



August 4, 2017

Matthew McCue
Editor, Emerging Manager Monthly
15 W 26th Street, 4th Floor
New York, NY 10010

Re: Response to “From the Editor” – from *Emerging Manager Monthly*, July 2017

To the Editor:

The Cook County Pension Fund (CCPF) has been a consistent supporter of emerging managers through the decades with nearly 20%—or more than \$1 billion—of our portfolio assets allocated to minority and emerging managers. In light of our track record, the Editor’s commentary on our recent search activity, in *Emerging Manager Monthly*, July 2017, thus came as a surprise.

For more than 30 years, CCPF has supported emerging managers and has been a champion for firms not just in our portfolio but also for those seeking to make inroads into the institutional management channel. We award direct mandates to firms through general search activity as well as dedicated searches, allocating on average \$104 million in mandate size. Within our plan we have found many creative capacity-building strategies for inclusion through direct and indirect approaches including new product incubation, manager of managers allocations leading to graduations, and partnership in general.

As our plan increasingly faces greater liquidity pressures, our commitment to emerging managers has not wavered. In working to balance the needs of the plan to meet benefit obligations that are in excess of \$800 million annually, we continue to fashion creative ways to identify emerging managers to be part of the solution. The intention of the search referenced in the editor’s letter is to identify a solutions provider to establish cash management strategies that allow us the flexibility to meet persistent and growing outflows. We know talent and expertise exists within the emerging space for this mandate, and our search confirms it by identifying firms able to partner with us to meet this challenge.

We remain committed to sourcing emerging manager talent that can deliver more complex solutions as the needs of CCPF evolve. Such partnerships also allow for the capabilities of emerging managers to further develop and for firms to continue to thrive. When evaluating a plan’s effort and commitment, the totality of the program and its results should be considered. Not all programs are one-size-fits-all, but they should meet the plan’s objectives. Our plan faces ever more complex challenges, and we are pleased to partner with emerging managers who bring the skills and innovation needed to develop mutually-creative solutions and expand their capabilities along the way.

Thank you,

A handwritten signature in black ink, reading "Nickol R. Hackett". The signature is written in a cursive style with a large, stylized initial "N".

Nickol R. Hackett
Executive Director and Chief Investment Officer