

Large Community Foundations Annual Conference

Diversity in Investment Management Panel

Thurman V. White, Jr.

Trustee, Silicon Valley Communication Foundation

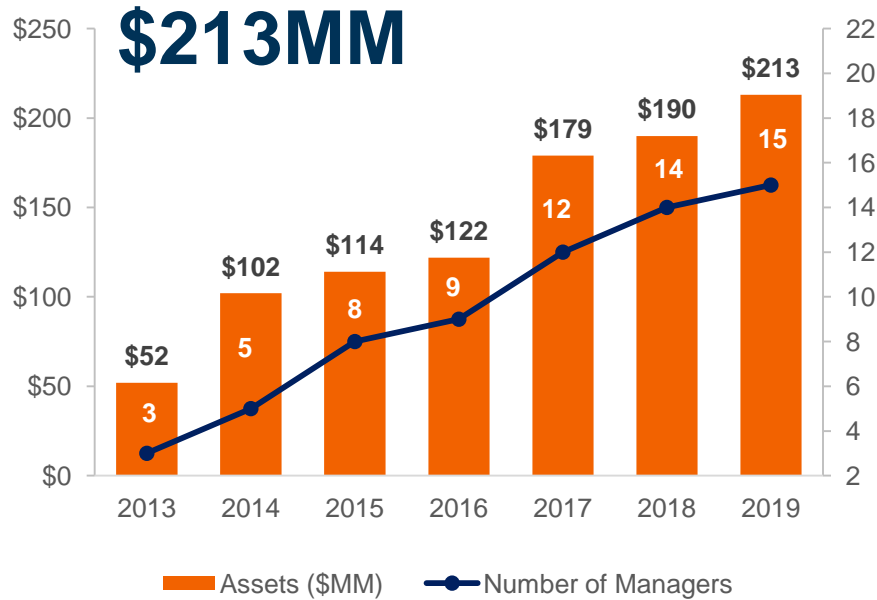
February 26, 2020

SVCF Investment Diversity

ISSUES

- 95% vs. 5%
- Hidden Bias
- Legacy Practices

SVCF ASSETS DEPLOYED TO DIVERSE MANAGERS



Source: SVCF

SVCF Investment Committee
(Bd & outside experts) advised by Colonial Consulting

SUCCESS FACTORS

- Senior champion
- Transparency of process
- Accountability for results
- Act with patient urgency
- Integrate into regular practices
- INTENTIONALITY

LESSONS & ADVICE

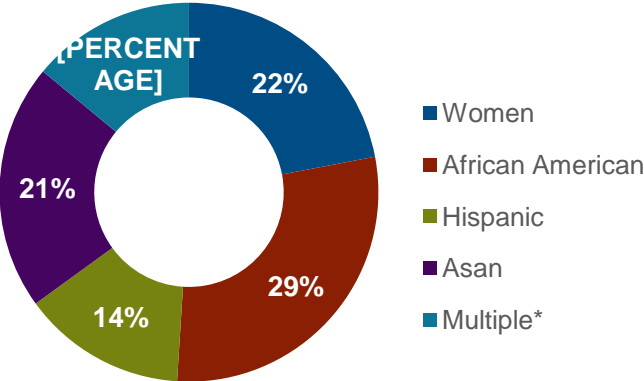
1. **Ask** Key Questions of gatekeepers
2. **Engage** and address biases
3. **Measure** progress annually
4. **Learn** – others have done this well
5. **Report** – share your experience

SVCF Investment Diversity

WHO

We define diverse managers as investment management firms in which ownership is 51% or more Asian, Black, Latino, Native American, Pacific Islander or female.

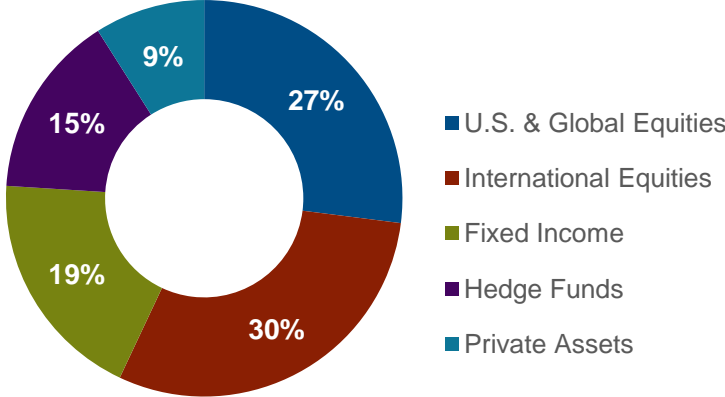
DIVERSITY OF ASSET MANAGERS



*Firm ownership includes multiple categories

Source: SVCF

DIVERSITY OF INVESTMENT STRATEGIES



Progress Investment Management: Foundation Investment Diversity

Case Studies - Successful Engagement Models:



W. K. Kellogg Foundation (2012)

- 8th largest private foundation
- Mirrors overall Foundation asset allocation
- Multi-manager, multi-asset class portfolio:
Seven (7) MWBE firms
- Custom-weighted benchmark
- Same diligence, performance and risk metrics for diverse MWBE firms as for other managers
- Cambridge Associates as general consultant



East Bay Community Foundation (2018)

- Initial and follow-on allocations
- Outsourced commitment
- Multi-manager, Global Equity strategies:
International SC, International, U.S. Equity LC
- Seven strategies / Six emerging managers funded
- Implemented via underlying Managers' Mutual Funds
- Graystone as general consultant