THE INVESTMENT STEWARDSHIP ACADEMY

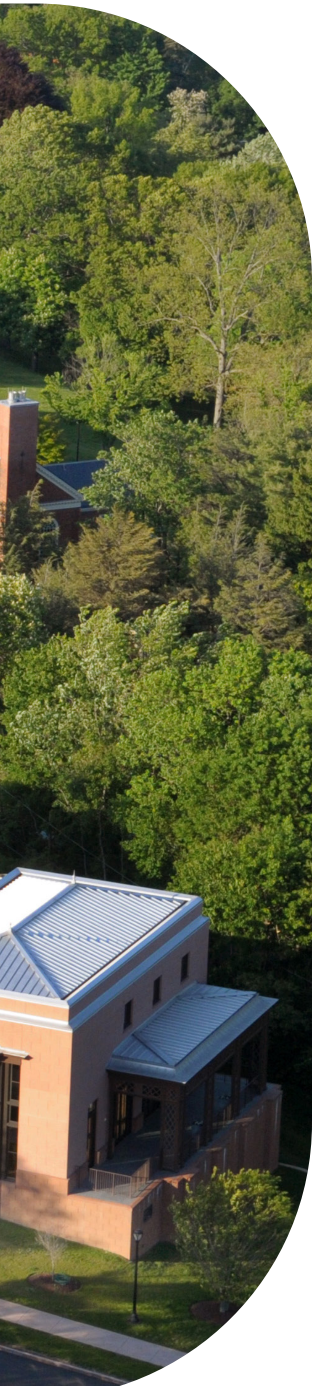
Yale University
Greenberg Conference Center

Tuesday, June 20 - Friday, June 23, 2023
New Haven, Connecticut

AGENDA

Maurice R. Greenberg Conference Center, Yale University

commonfund
INSTITUTE



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About Commonfund Institute

Commonfund Institute is among the nation's most trusted sources for relevant, useful, and proprietary data, analytics, and best practices in financial management. The Institute provides a wide variety of resources, including conferences, seminars, roundtables, and online learning through Commonfund Institute Online. Insights cover topics such as endowments and governance; proprietary and third-party research such as the Commonfund Benchmark Studies®; publications including the Commonfund Higher Education Price Index® (HEPI); and events such as the annual Commonfund Forum and Investment Stewardship Academy. **For additional information about Commonfund Institute, please visit www.commonfund.org/commonfund-institute.**

MEET OUR TEAM

George Suttles
Executive Director

Allison Kaspriske
Director

Amanda Novello
Senior Policy and Research Analyst

Kiyana Campbell
Associate

Things to Know

COURTYARD NEW HAVEN AT YALE

30 Whalley Avenue, New Haven, CT 06511 | 203.777.6221

CLASSROOM SESSIONS

All classroom sessions will take place in the Greenberg Conference Center on the Yale University campus in New Haven, CT (391 Prospect Street, New Haven CT 06511).

The Maurice R. Greenberg Conference Center at Yale University is a conference facility available for use by international leadership programs and Yale-affiliated events. The building is designed to accommodate a wide range of activities, from conferences and corporate retreats to receptions and dinners.

SHUTTLE SERVICE

Shuttle service will be provided between the Courtyard New Haven at Yale and the Greenberg Center each morning and afternoon. If you are driving to campus, there are a limited number of complimentary parking spaces available at the Greenberg Center. Parking will be on a first come, first serve basis.

WI-FI

While on campus at the Greenberg Center free high-speed internet access is available to all Investment Stewardship Academy attendees.

You can access Wi-Fi using the network "YaleGuest". There is no password.

Free internet access is also available at the Courtyard New Haven at Yale for those who have Marriott Bonvoy accounts.

SOCIAL MEDIA

Stay up to date on the latest by following Commonfund on LinkedIn @commonfundorg and @CFUNDInstitute on Twitter. Please tag us and use #ISA2023 to join the conversation.

ATTIRE

Business casual is appropriate for all sessions and meals.

ONSITE CHECK-IN AND REGISTRATION

Courtyard New Haven at Yale — First Floor Lobby
Tuesday, June 20, 2:00 – 5:30 PM

Agenda-at-A-Glance

● Session is eligible for Continuing Professional Education (CPE) credits. A maximum of 14 credits can be earned for class time.

Tuesday, June 20th

2:00 PM	Registration Opens
3:00	Yale University Campus Tour (optional)
5:30	Registration Closes
6:00	Cocktail Reception and Welcome Dinner

Wednesday, June 21st

	7:45 AM	SHUTTLE TO GREENBERG CENTER
	8:00	BREAKFAST
	8:30	**Welcome Remarks and Program Overview**
	8:40	**The State of Nonprofit Institutional Investing**
●	9:30	**The Future of Governance: Stewardship, Strategy, and Growth**
	10:30	BREAK
●	11:00	**Frameworks for Strategic Decision Making and Fiduciary Assessment**
	12:00 PM	LUNCH
●	1:00	**The Most Important Investment Decisions: Governance, Liquidity, and Asset Allocation**
	2:00	BREAK
●	2:30	**Reimagining Spending as a Tool for Mission-Oriented Endowment Management**
	3:45	SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE
	6:15	SHUTTLE TO DINNER
	6:30	DINNER

Thursday, June 22nd

7:45 AM	SHUTTLE TO GREENBERG CENTER
8:00	BREAKFAST
8:30	**Experiential Private Equity Case Study**
10:00	BREAK
10:15	**Private Equity Workshop I: Secondaries**
11:00	BREAK
11:15	**Private Equity Workshop II: Venture Capital**
12:00 PM	LUNCH
1:00	**Private Equity Workshop III: Real Assets & Sustainability**
2:00	**Balancing Risk and Return**
3:00	BREAK
3:30	**Responsible/Values-Aligned Investing Strategies**
4:45	SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE
6:15	SHUTTLE TO DINNER
6:30	DINNER

Friday, June 23rd

7:45 AM	SHUTTLE TO GREENBERG CENTER
8:00 AM	BREAKFAST
8:30	**Opportunities for Impact: Investing in Racial Equity**
9:30	BREAK
9:45	**Understanding the Endowment as Part of a Financial & Operational Ecosystem**
10:45	BREAK
11:00	**Keynote Presentation**
12:00 PM	**Closing Remarks**
12:15	GRAB AND GO LUNCH
12:30	SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE

Agenda

TUESDAY | JUNE 20TH

2:00 PM	Registration – Courtyard New Haven at Yale Lobby
3:00	Yale Campus Walking Tour (leaving from the Courtyard)
5:30	Registration Closes
6:00	DINNER - Harvest | 1104 Chapel St, New Haven, CT 06510

WEDNESDAY | JUNE 21ST

7:45 AM — SHUTTLE TO GREENBERG CENTER

8:00 — BREAKFAST

8:30 — **Welcome Remarks and Program Overview**
George Suttles & Allison Kaspriske, Commonfund Institute

8:40 — **The State of Nonprofit Institutional Investing**
To advance the mission of an organization it is necessary that many levers be pulled. This session will provide an overview about what has changed in the institutional landscape since the last time we met and how it all plays into the state of nonprofit endowment management and stewardship today.
Mark Anson, Commonfund

9:30 — **The Future of Governance: Stewardship, Strategy, and Growth**
Evolution can be defined as "a process of continuous change from a lower, simpler, or worse to a higher, more complex, or better state". For boards of trustees and their roles as fiduciaries evolving over time is critical to the growth and success of the institutions they serve. But how does a board evolve effectively? And how does a board commit to evolving when there is a change to the institution's mission, leadership and the markets? This session will explore how a board can maintain synchronicity and grow and develop with the institution, specifically when encountered with outside stressors from the economy and global markets, resulting in a shift on the investments.
Monika Kalra Varma, BoardSource

10:30 — BREAK

11:00 — **Frameworks for Strategic Decision Making and Fiduciary Assessment**
This session will examine a framework for making strategic decisions at the board level, during both good times and in times of crisis, to ensure your organization can be armed with the tools and resources it needs to either flourish, pivot, rebound or recover.
Chris Merker, Fund Governance Analytics

12:00 PM LUNCH

1:00 **The Most Important Investment Decisions: Governance, Liquidity, and Asset Allocation**

There are many important decisions that investment committees make when stewarding endowments or other perpetual pools of assets that support their missions. Of all of them, governance, liquidity and asset allocation are considered to be the preeminent. This session will explore why these key factors are needed in order to make strategic and effective decisions for your institution.

George Suttles, Commonfund Institute; Tim Yates, Commonfund OCIO

2:00 BREAK

2:30 **Reimagining Spending as a Tool for Mission-Oriented Endowment Management**

As the only permanent link between the endowment and the institution it supports, the spending, or distribution, policy is a critical component of endowment management. This session will explore how spending policy can bridge this gap between accepting volatility in pursuit of long-term returns while generating stable income for your institution and, how spending rate can impact both spending ability and long-term sustainability of the investment portfolio, allowing your institution to move into perpetuity and fulfill its mission.

Rachel Stavola Clivaz & Steve Gasparini, Commonfund OCIO

3:45 SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE

6:15 SHUTTLE TO DINNER

6:30 DINNER – Pepe's Pizza
157 Wooster St, New Haven, CT 06511

Agenda

THURSDAY | JUNE 22ND

7:45 AM	SHUTTLE TO GREENBERG CENTER
8:00	BREAKFAST
8:30	**Experiential Private Equity Case Study** Sit in on a real-time private equity manger due diligence meeting and selection decision. *Mark Hoeing, CF Private Equity; Tim Yates, Commonfund OCIO*
10:00	BREAK
10:15	**PE Workshop I – Secondaries** For long-term institutional investors, alternative strategies are vital for growing endowment portfolios and ensuring intergenerational equity. This session will review key strategies for Secondaries. *Hong Pan, Stephen Talbot, & George Wu, CF Private Equity*
11:00	BREAK
11:15	**PE Workshop II - Venture Capital** For long-term institutional investors, alternative strategies are vital for growing endowment portfolios and ensuring intergenerational equity. This session will review key strategies for Venture Capital. *Dave Shekar, CF Private Equity*
12:00 PM	LUNCH
1:00	**PE Workshop III - Real Assets & Sustainability** For long-term institutional investors, alternative strategies are vital for growing endowment portfolios and ensuring intergenerational equity. This session will review key strategies for Real Assets & Sustainability *Dan Connell & Ethan Levine, CF Private Equity*
2:00	**Balancing Risk and Return** Risk surrounds us, and for investment fiduciaries it is inescapable if meaningful real returns are to be sought. While risk and return constitute the axes upon which investment portfolios are built, return is almost always given primacy in investment policy statements (IPSs) and frequently becomes the main driver of decisions that shape the portfolio. So, how do you balance risk and return objectives in your investment policy? Presenters will discuss a practical method by which fiduciaries can assign risk its appropriate place in the formulation of investment policy. *Brian Cohen, Commonfund OCIO*
3:00	BREAK

3:30	**Responsible/Values-Aligned Investing Strategies** This session will explore policy and implementation strategies for values alignment across asset classes. *Dr. Stephanie Gripne, Impact Finance Center; James Wahls, Mission Investors Exchange*
4:45	SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE
6:15	SHUTTLE TO DINNER
6:30	DINNER – High George at The Blake Hotel 9 High St, New Haven, CT 06510

FRIDAY | JUNE 23RD

7:45 AM	SHUTTLE TO GREENBERG CENTER
8:00	BREAKFAST
8:30	**Opportunities for Impact: Investing in Racial Equity** This session will introduce best practices for Institutional investors wanting to implement strategies for racial and gender lens investing and reflect on the importance of intentional DEI strategies, approaches and frameworks for best practice implementation, and the future of this growing segment. *Monique Aiken & Paris Prince, Intentional Endowments Network*
9:30	BREAK
9:45	**Understanding the Endowment as Part of a Financial & Operational Ecosystem** This session will look at the entire nonprofit financial ecosystem and analyze how all of the pieces work together to help an institution fully realize its mission. *Leena Bhutta, Doris Duke Charitable Foundation; Anne Martin, Wesleyan University; Donna Snider, Hackensack Meridian Health* *Moderator: Christopher Olt, Wesleyan University*
10:45	BREAK
11:00	**Keynote Presentation** *Cassi Chandler, Vigeo Alliance*
12:00 PM	Closing Remarks
12:15	GRAB & GO LUNCH
12:30	SHUTTLE BACK TO COURTYARD NEW HAVEN AT YALE

Keynote Speaker

Inclusive Leadership: Building Teams that Thrive

Cassi Chandler

Motivational Leadership Expert, FBI's First African American Female Special Agent Assistant Director

We are honored to be joined by Cassi Chandler, an innovator, strategist, investigator, and leader who has broken barriers, led diverse teams, and built cultures of motivational leadership and inclusivity at some of the world's most important organizations, including Bank of America and the FBI. In a career that has included many "firsts" across the U.S. government and financial services industries, she served as the FBI's first African American female special agent assistant director as well as the Bureau's first female national spokesperson and director of public and community affairs. The founder, president, and CEO of Vigeo Alliance – a leadership and talent risk management partner helping organizations elevate their cultures through diversity and inclusion – Chandler is dedicated to helping organizations position themselves for success by building more diverse and inclusive cultures that thrive.

Faculty Bios

Monique Aiken

Managing Director, The Investment Integration Project (TIIP), Intentional Endowments Network

Monique is the Managing Director at The Investment Integration Project, taking point on special initiatives and strategic priorities. She was host of 'The Reconstruction,' a 24-episode podcast series hosted at ImpactAlpha, where she is also a Contributing Editor, and biweekly host of the "Briefing" podcast. Monique is co-founder of Make Justice Normal, a growing collective seeking to open space for people working to move capital towards justice and the ReStarter Fund, an economic and climate justice initiative aiming to be a small business lifeline in these unique times.

Ms. Aiken has been guiding investors in aligning their social impact and investment objectives for over a decade, after nearly 15 years in financial services with Bank of America, Citigroup, and Deutsche Bank. In addition to TIIP, her +10 years of impact experience includes time as Vice President of Programs, at Mission Investors Exchange, a 250+ member network for outcomes focused practitioners in impact investing; Director at Tideline, a boutique strategy consultant in impact investing; and Project Manager for No Ceilings: The Full Participation Project at the Clinton Foundation.

Ms. Aiken serves on the Investment Committee for the NYU Impact Investment Fund, the Steering Committee for the Intentional Endowments Network and is a 3-time judge for the Turner MIINT business school impact investing competition. Monique also serves on the Board of the Institute for Nonprofit Practice, whose mission is to transform communities by equipping the most promising nonprofit leaders with the skills, confidence, and resources they need to make their organizations effective, innovative, and sustainable and the Advisory Board for the Global Bio Fund, focused on gendersmart biotech and wellness.

In addition, Ms. Aiken is a proud Toigo, CGSM, SEO, and INROADS alum and holds an MBA from NYU Stern School of Business, where she specialized in Financial Instruments and Markets and a B.Sc. in Foreign Service from Georgetown University.

Mark Anson, PhD, CFA, CAIA

CEO and CIO, Commonfund

Mark Anson is the Chief Executive Officer and Chief Investment Officer of the Commonfund and Chair of the Boards of CF Private Equity and Commonfund OCIO. Previously, he was the President and Chief Investment Officer for the Bass Family Office of Ft. Worth, Texas which was recognized as Family Office of the Year for 2014 & 2015. He was the President and Global Head of Investment Management at Nuveen Investments, a full-service asset management company with over $900 billion in assets under management. Prior to Nuveen, Mark served as the Chief Executive Officer and Chief Investment Officer for the British Telecom Pension Scheme (BTPS), the largest institutional investor in the UK with assets of £55 billion. In addition, Mark was the CEO of Hermes Pensions Management in London, a £60 billion asset management company that is wholly owned by the BTPS. Prior to joining BTPS, he served as the Chief Investment Officer of the California Public Employees' Retirement System, the largest institutional investor in the United States with over $250 billion in assets. Mark is currently the Chairman of the Investment Committee for the $60 billion UAW Medical Benefits Trust. He also serves on the Law Board of the Northwestern University School of Law, and the Board of the Toigo Foundation. He is the

Faculty Bios

only person to serve on the Board of Governors for both the CFA Institute and the CAIA Association. He was an inaugural member of the SEC Investor Advisory Committee and the Chairman of the Board for the International Corporate Governance Network. Mark has published over 90 investment articles in professional journals and has won three Best Paper Awards. He is the author of five financial textbooks including the Handbook of Alternative Assets, which is the primary textbook used for the Chartered Alternative Investment Analyst program. Mark earned a B.A. in Economics and Chemistry from St. Olaf College, a Ph.D. and Masters in Finance from Columbia University Graduate School of Business, and a J.D. from Northwestern University School of Law, all with honors. He has also received several industry awards in recognition of his leadership in asset management including the Lifetime Achievement Award in Pension Fund Management from Plan Sponsor and the CAIA Leadership Award from the CAIA Association. Last, Mark has earned the Chartered Financial Analyst, Chartered Alternative Investment Analyst, Certified Public Accountant, and Chartered Global Management Accountant professional degrees, and he is a Member of the Law Bar of New York and Illinois.

Leena Bhutta

CIO, Doris Duke Charitable Foundation

Leena Bhutta is the chief investment officer for the Doris Duke Foundation. In this capacity, Bhutta oversees the foundation's investments team, strategy and processes.

Before joining the foundation, Bhutta served as director of alternative investments at the Hollyhock Foundation. In that role she created the investment program for the foundation and initiated investments in external fund managers across various strategies. Prior to that role, Bhutta was an investment professional at Joho Capital, an Asia-focused hedge fund, where she invested in public companies across the region. She started her career in investment banking at Goldman Sachs.

Bhutta earned her Master of Business Administration from the Stanford University Graduate School of Business and a Bachelor of Arts in economics from Wellesley College.

Cassi Chandler

Motivational Leadership Expert, FBI's First African American Female Special Agent Assistant Director

Cassi Chandler is an innovator, strategist, investigator, and leader who has broken barriers, led diverse teams, and built cultures of motivational leadership and inclusivity at some of the world's most important organizations, including Bank of America and the FBI. In a career that has included many "firsts" across the U.S. government and financial services industries, she served as the FBI's first African American female special agent assistant director as well as the Bureau's first female national spokesperson and director of public and community affairs. The founder, president, and CEO of Vigeo Alliance – a leadership and talent risk management partner helping organizations elevate their cultures through diversity and inclusion – Chandler is dedicated to helping organizations position themselves for success by building more diverse and inclusive cultures that thrive.

Exclusively represented by Leading Authorities speakers bureau, Chandler draws from her personal experiences leading diverse teams as a change agent in a broad range of fields to facilitate honest conversations on what can be achieved when organizations go "all in" on diversity. In addition to defining the tools motivational leaders need to mindfully build more high-performing cultures, Chandler provides actionable insights on how to move the needle while leading with empathy. An engaging storyteller, she immerses audiences as she retraces her journey reinvigorating the world's leading intelligence organizations in the post-9/11 landscape, managing risk, and driving global equity at one of the world's top multi-national banks. Her exploration of the influences that impact perceptions of diversity is integral for any organization focused on establishing a more inclusive vision.

Rachel Stavola Clivaz

Associate Director, Commonfund OCIO

Rachel Stavola Clivaz is a member of the Commonfund OCIO Investment team and is primarily responsible for providing support in portfolio and specialized analysis as well as day-to-day operations for clients. Prior to joining Commonfund, Rachel attended undergraduate school at Fordham University where she graduated with a B.S. in Business Administration and a minor in Mathematics.

Brian Cohen

Managing Director, Commonfund OCIO

Brian Cohen is a member of the Commonfund OCIO Investment team and is primarily responsible for the design, tailoring, and implementation of custom investment solutions for clients through asset allocation recommendations, portfolio oversight and analysis, and tactical rebalancing of portfolios. Prior to joining Commonfund, Brian worked as a product analyst for IPREO. Brian received B.S. in Business Management from Bentley University and his M.B.A. in Finance from Fordham University.

Dan Connell

Managing Director, CF Private Equity

Dan Connell is a member of the Real Assets and Sustainability team for CF Private Equity. Prior to joining CF Private Equity, he worked as a principal investor on energy infrastructure with GE Capital's Energy Financial Services, where he focused on both project finance debt and international equity. Before his time with GE Capital, Dan worked in commercial development for Atlantic Power and served as an Intelligence Officer in the US Navy. He has a B.A. from Seton Hall University, an M.P.A. from Harvard's Kennedy School of Government and an M.B.A. from MIT's Sloan School of Management.

Faculty Bios

Steve Gasparini

Associate Director, Commonfund OCIO

Steven Gasparini is a member of the Commonfund OCIO Investment team and is primarily responsible for assisting in the design, tailoring and implementation of custom investment solutions for clients, as well as client portfolio analysis and specialized analytical requests. Prior to joining Commonfund, Steven attended undergraduate school at the University of Connecticut where he graduated with a B.S. in Finance and a minor in Economics.

Dr. Stephanie Gripne

Founder and CEO, Impact Finance Center

As Founder and CEO of Impact Finance Center, Stephanie is the creative force behind the National Impact Investing Marketplace with a goal to catalyze $1 Trillion in investment capital into social ventures by replicating and scaling infrastructure that was piloted in Colorado. By providing nonconflicted education, Impact Finance Center identifies, educates, and activates individuals and organizations who want to become impact investors and develops community infrastructures such as Impact Days (an impact investing marketplace), Impact Investing Institute, Who's Who in Financial Innovation & Impact Investing (directory), Impact Investing Giving Circles (investor accelerators), and Impact Investor Collectives (investor clubs). The three-year pilot CO Impact Days has resulted in over 70 new impact investors, sourced over 550 social ventures, and catalyzed over 260 direct impact investments totaling $260M to date.

Stephanie's vision is driven by over 20 years of combined experience as an applied academic, investor, and practitioner at University of Colorado Real Estate Foundation and Center, the $100 million Eco Products Fund, The Nature Conservancy, USDA Forest Service, DOE Oak Ridge National Laboratory, the Journal of Wildlife Management, and several universities. She received her Ph.D. from the Boone and Crockett Wildlife Conservation Program at the University of Montana, and has a B.S. in Biology & Wildlife Management from the University of Wisconsin at Stevens Point and a M.S. in Ecology from Utah State University. Stephanie serves in a variety of other roles: State of Colorado Employee Ownership Commission; Visiting Scholar at the Tishman Environment and Design Center at The New School in New York City; Virginia Tech Center for Leadership in Global Sustainability Associate; Aspen Institute Environment Forum Scholar; Boone & Crockett Fellow; Denver Foundation Impact Investing Committee Member; Environmental Leadership Senior Fellow; Property and Environment Research Center Fellow; Ford Foundation Community Forestry Fellow; Boone and Crockett Professional Member; LegacyWorks Group Board Member; International Women's Forum - Women's Forum of Colorado Member and Trustee Emeritus; Realize Impact Investment Committee Member; Integrated Capital Institute Advisor; Full Spectrum Capital Partners Principal; and Net Impact's Innovator in Residence.

Mark Hoeing

President, CF Private Equity

Mark Hoeing is President of CF Private Equity and oversees the Private Equity strategy. He is also a member of the Investment Committee for CF Private Equity. Based in Commonfund's Connecticut headquarters, his primary responsibilities include oversight of due diligence, manager selection and portfolio construction for the firm's private equity investment management programs that include primaries, secondaries and co-investments. Prior to joining Commonfund, his experience includes positions at Deutsche Bank, evaluating third-party managers in the private capital funds division, as well as direct private capital investing with DB Capital Partners, Deutsche Bank's merchant banking subsidiary. Mark began his career as a credit analyst and commercial lending officer with Citizens Financial Group, a wholly owned subsidiary of the Royal Bank of Scotland. He is presently a member of the advisory boards of several private capital limited partnerships. Mark has a B.S. in Health Policy and Management and an M.B.A. from Providence College.

Monika Kalra Varma

President and CEO, BoardSource

Monika Kalra Varma joined BoardSource in August 2022 as the President & CEO. She brings over twenty dedicated years leading human rights and social justice organizations in the United States and abroad. Most recently, she served as the Executive Director of the Lawyers' Committee for Civil Rights of the San Francisco Bay Area (LCCRSF), the oldest civil rights institution on the West Coast. Monika and her team partnered with BIPOC communities to advance racial, immigrant, and economic rights. She led an organizational transformation at every level. As a result, the LCCRSF's staff size nearly tripled, the organization's revenue and budget doubled, and the organizational culture transformed to center staff well-being.

Monika also served as the Director of the Center for Human Rights at the Robert F. Kennedy Center for Justice & Human Rights (RFK Center) where she advanced human rights through partnerships with social movement leaders around the globe. She is a strategic leader and advocacy champion working to dismantle systems of oppression and racism.

Monika was the Executive Director of the D.C. Bar Pro Bono Center, the largest provider of pro bono legal services in the District of Columbia serving 20,000 individuals, nonprofit organizations, and small businesses and also served on the D.C. Bar's executive team. Monika began her legal career as an associate legal officer with the Office of the Prosecutor at the U.N. War Crimes Tribunal for the former Yugoslavia. Monika currently serves on the Board of Advisors for the Foundation for System Change. Monika's leadership tools and strategies are grounded in love and guided by the world she wants to raise her children in. Monika and her husband find their greatest joy in raising their fourteen-year-old daughter and 10-year-old twin boys.

Faculty Bios

Allison Kaspriske

Director, Commonfund Institute

Allison Kaspriske develops and manages programs and research initiatives for Commonfund Institute, including the Commonfund Benchmarks Studies®, the Council on Foundations-Commonfund Study of Foundations® (CCSF) and is also involved in developing and maintaining strategic partnerships. She manages the Institute's educational initiatives such as Commonfund Institute Online and the Investment Stewardship Academy and is actively involved in all other educational programs that Commonfund provides. She earned a B.A. in English from the University of Connecticut, Storrs.

Ethan Levine

Managing Director, CF Private Equity

Ethan Levine is Head of Real Assets and Sustainability and a member of the Investment Committee of CF Private Equity. His primary responsibilities include due diligence, investment selection and portfolio construction for the firm's real assets and sustainability programs, which include mandates surrounding natural resources and environmental sustainability. He also contributes to the venture capital, private equity and distressed capital programs. Ethan originally joined CF Private Equity in 2007 as a Senior Analyst in the CF Private Equity Rotational Program. Prior to CF Private Equity, Ethan specialized in energy markets at Charles River Associates, an economic and litigation consulting firm in Boston, MA. While at business school, Ethan also worked at Rockland Capital, a power generation focused private equity firm, headquartered in The Woodlands, TX. Ethan is a member of the advisory boards of several private equity limited partnerships. He is also Treasurer of the Board for Hillel at Dartmouth College. Ethan received a B.A., B.E. and an M.E.M. from Dartmouth College and an M.B.A. from the University of Chicago Booth School of Business.

Anne Martin

CIO, Wesleyan University

In 2010, Anne Martin became Wesleyan University's Chief Investment Officer. She previously was a Director at the Yale Investments Office where she worked primarily on the Natural Resources and Private Equity portfolios. Prior to joining Yale, Anne worked as a general partner of private equity firm Rosewood Capital in San Francisco, California where she focused on Internet, software, and business service investments. Prior to that, Martin was a managing director at Alex. Brown (a/k/a BT Alex Brown) in its technology practice, where she worked on corporate finance and merger and acquisitions in the information technology sector. She is a graduate of Smith College, cum laude, Phi Beta Kappa, and holds an M.B.A. from Stanford Business School.

Chris Merker

Executive Director, Fund Governance Analytics

Christopher K. Merker, PhD, CFA, is a Financial Advisor and a Director with Private Asset Management at Robert W. Baird & Co. Incorporated. He holds a PhD in investment governance and fiduciary effectiveness from Marquette University. He is past president of the CFA Society Milwaukee, and a founder and current board member of the CFA Society Milwaukee Foundation, a sister organization dedicated to promoting financial literacy. An adjunct professor of finance at Marquette University, where he teaches the investment course, "Sustainable Finance," he is also executive director of Fund Governance Analytics, LLC, a provider of environmental, social, and governance (ESG) research and diagnostic tools for asset owners and institutional investors. He publishes Sustainable Finance, which covers current topics around governance and sustainability in investing, and is co-author of the book The Trustee Governance Guide: The Five Imperatives of 21st Century Investing.

Christopher Olt, CPA

Associate Vice President for Finance, Wesleyan University

Christopher Olt joined Wesleyan as associate vice president for finance. Olt took on a role last held by Nate Peters before his promotion to vice president for the Office of Finance and Administration. Upon Peters's retirement, the leadership structure of Finance and Administration was reorganized, reestablishing this new role.

Olt comes to Wesleyan with significant finance experience in education, most recently at Notre Dame High School of West Haven, where he was responsible for all aspects of finance, budget, and other operational areas including physical plant, information technology, campus safety, and risk management. He was previously a senior manager with KPMG and knows Wesleyan well, having worked on the University's financial audit for several years.

Olt received his BA and MA degrees from the University of Connecticut and is a licensed certified public accountant.

Hong Pan

Director, CF Private Equity

Hong Pan is a member of the Secondaries team at CF Private Equity and is engaged in the transaction, underwriting and execution of secondary investments. He previously worked as an Investment Banking Analyst in the Industrial Growth & Services Group at Oppenheimer & Co. Hong has a B.S. in Business Administration from the Kenan-Flagler Business School at UNC Chapel Hill.

Faculty Bios

Paris Prince

Director of Justice, Equity, Diversity & Inclusion (JEDI), Intentional Endowments Network

Paris started their professional career at the EEOC and HUD partner, Massachusetts Commission Against Discrimination (MCAD), dedicated to eradicating discrimination across the commonwealth in their role as Compliance Officer.

As Director of Inclusion at GlobeMed they developed partnerships for a diverse global health workforce in concert with higher education institutions, USAID Global Health Fellows Program II, and the Public Health Institute.

Among other roles as independent consultant with various organizations, Paris has also served as faculty in the Department of Management and Information Systems at Mississippi State University. Paris also advanced far reaching LGBTQ+ initiatives in roles as Special Assistant, Senior LGBTQ Equity Officer, and administrative faculty affiliated with Virginia Commonwealth University's Division for Inclusive Excellence, Equity & Access Services and Department of Gender, Sexuality and Women's Studies.

Paris was born and raised on the south side of Chicago, and later studied in Worcester, Massachusetts where they attained a B.S. in Business Administration from Becker College, and MBA concentrating in Social Change from Clark University's Graduate School of Management's. They also served as Graduate Student Representative on Clark's historic and impactful Diversity Task Force. Additionally Paris holds top human capital and DEI credentials SHRM-SCP®, SPHR®, and CDE®.

Paris has been quoted respective to a range of DEI and human rights issues in national media outlets such as Color Lines, GLAAD, Jet Magazine, Black Enterprise Magazine, MSNBC, and other press, and also has been recognized as an LGBTQ leader by the Obama Administration. Paris is also a conservatory trained musician, and a two-time USTA mid-Atlantic region tennis champion. Paris currently resides in Richmond, Virginia.

Currently they serve as the Director of JEDI at The Crane Institute for Sustainability initiative - The Intentional Endowments Network. Paris is committed to building a collaborative of investors who are dedicated to creating a more sustainable and equitable world.

Dave Shekar

Associate Director, CF Private Equity

Dave Shekar is a member of the Venture Capital team at CF Private Equity. Before joining CF Private Equity, he was an Associate at The Raine Group, a global tech, media, and telecommunications merchant bank based in New York City, where he focused on the firm's growth equity and M&A advisory practices. Before Raine, Dave was a Senior Financial Analyst at Yext, a New York City-based enterprise technology company that went public in 2017, and prior to that, was an Associate at Summit Partners, where focused on sourcing and evaluating growth equity investments in the technology sector. He received his Bachelor of Business Administration (with honors) from the Stephen M. Ross School of Business at the University of Michigan and his Master of Business Administration from Columbia Business School.

Donna Snider

CIO, Hackensack Meridian Health

Ms. Snider joined Hackensack Meridian Health in 2020 as their first CIO with the mandate to build an investment office that will support the organization's mission of transforming healthcare and being viewed as a leader of positive change. The HMH investment office manages both the endowment and pension assets for the hospital system. Prior to joining HMH, Donna was a Managing Director at The Kresge Foundation since 2009 where she had responsibility for evaluating investment opportunities across all asset classes as well as oversight for the internal trading activity. Prior to joining Kresge, Donna was a director in the Global Markets and Investment Banking division of Merrill Lynch in New York where she covered institutional investors for structured credit, rates and equity products, as well as corporate issuers for their balance sheet hedging activity. Prior to Wall Street, Donna was a pension actuary with Towers Perrin (now Willis Towers Watson) in Chicago. Donna earned her MBA with concentrations in accounting and analytical finance from the University of Chicago Booth School of Business; she holds a Bachelor of Science in Mathematics from the University of Notre Dame, Magna Cum Laude, Phi Beta Kappa; professional designations include CFA charter holder and an Associate of the Society of Actuaries.

George Suttles

Executive Director, Commonfund Institute

George Suttles leads Commonfund's educational, thought partnership, and professional development activities as Executive Director of Commonfund Institute. He serves on multiple advisory boards and steering committees, including Intentional Endowments Network's (IEN) steering committee which provides strategic guidance to the network and chairs the steering committee for the Impact Finance Center's Diverse Manager Initiative. Prior to joining Commonfund, George was a Program Officer at the John A. Hartford Foundation, an independent, national private foundation focused on improving care for older adults. Before joining the foundation, he was a Vice President, Senior Philanthropic Relationship Manager at U.S. Trust/Bank of America. In this role he worked with private and institutional clients on issues related to best practices in governance and strategic grantmaking. He is a member of numerous nonprofit boards including Laundromat Project (Chair) and the New York Foundation, where he serves as Treasurer and chair of the investment committee. George is frequently asked to speak on topics concerning fiduciary duty and stewardship, philanthropy, investment governance, Diversity Equity and Inclusion and values aligned investing, among other topics. Currently, he is on the Adjunct Faculty at the New York University (NYU) School of Professional Studies, teaching classes on private and corporate philanthropy. George received a B.A. from Wesleyan University, an M.A. in Philanthropic Studies from Indiana University Lilly Family School of Philanthropy (IUPUI) and an M.P.A. from Baruch CUNY School of Public Affairs.

Steve Talbot

Director, CF Private Equity

Stephen Talbot is a member of the Secondaries team at CF Private Equity and is engaged in the transaction, underwriting and execution of secondary investments. He previously worked as an Investment Banking Analyst at BB&T Capital Markets. Stephen has a B.S. in Business and Enterprise Management from Wake Forest University.

Faculty Bios

James Wahls

Senior Vice President, Programs and Initiatives, Mission Investors Exchange

James Wahls is the senior vice president of Mission Investors Exchange, the leading impact investing network for philanthropic asset owners dedicated to deploying capital for social and environmental change. Wahls also serves as the managing director of Revolve Fund, a philanthropic initiative that provides interest-free, recoverable capital to support Black/African-American, Latinx, Native American, and other people of color-led businesses, nonprofits, and financial intermediaries. Wahls brings 15+ years of experience in the philanthropic, impact investing, and legal sectors. With stints at the Annie E. Casey Foundation in Baltimore, Maryland and the W.K. Kellogg Foundation in Battle Creek, Michigan, Wahls has managed or co-managed $240+ million in impact investing allocations comprised of grant, equity, debt, and direct investments. Notable strategies designed or led by Wahls include the Baltimore Small Business Support Fund and the Detroit Entrepreneurs of Color Fund. Wahls also executed investments in affordable housing, financial inclusion, quality job creation, and community development.

George Wu

Director, CF Private Equity

George Wu is a member of the Secondaries team at CF Private Equity and is engaged in the transaction, underwriting and execution of secondary investments. George previously worked as an Investment Banking Analyst at Morgan Stanley. He has a B.S. in Mathematics/Economics and Business Administration from the University of Southern California and is a CFA charterholder.

Tim Yates

President and CEO, Commonfund OCIO

Timothy T. Yates, Jr. heads Commonfund OCIO and is responsible for managing all aspects of Commonfund OCIO's business, which focuses exclusively on non-profit institutions. In this role, he leads a team of professionals that advise, implement and monitor custom investment solutions for institutions with total assets under management of more than $15 billion. Tim is a member of the Commonfund OCIO Executive Group and serves on both the Commonfund Asset Allocation and Operating Committees. Tim joined Commonfund as an associate in the CF Private Equity Associate Program. In 2003, he was a founding member of Commonfund's OCIO platform, where he was responsible for the design, tailoring and implementation of total portfolio solutions. Additionally, he held several roles with Commonfund CF Private Equity including having responsibility for custom accounts and serving as a senior member of the firm's emerging markets private equity portfolio leadership team with a focus on Latin America. Before joining Commonfund, Tim was an instructor of Spanish and Italian at Fordham Preparatory School in the Bronx, NY. He holds an M.B.A. in Finance with a designation in International Business from Fordham University and a B.A. in Modern Languages from Trinity College. Tim is a member of the investment committee for St. Paul's Church in Fairfield, CT, the Advisory Board of Girls Who Invest, and the Board of Directors of Caroline House, a non-profit in Bridgeport, CT, focused on enabling women and children to reach the fullness of their potential through education in English language and life skills.

Notes

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