Every day at FIRST, we confront the problem of students’ perception of education and careers in science, engineering, and technology.

Recently, The Wall Street Journal reported on a study in which students describe careers in engineering as “intimidating” and “uninteresting.” They see engineering as too solitary and want interactions on a “human level.” They think engineering is for the “socially awkward” and those “obsessed with work.”

Unfortunately, these perceptions are no surprise. After all, we live in a world that tells kids they should view celebrity status or athletic achievement as the most realistic path to a life of success and meaning. They’re told that options that demand their thinking, their energy, and their best, are not for them.

Yes, the perception problem is sobering. But for members of the FIRST community, it only strengthens our resolve. This is the problem FIRST was invented to solve. And this past year, we’ve seen significant evidence that FIRST is part of the solution.

Funded by The Ford Foundation, Brandeis University conducted an independent, retrospective study to assess FIRST’s impact on students’ academic and career paths. The findings are clear. In science, engineering, and technology, any perception problem is erased by the FIRST reality.

The study showed FIRST students don’t avoid education in science and engineering, they seek it. They were twice as likely to major in a science or engineering field and three times more likely to major specifically in engineering when compared with a group of students with similar backgrounds and academic experiences, including math and science.

FIRST students don’t want less education, they want more. They are significantly more likely than the comparison group to expect to pursue a postgraduate degree.

FIRST students don’t spurn engineering career opportunities, they earn them. They are ten times more likely to have had an internship or co-op job in their freshman year than the comparison group.

Finally, FIRST students expect to pursue a science and engineering career more than twice as often as the comparison group. More detail on the findings from the Brandeis Study is provided later in this Annual Report.

As members of the FIRST community, we can draw encouragement from the confirmation that FIRST is making a difference. Yet, the solution is far from complete. So, we thank you for your effort and support and ask for your renewed commitment to bringing the power of FIRST to more young people.

Dean Kamen, Founder

John Abele, Chairman

- 9,300 STUDENTS
- 465 TEAMS
- 3 DAYS OF COMPETITION
- 5,000 MENTORS
- 500 VOLUNTEERS
- 19 COUNTRIES
The FIRST Robotics Competition for high-school students remains the signature program for FIRST. In 2005, the number of participating FRC teams grew to more than 990 with approximately 25,000 students. The number of Regional competitions expanded to 30 in North America with new regional events in Las Vegas, NV, Rochester, NY, Waterloo, Ontario, and West Lafayette, IN. This season also marked the first FRC event held in Israel, where 12 teams participated in the FIRST experience. This season’s game, “Triple Play,” included several new challenges for the teams: a “three on three” team competition, a tetrahedron game piece, and a vision camera and associated electronics.

FRC continued to offer students opportunities for an exciting education and career path in science, engineering, and technology. Scholarship offerings for FIRST participants reached almost $8 million and represented some of the finest engineering colleges and universities in the country.

The success of FRC was a direct result of the effort and energy of FIRST’s volunteers. The commitment of almost 17,000 mentors, parents, teachers, engineers, and community members was once again critical to bringing a FIRST experience to so many students. FRC sponsorship continued to grow as well with over 1,700 corporations, foundations, and agencies funding teams and events.

The season’s finale took place at the FIRST Championship at the Georgia Dome in Atlanta, GA where 8,500 students on 340 FRC teams from 4 countries came together to compete with gracious professionalism and celebrate science and technology.
FIRST Robotics Competition Team Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>'95</td>
<td>59</td>
</tr>
<tr>
<td>'96</td>
<td>94</td>
</tr>
<tr>
<td>'97</td>
<td>154</td>
</tr>
<tr>
<td>'98</td>
<td>199</td>
</tr>
<tr>
<td>'99</td>
<td>271</td>
</tr>
<tr>
<td>'00</td>
<td>372</td>
</tr>
<tr>
<td>'01</td>
<td>515</td>
</tr>
<tr>
<td>'02</td>
<td>642</td>
</tr>
<tr>
<td>'03</td>
<td>787</td>
</tr>
<tr>
<td>'04</td>
<td>927</td>
</tr>
<tr>
<td>'05</td>
<td>991</td>
</tr>
</tbody>
</table>
“...teams not only defined ways to make the environment easier for everyone to use, but also worked with communities to make the changes happen...”

In the 2004/05 season, FIRST LEGO League continued to serve as a powerful and efficient driver of growth for FIRST. FLL grew to over 48,000 middle-school-aged students participating. Overall, 5,859 teams participated in more than 380 qualifying events and official tournaments in 23 countries around the world.

Through the 2004/05 “No Limits” Challenge, teams explored ways in which technology and creative thinking can combine to help people with physical disabilities meet the everyday challenges faced in simple tasks such as walking, reading a distant sign, or climbing stairs. In addition to the robot competition, the challenge included a research project in which students assessed whether their school or community facilities were accessible to people with physical disabilities. Many FLL teams not only defined ways to make the environment easier for everyone to use, but also worked with communities to make the changes happen.

Corporate support for FLL remained strong in 2004/05 with The LEGO Group continuing in its role as our key corporate partner and The 3M Company once again supporting FLL as program sponsor. FLL also announced the addition of National Instruments and SAP, who join the FLL team as International Sponsors for the 2005/06 season.

The culmination of the season was the inaugural FLL World Festival, part of the FIRST Championship at the Georgia Dome in Atlanta, GA. Seventy four accomplished FLL teams from seventeen countries celebrated their season’s accomplishments both on the playing field and off, strengthening the international community of FIRST LEGO League.
FIRST LEGO League Team Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>OUTSIDE US and CANADA</th>
<th>US and CANADA</th>
</tr>
</thead>
<tbody>
<tr>
<td>'98</td>
<td>200</td>
<td>80</td>
</tr>
<tr>
<td>'99</td>
<td>960</td>
<td>300</td>
</tr>
<tr>
<td>'00</td>
<td>1540</td>
<td>600</td>
</tr>
<tr>
<td>'01</td>
<td>1902</td>
<td>800</td>
</tr>
<tr>
<td>'02</td>
<td>3001</td>
<td>1000</td>
</tr>
<tr>
<td>'03</td>
<td>4331</td>
<td>1200</td>
</tr>
<tr>
<td>'04</td>
<td>5858</td>
<td>1500</td>
</tr>
</tbody>
</table>

6000 5000 4000 3000 2000 1000 0

OUTSIDE US and CANADA
US and CANADA
Updates

**FIRST** Vex™ Challenge
At the 2005 Championship, **FIRST** introduced the **FIRST** Vex Challenge (FVC), a mid-level robotics competition for high-school students. **FIRST** believes FVC can offer a classic **FIRST** challenge with a more accessible and affordable robotics kit. **FIRST** will pilot the **FIRST** Vex Challenge in 2005/06 to help decide its long-term role. RadioShack, **FIRST** Official Sponsor, funded development of FVC and the pilot season. Innovation First, a long-time **FIRST** supporter, developed the original **FIRST** Robovation kit and initiated the collaboration of **FIRST**, RadioShack, and Innovation First, which led to FVC.

**Junior **FIRST** LEGO League**
In 2004/05, **FIRST** LEGO League piloted a Junior **FIRST** LEGO League (JFLL), focusing on 6-to-9-year-olds. Approximately 150 JFLL teams of up to five members applied their thinking and creativity to a small-scale version of the “No Limits” challenge. The LEGO Group is a key supporter of JFLL.

**FIRST** Impact: Brandeis University Evaluation
**FIRST** continues to work with Brandeis University’s Center for Youth and Communities at the Heller School for Social Policy and Management to provide tangible evidence of our impact on students’ academic and career paths. Recently, to assess impact on program participants, Brandeis conducted an independent, retrospective survey of **FIRST** participants and compared results to a comparison group of non-**FIRST** students with similar backgrounds and academic experiences, including math and science. **FIRST** is pleased with the findings. When compared with the comparison group, **FIRST** students are:

- More than three times as likely to major specifically in engineering (41% versus 13%).
- Roughly ten times as likely to have had an apprenticeship, internship, or co-op job in freshman year (27% versus 3%).
- Significantly more likely to expect to achieve a post-graduate degree (Masters or higher: 77% versus 63%).
- More than twice as likely to expect to pursue a science or technology career (45% versus 20%).
- Nearly four times as likely to expect to pursue a career specifically in engineering (31% versus 8%).

![Impact Chart](chart.png)
Junior FIRST LEGO League

FIRST Vex Challenge
IN ADDITION TO THE FORMAL SPONSORS, SUPPLIERS, AND CONTRIBUTORS ACKNOWLEDGED ON THESE PAGES, FIRST EXTENDS ITS SINCERE APPRECIATION TO THE TENS OF THOUSANDS OF VOLUNTEERS WHO GENEROUSLY DEVOTE THEIR TIME AND EXPERTISE, AND THE THOUSANDS OF SPONSORS OF FIRST ROBOTICS COMPETITION, FIRST LEGO® LEAGUE, AND FIRST VEX CHALLENGE TEAMS AND EVENTS. FIRST COULD NOT ACHIEVE THE POWERFUL IMPACT IT DOES WITHOUT THIS TREMENDOUS SUPPORT.
Espresso Garden & Café
Gene Gaffney Insurance Services
Kim Smythe
GAP, Inc.
The Horng Family
LEGO Education
The LEGO Group – Retail Stores: Valley Fair, Hillsdale & Stoneridge
Lot’s Home Improvement,
Union City
Parallax
Playing At Learning
Robotics Learning
The Robot Store
Safeway
San Jose City College
Karen Sanford
SERVO Magazine
SIA Semiconductor Industry Association
Yahoo!

S. California Official Tournament
Carlsbad, CA
LEGOLAND – California

Colorado Official Tournament
Boulder, CO
Colorado FIRST
Lockheed Martin

Connecticut Official Tournament
New Britain, CT
Central Connecticut State University
Connecticut Department of Education: Office of Technology
LEGO America
The Science Center of Connecticut

Delaware Official Tournament
Newark, DE
AstraZeneca
Connective Power
Dupont
FMC
GM Saturn
Gore Associates
MOE – FRC Team 365
Rotation Club of Brandywine Hundred

Florida Official Tournament
Melbourne, FL
Florida Institute of Technology
IEEE Student Chapter – Florida Institute of Technology
Society of Women Engineers
Space Coast – FRC Team 233

Georgia Official Tournament
Atlanta, GA
Georgia Institute of Technology
Kimberly-Clark
Netherlands American Community Trust

Illinois Official Tournament
Arlington Heights, IL
Innovations in Science and Technology (INSciTE)
Motorola

Indiana Official Tournament
Fort Wayne, IN
Indiana University Purdue University - Fort Wayne, Department of Engineering
ITT Aerospace and Communications Division

Iowa Official Tournament
Ames, IA
3M
Cotton Family Foundation
ISU Engineering
Chuck Kiester
Maytag
Loren Zachary

Kentucky Official Tournament
Highland Heights, KY
iSPACE
Northern Kentucky University
Toyota Motor Manufacturing, North America, Inc.

Louisiana Official Tournament
Metairie, LA
ASME
BLAST, Inc.
Couhig Partners LLP
Bruce J. Heim Foundation
Intralox
Tulane University

Maine Official Tournament
Brewer, ME
Agent Institute, University of Maine – Orono
Maine Robotics Org.

Maryland Official Tournament
Bel Air, MD
BAE Systems
Booz Allen Hamilton
Boys and Girls Clubs of Hartford County
Comcast
Dynamic
LogiSec Corporation
National Defense Industrial Association
ORSA Corporation
SAIC
Tacoma Park Middle School
Tri_S, Inc.
University of Maryland, Baltimore

E. Massachusetts Official Tournament
Quincy, MA
Gillette Company
Hyper – FRC Team

W. Massachusetts Official Tournament
Worcester, MA
Worcester Polytechnic Institute

Michigan Official Tournament
Detroit, MI
General Motors Milford Proving Ground

Michigan Pilot Tournament
Lansing, MI
Adventist Robotics League
Seventh Day Adventist School System, North America

Minnesota Official Tournament
St. Louis Park, MN
Honeywell, Inc.
Innovations in Science and Technology (INSciTE)

Mississippi Official Tournament
Gautier, MS
Mississippi Gulf Coast Community College
NASA Stennis Space Center

Missouri Official Tournament
St. Louis, MO
St. Louis Community College at Florissant Valley
St. Louis Science Center

New Hampshire Official Tournament
Nashua, NH
BAE Systems

New Jersey Official Tournament
Florissant, NJ
Ethicon
Mount Olive Board of Education

New York City Official Tournament
New York, NY
Con Edison
The Netherlands American Community Trust
New York City Board of Education
New York City Council of Carpenters
New York City Technical College
Polytechnic University
Vision Education

North Carolina Official Tournament
Raleigh, NC
Allied Technologies
North Carolina A & T University
College of Engineering

North Dakota Official Tournament
Grand Forks, ND
Applied Engineering, Inc. of West Fargo

Benge Ambrogi
FRC Chief Referee

Outstanding Volunteer
Benge Ambrogi’s history of volunteering is the stuff of FIRST legend. In 12 years of contributing his creativity, energy, and problem-solving skills, Benge has helped in most every area, including game design, fabricating field components, and building prototype robots. Long-time FIRST fans remember the placebo robots he built to stand in for missing machines, especially the one that won the match. Today, as FRC Chief Referee, Benge’s responsibilities include developing game rules, perfecting referee training, and ensuring consistent officiating in all matches. For extensive service to the entire organization, Benge Ambrogi is FIRST’s 2005 Outstanding Volunteer.
First thanks all of its supporters and makes every effort to ensure complete and accurate listings. If we’ve made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8326.

**Sponsors**

- Advancing Technology in Schools and Society (ATSS)
- The Wright-Kettering Chapter of ASME
- Wright Patterson Air Force Base
- Wright Technology

**Ohio Official Tournament**

- Wright Patterson Air Force Base, OH
- ASME
- Universal Technology Corporation
- The Wright-Kettering Chapter of ASME
- Wright Patterson Air Force Base
- Wright Technology

**Oregon Official Tournament**

- Hillsboro, OR
- Advance Date Processing
- Boys and Girls Clubs of Portland Metropolitan Area
- The Catlin Gable School
- Girl Scouts, Columbia River Council
- Intel Corporation
- Mentor Graphics
- Oregon Museum of Science and Industry
- Oregon University System
- OSU Extension 4-H Program
- PARTS Portland Area Robotics Society
- RadiSys
- Software Association of Oregon

**E. Pennsylvania Official Tournament**

- Drexel Hill, PA
- Drexel University
- ETC – Environmental Tectonics Corporation
- PECO Exelon
- Upper Darby School District

**W. Pennsylvania Official Tournament**

- Pittsburgh, PA
- ALCOA Foundation
- AT&T
- DSF Foundations
- The Grable Foundation
- The Heinz Foundation
- National Robotics Engineering Consortium
- PPG

**Rhode Island Official Tournament**

- East Providence, RI
- Rhode Island Human Resource Investment Council

**S. Carolina Official Tournament**

- Columbia, SC
- FRC Team 343
- Palmetto FIRST Robotics
- South Carolina Department of Education
- University of South Carolina – College of Engineering and Information Technology
- Tennessee Official Tournament
  - Cookeville, TN
  - Tennessee Tech
  - UT-Battelle

**Central Texas Official Tournament**

- Austin, TX
- Austin Independent School District
- Kealing Middle School
- National Instruments

**N. Texas Official Tournament**

- Dallas, TX
- Richardson Home School Association Foundation

**S. Texas Official Tournament**

- Houston, TX
- Houston Independent School District
- Lockheed Martin
- NASA

**Virginia Official Tournament**

- Blacksburg, VA
- NASA Langley Research Center
- National Institute of Aerospace
- Virginia Cooperative Extension 4-H
- Virginia Polytechnic College of Engineering

**Washington Official Tournament**

- Bellevue, WA
- ASME
- Brookfield High School
- Lions – FRC Team 1099
- Seattle Robotics Association

**West Virginia Official Tournament**

- Parkersburg, WV
- Caperton Technology Center
- West Virginia University – Parkersburg

**Wisconsin Official Tournament**

- Sussex, WI
- GE Medical
- Rockwell Automation

**Austria**

- Hands on Technology

**Belgium**

- Stichting Techniekpromotie

**Brazil**

- EDAcom Tecnologia

**Canada**

- Alberta Official Tournament
  - Calgary, Alberta
  - Pat Martens – tec-sploration
  - Southern Alberta Institute of Technology
  - Western Canadian Robotics Society

**British Columbia Official Tournament**

- North Vancouver, British Columbia
- BC Original Minds Association
- Telus

**Newfoundland/Labrador Official Tournament**

- Mt. Pearl, Newfoundland
- Skills of Canada

**Ontario Official Tournament**

- Toronto, Ontario
- Crescent School
- Effem Canada Inc.
- General Motors of Canada
- Imperial Oil Foundation

**China**

- Semia

**Denmark**

- FIRST Scandinavia

**France**

- Techno RoboTIC Ligue

**Germany**

- Hands on Technology

**India**

- Hightech Kids
- Honeywell Technology Solutions
- Lab Pvt Ltd Bangalore

**Japan**

- CREFUS

**Luxembourg**

- Stichting Techniekpromotie

**Mexico**

- Mexico Pilot Tournament
  - Mexico City, Mexico
  - AIUME – Asociación de Ingenieros Universitarios Mecánico Electricistas, AC
  - Explora, descubre y crea, A.C.
  - IITESM – Instituto Tecnológico y de Estudios Superiores de Monterrey (Campus Santa Fe)
  - Ignacio and Barbara Navarro
  - Promedici SA de CV
  - SOREM, SC

**Netherlands**

- Stichting Techniekpromotie

**Norway**

- FIRST Scandinavia

**Singapore**

- Christar

**South Africa**

- Atech
- Hip2B2 – a division of the Shuttleworth Foundation
- Trophy Robotics

**South Korea**

- ALCO / ICIRA

**Sweden**

- FIRST Scandinavia

**Switzerland**

- Hands on Technology

**Taiwan**

- K. Kingdom

**Turkey**

- Rahmi M. Koç Museum
- Korozo Company
- Smartkids

**United Kingdom**

- Young Technologists

**2005 FIRST ROBOTICS COMPETITION SUPPLIERS**

**Official Suppliers**

- Autodesk, Inc.
- FedEx Corporation

**Platinum Suppliers**

- CDW Corporation
- Delphi
- ebm-pabst
- Innovation First, Inc.
- Microchip Technology Inc.
- SMC Corporation
- The Timken Company

**Gold Suppliers**

- Bosch Rexroth Corporation
- Pneumatics
- DENSO Corporation
- Exide® Corporation
- FESTO
- HPE Automation
- Mabuchi Motor Co., Ltd.
- Microsoft®

**Silver Suppliers**

- Allegro Microsystems
- Bimba Manufacturing Company
- Fluid Power Education Foundation
- Globe Motors®
- Norgren
- Parker Hannafin Corporation
- Terminal Supply Company
- Thomas Industries
- TYCO Electronics

**Bronze Suppliers**

- CCL Industrial Motor, Ltd.
- Clippard Instrument Laboratory
- Fisher-Price®
- Midtronics
- Monnier Incorporated
- T&L Publications
- -Nuts and Volts Magazine
- -SERVO Magazine™
- Taigene Electric Machinery Co., Ltd.
- Texas Instruments
Paul Copioli
Team 217, Utica Community Schools, Sterling Heights, MI

Woodie Flowers Award
Each year, FIRST recognizes an outstanding engineer or teacher who best demonstrates excellence in teaching science, math, and creative design. A sample of the delightful prose from the nomination submitted by his team for Paul Copioli, Mentor, Team 217, makes it clear why he is the 2005 winner:

A passion for young people
A passion for robots
A major source of help to anyone who asks
Five years of dedicated, year-round service
A major FLL organizer
A remote kickoff and FRC Regional announcer
A major off-season FRC organizer
A robotics competition social event organizer
An FRC Regional master of ceremonies
An Unsung Hero on Chief Delphi Forums - three times

Accused of “perpetual excitement” Involved in the details of making machines work
Involved in the details of making teams work
Involved in the details of making the mission of FIRST work
FIRST thanks all of its supporters and makes every effort to ensure complete and accurate information provided. If we have made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-877-8526.

SPONSORS

The New Detroit Science Center
Search Plus International
Visteon
WWJ-950 Newsrcradio

Greater Toronto Regional
Mississauga, ON, Canada
Argosy Foundation
Bell Canada
Jalynn Bennett
Boston Scientific Canada
CAE
Dom Chemical Company
GM Canada
Guadalupe University
Imperial Oil Foundation
Intier
The Kingbridge Centre
McMaster University
MD Space Missions
NSERC
Ontario Power Generation
Power Corp.
Precarn
Province of Ontario
Queen’s University
Ryerson University
Scotiabank
Society of Energy Professionals
Toronto District School Board
University of Toronto – Engineering and Alumni Affairs
University of Waterloo – Engineering and Math

Isreal (Pilot)
Haifa, Israel
Ken Bialkin
James Dimon
Irwin Dorros
GM Foundation
Marc S. Goldman
Alfred D. Goldstein
Jeff & Andi Goodman
Earle Kazis
Ralph Larsen
Honorable Frank Lautenberg
Robert J. Levenson
Robert Marbut
Bernard Marcus
Arthur Ross
Edward Rust, Jr.
Walter Shipley
Paul Silberberg
Sasha Smukler
Henry & Marilyn Taub
Technion University
Andrew Tisch
Jerome Waldor
Stanley Weiss
Josh S. Weston
Mortimer B. Zuckerman

Las Vegas Regional
Las Vegas, NV
Bechtel Nevada
Bechtel SAIC

Cozymel’s
EG&G
Jan Corey’s Machine Shop
Kerr-McGee Chemical Corporation
NASA
Southwest Gas Corporation
Sprint
Technology Ventures Corporation
University of Nevada, Las Vegas

Lone Star Regional
Houston, TX
American Society of Mechanical Engineers – Petroleum Division, Anadarko
BP
Burlington Resources
DeVry University
Duke Energy
ExxonMobil
Evelyn Griffin
The Houston Endowment
ITT Technical Institute
NASA Johnson Space Center
Woodforest Bank

Midwest Regional
Chicago, IL
Comau Pico
DeVry University
GE Healthcare
GM Electro-Motive
Vernon Loucks
Motorola
National Business Furniture/George Mosher
Dennis Roberson

NASA/VCU Regional
Richmond, VA
American Institute of Aeronautics & Astronautics
Booz Allen Hamilton
Marie Dennett Foundation
DeVry University
Dominion
DuPont Spruance, Richmond
ECPI Technical College
General Dynamics Network Systems
Greater Richmond Partnership, Inc.
Greater Richmond Technology Council
Groot Family Foundation
Infineon Technologies Richmond
Jewett Machine
Lockheed Martin
Lowe’s of Short Pump
MITAC
NASA Goddard Space Flight Center
NASA Langley
Northrop Grumman Newport News
Owens&Minor
Pepsi
Raytheon
Richmond Joint Engineers’ Council
Ronald A. Williams, Ltd./Technology for Teaching
Science Museum of Virginia
Seen & Heard Communications
SyCom Technologies
VCU Dining Services
Virginia Commonwealth University

New Jersey Regional
Trenton, NJ
ADP
Bristol-Myers Squibb
Edison, a Johnson & Johnson Company
Johnson & Johnson
Lightpath Sales
William H. Longfield
John C. McMullan
Mercedes-Benz USA
New Jersey Institute of Technology
Prosperity New Jersey
Arthur E. Weinbach
Josh and Judy Weston Foundation

New York City Regional
New York, NY
ADP
American Express Foundation
Clark Foundation
Con Edison
Credit Suisse First Boston
H.O. Penn Machinery
Johnson & Johnson
JPMorgan Chase Foundation
Thomas E. McNerney
MerLife
Netherlands American Community Trust, Inc.
New Jersey Institute of Technology
NYC Department of Environmental Protection
Polytechnic University
Siemens Foundation
Sungard Data Systems, Inc.
Young Presidents Organization

Pacific Northwest Regional
Portland, OR
Autodesk
CH2MHILL
Kathy Cleverenger
Hewlett-Packard
ImTech, Inc.
ITT Technical Institute
Micropip Technology Inc.
NASA Ames
Olympic Controls

Palmetto Regional
Columbia, SC
BellSouth
BellSouth Pioneer Volunteers
BMW
Carolina First Bank
City of Columbia
Inter Tech Corporation
Kernet
Michelin
Palmetto Partners for Science and Technology
Pirelli North America
Pitsco
Progress Energy
R L Bryan Company
Robert Bosch Corp.-Charleston
Roche Carolina
SCANA
SC Department of Education-Office of Career and Technology Education
School District of Oconee County
Hamilton Career Center
Siemens Diesel Systems
Wilbur Smith
Steve Swanson
USC College of Engineering and Information Technology
Verizon Wireless
Westinghouse of Savannah River

Peachtree Regional
Duluth, GA
Aea (American Electronics Association)
Karen Albrecht
American Institute of Aeronautics and Astronautics
BellSouth
DeVry University
DBM
DVT Corporation
EMS Technologies, Inc.
Ford
Gary Bisch Welding
Georgia Institute of Technology
Georgia Power
Gwinnett County Public Schools/Technology Education Program
Gwinnett Medical Center/Winnett Health System
Hewlett-Packard
iCoachMath Corporation
Kimberly-Clark Corporation
Lockheed Martin Aeronautics
Miller Electric Manufacturing
NASA
The Netherlands American Community Trust, Inc.
Scientific-Atlanta
Siemens Logistics & Assembly Systems, Inc.
Southern Polytechnic State University
Synergy America, Inc.

Philadelphia Regional
Philadelphia, PA
Cotswold Foundation Trust
Drexel University
Every FRC Kit of Parts includes Autodesk 3D Design Software as well as 3D renderings of all kit parts to help speed the robot design process. As a result, students have the opportunity to work with the latest technology in designing their robots. The Autodesk Visualization Award recognizes excellence in creating animation and the Autodesk Inventor Award recognizes the team that best understands, documents, and communicates the distinct phases of the design process. In 2005, Autodesk significantly increased its support of FIRST, becoming a sponsor of the Pacific Northwest Regional and the Official Championship Sponsor of the FIRST Championship in Atlanta.
FIRST thanks all of its supporters and makes every effort to ensure complete and accurate listings. If we’ve made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8526.

2005 FIRST ROBOTICS COMPETITION
TOP TEAM SPONSORS
(Ten or more teams in 2005)
American Electric Power
BAE Systems
Delphi
DeVry University
Ford Motor Company
General Electric
General Motors
ITT Technical Institute
Johnstown Johnson and affiliates
Lockheed Martin
NASA
Raytheon
Siemens
Toronto District School Board
United Technologies Corporation
Verizon
Walt Disney

2005 FIRST ROBOTICS COMPETITION
TEAM SPONSORS
180Solutions, Inc.
21st Century Fund
4 Office Automation Ltd.
4Xtristry.com
A&G Auto Filter
A&G Industrial Supply
AADCO Medical, Inc.
AAI
Alderlink Electric Co.
Abacorp
ABB
ABB Robotics
ACCD Foundation
Access Laserpress Incorporated
Accurate Instrument Service Co.
Accu-Tech
Adam’s Machine Shop
ADP
Advanced Animation
Advanced Network Systems
Advanced Web Systems
Advo Inc.
Advocates for Science and Math Education, Inc.
AEC CADCON, Inc.
AECL (Atomic Energy of Canada Ltd.)
Aerojet
Air Force Flight Test Center
Air Rite Comfort Systems Inc.
Air Specialist Inc.
Airborn Flightware - Graphics
Airbus
Aircom
Airline Hydraulics Corporation
Akron Testing Laboratory and Welding School Ltd.
Alaska Robotics Education Association
Albany International
Algoma College
Allegro Microsystem, Inc.
Alliance Sales Company
Alltech
Alstom Power Inc.
Alto Precision
Aluminum Supply Co.
Ameren Corporation
American Elements
American Institute of Aeronautics and Astronautics
American Electric Power
American Nuclear Society, Robotics and Remote Systems Division
American SHOWA
American Woodmark
AMF Automation Technologies
Amplifier Research
Analex Corporation
Anchor Lamina Inc.
Ann Arbor Machine
Anreuniel Tech Council
Annu & Co.
Anorad Corporation
Ansel Inc.
Anetopel Valley Union High School District
Anteon Corporation
AnthroTion, Inc.
Apex Machines
Apex Manufacturing
Apollo Inc.
Applied Industrial Technologies
Applied Materials, Inc.
Arco America Inc.
ARC Specialties, Inc.
Arco Construction Co.
AREA (Alaska Robotics Education Association)
AREVA
Arial Foundation
ARINC-ATES
Arkansas Space Grant Consortium
ARM
Armstrong Atlantic State University
Arquitectura Cinematografica
ArvinMeritor
ASECO Integrated Systems Ltd.
ASME (American Society of Mechanical Engineers)
ASME PD
ASSET of Northeast Ohio
Astro Tool & Machine Co., Inc.
Atlantic Industrial Technologies
Automated Production Machining
Automatic Data Processing, Inc.
AVL. North America, Inc.
AVX Corporation
AW-NC
B & K Corporation
BAE Systems
BAE Systems IEWS
Bad Boys From Bay Shore Ltd.
Bagels Your Way Cafe
Baggett Metal
Baker College
Baldwin Foundation for Education
Ball Corporation
Bank of Norfolk
Bank of York
Banner Engineering Corp.
Barker Lumber
Battle
Battlele
Batelle
Batelle Memorial Institute
Bausch & Lomb
BAX Global
Baxter Healthcare-Tampa Bay
BCIT Foundation
bd Systems
Beatty International
Beckman-Coulter
Becton Dickinson
Bechwood ACE Hardware
Bethia Corporation
Bell Canada
Bellevue High School PTSA
Bend Research Inc.
Bent River Machine Inc.
Bently Manufacturing and Machine Shop
Berkshire Power
Best Buy
Bihler of America
Birdwell Machine
BJ Services
Black & Decker
Black and Decker Outlet of Hagerstown
Bloomington Robotics
BMW Manufacturing Corporation
Boring Company
Boeing Company
Boeing Integrated Defense Systems
Boeing-Rocketdyne
Borden Chemical, Inc.
Borg Indak Inc.
Borg-Warner
Boston Braking Systems Corporation
BOSE
Boston Scientific Corporation
Boston University
BP (British Petroleum)
BP Americas
Bradshaw Jeep, Inc.
Brand Scaffold Builders
Brenner-Fiedler Pneumatics
Brevard Community College
Brookfield - Myers Squibb
British Nuclear Fuel Limited
Bronco Science Alumni Association
Brookhaven National Laboratory
Brooklyn Tech. Alumni Association
Susan Diane Brown, Chartered Accountant
Brown and Haley
Brown University
Bruce Power
Buckingham County 4Ruition Club
Burgess Pigment Company
Butter Ball Farms
C & M Relocation
C. A. Lindell True Value Hardware
CACL, Inc.
Cadence
CADDSoft
California Applied Competitive Tech. (CACT)
California State University
Northridge
California State University, Fresno
Caliper Life Services
Cal-IT2
Calvin College
Campbell Soup Company
Capital View Wealth Management, LLC
CapTech Ventures
Cardinal Pacific Escrow
Carleton University Engineering & Design
Carl’s Custom Metalcraft
Carlson Plumbing
Carolina Fluid Components, LLC
Carpenters District Council
Carpenters Local 608
Carter Burgess
Casper College
Casting Family Foundation
Castle and Cooke
Cedar Rapids Institute of Electrical & Electronic Engineering
Cee Kay Supply
Celaneo Acetate
Celerity
Central Vermont Rotaries
Chahita Enterprise
Champagne Metals L.L.C.
Chase Enterprises
Chaparral High School Education Foundation
Chapel Hills Mall
Charles Dunn
Chase Manufacturing
Chebly Foods
ChemTreat, Inc.
Cherry Electrical Products, Inc.
Chesapeake Protection Services
Chevron, Richmond Refinery
China Motors and Components
Chipotle
Chrysler Proving Grounds
Chubb
Ciber Inc.
CENTER
CIS
Cisco Systems, Inc.
Citi Bank
Citcorp
Citiglobe
City College of New York
CityGroup
City of Hammond
Cityware.com
Clarkson University
Cleveland Punch & Die Company
Cleveland State University
Industrial Technology Institute
Clyde Bergemann, Inc.
CNC Software
Cobb Technologies
Coca-Cola Bottling Company
Codman, A Johnson & Johnson Company
Coffey Machining Services
Cognos International
Coherent DEOS
Colby-Sawyer College
Colburn Job Corps Center
College of Staten Island
College of Staten Island Discovery Institute
Columbia University
Columbus State Community College
COM DEV
Comau Pico
Communications Research Centre
CompuCraft
Computer Assistance
Computer Dynamics
Concord USA, Inc.
Connecticut Light and Power Company
ConocoPhillips
Consolidated Edison, Inc.
Consolidated Caster
Constellation Energy Group
Continental Plastics Corporation
Contra Costa College
ConvaTec
Convergence Education Foundation
Converse Industries
Cook
Cookshack
Cooley Group
Copper Bend Pharmacy
copiergiant.com
Copper Bend Pharmacy
Cordis Corporation
cordis.com
Cordis Corporation
Columbia University
College of Staten Island Discovery Institute
Collbran Job Corps Center
Colburn Job Corps Center
Colburn Job Corps Center

david's United Church of Christ
day tool and manufacturing, inc.
DBDA-sa·t-Cab-LifeStyle
de anza high school PTSA
deBolt Machine & Fabrication
decoma
decoma SVE
delaware machinery and tool company, inc.
delphi automotive
delphi corporation
delphi thermal & interior systems
delta tau data systems
demuth
denver university
dePuy
dePuy Spine
derek blakely group
(ScotiaMcLeod)
design innovation, inc.
designs for living
detail technologies
deutsch dagan, ltd.
deVinciZen metal products Inc.
diamond wheel & fabricating inc.
digit
digit, inc.
diversified educational systems
diversified manufacturing, inc.
divested wire and cable
dodson & associates inc.
domingo vara chevrolet
dominion millstone power
station CT
donorsion virginia power
dorchester county government
dow chemical company
dp product, inc.
dragon heat - a 21st century program
drexel university
dRN machine
druai consulting
druai education services
dTE energy
duke energy
duncan
dundee precious metal
duPont
duPont liquid packaging systems
duPont spruance
durakon industries
dusevoir metal products, Inc.
dynalectric
dyneon 3M
e.I. duPont de Nemours &
company, Inc., spruance plant
e. K. Purdy Ltd.
ettman’s education services
Inc.
eason’s education scholarship
east coast appraisal
east end insurance services
eastman chemical company
eastman kodak company
eaton corporation
ebm-papst Industries, Inc.
ed bozarth chevrolet
EDAcorn
EDC-Southwest CA
EDF
EG & G Kelly Distribution Center
Elbit Systems Ltd.
Electrical Motor Company
Electrorack
Elixa
EllisDon Construction
EMC
Emerson Motor Technology Center
EMS Technologies
ENIAC
envirobods Ltd.
Epic Systems, Inc.
equifirst mortgage
Erie Plastics
ESAB Welding & Cutting
ESYS Corporation
Ethicon, LLC
Evans Leasing
Evans Precision Machining, Inc.
EvilRobotics.net
Exatron
exide technologies
Explus, Inc.
execerec
extended school day programs
ExxonMobil
FADAL Engineering
Fairchild Semiconductor
Falstrom Company
FANUC Robotics
Fastenal
Faurecia
FCI-Burndy
F.E.A.R. Foundation
Sharon Ferrier
Ferris State University
Festo Corporation
FESTO Neumatic
Filtronc Fibertec
First Piedmont Corporation
First Service Realty Int’l
First State Robotics, Inc.
Flashpoint Machine
Flexicell, Inc.
floorlayers local 1310
Fluor Daniel
FMc
FMc Technologies
Fogdall RV
Fold-A-Goal
Ford Motor Company
Formosa Plastics Corp.
Forms Plus Inc.
Foxboro Company
Fox Valley Technical College
FRALO Industries Inc.
Fred Needel Inc.
Garrettech Ltd.
Gates Rubber Company
Gateway Technical College
GE Drives & Controls, Inc.
GE Elfun

FIRST Sponsor:
Johnson & Johnson

As a Founding Sponsor, Johnson & Johnson embraced a leadership role early in the development of FIRST and has never looked back. In a decade of support, the J&J family of companies has consistently been at the forefront of growing FIRST. The company’s increasing commitment includes support as title sponsor of the FRC New Jersey Regional, as direct sponsor of 17 teams, as a provider of employee mentors and volunteers, and as a key contributor to the FIRST Annual Fund. J&J has also been an active and effective recruiter of additional high schools, teams, and sponsors to help bring the opportunity of a FIRST experience to more schools and students.
ANNUAL REPORT

First listings. If we’ve made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8326.

Grand View Heights High School
Grand Valley State University
Grand Rapids Scale
Yvette and Larry Gralla
Goodrich Corporation
GoFastRobots
GMNA Engineering Structural
Glenleven Chrysler
GMNA Engineering Structural
Development Laboratories
Go Bots
GoFastRobots
Golden Nugget
Goodrich Corporation
Yvette and Larry Gralla
Grand Rapids Scale
Grand Valley State University
Grandview Heights High School Alumni Association
Greenville County Schools
Greenville Technical College
Gruas Salas
Grundfos Pumps
GS Machine Shop
GSMA
Gue Sol Services
Gulfstream Aerospace
Gumbo
Guthrie Financial Services
Gwinnett County Board of Education
Gwinnett County Public Schools
H & R Machining
Haas Automation, Inc.
Halliburton
Hamilton Sundstrand
Harbea Plastic
Harlem YIMCA
Harley-Davidson of York
Harleysville National Bank
Harper Equipment
Harris Corporation
Harris Corporation RF Communications
Hart’s Hardware
Hawaii Directorate of Public Works
Hawaii Electric Light Company
Hawaiian Electric Company
Haworth
Hayes-Lemmerz
Heat Transfer Systems, Inc.
Bruce J. Heim Foundation
Heinz Endowments
Hella Electronics Corporation
Hella Lighting Corporation
Hendrix College
Henkel Surface Technologies
Hennessy Family Foundation
Margarita and John Hennessy Family Foundation
Henrico Education Foundation
Henry Ford Museum
Hepburn Engineering
Hercules, Inc.
Herman Miller Foundation
Hewlett-Packard
Hicks Technical Consulting
Hilcrest Motors
Hinckley Research Corporation
Hoffman Design Works
Hofstra University, Technology
Education Dept.
Holiday Resorts
Holland & Knight, LLP
Home Depot
Honda of America Manufacturing
Honda Rx&D
Honeywell Space and Defense
Honeywell, Inc.
Hooker Furniture Corporation
Hope College
Horizont Sheet Metal Ltd.
Hosdton Corporation
HostRocket.com
Houston Robotics
HR TeXtron
HS Die and Engineering
Hughes Aero Structures
Hughes Network System
Humber River Regional Hospital
Huntington County 4H Robotics
Huntzman
Hydraquip
Hydro-Cut
Hypnoticblaze.com
IBEW Local 98
IBM
Idaho State University
IDEO
IDEXX Laboratories
IEEE
IGA
IGUS
IISNet Networks
Imerys
Immunicon
Impact On Education
Imperial College
IMS Metals, INC.
INA Automotive
INA USA Corporation
Indalex
Independence Community Bank
Indiana Space Grant Consortium
Industrial Light and Magic
Infinofne of Richmond
Infinofne Technologies - Richmond
Infinum USA
InfoAdvantage, LLC
ING
The Ink Spot
Innovation Plus, Inc.
Innovative Machines
Instituto Tecnologico De Nuevo Laredo, MX
Instrument Society of America
Integrity Associates
Intel Corporation
Inteltex, Inc.
International Paper Corp.
Intersil
Intier Automotive
Intralox, Inc.
Intralox LLC
Iomega
Iowa with Power
Isca
Israel Aircraft Industries
Issaquah Schools Foundation
ITT Industries Space Systems Division
ITT Technical Institute
ITW Anchor
ITW Drawform
ITW Highland
Ivy Tech State College
Ivy Tech State College, Bloomington
Ivy Tech State College, Region 5
J D Properties
J P Fabrications & Repair LLC
Jack & Company
J.M. Huber
Jack Bays, Inc.
Jackson Medical Mall Foundation
Jackson State University - School of Engineering
Jacobs Engineering
Jagati & Guttag
JAGZ, Inc.
Jake’s Handyman Service
JE Jacobs
JEA
JH Kelly
Jim Hanna Sportswear
Jim Minkey Remax Today
John Deere
John Deere Waterlo Operations
John Emery Geotechnical Engineering Ltd. Lindsay-Emery Scholarship
John Henry Foster Co.
Johnson & Johnson
Johnson & Johnson
Johnson & Johnson Consumer and Personal Products Worldwide
Johnson & Johnson PRD
Johnson Controls
Jomaco Metal Fabricators
JPI Worldwide
JR Automation Technologies
JSP International
Judicial Document Solutions
K and M Electronics
Kansas Space Grant Consortium
Kaz Inc.
Kelly Aviation Center
Ken-Tronics
Kettering University
KeySpan Energy
KG Projections, Inc.
Kikkoman Foods Inc.
Kimberly-Clark
Kinna Family
Kitchell Contractors
Klein & Perkins Caufield & Byers
Klingbeil Capital Management
KMI Technology Inc.
Knoch Manufacturing Ltd.
Koller-Craft Plastic Products
Konica-Minolta
KSU Industries
K-T Corporation
Kuka Development Labs
L-3 Communications
LA County Regional Occupational Program
LaBelle Commercial Industrial Electrical Contractors
Laboratory Robotics Interest Group (LRIG)
Labsphere, Inc.
Laker Energy Products Ltd.
Lamar Bruni Vergara Trust
Lampin Corp.
Laron Incorporated
Larsen & Shaw Ltd.
Laughlin Racing
FRC Chairman's Award:

Team 67, “The HOT Team” of Huron Valley Schools from Milford, MI won the prestigious FIRST Robotics Competition Championship Chairman’s Award for 2005, which recognizes the team that best represents a model for other teams and best embodies the purpose and goals of FIRST.

FLL Director’s Award:

Team 9, “Boys & Girls Clubs of America,” won the 2005 FIRST LEGO League World Festival Directors Award. The Director’s Award, FLL’s highest honor, recognizes the team that best inspires and motivates others about the excitement and wonder of science and technology while demonstrating gracious professionalism.
FIRST thanks all of its supporters and makes every effort to ensure complete and accurate listings. If we've made an error, please accept our sincere apology, and please help us correct it by letting us know at 1-800-871-8326.
FINANCIALS

The following, abbreviated financial statements have been prepared on the accrual basis of accounting. Ernst and Young LLP (E &Y) audits our organization’s financial statements annually; copies of FIRST’s audited financial statements and accompanying notes are available via the FIRST website at www.usfirst.org under “About FIRST.”

For the fiscal year ended June 30, 2005, there were no audit findings and FIRST received an unqualified opinion from its auditors. Additionally, the Office of Management and Budget’s (OMB) Circular A-133 audit of the organization’s Federal grant programs had no findings or questioned costs. FIRST continues to be qualified as a “low-risk” auditee.

### Statements of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and equivalents</td>
<td>$4,894,462</td>
<td>$3,380,640</td>
</tr>
<tr>
<td>Investments</td>
<td>0</td>
<td>591,610</td>
</tr>
<tr>
<td>Accounts receivable (net of allowance for doubtful accounts of $27,000 in 2005 and $18,314 in 2004)</td>
<td>367,213</td>
<td>134,749</td>
</tr>
<tr>
<td>Federal grants receivable</td>
<td>655,095</td>
<td>1,699,100</td>
</tr>
<tr>
<td>Property, plant and equipment (PP&amp;E): Less accumulated depreciation</td>
<td>6,562,731</td>
<td>6,010,967</td>
</tr>
<tr>
<td></td>
<td>2,175,666</td>
<td>1,857,093</td>
</tr>
<tr>
<td>Net PP&amp;E</td>
<td>4,387,065</td>
<td>4,153,874</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>158,107</td>
<td>140,672</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$10,461,942</td>
<td>$10,100,645</td>
</tr>
</tbody>
</table>

|                |            |            |
| **Liabilities and net assets** |            |            |
| Accounts payable and accrued expenses | $589,665    | $297,381   |
| Deferred revenue and other credits | 37,400      | 50,225     |
| Refundable advances | 2,560,800   | 2,701,000  |
| **Total liabilities** | 3,187,865  | 3,048,606  |

|                | 2005       | 2004       |
| **Net assets:** |            |            |
| Unrestricted   | 5,902,221  | 5,044,766  |
| Temporarily restricted | 1,371,856  | 2,007,273  |
| **Total liabilities and net assets** | 7,274,077  | 7,052,039  |

|                | 2005       | 2004       |
| **Total liabilities and net assets** | $10,461,942 | $10,100,645 |

### Statements of Activities

<table>
<thead>
<tr>
<th></th>
<th>Year ended June 30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues and other support:</strong></td>
<td>2005</td>
</tr>
<tr>
<td>Program registration fees</td>
<td>$9,837,085</td>
</tr>
<tr>
<td>Contributions</td>
<td>5,282,335</td>
</tr>
<tr>
<td>Rental income</td>
<td>558,764</td>
</tr>
<tr>
<td>Event package revenue – Championship</td>
<td>0</td>
</tr>
<tr>
<td>Other income</td>
<td>415,889</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,602,310</td>
</tr>
<tr>
<td>Special sponsorship</td>
<td>500,000</td>
</tr>
<tr>
<td><strong>Total revenues and other support</strong></td>
<td>18,196,383</td>
</tr>
</tbody>
</table>

|                | 2005       | 2004       |
| **Operating expenses:** |            |            |
| FIRST Robotics Competition | 13,176,451 | 10,837,289 |
| FIRST LEGO League | 1,124,943 | 708,199 |
| FIRST Vex Challenge | 323,257 | 0 |
| FIRST Place | 47,264 | 68,308 |
| Event package expenses – Championship | 0 | 133,293 |
| Management and general | 2,411,966 | 1,989,827 |
| Operation of building | 316,375 | 320,755 |
| Depreciation | 318,570 | 261,239 |
| **Total operating expenses** | 17,718,826 | 14,318,910 |

|                | 2005       | 2004       |
| **Operating income** | 477,557 | 100,339 |

|                | 2005       | 2004       |
| **Non-operating gains:** |            |            |
| Refundable advances - amortization | 140,200 | 140,200 |
| Excess of revenues over expenses | 617,757 | 240,539 |
| Net assets released from restriction for purchase of property, plant and equipment | 239,698 | 0 |
| **Increase in unrestricted net assets** | 857,455 | 240,539 |
BOARD OF DIRECTORS

John E. Abele, FIRST Chairman
Founder Chairman, Retired
Boston Scientific Corporation

James R. Utaski, FIRST Vice Chairman
Partner
Whitestone Capital, LLC

Robert M. Tuttle, FIRST Treasurer
Vice Chairman
Segway LLC

Paul A. Allaire, FIRST Chairman Emeritus
Former Chairman & CEO
Xerox Corporation

Dean L. Kamen, FIRST Founder
President
DEKA Research & Development Corporation

Douglas L. Becker
Chairman & CEO
Laureate Education, Inc.

Ursula M. Burns
Senior Vice President, President, Business Group Operations
Xerox Corporation

Dennis Carey
Executive Vice President, President & CEO, Integrated Electronic Systems
Motorola, Inc.

François J. Castaing
President
Castaing & Associates

John M. Hennessy
Chairman & CEO, Retired
Credit Suisse First Boston

Gordon J. Homer
President
Gordon J. Homer Advisory Services

Vernon R. Loucks, Jr.
Chairman
The Aethena Group, LLC

Susie Mathieu
Partner
Spirit Hockey, LLC

Raymond Price
Writer
President, Retired
The Economic Club of New York

Dennis A. Roberson
Vice Provost, New Initiatives
Illinois Institute of Technology

Curt M. Selquist
Company Group Chairman
Johnson & Johnson Health Care Systems, Inc.

Thomas G. Stephens
Group Vice President
GM Powertrain

Ronald L. Zarella
Chairman & CEO
Bausch & Lomb Incorporated

FIRST gratefully acknowledges the contributions of those Board members whose service has concluded: J.T. Battenberg III and Paul Shay.

HONORARY DIRECTORS

Carol Bartz
Chairman & CEO
Autodesk, Inc.

L. John Doer III
Partner
Kleiner Perkins Caufield & Byers

Kjeld Kirk Kristiansen
Owner & Deputy Chairman
The LEGO Group

John E. Pepper
Chairman of the Executive Committee of the Board
The Procter & Gamble Company

Gary L. Tooker
Chairman of the Board, Retired
Motorola, Inc.

Dr. Woodie Flowers, Vice Chairman
Pappalardo Professor of Mechanical Engineering
Massachusetts Institute of Technology

Ray Almgren
Vice President of Product Marketing and Academic Relations
National Instruments

Nick Caporella
Chairman & CEO
National Beverage Corp.

Dr. John F. Cassidy, Jr.
Senior Vice President Science & Technology
United Technologies Corporation

Robert E. Couhig, Jr.
Principal
Couhig Partners, LLP

Peter Eio
President, Retired
LEGO Systems, Inc.

Deborah L. Grubbe, P. E.
Vice President – Group Safety
BP Plc

Greg Hale
Chief Safety Officer, VP, Safety, Accessibility & Advanced Technology
Walt Disney Parks & Resorts

Fred Hubacker
Executive Consultant
Apollo Management, L.P

Kent H. Hughes
Director of Science, Technology, America and the Global Economy
Woodrow Wilson International Center

Dr. Shirley Ann Jackson
President
Rensselaer Polytechnic Institute

Trevor O. Jones
Chairman, CEO & Founder
BIOMECA, Inc.

Gordon Lankton
Chairman
Nypro Inc.

Dr. William P. Murphy, Jr.
Founder
Cordis Corporation

Cecilia Neumann
Attorney

Dr. Edward A. Parrish
President, Retired
Worcester Polytechnic Institute

Tom Pirelli
Executive Director
The Arial Foundation

Steve Sanghi
CEO
Microchip Technology, Inc.

Dr. Roland Schmitt
President Emeritus
Rensselaer Polytechnic Institute

Jeanne Shaheen
Former Governor of New Hampshire

Cheryl L. Shavers, Ph.D.
Chairman & CEO
Global Smarts, Inc.

Josh S. Weston
Honorary Chairman
Automatic Data Processing, Inc.

Capt. Vincent Wilczynski, Ph.D.
U.S. Coast Guard Academy

William A. Wulf
President
National Academy of Engineering

Current as of September, 2005