

## VICKI L. FULLER



### FINANCIAL SERVICES LEADERSHIP / Board Director

*Strategic Leadership* □ *Board / Governance Experience*

*Global Financial Acumen*

*Corporate Culture / DEI / Sustainability Advocate*

*Industry Recognition*

### EXECUTIVE BIO

Throughout her high achieving career, Vicki has served in a progression of leadership roles with expanding scope and accountability, including serving on the board of directors, board of trustees and key committees for eight for-profit companies; as Chief Investment Officer (CIO) of a \$207B public pension fund (New York State Common Retirement Fund); in senior management operational positions for a \$500B AUM global investment management firm; and earlier roles at Standard and Poor's and Morgan Stanley. As a driver of high impact strategic initiatives, she has been a major force in growing organizations by creating innovative institutional investment strategies/processes; planning for an IPO; fundamentally altering enterprise philosophy and mission; integrating DEI, ESG, and sustainability initiatives; and investing in human capital programs to improve performance and morale. Of primary strategic value is the perspective she has gained on governance and risk management issues throughout her extensive board director roles.

From 2012 to 2018, Vicki was *CIO* at New York State Common Retirement Fund (NYS Common), the third largest public fund in the US with \$207B in assets, where she drove fund performance at an average rate of +8.9%, a 2.9-point premium to the Fund's target. She achieved this by creating the Fund's first mission, vision, and philosophy statements, formalizing the asset/liability and asset allocation processes, leading the Fund's first investments in opportunistic and real asset strategies, creating ESG integration and sustainability investment principles, and developing the first passive fund strategy that reduces carbon emissions. Also, critical to the Fund's performance was her ability to leverage human capital by investing in staff training/development programs, creating the first formal budget for salary improvement, increasing overall staffing, and employing Minority and Women Business Enterprises (MWBE) managers.

Prior to NYS Common, Vicki had a 27-year career at AllianceBernstein in New York City, a global investment manager with ~\$500B assets under management. Following several promotions as well as leading product lines in taxable fixed income portfolios, bank loan, high yield, emerging debt and global high yield portfolios, Vicki's final position with the firm was *Managing Director* – a senior member of the institutional team accountable for business development, sales, and client service to the large public pension plan market. In this role she worked with Fund CIOs and CEOs of the firm's largest relationships or prospects to develop customized investment solutions and raised over \$1B in a variety of investment strategies. Earlier she was *Assistant Vice President* at Standard and Poor's Corporation, and an Investment Banking Associate at Morgan Stanley.

Throughout her career, Vicki has received numerous distinguished industry awards and been a frequent featured speaker at high profile global events, where she has had the opportunity to meet and build relationships with a wide range of business leaders and subject matter experts that impact the financial services sector.

Vicki received her MBA from the University of Chicago, her BSBA from Roosevelt University, and is a Certified Public Accountant.

## SUMMARY OF BOARD ASSETS

### *Strategic Leadership*

- Since leaving role as *CIO* of the New York State Common Retirement Fund (NYS Common) in 2018, career focused on extensive, active board director, trustee, and committee work across a broad range of for-profit and non-profit companies – and starting up/growing a strategic consulting firm as Founder and CEO.
- As *CIO* of NYS Common's pension fund, exceeded returns by +2.9 points over a six-year period; created the first mission/vision/philosophy statements for overall Fund and each investment strategy, created ESG integration within investment processes and sustainability investment principles; spearheaded Fund's first investments in opportunistic and real asset strategies; established NYS Common's first strategic partnership with a leading alternative assets manager.

### *Board / Governance Experience*

Served on eight for-profit boards – Fidelity, Blackstone, private equity firms, The Williams Companies [NYSE: WMB] and KeySpan [NYSE: KSE] – on a diverse range of board committees including audit, succession planning, risk management, nominating/governance, environmental, compliance, and compensation.

#### ▪ For-Profit Company Board Service:

- **Fidelity Investments Equity & High-Income Mutual Funds** (*Representing over 300 funds*). Chair of Fair Value Committee; Member of Research, Shareholder, Compliance, and Hiring Committees (9/2018-present)
- **Treliant, LLC**. (Vistria PE portfolio company). Global financial industry consulting firm (1/2019-present)
- **Equity Alliance**. Private Equity firm Advisory Board (1/2020-present)
- **Blackstone Credit Investments**. Chair of Compensation Committee; Member, Nom/Gov, and Audit Committees (8/20-present)
- **Ariel Alternatives, LLC**. Private Equity firm (1/2020-present)
- **The Williams Companies [NYSE: WMB]**. S&P Fortune 500: Audit Committee and Environmental Committees (8/2018-12/2021)
- **Gusto, Inc.** Cloud-based HR management software company. Audit Committee Chair (10/2021-3/2023)
- **KeySpan [NYSE: KSE]**. Audit and Environmental Committees and Foundation Board Chair (1994-2002)

#### ▪ Non-Profit Organization Board Service:

- **Roosevelt University** (alma mater): Chair of Academic Affairs Committee; Member of Executive Committee and Women's Leadership Council (1/2019-present)
- **NYU Stern School of Business** (2/2022-present)
- **Robert Wood Johnson Foundation**. Trustee. Investment and Finance Committees (4/2023-present)
- On the KeySpan Board, formed enterprise policy on issues involving succession planning, compensation strategy, risk management/compliance, sustainability, and labor relations.
- Led Corporate Governance team at NYS Common, with focus on ESG issues and shaping corporate policies and risk practices to safeguard the Fund's investments and promote corporate responsibility.

### *Global Financial Acumen*

- Drove strong NYS Common Fund Performance for six consecutive fiscal years:
  - 2013/+10.4% ■ 2014/+13.0% ■ 2015/+7.2% ■ 2016/+0.2% ■ 2017/+11.4% ■ 2018/+11.4%
- Global market credentials acquired as an emerging markets portfolio manager and CIO requiring extensive travel to countries in Europe, Africa, Latin America, and Asia Pac...and as global allocator at NYS Common where 25% of portfolio was invested internationally.
- Current trustee at Fidelity overseeing domestic, international, and emerging market funds.
- Gained investment banking experience at Morgan Stanley and credit analysis background at S&P.
- Developed first passive fund strategy that reduced carbon emissions by underweighting high emitters and overweighting low emitters.
- Designed successful marketing strategies and investment processes at AllianceBernstein that brought in over \$1B in assets.

### ***Corporate Culture / DEI / Sustainability Advocate***

- Passionate belief that over the long-term, academic institutions, companies, and non-profits that earnestly pursue DEI principles will outperform those that do not.
- On each board served, strong advocate for increased diversity on the board, senior management team, and across the entire organization. At Fidelity, member of the team focused on adding several new directors over the next few years that will bring new perspective to enhance the organization's culture.
- At Blackstone, Fidelity, and Williams have been a featured external speaker on the diversity journey.
- Led Corporate Governance team at NYS Common, which with an emphasis on ESG issues, helped shape corporate policies and practices in ways that safeguarded the Fund's investments and promoted corporate responsibility, including climate change, diversity/non-discrimination, and political spending.
- Created Black Corporate Directors workshop to coach people of color to secure corporate board seats.
- Created a truly diverse investment team at New York State Common, and believe that diversity of background, gender, color, and experiences was the edge to outperformance.
- In 2019, helped create The Williams Companies' first sustainability report.
- Improved staff morale and productivity through better alignment of staff with opportunities, better accountability, a thorough evaluation process, and improved compensation.
- Formalized and increased usage of Minority and Women Business Enterprises (MWBE) managers to create additional opportunities for superior performance.
- Invested in formalized staff training and development programs, including 1:1 mentoring.

### ***Industry Recognition / Awards***

- Savoy Magazine's "Most influential Black Corporate Directors" 2020
- Roosevelt University's, Heller School of Business "Executive in Residence" 2018
- Harvard Business School Case Collection, 2017
- Urban Technology Center's Corporate Leadership Award, 2017
- National Association of Securities Professionals' Travers Bell Award, 2016
- Chief Investment Officer Magazine's Power 100 List, 2016
- SEO's Reginald F. Lewis Award, 2015
- Financial Women's Association Woman of the Year, 2014