GRETCHEN A. FLICKER, CFA

Business Building Financial Service Executive • Strategic Planner • Board Level Leader

www.linkedin.com/in/gretchen-flicker

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EXPERTISE

- Sales & Revenue Generation
- Regulatory Compliance
- Strategic Planning
- Governance
- Team Engagement
- Coalition Building
- Nonprofit Board

VALUES

- Leadership with Impact
- Ethics & Integrity
- Diversity of Thought
- Transparent Communication
- Gender Parity

EDUCATION & CERTIFICATIONS

- ***Master of Business Administration***, Finance and International Business, University of Chicago, Booth School of Business
- ***Master of Business Administration***, Katholieke Universiteit Leuven
- ***Bachelor of Art***, Mathematics and Business Administration, Saint Mary's College
- ***Chartered Financial Analyst***
- ***Honorary Doctor of Humane Letters***, Saint Mary's College

Gretchen Flicker is a forward-thinking executive in the financial services industry, recognized for her strategic leadership, innovation in product development, and adherence to rigorous regulatory standards. Her extensive experience lends itself to board service, underscored by a profound fiduciary insight, adeptness in reorganizing boards for heightened governance, and cooperative work with mutual fund boards to secure compliance and financial readiness.

At Dimensional Fund Advisors, Gretchen's strategic prowess was crucial to growing the North American institutional sub-advisory business, leading the team to grow the business line assets under management [AUM] to over $20B. Her strategy of service consolidation significantly enhanced client experiences, aligned business strategies with organizational objectives and was bolstered by her commitment to growth. In addition to managing a team and business line, Gretchen also maintained a book of key sub-advisory and traditional institutional clients with AUM in excess of $10B. Additionally, Gretchen was instrumental in launching the John Hancock Multifactor ETF suite at Dimensional, marking the firm's first ETFs and garnering over $1B in AUM in less than two years.

In her board roles, Gretchen demonstrates her innovative and practical wisdom, combined with governance expertise. In her over ten years of trusteeship at Saint Mary's College, she led as Chairperson through pivotal moments colored by unanticipated challenges, including the presidential selection and the board's strategic response to the COVID-19 pandemic. Additionally, she guided the Board's approval of a new strategic plan As Director & Board Secretary for Rock the Street, Wall Street, she serves on the strategic planning committee, playing a pivotal role in directing future vision, as well as supporting the organization's fundraising efforts.

Central to her professional philosophy is a dedication to addressing internal challenges and fostering workplace environments enriched by open communication, collaboration, and strong employee engagement. Her skill in client negotiations has led to substantial increases in annual revenue. Her ability to develop and maintain relationships with key clients has been crucial in the significant growth of AUM.

Gretchen's educational foundation is as substantial as her professional achievements. She earned an MBA with a focus on Finance and International Business from the University of Chicago Booth School of Business, an MBA from Katholieke Universiteit Leuven, and a Bachelor of Arts in Mathematics and Business Administration from Saint Mary's College. Her dedication to education and her alma mater's mission is celebrated by her honorary Doctor of Humane Letters, Honoris Causa, from Saint Mary's College, affirming her influence and commitment.

Gretchen's combination of strategic financial leadership, in-depth operational expertise, and proven track record in driving sales and developing new products, alongside her board service experience, makes her an invaluable asset to any board seeking enhanced strategic direction, robust governance, and insightful business oversight.

Gretchen lives in Silicon Valley with her husband and rescue pup Magnus, and sometimes with an additional foster dog or two. Outside of her non-profit work Gretchen is active in early-stage venture investing, specifically supporting start-ups founded by women. She enjoys traveling, hiking, and scuba-diving. When not in the Bay Area or traveling outside of the USA, she can often be found enjoying the "SLO" life in Avila Beach, California.

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FINANCIAL SERVICES EXECUTIVE • BOARD-LEVEL LEADER

Strategic financial services and operating leader with a proven record of driving sales, developing new products, and facilitating regulatory compliance in complex financial settings. Brings to board service a deep fiduciary background, expertise in restructuring boards for effective governance, and experience collaborating with mutual fund boards for compliance and fiduciary readiness. Successful history managing Dimensional Fund Advisors' North American institutional sub-advisory business, growing assets under management [AUM] to $20B, and consolidating services to elevate client experience. Aligns business strategy with organizational goals, leveraging strategic approach to growth and delivering exceptional value to boards seeking enhanced strategic direction and business oversight. Navigates internal challenges and fosters environments underpinned by communication, collaboration, and employee engagement.

Key Areas of Value Include:

Investment Management • Business Development • Strategic Planning • Asset Growth
Board & Stakeholder Engagement • Change Management • Team Leadership & Development • Governance & Compliance
Client Service • Asset Allocation • Risk Management • Financial Expertise • Institutional Sales

BOARD APPOINTMENTS

Director & Board Secretary, Board of Directors: Rock the Street, Wall Street • Nashville, TN [2023 – Present]

- Member: Strategic Planning Committee; drive fundraising efforts

Board of Trustees: Saint Mary's College • Notre Dame, IN [2011 – 2022]

- Chairperson: Led board in selecting and onboarding college president [2019 – 2022]. Led reorganization of board structure to facilitate cross-committee coordination. Managed board response to COVID
- Vice Chairperson: Chaired trusteeship [governance] committee. Selected and oversaw development of new trustees [2018-2019]
- Treasurer: Chaired finance and budget committee [2014 – 2017]

Director & Board Secretary: Friends of Avila Pier, Inc. • Avila Beach, CA [2019 – 2020]

- Led board transition to independent private entity, focusing on fundraising for Pier's reconstruction
- Attracted first corporate donor for campaign materials and secured pro-bono guidance on capital campaign strategies

HIGHLIGHTED ACHIEVEMENTS & COMPETENCIES

Institutional Sales & Service Leadership

- Spearheaded growth of Dimensional Fund Advisors' North American institutional sub-advisory assets, surpassing $20B by fostering relationships, optimizing account coverage, and enhancing suite of product and service offerings.
- Unified sub-advisory services under single North American institutional umbrella, leading to consistent client experiences, streamlined client engagement and development of strategic business plans.
- Orchestrated Dimensional's internal alignment, ensuring sub-advisory practices complemented registered investment advisor [RIA] business to maintain integrity of firm's diverse revenue streams.
- Conducted successful client negotiations that delivered increase in annual revenue of approximately $10M.
- Fostered relationships with traditional and subadvisory clients, including AT&T, Siemens, Pfizer, PepsiCo, MetLife, Allianz, New York Life, and others that resulted in approximately $20B in AUM growth.

New Business Development

- Directed team in establishing strategic partnerships in sub-advisory channels and conceptualized bespoke strategic plans to catalyze new business and attract capital.
- Oversaw lifecycle of account inception to client delivery, ensuring continuity and service quality.
- Guided team in forging strategic alliances and defining tailored strategic plans for sub-advisory partners, resulting in acquisition of new business and expansion of funding avenues.

Client Development & Engagement

- Orchestrated collaboration among client service, operations, portfolio management, legal, compliance, and due diligence teams to deliver superior ongoing service and ensure effective client engagement, from board presentations to strategic marketing and product launches.
- Cultivated relationships with corporate pension and savings plans, foundations, endowments, and sub-advisors with continual responsibility for total client account AUM of $10B+ during tenure as vice president, institutional sales and service.
- Facilitated new business development and consistent client experience across sub-advisory relationships and with relationship managers during role as product specialist.
- Managed key accounts, including $3B portfolio for major $30B telecommunications company while serving as regional director, institutional sales.
- Built dedicated client service group accountable for managing Dimensional's US institutional clients.

Product Launches & Market Innovation

- Spearheaded launch of John Hancock Multifactor ETF suite within Dimensional, first ETFs managed by firm with AUM in excess of $1B in less than 24 months.
- Established robust operating framework for management of ETFs and indexes by assembling C-suite and executive teams and integrating portfolio management, research, data analytics, legal, and compliance resources.
- Revitalized Dimensional's Northeastern market by leading marketing of equity and fixed income strategies to top-tier corporate pensions and savings plans, as well as to foundations and endowments, growing new client AUM to $1B in AUM within 3 years
- Originated client commentaries incorporating portfolio analytics, economic insights, and strategic firm approaches, setting standard adopted firm-wide and supported by specialized communications team.

Team Leadership & Growth

- Led team of 20 at Dimensional Fund Advisors in player-coach capacity, driving client engagement and directing regional directors in prospecting and identifying new product opportunities.
- Crafted and implemented a comprehensive support and training program for ETF sponsor wholesalers, balancing team leadership and oversight of vital legacy accounts.
- Cultivated strong connections with international relationship managers to harmonize communication and led the account management for major global clients.

CAREER APPOINTMENTS

DIMENSIONAL FUND ADVISORS, LP • Santa Monica, CA [1998 – 2019]
Vice President, Institutional Sales & Service, Sub-advisory Services [2003 – 2019]
Regional Director, Institutional Client Service [1998 – 2003]

HEWITT ASSOCIATES, LLC [Now Aon Hewitt] • Lincolnshire, IL [1997 – 1998]
Business Developer, Hewitt Investment Group

STATE FARM INSURANCE COMPANY • Bloomington, IL [1995]
Intern, Investments Department

SEI CORPORATION • Wayne, PA & Chicago, IL [1993 – 1994]
Consultant, Capital Resources / Portfolio Analyst, Investment Management / Associate, Capital Markets Research

EDUCATION

UNIVERSITY OF CHICAGO, Booth School of Business • Chicago, IL
Master of Business Administration. Concentrations: Finance & International Business

KATHOLIEKE UNIVERSITEIT LEUVEN • Leuven, Belgium
Master of Business Administration

SAINT MARY'S COLLEGE • Notre Dame, IN
Bachelor of Arts in Mathematics and Business Administration