

IDEAS *into* ACTION



# global leaders program

Goldman  
Sachs

The Goldman Sachs Foundation

## *ABOUT THE FOUNDATION*

The Goldman Sachs Foundation is a global philanthropic organization funded by The Goldman Sachs Group, Inc. The Foundation's mission is to promote excellence and innovation in education and to improve the academic performance and lifelong productivity of young people worldwide. It achieves this mission through a combination of strategic partnerships, grants, loans, private sector investments, and the deployment of professional talent from Goldman Sachs. Funded in 1999, the Foundation has awarded grants in excess of \$40 million since its inception, providing opportunities for young people in more than 20 countries.

*THE DEFINITION OF LEADERSHIP*

has changed greatly over time.  
Outdated definitions emphasize instructing,  
ordering, and commanding.

TODAY'S APPROACHES are more consensus-driven. For future global leaders, communication skills are paramount, along with the ability to problem-solve and think beyond borders, real or imagined.

IN A WORLD of extraordinary  
change and complexity, the  
need for courageous and  
effective leaders is a constant.

Recognizing that leadership is a scarce global resource, The Goldman Sachs Foundation has developed an innovative program to annually identify and support the talents of 100 outstanding second-year college students, and thereby nurture their development as the next generation of leaders.

The Foundation designed this program—the **Goldman Sachs Global Leaders Program**—to advance today’s most promising superstars in their scholarship, careers, and civic efforts. **The Institute of International Education**—the organization that manages the Fulbright Program and the Ford Foundation International Scholarship Program—administers and co-manages the Global Leaders Program. Working together, we have identified more than 70 of the top colleges and universities on six continents to begin the search for tomorrow’s global leaders.

“The program did an excellent job of introducing students to a number of broader global themes in a controlled fashion. The Foundation should be credited with orchestrating, so capably, a mix of people from academia, politics or diplomacy, the media, and business to participate and present. The students received very different perspectives, yet there were consistent themes. It’s probably as much of a learning experience for the panel as for the students and audience.”

*Jide Zeitlin, Managing Director  
Goldman, Sachs & Co.*



*John C. Whitehead, Chairman of The Goldman Sachs Foundation and former U.S. Deputy Secretary of State, greets Global Leaders during the 2002 Goldman Sachs Global Leadership Institute.*

The Global Leaders competition is extremely intense. In 2001, the program's second year, 10 applicants vied for each of the 100 awards. In addition to strong academic performance, applicants must distinguish themselves as action-oriented leaders who are highly accomplished in business, social service, politics, the arts, or athletics. Selection committees with representatives from the fields of education, diplomacy, business, and the arts and sciences evaluate the candidates.



Those students selected as Global Leaders receive substantial rewards, including cash prizes, public recognition, and the chance to spend a week in New York City at the **Goldman Sachs Global Leadership Institute**.

### **A Week of Leadership Learning**

Fifty Global Leaders are selected to attend the **Goldman Sachs Global Leadership Institute**, a weeklong learning event held in New York City. Some of the brightest students from around the world come together for an intensive schedule of educational and networking opportunities, drawing instruction from Goldman Sachs professionals as well as leaders from higher education, civic organizations, and international agencies.

The Institute curriculum includes leadership simulations, presentations, and workshops. Students also have the opportunity to develop connections with other Global Leaders based on shared experiences and common goals.

### **Support for Social Entrepreneurs**

For entrepreneurial-minded Global Leaders with promising ideas, help is available in the form of seed capital from the Foundation's **Social Entrepreneurs Fund**, making it possible to bring the best initiatives to life. Proposed projects must manifest a spirit of social entrepreneurship. Through the support of the Social Entrepreneurs Fund, the Global Leaders gain the real-world, hands-on experience of managing a social enterprise and applying the lessons learned during the Leadership Institute to address pressing social problems.

Promising endeavors to date include a collaborative effort among Global Leaders on the campuses of Oxford and Georgetown universities and Haverford College to create a school for indigent children in India, and a student-run refugee relief project in the Balkans managed by an Eastern European Global Leader.

### **Online Learning**

The Foundation also provides ongoing leadership training for Global Leaders through access to an innovative, online curriculum developed by Harvard Business School. In fact, online learning begins at the Global Leadership Institute, where students work together in small teams in a competitive format to build intercultural understanding and collaboration. The connection continues after the Institute through distance learning opportunities focused on leadership, communication, and decision-making skills.

Goldman Sachs Global Leaders continue to tap the resources of their colleagues, networking and communicating actively via the Internet. Some participants have worked together with their peers to develop new ventures, while others have used the network to arrange international visits with former classmates or simply to stay in touch.

THE FOUNDATION'S **commitment to cultivating high-quality leaders for the next generation extends beyond the exceptional individuals invited to become Global Leaders.**



*John E. Tedstrom, Vice President for Policy Studies, EastWest Institute, advises Global Leaders as they prepare a proclamation declaring the single most pressing challenge facing leaders in the 21st century.*

On many campuses, strong interest in the program’s message of excellence, ethics, and service has led the Foundation to make speakers available who can motivate and guide students toward leadership positions. The “Odyssey to Leadership” speakers program draws upon executives from Goldman Sachs to present talks that may help inspire young people just coming of age to focus on self-improvement, service, and leadership.

In addition, a few outstanding Goldman Sachs Global Leaders—students who most embody the program’s values—are invited to represent the program as “ambassadors” on their campuses, helping promote the program and sharing information about it with others.

“The ultimate goal is to be able to spread my energy and enthusiasm in an international context. Only time will tell in what position I will fulfill my own dream.”

*Carl-Johan Westring*  
*Global Leader*



*CARL-JOHAN WESTRING*

Goldman Sachs Global Leader  
Stockholm School of Economics  
Sweden

Now working toward two master's degrees in economics/finance and international relations, Global Leader Carl-Johan Westring is focusing his studies on the Russian economy and financial markets. He has worked for the Swedish embassy in Moscow and serves as a Russian interpreter for the Swedish military.

Westring also provides assistance to a number of Russian orphanages. "I contacted orphanages to identify their needs (and) it turned out they lacked everything from hygienic products and simple medical equipment to school and office materials and toys," he explains. "I then contacted a vast number of Swedish companies and asked them to donate products. I stressed the

potential goodwill aspects for these companies if they were to be associated with a project like this." Ultimately, all of the companies lent their support and Westring was able to secure sponsorships to send the donations to Russia.

Of the Goldman Sachs Global Leaders Program, Westring says, "The ultimate goal is to be able to spread my energy and enthusiasm in an international context. Only time will tell in what position I will fulfill my own dream, a dream that was definitely shaped and defined during the Global Leadership Institute in New York."

*INSA KLASING*  
Goldman Sachs Global Leader  
Oxford University  
United Kingdom

A native of Germany, Global Leader Insa Klasing is studying politics and economics, specializing in development economics. After graduating, she plans to spend a semester at the South Asia Institute in Heidelberg for an intensive course in Hindi. She will certainly need it.

Klasing has teamed with another Goldman Sachs Global Leader, Syed Atif Ansar of Georgetown University (see profile, page 18), to create a non-governmental organization, Zindagi-India, that is raising money to build a primary school in the Northern Indian province of Uttaranchal. Their novel idea for this organization received seed funding from The Goldman Sachs Foundation's Social Entrepreneurs Fund.

"Zindagi is a Hindi word meaning 'life,'" Klasing explains. "We feel that basic education is key to a meaningful life. We seek to raise money to educate at least 50 people by making them able to read and write. That will change their lives completely and it will change their communities and their children as well."

After they met at the Global Leadership Institute in New York, Klasing and Ansar founded the organization and quickly established several university chapters in the U.S. and U.K. "At first we thought: We are just students. We have no power. We have no money. There is nothing we can do but talk about poverty," she says. "We quickly realized, 'Hang on, that's not a valid excuse.' We can do a grassroots development project."

Klasing credits the Goldman Sachs Global Leaders Program with changing her attitudes: "I realized that risks are also opportunities and, if your own fear holds you back from undertaking risks, then you're not going to be successful. Leadership is the vision to go beyond where others have gone. Just being in the environment at the Global Leadership Institute sparked new ideas and gave rise to new visions, like what we are doing in this project now." (For more information, visit [www.zindagi.org](http://www.zindagi.org).)



*Insa Klasing*

“I was delighted to participate in the Global Leaders Program as a panelist and presenter. It’s a phenomenal program and the scholars are incredibly gifted and thoughtful, with diverse cultural experiences and multiple language skills. By finding and nurturing these impressive young people, the Foundation and the firm will make a long-lasting, positive impact on many lives and, if the promise of these young people is realized, also many societies. What a terrific investment in the development of future leaders and their preparation to contribute to their nations and the world at large.”

*Esta Stecher, General Counsel  
The Goldman Sachs Group, Inc.*

*PARTNERS IN THE GOLDMAN SACHS  
GLOBAL LEADERS PROGRAM*

The Goldman Sachs Global Leaders Program benefits from both financial and intellectual capital from the Foundation and the Institute of International Education, as well as resources from Goldman Sachs & Co., and from higher education, business, and civic leaders who contribute to the program. In 2002, representatives of the following institutions participated in the Global Leaders Program:

British Broadcasting Company  
Columbia Business School  
Council on Foreign Relations  
EastWest Institute  
Environmental Defense Fund  
European Bank for Reconstruction and Development  
Georgetown University  
Leadership Center at Morehouse College  
National Foundation for Teaching Entrepreneurship  
United Nations  
United Nations Development Programme  
Graduate School of Education at the University of Pennsylvania  
Wharton School of Business at the University of Pennsylvania



*SYED ATIF ANSAR*  
Goldman Sachs Global Leader  
Georgetown University  
United States

Global Leader Syed Atif Ansar was born in Saudi Arabia, raised in Pakistan, and has also lived in France and the U.K. Ansar now studies in the U.S., where he has created an independent major at Georgetown University. He spent his junior year at Oxford University, where he also studied philosophy, politics, and economics.

“My academic interests focus on the processes of economic and political decision-making,” he says, explaining that his courses fall into three areas of thought: “I am focusing philosophically on the individual, economically on companies and organizations, and politically on government.”

Ansar has also put his mind and heart to good use. In Pakistan, he initiated a development project to educate children in communities of nomadic people in Islamabad. “They settle on land that does not belong to them and then move away a few years later,” he explains. “So the government does not provide any schools or health benefits or anything like that at all because they are living on illegal property.”

Ansar and friends started seven schools in those communities, sometimes working out of mud huts. The effort is built around a self-sustaining revenue stream from flower sales, a common occupation for the poor in the area. His experience with the project is being put to use in a similar education effort in India, where he will work with Insa Klasing (see profile, page 14) and other Global Leaders he met at the Goldman Sachs Global Leadership Institute.

Ansar calls his Goldman Sachs Global Leaders experience “incredibly thrilling,” adding that “the students were very enthusiastic and the faculty very learned. They taught us a lot of things that we could apply almost immediately as soon as we got out of the program. The program was very good for your self-esteem, very good for career goal-setting, and also for making lifelong friends.”

## **GOLDMAN SACHS GLOBAL LEADERS PROGRAM**

### **2003 Participating Universities Worldwide**

#### **AUSTRALIA**

Macquarie University  
University of Melbourne  
University of  
New South Wales  
University of Sydney

#### **BRAZIL**

Fundacao Getulio Vargas  
Pontifica Universidade  
Catolica do Rio  
de Janeiro  
Universidade de São Paulo  
Universidade Estadual de  
Campinas

#### **CANADA**

McGill University  
Queen's University  
University of  
Western Ontario

#### **CHINA**

Chinese University of  
Hong Kong  
Hong Kong University of  
Science and Technology  
Tsinghua University  
University of Hong Kong

#### **EUROPE**

American University in  
Bulgaria  
Budapest University of  
Economic Sciences and  
Public Administration  
Charles University  
Imperial College of  
Science, Technology  
and Medicine  
Johann Wolfgang Goethe  
University

London School of  
Economics and  
Political Science  
Oxford University  
Stockholm School of  
Economics  
Universidad Pontifica  
Comillas  
Université Paris Dauphine  
(Paris IX)  
University of Cambridge  
University of  
Economics, Prague  
Warsaw School of  
Economics  
Warsaw University

#### **JAPAN**

Hitotsubashi University  
International Christian  
University  
Keio University  
Kyoto University  
Sophia University  
Tokyo Institute of  
Technology  
University of Tokyo  
Waseda University

#### **MEXICO**

Instituto Tecnologico  
Autonomo de México  
Instituto Tecnologico y  
de Estudios  
Superiores de Monterrey  
(Monterrey and Mexico  
City campuses)  
Universidad Iberoamericana  
Universidad La Salle  
Universidad Nacional  
Autónoma de México

#### **SOUTH AFRICA**

University of Capetown  
University of  
Durban-Westville  
University of the  
Western Cape  
University of the  
Witwatersrand

#### **UNITED STATES**

Amherst College  
Barnard College  
Brown University  
Columbia University  
Cornell University  
Dartmouth College  
Duke University  
Georgetown University  
Harvard University  
Haverford College  
Howard University  
Massachusetts Institute of  
Technology  
Morehouse College  
New York University  
Northwestern University  
Princeton University  
Smith College  
Spelman College  
Stanford University  
University of California,  
Berkeley  
University of Michigan  
University of Pennsylvania  
University of Texas, Austin  
Vassar College  
Yale University

This publication describes the Foundation's support for the Goldman Sachs Global Leaders Program, a project administered by the Institute of International Education. For more information on the Foundation's programs and projects, please visit us at [www.gs.com/foundation](http://www.gs.com/foundation).

# The Goldman Sachs Foundation

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