when I was in second
grade I moved to the East Side
and came to this school called
Roosevelt Elementary School. I'm
asian and I love asian food and
mexican food and I love talking to them.
The National Writing Project is the only national professional development program that focuses on the teaching of writing.

200 university-based Writing Project sites

3,300 new teacher-leaders each year
120,000 teacher-participants in 2010
3,000 school districts served nationwide
1.4 million students reached annually
MISSION

The National Writing Project focuses the knowledge, expertise, and leadership of our nation’s educators on sustained efforts to improve writing and learning for all learners.
Writing reaches more people today than ever before. In less than a generation, we have gone from a society where one person could publish a book read by millions to one where millions can publish and share their books, blog posts, and emails with the entire world. Writing is transforming us: uniting us with other cultures, demystifying the differences between us, and connecting us to the world’s collective knowledge in new and exciting ways.

After 37 years, the National Writing Project is still leading the way in writing instruction. Our educators continue to break new ground in helping students learn in all subject areas and grade levels. The high-quality professional development that NWP provides in this digital age is more important than ever for preparing students for success in college, the workplace, and life.

In the midst of such promise and excitement, we have had to adapt to more sobering realities. In spring 2011, changes in federal policy eliminated all directed funding for a number of educational and literacy organizations, including the National Writing Project. This shift in priorities comes at a time when our nation should be investing more, not less, in educating future generations. In the face of this change, we are more determined than ever to support teachers and the students they serve, as—together—they shape the future.

Every day, NWP teachers are developing new ideas and resources, working online and face to face to innovate and share effective practices. In this annual report you will hear from committed and passionate educators about what they do best: help students achieve, develop strong teacher-leaders, and build communities of teachers.

Thank you for taking the time to learn more about the National Writing Project, for partnering with us to strengthen student achievement and literacy, and for believing in the power of writing.

Warmest regards,

Donald McQuade
Chair of the Board

Sharon J. Washington
Executive Director
We help students achieve.

**EVERY DAY, IN EVERY STATE,** in every kind of community, Writing Project teachers are making a difference in the lives of students—early childhood through university. By teaching students not only how to write well but how to learn through writing in all disciplines, these educators are increasing their students’ chances of academic and career success. Through writing, students learn to convey ideas and solve problems. They learn to understand and engage with the world. Whether they’re creating essays and poems, term papers and lab reports, or blogs and podcasts, students are developing the skills to communicate in today’s digital age and compete in the 21st century.
Kenya Hernandez writes about how things are in society, and how things should be. The eighth-grader at Roosevelt Elementary School in Stockton, CA, uses words to express her feelings and ideas. “Writing, to me, has been something that has allowed me to connect to people,” says Kenya. “Writing is just a PART OF ME.”
"Writing is a powerful tool that helps my students see they have a voice."

Adversity. Anxiety. Gang violence. BRANDY DE ALBA writes such words on the board for her eighth-graders to explore in their journals each day. De Alba knows students must be engaged before they can begin learning. “Writing is a tool for healing, and becomes a bridge to academics and beyond.” Teaching in Stockton, California, where she grew up, De Alba credits her former softball coach and teacher for inspiring her to attend college.

Thanks to the Great Valley Writing Project, “I learned how to connect my students’ lives with writing for success in school,” says De Alba. Writing helped students like Kenya Hernandez, who started the school year less engaged, grow more confident in their communication skills. This spring, Kenya testified at a briefing in D.C. on her experience as an English language learner. “She became an advocate for her community through her writing,” says De Alba.

research studies conducted in 7 states showed gains in writing performance among students whose teachers participate in NWP programs.
We develop strong teacher-leaders across the nation.

**TEACHERS PLAY A VITAL ROLE** in leading sustained efforts to improve learning in our schools. NWP teacher-leaders study and share effective practices that enhance student writing and learning, work collaboratively with other educators, design resources, and take on new roles in effecting positive change.
As a teacher-leader with the Boston Writing Project and the NWP Urban Sites Network Leadership Team, Chris Tsang notes, “I have significant opportunities to share practices and receive mentorship.” Tsang, who teaches eighth-grade English Language Arts at the Harbor School in Boston, MA, adds, “The Writing Project philosophy is the foundation for ALL MY TEACHING.”

Each year

3,300

new teacher-leaders attend NWP summer institutes.
NWP sites are located on 200 university and college campuses. Browse NWP’s map at www.nwp.org.
> ALABAMA
  Jacksonville State University
  Writing Project
  Red Mountain Writing Project
  University of Alabama at Birmingham
  Wiregrass Writing Project
  Troy University

> ALASKA
  Alaska State Writing Consortium
  University of Alaska Anchorage

> ARIZONA
  Central Arizona Writing Project
  Arizona State University
  Northern Arizona Writing Project
  Northern Arizona University
  Southern Arizona Writing Project
  University of Arizona

> ARKANSAS
  Arkansas Delta Writing Project
  Arkansas State University
  Great Bear Writing Project
  University of Central Arkansas
  Little Rock Writing Project
  University of Arkansas at Little Rock
  Northwest Arkansas Writing Project
  University of Arkansas, Fayetteville

> CALIFORNIA
  Area 3 Writing Project
  University of California, Davis
  Bay Area Writing Project
  University of California, Berkeley
  Cal State Northridge Writing Project
  California State University, Northridge
  Central California Writing Project
  University of California, Santa Cruz
  Great Valley Writing Project
  California State University Stanislaus
  Inland Area Writing Project
  University of California, Riverside
  Los Angeles Writing Project at Cal State LA
  California State University, Los Angeles
  Northern California Writing Project
  California State University, Chico
  Redwood Writing Project
  Humboldt State University
  San Diego Area Writing Project
  University of California, San Diego
  San Joaquin Valley Writing Project
  California State University, Fresno
  San Jose Area Writing Project
  San Jose State University
  San Marcos Writing Project
  California State University San Marcos
  South Coast Writing Project
  University of California, Santa Barbara
  UC Irvine Writing Project
  University of California, Irvine
  UC Merced Writing Project
  University of California, Merced
  UCLA Writing Project
  University of California, Los Angeles

> COLORADO
  Colorado State University Writing Project
  Denver Writing Project
  University of Colorado Denver
  Southern Colorado Writing Project
  Colorado State University-Pueblo

> CONNECTICUT
  Central Connecticut Writing Project
  Central Connecticut State University
  Connecticut Writing Project-Forer
  University of Connecticut

> DELAWARE
  Delaware Writing Project
  University of Delaware

> DISTRICT OF COLUMBIA
  District of Columbia Area Writing Project
  Howard University

> FLORIDA
  Daytona Beach National Writing Project
  Bethune-Cookman University
  National Writing Project at Florida Gulf Coast University
  Tampa Bay Area Writing Project
  University of South Florida

> GEORGIA
  Blackwater Writing Project
  Valdosta State University
  Central Georgia Writing Project
  Georgia College & State University
  Cherokee Rose Writing Project
  University of West Georgia
  Georgia Southern Writing Project
  Georgia Southern University
  Kennesaw Mountain Writing Project
  Kennesaw State University
  Red Clay Writing Project
  University of Georgia

> HAWAI`I
  Hawai`i Writing Project
  University of Hawai`i at Mānoa
  Lehua Writing Project
  University of Hawai`i at Hilo

> IDAHO
  Boise State University Writing Project
  Northwest Inland Writing Project
  University of Idaho

> ILLINOIS
  Chicago Area Writing Project
  University of Illinois at Chicago
  Eastern Illinois Writing Project
  Eastern Illinois University
  Illinois State Writing Project
  Illinois State University
  Illinois Writing Project
  National-Louis University
  Piase Bluffs Writing Project
  Southern Illinois University Edwardsville
  University of Illinois Writing Project
  University of Illinois at Urbana-Champaign

> INDIANA
  Appleseed Writing Project
  Indiana University-Purdue University Fort Wayne
  Hoosier Writing Project
  Indiana University-Purdue University Indianapolis
  Indiana Writing Project
  Ball State University
  IUS Writing Project
  Indiana University Southeast
  Northwest Indiana Writing Project
  Purdue University Calumet
  River Bend Writing Project
  University of Southern Indiana

> IOWA
  Iowa Writing Project
  University of Northern Iowa
  Quad City Area Writing Project
  St. Ambrose University

> KANSAS
  Flint Hills Writing Project
  Kansas State University

> KENTUCKY
  Eastern Kentucky University Writing Project
  Louisville Writing Project
  University of Louisville
Morehead Writing Project  
Morehead State University  

Mountain Writing Project  
Hazard Community & Technical College  

Northern Kentucky Writing Project  
Northern Kentucky University  

Purchase Area Writing Project  
Murray State University  

Western Kentucky University Writing Project  

> LOUISIANA  
Greater New Orleans Writing Project  
University of New Orleans  

Louisiana State University Writing Project  

National Writing Project of Acadiana  
University of Louisiana at Lafayette  

Northwestern State University Writing Project  

Southeastern Louisiana Writing Project  
Southeastern Louisiana University  

> MAINE  
Southern Maine Writing Project  
University of Southern Maine  

University of Maine Writing Project  

> MARYLAND  
Eastern Shore Writing Project  
Salisbury University  

Maryland Writing Project  
Towson University  

University of Maryland Writing Project  

> MASSACHUSETTS  
Boston Writing Project  
University of Massachusetts Boston  

Buzzards Bay Writing Project  
University of Massachusetts Dartmouth  

Western Massachusetts Writing Project  
University of Massachusetts Amherst  

> MICHIGAN  
Chippewa River Writing Project  
Central Michigan University  

Crossroads Writing Project  
Ferris State University  

Eastern Michigan Writing Project  
Eastern Michigan University  

Lake Michigan Writing Project  
Grand Valley State University  

Meadow Brook Writing Project  
Oakland University  

Oakland (MI) Writing Project  
University of Michigan  

Red Cedar Writing Project  
Michigan State University  

Saginaw Bay Writing Project  
Saginaw Valley State University  

Third Coast Writing Project  
Western Michigan University  

Upper Peninsula Writing Project  
Northern Michigan University  

Wayne State Writing Project  
Wayne State University  

> MINNESOTA  
Minnesota Writing Project  
University of Minnesota  

> MISSISSIPPI  
Alcorn Writing Project  
Alcorn State University  

Delta Area Writing Project  
Delta State University  

Live Oak Writing Project  
University of Southern Mississippi Gulf Coast  

Mississippi Valley State University Writing Project  

MSU Writing/Thinking Project  
Mississippi State University  

South Mississippi Writing Project  
University of Southern Mississippi  

University of Mississippi Writing Project  

> MISSOURI  
Gateway Writing Project  
University of Missouri-St. Louis  

Greater Kansas City Writing Project  
University of Missouri-Kansas City  

Missouri Writing Project  
University of Missouri-Columbia  

Ozarks Writing Project  
Missouri State University  

Prairie Lands Writing Project  
Missouri Western State University  

> MONTANA  
Montana Writing Project  
University of Montana  

Yellowstone Writing Project  
Montana State University  

> NEBRASKA  
Nebraska Writing Project  
University of Nebraska-Lincoln  

Oxbow Writing Project  
University of Nebraska at Omaha  

> NEVADA  
Great Basin Writing Project  
Great Basin College  

Northern Nevada Writing Project  
University of Nevada, Reno  

Southern Nevada Writing Project  
University of Nevada, Las Vegas  

> NEW HAMPSHIRE  
National Writing Project in New Hampshire  
Plymouth State University  

> NEW JERSEY  
Kean University National Writing Project  

National Writing Project at Rider University  

National Writing Project at Rutgers University  

> NEW MEXICO  
Bisti Writing Project  
San Juan College  

Borderlands Writing Project  
New Mexico State University  

High Desert Writing Project  
University of New Mexico  

High Plains Writing Project  
Eastern New Mexico University  

> NEW YORK  
Capital District Writing Project  
University at Albany, State University of New York  

Genesee Valley Writing Project  
University of Rochester  

Hudson Valley Writing Project  
State University of New York at New Paltz  

Long Island Writing Project  
Nassau Community College  

Mohawk Valley Writing Project  
Utica College  

New York City Writing Project  
Lehman College, City University of New York  

Seven Valleys Writing Project  
State University of New York at Cortland  

Western New York Writing Project  
Canisius College  

> NORTH CAROLINA  
Tar River Writing Project  
East Carolina University  

UNC Charlotte Writing Project  
University of North Carolina at Charlotte
> NORTH DAKOTA
Northern Plains Writing Project
Minot State University
Red River Valley Writing Project
University of North Dakota

> OHIO
Columbus Area Writing Project
The Ohio State University
National Writing Project at Kent State University
Ohio University Appalachian Writing Project
Ohio Writing Project
Miami University

> OKLAHOMA
Oklahoma State University Writing Project
Oklahoma Writing Project
University of Oklahoma

> OREGON
Oregon Writing Project at Eastern Oregon University
Oregon Writing Project at Lewis and Clark College
Oregon Writing Project at University of Oregon
Oregon Writing Project at Willamette University

> PENNSYLVANIA
Capital Area Writing Project-PA
Penn State Harrisburg
Endless Mountains Writing Project
Mansfield University of Pennsylvania
Northeastern Pennsylvania Writing Project
East Stroudsburg University
Penn State Lehigh Valley Writing Project
PennLake National Writing Project
Edinboro University of Pennsylvania
Pennsylvania Writing and Literature Project
West Chester University
Philadelphia Writing Project
University of Pennsylvania
Western Pennsylvania Writing Project
University of Pittsburgh

> PUERTO RICO
Borinquen Writing Project
University of the Sacred Heart
MayWest Writing Project
University of Puerto Rico at Mayagüez

> RHODE ISLAND
Rhode Island Writing Project
Rhode Island College

> SOUTH CAROLINA
Aiken Writing Project
University of South Carolina Aiken
Lowcountry Writing Project
The Citadel
Midlands Writing Project
University of South Carolina
Santee-Wateree Writing Project
University of South Carolina
Spartanburg Writing Project
University of South Carolina Upstate
Swamp Fox Writing Project
Francis Marion University
Upstate Writing Project
Clemson University

> SOUTH DAKOTA
Dakota Writing Project
University of South Dakota

> TENNESSEE
Middle Tennessee Writing Project
Middle Tennessee State University
Upper Cumberland Writing Project
Tennessee Technological University
West Tennessee Writing Project
University of Tennessee at Martin

> TEXAS
Central Texas Writing Project
Texas State University
Coastal Bend Writing Project
Texas A&M University-Corpus Christi
East Texas Writing Project
Texas A&M University-Texarkana
Heart of Texas Writing Project
University of Texas at Austin
North Star of Texas Writing Project
University of North Texas
Pearl of the Concho Writing Project
Angelo State University
Sabal Palms Writing Project
University of Texas at Brownsville
Sam Houston Writing Project
Sam Houston State University
San Antonio Writing Project
University of Texas at San Antonio
South Texas Writing Project
Texas A&M International University

> UTAH
Central Utah Writing Project
Brigham Young University
Wasatch Range Writing Project
Weber State University

> VERMONT
Green Mountain Writing Project
at UVM
University of Vermont

> VIRGIN ISLANDS
Virgin Islands Writing Project
University of the Virgin Islands

> VIRGINIA
Appalachian Writing Project
University of Virginia’s College at Wise

> WASHINGTON
Central Washington Writing Project
Central Washington University
Puget Sound Writing Project
University of Washington

> WEST VIRGINIA
Central West Virginia Writing Project
Marshall University Graduate College
Marshall University Writing Project
National Writing Project at West Virginia University

> WISCONSIN
Fox Valley Writing Project
University of Wisconsin-Oshkosh
Greater Madison Writing Project
University of Wisconsin-Madison
Milwaukee Writing Project
Carroll University
University of Wisconsin-Milwaukee Writing Project

> WYOMING
Wyoming Writing Project
University of Wyoming
“Teacher-leaders are change agents.”

TONYA PERRY was already an Alabama Teacher of the Year when she attended the Writing Project’s Summer Institute in 2004. A seasoned educator, she was pleased with how much she grew professionally. After the Institute, she connected with her fellow participants and formed a lasting community. “I found it fascinating that NWP’s model changed our thinking about ourselves from participants in a workshop to a family of professionals who really wanted to impact writing and literacy instruction across content areas.”

Today, as site director of the Red Mountain Writing Project in Birmingham, Alabama, she nurtures a new generation of leaders every day. These teacher-leaders are sharing effective practices with their fellow educators who, in turn, impact their students’ academic success. “I believe in the power of the teacher,” she says.
We build communities of teachers who share their innovations and expertise.

**ONLINE AND FACE TO FACE,** Writing Project teachers build knowledge—together. Cadres of educators across subjects, geographic boundaries, and grade levels coalesce to demonstrate and discuss practice.

Teachers gather to study new standards and current literature on academic writing through NWP Connect, a platform for online communities of practice. They develop and share resources on Digital Is, NWP’s online community for digital teaching and learning. Writing Project teachers understand the value of critical thinking and collaboration with their colleagues.
70,000
NWP teacher-leaders have taught 1.2 million additional educators since 1974.

120,000
teacher-participants in 2010

Tapping into NWP’s national network, Jennifer Woollven and Alina Adonyi, teachers at a tech-focused high school in Austin, TX, use Writing Project practices to “teach skills that students will need in their futures, such as collaboration, problem solving, and effective communication,” Woollven says. Student projects include digital stories that combine writing, sound, and animation.
Kevin Hodgson, or “dogtrax” as he is known to his thousand-plus Twitter followers, leverages the power of Writing Project networks to help his students achieve.

“I’m interested in all the digital tools out there, in the possibilities for me as a writer and for my students as learners,” says Hodgson, the educational technology guru, sixth-grade teacher, and technology liaison with the Western Massachusetts Writing Project. “And I don’t want to go it alone.”

Projects he’s created with other Writing Project teachers include an ABC book of 26 digital stories and the iAnthology, supported by an NWP mini-grant to help teachers share writings and feedback. Says Hodgson, “The online networks connect like-minded people who are willing to put their toes in the water and give things a try.”

“There is this sense that you’re part of something much larger than you ever imagined.”

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“There is this sense that you’re part of something much larger than you ever imagined.”
**Statement of Activities for years ended September 30**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUES AND OTHER SUPPORT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal grant</td>
<td>$24,291,000</td>
<td>$24,291,000</td>
</tr>
<tr>
<td>Other grant revenue and contributions</td>
<td>255,684</td>
<td>1,424,490</td>
</tr>
<tr>
<td>Publics and professional service revenue</td>
<td>34,438</td>
<td>34,438</td>
</tr>
<tr>
<td>Net investment and other interest income</td>
<td>12,538</td>
<td>12,538</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>394,057</td>
<td>(394,057)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$24,987,717</td>
<td>$24,544,387</td>
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**EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Writing Project developents</td>
<td>22,379,300</td>
<td>22,184,279</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>2,694,711</td>
<td>2,451,417</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$25,074,011</td>
<td>$24,635,696</td>
</tr>
</tbody>
</table>

**CHANGE IN NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>(86,294)</td>
<td>1,030,433</td>
<td>(394,057)</td>
</tr>
<tr>
<td><strong>944,139</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NET ASSETS AT BEGINNING OF YEAR**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,900,477</td>
<td></td>
<td>1,991,786</td>
</tr>
<tr>
<td>173,898</td>
<td></td>
<td>430,328</td>
</tr>
<tr>
<td>2,074,375</td>
<td></td>
<td>2,422,114</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$1,814,183</td>
<td>$1,900,477</td>
</tr>
</tbody>
</table>

**Statement of Financial Position for years ended September 30**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,735,381</td>
<td>$1,211,217</td>
</tr>
<tr>
<td>Investments, short term</td>
<td>687,042</td>
<td>1,060,337</td>
</tr>
<tr>
<td>Accounts and interest receivable</td>
<td>10,424</td>
<td>27,090</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>800,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>500,000</td>
<td>99,700</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>134,445</td>
<td>108,952</td>
</tr>
<tr>
<td>Furniture and equipment, net</td>
<td>249,575</td>
<td>220,067</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$4,116,867</td>
<td>$3,727,363</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and accounts payable</td>
<td>$791,204</td>
<td>$1,374,126</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>307,149</td>
<td>278,862</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$1,098,353</td>
<td>$1,652,988</td>
</tr>
</tbody>
</table>

**NET ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$1,814,183</td>
<td>$1,900,477</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>1,204,331</td>
<td>173,898</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$3,018,514</td>
<td>$2,074,375</td>
</tr>
</tbody>
</table>

**FUNDING**

NWP federal funding for fiscal year 2009–2010 totals $24.3 million. Local support for NWP sites and programs totals an additional $23.3 million.

A complete copy of the organization’s financial statements, audited by Armanino McKenna LLP, is available upon request from National Writing Project, 2105 Bancroft Way, #1042, Berkeley, CA 94720-1042.
Research studies consistently demonstrate gains in writing performance among students whose teachers participate in NWP programs.

The 16 studies included 141 schools, 7 states, 409 teachers, and 5,408 students.

This graphic illustrates the amount of change in writing performance exhibited by program and comparison students in each of the 16 studies, measured holistically. In each case, program students' writing demonstrated growth while comparison students' writing often showed little or no growth.

Support for the National Writing Project is provided by the U.S. Department of Education, universities, and K–12 schools. In addition, we are grateful for the support of the following partners, foundations, and individuals.

**PARTNERS**
College Board
FableVision
National Institute on Out-of-School Time
Reading Is Fundamental

**FOUNDATION SUPPORT**
Carnegie Corporation of New York
Bill & Melinda Gates Foundation
Koret Foundation
The John D. and Catherine T. MacArthur Foundation
The New York Community Trust
The Samuels Foundation

**INDIVIDUAL DONORS**
Christopher Adams
Joye and Marty Alberts
Anonymous (6)
Tanya Baker
Benjamin Bates
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Dan Tormey
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Sharon J. Washington
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Vanessa Whang
Susan Nelson Wood
Jim Gray
Sharline Chiang
Donald McQuade
Marjorie Hils
Janet Hils
Rick Louie
Sherry Swain
Trang Nguyen
Zenida Johnson
Passionate teachers everywhere
Margaret M. Langhans
Pennsylvania Writing and Literature Project 2011 Instructors
Lynn Cashell
Art Peterson
Anonymous
Jillian Ross
Sherry Swain
Mary Ann Smith
Sherry Swain
Anonymous (2)
Florence Tachibana
Gavin Tachibana
Mrs. Donna Thelen and
Mrs. Julie Windham
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Robert and Eleanor Ward
Judith Warren Little
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Writing Project teachers everywhere
Judy Buchanan

**Commemorative Contributions**
The contributions listed here represent gifts made to NWP in honor or memory of individuals and groups. Honorees are indicated in bold type, with the donor’s name below.

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**IN MEMORY OF**
Marjorie Kaiser
Sherry Swain

The contributions reflected here were made between October 1, 2009 and August 31, 2011. We sincerely regret any errors or omissions on this list of contributors. To make corrections, please contact NWP at 510.643.3013.
Many projects aimed at educational improvement have limited success because they are funded as short-term expenditures for direct services. In contrast, the National Writing Project functions as an infrastructure for improvement, providing direct services and generating educational capital—for example, usable knowledge, professional leadership, and institutional partnerships—that accumulates over time, fuels innovation, and can be used for future production of services. Operating at sufficient scale to make an impact across the nation, NWP serves as a model of an educational improvement infrastructure designed for sustainable growth. Effective investments of federal education dollars are those that, like NWP, support immediate services, promote the long-term growth of infrastructure for educational improvement, and achieve national impact.

Mark St. John, Ph.D., President, Inverness Research, Inc. Inverness Research, Inc., a research and evaluation group, has been independently evaluating the National Writing Project since 1994.
VISION

Writing in its many forms is the signature means of communication in the 21st century. The NWP envisions a future where every person is an accomplished writer, engaged learner, and active participant in a digital, interconnected world.