Society of Women Engineers
FY20 Senate
Motion Submission Form

Date: October 16, 2019
Item #: S-2001

Title: FY20 Special Senator

Description: Election of Julie-Ellen Acosta as Special Senator to FY20 Senate

Motion Maker: Alexis McKittrick
Second: Cherie Cain

DISCUSSION PRO

Per Article 5, Section I, Part D of the Society bylaws, I nominate Julie-Ellen Acosta as a Special Senator for FY20. Up to three (3) Special Senators can be nominated by the Speaker and elected by the Senate to serve for one fiscal year or remainder thereof. The special senators may be from any membership category or may be nonmembers. Special Senators will serve until the end of the fiscal year, June 20, 2020.

Julie-Ellen Acosta is being nominated for a Special Senator position on the Leadership Pipeline Sub-team. This sub-team identified a need to add someone to the group with experience and success developing leaders and cultivating a strong leadership pipeline within an engineering organization. Julie currently runs a leadership coaching business following a successful career at Boeing. After early-career work for Boeing as an engineer and operations leader in both the defense and commercial businesses and in every phase of the product lifecycle, Julie landed a senior leadership role on the Human Resources side of Boeing. In particular, she was head of Leadership Talent Management (LTM) at Boeing from 2006 to 2010 and Boeing’s Commercial Airplanes Human Resources Leader from 2010 to 2013. The narrative below describes Julie’s experience in developing and managing leadership pipelines for Boeing. Due to preexisting travel plans before being approached about the Special Senator position, Julie will be unable to attend WE19; however, she plans to attend the 2nd in-person Senate meeting in January 2020 if elected to an FY20 Special Senator position.

In 2006, Julie accepted a Boeing Corporate assignment as vice president of Leadership Development. Based at the Boeing Leadership Center in St Louis, this role focused on establishing the company’s Leadership Development function. She was brought in to work with the Boeing Executive Council to formally shape a leadership development framework for Boeing. Over the next four years, Julie had the opportunity to work with the senior executive vice president of Human Resources and Boeing’s newly elected
CEO, shaping and deploying the framework for the company’s Leadership Development and its Talent Management System. The effort culminated in an enterprise-wide method for identifying, developing, assessing and promoting leaders at all levels.

During Julie’s four years as VP of Leadership Talent Management and Organizational Effectiveness, she worked with more than 300 vice presidents to define the expectations for Boeing’s leadership programs and to rework the Boeing Leadership curriculum, aligning it with the freshly defined Boeing Management and Leadership models. During the process, in 2008, Julie was asked to link the Leadership Development framework to the company’s succession planning efforts, and in late 2009, she was asked to link the Organizational Effectiveness function to the Leadership Talent Management organization. In 2010, the Boeing Leadership Talent Management framework rolled out and Julie’s role expanded to vice president of Leadership Talent Management and Organizational Effectiveness. During her tenure in Leadership Talent Management, companywide leadership metrics were put into place. Through Julie’s visionary influence, the Leadership Talent Management organization helped to upgrade the Leadership Development and functional curriculum delivered at the Boeing Leadership Center, an educational center designed for the career enhancement of first-level managers to executive leaders.

Julie was personally responsible for shaping the most senior-level leadership curriculum, including what was taught by the Boeing Executive Council. During her time as VP of Leadership Talent Management, Julie had worked with as many as 5,000 Boeing managers. Under Julie, the Leadership Talent Management team defined the policies for enterprise-wide leadership development programs and enabled the start-up of such programs or the realignment of existing ones with the new standard guidelines across The Boeing Company. The result was the identification and development of talent starting from the shop floor and on up, where people could enter management-potential pools – a feeder to the executive-potential pool. The importance of diversity and inclusion were emphasized to strengthen the pools.

In 2010, Julie was promoted to vice president of Human Resources for Boeing Commercial Airplanes, where she was initially responsible for 59,000 employees – a number that grew to 84,000 during her tenure. She reported to the Boeing Commercial Airplanes CEO and the Boeing Senior Executive Vice President, Human Resources. There, Julie had an opportunity to make significant recommendations for pairing senior executive leaders (at the Executive Council level) with up-and-coming talent in the executive pipeline. Boeing Commercial Airplanes was in a dramatic growth mode when Julie assumed her Human Resources vice presidency, and there was a need to identify a significant number of new managers and executives. Strong, diverse, and newly identified talent was channeled into new leadership opportunities, using the new Talent Management framework that Julie and her teams had rolled out, as Boeing Commercial Airplanes’ numbers expanded by close to 30,000 new employees with a 30 percent growth in management personnel.

Please find enclosed Julie-Ellen’s biography.
DISCUSSION CON
None

BUDGET IMPACT
Negligible – included in Senate budget

STAFF RECOMMENDATION
N/A

ACTION ITEMS
N/A
Julie-Ellen Acosta retired from The Boeing Company in February of 2017 after 31 years. In August of 2019 she began consulting and providing executive coaching services in the aerospace business sector. The focus of both the consulting & executive coaching is specifically in the areas of Leadership Development & Talent Management. Engagement & deliverables of the services include the co-development & deployment of a company wide Leadership Development & Talent Strategy and requires partnering with key members of the executive leadership team to enable a successful outcome.

Julie-Ellen’s final role at Boeing was as the vice president of Manufacturing Excellence for Defense, Space & Security (BDS). Her responsibilities in the role included leading the development, deployment and step-function improvement of a common BDS production system. In addition, she led the activities of multiple process teams focused on Lean+ deployment, operations systems & procedures, manufacturing innovation & advanced operations, and production engineering (in partnership with BDS Engineering).

Acosta’s 30+ year career with Boeing includes executive leadership positions in Engineering, Manufacturing, Quality, Program Management, Research and Development, and Human Resources.

She has held the role of vice president of Operations & Quality for the Phantom Works business unit of BDS. Acosta led an integrated team responsible for developing advanced operations and quality integrated design build solutions for Phantom Works around the world.
The primary focus was developing affordable solutions for both the development and production phases of emergent franchise programs. She also led the business's Environment, Health & Safety efforts.

Her diverse leadership experience includes serving as vice president of Human Resources for Boeing Commercial Airplanes (BCA). Acosta oversaw the successful negotiation of two major union contracts and the transformation of employee benefits. In addition, as vice president of Leadership Talent Management she defined and executed a new, comprehensive strategic framework for leadership development and talent management within the Boeing company.

Acosta also held senior leadership positions for structural design of the Next-Generation 737 fuselage and program management of the 757 fuselage at Boeing’s facility in Wichita, Kan. She also served as Quality & Process Improvement director for the Wichita site. Acosta joined Boeing in 1985 on the defense side of the business as a systems engineer and held several lead engineering positions on both development & production aerospace programs. Prior to Boeing, Julie worked in Academia at Wichita State University as the Assistant to the Dean of Engineering and then took on a Design Engineering role with Gates Learjet in Wichita.

Acosta has bachelor's and master's degrees in electrical engineering from Wichita State University where she also completed postgraduate studies in structures. Acosta also completed the Executive Management Program at Harvard Business School.

She is actively engaged at Wichita State University and serves on several senior advisory boards at the school including the National Advisory Council (NAC), the College of Engineering Sr. Advisory Board and the WSU Foundation Investment Committee. She lectures in the College of Engineering on Engineering Leadership. Acosta is a Senior member of the Institute of Electrical and Electronics Engineers, and a life member of both the American Institute of Aeronautics and Astronautics, and the Society of Women Engineers.

October, 2019