

Navigate through challenging times



National Conference of Executives of The Arts

SUMMER LEADERSHIP INSTITUTE



HYATT REGENCY BALTIMORE
ON THE HARBOR

BALTIMORE,
MARYLAND

AUGUST
5-7, 2011



Welcome!



On behalf of the NCE Board of Directors and the Summer Leadership Institute Committee, we welcome you to the Hyatt Regency on the Inner Harbor of Baltimore, Maryland.

The 2011 Summer Leadership Institute (SLI), “Navigate Through Challenging Times,” is designed to engage you in thought and discussion as you participate in your continual professional development. We all work with our boards back home to achieve our organization’s goals on the local, state, and national level and in today’s environment the priorities are changing all the time. We are also simultaneously focused on our constituent’s individualized goals for themselves and the world we all live in today. The job you agreed to endeavor in either recently or many years ago is rewarding yet at times difficult, complex in nature, and certainly ambiguous.

We will spend our time together exploring tools and strategies to navigate this environment to increase your organizational effectiveness and advocacy achievements for people with intellectual and developmental disabilities and their families. And, of course, our Summer Leadership Institute will include many opportunities to network and share with fellow colleagues from across the country.

The SLI we’ve put together with your colleagues offers great program sessions that will cover topics such as leading and managing the multi-generational workforce, proven strategies for effective board governance, balancing personal life and work goals, identifying fiscal efficiencies and managing revenues, building successful partnerships with families, and much more.

A special welcome to all our first time attendees to the SLI, we hope this will be the beginning of many years together, and we are looking forward to the reunion of many long time dedicated executives in The Arc movement.

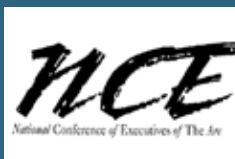
Sincerely,

A handwritten signature in black ink, reading "Barry A. Meyer".

Barry A. Meyer
NCE President

A handwritten signature in black ink, reading "Tony Anderson".

Tony Anderson
Summer Leadership Institute Committee Chair



NCE and The Arc extend our most sincere thanks to Hammer Travel for supporting the 2011 NCE Summer Leadership Institute.

NCE Mission: *The National Conference of Executives of The Arc (NCE) is committed to providing opportunities for personal and professional support and development of executives of The Arc and other interested professionals to enable them to carry out the mission of The Arc.*

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The Arc of San Francisco, CA

Rick Swierat
Westchester Arc, NY

Steve McDonell
Achieva, PA

Congratulations to our John W. Askew NCE Executive Excellence Scholarship Recipients!

We welcome the following colleagues who are first-timers at the Summer Leadership Institute!

Kim Dodson
The Arc of Indiana

Kyle Rick
The Arc of Rock Island County, IL

Angela Gourley
The Arc of Missouri

Christine McTaggart
The Arc of Iroquois County, IL

Mary Ellen Chewning
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Westchester Arc

Southwest

Marijo Rymer
The Arc of Colorado

Mid-Atlantic

Karen Grady
The Arc of Lehigh and Northampton

South Central

Richard Garnett
The Arc of Greater Tarrant County

Conference Agenda

Friday, August 5, 2011

8:00 a.m. – 6:00 p.m.

Registration

Location: Foyer

9:00 a.m. – 4:30 p.m.

Pre-Conference

Intention, Illumination, Imagination: Generous & Inspired Leadership at Any Time, Any Age

+ *Denice Hinden, Ph.D., ACC President, Managance Consulting and Coaching*

Yes! We can bring fresh intention to our leadership to experience more joy in our own work and to support our staff in experiencing more joy themselves. In this learning day explore a framework of energy in leadership with seven options for finding solutions, and understand distinct preferences in communication and learning styles across generations of staff. By the end of the day, combine the energy framework and staff style preferences in a personal action plan to build and sustain your resilience in tough changing times. In advance of the session, participants will complete a ground breaking Energy Leadership Index and receive a personalized report.

Location: Constellation A

5:30 a.m. - 6:30 p.m.

Opening Reception

Location: Harborview

Evening Activity

Dinner at Captain James Landing (ticketed event)

Water taxi departs at 6:45 p.m. for 7:15 p.m. dinner reservations.

Meet in Lobby at 6:30 p.m.

Saturday, August 6, 2011

8:00 a.m. – 6:00 p.m.

Registration

Location: Foyer

9:00 a.m. – 11:30 a.m.

Opening Plenary

Services to Individuals with I/DD and their families – What's next: The Crisis & The Trends & The Solutions

+ *Marty Ford, Chief Public Policy Officer, The Arc*

+ *Nancy Thaler, Director, NASDDDS*

Challenging times call for creative leadership. Respected leaders in the field of Federal public policy and state developmental disability systems, Marty Ford and Nancy Thaler, join to share their expertise on Medicaid as well as other Developmental Disabilities programs. Expect to hear the latest news on the Medicaid crisis. Learn about current trends that affect local and state chapters of The Arc. Together, share your perspectives on solutions and where your energy is best focused in these quickly changing challenging times. Your leadership can lead to positive change for persons with Intellectual and Developmental Disabilities and their families.

Location: Constellation A

11:30 a.m. – 1:00 p.m.

Lunch

Lunch on Your Own ...or... grab lunch and attend a sharing session (below)

Noon – 1:00 p.m.

Sharing Session

Facing the Issues in Challenging Times

A sharing of information and ideas on The Arc's Position Statements as they relate to the development of planned communities and other residential alternatives.

Location: Constellation A

1:00 p.m. – 2:15 p.m.

Concurrent Sessions (3)

Grassroots Organizing: The Advocacy Imperative

+ *Dee Dee Eberle, Director, Chapter Organizing and Advocacy, The Arc*

+ *Ralph Scott, Community Organizer/ Campaign Manager, The Arc*

People with intellectual and developmental disabilities may bear the brunt of proposed federal Medicaid funding cuts and policy changes. National and local chapter staff will discuss The Arc's "Don't Cut Our Lifeline" Medicaid campaign, and will provide resources and ideas for ongoing advocate engagement. Topics will include the current status of the campaign, suggested advocacy priorities, what some chapters have done so far to influence their Members of Congress, and the assistance and resource needs of chapters.

Location: Chesapeake A/B

Vision, Values and Funding

+ *Fred Robinson, CEO, The Arc of Ventura County*

The Arc of Ventura County has embraced a vision emphasizing full citizenship - life, liberty, and the pursuit of happiness for people with developmental disabilities. The agency closed two sheltered workshops and five of its six group homes. Resources are now directed to support independent living, volunteerism, and employment. This interactive session will offer tips on how to redirect resources to achieve effective and efficient supports, and to demonstrate leadership in improving communities for the people we support.

Location: Columbia/Frederick

Dancing with the Board... Even When the Tune Changes

+ *Don Tebbe, Executive Vice President, TransitionGuides*

The board and executive relationship is a lot like two dance partners. Board turnover can dramatically alter the dance. External forces are speeding up the tempo. Add this up, and what may have been a nice long waltz may look more like a frenetic rave, or maybe even an angry mosh pit. Drawing on case study research and work from a forthcoming book on organizational vitality, this session will look at what it takes to maintain a thriving board-executive partnership.

Location: Annapolis/Baltimore

2:30 p.m. — 3:45 p.m. Concurrent Sessions (3)

Introduction to the *NEW* Standards for Excellence®

+ Kate Hull, Project Specialist, The Arc

The Standards for Excellence® program has gotten a face-lift and it is easier than ever to get your chapter started on a path of strong ethics and accountability. There is now a three tiered approach to certification, allowing you to take certification at your own pace. Come learn about the tools and resources that are available to you and how you can earn the Standards for Excellence® certification.

Location: Columbia/Frederick

A New World of Travel: The Benefits and Challenges

+ Josh Senso, Director of Travel, Hammer Travel

Travel is an essential part of living a full life. However, for individuals with intellectual or developmental disabilities traveling creates unique challenges. We will examine the travel process and its benefits to individuals, families, and communities. Along with this, we will also share creative new models of support to increase self advocacy and improve quality of life. We will provide you with the knowledge and resources to assist your constituency in accessing a quality travel experience and enhancing community participation.

Location: Annapolis/Baltimore

Project Management Guidelines: Analyzing, Managing, Consolidating, and Automating Transportation Systems

+ Derek Amerlinck, Co-Manager Flex-T, Ecology & Environment, Inc.

Learn the project management process required to begin the discussions, planning, integration and automation of a transportation system which requires planning and agreement from partners and financial buy-in from separate organizations. Managing a transportation system for The Arc can be difficult, expensive and very necessary to bring clients to services they need. Utilizing the project management framework, this unbiased presentation will describe how to move forward with a plan of action so your implementation is as smooth as possible.

Location: Chesapeake A/B

4:00 p.m. — 5:15 p.m. Plenary Session

How to Make The Arc's New Brand Work for You, Plus News From the Brand Launch!

+ Shelly DeButts, Marketing Associate, The Arc

+ Kristen Bossi, Communications Director, The Arc

In a two-part session, representatives from The Arc's national office will teach you how to make the most of The Arc's new brand. Learn about the elements of branding, why it is important to promote a strong national brand, and the basics of using the new brand to your advantage. The first part of the session will cover 1) what makes a brand work; 2) what falls under the scope of "branding"; 3) and how to make The Arc's new brand work for you. Examples of good and bad branding, creative ideas, and vital information about elements such as colors, fonts, images and messaging will be provided. The second part of the session will offer an overview of the communications efforts involved in publicizing the Family and Individual Needs for Disability Support (FINDS) research and how we used that survey to help launch the new brand.

Location: Constellation A

Evening Activity

Baltimore Orioles Baseball Game (ticketed event)

Location: Oriole Park @ Camden Yards. Game time at 7:05 p.m.

Sunday, August 7, 2011

7:00 p.m. — 7:45 p.m. Social Capital Activity Morning Walk (optional)

Location: Meet in Lobby

8:30 a.m. — 10:30 a.m.

Closing Plenary

Engaging the Discussion: Challenges to Creating New Employment Options in the Community. What Stands in Our Way?

+ Ric Swierat, Executive Director, Westchester Arc and panel

The dialogue in the field of disabilities on the issue of closing workshops creates oppositional camps, rather than a space to explore the realities of the challenges. Advocates on both sides of these issues often find themselves defending their position without discussing each of the challenges which face an organization making the transition from site based to community inclusionary options. Among the topics that are challenges to closing workshops include: Funding and Limited Resources, Employment Opportunities for Individuals with Significant Challenges, Fear of Isolation and Vulnerability in the Community, Supporting and Sustaining Individuals in Community Employment, Valued Activity and Compensation and Transportation and Access. This panel will provide a dialogue and context for dealing with this complex issue.

Location: Constellation A

10:45 a.m. — 12:00 p.m. Concurrent Sessions (3)

Moral Reasoning Applied to Selected Issues in the Field of Intellectual Disability

+ Bob Pruznick, Executive Director, The Arc Warren County

Taking time for philosophical analysis of the human condition of disability in general and our interventions in particular is a critical step in what is known as praxis - an on-going exchange between theory and practice - that eventually leads to more effective applications of theoretical ideas in a real world context. Engaging in praxis is an essential component of a pragmatic approach to social science - translating ivory tower ideals and adapting them into methods that account for human nature and hard reality. We especially need to ponder ethical puzzles that only seem to grow more complex as our society evolves.

Location: Annapolis/Baltimore

Using the Art of Film to Make Your Mission Live: How I Used Film to Build a Greater Sense of Purpose for Our Board

+ Harriet Yaffe, Executive Director, The Arc of Southern Maryland

+ Frank Mudd, President, Board of Directors, The Arc of Southern Maryland

This joint presentation will explain how The Arc of Southern Maryland has used film to stimulate and energize their board. For several years, they have been working to build a cohesive board through regular retreats and social activities. The films have helped this Chapter to move forward and build an even stronger team with a stronger sense of purpose. Harriet Yaffee plans to continue on this path, as together they plan for the succession of the Chapter's current leadership.

Location: Chesapeake A/B

The Art of Collaboration -- Navigating Workplace Relationships

+ Greg Gregory, Founder/Owner, Teams Rock!

We cannot help families if we all try to do it individually. Success comes when we are all united and working together to help everyone. Workplace relationships are the crucial foundation to our business. In this session Gregg illustrates the following: how to identify and adapt to each team member's style; how to work with generational differences; how one person impacts the entire team and organization; and how to motivate each other under stress.

Location: Columbia/Frederick

12:15 p.m. — 2:00 p.m. Closing Luncheon

Join us for a lunch time panel discussion as we hope to gain insight from NCE colleagues who previously or currently are public officials. How do we communicate with our governmental "buddies" on issues so each of us get what we want and need while examining how their responsibilities necessarily drive their goals differently? The panel will be moderated by Tony Anderson, Executive Director of The Arc of California and former governor's appointee, and will include several former leaders from The Arc movement.

Location: Constellation A

Presenter Biographies



Derek Amerlinck,

Co-Manager Flex-T, Ecology & Environment, Inc.

Mr. Amerlinck is a seasoned Project Manager (PM) and was E & E's PM for the Flex-T development project. He has over 12 years of experience providing project management, IT, database, and computer system development solutions to achieve client objectives including for many transportation demand management and multi-modal transportation projects. Mr. Amerlinck is also the PM for the award winning Seneca Cayuga ARC installation of Flex-T. Mr. Amerlinck has first-hand knowledge of the Flex-T solution, its design, installation, training, customer relationships, and support. Mr. Amerlinck will use transportation examples to communicate the steps of project management, including needs assessment, planning, execution, and monitoring using the example of how to plan and install a shared, web-based coordination system for on-line scheduling and dispatching in this non-vendor based overview. Mr. Amerlinck has extensive technical knowledge and experience developing and managing projects involving Microsoft and ESRI applications. His background encompasses all aspects of managing the software development life cycle.



Tony Anderson,

Executive Director, The Arc of California

Tony Anderson entered the field of developmental services in 1987 and began his career as a direct support professional in group homes, respite and in home support services, schools, and work related programs. He has served as a case manager and resource development professional in a regional center, and was the Executive Director of a residential service agency that served over 120 people with developmental disabilities (ICF-DDHs, Transition Services, Child & Adult CCFs, Supported Living, Independent Living, Respite, etc.). He served as a Manager for Napa County Department of Health and Human Services, and was appointed to serve as Deputy Director for Governor Gray Davis responsible for Policy, Planning and Governmental Relations for the California State Council on Developmental Disabilities. After the term of the Davis administration he joined The Arc of California, the largest and oldest membership advocacy association for people with developmental disabilities and their families where he serves as Executive Director and principle lobbyist for the association. He received his Bachelors of Arts in Research Psychology and Master of Arts in Organizational Development both from Sonoma State University and completed Executive Training from the University of Southern California as an official of the State.



Kristen Bossi,

Director of Communications, The Arc

Kristen Bossi is the Communications Director for The Arc's national office. Kristen joined The Arc in May after working on Capitol Hill and on various Congressional campaigns over the last ten years. She most recently served as Deputy Chief of Staff and Communications Director for Congressman Chris Murphy (CT-5), who was a member of the House Energy and Commerce Committee. Kristen served on a senior staff team advising the Congressman on, among other things, health care messaging during the Affordable Care Act debate. Kristen also served as Communications Director for Resources Committee Ranking Member Nick J. Rahall, representing his views on issues including energy policy, conservation and other environmental matters to national and local press outlets. Kristen grew up in Connecticut and received her BA from the University of Maryland, College Park.



Shelly DeButts,

Marketing Associate, The Arc

Shelly DeButts is the marketing associate for The Arc's national office and is involved in implementing The Arc's new national branding campaign. She comes from a consumer marketing background and has worked on branding campaigns and rebranding initiatives for Southern Living magazine and a mid-sized daily newspaper in Georgia. She has experience as a marketing copywriter, a communications specialist and a marketing research manager in addition to a Bachelor's degree in journalism. She has written articles for publications and websites as a freelance journalist and contributed to several award-winning advertising campaigns.



Dee Dee Eberle,

Director, Chapter Organizing & Advocacy, The Arc

Dee Dee Eberle has worked in the non-profit arena for more than 15 years, and as an advocate for more than 30 years. Her first, and most important, advocacy role has been as a sister to Jeff, an adult with intellectual disabilities. She is the Director for Chapter Organizing & Advocacy at The Arc of the US, focusing on new chapter development and current chapter sustainability. Her professional background is with disability, aging and social service communities. She has worked as a community organizer/trainer in more than 14 states and developed advocacy training modules for advocates at the beginner, intermediate and advanced levels. Dee Dee received her BA in Special Education/Non-Profit Management and MPA in Public Administration and Health Care Systems, both from the University of Toledo. She completed Community Organizer Training at the Midwest Academy in 1999.



Marty Ford,

Director, Public Policy, The Arc

Marty Ford, Director of The Arc's Public Policy Office, has more than 25 years of experience in federal public policy issues affecting people with disabilities. She has represented The Arc on Capitol Hill and in the federal agencies on issues including long term services and supports (including Medicaid), the Supplemental Security Income program, and Social Security disability issues. Ms. Ford served three years as Chairperson of the Consortium for Citizens with Disabilities (CCD), a coalition of over 115 national organizations, and currently serves as Co-Chair of the CCD Task Forces on Social Security and on Long Term Services and Supports. Ms. Ford has testified numerous times before Congress, including before the House Ways and Means Committee and its Subcommittees, Subcommittees of the House and Senate Appropriations Committees and House Budget Committee, and the Senate Finance Committee. Ms. Ford is currently the Vice-Chair of the Advance CLASS Board of Directors. She is a member of the National Academy of Social Insurance and has served on the American Bar Association's Commission on Law and Aging, continuing to serve as its disability liaison. She received her J.D. from the George Washington University National Law Center; M.S. in Communications Design from Pratt Institute; and B.A. from the University of Virginia.



Greg Gregory,

Founder/Owner, Teams Rock!

A 25 year diverse business background in the areas of real estate, mortgage banking, event planning and production, as well as radio & television broadcasting became a perfect storm for where he is today. Gregg provides everyone a clear understanding of the different aspects of business and how different people work; more importantly, how to ensure different personalities work together successfully to accomplish the organization's mission, goals and objectives. Gregg peppers his programs with anecdotes, inspirational stories and filled with humorous real-life examples to energize and engage everyone and focus on moving the team forward, building trust and collaboration across department lines. This becomes the foundation in creating the right culture for the team and organization. Gregg's trademark is getting a variety of people at all levels to function up down and across department lines and to Play Nicely in the Sandbox™



Denice Hinden, Ph. D.,

ACC President, Managance Consulting and Coaching

Denice Hinden is on a mission – one person at time – to ignite passion and a sense of positive opportunity into nonprofit work places through more conscious energetic leadership and attention to organizational culture. As President of Managance Consulting & Coaching (www.managance.com) she breathes vigor into management and transforms organization performance with provocative strategic and business planning, and coaching leaders and leadership teams. Managance has been consulting and coaching staff and board members of organizations supporting people with intellectual and developmental disabilities, other human services, community and economic development, and advocacy organizations since 2000. Prior to consulting and coaching, Denice had a successful career in nonprofit management from program associate to executive director. At the national level she served as program director of a capacity building initiative. Denice is an Associate Certified Coach (ACC) and an Energy Leadership Master Practitioner. She is co-author of a groundbreaking book, *The Nonprofit Organizational Culture Guide: Revealing the Hidden Truths that Impact Performance* (Jossey-Bass, 2011) (www.revealorganizationalculture.com). She earned an M.S. in Human Services from Nova Southeastern University and a Ph.D. in Public Administration from Florida International University.



Kate Hull,
Project Specialist, The Arc

As a project specialist for the Chapter Excellence department at The Arc, Ms Hull has over two years of experience with The Standards of Excellence program while working with the Maryland Association of Nonprofit Organizations. This knowledge combined with her unparalleled enthusiasm to The Arc will greatly assist the chapters in learning and growing their best practices. Ms Hull believes that the Standards for Excellence give organizations the strong foundation necessary along with demonstrating their commitment to ethics and accountability. Currently Ms Hull is pursuing her Master's Degree in Non Profit Management, from the College of Notre Dame of Maryland, and is expected to be a part of the graduating class in December 2011.



Frank Mudd,
President, Board of Directors, The Arc of Southern Maryland

Frank Mudd is the newly elected President of the Board of Directors of The Arc of Southern Maryland. He is a Human Resources Professional with a long history of community service in Southern MD. Frank recently retired from the position of Vice President of Human Resources with the Southern MD Electric Cooperative. He held academic and administrative positions with the College of Southern MD, where he is currently teaching. He is also a consultant and trainer. Frank's volunteer board experiences include chairmanships of the Charles County Hospice, Civista Medical Center Foundation, and the Charles County Nursing Home. He has also served as the primary guardian within his family for his sister, a woman who has a developmental disability. Frank brought his experience as a sibling to his past and current roles within The Arc and offers business expertise and personal experience.



Bob Pruznick,
Executive Director, The Arc Warren County

Bob Pruznick was fortunate to have found a long term career that allowed him to put his many years of academic preparation to good use for people. He has an Ab.D (all but dissertation in the psychology of religion) and has built a small rural chapter of The Arc into a comprehensive service provision organization over the past 30 years. With wife Kathy, he has had a grand adventure pursuing his education in New York City (Columbia), California (University of the Pacific) and Boston (Boston University) before returning home to New Jersey to start a family. Children Rebecca and Matthew grew up with NCE, as the family routinely turned summer trainings into family vacations since Myrtle Beach in 1990. Bob has always been a proud and passionate member of The Arc family.



Fred Robinson,
Chief Executive Officer, The Arc of Ventura County (CA)

Fred Robinson began his career supporting people with developmental disabilities in 1969 as a social worker at Pacific State Hospital in Pomona, California. From 1973 to 1990 he worked at Tri-Counties Regional Center in Santa Barbara. As Director of Case Management, he was responsible for a staff of over 100, supporting over 4,000 people with developmental disabilities. In 1990, he was appointed Chief Executive Officer of The Arc of Ventura County. Mr. Robinson is a Licensed Clinical Social Worker and is a member of The Academy of Certified Social Workers and is a member of The American Association on Intellectual and Developmental Disabilities. He has developed a Power Point presentation which he has used to train hundreds of people on the history of the Lanterman Act in California. He is past President of the California Conference of Executives of The Arc, and has served on the Board of NCE.



Ralph Scott,
Community Organizer/Campaign Manager, The Arc

Ralph joined The Arc's staff in May 2011 to help strengthen the organization's grassroots advocacy capacity. He has more than 30 years of experience in community organizing, leadership development and policy advocacy on housing, health and environmental issues at the local, state and federal levels. Ralph is delighted to be working with the dedicated advocates – staff, self advocates and families – in The Arc's national network of chapters.



Josh Senso,
Director of Travel, Hammer Travel

Josh Senso received his bachelor's degree in Psychology and Human Services from the University of Wisconsin-Stevens Point. He is currently attending Hamline University's Master's of Nonprofit Management program. Josh worked as a program manager for 6 years at Hammer Residences, Inc. where he supported individuals with developmental disabilities achieve their personal dreams. In 2007, Senso and a colleague founded Hammer Travel, a customized travel service for people with developmental disabilities promoting person-centered independence.



Ric Swierat,
Executive Director, Arc Westchester (NY)

Ric Swierat has been Executive Director of Westchester Arc for the last 27 years. He sits on a number of state and national boards related to the field of developmental disabilities, as well as on the NCE and Business Council of Westchester boards. Mr. Swierat has also been involved in planning the Not-For-Profit Summits sponsored by United Way, the Westchester Community Foundation and Senator Clinton's office. He is an adjunct professor at Western Connecticut State University's Ancell School of Business in Danbury, Connecticut. He is also on the staff of the graduate school of health care management with specialties in strategic and financial management, health care policies and health systems. He has a master's degree in special education from the State University College at Buffalo and has completed course work for a Ph.D. in administration and decision management sciences at Walden University.



Don Tebbe,
Executive Vice President, TransitionGuides

Don Tebbe is a co-founder and Executive Vice President of TransitionGuides, Inc., a national consulting firm that provides leadership succession and organizational sustainability planning services as well as chief executive search services for nonprofits throughout the nation. Former Executive Director and five-time interim chief executive Don started his consulting practice in 1993 focused on advising nonprofits on leadership transitions, organizational change and effective strategies and business models. Don is the author of Chief Executive Transitions: How to Hire and Support a Nonprofit CEO (BoardSource, 2008), which won the 2009 Terry McAdam Book Award for its "substantial contribution to nonprofit management." He is also the author of For the Good of the Cause: Board Building Lessons from Highly Effective Nonprofits, a report based on case studies that explored the link between governing board behavior and nonprofit effectiveness.



Nancy Thaler,
Director, NASDDDS (National Association of State Directors of Developmental Disability Services)

Nancy Thaler has more than 40 years experience working in developmental disabilities. Prior to joining NASDDDS, Ms. Thaler worked for the Center for Medicare and Medicaid Services (CMS) and was responsible for the development of the HCBS 1915(c) waiver application and federal agency's quality improvement strategy for the Medicaid Home and Community-Based Waiver program. Ms. Thaler served as Pennsylvania's Deputy Secretary for Mental Retardation from 1993 to 2003, administering a service system that included both institutions and community services. Ms. Thaler has assisted states in strategic planning, system transformation, program design, and facilitating stakeholder work groups. Ms. Thaler has a Bachelor of Arts from Misericordia College and a Master of Human Organization Science/Public Administration from Villanova University.



Harriet Yaffe,
Executive Director, The Arc of Southern Maryland

Harriet S. Yaffe has been the Executive Director of the Arc of Southern Maryland since July of 1998. Immediately prior to accepting this position, she had been the Executive Director of ICON Community Services, Inc. since its founding in 1985. Harriet has a BS in Psychology and an MA in Counseling from the University of Maryland. In addition to her work with The Arc of Southern Maryland, Harriet has served on the boards of directors for Calvert Hospice, the Southern Maryland Workforce Investment Board, the Maryland Association of Community Services, the American Chestnut Land Trust, the Calvert Dance Band, The Arc Resource Group, and the Southern Maryland Regional Homeless Board. She is a member of Leadership Maryland Class of 2001 and is currently on the Boards of Directors of Leadership Southern MD and The Southern Maryland Higher Education Center.



Save these dates!

Plan to attend these upcoming events for continued professional development, personal connections and more.



National Convention

September 16-19, 2011
Denver, Colorado

Register at www.thearc.org now!



Coming in 2012



Disability Policy Seminar

April 23-25, 2012
Washington, D.C.

NCE Summer Leadership Institute

July 25-29, 2012
Indianapolis, IN



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