

**BOARD OF DIRECTORS**

**PROSPECTUS**

**2014**

Friend of The Arc,

On behalf of the Board Development Committee I would like to thank you for your interest and commitment to the board development process as essential to the future success of The Arc of the United States. The Board Development Committee is charged to assure that the composition of the Board of Directors meets the current and future leadership needs of The Arc. The committee’s responsibilities include: establishing annual nominating priorities, conducting outreach to identify potential candidates to apply for nomination to the board, screening and evaluating applicants in relation to the nominating priorities, and recommending a single slate of candidates for election.

As part of the outreach process the Board Development Committee has created this Prospectus about service on The Arc’s Board of Directors. This prospectus outlines the Nominating Priorities that have been established for the 2014 nominating cycle and the roles and responsibilities of board members. It also includes an overview of The Arc’s purpose and tenets, as expressed through our mission, core values and vision statements. After reading through this prospectus you should have a good understanding about what is involved in serving on The Arc’s board as well as a good idea of whether you or someone you know might satisfy the 2014 Nominating Priorities.

During this nominating cycle the Board Development Committee will be accepting self- nominations and third party nominations (nominating someone other than yourself) for both officer and board member positions. If you know someone, personally or professionally, who has the leadership qualities, personal characteristics, knowledge, and experience in the areas identified in the Board Development Committee’s 2014 Nominating Priorities, we encourage you to nominate them. By accepting both self-nominations and third party nominations it will allow us to collect a large, diverse pool of candidates for board member positions.

Please look through this document with care. If you believe you or someone you know is a good fit for The Arc’s Board of Directors please submit the attached application form. The Board Development Committee will review applications beginning January 2, 2014, so we encourage you to submit your nominations before that date. Again, thank you for your commitment to The Arc. We look forward to reviewing your nomination!

Sincerely,



Mohan Mehra

Chair, Board Development Committee

**The Arc of the United States**

**Statement of Board Nominating Priorities for 2014**

The Board Development Committee (BDC) takes into account a variety of factors in selecting candidates to be nominated to the Board of Directors of The Arc of the United States. Every two years, the BDC reviews the current composition of the board, considers future needs and sets priorities for the current nominating cycle. While other individuals may be considered for nomination, outreach will be conducted to identify candidates, and preference will be given in 2014, to candidates that fit the Nominating Priorities. Board candidates that are not a good fit for the current nominating cycle are maintained on an interest list for possible future consideration.

The following are the Nominating Priorities for individuals to be elected to the Board in October 2014. Generally, the BDC seeks candidates who meet multiple of these priorities. **In this nominating cycle, the BDC is putting a particular emphasis on achieving greater diversity on the board in terms of race or ethnicity and age as described below.**

* *The candidate will help bring greater gender, ethnic, and racial diversity to The Arc’s Board of Directors.*
* Greater gender balance is desired. Currently there are 15 male and 8 female board members.
* Greater ethnic diversity is desired. Currently, there are only 2 members who identify as members of a racial or ethnic minority.
* The candidate will help to make The Arc’s Board more representative of the community the organization serves in one or more of the following ways:
* The candidate is between the ages of:
* 18-29 years old
* 30-39 years old

Currently, there are no board members under the age of 40.

* The candidate is a sibling of a person with I/DD.
* The candidate is a family member of a child or young adult with I/DD (e.g. under 22).
* The candidate has knowledge, skills or expertise , as a professional, in one or more of the following functional areas, as demonstrated by current or former employment:

|  |  |
| --- | --- |
| * Public Policy
 | * Financial Management
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| * Individual Advocacy
 | * Branding and Marketing
 |
| * Leadership Development
 | * Investment Management
 |
| * Fundraising
 | * Human Resources
 |

* The candidate has knowledge, skills or expertise, as a professional, in one or more of the following subject areas, as demonstrated by current or former employment.

|  |  |
| --- | --- |
| * Early Intervention Services
 | * Health Care
 |
| * Special Education
 | * Other Aspects of Community Living
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| * Employment for people with I/DD
 | * Research
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| * Housing for people with I/DD
 |  |

* The candidate resides or works in states which have fifteen or more chapters of The Arc and that are, or will be, unrepresented on The Arc’s Board of Directors: Connecticut, Georgia, Indiana, Iowa, Louisiana, Michigan, Nebraska, New York, North Carolina, Ohio, and Wisconsin.
* The candidate is active in leadership in the disability community on the state-level in a state which either:
* does not have a state chapter of The Arc: Alaska, Idaho, Kansas, New Hampshire, Oklahoma, Utah, or
* where The Arc otherwise has a limited presence (e.g., 14 or fewer chapters): Arizona, Arkansas, Delaware, Hawaii, Kentucky, Maine, Mississippi, Missouri, Montana, New Mexico, North Dakota, Nevada, Oregon, Rhode Island, South Carolina, South Dakota, West Virginia, Wyoming.
* The candidate has the capacity to make a major gift to The Arc and/or has access to other people with similar ability.
* The candidate is a senior-level executive with a Fortune 500 company or other significant business entity and/or has access to such individuals.
* The candidate is well-known among members of the general public, nationally, or has access to such individuals.
* The candidate is a concerned citizen who has not served in leadership of a chapter of The Arc.

Other Factors

In addition to the above priority considerations, the BDC will also be considering the following factors in selecting persons to be nominated for election to the Board of Directors.

Knowledge, Skills & Expertise – The BDC continues to seek to identify potential board members who have knowledge, skills or expertise, as a volunteer, in one or more of the following subject areas:

* Public Policy Advocacy
* Individual Advocacy
* Corporate and/or Nonprofit Tax Law
* Disability Law
* Media/Community Relations
* Branding/Marketing
* Leadership
* Financial Management
* Fundraising
* Investment Management
* Human Resources
* Early Intervention Services
* Education for people with I/DD
* Employment for people with I/DD
* Housing for people with I/DD
* Health Care for people with I/DD
* Community Living for people with I/DD
* Research relating to people with I/DD

National, State and Local Chapter Experience – The BDC seeks to assure that a substantial proportion of board members have leadership experience within state and/or local chapters of The Arc, as well as experience serving as a member of a committee or task force of the national organization. Currently 19 of 23 board members have such experience.

**Bylaws Relating to Board Qualifications**

Section 4.1.1 of the Bylaws of The Arc of the United States specify that a majority of members of the Board of Directors shall be parents or family members of people with I/DD, or people with I/DD themselves.

Section 4.1.2 of the Bylaws specify that eligibility to serve on the Board of Directors, or as an officer of the corporation, is limited to persons who are individual Members of The Arc.

Section 4.1.3 of the Bylaws specify up to three (3) members of the Board of Directors may be chief executive officers, executive directors or second tier management staff of a Chapter of The Arc. No other member of the Board of Directors may be a person who is employed by a Chapter of The Arc.

* Two of the three executives serve *ex officio.*  Specifically, section 7.1.4 of the Bylaws specify that the Chair of the Steering Committee of NCE, and one additional chief executive officer or second tier management staff of a state or local Chapter of The Arc designated by the Steering Committee of NCE, shall be members of the Board of Directors, ex officio, for the applicable term.
* For the third possible executive director to serve on The Arc’s Board, pursuant to section 6.7.2.1 of the Bylaws, the NCE Steering is responsible to provide the BDC with the names of members of NCE whom the Committee believes meet the nominating priorities and are recommended for election.

**Bylaws Relating to Nominating and Election Procedures**

Section 7.3 of the Bylaws describe the election procedures as follows:

The election of Officers and Directors shall take place under the authority and supervision of the Board Development Committee, utilizing a process that includes but is not limited to the following:

7.3.1 For each nominating cycle, the Committee shall prepare a written statement of nominating priorities describing the knowledge, skills, and other personal or professional characteristics or attributes that are needed to meet the leadership needs of the Corporation.

7.3.2 The Committee shall conduct outreach, including disseminating the statement of nominating priorities to all Chapters of The Arc, to identify potential candidates for board service that meet one or more of the nominating priorities.

7.3.3 An open application process shall be provided to allow any person who is interested in being considered for service on the Board of Directors to have the opportunity for such consideration.

7.3.4 All persons who apply or are nominated shall be vetted by the Committee to determine whether they meet the qualifications to serve and their fit in relation to the nominating priorities.

7.3.5 The Committee shall prepare a slate of candidates that are recommended for election to a position as an Officer or Chapter Elected Director of the Corporation (hereinafter “the Slate of Nominees” or “Slate”). The Slate shall recommend one candidate for each position that is open to be filled. The Committee shall also prepare a list of candidates who are recommended for nomination and election to a position as a Board Elected Director of the Corporation (hereinafter “the Candidates List”). The list of recommended candidates may include as many candidates as the Committee deems appropriate.

7.3.6 A person who has applied to be considered for board service who has not been included on the Slate shall be informed of that fact, and of whether their name has been included on the Candidates List to be submitted to the President. Such persons shall be advised that they may be included on the Candidates List for consideration by the President, if not already included. They shall further be advised that they may run in opposition to the individuals included on the Slate of Nominees upon obtaining support for their candidacy by the applicable state and local Chapter as evidenced by a letter of endorsement

 7.3.6.1 The Committee shall establish a timeline, including deadlines, as necessary to assure that the election ballot and supporting materials are ready for distribution to Chapters at least thirty (30) days in advance of the Annual Meeting. The election materials shall include descriptive information about the qualifications of all candidates and shall clearly identify those candidates who are on the recommended Slate of Candidates.

 7.3.6.2 No person may run for election as an Officer or Director other than pursuant to the process described in this section 7.3.

**Bylaws Relating to Terms of Office for Board Members**

Section 4.3 Term for Directors. The term of office for members of the Board of Directors shall be four (4) years. Persons serving an initial term of less than three (3) years may serve for two (2) additional full four year terms.

Section 4.4 Term for Officers. The term of office for Elected Officers of the Corporation shall be two (2) years, or until their successors are elected. No elected officer of the Corporation shall serve more than one (1) consecutive full term in the same office.

Section 4.5 Term Limits.. Except as otherwise described in this section, no person shall serve more than two (2) consecutive full terms on the Board of Directors.

4.5.1 A person serving as an Officer of the Corporation who would be subject to the term limits set forth in this section 4.5 may continue to serve while in the position of Officer, but may not exceed twelve (12) years of total service except under exceptional circumstances. The limitation in this section shall not apply to the Immediate Past President during service in that position.

4.5.2 A person may be nominated to serve beyond the twelve (12) year limit set forth in section 4.5.1 only upon both the unanimous concurrence of the members of the Board Development Committee and concurrence of two-thirds of the members of the Board of Directors.

**About Serving on The Arc’s Board of Directors**

The Board Development Committee is seeking candidates that believe in and will actively support the mission, core values and vision of The Arc. The Board of Directors of The Arc has also adopted two statements defining the roles of responsibilities of the Board, as a whole, and of individual board members. This information is provided, below, to assist individuals in understanding what is involved in board service.

# The Arc’s Mission Statement

The Arc promotes and protects the human rights of people with intellectual and developmental disabilities and actively supports their full inclusion and participation in the community throughout their lifetimes.

# The Arc’s Core Values

#### The Arc shares a commitment to core values which influence and inform our work

#### People First

The Arc believes that all people with intellectual and developmental disabilities are defined by their own strengths, abilities and inherent value, not by their disability.

#### Equity

The Arc believes that people with intellectual and developmental disabilities are entitled to the respect, dignity, equality, safety, and security accorded to other members of society, and are equal before the law.

#### Community

The Arc believes that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

#### Self-determination

The Arc believes in self-determination and self-advocacy.  People with intellectual and developmental disabilities, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

#### Diversity

The Arc believes that society in general and The Arc in particular benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability).

### The Arc’s Guiding Principles

*The Arc operates under these guiding principles*

#### Participatory Democracy

The Arc acts to ensure that people with intellectual and developmental disabilities, their parents, siblings, family members and other concerned members of the public have meaningful opportunities to inform and guide the direction of the organization’s advocacy, including determining policy and positions on important issues.  The Arc strives for diversity in its leadership, as well as in all facets of the work of the organization.

#### Visionary Leadership

The Arc leads by articulating a positive vision for the future of people with intellectual and developmental disabilities and catalyzes public and private support in realization of that vision through carefully planned and well-executed goals, strategies and actions.

#### Public Interest

The Arc represents the public interest, supporting and acting with and on behalf of all people with intellectual and developmental disabilities and their families regardless of the type of disability or membership in The Arc.

#### Collaboration

The Arc works with individuals, organizations and coalitions in a collaborative fashion. The Arc values and promotes effective partnerships between volunteer and staff leadership at all levels of the organization.

#### Transparency, Integrity and Excellence

The Arc conducts its business with integrity, accountability, and open, honest and timely communication. The Arc is committed to quality and excellence in all its does.

# Vision for The Arc

The Arc is the nation’s leading advocate for all people with intellectual and developmental disabilities and their families and the premier provider of the supports and services people want and need. The Arc actively involves people with I/DD, their parents, siblings and other family members, caregivers, colleagues, neighbors and friends as leaders and activists in a movement dedicated to the inclusion of people with I/DD in all aspects of society. The Arc assures that the human rights of people with I/DD are attained, and that sufficient resources are available to meet their needs, in every community in our nation.

The Arc is the standard bearer for best practices in supports and services for people with I/DD and has a demonstrable record of success in achieving the outcomes people want for their lives. Welcoming people of all races, ethnicity and socio-economic status, and providing both a sense of purpose and of belonging, The Arc is the resource of first choice for people with I/DD and their families regardless of the diagnosis and at all stages of life.

The Arc is active, vibrant, well known and respected in communities throughout the United States. With state and local chapters throughout all 50 states and the District of Columbia, The Arc is regularly sought out by elected and appointed government officials, as well as by the media, business, academia and other nonprofits as the authoritative source of information and advice about the needs, issues and concerns of people with I/DD. The Arc is an effective, responsive and sustainable organization that is constantly evolving to meet the changing needs, desires and circumstances of people with I/DD and their families. It enjoys substantial philanthropic support from individuals, corporations and foundations on par with other successful national nonprofits.

**The Arc’s Vision for all People with Intellectual and Developmental Disabilities**

All people with intellectual and developmental disabilities are included and participate as full members of the community. Infants, children and youth with I/DD experience the security of family, while living and learning with their peers. Adults with I/DD lead lives of their own choosing, fully integrated in the community, have the opportunity to engage in productive work for fair wages, participate in civic and community affairs, have good health and enjoy meaningful relationships.

People with I/DD have access to the full range of home and community based supports and services necessary to control their own lives; their families have access to needed family supports. Families enjoy the freedom and peace of mind that comes from knowing that their loved ones have the supports they need to live a full and satisfying life.

Valued and accepted, people with I/DD enjoy the respect, dignity, equality, safety and security accorded to other members of society. As self-advocates, they have a powerful and united voice on the issues that affect their lives and well-being, and enjoy the broad support of family members, friends, colleagues and community members. People with I/DD and their families fully embrace The Arc as their preferred partner for advocacy, services and supports

**Strategic Framework for the Future of The Arc, 2010 – 2019**

On February 27, 2010, The Arc’s Board of Directors adopted a Strategic Framework for the future of The Arc that will guide the organization over the next decade. The full *Strategic Framework* is available upon request and is also available on The Arc’s website at <http://content.yudu.com/Library/A1vvgf/StrategicFrameworkNe/resources/index.htm>

**Roles and Responsibilities of the Board of Directors**

The Bylaws of The Arc of the United States specify the powers and duties of the board of directors to govern the organization. These include, but are not limited to, developing the Core Values and Guiding Principles and Positions Statements for approval by Chapters, determining the Public Policy Agenda, appointing and supervising the chief executive officer to preside over management of The Arc. The conduct of the board of directors is further guided by the provisions of Maryland Corporations and Associations Code Annotated.

The Board of Directors of The Arc, acting as a whole and through appropriate committees, is responsible to:

1. Actively partner with executive leadership in long-range and strategic planning for the organization, including:
	1. establishing a Vision for The Arc and the impact of The Arc’s work on behalf of people with intellectual and developmental disabilities,
	2. determining The Arc’s Mission, and specific goals and strategies necessary to achieve the vision;
2. Exercise programmatic oversight by regularly assessing the organization’s progress toward achieving the Mission and Vision;
3. Exercise fiduciary oversight to assure that the resources of the organization are used in furtherance of its tax-exempt purpose, including:
	1. establishing an annual operating budget for the organization,
	2. arranging for the financial statements of the organization to be audited, annually, by an independent certified public accountant,
	3. regularly monitoring the financial performance of the organization in comparison to the operating budget,
	4. establishing necessary financial, human resources and development policies, and
	5. assuring the organization’s legal and regulatory compliance and transparency to the public;
4. Provide policy direction and guidance for the organization, as well as state and local chapters, through the approval of core values, position statements, legislative agendas and similar documents that are fundamental to the operation of the organization;
5. Raise financial and other resources necessary to operate the organization;
6. Provide for the executive management of The Arc by hiring, setting the compensation, supervising and regularly evaluating the Chief Executive Officer; and
7. Manage its own affairs, including the education, training, evaluation and development of board members and the assessment of its own performance.

Consistent with the above, The Arc of the United States is committed to upholding the highest standards of governance of nonprofit organizations as set forth in the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector.* [*http://www.thearc.org/page.aspx?pid=2788*](http://www.thearc.org/page.aspx?pid=2788)

**Individual Responsibilities of Board Members**

Individuals serving on the Board of Directors of The Arc of the United States (“The Arc”) are responsible to:

1. Uphold the Mission, Vision, Core Values and Guiding Principles and position statements of The Arc.
2. Attend and participate in quarterly meetings of the Board of Directors of The Arc. The failure to attend three consecutive board meetings shall be grounds for removal. Expenses relating to attendance at the board meetings (e.g. hotel, travel, per-diem) are reimbursable.
3. Stay informed about the business and affairs of The Arc, including the nature and extent of its programs and services, and exercise independent judgment in furtherance of the best interests of The Arc, rather than in furtherance of any actual or potentially conflicting personal, professional or business interests (including interests of any state or local chapters the individual may be affiliated with).
4. Actively participate on a board committee, task force or work group, or in individually tailored activities of importance to The Arc.
5. Abide by The Arc’s Conflict of Interest policy, including completing and signing an annual Conflict of Interest Disclosure statement.
6. Annually, provide a personal charitable contribution to The Arc in an amount that is personally significant.
7. Participate in The Arc’s fundraising efforts by:
	1. for board members that are employed by businesses or corporations that engage in charitable giving, assist in obtaining a corporate or corporate foundation contribution or other support from the board members employer;
	2. for all board members, identifying any personal or professional contacts the board member may have with individuals, foundations or corporations that may be prospects to support The Arc and, in consultation and coordination with The Arc’s Development Department, assist in cultivating relationships with those individuals.
8. Participate in recruiting and retaining state and local chapters, associated organizations, business and government members and individual members.
9. Serve as an advocate and ambassador for The Arc and for the interests of people with intellectual and developmental disabilities and their families.
10. Provide counsel and advice, upon request of management, in areas of the board member’s expertise.
11. Direct requests from media, government officials, or others seeking formal comment from The Arc to the designated spokesperson(s).
12. Annually attend and participate in The Arc’s National Convention
13. For new board members, attend a Board Orientation.

**Questions**

For questions about board service, feel free to contact Mohan Mehra, Chair, Board Development Committee by email at mehra@thearc.org or Peter V. Berns, Chief Executive Officer at berns@thearc.org.

## TO NOMINATE SOMEONE TO BE CONSIDERED FOR SERVICE ON THE ARC’S BOARD, PLEASE CLICK THIS LINK <http://fs16.formsite.com/u024508129ncearc/form627366365/index.html> TO FILL OUT THE ONLINE APPLICATION FORM.

## IF YOU ARE UNABLE TO USE THE ONLINE FORM, YOU MAY COMPLETE AND SUBMIT THE FORM THAT FOLLOWS.

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| Nomination Application for The Arc of the United States Board of Directors |
|  |
| 1 | Board Nominee – Please provide the name and contact information for the person you would like to suggest should be considered for service on The Arc’s Board of Directors. |
| Name: |  |  |  |  |  |
|   | Last |  | First |  | M.I. |
| Address: |  |
| City: |  | State: |  | Zip Code: |  |
| Home Phone: |  | Alternate Phone: |  | Email: |  |
| Age:  |  | Sex: |  | Race/Ethnicity: |  |
|  |
| 2 | Please identify the nominee’s relationship to the I/DD community: |
|  | [ ]  | Self-advocate | [ ]  | Other family member |
|  | [ ]  | Parent | [ ]  | Professional in the I/DD field |
|  | [ ]  | Sibling | [ ]  | Interested citizen |
|  |
| 3 | Experience, Knowledge and Expertise: *Please identify the areas in which the nominee has experience, knowledge or expertise as a professional by providing a brief description of your experience or expertise. Leave blank if the nominee does not have experience in the specified area.* |
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| **For example:** |  |
|  | Branding/ Marketing |
|  | Worked for ABC marketing agency for 15 years as branding consultant. Managed large rebranding projects for local and multinational companies. |
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|  |  | Public Policy Advocacy |  |
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|  |  | Individual Advocacy |  |
|  |  |
|  | Leadership Development |
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|  | Fundraising |
|  |  |
|  | Financial Management |
|  |  |
|  | Branding and Marketing |
|  |  |
|  | Investment Management |
|  |  |
|  | Human Resources |
|  |  |
|  | Employment for people with I/DD |
|  |  |
|  | Housing for people with I/DD |
|  |  |
|  |  | Health Care |  |
|  |  |
|  |  | Other Aspects of Community Living |  |
|  |  |
|  |  | Research |  |
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| 4 | **Please indicate any other areas that nominee has experience, knowledge or expertise as a professional:** |
|  |  |  | Corporate or Nonprofit Law |  | Media/Community Relations |  |
|  |  | Disability Law |  | Education for people with I/DD |
|  |
| 5 | **Please indicate any other areas that nominee has experience, knowledge or expertise as a volunteer:**  |
|  |  |  | Public Policy Advocacy |  | Investment Management |  |
|  |  | Individual Advocacy |  | Human Resources |
|  |  | Corporate or Nonprofit Law |  | Education for people with I/DD |
|  |  | Disability Law |  | Employment for people with I/DD |
|  |  | Media/Community Relations |  | Housing for people with I/DD |
|  |  | Branding/Marketing |  | Health Care for people with I/DD |
|  |  | Leadership |  | Community Living for people with I/DD |
|  |  | Financial Management |  | Research relating to people with I/DD |
|  |  | Fundraising |
|  |  |

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| 6 | **Does the nominee have any state or local chapter experience with The Arc? If so, please specify.** |
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| 7 | **Networks - Please indicate if the nominee has access to any of the following:** |
|  | [ ]  | Personal Wealth (capacity to provide major gifts) or Access to Others with Wealth |
|  | [ ]  | Personal Celebrity or Access to Others with Celebrity Status |
|  | [ ]  | Senior Level Executives at Fortune 500 Companies |
|  | [ ]  | Other Significant Business or Personal Connections |
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|  | Please explain any access and connections you have: |
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| Self Nomination Section*NOTE: Complete this section if you are nominating yourself. If you are nominating someone else, please go to item 10.* |
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| 1 | Why are you interested in serving on the Board of The Arc? |
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|  |
| 2 | How do you hope to contribute to the success of The Arc as a board member? |
|  |  |  |
| 3 | I have read the Cores Values of The Arc and agree to support them. | [ ]  |
|  |
| 4 | Please provide three (3) references that are familiar with your qualifications. |
|  | Name | Email Address | Phone Number |  |
|  |  |  |  |  |
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| **Third Party Nominations***NOTE: Complete this section if you are nominating someone other than yourself.* |
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| 1 | If you are nominating someone other than yourself for a board member position, please provide your identifying information below. |
|  | Name | Email Address | Phone Number | Relationship to Nominee |  |
|  |  |  |  |  |  |
|  |
| 2 | Why do you believe that the person you are nominating should serve on the Board of The Arc? |
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| 3 | In what ways do you believe they will be able to contribute to the success of The Arc? |
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**Submission Requirements**

There are numerous ways to submit your application. You may complete the 2014 Nomination Application electronically by clicking [here](https://fs16.formsite.com/u024508129ncearc/form627366365/form_login.html). Or, send the completed application and a copy of the nominee’s most **recent resume or curriculum vita**, by regular mail, email or fax to:

The Arc

Attn: Evelyn Powell

c/o Board Development Committee

1825 K Street, NW, Suite 1200

Washington, DC 20006

(Fax) 202-534-3731

powell@thearc.org

[www.thearc.org](http://www.thearc.org)

**THE BOARD DEVELOPMENT COMMITTEE WILL**

**BEGIN REVIEWING APPLICATIONS ON**

**JANUARY 2, 2014**