

Anilú Vázquez-Ubarri '98

San Rafael, CA

At-Large Alumni Trustee Candidate

With a law degree from Fordham, Anilú Vázquez-Ubarri started her professional career as a corporate lawyer with Shearman & Sterling LLP in the Executive Compensation & Employee Benefits group. She later went to work at Goldman Sachs for nearly 12 years in a number of human capital roles, rising to managing director, global head of talent and chief diversity officer. While there, she earned a reputation for building out talent development teams, a new concept for creating diverse and enduring talent pipelines. “I’m proud that those efforts have become a model for other firms and that talent development has become table stakes in financial services and private equity,” says Vázquez-Ubarri.

In 2018, after spending most of her adult life living in New York and Jersey City, Vázquez-Ubarri and her family moved to the Bay Area where she accepted a role as the first chief human resources officer for TPG Inc., a leading global alternatives asset manager with \$246 billion of assets under management and 30 offices. In 2023, she was named chief operating officer and became a member of the firm’s board of directors. She leads TPG’s operational functions globally, enabling TPG’s strategic business and investment priorities, and partners closely with the CEO to develop and drive the firm’s growth strategy. In addition, she is a founding member of TPG NEXT, the firm’s strategy to seed and stake emerging investment managers. Vázquez-Ubarri has been at the forefront of several milestones at TPG, including the firm’s IPO in 2022. She is described as a highly skilled and strategic operator whose leadership and counsel are valued at every level of the organization. Vázquez-Ubarri also serves on the corporate boards of

Upwork Inc., a work marketplace platform that connects businesses and talent, and Greenhouse Software, a technology company providing enterprise talent acquisition solutions.

Vázquez-Ubarri is also recognized for helping to pave the way for more Hispanic leadership in business and on corporate boards. She was a founding member of The Alumni Society, a network of Latino alumni from the country's top universities that promotes growth and empowerment in the Latino business community. She has also been a board member of LatinoJustice PRLDEF, a national civil rights organization, and Teach For America Bay Area. She currently serves on the boards of the Vera Institute for Justice and the Charter Growth School Fund.

Vázquez-Ubarri shares that, while growing up in Puerto Rico, her biggest source of inspiration was her maternal great-grandmother, one of the first women to go to the University of Puerto Rico. The example she offered informed Vázquez-Ubarri's approach to her own education as well as her interests in social justice and education. "Then Princeton helped shape my views on teamwork and service." Vázquez-Ubarri adds, "She also taught me 'to run to the fire,' which has become my motto in my professional life."

A history major with a certificate in Latin American studies, Vázquez-Ubarri wrote her thesis on the Puerto Rican migrations to New York City in the early 1900s. Every Friday during her senior year she did research in the city, taking the Dinky to NJ Transit and then the subway. She remembers that "watching out the window as the contrasting settings went by instilled in me a sense of responsibility to ensure that others could benefit from such an enriching college experience." While at Princeton, Vázquez-Ubarri spent her time playing varsity water polo and serving in leadership roles in Acción Puertorriqueña y Amigos. Since graduation, she has gone

back to campus frequently to mentor students through the Association of Latino Princeton Alumni and has served as an interviewer for prospective students.