



Cornell University
Office of University Investments

Presentation to the Engineering College Council

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Cornell University
Office of University Investments

Outline

- Overview
- Pipeline of ideas
- Outlook/Questions?

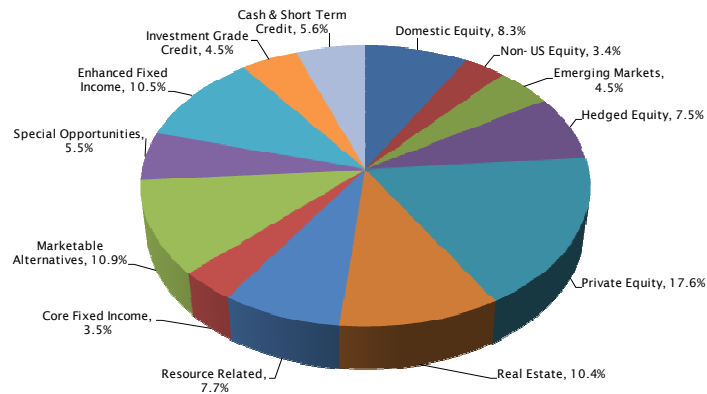


What gives an endowment its edge?

- Asset size
- University Culture
- Alumni
- Long Term Investors
- Access to Managers
- Ability to invest in less liquid assets
- Small, Focused Teams with One Client and Objective

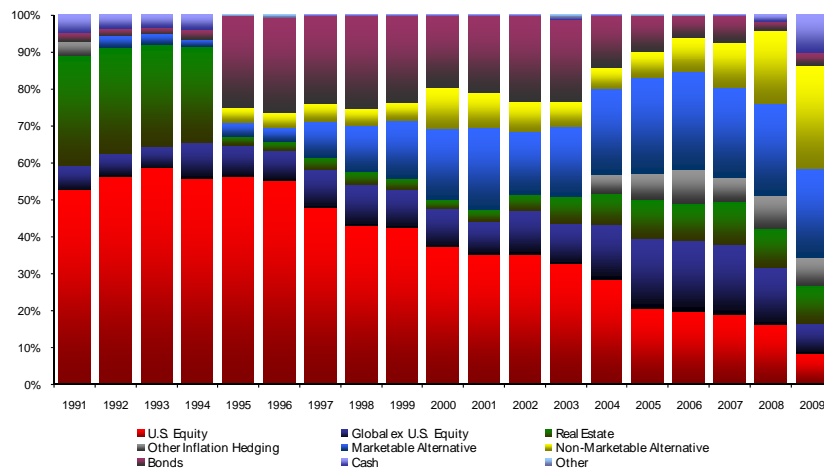


Asset Allocation December 31, 2009





Asset allocation transformation

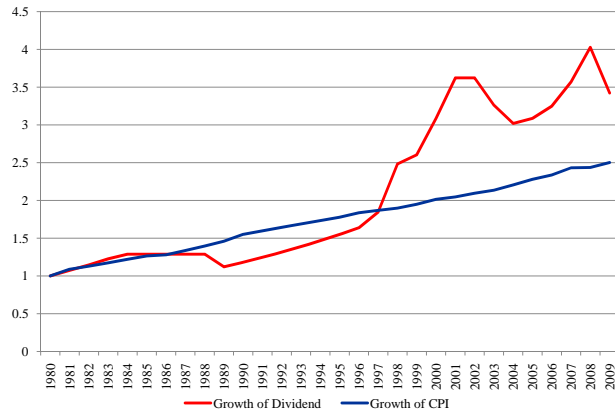


What do we actually do?

- Seek out, undertake due diligence on and monitor investment managers across the asset classes.
- Build a portfolio which will return CPI + 5% (plus) in the long term
- Be thought leaders



Endowment payout vs. Inflation



Investment Office Transformation

	<u>2003</u>	<u>2010</u>
Assets	\$3.9bn	\$4.5bn
Investment Staff	3	15
Operations Staff	3	10
CU Degrees	2	9
Years Experience	45	124
Recruiting Positions	0	2
Interns/Fellows	1	6



In practical terms...

- 1400 manager calls and visits per year
- Numerous conferences and forums



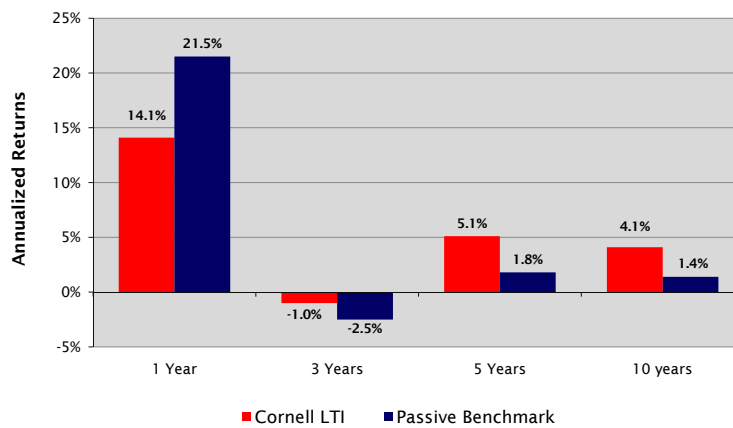
Currently in the pipeline

- Non US Developed and Emerging Market
Small Cap managers
- Global Macro managers
- Global Long/Short Equity manager
- Asia/EM Long/Short Equity manager
- Additional commodities manager
- Tail-risk hedging program



Performance versus passive stocks & bonds mix

Period Ending December 31, 2009



Questions?