



10,000 Women New Academic and Non-Profit Partnerships Executive Summary

Today, in its first major announcement since the launch of its 10,000 Women initiative on March 5th, 2008, Goldman Sachs announced 12 new partners to provide a business and management education to women in Brazil, China, India, and the Philippines. The number of women who will receive a business and management education through these and previously announced partnerships now totals nearly 5,400 of the 10,000 women the firm has committed to support over the next five years.

10,000 Women supports partnerships with universities and development organizations to provide a generation of women in under-served areas around the world with a business and management education. In the process, these partnerships help future generations of women entrepreneurs and managers by strengthening the underlying quality and capacity of business education in developing and emerging economies through hundreds of professors trained, new innovative curricula, and a series of locally relevant case studies. This initiative is grounded in the belief that expanding the entrepreneurial talent and managerial pool in these economies – especially among women – is one of the most important, yet often neglected, means of increasing economic opportunity.

➤ Today's Announcement Includes:

- **Under-Served Women Will Receive Education Certificates:** One of the core aspects of the initiative is the business and management education certificate programs. These innovative certificate programs are pragmatic, flexible, and shorter-term and will help open doors for thousands of women whose financial and practical circumstances would otherwise prevent them from receiving a traditional business education. The programs provide women with opportunities to develop specific skills in a number of areas including business-plan drafting, accounting, public speaking, marketing, management, and accessing capital. Through the partnerships announced today, 2,300 women will receive certificates throughout the next five years.
- **Twelve New Business School and Non-Profit Partners to Build Quality and Capacity:** To strengthen the quality and capacity of business schools, 10,000 Women supports partnerships between academic institutions and nonprofits in Europe and the United States and academic institutions and nonprofits in developing and emerging economies. As partners, the schools collaborate to develop quality curriculum, train professors, facilitate faculty exchanges, and create local case-study material to increase quality and capacity. Other partnerships focus on mentoring and networking components for the women as a means of extending the benefits of the program beyond the classroom, thus, leveraging the overall impact of their educational experience.
- **Today's 12 new partners between European business schools, nonprofits, and schools in Brazil, China, India, and the Philippines include:**
 - Saïd Business School, University of Oxford in the U.K. and Zhejiang University in China
 - HEC Paris in France and Tsinghua SEM in China
 - INSEAD in France and Singapore and Fundação Dom Cabral (FDC) in Brazil
 - IE Business School in Spain and Fundação Getulio Vargas Escola de Administração de Empresas de Sao Paulo (FGV-EAESP) in Brazil
 - IESE Business School in Spain and University of Asia and the Pacific in the Philippines



- London Business School in the U.K. and the National Entrepreneurship Network (NEN), a Wadhvani Foundation initiative in India
- University of Cambridge represented by Judge Business School and the Cambridge Assessment Group in the U.K. and Camfed International in Zambia (previously announced)
- These new partners join a group of global academic partners previously announced in March and added in the intervening months:
 - American University of Afghanistan
 - American University of Beirut
 - American University in Cairo
 - Brown University
 - Columbia Business School
 - Harvard Business School
 - Indian School of Business
 - Mills College
 - Pan-African University, Nigeria
 - School of Finance and Banking, Rwanda
 - Stanford Graduate School of Business
 - Thunderbird School of Global Management
 - United States International University, Kenya
 - University of Cape Town Graduate School of Business
 - University of Dar es Salaam, Tanzania
 - William Davidson Institute at the University of Michigan
 - The Wharton School of the University of Pennsylvania
- **Time and Commitment of Goldman Sachs People:** Goldman Sachs is also committing its most valuable asset – its people. For instance, each of the women of the first class from Pan African University in Nigeria (a partnership announced at the March launch to provide a certificate to 250 women over 5 years) has been matched with a Goldman Sachs mentor. Mentors and students work together through an online mentoring platform run by iMentor. This specialized e-mail interface allows the people and alumni of Goldman Sachs to be paired with program participants and work as a part of a team through activities such as corresponding on general business questions, consulting on assignments, and reviewing business plans. Information sessions are being held globally for Goldman Sachs people to learn more about upcoming mentoring opportunities in 10,000 Women.

SUMMARY OF TODAY'S ANNOUNCED PARTNERSHIPS

European Country Partner School	Developing-Country Partner School	Planned Initial Activities	Projected Five-Year Total
Saïd Business School, University of Oxford; U.K	Zhejiang University; China	<ul style="list-style-type: none"> 160-hour entrepreneurship certificate program co-developed by Oxford and Zhejiang faculty for under-served women. Oxford and Zhejiang will partner on case-study development. Oxford will facilitate training of trainer sessions for Zhejiang faculty. Local alumni from both schools will serve as mentors for the students. 	500
HEC Paris; France	Tsinghua SEM; China	<ul style="list-style-type: none"> Using a curriculum co-developed by HEC and Tsinghua faculty, the 15-week entrepreneurship certificate program will train under-served Chinese women who aspire to or currently operate their own businesses. Tsinghua faculty will teach the courses, and HEC professors and alumni will serve as guest lecturers and on-site and online mentors. 	360
INSEAD; France and Singapore	Fundação Dom Cabral (FDC); Brazil Fundação Dom Cabral (FDC); Brazil	<ul style="list-style-type: none"> Four-month, 160-hour certificate program in entrepreneurship in which under-served Brazilian women will learn how to manage their businesses and develop a business plan with coaching from FDC faculty. INSEAD will partner by co-writing case studies on locally relevant case content. 	500
IE Business School; Spain	Fundação Getulio Vargas Escola de Administração de Empresas de Sao Paulo (FGV-EAESP); Brazil	<ul style="list-style-type: none"> 170-hour certificate program for Brazilian women who currently own or aspire to start their own businesses. The program will cultivate the entrepreneurial and management skills of under-served women through rigorous modules, leadership development, information and communication technology, and mentoring support. 	500
IESE Business School; Spain	University of Asia and the Pacific (UA&P); Philippines	<ul style="list-style-type: none"> IESE and the University of Asia and the Pacific will co-develop a 150-hour curriculum for a certificate program targeting Filipino women entrepreneurs who want to grow their existing businesses. The program will include classroom instruction, mentoring interventions and field learning. IESE will facilitate case-study writing workshops for UA&P faculty, provide faculty training and participate in ongoing mentoring for case-study writing. 	450
London Business School; U.K.	National Entrepreneurship Network (NEN) a Wadhvani Foundation Initiative; India	<ul style="list-style-type: none"> London Business School will conduct its rigorous Train the Trainer Program in entrepreneurship teaching for Indian faculty from graduate schools and institutes throughout India. 	N/A
University of Cambridge, represented by Judge Business School and the Cambridge Assessment Group; U.K.	Camfed International; Zambia*	<ul style="list-style-type: none"> Together, Camfed International, Judge Business School, and the Cambridge Assessment Group will design, deliver, and accredit an innovative leadership and enterprise certificate program for high-school graduates in rural Zambia. The first program will launch in December 2008 and develop vital entrepreneurial, business, and leadership skills through two courses totaling five weeks of intensive learning augmented by several months of distance-learning and project work between the courses. A select number of the participants will be drawn from the Forum for African Women Educationalists (FAWE). 	450**
TOTAL			2,310

* Previously announced on March 5, 2008

** Women accounted for in initial announcement

SUMMARY OF INITIAL ACADEMIC PARTNERSHIPS

U.S./U.K. Partner School	Developing-Country Partner School	Planned Initial Activities	Projected Five-Year Total
The Wharton School of the University of Pennsylvania	American University in Cairo (AUC); Cairo, Egypt	<ul style="list-style-type: none"> Wharton and AUC will work together to create two five-week certificate programs focused on professional leadership, management, and entrepreneurial skills including: accounting, market research, marketing, accessing capital, writing a business plan, strategic planning, and e-commerce. Participants will receive an accredited certificate in a rigorous, module-based curriculum that includes field work with local businesses and connectivity to mentor networks. 	500
The Wharton School of the University of Pennsylvania	ALL Business Schools Throughout Mexico	<ul style="list-style-type: none"> Knowledge@Wharton, an online research journal, will serve as a portal to deliver content about business, management, entrepreneurship, and other topics to all partner institutions globally. This online resource will provide business research, data and insight to faculty members at partner business schools in developing countries. It will also deliver customized, supplementary curriculum content to women entrepreneurs in emerging economies. Wharton will partner with business schools in Mexico to develop locally relevant case studies. Working with local faculty, Wharton will strengthen capacity to produce case writing. 	N/A
	Indian School of Business (ISB); Hyderabad, India	<ul style="list-style-type: none"> ISB will create a certificate program for under-served small-business entrepreneurs, with a focus on learning through application. 	300
Harvard Business School	Business Schools Throughout India	<ul style="list-style-type: none"> Harvard Business School will expand its existing efforts through the Colloquium on Participant-Centered Learning to provide Training the Trainers programs for business educators from India. This program engages business school deans, department chairs, and senior faculty from emerging economies to learn the case method of teaching business education. The program also helps educators learn how to conduct field-based research, write their own case studies, and integrate technology into teaching, as appropriate. Scholarships will fund opportunities for professors from business schools across India who would not otherwise be able to afford to participate. 	N/A
Columbia Business School	United States International University (USIU); Nairobi, Kenya	<ul style="list-style-type: none"> Columbia and USIU will work together to strengthen faculty training and expertise at USIU through curriculum development, Columbia faculty visits, case-study writing, and research projects. 	300
Columbia Business School	University of Dar es Salaam (UDSM); Dar es Salaam, Tanzania	<ul style="list-style-type: none"> Columbia and UDSM will work together to build management capacity at UDSM by supporting curriculum development, faculty development, the creation of case study models and research projects. The partnership will also create a new certificate program in entrepreneurship and management within the existing entrepreneurship center. 	250
Stanford Graduate School of Business	American University of Beirut and other academic institutions	<ul style="list-style-type: none"> Through its Center for Entrepreneurial Studies, Stanford Graduate School of Business will develop case studies focused on developing-country entrepreneurs to be taught in-country and at Stanford. Additionally, Stanford Graduate School of Business will explore opportunities to train local faculty in case-method development within developing-country business schools. 	N/A
William Davidson Institute at the University of	School of Finance and Banking (SFB); Kigali,	<ul style="list-style-type: none"> Michigan and SFB will develop a two-track business-education program. The first provides scholarships and 	345

U.S./U.K. Partner School	Developing-Country Partner School	Planned Initial Activities	Projected Five-Year Total
Michigan	Rwanda	<p>housing assistance to women pursuing undergraduate business degrees at SFB; the second is an intensive training and coaching program for potential female entrepreneurs.</p> <ul style="list-style-type: none"> The program will offer four-year BA and six-month certificate programs for qualified, under-served women. 	
Brown University	<p>University of Cape Town Business School (UCT); Cape Town, South Africa</p> <p>University of Cape Town Business Schools (UCT); Cape Town, South Africa</p>	<ul style="list-style-type: none"> Brown and UCT will develop a course in technology innovation focused on providing individuals with the skills to leverage technology toward creating competitive businesses. The course will be piloted at the graduate level at UCT, but will be adapted to reach a wider audience. All participants – both graduate students and under-served individuals – will likely receive a certificate upon completion. UCT and Goldman Sachs will expand their Raymond Ackerman Academy of Entrepreneurial Development six-month program into Soweto to enable deserving young women to strengthen their business skills and receive certificates upon completion. 	200
Thunderbird School of Global Management	American University of Afghanistan (AUAF); Kabul, Afghanistan	<ul style="list-style-type: none"> Thunderbird and AUAF will create a certificate program for basic entrepreneurial training in the classroom and interactive distance learning, guest seminars, and mentoring. Thunderbird will Train the Trainers to develop the necessary expertise among local professors who will administer classes. Guest lecturers from Thunderbird faculty and its alumni community will also participate. 	460
N/A	Pan-African University; Lagos, Nigeria	<ul style="list-style-type: none"> Expand well-established five-month certificate program at the Enterprise Development Services (EDS) that uses a hands-on case-study approach to develop core skills of female owners of small- and medium-sized businesses, such as sales and marketing, strategies for growth, and writing a business-plan. Goldman Sachs will provide scholarships for additional women, expanding access to those who would otherwise be unable to afford the tuition. 	250
University of Cambridge, represented by Judge Business School and the Cambridge Assessment Group	Camfed International; U.K.	<ul style="list-style-type: none"> Together, Camfed International, Judge Business School and the Cambridge Assessment Group will design, deliver, and accredit an innovative leadership and enterprise certificate program for high-school graduates in rural Zambia. The first program will launch in December 2008 and develop vital entrepreneurial, business and leadership skills through two courses totaling five weeks of intensive learning augmented by several months of distance-learning and project work between the course. A select number of the participants will be drawn from the Forum for African Women Educationalists (FAWE). 	450***
TOTAL			3055

***Reflects three-year projections