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15 YEAR ANNIVERSARY

From Luck to Leadership: Mary Mustard's 15-Year Journey at Meketa

Over 15 years at Meketa, Mary has built a reputation for calm confidence, trusted client service, and mentorship across the firm.



Mary began her career during the financial crisis, navigating one of the toughest markets to find a foothold in financial services. What started as "luck", a CFA Institute job posting that led to a conversation, became a career defined by growth, resilience, and impact. Today, Mary reflects on her journey, the challenges she's overcome, and the lessons she continues to carry forward.

The following are six questions with Mary Mustard

MARY MUSTARD, CFA
MANAGING PRINCIPAL
& CONSULTANT

What originally brought you to Meketa?



Mary Mustard ("MM"): It was luck. I graduated during the financial crisis, and it was a tough time to find a job in financial services. After staying on at a small advisory firm where I had interned and completing my MBA, I came across Meketa through the CFA Institute job board. That connection ultimately led to me being hired. At the time, I didn't fully understand investment consulting, but I was looking for stability, growth, and opportunity. Meketa offered all of that."

What was it like being a young woman entering the industry?



MM: In the early days, it wasn't always easy. I was often the youngest person in the room, and usually the only woman. At one of my first major client meetings, after I made a lighthearted comment at the end of a long discussion, a trustee responded with a remark about "women talking too much." It was meant as a joke, but it landed differently. I remember thinking, *Do I even deserve to be here? Am I being taken seriously?*

That moment was tough, but it became my motivation. I reminded myself that I had earned my seat at the table, even if I was more junior. I focused on always being prepared, polished, and confident. Over time, my mindset shifted: instead of questioning whether I belonged, I started owning the fact that I did."



Mary's path at Meketa reflects exactly what we hope to see in our consultants: curiosity, discipline, and reliability. She asks the right questions, does the hard analytical work, and communicates recommendations in a way that helps clients make confident decisions.



Frank Benham
Managing Principal,
Director of Research

Who have been your mentors, and what lessons have stayed with you?



MM: I've been fortunate to learn from incredible people at Meketa. My first manager was my biggest mentor. She hired me, managed me, and encouraged me to raise my hand for opportunities. Sometimes those opportunities did not sound exciting at first, but I learned you never know where they might lead. Watching her roll up her sleeves and take on whatever was needed, no matter how far outside her job description, showed me the importance of attitude and mindset. That is something I carry with me every day.

Beyond that, I learned so much from the broader team of consultants I worked with. Each had a different style and seeing that range of approaches taught me the importance of finding my own authentic voice with clients. Just as important was the culture of support. I could go to anyone with a question, no matter how big or small, and they always made time to help. That openness gave me the confidence to grow, and it is why I put such an emphasis on being that kind of resource for others today. I want people to feel the same support I felt and to know that they can always come to me for guidance.

What client experiences best capture your impact?



MM: I feel incredibly fortunate to have built such long-lasting client relationships. One of the most meaningful is with a client I've worked with for my entire career at Meketa. I started out as their performance analyst, grew into the investment analyst role, and today I'm their consultant. As they've evolved, I've been able to grow alongside them.

I joined the account just months after Meketa was hired, and I've been with them ever since. Over the years, I've witnessed leadership transitions, staff changes, and periods of real challenge. Through it all, I've had the privilege of being a steady presence, someone they could rely on no matter what. That sense of continuity, of growing together, has been one of the most rewarding parts of my career.

How do you recharge outside of work?



MM: Does work count as the recharge? I'm joking! Life outside of Meketa is very family-oriented. With younger kids, much of my time revolves around them, but now that they are a little older we've been able to travel more and experience new things together. That has been wonderful. When I do unplug, I try to really unplug and be fully present with my family.

What excites you most about Meketa's future?



MM: Seeing the firm continue to grow and diversify its client base and offerings. No two days ever feel the same, and markets only get more complex. Being part of that ongoing evolution—helping clients navigate challenges and opportunities—is exciting and meaningful.

Congratulations, Mary, and thank you for 15 years of leading with integrity, serving clients with dedication, and mentoring colleagues across the firm.

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