



TWELVE STEPS TO RECRUITING A POWERFUL BOARD OF DIRECTORS

**Peter V. Berns
Chief Executive Officer**

**National Convention
August 5, 2013**

Roles and Responsibilities of the Board of Directors

Article XI, Section 5 of The Bylaws of The Arc of the United States specifies the powers and duties of the board of directors. These include, but are not limited to, determining the mission of The Arc, maintaining an executive director to preside over management of The Arc, working with the executive director to determine how The Arc carries out its mission through short and long term planning reviews, adopting an annual budget and providing fiscal oversight.

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:
 - a. establishing a Vision for The Arc and the impact of The Arc's work on behalf of people with intellectual and developmental disabilities,
 - b. 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:
 - a. establishing an annual operating budget for the organization,
 - b. arranging for the financial statements of the organization to be audited, annually, by an independent certified public accountant,
 - c. regularly monitoring the financial performance of the organization in comparison to the operating budget,
 - d. establishing necessary financial, human resources and development policies, and
 - e. 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 (aka Executive Director); 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*.

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 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:
 - a. 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;
 - b. 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

Board Development Workplan, 2011 – 2012

Revised - 5/26/11

April 2011

- Introductory Meeting**
- Review of Board Development Process and Workplan**

June 2011

[6/3/11: Board Development Committee Meeting]

- Review and revisions (if any) of:**
 - Board Roles and Responsibilities**
 - Responsibilities of Individual Board Members**
 - Factors/Criteria Relevant to Board Composition**

[6/11/11: Board of Directors Meeting]

- Review and revisions (if any) of:**
 - Board Roles and Responsibilities**
 - Responsibilities of Individual Board Members**
 - Factors/Criteria Relevant to Board Composition**

August 2011

[8/19/11: Board Development Committee Meeting]

- Conduct Board Composition Analysis**
- Development Statement of Board Nominating Priorities for the 2011-2012 Nominating Cycle**

September 2011

[9/16 – 9/19: Annual Convention; 9/16/11: Board of Directors Meeting]

October 2011

[Date to be Determined – Board Development Committee Meeting]

- Develop Board Self-Assessment Instrument**
- Review and Finalize Board Prospectus**

November 2011

[11/4/11: Board Development Committee Meeting]

[11/16/11: Board of Directors Meeting]

- begin review of renewing board members**
- develop Outreach Plan for board candidates**
- administer Board Self-Assessment**

December 2011

[12/9/11: Board Development Committee Meeting]

- analyze results of self-assessment and share results with Exec. Committee**
- conduct outreach**

January 2012

- complete review of renewing board members**

- continue outreach for nominees
- review of potential candidates in relation to priorities

February 2012

[Board of Directors meeting, date to be determined]

- begin discussion of selection of officers
- outreach for nominees
- review of potential candidates in relation to priorities

March 2012

- continue discussion of selection of officers
- outreach for nominees
- review of potential candidates in relation to priorities

April 2012

[4/21 or 4/22: Board of Directors meeting]

- finalize slate of officers
- outreach for nominees
- review of potential candidates in relation to priorities

May 2012

- review of potential candidates in relation to priorities
- finalize slate of directors

June 2012

- review of potential candidates in relation to priorities
- finalize slate of directors
- finalize slate of BDC members

July 2012

[Board of Directors meeting, date to be determined]

- review of potential candidates in relation to priorities
- finalize slate of directors
- finalize slate of BDC members

August 2012

August 26, 2012 – Deadline for mailing slate of candidates to chapters

- review and revise Board Orientation materials

October 2012

10/25 – 10/28: Annual Convention and Business Meeting, including election of officers and directors

10/25: Board of Directors Meeting

November 2012 – December 2012

- schedule and conduct Board Orientation for new Board Members

Factors/Criteria Relevant to Board Composition (revised 6/3/11)

- I. Personal Characteristics
 - a. Gender
 - b. Ethnicity
 - c. Age
 - i. Of board candidate
 - ii. Of person with I/DD supported by board candidate, if applicable
 - d. Personal Connection
 - i. Parents
 - ii. Sibling
 - iii. Other family member
 - iv. Person with a disability / self-advocate
- II. Geography
- III. Knowledge/Skills/Expertise
 - a. Public Policy Advocacy
 - b. Individual Advocacy
 - c. I/DD Generally
 - i. Education
 - ii. Employment
 - iii. Housing
 - iv. Health Care
 - v. Community Living
 - d. Financial Management
 - e. Fundraising
 - f. Investment Management
 - g. Nonprofit Corporate & Tax Law
 - h. Disability Law
 - i. Media/Community Relations
 - j. Branding & Marketing
- IV. Other Factors
 - a. Wealth and/or Access to Wealth
 - b. Celebrity and/or Access to Celebrity
 - c. Political connections and/or clout
 - d. Corporate/Business connections
 - e. State and/or local chapter experience (passion for The Arc)
 - f. National committee experience

[illegible]

BOARD CHARACTERISTICS QUESTIONNAIRE

YOUR NAME: _____

PLEASE COMPLETE THE INFORMATION BELOW ABOUT YOURSELF.

GENDER	
>Male	
>Female	
AGE OF DIRECTOR (ENTER YOUR AGE IN THE BOX)	
AGE OF PWD (ENTER THE AGE OF YOUR FAMILY MEMBER WITH I/DD IN THE BOX)	
ETHNICITY (CHECK AS APPLICABLE)	
>Caucasian	
>African American	
>Hispanic	
>Asian Indian	
>Other	
ID/DD RELATIONSHIP (CHECK AS APPLICABLE)	
>Parent	
>Self-Advocate	
>Sibling	
>Other relative	
GEOGRAPHY	
>Eastern U.S.	
>Central U.S.	
>Western U.S.	
FUNCTIONAL KNOWLEDGE OR EXPERTISE (PLEASE PLACE A "P" WHERE YOU HAVE KNOWLEDGE OR EXPERTISE IN A PROFESSIONAL CAPACITY, OR A "V" WHERE IN A VOLUNTEER CAPACITY)	
>Advocacy	
>Nonprofit law	
>Disability law	
>Media/Comm Rela	
>Brand/Marketing	
>Leadership	
>Financial Mgmt	
>Fundraising	
>Investment Mgmt	
>Human Resources	

SUBJECT MATTER KNOWLEDGE OR EXPERTISE

(PLEASE PLACE A "P" WHERE YOU HAVE KNOWLEDGE OR EXPERTISE IN A PROFESSIONAL CAPACITY, OR A "V" WHERE IN A VOLUNTEER CAPACITY) (CHECK ALL THAT APPLY)

>Education	
>Employment	
>Housing	
>Health Care	
>Other Community Living	
>Research	

EXPERIENCE WITH: (CHECK ALL THAT APPLY)

>State Chapter	
>Local Chapter	
>National Committee	

PERSONAL (CHECK ALL THAT APPLY)

>Wealth/Access to	
>Celebrity/Access to	
>Federal Political ties	
>Corporate ties	

BOARD COMPOSITION ANALYSIS

(as of July 26, 2013)

	CURRENT BOARD	MINUS (a), (b), (c) and (d) below	MINUS (a) and (d) only below
GENDER			
>Male	14	8	13
>Female	9	2	8
AGE OF DIRECTOR			
>49 or younger	4	2	3
>50 – 59	10	3	7
>60 or older	4	3	3
AGE OF PWD			
>22 or younger			
>23 – 59			
>60 or older			
ETHNICITY			
>Caucasian	20	8	18
>African American	2	0	2
>Hispanic	0	0	0
>Asian Indian	1	1	1
>Other			
ID/DD RELATIONSHIP			
>Parent	10	4	9
>Self-Advocate	3	3	3
>Sibling	3	1	3
>Other relative	1	0	0
GEOGRAPHY			
>Eastern U.S.	14	5	12
>Central U.S.	4	1	3
>Western U.S.	4	2	4
FUNCTIONAL KNOWLEDGE OR EXPERTISE			
>Advocacy	14	6	13
>Nonprofit law	4	2	4
>Disability law	11	5	11
>Media/Comm Rela	10	5	10
>Brand/Marketing	7	2	7
>Leadership	16	8	14
>Financial Mgmt	8	3	8
>Fundraising	8	4	8
>Investment Mgmt	6	3	6
>Human Resources	8	4	8

SUBJECT MATTER KNOWLEDGE OR EXPERTISE			
>Education	9	4	8
>Employment	4	2	4
>Housing	7	5	7
>Health Care	7	3	6
>Other Community Living	8	4	8
>Research	7	3	6
EXPERIENCE WITH:			
>State Chapter	12	4	11
>Local Chapter	16	8	15
>National Committee	All	All	All
PERSONAL			
>Wealth/Access to	4	2	4
>Celebrity/Access to	3	0	2
>Federal Political ties	1	0	1
>Corporate ties	7	2	6

STATES			
CA (20)	3	2	3
CO (12)	1	0	1
IL (22)	1	0	1
IN (45)	1	0	1
MD (11)	3	2	3
MN (14)	2	2	2
MS (11)	1	0	1
NJ (21)	2	1	2
NY (55)	1	1	1
PA (36)	2	1	2
TN (15)	1	0	1
TX (38)	2	1	1
VA (26)	1	0	1

Other States with state chapters: AL (30), AZ (11), AR (3), CT (19), DE (1), DC (1), FL (30), GA (22), HI (4), IA (16), KY (12), ME (4), MA (18), MI (32), MO (7), NE (17), NM (1), NC (34), ND (7), OH (17), OR (13), RI (3), SC (3), SD (2), WA (11), WV (5), WI (16), WY (6)

Other States, only local chapters: AK (1), ID (1), KS (9), NH (3), OK (1), UT (1),

States with no chapters: MT, NV, VT

- (a) Definite Expirations: Name #1, Name #2, Name #3
- (b) Possible Expirations: Name #4, Name #5, Name #6 (e.g. if not selected for officers)
- (c) Renewals: Name #7, Name #8, Name #9
- (d) Resignations: Name #10

Statement of Board Nominating Priorities for 2012

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 2012, 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 2012. The BDC seeks candidates who meet many of these priorities.

- The candidate has knowledge, skills or expertise in one or more of the following functional areas:
 - Public Policy Advocacy
 - Individual Advocacy
 - Fundraising
 - Financial Management
 - Branding and Marketing
 - Media and Community Relations
 - Disability Law
- The candidate has knowledge, skills or expertise in one or more of the following subject areas:
 - Special Education, including early intervention services
 - Employment for people with I/DD
 - Housing for people with I/DD
- The candidate resides or works in states that are currently unrepresented on The Arc's Board of Directors, including but not limited to: Alabama, Arizona, Connecticut, Florida, Georgia, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Nebraska, New Jersey, New Mexico, North Carolina, Oregon, Rhode Island, Washington state, Washington, D.C., & Wisconsin.
- The candidate is active in leadership in the disability community on the state-level in a state that does not have a state chapter of The Arc.
- 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 African American, Hispanic American or Asian American.

- The candidate is between the ages of:
 - 18-25 years old
 - 26-35 years old
 - 36-45 years old
- The candidate is a sibling of a person with an intellectual or developmental disability.
- The candidate is a parent of a child or young adult with I/DD (e.g., under 22 years old).
- The candidate is not related to person with I/DD but has demonstrated a strong interest in and commit to the inclusion of people with I/DD in all aspects of community life.

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.

Gender – The BDC seeks to maintain balance in the gender distribution of members of the Board.

Diversity – The BDC seeks to compose a board that that is representative of the diversity of the community served by The Arc.

Connection to People with Intellectual and Developmental Disabilities – The BDC seeks to assure that the Board includes parents, siblings and family members of people with disabilities, individuals with disabilities themselves (self-advocates), and other interested people who are unrelated to people with I/DD in significant proportions.

Knowledge, Skills & Expertise – The BDC seeks to compose a board that includes people with experience, obtained in both volunteer and professional capacities, in all 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
- 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

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.



BOARD OF DIRECTORS PROSPECTUS

2012

July 26, 2013

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 2012 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 2012 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 2012 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. Again, thank you for your commitment to The Arc. We look forward to reviewing your nomination!

Sincerely,



Mary Jordan
Chair, Board Development Committee

Statement of Board Nominating Priorities for 2012

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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.

Roles and Responsibilities of the Board of Directors

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Individual Responsibilities of Board Members

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Nomination Qualifications and Process

Minimum Requirements for Board Nomination

Article XVII, Section 1 of the Bylaws of The Arc of the United States specify that eligibility to serve on the Board of Directors, or as an officer of the corporation, is limited to persons who are a member of an affiliated chapter of The Arc and that the chapter must be in good standing at time of nomination, election and continuation in office.

Nominating and Election Procedures

Article XVII, Sections 2 and 3 of the Bylaws of The Arc of the United States specify that the Board Development Committee shall present its slate of nominees to state and local chapters of The Arc no later than sixty (60) days prior to the annual meeting at which the election will take place. Voting will take place in-person, or by proxy, at the annual meeting.

Terms of Office for Board Members

Article XI, Section 2 of The Bylaws of The Arc of the United States specifies that each board member shall be elected for a four (4) year term, and may not hold more than two (2) consecutive terms.

Questions

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

BOARD NOMINEE CONTACT INFORMATION:

Last First M.I.

State: _____ Zip: _____

City: _____ State: _____ Zip: _____

Phone: _____ Alternate _____ Email _____

Race/Ethnicity: _____

<input type="checkbox"/>	<i>Self-advocate</i>	<i>Other family member</i>
<input type="checkbox"/>	<i>Parent</i>	<i>Professional in the I/DD field</i>
<input type="checkbox"/>	<i>Sibling</i>	<i>Interested citizen</i>

For example:

Worked for ABC marketing agency for 15 years as branding consultant. Managed large rebranding projects for local and multinational companies.

Individual Advocacy

	Fundraising
	Financial Management
	Branding and Marketing
	Media and Community Relations
	Disability Law
	Special Education, including early intervention services
	Employment for people with I/DD

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PLEASE INDICATE ANY OTHER AREAS THAT NOMINEE HAS EXPERIENCE, KNOWLEDGE OR EXPERTISE WITH A “P” FOR PROFESSIONAL EXPERIENCE OR “V” FOR VOLUNTEER EXPERIENCE:

	Public Policy Advocacy		Investment Management
_____	Individual Advocacy	_____	Human resources
_____	Corporate or Nonprofit	_____	Education for people with I/DD
_____	Disability Law	_____	Employment for people with
_____	Media/Community	_____	Housing for people with I/DD
_____	Branding/Marketing	_____	Health Care for people with
_____	Leadership	_____	Community Living for people
_____	Financial Management	_____	Research relating to people
_____	Fundraising		

DOES THE NOMINEE HAVE ANY STATE OR LOCAL CHAPTER EXPERIENCE WITH THE ARC? IF SO, PLEASE SPECIFY.

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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 a Fortune 500 Companies
- Other Significant Business or Personal Connections

Please explain any access and connections you have:

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July 26, 2013

I HAVE READ THE CORES VALUES OF THE ARC AND AGREE TO SUPPORT THEM.

☐

SELF NOMINATION SECTION

NOTE: Complete this section if you are nominating yourself. If you are nominating someone else, please go to item 10.

WHY ARE YOU INTERESTED IN SERVING ON THE BOARD OF THE ARC?

HOW DO YOU HOPE TO CONTRIBUTE TO THE SUCCESS OF THE ARC AS A BOARD MEMBER?

I HAVE READ THE CORES VALUES OF THE ARC AND AGREE TO SUPPORT THEM.

☐

PLEASE PROVIDE THREE (3) REFERENCES THAT ARE FAMILIAR WITH YOUR QUALIFICATIONS.

Name	Address	Phone Number

THIRD PARTY NOMINATIONS

NOTE: Complete this section if you are nominating someone other than yourself.

IF YOU ARE NOMINATING SOMEONE OTHER THAN YOURSELF FOR A BOARD MEMBER POSITION, PLEASE PROVIDE YOUR IDENTIFYING INFORMATION BELOW.

Name	Address	Phone Number	Relationship to Nominee

WHY DO YOU BELIEVE THAT THE PERSON YOU ARE NOMINATING SHOULD SERVE ON THE BOARD OF THE ARC?

IN WHAT WAYS DO YOU BELIEVE THEY WILL BE ABLE TO CONTRIBUTE TO THE SUCCESS OF THE ARC?

SUBMISSION REQUIREMENTS

There are numerous ways to submit your application. You may complete the 2012 Nomination Application electronically by clicking [here](#). 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

**THE BOARD DEVELOPMENT COMMITTEE WILL
BEGIN REVIEWING APPLICATIONS ON
JANUARY 1, 2012**

BOARD DEVELOPMENT COMMITTEE 2012 OUTREACH PLAN

INNER CIRCLE		
Target Group/Person	Contact Information	Person to Perform Follow Up Call
Current ArcUS board members	Sent via email on 12/2/11.	follow up call shouldn't be needed
Former ArcUS board members (ask committee to identify specific people in target states)	Sent via email on 12/2/11.	
	Henry Price (LA) Leo Berggreen (LA)	Carol
	Bob Andersen (DC)	Tony
State & local chapter execs (Net Community distribution email)	Sent via email on 12/2/11. Follow up with call to these specific states: Kentucky Massachusetts Michigan Nebraska (Ginger) New Jersey New Mexico North Carolina (Chris) Wisconsin	See names next to states.
Current ArcUS committee members	Sent via email on 12/5/11.	Find staff assigned to committee
Current ArcUS staff	Sent via email on 12/2/11.	

MIDDLE CIRCLE		
Target Group/Person	Contact Information	Person to Perform Follow Up Call
Other disability groups:	Sent via email on 12/5/11. Follow-up with personal calls	Mostly Board Development Committee Members
PILCOP	Exec: Jennifer Clarke 215-627-7100	
Bazelon Center	Exec: Robert Bernstein 202-467-5730	
American Bar Association	Sent via C. Sabatino to Amy Allbright on 12/21/11. Amy.allbright@americanbar.org Commission on Disability Rights	Got contact from Marty Ford
CCD Membership List↓	NASDSE Bill East, exec b.east@nasdse.org Sent via email to CCD on 12/9/11.	
TASH	Barb Trader – btrader@tash.org	
Autism Society of America	Scott Badesch Sbadesch@autism-society.org	
Autistic Self-Advocacy Network	Ari Ne’eman aneeman@autisticadvocacy.org	
ANCOR	Renee Pietrangelo- rpietrangelo@ancor.org	
National Disability Rights Network	Curt Decker curt.decker@ndrn.org	
National Down Syndrome Congress	David Tollison david@ndsccenter.org	
Partners in policymaking programs. (20 States)	Is there any kind of master list of these programs. Look up in email. Sent via email on 12/2/11.	

University Centers on Excellence in Disabilities	Are there particular UCEDs or academic folks it would make sense to reach out to this round? Sent via email 12/5/11.	
AUCD (George Jesien)	gjesien@aucd.org ask him to pass along to AUCD's	
Rud & Ann Turnbull, Wayne Saylor (Univ of Kansas)	rud@ku.edu , turnbull@ku.edu	
State UCEDS (particularly in states where no state chapters)		
Research awardees	Sent via email on 12/7/11. Charlie Lakin – charlie.lakin@ed.gov Susan Parrish	
Colorado UCED- Dave Braddock	Sent via email on 12/6/11. Dave.braddock@cu.edu	
Vendors/exhibitors from convention.	Sent via email on 12/6/11.	
State DD Councils & Agencies	Sent via email on 12/5/11.	
NACDD (Mike Brogioli)	mbrogioli@nacdd.org - ask to redistribute.	
NASDDDS (Nancy Thaler)	nthaler@nasddds.org	
Disability Rights and Education Defense Fund	Susan Henderson- shenderson@dredf.org	
Major donors at national		
donor		Sent via e-mail.
donor		Sent via e-mail.
Government Officials	Sent via email on 12/5/11.	
Sharon Lewis, ADD	Sharon.lewis@acf.hhs.gov	
PCPID member list	Sent using Peter's PCPID list – 12/5/11.	

Companies		
Walmart	Personal email & call (Peter has specific contact)	Sent 12/2 via email
Mutual of America (Tom M.)	Personal email & call. Trudy will send. 12/21/11 – requested status	Sent 1/5/12 via e-mail
Individuals and/or Consultants:	Sent via email on 12/7 & 12/9/11.	
Golin Harris	Susan	
Ability magazine	Pamela	
Disability Scoop	Sent via email on 12/7/11 Michelle Diamant	
Exceptional Parent Magazine	Sent via K	
Foundations – Peter will send to all foundations.		
Mitsubishi Electric America Foundation (Kevin Webb)		Sent 12/2 via email
Disability Funders Network (Kim Hutchinson)		Sent 12/2 via email
Kessler Foundation NJ		
FISA Foundation PA		
Celebrities		
Social Media	Posted on the web under the “Get Involved” section. Facebook and Twitter users will be directed to the page.	
LinkedIN lists -Harvard Law (Peter) -Georgetown Law (Peter) -University of PA (Peter) -BoardSource		

Facebook	See above re the web	
Twitter	See above re the web	
Culturally Specific Nonprofits		
National Council of LaRaza		
NAACP (contacts via PG to State to National)		Steve
Texas Asian Chamber of Commerce	Sent via email on 12/21/11	Carol
Austin Asian American Chamber of Commerce	Sent via email on 12/21/11	Carol
Hispanic nonprofits (2)	12/21/11 contacts requested from Jean	Jean

Sample Outreach Email Text

Hi JD,

Pat Read at Independent Sector suggested that I get in touch with you. I believe we have served together on one or another IS committee in the past when I was in my previous position as the head of the Maryland Association of Nonprofit Organizations.

The Board Development Committee of The Arc of the United States is conducting outreach to find potential nominees for the Board of Directors. We are inviting you to assist us in this process. After carefully considering, The Arc's leadership needs, the BDC developed 2010 Nominating Priorities, which are outlined in the [Board Prospectus](#). Please take a moment to review The Arc's 2010 Nominating Priorities in the Board Prospectus.

As I hope you are aware, The Arc is one of the ten largest charities in the US (although a well-kept secret), and the nation's leading human rights and services organization for people with intellectual and developmental disabilities with more than 725 chapters in 49 of the 50 states. This is a unique opportunity for leaders that have been active at the state or local level to take their commitment and passion about people with disabilities to the national level.

As you will see, among our various priorities, we have a particular interest in identifying leaders in the Asian American community that are interested in the rights of people with disabilities. Our hope is that after you look over the priorities you may be able to identify people you know that would be a good fit for The Arc's Board of Directors.

You may nominate someone you know for a board member position by filling out the [application for the Board of Directors](#) online. If you prefer, there is also an application at the end of the Board Prospectus that you can fill out and send in via regular mail. Or you may share the Prospectus with the individual(s) you have in mind and suggest they consider nominating themselves as self-nominations are always welcome.

As an alternative, you may simply email me the name, contact information and a sentence or two about the person(s) you have in mind and we will gather the additional information we need.

Thank you for supporting The Arc in our board development process. We greatly appreciate your ideas and submissions for potential board members and look forward to hearing from you!

Sample Script for Follow-up Calls

Instructions and Form for Follow-up Calls

Hello,

This is _____ from The Arc of the United States Board Development Committee. We are currently amidst an outreach effort to discover potential candidates for the Board of Directors. Have you received an email from us that we are currently accepting nominations for Board of Director positions? *[Record response]*

[If they have, ask them if they had a chance to look over our 2012 Nominating Priorities. If they haven't ask for their email address so that you can send them the Board Prospectus.]

- We are specifically looking for nominees with experience in advocacy, fundraising, financial management, branding and marketing, media and community relations or disability law;
- Some other priorities include identifying nominees that have expertise in special education, employment or housing;
- Come from a diverse background, such as being of Asian or Hispanic descent or African American;
- Are younger than 45;
- Are siblings of a person with I/DD;
- Can help us connect with Fortune 500 companies or potential major donors; or
- Have potential in their own right to be a major donor to the organization.

[You may want to continue to discuss the Nominating Priorities so that they have more time to think about people they know that fulfill them.]

Do you know anyone that fulfills any of these priorities?

[Write down their response in the form. If they do know people who fulfill our nominating priorities, record their names and contact information.]

Can you think of anyone that might be a good fit for a board member position at The Arc? *[Record response]*

Do you know of any organizations or corporations that we could reach out to for nominees? *[Record response]*

*[If they **don't** have responses to any of the questions, ask them to think about it and to email or call you if anyone comes to mind. Provide your number and email. Also, please let them know that even though they may not have anyone to nominate at this time, that they should keep potential nominees in mind for the next nominating cycle.]*

*[If they **do** have a person or people to nominate, thank them and let them know that we look forward to receiving their application]*

Board Nominee Outreach 2010 Information Form

Name:	Phone:
Title/Position:	Email:

From which circle? (put an 'X' next to one)
<input type="checkbox"/> Inner
<input type="checkbox"/> Middle
<input type="checkbox"/> Outer

Follow-up call made on:

Questions for follow-up call

Have they received the board prospectus via email?

Do they know anyone that fulfills our one or more of 2010 Nominating Priorities?

Do they know anyone that they think would be a good fit for The Arc Board of Directors?

Do they have any suggestions for other people, organizations or corporations to contact? If so, note who specifically and their contact information.

Additional Notes:

Interview Questions for Possible Renewing Members

INTERVIEW QUESTIONS FOR RENEWING BOARD MEMBERS (2012)

Name of Board Member:

Interview Date:

- 1. Describe how you contributed to the success of The Arc of the United States through your board service during your first term.**

- a. Is there something that you feel particularly proud of accomplishing?**
b. On what committees were you involved and what was your contribution to the work of each committee?

- 2. What, if any, actions have you taken during your first term to assist The Arc of the United States to identify and cultivate leaders for the organization?**

- 3. What, if any, actions have you taken during your first term to recruit new chapters to The Arc of the United States?**

[illegible][illegible]

6. Are there changes you would like to see made in how the Board of Directors operates?

[illegible]

7. Are there changes you would like to see made in the governance structure or process of The Arc?

[illegible]

8. What do you hope to accomplish if elected to a second term as a director of The Arc?

[illegible]

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- 2. Three of the major issues facing The Arc over the next several years are (a) building The Arc into a fundraising powerhouse with substantially increased giving from individuals, foundations and corporations, (b) achieving more widespread public awareness of the needs issues and concerns of people with I/DD and of The Arc as an organization, and (c) increasing our reach by growing the number of state and local chapters. Why do you believe that you are particularly well qualified or well positioned to lead The Arc on these issues?**

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- 9. What contacts can you make for The Arc that will help open the doors for fundraising on a national level (e.g., foundation, corporate, individuals of high net worth, etc.)?**

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- 10. Do you have any concerns about your ability to fulfill any of the 11 Individual Responsibilities of Board Members described in the Board Prospectus? If so, which ones and why?**

11. What are the most important strengths (e.g., skills, abilities, resources, etc.) that you will bring to the table in your next term that will contribute to the success of The Arc in achieving the vision defined in our Strategic Framework?

Board Self-Assessment Questions **(Survey to be built and conducted on SurveyMonkey or similar system).**

Questions about the performance of the Board of Directors as a whole:

- A. Please indicate whether you agree with the following statements about how the Board of Directors is doing in performing the following roles and responsibilities. (1-5 scale, 1=strongly disagree, 5=strongly agree)
1. The board respects and upholds the organization's mission.
 2. The board actively partners with executive leadership in long-range and strategic planning for the organization, including establishing a vision for The Arc and determining The Arc's mission, and specific goals and strategies necessary to achieve the vision.
 3. The board exercises programmatic oversight by regularly assessing the organization's progress toward achieving the mission, vision and strategic plan.
 4. The board provides 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.
 5. The board is exercising appropriate fiscal oversight, including approving the annual budget and monitoring financial performance during the year.
 6. The board raises financial and other resources necessary to operate the organization.
 7. The board develops and follows a clearly defined work plan.
 8. Board committees properly execute delegated authority, develop and follow clearly defined workplans, and report their activities to the full board
 9. The board provides its members with sufficient orientation, education, training and leadership development.
 10. The board adequately supports self-advocates as members of the board to assist them to fully and productively participate in the governance of the organization.
 11. The expectations for board members are well defined and have been adequately communicated to new board members.
 12. The board is meeting with sufficient frequency and duration to adequately conduct the affairs of the organization.
 13. The issues and matters which are presented for board review and decision making are appropriate work for the board.
 14. Board committees are meeting with sufficient frequency and duration to adequately conduct the affairs of the committee.

15. The board has the opportunity to discuss matters of critical importance before decisions are made.
16. The board is provided with adequate information and resources for effective decision making.
17. The board is adequately enforcing the stated policies on attendance and participation in board meetings.
18. Minutes of board meetings are created and distributed on a timely basis, including posting to the For Chapters section of The Arc's website.
19. Minutes of committee meetings (where required) are created and distributed on a timely basis.
20. The board has created policies, or made any necessary revisions or changes to policies, as are legally required or necessary for the effective governance and management of the organization.
21. The board is appropriately overseeing the performance of the chief executive officer including by conducting an annual review.

Questions about your performance as an individual board member:

- B. Please rate your own performance as an individual board member in meeting the following roles and responsibilities. (1 – 5 rating scale, where 1=unsatisfactory, 5=superior).
1. Actively support and promote the mission, vision, core values, and position statements of The Arc.
 2. Are knowledgeable about the business and affairs of The Arc, including the nature and extent of its programs and services
 3. Are familiar with vision, goals and strategies set forth in the Strategic Framework for the Future of The Arc, 2010-2019.
 4. Are knowledgeable about the progress The Arc has made over the past year toward achieving its mission.
 5. Actively participate on a board committee, task force or work group or in individually tailored activities of importance to The Arc.
 6. Assist The Arc to obtain a corporate or corporate foundation contribution or other support from the company where I am employed. (if applicable)
 7. Share with The Arc Development Department any personal or professional contacts that may be a prospect to support The Arc and work with The Arc's development department to cultivate relationships with those contacts.

8. Work to recruit new, and retain existing, state and local chapters, associated organizations, business and government members and individual members?
9. Actively 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 his/her expertise?
11. Are knowledgeable about the organization's financial status, including the results of the most recent audit and the year-to-date performance under the current budget?
12. Understand legal and fiduciary responsibilities as a board member of The Arc.

C. General Questions About Board Participation

Please indicate whether you agree with the following statements about your service on The Arc's Board of Directors. (1-5 scale, 1=strongly disagree, 5=strongly agree)

1. I find my participation on the Board to be stimulating and rewarding?
2. I believe that I am appropriately and meaningfully involved in the affairs of The Arc in a manner that advances the mission of the organization.
3. I believe that my skills, interests, abilities and talents are being put to good use by The Arc.

IS THERE ANYTHING ELSE YOU WOULD LIKE TO ADD?

Performance Report on Possible Renewing Board Member or Officer

<u>Last Name</u>	<u>First Name</u>	<u>Offices Held</u>	<u>Donations</u>		
Doe, John		Secretary (20xx) Director (200x-20xx)	<u>Year</u>	<u>Amount</u>	<u>Year</u>
			<u>Amount</u>		
			2007	\$ 478.04	
			2008	\$1,500.00	
			2009	\$1,064.16	
			2010	\$2,636.00	
			2011	\$ 917.57	

<u>Committee Participation</u>	<u>Evaluation of Committee Performance</u>
Budget, Finance, and Audit (20xx)	[Input gathered from current board president, current committee chair, staff assigned to support the committee. All input is on a confidential basis.]
Executive Committee (20xx-20xx)	
Committee on the Future of the Arc (20xx)	
DPC Steering Committee (20xx-20xx)	

<u>Evaluation based on Self-Assessment section on the "Responsibilities of Individual Board Members"</u>
2) Attends meetings 3) Stays in touch 5) Abides by Conflict of Interest Policy 7a) Obtain support from employer 7b) Identify personal/professional prospect contacts 9) Serve as advocate/ambassador for The Arc 12) Attend National Convention Interact with attendees

<u>Area(s) of Expertise</u>
From Board Candidate Matrix and observation of individual in their current board service.

INTERVIEW QUESTIONS FOR POSSIBLE OFFICER NOMINEES

(to be distributed to candidates in advance of call)

1. In which of the following roles would you be willing to serve (circle all that are applicable):
 - a. Board President/Chair
 - b. Vice President
 - c. Secretary
 - d. Treasurer
2. Describe how you contributed to the success of The Arc of the United States through your board service the past two years.
 - a. Is there something that you feel particularly proud of accomplishing?
 - b. On what committees were you involved and what was your contribution to the work of each committee?
3. What, if any, actions have you taken over the past two years to assist The Arc of the US to identify and cultivate leaders for the organization.
4. What, if any, actions have you taken over the past two years to recruit new chapters to The Arc of the US?
5. What, if any, actions have you taken over the past two years to assist The Arc of the US to raise financial or other resources necessary in raising money from individuals, corporations, foundations or government?
6. How would you describe the differences, if any, in the role of an officer of the board of The Arc in comparison to the role of any other member of the board of directors?
7. How would you describe the role of a board officer in relation to the Chief Executive Officer and staff of the organization?
8. Are there changes you would like to see made to how:
 - a. the Board of Directors operates?
 - b. the Executive Committee operates?
 - c. Any other committee operates?
9. Are there changes you would like to see made in the governance structure or process of The Arc?
10. What do you hope to accomplish as an officer of The Arc?
11. Three of the major issues facing The Arc over the next several years are (a) building The Arc into a fundraising powerhouse with substantially increased giving from individuals, foundations and corporations, (b) achieving more widespread public awareness of the needs issues and concerns of people with I/DD and of The Arc as an organization, and (c)

increasing our reach by growing the number of state and local chapters. Why do you believe that you are particularly well qualified or well positioned to lead The Arc on these issues?

12. What contacts can you make for The Arc that will help open the doors for fundraising on a national level (e.g foundation, corporate, individuals of high net worth, etc.)?
13. Do you have any concerns about your ability to fulfill any of the 11 Individual Responsibilities of Board Members described in the Board Prospectus? If so, which ones and why?
14. What are the most important strengths (e.g. skills, abilities, resources, etc) that you will bring to the table in 2012-2013 that will contribute to the success of The Arc and achieving the vision defined in our Strategic Framework?

Interview Questions for Self-Nominees

NOTE-TAKING FORM FOR BOARD SELF-NOMINEES

Name of Prospect:

Interview Date:

1. Additional information about their relationship to the I/DD community

2. Additional information about Experience, Knowledge & Expertise

3. Additional information about state or local chapter experience

4. Additional information about networks (e.g. access to wealth, celebrity, political or business connections)

5. Additional information about why they are interested in serving on The Arc's Board of Directors?

6. Additional information about how they hope to contribute to the success of The Arc as a board member.

7. Is there anything in The Arc's core values or position statements that they have concerns about, disagree with, or feel they can't support?

8. Three of the major implementation issues involved in implementation of The Arc's new Strategic Framework are: (a) rebranding, (b) building The Arc into a fundraising powerhouse, and (c) defining The Arc as a strong federation of nonprofits. Do you feel that you are well suited to help The Arc achieve these objectives?

9. What contacts can you make for The Arc that will help open the doors for fundraising on a national level (e.g., foundation, corporate, individuals of high net worth, etc.)?

10. Do you have any concerns about your ability to fulfill any of the 11 Individual Responsibilities of Board Members described in the Board Prospectus? If so, which ones and why?

11. What are the most important strengths (e.g., skills, abilities, resources, etc.) that you will bring to the table that will contribute to the success of The Arc?

[illegible]

12. Is there any other information you would like to share with the Board Development Committee?

[illegible]

Memorandum

To: The Board of Directors

From: Board Development Committee

Date: 7/26/2013

Re: Report of the Board Development Committee

The Board Development Committee is pleased to report that it has completed the process of preparing the slate of Officers and Directors for election to the Board of Directors in October 2012. The Committee is confident that it has identified and selected a group of candidates that, collectively, has the knowledge, skills and expertise to meet organization's leadership needs into the future as the organization implements the new *Strategic Plan for The Arc of Anywhere, 2013 – 2018*. In addition to presenting candidates for elected positions in The Arc, the BDC has also identified individuals that it is recommending to the incoming President for consideration for nomination for the at-large board seats and an additional vacancy that is expected to arise..

The Committee has engaged in an exhaustive, and some would say exhausting, process in the course of preparing the slate and additional recommendations, unparalleled in the recent history of The Arc. This process unfolded over the course of a full year, with twelve audio/web conference calls (6/3/11, 8/19, 10/3, 11/4, 12/9, 1/27/12, 3/2, 3/23, 4/20, 5/18, 6/15, and 7/20, although the largest amount of work done and time spent was in between the meetings. In the course of this process, the Committee did the following:

1. Reviewed the "Board Roles and Responsibilities" and "Responsibilities of Individual Board Members" and determined that no changes were recommended at this time.
2. Developed Nominating Process Workplan.
3. Reviewed and updated "Factors/Criteria Relevant to Board Composition," a list of personal characteristics, geographic considerations, knowledge/skills and expertise and other factors that would be important to the success of the board in leading the organization.
4. Conducted Board Composition Analysis. The current composition of the board was reviewed, with information provided by board members, to determine which of the factors/criteria are already represented on the board.
5. Developed "Statement of Board Nominating Priorities." Based on the Board Composition Analysis, the Committee identified those Factors/Criteria that were not present in the current board composition and established nominating priorities that included thirteen (13) priority factors.
6. Developed "Board Prospectus." The Committee compiled the results of its work into a Board Prospectus that could be used as part of the process of identifying potential candidates for the Board. The Prospectus included a form that could be used to nominate an individual for the Board or for self-nominations.
7. Developed "Outreach Plan" and conducted outreach. The Committee first developed an outreach plan and then conducted extensive outreach to identify potential candidates to serve on the Board of Directors. The outreach process included disseminating the Board Prospectus broadly via email broadcast and online, and making targeted telephone and email follow-up contacts with more than 100 people or organizations to see if they could identify other individuals that might be a good fit for The Arc's board.

8. Develop Potential Candidates Pool. The outreach process, described above, resulted in identifying a list of 30 people who were recommended as potential candidates for the Board of Directors or the Board Development Committee. Along with the individuals identified during the 2010 nominating process, the BDC had more than 100 potential candidates for service on the Board.
9. Priority Scoring of Candidates. Based on information obtained during the outreach process, as well as other information available from public sources, a matrix was created to track information about each candidate in relation to all 27 of the factors/criteria that had previously been identified as important for the Board. A point system was used to track how many of the priority factors/criteria each candidate met. Current board members whose terms were expiring, and who were eligible to be renominated, were included on the matrix and evaluated along with the potential candidates.
10. Candidate Interviewing. The Committee culled the list of potential candidates down to about 21 people who appeared to be the most promising candidates, including current board members who were being considered for renomination. Committee members utilized an in-depth interview questionnaire and all individuals were contacted (via telephone) to elicit their responses. Additional contacts were made with candidates, with the individuals that first suggested their names, and with other parties as needed to gain a full understanding of each person's potential board service.
11. Preparation of Officers Slate. The Committee reviewed the performance of current officers and members of the Board of Directors and identified a short-list of persons to possibly serve as officers. Potential officer nominees were interviewed by members of the Committee, utilizing a structured interview format.
12. Selection of Candidates. All of the information on each candidate (e.g. nomination form, resume, interview notes, online bios, etc.) was compiled into a single document for the candidate to be used by committee members in the course of their deliberations. The information was also used to review and update the priority scoring on each candidate. The Committee then engaged in extensive deliberations and selected the individuals to be included on: (a) the slate of nominees for election, (b) a recommended list of at-large candidates for the incoming President, and (c) a recommended candidate for a vacancy that is expected to occur as a current board member ascends to an officer position.

The final group of board candidates meet many, but not all, of the priorities we established for this nominating cycle. The majority of nominees are parents, siblings or other family members of people with I/DD. The BDC was not as successful as it would have liked to be in terms of the priorities relating to diversity in age and ethnicity and celebrity status or access.

As you can see, this year's nominating process was very comprehensive and the BDC members spent many hours assembling as much information as feasible to make certain the final slate would complement and enhance the future board composition.

I cannot stress enough the amount of time and effort the BDC members expended throughout this year-long process. Each member was meticulous, conscientious and thorough; they all had provided well-thought out comments and suggestions throughout the whole process. I am honored to have had the opportunity to work with this group of amazing people. It is a pleasure to share with you the results of our work. The slate and recommendations approved by the BDC appears below. Biographical information on each individual is being compiled and will be available at the time the slate is distributed to chapters in late August.