

# Outsourced Chief Investment Officer Growth in 2019: The Trillion-Dollar Slowdown

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*By Charles Skorina*

No one knows exactly when the southern cottontail rabbit diverged from its other 19 (or so) North American cottontail cousins, becoming its own distinct species of bunny. In evolution these things just happen.

Similarly, among financial institutions, modern banks seem to have evolved without fanfare from traditional moneylenders somewhere in northern Italy in the late 14th century.

More recently, the sub-sub-species of outsourced-chief-investment-officer firms (OCIOs) has emerged in a similarly low-key way from their various antecedent firms.

Our friend John Hirtle, of Hirtle, Callaghan & Co., claims that he (with fellow Goldman Sachs veteran Donald Callaghan) birthed the new OCIO species in 1988. The core idea was to offer a diversified and full-discretion money management function to family offices and others that no longer could effectively or affordably do the job in-house (even with the help of traditional trust banking services). The job was becoming too sophisticated and complex, both conceptually and operationally.

Observing their success, a number of other start-ups appeared; and a number of large, established investment management firms also joined the scrum.

Within a couple of decades, we have arrived at the OCIO landscape of today, managing not just billions but trillions of dollars, and reaping proportionate fees therefrom.

We've been charting the growth of the OCIO industry for the past decade, and the heirs of Hirtle, big and small, seem (mostly) to have flourished. In our 2019 report we observe that total OCIO assets grew from \$1.98 trillion to \$2.38 trillion. That's a year-over-year growth rate of 19 percent from 2018 to 2019.

That's pretty impressive. But, the assets under management (AUM) increase is not as vigorous as the annual growth we computed over the previous four years (2014 through 2018), some of which represents a "reclassification of assets" as reported to us by two major OCIO providers.

So, three decades into the OCIO era, we're prompted to ask whether the OCIO growth rate may be slowing, even plateauing. Are the OCIO rabbits multiplying faster than the green, green grass of customer money they live on?

Let's consider the evidence, both statistical and anecdotal.

## **THE HARD NUMBERS**

Eighty-three firms have updated their AUM and contact information for our database.

Outsourced assets as of June 30, 2019, topped \$2.37 trillion, up 19.4 percent—or \$386 billion more than the nearly \$2 trillion [we reported a year ago](#).<sup>i</sup> Most—but not all—of these assets are from U.S. institutions and ultra-high-net-worth families. We estimate that about 10 percent of assets came from foreign entities, primarily the United Kingdom and the Netherlands.

A few firms dropped off our list thanks to acquisitions by Goldman Sachs (Aptitude and Rocaton) and Mercer (Pavilion and Summit Solutions), and a few others cut their losses and retooled their business models.

New firms joining the OCIO fray include a billion-dollar spin-out of the Oklahoma State University Foundation called MEMCO or Multilateral Endowment Management Company, with Kirk Jewell as chief executive officer (CEO) and Ryan Tidwell as chief investment officer (CIO).

## **WHERE IS OCIO GROWTH COMING FROM?**

At first glance, a 19.4-percent jump in outsourcing business seems healthy and auspicious. But there are caveats.

The \$147.6-billion jump in AUM at SEI and Wilshire was in large part a result of reclassifications, i.e., the money was already on the books in discretionary accounts and just moved to the OCIO column.

Remove Wilshire and SEI from our tally and growth for the rest of the group rose 12.6 percent. Still not bad, but now for a second caveat.

Six firms hold almost half the \$2.3 trillion on our list, and they did fine.

[Note: At press time, Spring 2020, two industry consulting and OCIO giants, Aon and Willis Towers Watson announced their intention to merge. Assuming the merger is completed, the new firm will hold OCIO assets of over \$430-billion, almost two-and-a-half times greater than the next largest competitor, Blackrock.]

These big six—Aon, BlackRock, Goldman Sachs, Mercer, Russell, and Willis Towers Watson—manage \$1.07 trillion or 45 percent of the assets (mostly corporate pension funds), and they grew a robust 16.14 percent.

But the rest faced headwinds. Seventy-five firms, excluding Wilshire, SEI, and the big six, competed for the remaining business and gained a so-so 9.21 percent in assets.

This is a big come-down from the prior six-month jump of 17 percent that we wrote about in our June 2018 report and the [21-percent leap the year before](#).<sup>ii</sup>

Our OCIO contacts offered a variety of reasons for this slowdown. The sector is more competitive than ever, bids and margins are collapsing by 30–40 percent (in some cases by much more), and the low-hanging fruit of past years—corporate pensions—are fewer and farther between.

So most new business will come from smaller endowments, foundations, health systems, charities, and associations—funds with less than \$1 billion in assets.

### **CORPORATE AND PUBLIC PENSIONS: SLIM PICKINGS**

Only about 300 multi-billion-dollar corporate plans remain in the United States that are managed internally. For those that decide to outsource pension management in the future, the six big firms mentioned above, along with major insurance companies, most likely will win the business. They have the size and resources to manage the funds.

As for public pensions, it is highly unlikely that they will ever be outsourced because the bureaucracy and politicians want control of the money. Only two public pensions in the United States have entered into an OCIO arrangement, and only one of the relationships continues in force.

In 2010, the San Diego County Employees Retirement Association outsourced its \$7.2-billion AUM pension to Integrity Capital. Five years later the relationship was terminated with no love lost among the parties.

The second pension fund, the Montgomery County Employees' Retirement System in Pennsylvania, gave 90 percent of its retirement funds in 2014 (about \$1 billion) to Vanguard Group and the rest to SEI Investments. The funds were indexed and, so far, the trustees are satisfied with the arrangement.

### **GLOBAL FACTORS AFFECT GROWTH**

We can't cleanly separate endogenous growth of AUM versus new business or acquisitions, and we don't attempt to do so in our charts. But we note that Boston Consulting Group says global growth of personal wealth had a compound annual growth rate of 6.2 percent over the four years 2013–2017 and only 1.6 percent in 2018.<sup>iii</sup>

So, the (roughly) 19 percent year-over-year AUM increase we're observing in OCIO firms must be predominantly new business.

Table 1 ranks the top 15 firms by percentage growth in assets, whether the firm is large or small. The overall average AUM growth is 45.5 percent in this cohort.

Table 2 ranks the top 15 firms by dollar growth, again regardless of firm size. It includes some smaller and mid-sized firms that are doing some good marketing. Year-over-year AUM growth in this cohort is 23.3 percent.

**TABLE 1: TOP 15 OCIO FIRMS BY PERCENTAGE GROWTH IN AUM**

(12 months ending June 30, 2019, unless otherwise noted)

	Company Percentage growth in AUM	Percent increase in AUM	Dollar increase in AUM \$Billions	2019 Total Discretionary AUM \$Billions Jun/Mar 2019	2018 Total Discretionary AUM \$Billions Mar 2018
1	BNYMellon Investment Mgmt (3-31-19)	142.9%	\$11.00	\$18.70	\$7.70
2	Meketa Fiduciary Mgmt	112.2%	\$8.30	\$15.70	\$7.40
3	LCG Associates (3-31-19)	83.8%	\$0.32	\$0.70	\$0.38
4	NEPC	53.7%	\$9.50	\$27.20	\$17.70
5	Angeles Investment Advisors	53.1%	\$1.70	\$4.90	\$3.20
6	BlackRock (3-31-19)	51.6%	\$64.00	\$188.00	\$124.00
7	Clearbrook Global Advisors	45.5%	\$0.38	\$1.20	\$0.83
8	Rockefeller & Co.	45.0%	\$4.90	\$15.80	\$10.90
9	State Street Global Advisors	35.3%	\$32.30	\$123.70	\$91.40
10	Cambridge Associates (3-31-19)	30.4%	\$9.10	\$39.00	\$29.90
11	DiMeo Schneider Associates (3-31-19)	30.0%	\$1.20	\$5.20	\$4.00
12	SunTrust Bank (3-31-19)	26.5%	\$2.70	\$12.90	\$10.20
13	Hall Capital Partners	23.7%	\$1.80	\$9.40	\$7.60
14	Arthur J. Gallagher	23.1%	\$0.60	\$3.20	\$2.60
15	UBS AG (12-31-18)	22.0%	\$2.80	\$15.80	\$13.00
	Average/Total	45.5%	\$150.60	\$481.40	\$330.81

**TABLE 2: TOP 15 OCIO FIRMS BY DOLLAR GROWTH IN AUM**

(12 months ending June 30, 2019, unless otherwise noted)

	Company Dollar growth in AUM	Dollar increase in AUM \$billions	Percent increase in AUM	Total Discretionary AUM June 2019 \$Billions	Total Discretionary AUM March 2018 \$Billions
1	BlackRock (3-31-19)	\$64.1	51.6%	\$188.0	\$124.0
2	Mercer	\$40.3	16.7%	\$282.0	\$241.7
3	State Street Global	\$32.3	35.3%	\$123.7	\$91.4
4	Goldman Sachs	\$27.1	20.0%	\$162.3	\$135.2
5	AON Hewitt (3-31-19)	\$14.6	10.7%	\$151.3	\$136.7
6	Willis Towers Watson (3/31/19)	\$14.0	11.7%	\$134.0	\$120.0
7	BNY Mellon IM (3-31-19)	\$11.0	142.9%	\$18.7	\$7.7
8	NEPC	\$9.5	53.7%	\$27.2	\$17.7
9	Cambridge Assoc	\$9.1	30.4%	\$39.0	\$29.9

	(3-31-19)				
10	Meketa Fiduciary Mgmt	\$8.3	112.2%	\$15.7	\$7.4
11	Vanguard	\$8.0	19.1%	\$50.0	\$42.0
12	Morgan Stanley/ Graystone	\$5.2	19.4%	\$32.0	\$26.8
13	Rockefeller & Co.	\$4.9	45.0%	\$15.8	\$10.9
14	Northern Trust	\$4.7	6.5%	\$76.8	\$72.1
15	Alan Biller & Assoc (3-31-19)	\$4.4	9.8%	\$45.0	\$41.0
	<b>Total/Average</b>	<b>\$257.5</b>	<b>23.3%</b>	<b>\$1,361.5</b>	<b>\$1,104.5</b>

### **WHY OUTSOURCE?**

For defined benefit plans, the driving factor is the pressure to meet challenging actuarial return assumptions in an environment of low expected long-term returns and an increasingly complex investment environment.

Defined benefit pension plan sponsors can't easily go to their participating employer(s) or employees for increased contributions, and they have no flexibility over committed benefit obligations. There are no rewards or promotions for meeting these obligations, but there are serious legal consequences for failing to do so. It's understandable why they're looking for ways to outsource the headaches.

### ***PERFORMANCE: MANAGING MONEY IS COMPLICATED***

Global multi-asset portfolios are complex and require time and resources to manage. Most corporations and nonprofit institutions don't want to spend the time and money on a function (asset management) that is not core to their mission.

The past few years have been great for all nonprofits—pensions, endowments, and foundations. But we can't forget that trailing 10-year returns still have been pretty poor for most institutions, with many falling short of their long-run targets.

Over the past decade, diversified global investment portfolios have underperformed index funds. During 2009–2019, the S&P returned a beguiling 11.27 percent annualized, excluding dividend reinvest, and indexers could do no wrong.

Unfortunately, bull markets breed short memories. Few recall that during 1998–2009, the S&P actually lost money, delivering a negative 2.72 percent (falling a calamitous 55 percent in the final two years, September 2007 to March 2009).

It's tough for boards to explain why their endowments or pension funds missed a bull market.

Meanwhile, cost pressures are increasing.

### ***COST: FOR SMALLER FUNDS IT'S USUALLY CHEAPER TO OUTSOURCE***

Institutions outsource their investment management to reduce cost or to improve returns. Achieving both is even better.

Funds with more than \$1 billion usually have found it cost-effective to set up or maintain their own professionally staffed internal investment offices, but that's just a historical rule of thumb.

An OCIO typically charges 30–100 basis points of AUM, and some charge an incentive fee on top of that. But, as noted above, increased competition seems to be driving fees downward.

For instance, consider a major deal reported in early 2018: the American National Red Cross (ANRC) in Washington, DC, tapped Cambridge Associates to manage its pension and endowment assets. That's about \$3 billion total, a piece of business that any of these firms would have been happy to land.

### ***HEADLINE RISK***

The Red Cross deal is interesting because investment performance seems to have been good under former CIO Greg Williamson, who left in April 2018. But, as a nonprofit, ANRC is obliged to report CIO compensation on Internal Revenue Service filings for all the world to see. As a public charity soliciting donations, the board is sensitive about exhibiting that number. We have it on good authority that this was a major factor in their choosing to outsource.

Williamson's total W2 compensation at the Red Cross was \$795,036 in calendar year 2018, including a \$250,000 performance bonus for managing about \$2.9 billion. That's reasonable pay, in our opinion, for the size of the job and his credentials. It's in line, for instance, with college CIOs. But he was making more than any other ANRC executive, including CEO Gail McGovern, who made \$673,735.

Disclosing investment-staff compensation is a ticklish subject in the nonprofit world. Journalists went to court a few years ago to flush out Erik Lundberg's full salary at the University of Michigan, and the school fought them all the way, even though state law seems to require disclosure of salaries at public universities.

### ***A SHORT GUIDE TO OCIO HAPPINESS***

If you are a board member or senior executive and thinking about outsourcing the management of your institution's assets, you should have good answers to at least two questions before you call any OCIO providers.

#### ***FIRST, WHY ARE YOU THINKING OF OUTSOURCING?***

Return envy? Peer institutions seem to be doing better than you are?

Sure, returns aren't everything, especially in the short term, and especially without taking risk-return balance into account. But you're tired of explaining that to your stakeholders and to journalists who report mediocre returns.

A high-performing OCIO might get you better returns. And, in any case, the onus can now be shifted partly to a big-name OCIO firm. The board would have done its duty by hiring top-tier experts, and that would make your life easier.

Meeting-fatigue? You're a smallish institution and you use a committee-and-consultant model. But the workload on your volunteer members keeps ratcheting up, and your selfless investment committee chair is retiring. Nobody else wants the job, especially not you, and setting up an internal investment office is not cost-effective.

Boards, you recall, are supposed to set policy, not manage. An OCIO is an actual manager. An OCIO could manage while your people set policy.

Again, your life gets easier.

Also, hiring internal investment staff is not so easy

As a search-committee chairman remarked to me recently, there are very few Joe Montanas to be had among nonprofit CIOs. The accomplished stars and no-brainer candidates are mostly immovable.

That's obviously true among the mega-endowments. Seth Alexander, Andrew Golden, and Scott Malpass are happy where they are (MIT, Princeton, and Notre Dame, respectively).

But much the same problem exists at smaller institutions. Proven leaders already are well-paid, or they're closer to the end than the beginning of their careers.

Paula Volent, for instance, has done a stellar job at the \$1.74-billion AUM Bowdoin College endowment, but her board is—wisely—taking very good care of her.<sup>iv</sup> It's unlikely that another fund that size could match what's she's making.

Talent is still available at a reasonable price, lots of it. But you have to look deeper and harder and may need to move down to next-generation leaders who don't have the long track records that reassure nervous, meticulous boards. Next-generation candidates bring less hands-on experience and must survive harder scrutiny.

Big Fortune 500 firms like GE spend years and millions of dollars training their leaders for top jobs. Nonprofits don't have the time or budget for that. New CIOs must show up fully fledged and ready to hit the ground running.

OCIO firms offer the proven performance of those unobtainable superstars at a reasonable price. They replicate the entire investment office with the process and structure to cope with the complexity of modern portfolios and mounting operational and regulatory burdens.

An OCIO isn't necessarily the best choice for all institutions, but it's an attractive proposition for many.

*SECOND, WHAT IS AN EASIER LIFE WORTH TO YOU?*

Good OCIOs—like good CIOs—are not cheap. If you prioritize cheap, then you shouldn't be thinking in terms of active investment management. An OCIO typically charges 30–100 basis points of AUM, and some charge an incentive fee on top of that.

You probably know how much your consultants and external managers are charging you in terms of basis-points-per-AUM-dollar to manage your money. But if an OCIO can get you an easier life, then what premium will you be willing to pay over that?

One caveat: OCIO firms have been reducing fees over the past year as competition for business has increased and the pace of outsourcing has slowed.

When and if you're ready to issue requests for proposals and OCIO interview firms, then it will be time to warm up the lawyers and accountants and do full-tilt due diligence. There are prefab checklists out there with many, many boxes to tick.

### **HOW TO MEASURE OCIO SUCCESS**

Different institutions have different goals. Every school has its own endowment payout rate and tolerance for risk. Some rely heavily on income, others place more weight on growing the principal.

It takes years to fully implement a multi-asset, multi-generational investment strategy, and altering course mid-stream (e.g., a new investment chair, a change in CIOs) can sap performance for a decade.

Trustees are responsible for setting investment objectives, and the OCIO firm is responsible for investment execution. The trustees, assisted by their OCIO provider, establish a policy portfolio that describes investment allocations to various asset classes based on risk and desired returns.

Board members review questions such as: How much do we invest in public markets? How much do we invest in alternatives (private equity, real estate, infrastructure, etc.)? How much risk are we willing to take? And, what are our cash return requirements and capital growth objectives over a period of years? Objectives may also include targeted investing for environmental, social, and governance objectives.

Each year board members also should ask: Have we met our targets relative to those benchmarks, net of fees? Did the OCIO firm add value? Did it add value in education, communication, and access to top managers? Was there chemistry between the fund and the OCIO firm? Was there OCIO team turnover? Did the original lead consultant stay with the account?

It's best practice for trustees and OCIOs to write everything down and regularly measure performance against the written objectives. Board members come and go and institutional memory fades. New board members often want to change an established policy or objective-- which can hurt performance.

The challenge for the board and chief investment officer is to maintain course when market fluctuations shake conviction and crowd psychology rattles trustees. Most high-performance institutions have stable boards and long-serving chief investment officers or OCIO relationships.

**WHERE IS OCIO HEADING?**

We expect OCIO growth to be healthy in coming years, but with year-over-year percentage growth tapering off to the low teens.

Corporations will continue to outsource their pensions to the largest outsourced managers on our list. And, as we mentioned above, we expect the rest of the new money to come mostly from sub-\$1 billion institutions—endowments, foundations, health systems, charities, and associations—and especially sub-\$200 million customers (ultra-high-net-worth individuals and institutions) as they continue to discover that OCIOs are both reliable and cost-effective money managers.

Our firm keeps a close eye on college endowments and, of the one hundred and twenty or so over \$1-billion AUM, only eight that we know of are currently outsourcing all or part of their assets: these include George Washington University, the University of Richmond, Middlebury College, Smith College, Oklahoma State University, University of Arkansas, Syracuse University, and Iowa State University.

However, there are in total about fifteen hundred colleges and universities in the US, thousands of foundations (about one-hundred-fifty over \$1-billion and another one-hundred-fifty in the \$500-million to \$1-billion bracket), and hundreds of health systems, charities, and associations.

We see no reason why the scale-economies for these smaller institutions shouldn't be very similar. As AUM growth begins to flatten, aggressive competition for new business among service providers makes the OCIO option more attractive and affordable to smaller organizations.

There's still plenty of green grass out there for enterprising OCIOs who have good reputations and know how to market their wares.

**TABLE 3: 2019 OCIO FIRM LIST**  
(12 months ending June 30, 2019 unless otherwise noted)

<p style="text-align: center;"><b>Skorina's 2019 Outsource Chief Investment Officer (OCIO) List</b></p> <p style="text-align: center;">(12 months ending June 30, 2019 unless otherwise noted)</p>			
1	<p><b>Agility (Perella Weinberg)</b> Chris Bittman, CIO</p>	<p>Denver, CO (303) 813-7910</p>	<p><b>\$9.8bn</b> (6-30-19) <a href="#">Email link</a></p>

2	<b>Alan Biller and Associates</b> Alan D. Biller, CEO & Sr Consultant	Menlo Park, CA (650) 328-7283	<b>\$93.63bn</b> total <b>\$45bn</b> discretionary (3-31-19) <a href="#">Email link</a>
3	<b>Angeles Investment Advisors</b> Michael A. Rosen, CIO & Mgn Partner	Santa Monica, CA (310) 857-5821	<b>\$32bn</b> advisory <b>\$4.9bn</b> discretionary (6-30-19) <a href="#">Email link</a>
4	<b>AON Hewitt</b> Ed Bardowski, Dir, Bus Dev	Chicago, IL (484) 941-1409	<b>\$3.1trillion</b> advisory (6-30-18) <b>\$151.31bn</b> discretionary (3-31-19) <a href="#">Email link</a>
5	<b>Appomattox Advisory</b> Susan Webb, Founder, Pres, CIO Oscar Gil, Founder, CEO Drienne Benner, MD	New York, NY 212 895-3012	<b>\$1.7bn</b> discretionary (6-30-19) <a href="#">Email link</a>
6	<b>Artemis Wealth Advisors</b> Peter M. Rup, Founder & CIO	New York, NY (212) 838-9000	<b>\$1.32mm</b> total <b>\$754mm</b> discretionary (6-30-19) <a href="#">Email link</a>
7	<b>Arthur J. Gallagher &amp; Co.</b> Michael W. Johnson, Area President	Washington, DC (202) 898-2270	<b>\$59.13bn</b> advisory <b>\$3.2bn</b> discretionary (6-30-19) <a href="#">Email link</a>
8	<b>Athena Capital Advisors</b> Lisette Cooper, MP/CIO	Lincoln, MA (781) 274-9300	<b>\$5.882bn</b> total <b>\$5.212bn</b> discretionary (12/31/18) <a href="#">Email link</a>
9	<b>Balentine</b> M. Rob Ragsdale, Partner	Atlanta, GA (404) 537-4800 (984) 355-5201	<b>\$3.1bn</b> (6-30-19) <a href="#">Email link</a>
10	<b>Ballentine Partners</b> Will Braman, CIO	Waltham, MA (781) 314-1300	<b>\$12.3bn</b> total <b>\$7bn</b> discretionary (3-31-19) <a href="#">Email link</a>
11	<b>BlackRock</b> Jeff Saef, MD, Head Americas / Client Portfolio Solutions	New York, NY (609) 282-8950	<b>\$775bn</b> Advisory <b>\$188bn</b> discretionary (3-31-19) <a href="#">Email link</a>
12	<b>BNY Mellon Investment Mgmt</b> Andrew D. Wozniak, Head Fiduciary Management	New York, NY (412) 236-7940	<b>\$18.7bn</b> global discretionary (3/31/19) <a href="#">Email link</a>
13	<b>Callan LLC</b> Jim Callahan, President	San Francisco, CA (415) 974-5060	<b>\$2.4trillion</b> advisory <b>\$19.4bn</b> discretionary (3-31-19) <a href="#">Email link</a>
14	<b>Cambridge Associates</b> Deirdre Nectow, Mgn Dir	Boston, MA (617) 457-1781	<b>\$405bn</b> advisory <b>\$39bn</b> discretionary (3-31-19) <a href="#">Email link</a>

15	<b>Canterbury Consulting</b> Poorvi Parekh, Director OCIO	Newport Beach, CA (949) 718-2224	<b>\$20.2bn</b> advisory <b>\$1.9bn</b> discretionary (12-31-18) <a href="#">Email link</a>
16	<b>Clearbrook Global Advisors</b> Elliott Wislar, CEO Gregg Sibert, Chief Mrktg Officer	New York, NY (212) 683-6686	<b>\$15bn</b> advisory <b>\$1.2bn</b> discretionary (6-30-19) <a href="#">Email link</a> <a href="#">Email link</a>
17	<b>Commonfund</b> Tim Yates, Mgn Dir, Head Strategic Solutions	Wilton, CT (203) 563 -5238	<b>\$24.9bn</b> discretionary (3-31-19) <a href="#">Email link</a>
18	<b>CornerStone Partners</b> David Russell, Sr Mgn Dir	Charlottesville, VA (434) 295-3947	<b>\$10.5bn</b> (3-31-19) <a href="#">Email link</a>
19	<b>Deutsche Bank</b> Brett Lane, Head of Institutional Advisory Services	New York, NY (212) 454-0816	<b>\$6.1bn</b> advisory (6-30-19) <b>\$15.2bn</b> discretionary (6-30-19) <a href="#">Email link</a>
20	<b>DiMeo Schneider &amp; Assoc.</b> Jon Fellows, Partner & Chair, Discretionary Committee Matt Porter, Partner & Vice-chair Discretionary Committee	Chicago, IL (312) 853-1000	<b>\$91bn</b> advisory <b>\$5.2bn</b> discretionary (3-31-19) <a href="#">Email link</a> <a href="#">Email link</a>
21	<b>Disciplina</b> Matthew W. Wright, President & CIO	Nashville, TN (615) 490-6007	<b>\$300mil</b> discretionary (6-30-19) <a href="#">Email link</a>
22	<b>Discretionary Management Services (DeMarche Assoc.)</b> Thomas C. Woolwine, President	Overland Park, KS (913) 981-1345	<b>\$23.7bn</b> advisory <b>\$345.9mm</b> discretionary (3-31-19) <a href="#">Email link</a>
23	<b>Edgehill Endowment Partners</b> Ellen Shuman, Mgn Partner Nina F. Scherago, Mgn Partner	New Haven, CT (203) 654-3552 (203) 654-3551	<b>\$1.75</b> discretionary (6-30-19) <a href="#">Email link</a> <a href="#">Email link</a>
24	<b>Ellwood Associates</b> Daniel Simon, Dir OCIO consulting	Chicago, IL (312) 782-5432	<b>\$67bn</b> advisory <b>\$1.bn</b> discretionary (3-31-19) <a href="#">Email link</a>
25	<b>Fidelity Institutional AM (ex Pyramis)</b> Jim Zadrozny, SVP institutional sales	Smithfield, RI (401) 292-4760 (401) 209-0523 cell	<b>\$838bn</b> global <b>\$21bn</b> discretionary (6-30-19) <a href="#">Email link</a>
26	<b>FEG Investment Advisors</b> Devinne Kelly, Sr Client Dev Associate	Cincinnati, OH (513) 827-3204	<b>\$60.1bn</b> advisory <b>\$6.3bn</b> discretionary (12-31-18) <a href="#">Email link</a>
27	<b>Gallagher Fiduciary Advisors</b> Michael Johnson, President Phil Sabrizio, Area director	Washington, DC (202) 898-2270	<b>\$59.13bn</b> advisory <b>\$3.2bn</b> discretionary (6-3-19) <a href="#">Email link</a>

28	<b>Gerber Taylor</b> Matthew Kinnear, Client Dev	Memphis, TN (901) 526-9750	<b>\$7.8bn</b> advisory <b>\$5.6bn</b> discretionary (6-30-19) <a href="#">Email link</a>
29	<b>Glenmede</b> Gordon Fowler, Jr., President, CEO & CIO	Philadelphia, PA (215) 419-6640	<b>\$39.9bn total</b> <b>\$9.2bn</b> tax-exempt OCIO (6-30-19) <a href="#">Email link</a>
30	<b>Global Endowment Mgmt</b> Stephanie Lynch, Partner	Charlotte, NC (704) 333-8282	<b>\$10.3bn</b> (6/30/19) <a href="#">Email link</a>
31	<b>Global Strategic Investment Solutions</b> Don Callaghan, Mgn Partner	Scottsdale, AZ (480) 935-2134	<b>\$500mil</b> discretionary (9-30-19) <a href="#">Email link</a>
32	<b>Goldman Sachs</b> Gregory Calnon, Mgn Dir	New York, NY (212) 855-0124	<b>\$162.3bn</b> discretionary (6/30/19) <a href="#">Email link</a>
33	<b>Hall Capital Partners</b> Sarah Stein, Mgn Partner Alison Bowe Diessner, Principal	San Francisco, CA (415) 277-2634 (415) 217-2494	<b>\$34.3bn</b> <b>\$9.4bn</b> discretionary (3-31-18) <a href="#">Email link</a> <a href="#">Email link</a>
34	<b>Highland Associates</b> Paige Daniel, Mgn Dir	Birmingham, AL (205) 939-8308	<b>\$27bn total</b> <b>\$10.5bn</b> discretionary (3/31/19) <a href="#">Email link</a>
35	<b>Hirtle Callaghan</b> Erica Evans, Head Client Engagement	W. Conshohocken, PA (610) 943-4100	<b>\$21.1bn</b> (3-31-19) <a href="#">Email link</a>
36	<b>Holt Capital Partners</b> Robert M. Holt, Jr., Mgn Partner	Fort Worth, TX (817) 877-1430	<b>\$300mil</b> (6-30-19) <a href="#">Email link</a>
37	<b>Investure</b> Puja Seam, COO	Charlottesville, VA (434) 220-0280	<b>\$13.2bn</b> discretionary (5-31-19) <a href="#">Email link</a>
38	<b>J.P. Morgan Asset &amp; Wealth Management</b> Monica Issar, Global Head Multi-Asset & Portfolio Solutions	New York, NY (212) 464-2852	<b>\$3trillion</b> (6-30-19) <b>\$70bn</b> OCIO discretionary (6/30/19) <a href="#">Email link</a>
39	<b>LCG Associates</b> Lauren Moore, VP Mrktg	Atlanta, GA (770) 644-0100	<b>\$104.5bn</b> advisory (3-31-19) <b>\$702mil</b> discretionary (3-31-19) <a href="#">Email link</a>
40	<b>Lowe, Brockenbrough &amp; Co. (Bespoke Strategies)</b> Christopher Dion, MD & CIO	Richmond, VA (804) 287-2744	<b>\$2.9bn total</b> <b>\$1.3bn</b> institutional discretion (12-31-18) <a href="#">Email link</a>
41	<b>Makena</b> Joseph Magher, Mgn Dir	Menlo Park, CA (650) 926-1339	<b>\$19.5bn</b> (6-30-19) <a href="#">Email link</a>
42	<b>Mangham Associates</b>	Charlottesville, VA (434) 973-2223	<b>\$1.7bn</b> (6-30-19) <a href="#">Email link</a>

	<b>Edward W. Karppi</b> , Partner, Co-Chief Investment Officer <b>Joel Streeter</b> , VP		<a href="#">Email link</a>
43	<b>Marquette Associates</b> <b>Doug Oest</b> , Mgn Partner	Chicago, IL (312) 527-5500	<b>\$179bn</b> advisory <b>\$5.1bn</b> discretionary (12-31-18) <a href="#">Email link</a>
44	<b>Meketa Fiduciary Mgmt</b> <b>Chaunce Peebles</b> , Consultant	San Diego, CA (760) 795-3455	<b>\$1.4 trillion</b> advisory <b>\$15.7bn</b> discretionary (6-30-19) <a href="#">Email link</a>
45	<b>Mercer</b> <b>Rich Joseph</b> , US delegated solutions leader	Boston, MA (617) 747-9540	<b>\$10.2trillion</b> advisory <b>\$282bn</b> delegated global AUM (6-30-19) <a href="#">Email link</a>
46	<b>Mill Creek Capital Advisors</b> <b>Josh Gross</b> , CEO	Conshohocken, PA (610) 941-7714	<b>\$6.4bn</b> total <b>\$5.9bn</b> discretionary (6/30/19) <a href="#">Email link</a>
47	<b>Morgan Creek Capital Mgmt</b> <b>Mark Yusko</b> , CEO & CIO	Chapel Hill, NC (919) 933-4004	<b>\$1.6bn</b> discretionary (6-30-19) <a href="#">Email link</a>
48	<b>Morgan Stanley/Graystone</b> <b>Robert Mandel</b> , Exec Dir <b>Suzanne Lindquist</b> , Exec Dir	New York, NY (914) 225-5420 (212) 296-1064	<b>\$32bn</b> OCIO discretionary (6-30-19) <a href="#">Email link</a> <a href="#">Email link</a>
49	<b>Multilateral Endowment Mgmt Co. ("MEMCO")</b> <b>Ryan S. Tidwell</b> , CIO	Edmond, OK (405) 385-5171	<b>\$1bn</b> discretionary (9-1-19) <a href="#">Email link</a>
50	<b>NEPC</b> <b>Steve F. Charlton</b> , CFA, Dir consulting services	Boston, MA (617) 374-1300	<b>\$1.02trillion</b> advisory <b>\$27.2bn</b> discretionary (6-30-19) <a href="#">Email link</a>
51	<b>New Providence Asset Mgmt</b> <b>Sarah Withers</b> , Assoc. Dir	New York, NY (646) 292-1272	<b>\$2.5bn</b> discretionary (6-30-19) <a href="#">Email link</a>
52	<b>Northern Trust</b> <b>Joseph McInerney</b> , Mgn Executive	Chicago, IL (312) 444-7336	<b>\$116bn</b> <b>\$76.8bn</b> discretionary (6-30-19) <a href="#">Email link</a>
53	<b>Partners Capital</b> <b>Paul Dimitruk</b> , Chair, Partner <b>Leslie Ahlstrand</b> , Principal	Boston, MA & UK (617) 292-2575 (617) 778-7046	<b>\$25.1bn</b> total (3-31-19) <a href="#">Email link</a> <a href="#">Email link</a>
54	<b>Pentegra Investors Inc.</b> <b>Sarah Lange</b> , MD, Institutional Investment Solutions	White Plains, NY (914) 821-9563	<b>\$13bn</b> total discretionary (6-30-19) <a href="#">Email link</a>
55	<b>Permanens Capital</b> <b>Tom Butler</b> , Partner	New York, NY (212) 993-7447	<b>\$3.2bn</b> discretionary (6-30-19) <a href="#">Email link</a>

56	<b>Permit Capital Advisors</b> Mimi Drake, Co-CEO Bill Curran, Portfolio Manager	West Conshohocken, PA (610) 940-5331	<b>\$1.2bn</b> discretionary (6-30-19) <a href="#">Email link</a> <a href="#">Email link</a>
57	<b>PFM Asset Mgmt</b> John Spagnola, Mgn Dir	Philadelphia, PA (215) 557-1220	<b>\$6.7bn</b> advisory <b>\$12.6bn</b> discretionary (6-30-19) <a href="#">Email link</a>
58	<b>PNC Bank</b> Deborah A. Kolsovsky, EVP & MD Institutional Advisory Solutions	Scranton, PA (570) 961-6868	<b>\$26.4bn</b> discretionary AUM (3-31-19) <a href="#">Email link</a>
59	<b>Regions Asset Mgmt</b> S. Alan McKnight, Jr., CIO	Birmingham, AL (205) 264-6621	<b>\$87.3</b> advisory <b>\$33.1bn</b> discretionary (3/31/19) <a href="#">Email link</a>
60	<b>Rockefeller Capital Mgmt</b> Grace Yoon, Mgn Dir	New York, NY (212) 549-5392	<b>\$34.8bn</b> total <b>\$15.8bn</b> discretionary (6/30/19) <a href="#">Email link</a>
61	<b>Russell Investments</b> Eric Macy, Mgn Dir	New York, NY (212) 702-7941	<b>\$2.37trillion</b> advisory (12-31-18) <b>\$152.4bn</b> discretionary (6-30-19) <a href="#">Email link</a>
62	<b>Segal Marco Advisors</b> TJ Kistner, VP, Head of Discretionary Portfolio Mgmt & Solutions	Chicago, IL (312) 612-8493	<b>\$11.5bn</b> discretionary (6-30-19) <a href="#">Email link</a>
63	<b>SEI Institutional Group</b> Michael Cagnina, SVP, MD	Oaks, PA (610) 676-1496	<b>183bn</b> total discretionary (6/30/19) <a href="#">Email link</a>
64	<b>Seven Bridges Advisors</b> M. Ram Lee, Partner	New York, NY (212) 490-6320	<b>\$5bn</b> total (12-31-18) <a href="#">Email link</a>
65	<b>Silvercrest AM</b> Chris Long, MD	New York, NY (212) 649-0697	<b>\$20.8bn</b> total (3-31-19) <b>\$15.3bn</b> discretionary <a href="#">Email link</a>
66	<b>Spider Management Co.</b> Rob Blandford, President, CIO	Richmond, VA (804) 289-6010	<b>\$4.6bn</b> discretionary (3-31-19) <a href="#">Email link</a>
67	<b>State Street Global Advisors</b> David Wiederecht, EVP, Head OCIO	Stamford, CT (203) 326-2376	<b>\$123.7</b> discretionary (6/30/19) <a href="#">Email link</a>
68	<b>Strategic Investment Group</b> Nikki Kraus, MD, Client dev	Arlington, VA (703) 243-4433	<b>\$26.1bn</b> total <b>\$24.9bn</b> discretionary (6-30-19) <a href="#">Email link</a>
69	<b>SunTrust Bank</b> Elizabeth Cabell Jennings, SVP, Dir Institutional E & F Practice	Atlanta, GA (404) 813-1538 Richmond, VA	<b>\$12.9bn</b> discretionary (3-31-19) <a href="#">Email link</a>

70	<b>TIAA Endowment &amp; Philanthropic Services</b> Michael Murray, Head of Distribution Chris Kohler, Consultant Relations	Boston, MA (847) 305-6089 (814) 360-1500	<b>\$11.5bn</b> discretionary (6-30-19) <a href="#">Email link</a> <a href="#">Email link</a>
71	<b>TIFF Investment Mgmt</b> Pat Torrey, Mgn Director	Radnor, PA (610) 684-8201	<b>\$8bn</b> discretionary (3/31/19) <a href="#">Email link</a>
72	<b>Truvvo Partners</b> Casey D. Whalen, CEO & CIO Roundtable successor	New York, NY (212) 488-5485	<b>\$4bn</b> total (6-30-19) <a href="#">Email link</a>
73	<b>UBS AG</b> Andrea Fisher, head Americas Mohammad Ahmad, Head, Business Development, Michael Walsh, EMEA Calvin Kim, APAC	Chicago, IL (212) 882-5147 41 79 629 48 29	<b>\$15.8bn</b> OCIO mandates (12-31-18) <a href="#">Email link</a> <a href="#">Email link</a> <a href="#">Email link</a> <a href="#">Email link</a>
74	<b>Bank of America</b> Bernard Reidy, National Philanthropic Sales Executive	New York, NY (203) 571-5341	<b>\$30.6bn</b> discretionary (3-31-19) <a href="#">Email link</a>
75	<b>Vanguard</b> Christopher Philips, Head of Institutional Advisory Services	Malvern, PA (610) 503-1089	<b>\$50bn</b> discretionary (6-30-19) <a href="#">Email link</a>
76	<b>Verger Capital Management</b> Patrick Decker, Mgn Dir Wesley Carroccio, Mgn Dir	Winston-Salem, NC (336) 758-4240	<b>\$1.7bn</b> discretionary (3-31-19) <a href="#">Email link</a> <a href="#">Email link</a>
77	<b>Verus Investments</b> Shelly J. Heier, Pres & COO	Seattle, WA (206) 622-3700	<b>\$415.7bn</b> advisory <b>\$3.7bn</b> discretionary (6-30-19) <a href="#">Email link</a>
78	<b>Wealth Strategist Partners</b> Susan K Lucas, COO	Chicago, IL (312) 863-6082	<b>\$1bn</b> total (6-30-19) <a href="#">Email link</a>
79	<b>Wells Fargo - Institutional Asset Advisors</b> Rob Kent, VP national sales dir (Acquired by Principal Financial Grp 2019)	Overland Park, KS (913) 234-2929	<b>\$23bn</b> discretionary (6/30/19) <a href="#">Email link</a>
80	<b>Wespath Institutional Investments</b> T. Joseph Halwax, MD Institutional Services	Glenview, IL (847) 866-4307	<b>\$3.8bn</b> discretionary (6/30/19) <a href="#">Email link</a>
81	<b>Willis Towers Watson</b> Kemp Ross, Global Head of Delegated Debra Woida, Head, Delegated Investment Services, Americas Pieter Steyn, EMEA head Delegated Investment Services	Chicago, IL (312) 525-2436 (312) 525-2336 44 (0) 207 170 2714	<b>\$134bn</b> discretionary (3/31/19) <a href="#">Email link</a> <a href="#">Email link</a> <a href="#">Email link</a>

82	<b>Wilshire Associates</b> Kristofer T. Kelleher, Managing Director	Pittsburgh, PA (412) 434-1602	\$1trillion advisory \$65.5bn discretionary (3/31/19) <a href="#">Email link</a>
83	<b>Worth Venture Partners</b> David Wertentheil, Partner	New York, NY (212) 558-9017	\$300mil discretionary (6-30-19) <a href="#">Email link</a>
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## ENDNOTES

1. Charles Skorina, "OCIO Assets Near \$2 Trillion After Six-Month 17.4% Jump" (June 20, 2018), <http://www.charlesskorina.com/?p=5578>.
2. Charles Skorina, "OCIO Assets Up Over 21% in Skorina's OCIO List!" (September 20, 2017), <http://www.charlesskorina.com/?p=5145>.
3. Boston Consulting Group, "Global Wealth 2019: Reigniting Radical Growth" (June 20, 2019), <https://www.bcg.com/publications/2019/global-wealth-reigniting-radical-growth.aspx>.
4. Harry DiPrinzio, "Volent's Pay Jumps \$930K," Bowdoin Orient (September 15, 2017), <https://bowdoinorient.com/2017/09/15/volents-pay-jumps-930k/>.