A MESSAGE FROM THE LEADERSHIP

The story of 2015 is one of expansion. From opening new Challenger Learning Centers, to securing funding to develop innovative STEM programming, to growing our talents with new board members and headquarters staff, Challenger Center focused on taking steps that would have a significant influence on our reach. All of this work for one goal – to inspire as many students as possible.

The year included substantial advances on our next two Center-based STEM missions, Expedition Mars and Operation Comet, which will launch in the fall of 2016 and spring of 2017 respectively. We finalized the ocean-science based storyline of our first ever classroom-based program, a huge milestone in our effort to expand into the classroom.

Our decades of experience in STEM education have motivated students, helping them in their journey to success. But we know it is not enough. Over the past few years, we identified the need to further enhance our current programming and agreed to make a commitment to find ways to reach into more communities. By December, we found a way to make that possible when NASA chose our program, CodeRED: My STEM Mission, for a cooperative agreement. Our aim to strengthen the programs we have and determination to engage students, teachers and parents in communities that may not have access to a Challenger Learning Center, can now become a reality.

Now more than ever there is a need to provide effective STEM education. Surveys of teachers, international assessment scores, and interviews with employers are all pointing to a need for an innovative approach – an approach that Challenger Center offers. We are primed and ready to take on this challenge, ready for our next giant leap, and know that none of this would be possible without each of you. THANK YOU. Thank you for your support, encouragement, and shared passions. As we look to the future, we remain committed to excite, prepare and inspire students around the world.
CHALLENGER CENTER

COUNTDOWN TO LAUNCH AT CENTERS

Following the successful launch of Earth Odyssey and Lunar Quest, two new Challenger Learning Center-based missions, the team made significant progress on the next two missions – Expedition Mars and Operation Comet. Through the course of the year, mission development teams were established and storyline discussions took place along with the initial phase of creating hands-on labs and mission-specific activities. Expedition Mars will be tested in the spring of 2016 and launched at Centers that fall. Operation Comet development and testing will take place after the Mars launch, and the final Mission will be introduced to Centers in early 2017.

RED HOT NASA AGREEMENT

NASA has been a critical partner and supporter of our STEM education organization since its creation 30 years ago. We were honored when we were named one of only 27 organizations to enter into a cooperative agreement to engage learners of all ages on NASA’s science education programs and activities. Our project, CodeRED: My STEM Mission, includes comprehensive, multi-faceted educational programming around the subject of planetary science, in particular Mars. With a focus to impact more students, the initiative will include mobile apps for students and parents, community engagement days at Challenger Learning Centers, a flipped classroom course and distribution of our new Expedition Mars mission.

DEEP DIVE INTO ENGILEARN

Using the EngiLearn™ platform, students are transported to the bottom of the ocean to a virtual underwater research station and submarine and are immediately immersed in different areas of study including marine biology, oceanography, meteorology, and geology.

We made exciting gains in the second year of our four-year project to transform our Challenger Center experience into a classroom-based program. EngiLearn, our new interactive and dynamic software platform, delivers a hands-on educational program for students, engineered to meet our intended outcomes while creating a user-friendly format to support teachers. This project is made possible through tremendous partner support and an Investing in Innovation grant from the Department of Education. In the second year of the project, we finalized the ocean-science based storyline, storyboards and content to be utilized in our software; enhanced the overall program model to strengthen the student experience; completed the alpha version mission animations and multi-media components; and finalized major components of the embedded assessment and program evaluation features. In fall 2016 and spring 2017, we will run a large-scale pilot program involving approximately 30 schools and 3,000 children from a wide range of socio-economic and geographic backgrounds. Approximately 1,500 students will experience the EngiLearn ocean program and 1,500 students will serve as a control group.

PROGRAMS

CHALLENGER CENTER EXPANSION
LEADERS

The Board of Directors elected seven new members in a strategic move to further broaden its leadership group. The additions included the creation of a seat reserved for an Apollo 1 representative, adding to positions already reserved for Challenger and Columbia families. Each of the chosen individuals has displayed great success in their respective career and bring a unique skillset to the team. Together, the Board of Directors continue to guide the organization’s commitment to build on the legacy of the fallen astronauts by inspiring the next generation of leaders and innovators.

For several years, our team worked with leaders and local community members in Schenectady, NY to bring an innovative STEM education resource to their students and teachers. In May, that hard work paid off when Challenger Learning Center of the Capital Region at miSci celebrated its grand opening. The Center serves school children from northeastern New York, western Massachusetts, and southern Vermont. Demonstrating great dedication to the students of the community, we are thrilled to have this new presence in Schenectady.

Las Cruces Public Schools in New Mexico worked to relocate the only previously existing Center in the state to their own community. To provide local students with the innovative and unique STEM education resource, the Challenger Learning Center of Las Cruces opened with help from the Board of Education, Superintendent, Chamber of Commerce Conquistadores, Virgin Galactic and Spaceport America. The Center plans to host every 6th grade student in the district twice during the school year in an effort to help cultivate a future generation of lifelong learners.

As we make great strides toward impacting as many students as possible, we continue to build relationships with new communities working to open their own Challenger Learning Center. Many of these locations are in the beginning of our process and several groups were able to move along quickly, building momentum and outreach within their regions with key stakeholders. In 2015, we continued conversations with communities both in the United States and abroad, including Frankenmuth, MI; Houston, TX; Indiana, PA; Minneapolis, MN (Eagan, MN); Nashville, TN; Norfolk, VA; Seymour, TN; Riverside, CA; Abu Dhabi, UAE; Ashington, UK; and Haifa, Israel.

PARTNERS

The impact we make on students around the world would not be possible without the continued commitment of our partners and donors. In 2015, our work to further our reach included the addition of three new partners – Subaru of America, ArianeSpace, and ISTAT Foundation.

SUBARU

Subaru of America is committed to supporting STEM education and building the workforce of the future. Subaru supported the creation of a Mars exploration-focused professional development program for teachers and supports the delivery of that program in the Camden City School District in Camden, N.J. Teacher professional development empowers educators to extend the Challenger Learning Center experience into the classroom, using Mars exploration as a hook to capture student imaginations and expose them to a wide range of STEM subjects and careers. ArianeSpace is the world’s first commercial satellite launch company. With its family of three launch vehicles – Ariane, Soyuz and Vega, ArianeSpace has the ability to launch any payload to any orbit at any time. ArianeSpace’s commitment to use Space for a better life on Earth aligns with our work to educate and excite students using the awe and wonder of space exploration. Since 1980, ArianeSpace has performed missions placing more than 500 satellites into orbit, and in 2018 will launch NASA’s James Webb Space Telescope. The ISTAT Foundation is the charitable branch of the International Society of Transport Aircraft Trading (ISTAT), which is dedicated to fostering and promoting interest and educational opportunities in commercial aviation while providing a forum for those involved in the aviation and supporting industries.

ISTAT Foundation

The mission of the ISTAT Foundation is to support individuals and institutions that promote the advancement of commercial aviation and humanitarianism. The ISTAT Foundation supported the development of Expedition Mars, our new Mars-themed mission, which is designed to inspire students to pursue a wide range of careers, including those in aviation.

ONLINE

We launched a brand new website to share our STEM education story in the most engaging and exciting way possible. Working with the expertise and creative talents of our partners UPROAR!, the new Challenger.org is intuitive and easy to use, with relevant and timely content. The responsive layout features a fresh look, bright colors, eye-catching animations, simple navigation and robust practice functionality. Visit today at www.challenger.org.
SPECIAL EVENTS

STAR POWER

It was our honor to recognize and celebrate our partners and biggest supporters at our third annual President’s Circle Event. The fabulous evening took place in Washington, D.C. and was filled with great conversation and a stunning view of the Capitol. Guests included NASA Administrator Charles Bolden, Deputy Administrator Dava Newman, and former Associate Administrator for the Science Mission Directorate John Grunsfeld. Grunsfeld provided remarks and graciously shared NASA’s enthusiasm for our mission. We celebrated with our EngiLearn partners as we prepare to pilot our first classroom-based program in Virginia and honored our in-kind and mission development supporters that helped us make huge leaps in 2015, including the development of our new website and our Earth, Moon, and Mars-themed missions.

OUT OF THIS WORLD

As part of the organization’s 2015 Annual Conference hosted by San Antonio College, we invited Captain Mark Kelly to help host a downlink with Expedition 44 Flight Engineers Scott Kelly and Kjell Lindgren of NASA. Capt. Mark Kelly, a member of our board of directors, former astronaut and brother of Scott Kelly, briefly spoke with his brother and Lindgren before opening up the event for questions from San Antonio students and teachers and Challenger Learning Center educators. Kelly and Lindgren discussed life and work on the orbital laboratory, and answered questions about sleeping patterns, misconceptions about the ISS, and advice for today’s students who are interested in pursuing a STEM career. Among those asking questions were twin 15-year-old boys who asked about preparing physically and mentally for the year long trip. The special event also included presentations by NASA Astronaut Joe Acaba and National Space Biomedical Research Institute Chief Scientist Dr. Graham Scott.
In 2015, we continued our trend of positive growth, increasing revenue by 7% from $4.5M to $4.8M, while achieving a net asset increase of $230,000.

We continued to use the new revenue to drive the development, delivery and support of impactful STEM education programs. This includes the programs that our 42 Challenger Learning Centers deliver to more than 250,000 students each year, as well as development of an experiential, mission-based program for the school classroom setting called EngiLearn. When EngiLearn development and testing is complete, it could extend our reach to millions of students each year. In addition, we opened two new Challenger Learning Centers in 2015 – Schenectady, NY and Las Cruces, NM.

Finally, we benefited from the talents of several corporate partners that donated their time and energy to help us achieve organization goals. These in-kind contributions are critical to our success as an organization and represent a significant area of overall revenue growth in 2015 (over $600,000 in value).

### REVENUE SOURCES

- **Corporate, Foundation, and Individual Giving**: 11%
- **Space, Science, and Technology Trust**: 12%
- **Federal Grant Programs and Related Match Funding**: 13%
- **Program Upgrades for Existing Challenger Learning Centers**: 24%
- **Affiliation Fees**: 1%
- **Installations of New Challenger Learning Centers**: 18%
- **Investment and Other Revenue**: 21%

### EXPENSES

- **Education Programs**: 72%
- **Center Upgrades and New Centers**: 15%
- **Communications**: 13%
- **Program Development and Network Support**: 11%
- **Management and Administration**: 6%
- **Fundraising**: 4%

### EDUCATION PROGRAM EXPENSES

- **Education Programs**: 90%
- **Center Upgrades and New Centers**: 15%
- **Communications**: 13%

### CHALLENGER CENTER FOR SPACE SCIENCE EDUCATION

Statement of Financial Position
DECEMBER 31, 2015 AND 2014

**Assets**

- Investments: $15,635 (2015) vs. $15,719 (2014)
- Prepaid expenses and deposits: $56,789 (2015) vs. $58,204 (2014)
- Property and equipment, net: $25,779 (2015) vs. $9,551 (2014)
- **Total assets**: $2,173,793 (2015) vs. $2,343,664 (2014)

**Liabilities and Net Assets**

- Deferred rent: $103,550 (2015) vs. $6,794 (2014)
- Notes payable: $500,000 (2015) vs. $361,263 (2014)
- **Total liabilities**: $1,678,330 (2015) vs. $2,080,341 (2014)
- **Net Assets**: $495,463 (2015) vs. $263,323 (2014)
- **Unrestricted**: $260,851 (2015) vs. $45,668 (2014)
- **Total net assets**: $1,943,373 (2015) vs. $291,005 (2014)
- **Total liabilities and net assets**: $2,173,793 (2015) vs. $2,343,664 (2014)
### 2015 DONORS

<table>
<thead>
<tr>
<th>Donor Name</th>
<th>Contribution Range</th>
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<tbody>
<tr>
<td>June Scobee Rodgers</td>
<td>$500-$999</td>
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<tr>
<td>Virginia Barnes</td>
<td>$1,000-$2,499</td>
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<tr>
<td>Tennessee Valley Public Foundation</td>
<td>$2,500-$4,999</td>
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<td>Kathy Clark</td>
<td>$5,000-$9,999</td>
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<td>National Public Accountants</td>
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<tr>
<td>Arent Fox LLP*</td>
<td>$25,000-$99,999</td>
</tr>
<tr>
<td>U.S. Department of Education UPGRADe!</td>
<td>$100,000-$1 million</td>
</tr>
</tbody>
</table>

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**Note:** The list includes donations from a variety of organizations and individuals, highlighting the widespread support for the Challenger Center in 2015. The contributions range from small amounts up to significant donations, underscoring the center's broad-based support network. The list includes both individual and corporate donors, reflecting the collaborative effort in supporting educational initiatives and spaces. The donations cover a spectrum of contribution ranges, underscoring the diverse nature of support and the importance of such contributions in advancing educational opportunities. The list is compiled to recognize the donors who contributed to the center’s goals and mission in 2015.
Note to Our Donors: This list includes gifts from the 2015 fiscal year. We carefully review all gifts to ensure each one is properly recognized and donor preferences are followed when compiling this report. Occasionally, despite our efforts, errors do occur. Please alert us to any errors or changes in the way you are listed by contacting us via phone at 202-827-1580 or emailing us at giving@challenger.org.

*Includes In-Kind Contributions
OUR MISSION
Engage students and teachers in dynamic, hands-on exploration and discovery opportunities that strengthen knowledge in science, technology, engineering, and mathematics (STEM), inspire students to pursue careers in these fields, and provide an outlet to learn and apply important life skills.

OUR VISION
Build a scientifically literate public and shape our future leaders to help improve quality of life across the globe—not just through pragmatic teaching, but also by the power of vision, inspiration, and innovation.

LEADERSHIP AND STAFF

FOUNDING FAMILY MEMBERS
Marcia Jarvis-Tinsley Widow of Gregory Jarvis
The Honorable Steven McAuliffe Widow of Christa Corrigan McAuliffe
Cheryl McNair Widow of Ronald McNair
Lorna Onizuka Widow of Ellison Onizuka
Charles Resnik, M.D. Brother of Judith Resnik
June Scobee Rodgers, Ph.D. Widow of Francis R. “Dick” Scobee
Jane Smith Wolcott Widow of Michael Smith

EXECUTIVE COMMITTEE
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Educator, Author, Speaker
Kent Rominger [Chair]
Vice President, Advanced Programs, Orbital ATK, Former NASA Astronaut
Charles Resnik, M.D., [Vice Chair and Founding Director]
Professor of Radiology at UMD School of Medicine, Director of Diagnostic Radiology Residency Program at UMD Medical Center
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Faculty, U.S. Naval Academy, Former NASA Astronaut
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Partner, Government Relations, Arent Fox
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Challenger Center
Gwen Griffin [Immediate Past Chair]
CEO, Griffin Communications Group

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Nick King Education Coordinator
Julie Piernikowski Executive Assistant to the President and CEO
Robert Piercey Vice President of Education
Bill Seilnacht Director of Network Support
Muhammad Shazlee Director of Technology
Daria Teutonico Senior Director of Communications

*Term completed in 2015
**New to Board of Directors in 2015