



POSITION SPECIFICATION: BOARD-ELECTED (OUTSIDE) DIRECTOR

TITLE: Board-Elected Director

COMPANY: Graduate Management Admission Council® (GMAC®)

COMPANY BACKGROUND

The Graduate Management Admission Council, GMAC, (www.gmac.com) is a global, nonprofit organization of 223 leading graduate business schools from around the world actively committed to advancing the art and science of admissions. The Council provides the solutions necessary for business schools and candidates to discover and evaluate one another to ensure that talent never goes undiscovered. GMAC owns and administers the Graduate Management Admission Test® (GMAT®), used by more than 7,000 graduate programs at more than 2,100 business schools worldwide. Other GMAC assessments include the NMAT by GMAC™ exam, used for entrance into graduate management programs in India and South Africa, and the Executive Assessment, specifically designed for Executive MBA programs around the world. The Council is based in Reston, Virginia, with offices in London, Gurugram and Hong Kong.

The Graduate Management Admission Council was created in 1953 to address the issue of admissions standardization. Nine leading business schools joined together for purposes of creating an admissions assessment, which is known today as the GMAT exam. Over the years with collaboration from its expanding membership base, GMAC has established itself as a provider of world-class research and insights and a successful and respected global professional event organizer for the graduate management education community. The GMAT is continuously available at more than 600 test centers in more than 114 countries with a yearly test-taking population of 250,000. GMAC believes that business and management are critical to the economic and social well-being of people worldwide. GMAC provides information and insights that improve the process of discovering and evaluating talent for those involved in, or aspiring to be in, business or management. With the right talent in place, the world's resources—human, natural and financial—are put to use at their highest level.

Over the past 15 years, the Council has evolved from a U.S.-focused testing company to a dominant provider of assessments and information to the global management education community. Its surveys are cited in print and electronic media worldwide more than one-half billion times a year. Its primary assessment, the GMAT, sets the standard for admissions. Validity, reliability and security are paramount to the Council and its brand. Additional information about the GMAT exam is available at mba.com. For more information about GMAC, visit gmac.com.

KEY INFORMATION

GMAC is committed to the recruitment of a diverse board of directors, with outstanding professional and personal characteristics, who will serve and represent the organization in a superior fashion. Each board member will be committed to the highest standards of governance. The distribution of board members will vary over time and will reflect the needs of the organization at the moment, as well as attempt to capture expertise in areas that align with the future direction of the organization. In some cases, very specific skill sets will be required, such as financial

expertise. In other cases, specific content experience useful to the organization will be required, such as digital and social media, information technology, or knowledge of the international spheres in which GMAC operates.

The GMAC board is comprised of a minimum of six (6) and a maximum of eight (8) Deans or CEOs of member schools, a minimum of four (4) and a maximum of six (6) Primary or Alternate Representatives of the aforementioned, and a minimum of four (4) and a maximum of six (6) Board-Elected directors and the Council's Chief Executive Officer. Board-Elected directors are drawn from outside the university community. With the 2018 Board Election, the GMAC board will need to fill a minimum of one (1) Dean Director and two (2) Board-Elected Director positions to begin four-year terms on July 1, 2018. In assessing the current needs of the board, candidates with the following competencies and experience will be sought.

A director of GMAC cannot serve simultaneously on any agency that accredits business schools to avoid a perceived or real conflict of interest or other impropriety. Any potential director candidate for the GMAC board may pursue nomination to the GMAC board with service to begin only after service on the accreditation organization's board is completed.

Also, a director of GMAC cannot serve simultaneously as a director of a competitor company or one of its advisory boards, councils or committees. In addition, potential candidates serving on other boards or committees of a competitor are required to sit out for one (1) year prior to seeking nomination for the GMAC board.

BOARD MEMBER COMPETENCIES/EXPERIENCE: BOARD-ELECTED DIRECTOR

As a Director of GMAC, board members will have significant fiduciary responsibility. And while no one person must have all the skill sets and experience that we are seeking, those should include many of the following:

- Current or past experience serving on boards (not-for-profit or for-profit) known for operating in a highly effective, compliant and fiduciary fashion.
- Current or past experience serving on the audit and/or compensation committees of corporate boards.
- Corporate experience in recruiting and hiring MBAs or other graduate management degree holders.
- Investment and portfolio management experience.
- Strategy, new product and business development and/or marketing experience – especially experience of opening new markets.
- An international mindset, preferably with global business or business school experience.
- Business or public affairs/government liaison experience especially in emerging markets - preferably Africa and India.

In addition, we require:

- Unassailable personal integrity, a genuine desire to improve the quality and scope of business education and a view toward the future of the evolving business arena.
- The ability to serve and attend quarterly board and committee meetings. These meetings may be held in the greater Washington, DC area or in other regions of the world.
- A personality and demeanour that is highly professional, respectful, curious, insightful and analytical.
- Demonstrated respect and care for all people, internal and external to GMAC.
- A real passion for the continued evolution of business education around the world.

- A set of personal contacts/network and connections that could be helpful to GMAC.