Let no children be demeaned, or have their wonder diminished because of our ignorance or inactivity; Let no adults be deprived of discovery, because we lack the resources to discover their learning needs; Let neither children nor adults—ever—doubt themselves or their minds because we are unsure of our commitment.
BY THE NUMBERS

82,000 EDUCATORS gained access to RTI tools through NCLD

OVER 5 MILLION STUDENTS impacted by the work of our Education Programs

NCLD Annual Report 2011
NEARLY 100 CAPITOL HILL VISITS
with parent leaders and Policy Team to support legislative proposals that help students with LD

526,711 PEOPLE helped through LD.org

1ST
LD.org’s rank among “Learning Disabilities” websites
NCLD’s Mission for Success

The National Center for Learning Disabilities’ (NCLD) mission is to ensure success for all individuals with learning disabilities in school, at work and in life. We:

• Connect parents and others with resources, guidance and support so they can advocate effectively for their children
• Deliver evidence-based tools, resources and professional development to educators to improve student outcomes
• Develop policies and engage advocates to strengthen educational rights and opportunities

Our Commitment:
To ensure that all students with learning disabilities graduate from high school with a standard diploma—prepared for college and the workplace.
The National Center for Learning Disabilities, Inc. (NCLD) continues to grow as an organization each year, providing individuals with learning disabilities (LD) more resources and opportunities than ever before.

Despite economically challenging times, NCLD has not been deterred from creating and developing initiatives that better the lives of people with LD. Our theme for 2011 was “Celebrating the Power of Parents,” because NCLD recognizes the love, support and positive influence parents have when advocating for their children every day.

Here are a few of NCLD’s innumerable accomplishments from 2011:

For Parents:
Our website, LD.org, has been streamlined so that our constantly updated content is more easily accessible. The programs and resources NCLD provides have broadened to better facilitate the needs of parents who seek to understand LD and to make informed decisions that aid in the development of their children with LD. Our efforts have been succeeding. In 2011, the average time spent by users of our site increased by 63%, and more than 1,500 websites currently link to LD.org.

For Schools:
By providing teachers and administrators with support and tools, NCLD actively commits to ensuring that students with LD receive the best education possible. Our Response to Intervention (RTI) resources allow schools to recognize and address LD sooner, so that action can be taken immediately to effectively assist and promote success for these children. In addition, components of our early literacy program, Get Ready to Read, has been translated into Arabic, Chinese and Korean to better accommodate the needs of the diverse and global population of students in the United States.

For Policy makers:
Through bipartisan cooperation, NCLD was able to actualize new policies that aid people with LD. We continue to urge schools to include students with LD in
Great Year

Chairman Frederic M. Poses and James H. Wendorf

screening and assessment that helps to detect LD at its earliest stages. Our efforts guarantee that educators, school districts and states are held responsible for providing the best education possible to students with LD. It is our goal to ensure that every student with LD graduates from high school with a standard diploma, thereby gaining the means to pursue higher levels of educational and vocational studies.

Through our numerous programs and reforms, NCLD will continue to do everything that is needed to make sure that parents never feel hopeless and that students with LD have access to the bright future they deserve. Thank you for your continued support in helping NCLD—and those with LD—achieve success.

Best regards,

Frederick M. Poses,
Chairman

James H. Wendorf,
Executive Director
LD.org

The power to hope, to learn, and to succeed
LD.org continued to change lives in 2011.

With a record 500,000 visitors to the site and several new sections of content, combined with state of the art resources and hundreds of partner sites sending information to their users, NCLD connected with more new families and provided them with the tools they need to help children find success in the classroom, be heard on Capitol Hill and enjoy success at home and in the community.

NCLD worked hard this year to make a number of improvements to LD.org. When parents and educators visit LD.org, they can now easily search across LD.org and sister sites RTINetwork.org and GetReadyToRead.org for items of interest. The new “comment-on-an-article” feature has provided visitors with improved opportunities to give public feedback on content, to share stories with other users and to ask questions. All of these improvements add up to greater access to tools that allow parents and students to expand their advocacy. These changes have led LD.org to become one of the most trusted and authoritative sites for information about learning disabilities on the web, as evidenced by the fact that over 1,500 links to LD.org were posted to other websites in 2011.

In addition, the half-million visitors to LD.org will have noticed some big improvements that have made the site more robust, informative and interactive:

- **New content** helps parents and students understand the nature of LD and related disorders of learning, and how to be effective advocates.
- **Community engagement** has increased, with a new “comment-on-an-article” feature, and opportunities for visitors to share feedback and stories.
- **New resources** help parents make critical decisions about LD identification, effective instructional practices and successful partnerships with schools, screening and assessment, accommodations and social/emotional aspects of LD.

The 2011 numbers (vs. 2010) highlight how LD.org is connecting with parents and educators:

- 40% increase in visitors to LD.org
- 40% increase in unique visits to LD.org
- Over 2 Million page views on LD.org


These enhancements resulted in a more engaged and informed visitor to LD.org but there is more work to be done. NCLD’s goals in the coming years are to expand and enhance e-mail and social media communications to deepen parent engagement and ensure that content on LD.org is driven by the users of the site, organized by what is most relevant to them.

These enhancements will make users of LD.org knowledgeable, active and passionate advocates for those with LD.

**LD.org**

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2010</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
<td>711,727</td>
<td>507,144</td>
<td>+40%</td>
</tr>
<tr>
<td>Unique Visitors</td>
<td>562,711</td>
<td>400,964</td>
<td>+40%</td>
</tr>
<tr>
<td>Page views</td>
<td>2,217,082</td>
<td>1,984,185</td>
<td>+12%</td>
</tr>
</tbody>
</table>
“I like this site because it has helped me understand where I can help my son Joey more and feel like I’m not the only parent out there that has the same concerns as I have for my son. It has also helped me to turn it around by encouraging his gifts and moving in a positive direction!”
— Eli M., LD.org Facebook fan

Experience the improvements first-hand:

LD.org

Sign up for NCLD Newsletter
NCLD is committed to helping prepare educators to meet the needs of students with LD by...

fostering strong and effective Educational Program activities, delivering evidence-based tools, resources and professional development to educators in order to improve student outcomes. Whether through NCLD’s family of websites, including LD.org, RTINetwork.org, and GetReadyToRead.org, through forums and conferences, or through partnership with other nonprofits working together to positively impact student success, NCLD has made great strides in 2011 towards becoming a leader in learning and advocacy for students with LD.

RTI Action Network

The Response to Intervention (RTI) Action Network provides information and tools to guide educators and families in the large-scale, nationwide implementation of RTI. The overarching goal of RTI is for each child to have access to quality instruction and for struggling students—including those with LD—to be identified early and receive the necessary supports to be successful. In 2011, the RTI Action Network launched the Thought Leaders Network and RTI Marketplace, online resources that provide workshops, mentoring and access to materials that educate and inform.

These 2011 numbers confirm RTI Action Networks growing reach and influence:
• Provided professional development for over 82,000 educators
• Mentored over 200 principals and school leaders overseeing RTI programs for more than 2.3 million students
• Almost 22,00 subscribers for RTI Action Network’s electronic newsletter
• More than 1 million page views for RTINetwork.org
• Ranked in the top 25% of most popular Facebook pages with 1,700+ fans from over 20 countries

The RTI Action Network also increased face-to-face advocacy and education, presenting at ten national meetings and conferences, and by conducting the National RTI Leadership Forum in December. Transcripts, discussions and over 25 videos from the event can be found on RTINetwork.org. One participant called it “the single best day of professional development I have experienced in the last 5 years.”
The RTI Action Network’s Leadership Network is an innovative, online leadership mentoring program that equips buildings and districts to effectively implement RTI to increase student proficiency in Reading and Math. It is a cost-effective, accessible way to train mentors and connect professional communities separated by thousands of miles and enables school leaders to share best practices and bring systemic change in schools. During the 2010–2011 school year, 146 school leaders from 26 states (60 from districts and 86 from schools) participated in the Leadership Network. Feedback from mid-year and end-of-year surveys was very positive:

“My group leader was a wonderful mentor and provided great insights and practical information to help us along. I like being informed of the latest research and intervention designs available.”

“[I appreciated] the synergy of the network of professionals around the country coming together to discuss ideas about helping all students succeed.”

Get Ready to Read!

Get Ready to Read! (GRTR!) is NCLD’s national initiative that seeks to build the early literacy skills of preschool-age children by providing parents, educators, health-care professional and advocates with literacy screening and learning activities as part of early childhood education, child care and parenting practices. This year, GetReadyToRead.org became even more indispensable to the almost 180,000 people who visited the site by adding Arabic, Chinese and Korean translations to the core Get Ready to Read! resources. These were launched through the United Way of Metro-Atlanta’s dissemination network to increase usage amongst parents and educators. GetReadyToRead.org also boasts updated resources and a new micro-site in Spanish.

Student Success Collaborative: Improving student outcomes

The Student Success Collaborative (SSC), made up of City Year, One Global Economy, Silicon Valley Education Foundation, Teachers without Borders, and the National Center for Learning Disabilities and funded by the Cisco Systems Foundation, is a collaborative of non-profits working together to positively impact student success outcomes through resource generation, dissemination and professional development opportunities. 2011 was a busy year for SSC, as an interactive online presence was built to house all co-developed resources of the SSC as well as serving as the central place for accessing information about the SSC and each SSC member organization. SSC also developed, refined and translated over fifty resources, videos and professional development opportunities, focusing on the areas of LD, early literacy and RTI.

SSC also expanded outreach through a school engagement project in North Carolina, working on increasing the number of students with LD who go to college and post-secondary options. But, SSC isn’t done yet. SSC has a vision to expand the partner organizations and increase the SSC topic areas to include increasing high school graduations, Science, Technology, Engineering and Math (STEM) online learning.
“The RTI Action Network is really dedicated to providing as much support to educators as possible.”
— Lauren C., Principal and Leadership Network Mentor

These important programs reaffirm NCLD’s role as the leader in the fight for the advancement of persons with LD, and in empowering the parents and educators who advocate on their behalf.

NCLD’s First Annual Celebrating Our Schools Luncheon

In keeping with NCLD’s ongoing commitment to support students with LD, the organization hosted their first annual “Celebrating Our Schools” Luncheon on October 19, 2010. At the event, two New York City schools were presented with the Pete & Carrie Rozelle Award for their work in addressing the social/emotional needs of their students while maintaining the highest standards of education. As guest emcee Anderson Cooper stated in his opening remarks, “a great school makes all the difference” for a child with LD.

The awards were presented to Principal Margaret Choy-Shan from P.S. 164, Caesar Rodney Elementary School and Robert Cunningham, Head of The Gateway Schools.

• P.S. 164 now offers thirteen Special Education classes that support a wide range of students with disabilities. The programs maintain an integrated approach by holding all students to the same academic expectations, while demanding all students understand and respect each other’s differences.

• For nearly fifty years, Gateway has trained educators to follow a personalized academic approach to meeting students’ needs, compelling students with LD to become self-sufficient problem solvers who can work successfully to achieve personal and academic goals.

NCLD was honored to recognize these two great schools and remains committed to promoting their best practices to improve schools across the nation.
Improving the Lives of People with LD
For more than two decades, NCLD has worked closely with Members of Congress and the White House to ensure federal law promotes and strengthens the rights of the 2.4 million children with learning disabilities.

NCLD worked effectively in 2011 to make important policy recommendations on the critical issues affecting children and adults with LD.

This year, NCLD:

• Recruited and provided advocacy and media training for NCLD’s Parent Leader Team from key states, and conducted 31 Capitol Hill visits together.

• Secured language in the Literacy Education for All, Results for the Nation (LEARN) bill, which will include a definition of RTI and use of it to support literacy—reading, writing and professional development for all at-risk students.

• Assured that RTI will be made allowable for all Title I and Title II monies in the draft Elementary and Secondary Education Act (ESEA) bill.
• Negotiated improvements to House Charter Schools bill to enhance and protect opportunities for students with disabilities.
• Led support of the House individuals with Disabilities Education Act (IDEA) Restoration Fairness Act to allow parents to recoup witness fees in due process proceedings.
• Developed comprehensive Hill packet with issue briefs and policy recommendations on: Accountability, Early Intervention, Assessment, Effective Teachers, RTI, High School Graduation, Vouchers and Charter Schools.
• Developed and conducted an RTI campaign targeting Members of Congress that firmly establishes NCLD as the voice for parents on RTI.

NCLD continues to use a web-based activity advocacy campaign system that informs and mobilizes tens of thousands of parents to support improvements in legislation. Parent guides, advocacy briefs and policy podcasts can be found in the “On Capitol Hill” section of LD.org. These calls-to-action, coupled with NCLD’s strong record of advocacy, amplify the 2.4 million voices that all too often go unheard on Capitol Hill.

NCLD’s work changes lives by ensuring that policies reinforce high expectations for children, and ensure that parents know what their rights are to demand excellence from our schools.
“NCLD is a powerful resource in helping me get services for my kids. When I appear informed and know the law, I seem to get better results at IEP meetings.”

— LD.org online donor feedback
Honoring Teachers

The Bill Ellis Teacher Preparation Award is presented annually to a general education teacher who demonstrates excellence in teaching and a commitment to all students, including those with LD. This year, NCLD honored Thomas Komp, Principal of Boulevard Elementary School in Gloversville, New York. When Komp arrived at Boulevard Elementary School, he saw capable students slipping through the cracks, casualties of well-intended but ineffective instruction. By implementing a school-wide RTI program, having special education and general education professionals work side by side, and establishing an active Parent Partnership Team, Komp was able to improve the effectiveness of instruction, resulting in higher achievement and improved behavior for students.
NCLD’s Summer Soiree

NCLD keeps young professionals active and engaged with the organization’s mission. On June 14, 2011, more than 120 young professionals who grew up with LD and their “allies”, gathered at NCLD’s first annual Summer Soiree reception. NCLD is committed to extending the success of those with LD beyond the classroom and into the professional world. The Summer Soiree allowed professionals to connect and find support in each other, and guests expressed interest in getting more involved with the work of NCLD.
Currently, one million students with LD will not graduate from high school with a standard diploma.
On April 6, 2011, at NCLD’s 34th Annual Benefit Dinner, Executive Director James Wendorf announced that NCLD’s Call to Action for 2011 will be to help these students graduate with a standard high school diploma. “This will be the biggest commitment NCLD has ever made,” Wendorf said. “And we have a million reasons to make it—those million students who are not currently on track to earn a diploma. We will work hand-in-hand with parents, school leaders and policymakers across the country to help students achieve the success they deserve.”
The dinner, emceed by Paula Zahn, raised $2.1 million—funds that will enable NCLD to continue to empower parents to become effective advocates for their children though LD.org and the Parents as Advocates program. The Anne and Allegra Ford Scholarship, and NCLD’s first Parent Advocacy award were given at the dinner:

• From over 300 applicants, NCLD presented Eleigha Love of Flower Mound, Texas and Jared Schmidt of Hermon, Maine, with the Anne and Allegra Ford Scholarship, which grants $10,000 toward tuition for high school seniors with LD who will be attending a four-year college.

• Capping off the evening was the presentation of NCLD’s Parent Advocacy Award, given to a quartet of honorees that exemplify the significant role parents play in creating a better world for those with LD. Recipients Mary Q. Pedersen, Juanita James and Dudley Williams and New York Public Library President and C.E.O. Paul LeClerc each gave impassioned speeches that served to validate the power of parents as key to NCLD’s efficacy.

“I have been blessed with opportunities to mentor disabilities and I plan to continue to find ways to do

“I hope to be a school guidance counselor one day, helping kids of all kinds, but also those with learning disabilities like me to reach their goals and aspirations.”  
— Jared Schmidt
younger students with dyslexia and other learning disabilities and I plan to continue to find ways to do so, even when I am in college.” — Eleigha Love
WHAT YOU CAN DO TO HELP.

As we enter 2012, NCLD faces a challenging landscape: special education budgets are being slashed, new teachers are arriving in classrooms unprepared to teach kids with LD, and the goalposts of education are moving, leaving the two and a half million students with learning disabilities trying harder than ever to keep up with their peers. That means NCLD will need all the help we can get from our biggest asset: YOU.

Here’s how you can help:

• Visit LD.org and sign up for NCLD’s newsletters for all the latest updates on NCLD’s programs and action initiatives.
• Be active in your community, and advocate for the needs of those with LD. LD.org, RTINetwork.org and GetReadyToRead.org provide the best resources for getting started and staying engaged.
• Stay informed through NCLD’s Twitter, Facebook and Youtube accounts.
• Donate to NCLD. Your gift to NCLD will allow us to extend help and hope to those living with learning disabilities.

DONATE BY PHONE
Call 888.575.7373

DONATE ONLINE
Visit LD.org

DONATE BY MAIL
NCLD
Attn: Individual Giving Officer
381 Park Ave. South
Ste. 1401
New York, NY 10016

ld.org  Twitter  Facebook  YouTube

NCLD Annual Report 2011
# Statements of Financial Position

## June 30, 2011 and 2010

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$2,421,419</td>
<td>$1,728,515</td>
</tr>
<tr>
<td>Contributions and Other Receivables</td>
<td>426,498</td>
<td>391,250</td>
</tr>
<tr>
<td>Prepaid Expenses and Other Assets</td>
<td>48,228</td>
<td>42,685</td>
</tr>
<tr>
<td>Investments</td>
<td>44,840</td>
<td>34,080</td>
</tr>
<tr>
<td>Security Deposits</td>
<td>10,625</td>
<td>10,625</td>
</tr>
<tr>
<td>Property and Equipment, net of accumulated depreciation and amortization of $574,401 and $466,132 for 2011 and 2010, respectively</td>
<td>282,417</td>
<td>379,852</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$3,234,027</strong></td>
<td><strong>$2,587,007</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIABILITIES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$320,006</td>
<td>$132,861</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>117,180</td>
<td>115,625</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>112,107</td>
<td>101,080</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>549,293</strong></td>
<td><strong>349,566</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMITMENTS AND CONTINGENCIES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET ASSETS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,755,836</td>
<td>1,176,417</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>928,898</td>
<td>1,061,024</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>2,684,734</strong></td>
<td><strong>2,237,441</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$3,234,027</strong></td>
<td><strong>$2,587,007</strong></td>
</tr>
</tbody>
</table>
## Statements of Activities

### Years Ended June 30, 2011 and 2010

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue, Gains and Other Support:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from annual fund-raising event</td>
<td>2,129,107</td>
<td></td>
<td>2,129,107</td>
</tr>
<tr>
<td>Direct costs of annual fund-raising event</td>
<td>(179,420)</td>
<td></td>
<td>(179,420)</td>
</tr>
<tr>
<td>NET SUPPORT FROM FUND-RAISING EVENTS</td>
<td>1,949,687</td>
<td></td>
<td>1,949,687</td>
</tr>
<tr>
<td>Contributions</td>
<td>528,640</td>
<td>1,907,610</td>
<td>2,436,250</td>
</tr>
<tr>
<td>Investment income</td>
<td>13,992</td>
<td></td>
<td>13,992</td>
</tr>
<tr>
<td>Rental income</td>
<td>18,411</td>
<td></td>
<td>18,411</td>
</tr>
<tr>
<td>Net assets released from Restrictions</td>
<td>2,039,736</td>
<td>(2,039,736)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue, Gains and Other Support</strong></td>
<td>4,550,466</td>
<td>(132,126)</td>
<td>4,418,340</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education programs</td>
<td>1,915,177</td>
<td></td>
<td>1,915,177</td>
</tr>
<tr>
<td>Essential information</td>
<td>905,523</td>
<td></td>
<td>905,523</td>
</tr>
<tr>
<td>Public policy</td>
<td>577,648</td>
<td></td>
<td>577,648</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>3,398,348</td>
<td></td>
<td>3,398,348</td>
</tr>
<tr>
<td>Support services:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>281,925</td>
<td></td>
<td>281,925</td>
</tr>
<tr>
<td>Fund-raising and development</td>
<td>290,774</td>
<td></td>
<td>290,774</td>
</tr>
<tr>
<td><strong>Total Support Services</strong></td>
<td>572,699</td>
<td></td>
<td>572,699</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>3,971,047</td>
<td></td>
<td>3,971,047</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>579,419</td>
<td>(132,126)</td>
<td>447,293</td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td>1,176,417</td>
<td>1,061,024</td>
<td>2,237,441</td>
</tr>
<tr>
<td>Ending</td>
<td>1,755,836</td>
<td>928,898</td>
<td>2,684,734</td>
</tr>
</tbody>
</table>

NCLD Annual Report 2011
<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from annual fund-raising event</td>
<td>2,129,107</td>
<td>- 2,129,107</td>
</tr>
<tr>
<td>Direct costs of annual fund-raising event</td>
<td>(179,420)</td>
<td>- (179,420)</td>
</tr>
<tr>
<td>Net support from fundraising events</td>
<td>1,949,687</td>
<td>- 1,949,687</td>
</tr>
<tr>
<td>Contributions</td>
<td>528,640</td>
<td>1,907,610</td>
</tr>
<tr>
<td>Investment income</td>
<td>13,992</td>
<td>- 13,992</td>
</tr>
<tr>
<td>Rental income</td>
<td>18,411</td>
<td>- 18,411</td>
</tr>
<tr>
<td>Net assets released from Restrictions</td>
<td>2,039,736</td>
<td>(2,039,736)</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
<td>4,550,466</td>
<td>(132,126)</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education programs</td>
<td>1,915,177</td>
<td>- 1,915,177</td>
</tr>
<tr>
<td>Essential information</td>
<td>905,523</td>
<td>- 905,523</td>
</tr>
<tr>
<td>Public policy</td>
<td>577,648</td>
<td>- 577,648</td>
</tr>
<tr>
<td>Total program services</td>
<td>3,398,348</td>
<td>- 3,398,348</td>
</tr>
<tr>
<td>Support services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>281,925</td>
<td>- 281,925</td>
</tr>
<tr>
<td>Fund-raising and development</td>
<td>290,774</td>
<td>- 290,774</td>
</tr>
<tr>
<td>Total support services</td>
<td>572,699</td>
<td>- 572,699</td>
</tr>
<tr>
<td>Total expenses</td>
<td>3,971,047</td>
<td>- 3,971,047</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>579,419</td>
<td>(132,126)</td>
</tr>
<tr>
<td>Net assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td>1,176,417</td>
<td>1,061,024</td>
</tr>
<tr>
<td>Ending</td>
<td>1,755,836</td>
<td>928,898</td>
</tr>
</tbody>
</table>

See Notes to Financial Statements.
Revenue

- Corporations & Foundations: 43%
- Special Events: 44%
- Annual Board Giving: 4%
- Other Individual Giving: 8%
- Investment and Other Income: 1%

Expenses

- Education Programs: 48%
- Essential Information: 23%
- Public Policy: 15%
- Management and General: 7%
- Fundraising and Development: 7%
NCLD extends its sincere gratitude to the individuals and organizations whose support advanced the organization’s mission throughout this year. Their gifts have made it possible for NCLD to provide essential services and support to nearly a million parents, educators and individuals affected by learning disabilities, and to advocate on their behalf.

$500,000–$999,999
The Cisco Foundation
Oak Foundation USA
The Poses Family Foundation

$100,000–$499,999
Ascend Performance Materials LLC
The Hirsch Family Foundation
Mr. and Mrs. John R. Ingram
Ms. Mary Q. Pedersen
The Emily Hall Tremaine Foundation

$20,000–$99,999
Mr. Alan Belzer and Ms. Susan Martin
Mr. and Mrs. Stephen S. Crawford
CVS Caremark Charitable Trust
Mr. and Mrs. G. Peter D’Aloia
Mr. and Mrs. Marvin H. Davidson
Mr. Kenneth DeRegt
The Charles Evans Foundation
Henry Ford II Fund
Mr. and Mrs. Craig Gibson
Mr. and Mrs. Jarrod Kahn / The Max Leather Group
Mr. and Mrs. Peter S. Kalikow
Mr. and Mrs. Jamshid Keynejad
Mr. and Mrs. Isaac Kier
Mr. Michael C. Lasky and Ms. Peggi Einhorn
Mr. and Mrs. Paul J. Norris
Mr. and Mrs. Kenneth B. Plevan
Mr. and Mrs. Leslie Quick
Ms. Patricia Quick
The Schifter Family Foundation
Mr. and Mrs. Barry B. Siadat
Mr. and Mrs. Richard Strauss
Mr. and Mrs. Lenard B. Tessler

$10,000–$19,999
Mr. and Mrs. Arthur Bellows
Mr. and Mrs. Lawrence Bossidy
The College Board
State of Colorado Department of Education
Mr. and Mrs. Lawrence B. Costello
Educational Testing Service
Mr. and Mrs. R. Bruce Fisher
Allegra Ford Foundation
Ms. Anne Ford
Ms. Elena A. Ford
Ms. Charlotte M. Ford
Mr. Theodore J. Forstmann
Lazard Freres & Company
Ms. Shelly London and Mr. Larry Kanter
The Nellie Mae Education Foundation, Inc.
Mr. and Mrs. James Marden
The Optima Charitable Foundation
Mr. and Mrs. Christopher C. Quick
Mr. Peter Quick
Mr. Thomas C. Quick
Renaissance Learning, Inc.
The Dresner Sadaka Family Fund
Mr. and Mrs. Phillip Satow
Skadden, Arps, Slate, Meagher & Flom LLP
Spectrum K12
School Solutions, Inc.
TD Bank
Ambassador and Mrs. William vanden Heuvel

$5,000–$9,999
Mr. Alan S. Alpert and Ms. Linda Trotta
Mr. and Mrs. Michel Berty
Ms. Margi Booth
Century 21 Associates
Foundation, Inc.
Mr. and Mrs. Brad Cerepak
Mr. and Mrs. Daniel F. Cremins
Mr. and Mrs. Guy de Chazal
Mr. Richard DeMartini and
Ms. Jennifer Borsen
Mr. Mark Diker
Dr. Drake D. Duane
Ms. Ethel Friedman
Mr. John G. Gantz, Jr. and
Ms. Margot Levinson
W.R. Grace Foundation, Inc.
Mr. and Mrs. Peter Grauer
Mr. and Mrs. David S. Grayson
Dr. and Mrs. Mark J. Griffin
Mr. and Mrs. Allen Haight
Mr. and Mrs. William D. Haney
Mr. and Mrs. Scott Hazard
Mr. Christopher Heath
Mr. and Mrs. Lloyd Heller
Mr. Steve Kahn
Ruth and Seymour Klein
Foundation
Kramer Levin Naftalis
& Frankel LLP
Mr. and Mrs. Thomas J. Lynch
Mr. Antonio Magliocco and
Ms. Carla Solomon
Mr. and Mrs. Daniel M. Neidich
Optima Fund Management, LLC
Pearson Education Early
Learning Group
Mr. and Mrs. Robert Perlman
Mr. Mark Plaumann and
Ms. Marilyn Wilson
Ms. Cassia Schifter
Mr. Michael W. Sonnenfeldt and
Ms. Katja Goldman
Tyco Electronics Corporation
Mr. and Mrs. Joseph N. Walsh, III
Mr. and Mrs. David N. Weidman
Ms. Paula Zahn

$2,500–$4,999
Mr. Roger S. Aaron
Laurel T. Amaya Memorial Fund
Mr. and Mrs. Neil Augustine
Barron Charitable Foundation
The Howard Bayne Fund
Mr. and Mrs. David Binstock
Cambium Learning
Credit Suisse
Securities (USA) LLC
Mr. Curtis DeVito and
Mr. Dennis Wedlich

Ms. Karen Finerman
The Edsel B. Ford II Fund
Mr. and Mrs. Richard Frary
Mr. and Mrs. Edward Gardner
Mr. and Mrs. Martin Helfant
Ms. Barbara S. Jacobs
Mr. Jeff Kanter
Mr. Andrew Kavulich and
Ms. Christine Papa
The Honorable Thomas H. Kean
Dr. Paul LeClerc and Ms. Judith
Ginsberg
LF USA Inc.
Macy’s Inc.
Mr. and Mrs. Mark A. Michael
Mr. and Mrs. Drew Moss
Mr. and Mrs. Jack Norris
The Alan D. Pesky Company
Mr. Steven Poses and
Ms. Christina Sterner
Mr. and Mrs. James Postl
Ross Stores, Inc.
Mr. and Mrs. Lewis N. Sears
Mr. and Mrs. Robert C. Smith
Ms. Lesley E. Taylor
Mr. and Mrs. Michael Weisberg
Wilson Language Training Corp
Mr. and Mrs. Dennis Zeleny
Donor Listing

$1,000–$2,499
95 Percent Group Inc.
ACI Brands Inc.
Mr. Peter Arbeeny
B&G International, Inc.
Mr. and Mrs. Bill Barnet
Ms. Kristine Baxter Rein and
Mr. James R. Rein
Ms. Mary Belle
Mrs. Jane C. Bressler
Mr. and Mrs. William Browne
Mr. and Mrs. Lucien Burnett
Mr. and Mrs. Michael A. Capasso
Dr. Marjorie Castro
Mr. and Mrs. Bill Christensen
Churchill School and Center
Corbin Hillman
Communications
Mr. and Mrs. Aaron Davenport
Mr. Francois M. De Visscher
Dr. and Mrs. Donald D. Deshler
Mr. Michael DuCharme
Eagle Hill Foundation, Inc.
Education.com
Martin and Rebecca Eisenberg
Foundation
Mr. and Mrs. Dean Ellerthorpe
Mr. and Mrs. Lawrence Epstein
Mr. and Mrs. Alexander T.
Erekleitcz
Mr. and Mrs. Richard M.
Feldman
Mr. and Mrs. David L. Getz
Mr. Jeremy Henderson and
Ms. Catherine Samuels
Ms. Daria Hirsch
Mr. James R. Houghton
Mr. and Mrs. Thomas J. Hughes
Mr. and Mrs. Joel Isaacson
Mr. and Mrs. Ralph M. James
Mr. and Mrs. Gary Kadi
Mr. and Mrs. Daniel R. Kaplan
The Kurtz Family Foundation
Mr. and Mrs. John R. Langeler
Mr. Geoffrey Lewis
Greendale Lynn Family
Foundation
Mr. and Mrs. Ralph Maccarino
Mr. Philip Mactaggart
Mr. and Mrs. Joseph Magnemi
Mr. and Mrs. Peter Manzi
Mr. and Mrs. Matthew Mason
Mr. and Mrs. Richard Milman
Mr. and Mrs. Evan Mittman
Mr. and Mrs. Morris Moinian
Mr. Clay W. Moorhead
Mr. Rodman W. Moorhead, III
Mr. Alex Nock
The Oristano Foundation
Ms. Alison Overseth
Mr. and Mrs. Howard Pianko
Mr. and Mrs. David Quinn
Mr. and Mrs. Bradley Razook
Mr. and Mrs. Elihu Rose
Mrs. Nanette Rosenberg
Rosy Blue Inc.
Mr. and Mrs. Henry B. Schacht
Anthony A Schmidt Family
Foundation
Mr. and Mrs. Ivan Seidenberg
Silvercrest Asset Management
Group LLC
Cynthia L. and William E.
Simon Jr. Foundation
Mr. and Mrs. Ronald L. Skates
Mr. and Mrs. Craig Stapleton
Mr. and Mrs. Robert K. Steel
Mr. and Mrs. Howard Sternheim
Mr. and Mrs. John M. Sullivan, Jr.
Mr. and Mrs. William H.
Swanson
Mr. Peter Tessler
Mr. and Mrs. Robin Thebault
TJX Companies, Inc.
Turner Foundation Inc.
Vanguard Charitable Endowment
Program
Ms. Cynthia G. Vanneck
Mr. and Mrs. Robert P. Viarengo
Mr. and Mrs. Alexander von
Perfall
Mr. James H. Wendorf
Mr. Dudley N. Williams and
Ms. Juanita James
Winsor Learning, Inc.
$500–$999
Mr. Gary Benz
Ms. Dana Buchman and Mr. Thomas Farber
Mr. and Mrs. Bruce Buschel
Mr. Robert M. Buxton
Mr. and Mrs. James B. Cowperthwait
Mr. and Mrs. Charles A. Dana, Jr.
Dr. Jana Echevarria and Mr. Charles S. Vose
Mr. and Mrs. Brian D. Fitzgerald
Mr. Ben Foss
Mr. and Mrs. George P. Gugelmann
Ms. Debbie Halpern
Ms. Anne W. Hammond
Ms. Kaye Hasewinkel
Mr. Bengt R. Holstrom
Intel Corporation
Ms. Martha Kennedy
Ms. Lucy Klingenstein
Mr. and Mrs. Henry Kohn
Mr. Harvey Sawikin and Ms. Andrea Krantz
Mr. and Mrs. Grant MacDonald
Mr. and Mrs. Fredric Mack
Ms. Carlyn McCaffrey
Ms. Elizabeth J. McCormack
Mr. and Mrs. Stephen M. McPherson
Mr. and Mrs. Stephen Minor
Mr. and Mrs. George B. Moore
Ms. Denise Mortner-Kranz
Mr. and Mrs. Peter B. Orthwein
Dr. Betty B. Osman and Mr. Albert I. Osman
Ms. Madrienne A. Petitjean
Mr. and Mrs. Todd Pines
Ms. Margaret Richardson
Mr. and Mrs. Peter Rothschild
Mr. and Mrs. Drew Saunders
Mr. and Mrs. Steven Stark
The Stecher Family Foundation
Mr. and Mrs. Louis A. Weil, III
Mr. Ilya Zaides

FY 2011 Gifts in Kind
Donated Goods and Services

We are grateful to the hundreds of individuals and businesses who have donated their time, goods and services, and above all wisdom and expertise. Special thanks to the following individuals and corporate friends:

Aiken, Gump, Strauss, Hauer and Feld
Kristine Baxter
Margi Booth, M Booth & Associates, Inc.
Greg Boyd, Davis & Gilbert
Candace Cortiella, The Advocacy Institute
Donald D. Deshler, Ph.D.
Nina DiPadova
Esther Falcetta
Joanne Karger, Esq.
Andrew Kavulich
Stevan J. Kukic, Ph.D.
Michael C. Lasky, Davis & Gilbert, LLC
Marcie Lipsitt
Altaf Rahamatulla
Kenneth Plevan, Skadden Arps Slate Meagher & Flom
Martha Thurlow, Ph.D.
Board of Directors

Chairman of the Board
Frederic M. Poses
CEO
ASCEND Performance Materials
Houston, TX

Chairman Emerita
Anne Ford
AFLD
New York, NY

Vice Chair
Mary J. Kalikow
New York, NY

Secretary
William Haney
Joint General Manager and
General Counsel, Americas Division
Sumitomo Mitsui Banking
Corporation
New York, NY

Treasurer
John R. Langeler
Managing Director
Optima Fund Management LLC
New York, NY

Kristine Baxter
Former Head
The Churchill School and Center
New York, NY

Jody Bellows
Greenwich, CT

Margi Booth
President
M Booth & Associates, Inc.
New York, NY

Philip Kent Cooke
Barclay’s Wealth
San Francisco, CA

Stephen S. Crawford
Partner
Centerview Partners
New York, NY

The Honorable
Thomas H. Kean
THK Consulting
Far Hills, NY

Stevan J. Kukic, Ph.D.
Vice President, Strategic Education
Initiatives
Sopris West Educational Services
Longmont, CO

Michael C. Lasky
Partner
Davis and Gilbert, LLP
New York, NY

Mark A. Michael
Managing Director
Bank of America Securities LLC
New York, NY

Donald D. Deshler, Ph.D.
Director
Center for Research on Learning
University of Kansas
Lawrence, KS

Drake Duane, MD
Director
Institute for Developmental
Behavioral Neurology
Arizona Dystonia Institute
Adjunct Professor,
Arizona State University
Scottsdale, AZ

John G. Gantz, Jr.
White Plains, NY

Mark J. Griffin, Ph.D.
Former Headmaster
Eagle Hill School
Fripp Island, SC

Jarrod Kahn
CEO
The Max Leather Group/
Cipriani Accessories
New York, NY

Serena M. Perlman
Greenwich, CT

Alan D. Pesky
Principal
The A. D. Pesky Co.
Ketchum, ID

Kenneth Plevan
Partner
Intellectual Property Litigation
and Advice
Skadden, Arps, Slate,
Meagher & Flom LLP
New York, NY

Cassia Schifter
New York, NY

Richard C. Strauss
Chairman & Chief Executive Officer
Republic Property Group
Dallas, TX
NCLD Team Directory

James H. Wendorf
Executive Director

Alan Bendich
Director
Finance and Operations

Mira Borukhova
Finance and Operations Assistant

Itai Boublil
Communities Manager

Regina Cooper
Data Entry Specialist

Denise DeMarco
Individual Giving Officer

Nina DiPadova
Public Policy Associate

Kaleigh Dumbach
Program Assistant
LD Resources and Essential Information

Karen Golembeski
Assistant Director
Education Programs

Marcia Griffith-Pauyo
Executive Assistant

Kevin Hager
Director
Development and Communications

Jaana Hinkkanen
Assistant Director
Corporate & Foundation Relations

Sheldon H. Horowitz, Ed.D.
Director
LD Resources and Essential Information

Laura Kaloi
Director
Public Policy

Laura Kusnyer
Associate Director
Online Strategy and Engagement

Leah Meyer
Program Assistant
Education Programs

Elaine Niefeld
Associate Director
Education Programs

Jennifer Panicali
Manager
Web Production

Franco Pedicini
Program Assistant
Development

Elizabeth Sherman
Special Events Manager

Celine Tobal
Program Manager
Education Programs

Marcelle White
Associate Director
LD Resources and Essential Information

Kathleen Whitmire, Ph.D.
Director
Education Programs
Professional Advisory Board

Chairman
Donald D. Deshler, Ph.D.
University of Kansas
Lawrence, KS

Vice Chairman
Judy Elliott, Ph.D.
Formerly Los Angeles Unified School District
San Pedro, CA

Daniel B. Berch, Ph.D.
University of Virginia
Charlottesville, VA

Laura Breeden
Career Management and Outplacement Firm
Washington, DC

Katherine Brodie, Esq.
Association of Private Sector Colleges and Universities
Washington, DC

Mary Brownell, Ph.D.
University of Florida
Gainesville, FL

Lindy Crawford, Ph.D.
Texas Christian University
Fort Worth, TX

Bob Cunningham
The Gateway Schools
New York, NY

Louis Danielson, Ph.D.
American Institutes for Research
Washington, DC

Susan Gorin, CAE
National Association of School Psychologists
Bethesda, MD

Connie Hawkins
Exceptional Children’s Assistance Center
Davidson, NC

Thomas Hehir, Ed.D.
Harvard University
Cambridge, MA

Joanne Karger, J.D., Ed.D.
Center for Law and Education
Boston, MA

Janette Klingner, Ph.D.
University of Colorado at Boulder
Boulder, CO

Dane Linn
National Governors Association
Washington, DC

Tamu Lucero (Gibbs)
Worthington Hills Elementary School
Columbus, OH

Karen J. Miller, MD
Tufts Medical Center
Boston, MA

Diane Paul, Ph.D.
American Speech-Language-Hearing Association
Rockville, MD

Gabrielle Rappolt-Schlichtmann, Ed.D.
Center for Applied Special Technology
Wakefield, MA

Brenda Taylor
Formerly The School District of Philadelphia
Philadelphia, PA

Martha L. Thurlow, Ph.D.
NCEO/University of Minnesota
Minneapolis, MN

Linda Wernikoff
Formerly New York City Department of Education
New York, NY

Matthew Wicks
International Association for K-12 Online Learning (iNACOL)
Vienna, VA

Markay Winston, Ph.D.
Cincinnati Public Schools
Cincinnati, OH

Honorary Members

Mark J. Griffin, Ph.D.
Formerly Eagle Hill School
Saco, MD

Stevan Kukic, Ph.D.
Cambium Learning
Longmont, CO

Betty Osman, Ph.D.
White Plains Medical Center
White Plains, NY
## RTI Advisory Council

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Allsopp, Ph.D.</td>
<td>University of South Florida</td>
<td>Tampa, FL</td>
</tr>
<tr>
<td>Rich Barbacane</td>
<td>National Association of Elementary School Principals</td>
<td>Alexandria, VA</td>
</tr>
<tr>
<td>George Batsche, Ph.D.</td>
<td>University of South Florida</td>
<td>Tampa, FL</td>
</tr>
<tr>
<td>Renee Bradley, Ph.D.</td>
<td>U.S. Office of Special Education Programs</td>
<td>Manassas, VA</td>
</tr>
<tr>
<td>Virginia Buysse, Ph.D.</td>
<td>FPG Child Development Institute</td>
<td>Chapel Hill, NC</td>
</tr>
<tr>
<td>Ann Casey, Ph.D.</td>
<td></td>
<td>Minneapolis, MN</td>
</tr>
<tr>
<td>Donald D. Deshler, Ph.D.</td>
<td>Center for Research on Learning</td>
<td>Lawrence, KS</td>
</tr>
<tr>
<td>Bill East, Ph.D.</td>
<td>National Association of State Directors of Special Education</td>
<td>Alexandria, VA</td>
</tr>
<tr>
<td>Barbara Ehren, Ed.D., CCC-SLP</td>
<td>Com Sc &amp; Dis, University of Central Florida</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>Judy Elliott, Ph.D.</td>
<td>Los Angeles Unified School District Los Angeles, CA</td>
<td></td>
</tr>
<tr>
<td>Jay Engeln</td>
<td>National Association of Secondary School Principals</td>
<td>Colorado Springs, CO</td>
</tr>
<tr>
<td>Douglas Fuchs, Ph.D.</td>
<td>Vanderbilt University Nashville, TN</td>
<td></td>
</tr>
<tr>
<td>Charles R. Greenwood, Ph.D.</td>
<td>Juniper Gardens Children’s Project and Center for RTI in Early Childhood, University of Kansas</td>
<td>Kansas City, KS</td>
</tr>
<tr>
<td>Debra A. Jennings</td>
<td>Statewide Parent Advocacy Network of New Jersey, Inc.</td>
<td>Newark, NJ</td>
</tr>
<tr>
<td>Joe Kovaleski, Ed.D., NCSP</td>
<td>Indiana University of Pennsylvania Indiana, PA</td>
<td></td>
</tr>
<tr>
<td>Mary Beth Klotz, Ph.D.</td>
<td>National Association of School Psychologists</td>
<td>Bethesda, MD</td>
</tr>
<tr>
<td>Tom Komp</td>
<td>Boulevard Elementary School Groversville, NY</td>
<td></td>
</tr>
<tr>
<td>Elizabeth Kozleski, Ed.D.</td>
<td>Arizona State University</td>
<td>Tempe, AZ</td>
</tr>
<tr>
<td>Rich Long, Ed.D.</td>
<td>International Reading Association</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Peggy McCardle, Ph.D., MPH</td>
<td>Center for Research for Mothers &amp; Children / NICHD</td>
<td>Bethesda, MD</td>
</tr>
<tr>
<td>Maurice McInerney, Ph.D.</td>
<td>American Institutes for Research</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Pedro Noguera, Ph.D.</td>
<td>Steinhardt School Culture, Education, and Human Development</td>
<td>New York, NY</td>
</tr>
<tr>
<td>David Prasse, Ph.D.</td>
<td>Loyola University Chicago</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>John T. Riley</td>
<td>National Education Association</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Sharon R. Schultz</td>
<td>S2 Educational Consulting</td>
<td>Anderson, SC</td>
</tr>
<tr>
<td>George Sugai, Ph.D.</td>
<td>University of Connecticut</td>
<td>Storrs, CT</td>
</tr>
</tbody>
</table>
RTI Advisory/Parent Leaders Team

Lisa Thomas, Ed.D.
American Federation of Teachers AFL-CIO
Washington, DC

David Tilly, Ph.D.
Heartland Area Education Agency (AEA) 11
Johnston, IA

Amanda VanDerHeyden, Ph.D.
Fairhope, AL

Karen K. Wixson, Ph.D.
UNCG School of Education
Greensboro, NC

Naomi Zigmond, Ph.D.
University of Pittsburgh
Pittsburgh, PA

Parent Leaders Team

Myriam Alizo
Glen Rock, NJ

Julie Buick
Rochester, NY

Carmen Carley
Torrance, CA

Hilary Cole
Oak Hill, VA

Bette Erickson
Minneapolis, MN

Esther Falcetta
Grove City, PA

Mark Halpert
Boca Raton, FL

Michael Kaczor
Glorieta, NM

Andrew Kavulich
Shamong, NJ

Marcie Lipsitt
Franklin, MI

Altaf Rahamatulla, Sr.
Levittown, PA

Nancy U. Ventrudo
Steamboat Springs, CO

Debbie Walhof, MD
Santa Rosa, CA

2011 Annual Report Team

Daryl Mattson
Writer

Matthew Meier
Graphic Designer
Let no children be demeaned, or have their wonder diminished, because of our ignorance or inactivity;

Let no adults be deprived of discovery, because we lack the resources to discover their learning needs;

Let neither children nor adults—ever—doubt themselves or their minds because we are unsure of our commitment.
Let no children be demeaned, or have their wonder diminished, because of our ignorance or inactivity; Let no adults be deprived of discovery, because we lack the resources to discover their learning needs; Let neither children nor adults—ever—doubt themselves or their minds because we are unsure of our commitment.