

2005-06 Annual Report
Anne Teeter Ellison,
President of the Board of Directors
CHADD

It is my distinct pleasure to prepare the 2006 Annual Report on the status, major accomplishments and financial health of CHADD. We have enjoyed a very successful year as an organization and made significant progress toward meeting the Strategic Priorities established by the Board of Directors (BOD) of CHADD at our April 2006 meeting. We are completing our 19th year as an organization and will be celebrating our 20th anniversary in 2007 as the leading non-profit organization serving those affected by AD/HD.

PUBLIC SUPPORT AND REVENUE	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Total public support and revenue	\$4,798,410	\$220,703	\$5,019,113
 EXPENSES			
Program services			
Public Education and Outreach	\$2,967,957	---	\$2,967,957
Membership and Chapter Services	\$647,026	---	\$647,026
Public Advocacy	\$52,279	---	\$52,279
Total program services expenses	\$3,667,262	---	\$3,667,262
 Supporting services			
Management and general	\$492,304	---	\$492,304
Fundraising	\$301,310	---	\$301,310
Total expenses	\$4,460,876	---	\$4,460,876
Change in net assets	\$337,534	\$220,703	\$558,237
NET ASSETS AT BEGINNING/YEAR as restated	\$953,921	\$485,763	\$1,439,684
NET ASSETS AT END OF YEAR	<u>\$1,291,455</u>	<u>\$ 706,466</u>	<u>\$1,997,921</u>

As of June 30, 2006: Audited financial statement.

We are extremely pleased the 2006 CHADD independent financial audit was a resounding success. Under the leadership of the CEO, E. Clarke Ross, we practice public transparency in all of our financial matters to increase public confidence in CHADD. Our net unrestricted financial assets (\$1,291,455) have been wisely invested and represent a considerable accomplishment. We are in full compliance with the National Health Council (NHC) standards of excellence for voluntary health organizations. [See www.nationalhealthcouncil.org for details of these standards.]

The organization continues to be a major leader in the dissemination of science-based information about AD/HD. CHADD reaches both national and international communities with this important outreach. During 2006, CHADD responded to 13,800 requests for specific information from 10,600 individuals. During this same 12-month period, CHADD averaged 137,514 unique visitors a month to our Web sites. This includes 844 unique Spanish-speaking visitors a month. Dr. Ross and the CHADD staff have spent countless hours addressing these inquiries in a timely, efficient, and professional manner.

In addition to these requests from the community-at-large, the staff has devoted significant time responding to members and chapter coordinators. The CEO and senior staff have also dedicated considerable time: (1) representing CHADD within federal-policy circles; (2) raising the funds to sustain CHADD and initiate and operate programs, services, and supports to assist persons with AD/HD and related disorders; (3) meeting core business needs and legal requirements as part of being a Section 501 (c) (3) organization that requires ongoing staff work; (4) preparing and distributing communication products, including *Attention!*® magazine, *CHADD Notes*, the *NRC Newsletter*, *Leadership Update*, *AD/HD in the News*, and *Hot Off the Press*; (5) collaborating with the volunteer leadership on governance and expanding the services and supports of the organization; and, (6) organizing and conducting the world's foremost conference on AD/HD. The activities and progress of the organization are detailed in the monthly CEO reports prepared for the Board of Directors.

This report will address progress toward meeting the Strategic Priorities and Objectives outlined for July 1, 2006 – June 30, 2007, as of February 2007.

PROVIDE INFORMATION TO AND SERVICES FOR PEOPLE AFFECTED BY AD/HD

Understanding the Needs of Target Audiences

In 2006, the BOD approved the hire of a consulting firm to conduct a marketing survey for the organization. We conducted a web-based survey for adult members of CHADD. More than 1,300 people responded to the survey, and it was published in the October 2006 issue of *Attention!*®

Based on surveys of CHADD members, BOD members and committees, and other key staff, four targeted audiences were identified, including: parents of school-aged children, professional members in CHADD's database, and adults with AD/HD. Lapsed members, whose membership expired after the first year of membership, will be interviewed to

determine why they let their membership lapse. The membership services committee calls each lapsed professional-plus member.

Separate efforts have also been implemented to reach professional audiences. We have circulated our information on CHADD to the American Academy of Child and Adolescent Psychiatry (AACAP) membership, the American Academy of Pediatrics (AAP) chapters, and to the American Association for Marriage and Family Therapy (AAMF) journal readers. CHADD continues its close working relationship with the section on psychiatry and behavioral health of the National Medical Association (NMA).

Strengthen, Improve Marketing of CHADD Programs

Efforts to strengthen the marketing of CHADD are driven by the research that was conducted and described above. The organization is celebrating its 20th anniversary in 2007, so this is the perfect time to organize special events and activities around the 20th anniversary celebration. A combined conference programming and development work group is actively involved in planning a gala dinner at the Annual International Conference.

Other new initiatives to communicate with our members and potential members have been launched including a new electronic monthly newsletter, *CHADD Notes*, to disseminate information to CHADD members electronically, a weekly blog from the CEO on the CHADD Web site, and the new *NRC Newsletter*.

Promote Diversity and Cultural Competence

CHADD has recognized its obligation to address the needs of individuals from diverse backgrounds, to be culturally responsive and competent, and to recognize the opportunities to collaborate with other professional and community organizations to promote diversity and cultural competence.

The Cultural and Community Outreach workgroup was re-organized (previously known as MPACT) in an effort to re-direct its focus on collaboration with professional organizations. Major efforts are underway to identify African American and Hispanic/Latino professional societies so that Workgroup volunteers will staff the exhibits and the Education Initiative will pay the expenses. The meetings and events department handles exhibit arrangements. These activities are supplemented with NRC carryover funds. These conference activities are identified in the monthly CEO reports.

Ongoing collaborative relationships continue including work with the section on psychiatry and behavioral health of the National Medical Association, the Delta Sigma Theta Sorority, Black Mental Health Alliance of Baltimore, National Latino Behavioral Health Association, and Tampa, Fla., community groups. During the 2006 annual conference, forums were conducted in Chicago for both the African American and Hispanic/Latino communities. The NRC, with the National Alliance for Hispanic Health, published the bilingual guide to educational rights. In addition, all *Attention!*® issues contain an article in Spanish.

In the past five years, we have organized 17 community forums for the African American and Hispanic/Latino communities. We have also conducted briefings for the Congressional Black Caucus and Congressional Hispanic Caucus.

Maximize Use of *Attention!*®

In the fall of 2006 a reader survey was conducted by Stratton Design and was presented to the editorial advisory board (EAB) at the annual conference. More than 1,300 readers replied. More than 77 percent of the respondents were satisfied or very satisfied with the magazine. Individuals want more than basic information in the magazine. Recently, we have featured more lived-experience articles. Soon to come are “tear outs” for user-friendly, transportable tips and strategies for living with AD/HD. While we have not aggressively marketed the library subscription program, we earned \$2,412 last year and in six months of this year have earned \$1,080. A new advertising arrangement has been initiated. We are also investigating the feasibility of providing our international members electronic copies of *Attention!*®.

Annual Conference

The 2006 Annual International Conference in Chicago, Ill., was a resounding success. The annual conference has successfully delivered quality sessions meeting the diverse needs/interests of both professional and family attendees. The presenters have been excellent and represent diverse backgrounds. In addition to science-based information, sessions have focused on the “lived experience” of family members and individuals with AD/HD.

The regional conference held in spring 2006 in Atlanta, Ga., was also a success with more than 400 attendees. We are planning a 2007 regional conference in San Diego, California.

In an effort to plan for the 20th anniversary gala, several changes have been adopted for the annual conference.

1. Changes in the conference plan:

- ✚ Opening plenary on Wednesday evening rather than of Thursday evening. (The 20th anniversary gala is on Thursday evening instead.)
- ✚ Four afternoon pre-conference sessions on Wednesday and seven afternoon pre-conference sessions on Thursday take the place of morning & afternoon sessions on Thursday. Thursday morning sessions are not offered to allow for visits to Capitol Hill.

While we are committed to these changes, revisions of this type are risky.

- ✚ The opening plenary on Wednesday necessitates that attendees stay an extra night at the hotel. This additional expense may impact attendance negatively.
- ✚ The above mentioned risk may be warranted to increase participation of the Capitol Hill visits on the following morning.
- ✚ As planned, a well known politician at the opening plenary on Wednesday evening may be the motivator for paying for the extra night.

- ✚ Limited pre-conference sessions (and therefore fewer CE/CM credits) may discourage professionals from attending.
 - ✚ Staying an extra night away from work/home may be a problem.
2. Potential budgetary impact:
- ✚ Inviting all past Hall of Fame recipients and offering the “Best of the Best” speakers is a strength. However, the cost for their travel and hotel will increase expenses by approximately \$40,000-\$50,000, thereby decreasing revenue.
 - ✚ Reduced number of pre-conference sessions will cause a decrease in revenue.

The 2007 conference offers two opportunities with risks and additional significant outlays - a focus on working with Congress and conducting a 20th anniversary gala dinner celebration.

Develop Grassroots Network Support Systems

CHADD has made significant progress in growing its grassroots network. For the first time CHADD organized receptions for three state legislatures - Florida, Georgia and Utah. The Parent-to-Parent certified teachers’ network continues to grow. The new online program is exciting, and the total number of certified teachers is growing at an impressive rate. While chapters are in decline in terms of numbers, support groups are growing exponentially.

Ongoing support with greater face-to-face and technical support to chapters is an ongoing challenge. Efforts to procure additional financial support for this support are ongoing. The numbers of chapters, because of a lack of community activity and an inability to submit required financial documentation, have declined from 116 to 84. Chapters out of compliance for 12 to 18 months have declined from 46 to 8. The number of satellites and support groups has increased to 118.

Provide a Forum for Continuing Education

The annual conference is our big annual continuing education forum. We conducted a regional conference in Atlanta with more than 400 attendees. Parent-to-Parent is an ongoing educational opportunity as are the online communities on the CHADD Web site. We are currently developing a training module for teachers based on our newly revised *Educator’s Manual*. These efforts have afforded us a unique opportunity to provide high quality education to a wide variety of audiences.

INCREASE PUBLIC AWARENESS, UNDERSTANDING, AND ACCEPTANCE OF AD/HD

Increase Name Recognition and Visibility of the Organization

Through the efforts of the CEO, the deputy CEO, and the director of public policy, CHADD continues to increase the recognition and visibility of CHADD within federal policy circles. Through the work of current and past presidents, and current BOD members, we continue to increase CHADD's recognition in AACAP, the AAP, and IDEA (Individuals with Disabilities Act) Partnership. These collaborative efforts have been instrumental in increasing the visibility of CHADD as the largest national organization representing people affected by AD/HD.

Staff highlights during this year include presentations to Women in Government, National Health Council and Academy of Health, American Association of Chairs of Departments of Psychiatry, National Business Group on Health, and Good Psychiatry is Good Health radio show.

These efforts, along with strategic outreach from the communications department, have brought the organization national and local press. CHADD was cited last year in *Mental Health Weekly*, *Behavioral Healthcare* magazine, *Home Schooling Parent*, the *Dallas Morning News*, *Atlanta Journal Constitution*, The Associated Press, the *Philadelphia Inquirer*, the *Washington Post*, *The Hill*, *ADDitude* magazine, *ADDA's Focus* newsletter and MSN.

Serve as a Resource Center for Accurate, Evidence-based Information

Through its partnership with leading researchers and scientists in the field, CHADD continues to be viewed as one of the pre-eminent sources of information on AD/HD. The NRC on AD/HD, guided by the CHADD PAB, continues to be the leading source in the world on evidence-based information on AD/HD. Despite our many achievements in this area, we have been unable to update and issue new *What We Know* papers as promptly as public requests have indicated. We hired in February an NRC writer/editor to meet this demand and allow us to increase the production of updated *What We Know*.

Classes for "Parent-to-Parent: A Family Training on AD/HD" have offered extensive evidence-based information to 472 participants since July 1, 2006. The 14-hour curriculum is in the process of being updated to provide state of the art information. We have also trained an additional 56 teachers who are committed to teaching the classes in their local communities.

Maintain the National Resource Center on AD/HD

It appears that the federal government's FY 2007 (Oct. 1, 2006-Sept. 30, 2007) funding by a Congressional continuing resolution will maintain the NRC at FY 2006 funding levels, although this has not been finalized. The President's FY 2008 (Oct. 1, 2007-Sept. 30, 2008) budget proposal would maintain the NRC at the FY 2006 level.

Disseminate Information about AD/HD

CHADD published two major documents for our target populations - the *English/Spanish Bilingual Guide to Educational Rights*, published with the National Alliance for Hispanic Health, and the *CHADD Educator's Manual*, distributed to every public school in America. [Refer to the section of this report that addresses our diversity and cultural competence description on page 3].

The CHADD Communications Department has worked closely with national and local reporters to bring attention to AD/HD. CHADD “pitched” several stories this year to *Newsweek*, MSN, the *Washington Post* and other publications. MSN ran a story pitched by CHADD on AD/HD in retirement. MSN is read by millions of people surfing the Internet. *The Washington Post* ran a story about girls and AD/HD, which was also pitched by CHADD. CHADD continues to serve as a resource for national and local reporters. Moreover, both the *Dallas Morning News* and *Atlanta Journal Constitution* ran stories on AD/HD that were facilitated by CHADD and helpful to readers.

CHADD has also successfully placed an Op/Ed in the *Salt Lake Tribune* bringing awareness to negative legislation pending in that state’s legislature. The organization has also successfully placed experts on the nationally-broadcast “Diane Rehm Show” and CNN radio.

The production of the *CHADD Educator's Manual on AD/HD* is an outstanding 2006 accomplishment. With funding from the CHADD President’s Council, private foundations, and pharmaceutical partners we were able to formally unveil this publication at the 2006 Annual Conference. It is an important vehicle for imparting best practices and evidence-based information to the educational community. We supplied a copy of the manual to every public high school, middle school and junior high school in the country. We have plans to further disseminate the manual in every public elementary school. We provided chapter leaders with copies. CHADD has also actively reached out to people through exhibits that reach counselors, school personnel, public policymakers and many others. *The Educator's Manual* has been promoted at exhibits targeting school personnel.

Our annual and regional conferences are major outlets for the dissemination of science-based information and professional best practices to families and professionals. We have numerous outlets and success stories for meeting this strategic priority.

INFLUENCE NATIONAL, STATE, AND LOCAL PUBLIC POLICIES

Promote Ongoing Research

Although we have attended several meetings with the National Institute of Health (NIH) and the National Institute of Mental Health (NIMH) during the past year, this remains an inadequate activity. Other priorities have prevented us from being a major player with these government agencies. We wrote NIMH encouraging thorough research on neurofeedback, and the FDA advocating initiation and implementation of a medication safety study. We are implementing a second year of the “Young Scientists Researcher Award” and a second year of the “*Journal of Attention Disorders* Family Research

Award.” The President of the BOD and the Director of the NRC, have attended a few NIMH meetings. The NRC shares information on new research developments when official announcements are made by federal agencies.

We have been unable to actively advocate for a sustained federal and industry-research program to improve our knowledge of AD/HD. The PAB has not developed many new statements on research. We are planning to have the PAB update the major research needs of the AD/HD community and will address this need in our 2007 strategic priorities.

Provide a Voice for the AD/HD Community

During 2006, we have made significant strides on providing a voice for people with AD/HD. This is one of our most significant accomplishments. As previously mentioned, we are also actively involved with several professional societies, particularly AACAP, AAP, and NMA.

CHADD reached out to public policymakers this year by sending information to more than 7,000 state policymakers across the country. Some followed up, requesting additional information. Moreover, CHADD had a placement in *The Hill* newspaper, thanking members of the U.S. Congress for their work. The ads were also mailed to the members of Congress and to state legislators across the country.

Implement Adult Public Policy Agenda

For the first time the public policy committee developed a stand-alone Public Policy Agenda for Adults that was approved by the Board at its October 2006 board meeting. This agenda is guiding the work of our public policy staff initiatives. The October issue of *Attention!*® magazine included an article on the findings of our adult survey conducted in the spring of 2006. The survey helped us identify the most important policy issues for adults. One outgrowth of these efforts was the recent submission of a grant proposal to establish an employment technical assistance center for transitioning young adults and for other adults with mental disorders, including AD/HD. The grant requirements did not allow us to focus solely on AD/HD, but the employment and transition issues are similar across several disorders.

Develop Grassroots Networks

[Refer to previous discussion of grassroots network support systems.]

Strengthen Collaborations

This is one of our most significant accomplishments and the numerous collaboration partnerships are detailed in the monthly CEO reports. In addition to those previously described, our immediate past president, and a Pennsylvania chapter leader were trained as part of the National Alliance on Mental Illness (NAMI) school mental health advocacy program.

FINANCIAL STRATEGY

Develop Sustaining, Adequate Sources of Revenue

CHADD enjoys resounding financial success. E. Clarke Ross has been particularly adept at developing and managing CHADD resources. I am extremely pleased that the 2006 CHADD independent financial audit was a resounding success. Dr. Ross has insisted on public transparency in all of our financial matters to increase public confidence in CHADD. Our net unrestricted financial assets (\$1,291,455) are remarkable and represent a considerable accomplishment. Staff and volunteers have successfully raised funds for the organization, and those funds have been expertly managed by our CEO. Under the leadership of the CEO, we have achieved the strategic priorities of CHADD while carefully managing assets.

CHADD succeeded this past year in fulfilling its financial policy goals of significantly building short-term investments and creating long-term investments. This has enabled CHADD to derive interest income and have reserve funds to address cash flow, special projects or emergency cash needs.

Pharmaceutical funding in Fiscal Year 2007 is projected to remain substantial this year but is below the 2006 level by at least 15 percent. This is a reflection of many factors, including market share pressures, tightened and refocused pharmaceutical nonprofit marketing support, and public, government and media scrutiny of the pharmaceutical industry.

On June 30, 2006, CHADD's foundation revenue rose to \$132,250 which is 2.7 percent of our revenue. There is the promise of foundation income growth because of our concentrated outreach and cultivation of this grant income source. President's Council revenue, combined with corporate and foundation grants, has supported the Parent-to-Parent and *Educator's Manual* projects, and there is the prospect of an upswing in Council income next year.

Key challenges we now face to stay fiscally sound include maintaining broad corporate support for CHADD core programs, aggressively pursuing products and advertising sales, finding ways to attract new and diversified revenue streams and trying to curtail budgeted expenditures as we have done before while limiting unbudgeted/unfunded spending.

Maximize Use of *Attention!*® to Develop Non-dues Revenue

Product sales for *Attention!*® display advertising and bulk sales reached record high levels in 2006. Some of our pharmaceutical branded advertising has become sporadic, but we hope to find new pharmacy and non-pharmacy advertising to increase advertising revenue.

Strengthen Membership

Aggregate membership revenue is \$40,458.85 over budget as of Dec. 31, 2006, compared to \$10,172.62 below budget as of Dec. 31, 2005. Unfortunately, total members as of January 2007 was 12,005 compared to January 2006 of 13,104. Professional members are almost identical for the two years.

Develop Consolidated National-Chapter Financial Statements

The staff has manually consolidated national-chapter financial statements for 10 chapters a quarter. Thus, we will have 40 chapters consolidated in 12 months.

Monitor, Analyze, and Enhance Non-dues Donations

CHADD direct-mail campaigns are not generating substantial income. This is partly a reflection of lower membership, where an industry-standard 1 percent to 2 percent response rate at modest donation amounts results in low aggregate revenue. We have tried various approaches recommended by, and even written by, consultant sources without a noticeable increase. However, we have had a substantial increase in recent months in online general and memorial donations through the new CHADD Web site. The Membership Department keeps a record of all non-member donations, which are then candidates for membership and more contributions. We are going to give increasing emphasis to Web and e-mail fundraising for individual gifts. For larger individual gifts to the President's Council and the Council's Professional Circle, we focus on the CHADD database information and other contact and outreach methods, including personal letters, calls, annual conference promotion and events, and other avenues.

OPERATIONAL STRATEGY

Develop, Manage and Enrich CHADD's Human Resources

Administrative staff has trained the management team in the "Action Learning" approach, which has been used for responding to the NRC funding situation, membership development and the 20th anniversary celebration. Administrative staff has conducted staff focus groups. Management staff has launched a new staff orientation program. The CEO oriented all staff to the uniqueness of working in voluntary health agencies. The CEO and management staff is working on the standardization of job titles, descriptions, and salary ranges.

Provide Resources, Infrastructure and Technology Sufficient to Execute CHADD's Mission; Improve CHADD Web Site and Ensure Compatibility with NRC Web site and Improve IT

In June we launched, after much research and design discussions, a new Web site. We have received many compliments on its appearance. We have received both compliments and complaints about its functionality. Web content is insufficient. In response, we have expanded the part-time *Attention!*® magazine position into a full-time magazine and web content editor position. We created an iMIS-web team to address these issues. The iMIS-web team has retained an iMIS-web consultant on a permanent basis to transition away from an unsatisfactory consulting firm. A new chapter Web site has been developed.

Strengthen the Governance System

There has been a major revitalization of the BOD, and a new vision has been articulated. Major revisions in BOD committees and functions have been adopted and implementation has already started. The president has worked closely with the entire board, the CEO and deputy CEO to gain consensus on these revisions. Staff and BOD relations are at a high point and we are working together for the betterment of the organization.

Strengthen Board-Staff Working Relationships

Board-staff working relationships appear to be strong, respectful, and trusting. We enjoy the benefits of these strong relationships; the organization is able to solve problems and address challenges in a collaborative manner.

Strengthen Customer Service

Customer service has always been a core value of the NRC. With internal promotions and new hires, customer service has been a core value of the membership services department.

Strengthen State Level Organizations

Our focus has been on building support groups that do not have the level of documentation requirements as specified by the Internal Revenue Service. We have not focused on building state level organizations, other than as a by-product of our efforts to organize receptions for state legislators in Florida, Georgia, and Utah. We are hopeful that regional, grassroots leaders will be identified in the 2007 strategic plan.

Develop Mentoring Programs for Staff and Board Members

As part of new staff orientation, each new staff person is assigned a staff mentor. Retaining the four board members whose term of office expired June 30 as board mentors appears to have been a highly successful initiative.

Review Board Leadership, Diversity, and the Role of Committees

We have developed a plan for BOD leadership, and have an orderly and structured approach to achieving this goal. During its Feb. 8, 2007, conference call, the Board approved the revision of board committees and workgroups. Diversity remains a goal of the organization's leadership, particularly as reflected in the board and PAB composition.

Summary

As President of the BOD, I attest to the accuracy of this report. The 2006 CHADD independent financial audit was a resounding success, and we have invested net unrestricted financial assets (\$1,291,455). We are in full compliance with the National Health Council (NHC) standards of excellence for voluntary health organizations. We have made significant progress in accomplishing our strategic priorities, and are addressing ongoing challenges to better serve the AD/HD community. The BOD has undergone major revitalization and restructured its committee structures and functions to meet current organizational needs.

CHADD Board of Directors, 2005-06

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