	16	4	Poster: iKwak Thread: <a href="#">December 2003</a> November 30th, 2003 08:26 PM
<a href="#">Rules and TOS</a> Rules, Privacy Policy, and the Terms of Service can be found in here.	4	4	Poster: iKwak Thread: <a href="#">The Rules</a> September 1st, 2003 10:13 PM

On-Campus			
Forum	Posts	Threads	Last Post
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### B) [www.aiaa-cstc.org](http://www.aiaa-cstc.org) (password protected)

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Object Oriented Programming, Systems, Languages and Applications

10/30/2003 12:00 AM Intl. Conf. on Compilers, Architectures and Synthesis for Embedded Systems  
Demand for high performance embedded computing and increases in complexity of embedded software require leveraging diverse architecture, microarchitecture and compiler research. Application-specific solutions are needed in embedded areas, such as digital...

11/10/2003 12:00 AM 15th Symposium on Computer Architecture and High Performance Computing  
SBAC-PAD is an international annual conference, started in 1987, which has continuously presented an overview of new developments, applications, and trends in parallel and distributed computing technologies. SBAC-PAD is open for faculty members, researchers,...

11/19/2003 3:00 PM Joint TC Telecon  
Call in Number to be provided on 11/17.

1/5/2004 12:00 AM AIAA Aerospace Sciences Conference  
The 42nd AIAA Aerospace Sciences Meeting and Exhibit with its traditionally multidisciplinary character provides an ideal forum for scientists and engineers from industry, government, and academia to share and disseminate the scientific knowledge and...

1/5/2004 9:00 AM Joint TC Meeting

**Links** [Add new link](#)

AIAA Conferences  
 JACIC (new Journal)  
 DASC Website  
 AIAA SSTC Web Site  
 AIAA CSTC Web Site  
 Main CSTC Web Site  
 AIAA Technical Committees  
 AIAA Home Page

C) <http://acc.dau.mil/simplify/>

**Acquisition Community Connection**  
Where the AT&L Workforce Meets to Share Knowledge

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**Participate in a Community**

- Contract Management
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- Risk Management
- Facilities Engineering
- Program Management
- Systems Engineering

**Special Interest Areas**

- ACQ Research
- Information Technology
- Spectrum Compliance
- ESOH
- PBSA
- Total Ownership Cost

**What's New**

**Spectrum Compliance SIA is Live!**  
The [Spectrum Compliance](#) Special Interest Area is now open to the public. For those interested in this exciting new community, there is also a "shortcut" URL:  
<http://acc.dau.mil/sc> [3 Dec 2003]

**New PBL Course Offered**  
DAU announced a new course focused on Performance Based Logistics. LOG 235 is a hybrid course, consisting of a distance learning portion ([LOG 235A](#), prerequisite for 235B) and a resident classroom portion

**In the Spotlight**

**Risk Definition Project Group Meeting Rescheduled**  
The Risk and Opportunity Definition and Process Standardization Working Group will hold its [second meeting](#) on 9 December 2003, from 9 a.m. to 5:30 p.m. at DAU, Ft. Belvoir, VA. Seating is limited! Please contact [Professor John Driessnack](#) for reservations and additional information. [21 Nov 2003]

**December is a Good Month...**  
to check your contributions for relevancy and

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12693 Contributions

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D) [www.platoonleader.org](http://www.platoonleader.org)

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19:03 Bragg | 18:03 Hood | 16:03 Lewis | 08:03 Korea | 04:33 Afghanistan | 03:03 Iraq | 01:03 Bosnia

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**Recent Tools**

- 026 Cheat Sheet
- APFT Roster Score...
- 11 ACR Miles Inve...
- Retrans Team Trai...
- 2-69AR Convoy Ops...

**What's HOT!**

[IRAQ](#)

Physical, Cultural, and Military Geography of Iraq—PDF

**Survey**

The most important Leader Competency is:

**21 Oct 0630 EST**

Check out some of the Q&A's from some company leaders currently serving in IRAQ: [Video OPD](#), [LT O'Hern](#), [A Wise LT](#), [CPT Morgan](#), [Jake Jacobs](#), [2LT Blickhahn](#), [LT Mitroka](#), [LT Stuewe](#), [LT Mason](#), [CPT Polsgrove](#), [CPT Woodward](#), [CPT Zinn](#), [Shock Troop](#) and [CPT Toti](#), [CPT McGahey](#), [2LT Mead](#), [CPT Wrann](#), [LT Pickler](#), [LTC Barbee](#), [1LT Marcee](#).

Monthly Newsletter: [Register here!](#)

**Recent discussions in the PL Forums**

Forum	Topic	Replies	Views	Last Post
Special Forces	General Boykin	11	377	10/22 18:27
Pre-Commissioning Questions	Grossly unprepared	7	444	10/22 18:04
Field Artillery LT's	Wait on FAOBC	1	57	10/22 16:39
Armor LT's	Armor OBC, November 17, What L...	10	341	10/22 15:38
Transportation LT's	Eustis Suggestions	18	414	10/22 14:13
Platoon Leader Questions	Hard headed squad leader	28	1374	10/22 13:44
Platoon Leader Questions	Conduct in Uniform	28	1671	10/22 12:24
Platoon Leader Questions	Any thoughts...	14	1025	10/22 11:44
Field Artillery LT's	Cell Phone service at Ft. Sill...	3	88	10/22 11:29
Aviation LT's	What to do?	8	342	10/22 10:44
MI LT's	MI vs other branches	2	234	10/22 01:20
Transportation LT's	deployments in the 6th batali...	2	75	10/21 20:52
Quartermaster LT's	Duty Stations CONUS	1	67	10/21 19:13
Armor LT's	Not taught in AOBC	1	238	10/21 18:56
Reserve Component Issues	Paying for OBC	6	234	10/21 16:44

Read ALL forum postings since your last visit  
Only works if you are Registered & Logged On

**Daily Quote**

"The essential thing is action. Action has three stages: The decision born of thought, the order or preparation for execution, and the execution itself. All three stages are governed by will. The will is rooted in character, and for the man of action character is of more critical importance than intellect. Intellect without will is worthless. Will without intellect is dangerous."  
-- Von Seek

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**Who's Online**

There are currently, 24 guest (s) and 6 member(s) that are online.

[drill\\_it\\_SEPPL, more...](#)

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[LTGoForBroke](#): 54 seconds ago  
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[Drill\\_LT](#): 6 minutes ago