

Investment Staff <ul style="list-style-type: none"> • guidelines involved in disclosing information, maintaining privacy and confidentiality • importance of the governance role and the difference between managing and monitoring/oversight • Willing to engage in discussions with differences of opinion, but able to “speak with one voice” on Board decisions 									
Oversight Experience <ul style="list-style-type: none"> • Knowledge, experience or demonstrated understanding of the responsibilities involved in overseeing investments and being part of a Board • Experience providing advice in a fiduciary capacity 			X	X	X	X		X	
Government/Policy Experience									
Governmental Policy Experience <ul style="list-style-type: none"> • Knowledge, experience and demonstrated understanding of the workings of government and public policy • Experience in developing public policy with respect to economics and finance • Strong understanding of relevant regulatory regimes 						X	X		
Municipal Finance Experience <ul style="list-style-type: none"> • Understanding of key concepts, issues, and practices in municipal finance • Oversight of municipal investments 	X	X				X			
Public Funds and Institutions <ul style="list-style-type: none"> • Understands the principles of public accountability and integrity • Comfortable with public transparency • Has experience working with/for public institutions/entities 	X			X		X	X		

Investment Knowledge, Skills and Experience									
Investments/Portfolio Management - Equities <ul style="list-style-type: none"> Hands-on experience managing investment portfolios in equities Knowledge and understanding of the workings of equity investment markets 					X			X	
Investments/Portfolio Management - Fixed Income <ul style="list-style-type: none"> Hands-on experience managing fixed income investment portfolios Knowledge and understanding of the workings of fixed income markets 			X						
Investments/Portfolio Management - Alternatives <ul style="list-style-type: none"> Hands-on experience managing investment portfolios in alternative investments Knowledge and understanding of the workings of public and/or private markets for alternative investments such as infrastructure, private debt, private equity, and real estate 								X	
Investment Products <ul style="list-style-type: none"> Understands the differences between various investment products and structures such as pooled funds, mutual funds, exchange traded funds, commingled accounts, including costs, suitability for institutional/municipal investors, tax implications Expertise in launching/implementing various investment products 				X				X	
Investments/Managing Investment Risk <ul style="list-style-type: none"> Experience in managing risk inherent in investment strategies though techniques such as asset allocation, diversification, hedging etc. Understands the key concepts related to building efficient portfolios Understands asset/liability techniques 			X	X	X	X		X	
Investments/Operations				X				X	

