

Applicant Selection Criteria

INDIVIDUALS WHO ARE SELECTED for The Leadership Foundry should have demonstrated notable or significant achievements in business, education or public service; should possess the requisite intelligence, education and experience to make a significant contribution to a Board and bring a range of skills, diverse perspectives and backgrounds to its deliberations; and should have the highest ethical standards, a strong sense of professionalism and intense dedication to serving the interests of stockholders. The following attributes or qualifications will be considered by The Leadership Foundry Steering Committee in evaluating an applicant's application for the program:

- **Management and leadership experience**—Relevant experience should include, at a minimum, a past or current leadership role in a major public company or recognized privately held entity; a past or current leadership role at a prominent educational institution or senior faculty position in an area generally relevant to business; a past elected or appointed senior government position; or a past or current senior managerial or advisory position with a highly visible nonprofit organization. Consideration will also be given to relevant experience in high-priority growth areas, demonstrated experience in major challenges businesses face today, and the ability to support fundraising.
- **Skilled and diverse background**—All candidates must possess the aptitude or experience to understand fully the legal responsibilities of a director and the governance processes of a public company, as well as the personal qualities to be able to make a substantial active contribution to Board deliberations, including intelligence and wisdom, self-assuredness, interpersonal and communication skills, courage, inquisitiveness, and the ability to think toward the future. Consideration will also be given to financial management, reporting and control expertise or other experience that would qualify the candidate as a “financial expert” under established standards and international experience.
- **Integrity and professionalism**—The following are essential characteristics for each Board candidate: highest standards of moral and ethical character and personal integrity; independence, objectivity and an intense dedication to serve as a representative of the stockholders; a personal commitment to company principles and values; impeccable corporate governance credentials; a proven track record dealing with sensitive and sometimes competing interests with a strong appreciation for dissenting opinions and a demonstrated ability to encourage productive dialogue; and facilitate and manage conflict.
- Further, **each candidate must be willing to commit**, as well as have, sufficient time available to discharge the duties of Board membership and should have sufficient years available for service to make a significant contribution over time.