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Form 990



Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2009

Open to Public Inspection

A For the 2009 calendar year, or tax year beginning 01-01-2009 and ending 12-31-2009

B Check if applicable

☒ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

Please use IRS label or print or type. See Specific Instructions.

C Name of organization

GRADUATE MANAGEMENT ADMISSION COUNCIL

Doing Business As

Number and street (or P O box if mail is not delivered to street address)

11921 Freedom Drive No 300

Room/suite

City or town, state or country, and ZIP + 4

reston, VA 20190

D Employer identification number

23-7084339

E Telephone number

(703) 668-9600

G Gross receipts \$ 281,470,473

F Name and address of principal officer

David A Wilson

11921 Freedom Drive No 300

reston, VA 20190

H(a) Is this a group return for affiliates?

☐ Yes ☒ No

H(b) Are all affiliates included?

☐ Yes ☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number

I Tax-exempt status

☒ 501(c) (3) ☐ (Insert no) ☐ 4947(a)(1) or ☐ 527

J Website:

WWW GMAC COM

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation

1970

M State of legal domicile

VA

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities The Council is a not-for-profit organization formed to administer the Graduate Management Admission Test, conduct educational research and to provide other educational services		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	15
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	15
	5	Total number of employees (Part V, line 2a)	5	137
	6	Total number of volunteers (estimate if necessary)	6	0
	7a	Total gross unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	0
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	84,611,584	86,000,428
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	632,181	-3,093,127
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,000,220	2,057,814
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	88,243,985	84,965,115
	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	1,139,449	1,019,632
Expenses	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	20,290,760	19,497,729
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
	b	Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/> 0		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	61,332,059	61,401,119
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	82,762,268	81,918,480
	19	Revenue less expenses Subtract line 18 from line 12	5,481,717	3,046,635
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	119,706,975	143,217,420
	21	Total liabilities (Part X, line 26)	27,248,203	29,237,224
	22	Net assets or fund balances Subtract line 21 from line 20	92,458,772	113,980,196

Part II Signature Block

Sign Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Signature of officer

2010-11-09

Date

Alan B Levine Vice President and CFO

Type or print name and title

Paid Preparer's Use Only

Preparer's signature

Date

Check if self-employed ☐

Preparer's identifying number (see instructions)

Firm's name (or yours if self-employed), address, and ZIP + 4

LARSONALLEN LLP

2900 SOUTH QUINCY ST SUITE 150

ARLINGTON, VA 22206

EIN

Phone no (703) 998-5100

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2009)

Part III

Statement of Program Service Accomplishments

1

Briefly describe the organization’s mission

The Council is a not-for-profit organization formed to administer the Graduate Management Admission Test, conduct educational research and to provide other educational services

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes

☒ No

If “Yes,” describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes

☒ No

If “Yes,” describe these changes on Schedule O

4

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses

Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code) (Expenses \$ 39,827,095 including grants of \$ 77,345) (Revenue \$ 83,388,021)

TEST OPERATIONS - Graduate management education programs evaluate applicants from many educational backgrounds The GMAT helps school programs choose the students who are most likely to succeed academically in a given program For leading business schools worldwide, the GMAT is recognized as the most effective test available for matching student competencies with program demands -regardless of program type or the race, gender, or national origin of students The Graduate Management Admission Test (GMAT) is a critical part of the selective admissions process for nearly 4,000 graduate management programs at 1,800 schools around the world For more than 50 years, schools have trusted the GMAT exam, a proven and reliable measurement, to assess candidates’ skills and predict their success in graduate business curriculum Ways to Measure - 2009 ValuesTest registrations - 301,790Tests taken - 269,593Score reports sent - 881,710Number of Test Centers As of Dec 31, 2009, (estimated) North America - 289Asia Pacific - 74Europe, Middle East, Africa - 107Latin America - 32Number of Active Programs Accepting the GMAT As of Dec 31, 2009 North America - 3,612Asia Pacific - 346Europe, Middle East, Africa - 731Latin America - 43

4b

(Code) (Expenses \$ 3,574,897 including grants of \$ 284,051) (Revenue \$)

RESEARCH - GMAC research provides data about GMAT test takers and graduate management program constituents The pool of candidates for graduate business education continues to grow and diversify, and offering the GMAT exam allows GMAC to build an accurate picture of today's business school applicants GMAT Interactive Profile reports show current and historical test-taker trends about where test takers live, what they expect to gain from business school, their work experience, etc Schools can also customize a report for information targeted to fit their needs All reports can be printed or downloaded at the school's convenience GMAC surveys explore relevant issues, offering data at various depths, depending on what schools need and how they participate Survey reports are frequently used to help drive strategic decision-making processes in graduate business schools Ways to Measure - 2009 ValuesNumber of survey reports created - 18 major report, 45 presentations, 531 benchmark reportsNumber of entites surveyed - 33,250 respondentsNumber of ad hoc requests answered - 106 custom data analysesGMAT Validity Study Service is a customer service that analyzes a school's admissions criteria and lets the school know exactly how valid the test is for its program Ways to Measure - 2009 ValuesNumber of validity studies done - 15

4c

(Code) (Expenses \$ 17,281,560 including grants of \$ 658,236) (Revenue \$ 4,539,488)

OTHER EDUCATIONAL SERVICES - Services for Students GMAC provides information for students about the value of and process for obtaining an mba degree This information is delivered via www mba com, as well as through other mediums as appropriate GMAC provides free GMAT test preparation software to students In addition, GMAC sells various test preparation products, both hard copy and online Ways to Measure - 2009 Valueswebsite visits for mba com - 6,592,017number of downloads of free test prep software - 277,753Services for Schools GMAC provides information for school professionals about potential students and graduate management education trends and developments This information is delivered via www gmac com, as well as through other mediums as appropriate Ways to Measure - 2009 ValuesMedia impressions - 305 7 millionwebsite visits for gmac com - 2,852,533The Graduate Management Admission Search Service (GMASS) gives school admission professionals access to qualified potential applicants who have already shown a strong interest in graduate management education They've created an mba com profile, they may have taken the GMAT exam and they've specifically chosen to make their contact and other information available to schools This is an annual, subscription-based service with a pool of names that frequently renews as individuals move through the decision-making process Ways to Measure - 2009 ValuesNumber of searches done - 10,528The MBA Pathfinder Data Warehouse captures business school admissions, enrollment, and employment information in one place This data, defined by the MBA Reporting Criteria and verified through the Agreed-Upon-Procedures (AUP) engagement process, is the definitive source of objective, consistent, and comparable industry information for prospective students (via the mba com school search service), business school professionals, and the media Ways to Measure - 2009 ValuesNumber of searches done - 566,412Number of participating schools - 256Number of participating programs estimated - 1,158Via Operation MBA GMAC recognizes the unique value of military experience, and this growing initiative promotes the value of graduate management education to service people and veterans around the United States GMAC Member Directory The online directory of member schools' staff supports the community of graduate management education professionals (available only to member schools) Ways to Measure - 2009 ValuesNumber of directories distributed - Not published in 2009Job Openings in Graduate Management Education To support the graduate business school community, GMAC maintains a current list of professional positions at business schools around the world These openings are posted directly by the schools GMAC serves as the central source of news and information in the field of graduate management education Ways to Measure - 2009 ValuesNumber of job postings - 107Graduate Management News and Deans Digest Free online newsletters, published in alternating months, to keep schools up to date on trends and provides feature articles on hot topics in the business school community Ways to Measure - 2009 ValuesCirculation number - 22,400MBA Leadership Conference This exclusive annual event, generally held in the early winter, is open to academic and administrative MBA program directors - attendance is limited to ensure a focused and driven program Ways to Measure - 2009 ValuesNumber of attendees - 143The GMAC Annual Industry Conference in June brings together graduate business professionals from all functions and experience levels for networking, learning sessions, and discussions about the latest trends in graduate management education Ways to Measure - 2009 ValuesNumber of attendees - 525The Professional Development Program, held in the summer, is designed for professionals from GMAT using schools with up to two years of experience in business school admissions Ways to Measure - 2009 ValuesNumber of attendees - 54The GMAC European Conference is open to professionals from schools worldwide that use the GMAT and is aimed at those responsible for decision making in program direction, marketing and admissions, careers and student services Ways to Measure - 2009 ValuesNumber of attendees - 49

4d

Other program services (Describe in Schedule O)

(Expenses \$ including grants of \$) (Revenue \$)

4e















Total program service expenses

\$ 60,683,552

Form 990 (2009)

Part IV

Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A 	1	Yes
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 	3	No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II 	4	Yes
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III	5	
6	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 	6	No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV 	9	No
10	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V 	10	No
11	Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. 	11	Yes
	◆ Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.		
	◆ Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.		
	◆ Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.		
	◆ Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.		
	◆ Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.		
	◆ Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X.		
12	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII 	12	No
12A	Was the organization included in consolidated, independent audited financial statements for the tax year?	Yes	No
	If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional  12A	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I 	14b	Yes
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S? If "Yes," complete Schedule F, Part II 	15	Yes
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S? If "Yes," complete Schedule F, Part III 	16	Yes
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I	17	No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H	20	No

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes	
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable			1c	
1a	127			
b Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable			1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?				
2a Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return			2a	137
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)			2b	Yes
3a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?			3a	No
b If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O			3b	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a	Yes
b If "Yes," enter the name of the foreign country <input checked="" type="checkbox"/> UK See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts				
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .			5a	No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b	No
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?			5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?			6a	No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b	
7 Organizations that may receive deductible contributions under section 170(c).				
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			7a	No
b If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c	No
d If "Yes," indicate the number of Forms 8282 filed during the year			7d	
e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e	No
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .			7f	No
g For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . .			7g	
h For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?			7h	
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			8	
9 Sponsoring organizations maintaining donor advised funds.				
a Did the organization make any taxable distributions under section 4966?			9a	
b Did the organization make a distribution to a donor, donor advisor, or related person?			9b	
10 Section 501(c)(7) organizations. Enter				
a Initiation fees and capital contributions included on Part VIII, line 12			10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			10b	
11 Section 501(c)(12) organizations. Enter				
a Gross income from members or shareholders			11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)			11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			12a	
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year			12b	

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body	1a	15	
b	Enter the number of voting members that are independent	1b	15	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4		No
5	Did the organization become aware during the year of a material diversion of the organization's assets?	5		No
6	Does the organization have members or stockholders?	6	Yes	
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a	Yes	
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
a	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

Section B. Policies

(This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a	Does the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	10b		
11	Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?	11	Yes	
11A	Describe in Schedule O the process, if any, used by the organization to review the Form 990			
12a	Does the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	Yes	
13	Does the organization have a written whistleblower policy?	13	Yes	
14	Does the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b	Yes	
	If "Yes" to line a or b, describe the process in Schedule O (See instructions)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply. <input type="checkbox"/> Own website <input checked="" type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ Alan Levine CFO 11921 Freedom Drive No 300 reston, VA 20190 (703) 668-9600

1b	Total	8,497,004	0	1,103,348
----	-------	-----------	---	-----------

2

Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization▶31

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	Yes
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

1	Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization		
	(A) Name and business address	(B) Description of services	(C) Compensation
	Kristen Wheeler Consulting Services 430 Maxwell Avenue Boulder, CO 80304	MANAGEMENT CONSULTING	196,681
2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶1		

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e					
	f	All other contributions, gifts, grants, and similar amounts not included above	1f					
	g	Noncash contributions included in lines 1a-1f \$ _____						
	h	Total. Add lines 1a-1f						
Program Service Revenue			Business Code					
	2a	TEST OPERATIONS	900,099	83,388,021	83,388,021			
	b	SCHOOL PRODUCTS	900,099	2,130,807	2,130,807			
	c	PROFESSIONAL DEVELOPME	900,099	481,600	481,600			
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f		86,000,428				
Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		576,850			576,850	
	4	Income from investment of tax-exempt bond proceeds . . .						
	5	Royalties						
	6a	(i) Real		(ii) Personal				
	b	Less rental expenses						
	c	Rental income or (loss)						
	d	Net rental income or (loss)						
	7a	(i) Securities		(ii) Other				
		192,712,301						
		196,382,278						
		-3,669,977						
	d	Net gain or (loss)		-3,669,977			-3,669,977	
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18		a				
		b Less direct expenses		b				
	c	Net income or (loss) from fundraising events . . .						
	9a	Gross income from gaming activities See Part IV, line 19		a				
b Less direct expenses		b						
c	Net income or (loss) from gaming activities . . .							
10a	Gross sales of inventory, less returns and allowances		a	2,050,161				
	b Less cost of goods sold		b	123,080				
	c Net income or (loss) from sales of inventory . . .			1,927,081	1,927,081			
Miscellaneous Revenue		Business Code						
11a	CD ROMS SALES		900,099	114,635			114,635	
b	Miscellaneous income		900,099	16,098			16,098	
c								
d	All other revenue							
e	Total. Add lines 11a-11d			130,733				
12	Total revenue. See Instructions			84,965,115	87,927,509	0	-2,962,394	

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	770,960	770,960		
2	Grants and other assistance to individuals in the U S See Part IV, line 22	104,500	104,500		
3	Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16	144,172	144,172		
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	7,447,719	3,991,095	3,456,624	
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	9,117,216	4,283,710	4,833,506	
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	1,170,184	599,214	570,970	
9	Other employee benefits	949,703	469,258	480,445	
10	Payroll taxes	812,907	413,567	399,340	
11	Fees for services (non-employees)				
a	Management				
b	Legal	1,434,603	6,423	1,428,180	
c	Accounting	98,896	16,443	82,453	
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	8,411,158	4,028,573	4,382,585	
12	Advertising and promotion				
13	Office expenses	1,460,943	790,227	670,716	
14	Information technology				
15	Royalties				
16	Occupancy	2,151,442	1,159,464	991,978	
17	Travel	2,121,333	1,562,630	558,703	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings				
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	881,756	467,386	414,370	
23	Insurance				
24	Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a	Test Operations	35,642,825	35,642,825		
b	Other Expenses	6,731,665	3,878,499	2,853,166	
c	Interco Commission Exp	1,887,285	1,887,285		
d	Test development	399,035	399,035		
e	Staff Training	180,178	68,286	111,892	
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	81,918,480	60,683,552	21,234,928	0
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing				1	
	2	Savings and temporary cash investments			40,664,475	2	8,992,420
	3	Pledges and grants receivable, net				3	
	4	Accounts receivable, net			2,044,487	4	4,492,236
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net				7	
	8	Inventories for sale or use			114,246	8	73,246
	9	Prepaid expenses and deferred charges			808,135	9	821,980
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	7,565,086			
	b	Less accumulated depreciation	10b	5,258,512	2,734,226	10c	2,306,574
	11	Investments—publicly traded securities			51,985,341	11	104,410,566
	12	Investments—other securities See Part IV, line 11			2,064	12	
	13	Investments—program-related See Part IV, line 11				13	
	14	Intangible assets				14	
	15	Other assets See Part IV, line 11			21,354,001	15	22,120,398
	16	Total assets. Add lines 1 through 15 (must equal line 34)			119,706,975	16	143,217,420
Liabilities	17	Accounts payable and accrued expenses			6,755,855	17	6,980,009
	18	Grants payable				18	
	19	Deferred revenue			8,486,242	19	8,293,058
	20	Tax-exempt bond liabilities				20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties				23	
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities Complete Part X of Schedule D			12,006,106	25	13,964,157
	26	Total liabilities. Add lines 17 through 25			27,248,203	26	29,237,224
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets			92,458,772	27	113,980,196
	28	Temporarily restricted net assets				28	
	29	Permanently restricted net assets				29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds				30	
	31	Paid-in or capital surplus, or land, building or equipment fund				31	
	32	Retained earnings, endowment, accumulated income, or other funds				32	
	33	Total net assets or fund balances			92,458,772	33	113,980,196
	34	Total liabilities and net assets/fund balances			119,706,975	34	143,217,420

Part XI Financial Statements and Reporting

	Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . .		No
b Were the organization's financial statements audited by an independent accountant?	Yes	
c If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
d If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . . .		

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2009

Open to Public
Inspection

Name of the organization GRADUATE MANAGEMENT ADMISSION COUNCIL	Employer identification number 23-7084339
---	--

Part I

Reason for Public Charity Status (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

- 1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9

☒

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 10

☐

An organization organized and operated exclusively to test for public safety See**section 509(a)(4).**
- 11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public Support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets						
11 Total support (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions)					12	
13 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Section C. Computation of Public Support Percentage

14 Public Support Percentage for 2009 (line 6 column (f) divided by line 11 column (f))	14	
15 Public Support Percentage for 2008 Schedule A, Part II, line 14	15	
16a 33 1/3% support test—2009. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		
b 33 1/3% support test—2008. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		
17a 10%-facts-and-circumstances test—2009. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		
b 10%-facts-and-circumstances test—2008. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		
18 Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions		

Part IIISupport Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	64,781,417	67,417,589	79,328,793	88,015,607	88,050,589	387,593,995
3Gross receipts from activities that are not an unrelated trade or business under section 513						
4Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5The value of services or facilities furnished by a governmental unit to the organization without charge						
6Total. Add lines 1 through 5	64,781,417	67,417,589	79,328,793	88,015,607	88,050,589	387,593,995
7aAmounts included on lines 1, 2, and 3 received from disqualified persons						0
bAmounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year	3,011,648	3,765,432	4,847,019	5,242,024	2,887,404	19,753,527
cAdd lines 7a and 7b	3,011,648	3,765,432	4,847,019	5,242,024	2,887,404	19,753,527
8Public Support (Subtract line 7c from line 6)						367,840,468

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
9Amounts from line 6	64,781,417	67,417,589	79,328,793	88,015,607	88,050,589	387,593,995
10aGross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	3,070,693	3,994,901	4,244,065	2,823,564	691,485	14,824,708
bUnrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
cAdd lines 10a and 10b	3,070,693	3,994,901	4,244,065	2,823,564	691,485	14,824,708
11Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)			2,000	43,447	16,096	61,543
13Total support (Add lines 9, 10c, 11 and 12)	67,852,110	71,412,490	83,574,858	90,882,618	88,758,170	402,480,246
14First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

15Public Support Percentage for 2009 (line 8 column (f) divided by line 13 column (f))	15	91.390 %
16Public support percentage from 2008 Schedule A, Part III, line 15	16	90.060 %

Section D. Computation of Investment Income Percentage

17Investment income percentage for 2009 (line 10c column (f) divided by line 13 column (f))	17	3.680 %
18Investment income percentage from 2008 Schedule A, Part III, line 17	18	4.780 %
19a33 1/3% support tests—2009. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>	
b33 1/3% support tests—2008. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
20Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions	<input type="checkbox"/>	

Part IV

Supplemental Information. Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Provide any other additional information. See instructions

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below.**
▶ **Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.**

OMB No 1545-0047

2009

Open to Public
Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35a (regarding proxy tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization
GRADUATE MANAGEMENT ADMISSION COUNCIL

Employer identification number

23-7084339

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1

Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2

Political expenditures ▶ \$
- 3

Volunteer hours

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1

Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2

Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3

If the organization incurred a section 4955 tax, did it file Form 4720 for this year?

☐ Yes ☐ No
- 4a

Was a correction made?

☐ Yes ☐ No
- b

If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c) except section 501(c)(3).

- 1

Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2

Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities ▶ \$
- 3

Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$
- 4

Did the filing organization file **Form 1120-POL** for this year?

☐ Yes ☐ No
- 5

State the names, addresses and employer identification number (EIN) of all section 527 political organizations to which payments were made For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A

Check

☐

if the filing organization belongs to an affiliated group

B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No													

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

		(a)		(b)	
		Yes	No	Amount	
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of				
	a Volunteers?				No
	b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?				No
	c Media advertisements?				No
	d Mailings to members, legislators, or the public?	No			
	e Publications, or published or broadcast statements?	No			
	f Grants to other organizations for lobbying purposes?	No			
	g Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		40,000	
	h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No		
	i Other activities? If "Yes," describe in Part IV	Yes		0	
j	Total lines 1c through 1i			40,000	
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No		
b	If "Yes," enter the amount of any tax incurred under section 4912				
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912				
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?				

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3	

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	2a	
a	Current year		
b	Carryover from last year		
c	Total		
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
Part II-B, Line 1i	Explanation of Other Lobbying Activities	Lobbyist in New York State to monitor test legislation

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11, or 12.
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2009

Open to Public
Inspection

Name of the organization
GRADUATE MANAGEMENT ADMISSION COUNCIL

Employer identification number
23-7084339

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	Total number of conservation easements
2b	Total acreage restricted by conservation easements
2c	Number of conservation easements on a certified historic structure included in (a)
2d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ _____

4

Number of states where property subject to conservation easement is located ▶ _____

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ _____

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ _____

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b

Assets included in Form 990, Part X

▶ \$ _____

For Privacy Act and Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2009

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance				
b	Contributions				
c	Investment earnings or losses				
d	Grants or scholarships				
e	Other expenditures for facilities and programs				
f	Administrative expenses				
g	End of year balance				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ %

b

Permanent endowment ▶ %

c

Term endowment ▶ %

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations

3a(i)

Yes

No

(ii)

related organizations

3a(ii)

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		1,974,016	722,637	1,251,379
d Equipment		4,216,635	3,485,314	731,321
e Other		1,374,435	1,050,561	323,874
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶				2,306,574

Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	84,965,115
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	81,918,480
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	3,046,635
4	Net unrealized gains (losses) on investments	4	18,463,504
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	11,285
9	Total adjustments (net) Add lines 4 - 8	9	18,474,789
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	21,521,424

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	103,566,027
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	18,463,504
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	137,408
e	Add lines 2a through 2d	2e	18,600,912
3	Subtract line 2e from line 1	3	84,965,115
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	84,965,115

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	81,957,757
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	1,926,562
e	Add lines 2a through 2d	2e	1,926,562
3	Subtract line 2e from line 1	3	80,031,195
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	1,887,285
c	Add lines 4a and 4b	4c	1,887,285
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	81,918,480

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
Part XI, Line 8 - Other Adjustments		Reconciling Item of the difference between Net Income and Net Asset 11285
Part XII, Line 2d - Other Adjustments		COST OF GOODS SOLD 123080 Affiliate Revenue (GMGC) 14328
Part XIII, Line 2d - Other Adjustments		COST OF GOODS SOLD 123080 Affiliated expenses (GMGC) 1803482
Part XIII, Line 4b - Other Adjustments		Intercompany activity 1887285
		Part X, line 2 - The Council adopted the income tax standard for uncertain tax positions on January 1, 2009. The Council evaluated its tax positions and determined that its tax positions are more-likely-than-not to be sustained on examination. The Council's tax returns are subject to review and examination by federal, state, and local authorities. The tax returns for the years 2006 to 2009 are open for examination by federal, state, and local authorities.

OMB No 1545-0047

Open to Public Inspection

Employer identification number
23-7084339

3 **Activites per Region (Use Schedule F-1 (Form 990) if additional space is needed)**

Schedule F (Form 990) 2009

Part II

Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 ☐

Use Schedule F-1 (Form 990) if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
			East Asia & the Pacific	Sponsor 7th Conference of International Test Commissions	10,169	Wire Transfer			
			North America	Sponsor Canadian Conference of Business School Deans	5,000	Check			
			North America	Sponsor Canadian Conference of Business School Deans	5,000	Check			
			South America	Sponsor CLADEA 2009 assembly	10,000	Wire Transfer			
			Europe	Paris validty test study	15,078	Wire Transfer			
			Europe	Research on Network Development in MBA programs	5,000	Wire Transfer			
			Europe	UK management teaching influence on entrepreneurial activity	10,500	Check			
			North America	Longitudinal study of social capital utilization race, gender, and citizenship effects	16,846	Check			
			North America	Longitudinal study of social capital utilization race, gender, and citizenship effects	16,846	Check			
			East Asia & the Pacific	Development of the desire for graduate study	20,000	Wire Transfer			
			North America	Longitudinal study of social capital utilization race, gender, and citizenship effects	22,466	Check			

2

Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ☐

3

Enter total number of other organizations or entities ☐

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Use Schedule F-1 (Form 990) if additional space is needed.

[illegible]

Complete this part to provide the information required in Part I, line 2, and any additional information.

Schedule F (Form 990) 2009

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

OMB No 1545-0047

2009

Open to Public
Inspection

Name of the organization
GRADUATE MANAGEMENT ADMISSION COUNCIL

Employer identification number
23-7084339

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

Yes

No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed ▶

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
See Additional Data Table							

2

Enter total number of section 501(c)(3) and government organizations

18

3

Enter total number of other organizations

1

Software ID:

Software Version:

EIN: 23-7084339

Name: GRADUATE MANAGEMENT ADMISSION COUNCIL

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
AACSBPO Box 116201 Atlanta, GA 303686201	43-6036286	501(c)(3)	46,750		Book Value		Exhibitor at ICAM for booth and sponsor general conference
Executive MBA CouncilOne University Drive Beckman Hall BK-308A Orange, CA 92866	94-3095701	501(c)(3)	25,000		Book Value		2009 EMBA Council marketing and admissions program in US
Executive MBA CouncilOne University Drive Beckman Hall BK-308A Orange, CA 92866	94-3095701	501(c)(3)	15,000		Book Value		2009 EMBA Council marketing and admissions program in Europe
Goizueta Business School Emory University1300 Clifton Road Suite W470 Atlanta, GA 30322	58-0566256	501(c)(3)	10,000		Book Value		Sponsor UBSLC Conference at Emory Univ
National Society of Collegiate Scholars11 Dupont Circle NW Suite 650 Washington, DC 20036	52-1870777	501(c)(3)	5,000		Book Value		Putting together email campaigns
National HBCU Deans RoundtableHoward University School of Business 2600 Sixth Street NW Suite Washington, DC 20059	72-1491905	501(c)(3)	25,000		Book Value		Sponsor business summit/conference for HBCUs
MBA Career Services Council1275 East Tenth Street Suite 2100 Bloomington, IN 474051703	52-2134247	501(c)(3)	10,000		Book Value		Sponsor conference for MBA CSC
Organizational Behavior Teaching SocietyAttn Cynthia Krom-Treasurer Mt St Mary College 330 Powell Avenue Newburgh, NY 12550	94-2567084	501(c)(3)	5,000		Book Value		Doctoral Institute Sponsorship
Beta Gamma Sigma125 Weldon Parkway Maryland Heights, MO 630433101	43-1322067	501(c)(3)	10,000		Book Value		Sponsor fall 09 student leadership forum
Darden School Foundation University of Virginia PO Box 6550 Charlottesville, VA 229066550	54-6046419	501(c)(3)	6,500		Book Value		Black Business student forum

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV , appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Golden Key International Honour Society1040 Crown Pointe Parkway Suite 900 900 Atlanta,GA 30338	58-1306896	501(c)(3)	18,500		Book Value		Exhibit booth and international conference
The PhD Project Association Three Chestnut Ridge Road Montvale,NJ 07645	20-2610773	501(c)(3)	250,000		Book Value		Diversity related doctoral program, recruitment and retention support services
Executive MBA CouncilOne University Drive Beckman Hall BK-308A Orange,CA 92866	94-3095701	501(c)(3)	10,000		Book Value		09 Conference sponsorship
MBA Career Services Council 1275 East Tenth Street Suite 2100 Bloomington,IN 474051703	52-2134247	501(c)(3)	70,000		Book Value		Promote integrity of employment statistics reporting
Wynne Communication1500 Rosecrans Avenue Suite 500 Manhattan Beach,CA 90266	95-4844451		5,000		Book Value		Speaking engagement and admission to Business Access Media conference
AACSBPO Box 116201 Atlanta,GA 303686201	43-6036286	501(c)(3)	51,000		Book Value		Deans Conference support, international conference, & annual meetings for 2010
Beta Gamma Sigma125 Weldon Parkway Maryland Heights,MO 630433101	43-1322067	501(c)(3)	10,000		Book Value		Student Leadership Conference
Graduate Business Student Service AssociationC/O Arizona State University 300 E Lemon St BA 160 PO BOX 874906 Tempe,AZ 852874906	86-0196696	501(c)(3)	10,000		Book Value		Sponsor Conf on teamwork, leadership, skills for success & how student services promote mission for their schools given economy
MBA Career Services Council 1275 East Tenth Street Suite 2100 bloomington,IN 474051703	52-2134247	501(c)(3)	10,000		Book Value		Sponsor 2010 MBA CSC Conference
LeMoyne College1419 Salt Springs Road 106 Mitchell Hall Syracuse,NY 13214	15-0545841	501(c)(3)	11,430		Book Value		Estimating the Intrinsic and Extrinsic Returns to Multiple Measures of MBA quality study

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
The Research Foundation of CUNY230 West 41st Street 7th floor New York, NY 10036	13-1988190	501(c)(3)	50,000		Book Value		Improving Graduate Business School Admissions Supplementing the GMAT with Alt Predictors study
University of Illinois Grants and ContractsPO Box 20787 Springfield, IL 627084610	37-6000511	501(c)(3)	20,000		Book Value		Role of MBA degree in mitigating the effects of managerial stereotyping on career outcomes study
University of Massachusetts Office of Grant & Contracts AccountingOffice of Grant Contracts Accountin 70 Butterfield Terrace Amherst, MA 01003	04-3167352	501(c)(3)	12,500		Book Value		Preparing business school doctoral students for classroom teaching study
University of Massachusetts Office of Grant & Contracts AccountingOffice of Grant Contracts Accountin 70 Butterfield Terrace Amherst, MA 01003	04-3167352	501(c)(3)	25,000		Book Value		Preparing business school doctoral students for classroom teaching study
The University of Memphis Grants & Contracts Accounting265 Administration Building Memphis, TN 38152	62-6048540	501(c)(3)	13,169		Book Value		Estimating the Intrinsic and Extrinsic Returns to Multiple Measures of MBA quality study
The University of Memphis Grants & Contracts Accounting265 Administration Building Memphis, TN 38152	62-6048540	501(c)(3)	8,778		Book Value		Estimating the Intrinsic and Extrinsic Returns to Multiple Measures of MBA quality study
The University of Iowa2 Gilmore Hall 52242 Jackson Blvd Suite 7000 Iowa City, IA 52242	42-6004813	501(c)(3)	13,250		Book Value		Role of MBA education & other mgmt development programs in managers' early career paths study
The University of Iowa2 Gilmore Hall 52242 Jackson Blvd Suite 7000 Iowa City, IA 52242	42-6004813	501(c)(3)	8,286		Book Value		Role of MBA education & other mgmt development programs in managers' early career paths study
University of Illinois Grants and ContractsPO Box 20787 Springfield, IL 627084610	37-6000511	501(c)(3)	15,797		Book Value		Role of MBA degree in mitigating the effects of managerial stereotyping on career outcomes study

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2009

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
GRADUATE MANAGEMENT ADMISSION COUNCIL

Employer identification number
23-7084339

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div><div><input checked="" type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input checked="" type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply. <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization: <div><div>a Receive a severance payment or change-of-control payment?</div><div>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</div><div>c Participate in, or receive payment from, an equity-based compensation arrangement?</div></div> If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	4a	Yes
		4b	No
		4c	No
5	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9. For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: <div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 5a or 5b, describe in Part III	5a	No
		5b	No
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: <div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 6a or 6b, describe in Part III	6a	No
		6b	No
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

[illegible]

Part III

Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
	Part I, Line 4a	Daphne Atkinson - \$208,884 Nicole Chestang - \$639,021 Katherine Harman-Stokes - \$200,000

Software ID:

Software Version:

EIN: 23-7084339

Name: GRADUATE MANAGEMENT ADMISSION COUNCIL

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
David A Wilson	(i) 731,987 (ii) 0	0 0	0 0	0 0	74,090 0	806,077 0	0 0
Alan Levine	(i) 441,910 (ii) 0	0 0	0 0	0 0	54,531 0	496,441 0	0 0
Margaret Jobst	(i) 403,235 (ii) 0	0 0	0 0	0 0	55,075 0	458,310 0	0 0
Mary Susan Motz	(i) 384,948 (ii) 0	0 0	0 0	0 0	37,709 0	422,657 0	0 0
Shelli H Arnold	(i) 340,417 (ii) 0	0 0	0 0	0 0	50,182 0	390,599 0	0 0
Ramesh Thadani	(i) 361,948 (ii) 0	0 0	0 0	0 0	49,821 0	411,769 0	0 0
Sherri Sampson	(i) 328,546 (ii) 0	0 0	0 0	0 0	42,660 0	371,206 0	0 0
Katherine Harman-Stokes	(i) 422,839 (ii) 0	0 0	0 0	0 0	41,449 0	464,288 0	0 0
Ernest Anastasio	(i) 344,629 (ii) 0	0 0	0 0	0 0	44,694 0	389,323 0	0 0
Robert Rosecrans	(i) 339,957 (ii) 0	0 0	0 0	0 0	52,937 0	392,894 0	0 0
Lawrence Rudner	(i) 304,538 (ii) 0	0 0	0 0	0 0	44,745 0	349,283 0	0 0
Judy Phair	(i) 279,995 (ii) 0	0 0	0 0	0 0	23,374 0	303,369 0	0 0
Samiha Khayatt	(i) 176,037 (ii) 0	0 0	0 0	0 0	26,141 0	202,178 0	0 0
Fanmin Guo	(i) 190,511 (ii) 0	0 0	0 0	0 0	32,094 0	222,605 0	0 0
Sandra Kelzenberg	(i) 178,200 (ii) 0	0 0	0 0	0 0	32,119 0	210,319 0	0 0
Allen Brandt	(i) 170,010 (ii) 0	0 0	0 0	0 0	37,527 0	207,537 0	0 0
Avis Bent	(i) 172,710 (ii) 0	0 0	0 0	0 0	34,048 0	206,758 0	0 0
Robin Everett	(i) 178,595 (ii) 0	0 0	0 0	0 0	32,651 0	211,246 0	0 0
Rob Stark	(i) 163,213 (ii) 0	0 0	0 0	0 0	23,691 0	186,904 0	0 0
Sarathy Ashok	(i) 161,005 (ii) 0	0 0	0 0	0 0	26,706 0	187,711 0	0 0
Carreras Jose	(i) 159,987 (ii) 0	0 0	0 0	0 0	23,288 0	183,275 0	0 0
Luis Y Prado Rachel	(i) 155,416 (ii) 0	0 0	0 0	0 0	33,561 0	188,977 0	0 0
Joyce Thomas	(i) 150,812 (ii) 0	0 0	0 0	0 0	33,182 0	183,994 0	0 0
Sethi Sanjeev	(i) 139,167 (ii) 0	0 0	0 0	0 0	33,850 0	173,017 0	0 0
Fetskick Andrea	(i) 138,214 (ii) 0	0 0	0 0	0 0	25,672 0	163,886 0	0 0
Storm Pete	(i) 138,004 (ii) 0	0 0	0 0	0 0	27,538 0	165,542 0	0 0
Bloom Andrew	(i) 133,799 (ii) 0	0 0	0 0	0 0	23,615 0	157,414 0	0 0
Ludwig Robert	(i) 132,631 (ii) 0	0 0	0 0	0 0	32,963 0	165,594 0	0 0
Daphne Atkinson	(i) 208,884 (ii) 0	0 0	0 0	0 0	6,456 0	215,340 0	0 0
Chestang Nicole	(i) 639,021 (ii) 0	0 0	0 0	0 0	5,530 0	644,551 0	0 0
Harman-Stokes Katherine	(i) 422,839 (ii) 0	0 0	0 0	0 0	41,449 0	464,288 0	0 0

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

Complete to provide information for responses to specific questions on
Form 990 or to provide any additional information.
▶ Attach to Form 990.

OMB No 1545-0047

2009

Open to Public
Inspection

Name of the organization
GRADUATE MANAGEMENT ADMISSION COUNCIL

Employer identification number
23-7084339

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 6		GMAC has one class of members - graduate business management schools
Form 990, Part VI, Section A, line 7a		Members elect Dean and Representative Directors
Form 990, Part VI, Section A, line 7b		There is one class of member Decisions that require their approval are amendments to the Articles of Incorporation and revisions to the Bylaw s Each member has equal voting rights
Form 990, Part VI, Section B, line 11		The members of the Board of Directors each were electronically given access to a copy of the Form 990 prior to filing with the IRS and asked to review and submit comments to GMAC prior to filing Various GMAC officers and staff also reviewed the Form 990 prior to its filing
Form 990, Part VI, Section B, line 12c		Each Director, Officer and Key employee has an ongoing obligation to disclose potential or actual conflicts For Directors, the Professional Standards Committee is responsible for reviewing and determining whether a conflict exists This committee makes a recommendation to the Board concerning any restrictions to be placed on the conflicted Director For employees, the CEO, General Counsel and the VP of HR, as a group, review potential or actual conflicts, determine whether a conflict exists, and recommend action Restrictions range from recusal to termination
Form 990, Part VI, Section B, line 15		The Board of Directors is responsible for determining the compensation of the CEO The Compensation committee annually reviews and approves GMAC corporate goals and objectives, evaluates the CEO's performance in light of such goals and objectives and determines compensation based on this evaluation and in accordance with any applicable employment agreement The committee retains an independent compensation consultant to assist in evaluating performance, including obtaining an annual comparability analysis as appropriate to comply with the "rebuttable presumption" under the intermediate sanctions rules of Section 4958 The Compensation committee annually reviews and approves compensation for all other GMAC officers
Form 990, Part VI, Section C, line 19		GMAC makes it's governing documents, conflict of interest policy, and financial statements available upon Request Financial statements are generally included in the Annual Report
Form 990, Part XI, line 2c	The organization has an Audit Committee that oversees this responsibility	The process has not changed from the prior year

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2009

Open to Public Inspection

▶ **Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.**
▶ **Attach to Form 990.** ▶ **See separate instructions.**

Employer identification number

23-7084339

Part I Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a)	(b)	(c)	(d)	(e)	(f)
Name, address, and EIN of disregarded entity	Primary activity	Legal domicile (state or foreign country)	Total income	End-of-year assets	Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a)	(b)	(c)	(d)	(e)	(f)
Name, address, and EIN of related organization	Primary activity	Legal domicile (state or foreign country)	Exempt Code section	Public charity status (if section 501(c)(3))	Direct controlling entity

Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K -1 (Form 1065)	(j) General or managing partner?	
							Yes	No		Yes	No

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
Graduate Management Global Connection 85 Tottenham Court Road London, London UK 23-7084339	Conduct educational research, exchange information, and provide services	UK	Graduate Management Admission Council	C	1,901,613	460,510	100.000 %

Schedule R (Form 990) 2009

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV		Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity	1a		No
b Gift, grant, or capital contribution to other organization(s)	1b		No
c Gift, grant, or capital contribution from other organization(s)	1c		No
d Loans or loan guarantees to or for other organization(s)	1d		No
e Loans or loan guarantees by other organization(s)	1e		No
f Sale of assets to other organization(s)	1f		No
g Purchase of assets from other organization(s)	1g		No
h Exchange of assets	1h		No
i Lease of facilities, equipment, or other assets to other organization(s)	1i		No
j Lease of facilities, equipment, or other assets from other organization(s)	1j		No
k Performance of services or membership or fundraising solicitations for other organization(s)	1k		No
l Performance of services or membership or fundraising solicitations by other organization(s)	1l	Yes	
m Sharing of facilities, equipment, mailing lists, or other assets	1m		No
n Sharing of paid employees	1n		No
o Reimbursement paid to other organization for expenses	1o		No
p Reimbursement paid by other organization for expenses	1p		No
q Other transfer of cash or property to other organization(s)	1q		No
r Other transfer of cash or property from other organization(s)	1r		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

	(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved
(1)	Graduate Management Global Connection	L	1,803,482
(1)	See Additional Data Table		
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 37.)

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Are all partners section 501(c)(3) organizations?		(e) Share of end-of-year assets	(f) Disproportionate allocations?		(g) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(h) General or managing partner?	
			Yes	No		Yes	No		Yes	No

TY 2009 Itemized Other Current Liabilities Schedule**Name:** GRADUATE MANAGEMENT ADMISSION COUNCIL**EIN:** 23-7084339

Corporation Name	Corporation EIN	Description	Beginning Amount	Ending Amount
Graduate Management Global Connection		Taxes payable	20,608	27,878
		Accrued expense-Miscellaneous	39,971	56,633
		Accrued expense-Vacations	35,492	50,977
		Accrued expense-Bonus		129,316
		Deferred revenue-events	637	

**TY 2009 Itemized Other Current Assets
Schedule****Name:** GRADUATE MANAGEMENT ADMISSION COUNCIL**EIN:** 23-7084339

Corporation Name	Corporation EIN	Other Current Assets Description	Beginning Amount	Ending Amount
Graduate Management Global Connection		Prepaid expenses	12,736	17,474
		Other deposits	24,609	24,609
		VAT Control A/C	16,032	19,437

TY 2009 Other Deductions Schedule

Name: GRADUATE MANAGEMENT ADMISSION COUNCIL
EIN: 23-7084339

Description	Foreign Amount (should only be used when attached to 5471 Schedule C Line 16)	Amount
Accounting Fee	79,807	126,566
advertising	22,990	37,578
Transportation Expenses	82,308	130,792
Bank Fees	5,843	9,171
Business Gifts	2,143	3,444
Consultants	59,129	96,650
employment benefits	8,767	14,021
Office Expenses	19,398	31,211
Charitable Contributions	367	596
Dues	4,360	6,749
Employment Advertising	689	971
Entertainment Excl Meals	733	1,170
Equipment Expense	2,734	4,247
Freight/Honouraria	2,247	3,642
Hotel Lodging	29,880	47,500
Insurance	1,890	2,951
Internet - Home Service	248	399
Legal Expenses	563	928
Marketing	2,397	3,902
Meals	18,380	28,810
Misc Expenses	2,294	3,472
Pension	38,899	61,302
Recruiting Fees	4,988	7,086
Registration fees	2,767	4,229
Sponsorships	101,400	155,400
Staff Training	6,576	10,478
Subscriptions	3,204	5,010
Telecommunications	29,407	47,150
Temporary Labor	1,070	1,751
Travel	907	1,463
Foreign Exchange Loss	-5,374	-7,649
Cumulative Translation Adj		-483

Additional Data

Software ID:

Software Version:

EIN: 23-7084339

Name: GRADUATE MANAGEMENT ADMISSION COUNCIL

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Marcia K Armstrong Ex Board Member	1 00	X						3,000	0	0
James W Bradford Board Member	1 00	X						0	0	0
Robert F Bruner Board Member	1 00	X						0	0	0
Rolf D Cremer Board Member	1 00	X						0	0	0
James M Danko Board Member	1 00	X						0	0	0
Lawrence P Fisher II Board Member	1 00	X						0	0	0
Wolf H Hengst Board Member	1 00	X						0	0	0
Stacey R Kole Board Member	1 00	X						0	0	0
Marguerite Bishop Lane Board Member	1 00	X						0	0	0
Linda A Livingstone Board Member	1 00	X						0	0	0
Rosemarie Mecca Board Member	1 00	X						0	0	0
Daniel F Muzyka Board Member	1 00	X						0	0	0
Kai Peters Chair Board Member	1 00	X						0	0	0
Alfons Sauquet Board Member	1 00	X						0	0	0
Cherie A Scricca Vice Board Member	1 00	X						0	0	0
Alexander D Sevilla Board Member	1 00	X						0	0	0
Patrick J Shooltz Board Member	1 00	X						0	0	0
Ray Whittington Board Member	1 00	X						0	0	0
Mark A Zupan Board Member	1 00	X						0	0	0
David A Wilson President and CEO	40 00			X				731,987	0	74,090
Alan Levine VP and CFO	40 00			X				441,910	0	54,531
Margaret Jobst Senior VP, GMAT Program	40 00			X				403,235	0	55,075
Mary Susan Motz VP, Americas	40 00			X				384,948	0	37,709
Shelli H Arnold VP, HR & Admin	40 00			X				340,417	0	50,182
Ramesh Thadani VP, Intl Services	40 00			X				361,948	0	49,821

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Sherri Sampson Gen'l Counsel & Corp Sec	40 00			X				328,546	0	42,660
Katherine Harman-Stokes Assoc Gen'l Coun & As C	40 00			X				422,839	0	41,449
Ernest Anastasio Sr Advisor, Int'l Assess	40 00				X			344,629	0	44,694
Robert Rosecrans VP, Bus Technology	40 00				X			339,957	0	52,937
Lawrence Rudner VP, Research & Develop	40 00				X			304,538	0	44,745
Judy Phair VP, Communications	40 00				X			279,995	0	23,374
Samiha Khayatt Director, Mem Operations	40 00				X			176,037	0	26,141
Fanmin Guo Director, Psyc Research	40 00				X			190,511	0	32,094
Sandra Kelzenberg Director, Member Service	40 00				X			178,200	0	32,119
Allen Brandt Corp Counsel, Data Prote	40 00				X			170,010	0	37,527
Avis Bent VP of Finance and Contro	40 00				X			172,710	0	34,048
Robin Everett Corporate Counsel	40 00				X			178,595	0	32,651
Rob Stark Director, App Develop	40 00				X			163,213	0	23,691
Sarathy Ashok VP, GMAT Operations	40 00				X			161,005	0	26,706
Carreras Jose VP, Marketing Operations	40 00				X			159,987	0	23,288
Luis Y Prado Rachel Director, Market Res & A	40 00				X			155,416	0	33,561
Joyce Thomas Director, Tech Infrastru	40 00				X			150,812	0	33,182
Seth Sanjeev Info Solutions Architect	40 00					X		139,167	0	33,850
Fetskick Andrea Director, Proj Mgmt O ffi	40 00					X		138,214	0	25,672
Storm Pete Sr Info Security Analys	40 00					X		138,004	0	27,538
Bloom Andrew Assoc Director, Data Pro	40 00					X		133,799	0	23,615
Ludwig Robert Diretor, MEdia and Pub A	40 00					X		132,631	0	32,963
Daphne Atkinson VP, Industry Relations	0 00						X	208,884	0	6,456
Chestang Nicole Chief Client Officer	0 00						X	639,021	0	5,530
Harman-Stokes Katherine Assoc Gen'l Coun & As C	0 00						X	422,839	0	41,449

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors									
(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee			
John A Elliott Ex Offi Board Member	1 00						X	0	0
Valerie Gauthier Board Member	1 00						X	0	0
Andrew J Policano Board Member	1 00						X	0	0
Dan Poston Board Member	1 00						X	0	0
M Rammohan Rao Board Member	1 00						X	0	0

Form 990, Part IX - Statement of Functional Expenses - 24a - 24e Other Expenses

<i>Do not include amounts reported on line 6b, 8b, 9b, and 10b of Part VIII.</i>	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
Test Operations	35,642,825	35,642,825		
Other Expenses	6,731,665	3,878,499	2,853,166	
Interco Commission Exp	1,887,285	1,887,285		
Test development	399,035	399,035		
Staff Training	180,178	68,286	111,892	