PUBLIC SCHOOL & EDUCATION EMPLOYEE RETIREMENT SYSTEMS OF MISSOURI

EXECUTIVE DIRECTOR

POSITION SPECIFICATIONS

CLIENT

Our client, the Public School & Education Employee Retirements Systems of Missouri (PSRS/PEERS or the “Systems”) works in partnership with member school districts in the state of Missouri to provide eligible employees and their beneficiaries with a significant source of income based on the employee’s length of service and compensation in order to enhance retirement, disability and death benefits received from other sources. To achieve this mission, PSRS/PEERS adopts the following goals:

- To provide retirement security to Missouri’s educators and education employees after a full career of service.
- To help school districts attract and retain the best and brightest educators and employees for Missouri school children.
- To manage the Systems in a prudent and cost-efficient manner while continuing to provide exceptional services to members.

The Systems have established four key focus areas to achieve these goals:

- Culture of Excellence
- Innovation
- Engagement
- System and Financial Stability

The Public School Retirement System of Missouri (PSRS), a cost-sharing multiple employer retirement system, was established in 1945 by the Missouri legislature to provide certificated public school employees and their families with a significant and stable source of retirement income, disability, and survivor benefits. The majority of PSRS members do not contribute to Social Security. All public school districts in the state

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of Missouri, except St. Louis Public Schools and Kansas City Public Schools, are participating employers as are all public community colleges in the state.

The Non-Teacher School Employee Retirement System of Missouri (NTRS), also a cost-sharing multiple employer retirement system, was established in 1965 by the Missouri Legislature to build a plan similar to PSRS, but for non-certificated public school personnel. The name of the non-teacher system was changed to the Public Education Employee Retirement System of Missouri (PEERS) in August 2005 to more positively represent the members of the System. Member of PEERS contribute to Social Security.

PSRS and PEERS are governed jointly by a seven-member Board of Trustees, composed of three elected PSRS members, one elected PEERS member and three members appointed by the Governor of Missouri. The Board meets regularly on a bi-monthly basis.

Unlike most public pension systems, the members of PSRS and PEERS share equally in funding the contributions to the Systems. The contribution rates in total approximate the contribution rates of similar public pension plans. However, this funding mechanism has kept the employer contributions lower and the employee contributions higher than many similar public plans. PSRS members contributed 14.5% of their annual covered salary during the fiscal year ended June 30, 2019. Employers are required to match that amount. In this same period, PEERS members contributed 6.86% of their annual covered salary. Again, employers are required to match that amount.

The combined Systems serve approximately 278,000 total members in 534 districts and other employers. As of June 30, 2019, over 94,000 individuals received retirement benefits from the Systems. Total annual benefits paid were nearly $3.0 billion for the year ended June 30, 2019. As of June 30, 2020, PSRS/PEERS had a market value of net assets of approximately $45.6 billion, making it larger than all other public retirement systems in the state of Missouri combined.

The Systems’ assets are commingled for investment purposes as allowed by state statute. The Systems maintain a diversified asset allocation with long-term allocation targets as follows:

<table>
<thead>
<tr>
<th>Public Risk Asset Programs</th>
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<tbody>
<tr>
<td>U.S. Public Equity</td>
<td>23.0%</td>
</tr>
<tr>
<td>Public Credit</td>
<td>0.0%</td>
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<tr>
<td>Hedged Assets</td>
<td>6.0%</td>
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<tr>
<td>Non-U.S. Public Equity</td>
<td>16.0%</td>
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<tr>
<td><strong>Total Public Risk Assets</strong></td>
<td><strong>45.0%</strong></td>
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<table>
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<tr>
<th>Safe Assets</th>
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<tbody>
<tr>
<td>U.S. Treasuries</td>
<td>20.0%</td>
</tr>
<tr>
<td>U.S. TIPS</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cash Equivalents</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Safe Assets</strong></td>
<td><strong>20.0%</strong></td>
</tr>
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### Private Risk Asset Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Equity</td>
<td>16.0%</td>
</tr>
<tr>
<td>Private Real Estate</td>
<td>11.0%</td>
</tr>
<tr>
<td>Private Credit</td>
<td>8.0%</td>
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<tr>
<td><strong>Total Private Risk Assets</strong></td>
<td><strong>35.0%</strong></td>
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**TOTAL FUND**: 100.0%

The **Systems** utilize the services of a small number of external consultants. Actuarial consulting services are provided by PricewaterhouseCoopers, LLP. Audit services are provided by Williams-Keepers, LLC. Verus provides general investment consulting with Albourne America, LLC, Pathway Capital Management and The Townsend Group as specialty investment consultants.

**PSRS/PEERS** employs a dedicated workforce of 143 employees and is based in Jefferson City. Total annual operating budget, net of external asset manager fees, is approximately $26.6 million.

For more detailed information about **PSRS/PEERS** including annual financial reports, please visit the website at [www.psrs-peers.org](http://www.psrs-peers.org).

### ABOUT JEFFERSON CITY

Jefferson City, the State Capital of Missouri, is located nearly equidistant from Kansas City to the west and St. Louis to the east. Kansas City is home to the current NFL Super Bowl Champions. St. Louis is home to the current NHL Stanley Cup champion St. Louis Blues and the St. Louis Cardinals. Jeff City, as its known, was named for President Thomas Jefferson and was named the capital of Missouri in 1821. Jefferson City's economy is based on the government, health care, manufacturing, retail, education, and tourism industries. The City's school system is highly-regarded and includes two public high schools, two public middle schools, and eleven public elementary schools. There are also five private elementary schools and three private high schools. Jefferson City is also home to Lincoln University, a historically black public university.

Jefferson City sits just south of the Missouri River at the northern edge of the Ozark Plateau, just 40 minutes by car from the Lake of the Ozarks, a major resort area with one of the largest man-made lakes in the world. The city also sits on the popular Katy Trail, a popular destination for bike riders and campers, which stretches for 237 miles across the state, mostly following the path charted by Lewis & Clark along the Missouri River.

Just 30 miles north of Jefferson City is the City of Columbia, home to the University of Missouri Tigers, who compete in the rugged Southeastern Conference (SEC). Founded in 1839, Mizzou is the oldest public university west of the Mississippi. In addition to its highly-regarded School of Journalism, Mizzou offers degree programs in multiple disciplines. The University is credited by many as the originator of the popular American fall tradition known as “homecoming”.

For more information about Jefferson City and the surrounding area, please see:

Jefferson City Convention & Visitors Bureau [www.visitjeffersoncity.com](http://www.visitjeffersoncity.com)

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SPECIFICATIONS – PSRS/PEERS OF MISSOURI EXECUTIVE DIRECTOR

RESPONSIBILITIES

Reporting to the Board of Trustees, the Executive Director is responsible for planning, organizing and administering all operations of the Systems under the broad policy guidance and direction of the Board of Trustees under the statutes and rules governing PSRS/PEERS. The successful candidate will provide strategic leadership and organizational direction, advocacy and influence on behalf of the Systems and direct other duties as assigned by the Board, in addition to involvement with industry organizations and government task forces.

The Executive Director will be responsible for guiding the creation and implementing the strategic direction of the Systems as well as planning, managing and administering the business of PSRS/PEERS for the benefit of its participants, retirees, and member employers. Direct reports to the Executive Director are the Assistant Executive Director, Operations; Assistant Executive Director, Investments; Director of Legislation & Policy; Director of Internal Audit; and, the Director of Administrative Planning & Design.

While this list of essential duties is not intended as a comprehensive list, it is intended to provide a representative summary of the major duties and responsibilities as follows:

- With the senior management team, manage the day-to-day activities of the Systems.
- Ensure that objectives established by the Board of Trustees are achieved; work with the Board to update and continue planning efforts related to its strategic long-range plan.
- Foster a culture where the entire staff is engaged and inspired to serve customers and achieve the Systems’ vision.
- Responsible for the formulation, development and coordination of policies and goals to promote the mission and values for the Systems which includes legislative policy and initiatives.
- Provide objective information regarding policy issues before the Board.
- Work jointly with the Chief Investment Officer in developing the long-term investment strategy for the Systems.
- With the assistance of the Investment Staff, monitor the performance of the investment portfolio; ensure that funds are invested in accordance with Board policies and ensure that proper internal controls are developed to safeguard the assets of the Systems. In fulfilling these responsibilities, the Executive Director relies heavily on the Chief Investment Officer and external investment consultants.
- The Executive Director must agree in writing to all hiring and termination decisions prior to the execution or cancellation of a contract with external investment service providers.
- Certify that material strategic investment allocation shifts proposed by the Staff are in compliance with the Investment Policy prior to implementation.
- Oversee all aspects of finance, budget, internal controls and risk management.
- Recruit senior management staff.
- Provide guidance and mentoring to senior staff members.
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- Represent PSRS/PEERS, as appropriate, before the state legislature or Congress.
- Ensure that PSRS/PEERS operates efficiently.
- Provide regular reports to the Board of Trustees and members concerning the status of the Systems.
- Build and maintain effective relationships with state and federal officials, the state legislature, member organizations/associations and employers, in order to strengthen the efforts of the Systems.
- Plan bi-monthly Board meetings in conjunction with the Chair of the Board.
- Ensure that PSRS/PEERS complies with all applicable laws.
- Ensure that PSRS/PEERS maintains an effective public relations strategy; oversees communications with the community as well as with the media, regarding issues affecting the Systems.
- Represent PSRS/PEERS in national retirement organizations.
- Directs special studies and projects as assigned by the Board.

EDUCATION AND EXPERIENCE

- Bachelor’s degree in business or related field from an accredited college or university, with an advanced degree, ideally an MBA, JD or MPA, highly preferred.
- Extensive knowledge (ideally ten or more years) in a senior leadership capacity with a public pension fund, insurance, benefits administration or other complex financial services organization with accountability for customer service, benefits administration, funding, regulatory compliance, technology integration and actuarial sciences.
- Demonstrated success leading accomplished senior leaders and executive staff with diverse competencies (audit, finance, actuarial, technology, legal and investment) in a collaborative and team-oriented way.
- Significant leadership experience (ideally ten or more years) of demonstrated success leading a large and complex organization comparable to PSRS/PEERS or larger.
- Extensive positive experience working closely with a Board of Trustees and external stakeholders, to include legislative bodies, members, employers, the media and the general public.
- Direct knowledge of the legal and regulatory requirements of administering a public retirement and healthcare benefits organization.
- Strong working knowledge of institutional investing and modern portfolio theory.
- Working knowledge of actuarial concepts and their impact on defined benefit plan funding levels.
- Solid understanding of contracting processes and contract administration.
- Experience managing a significant operating budget and staff complement.
- Strong understanding of the principles and theory of public administration including general administration, human resource management, and fiscal management.
- Demonstrated success in serving as the public “face” to legislators, members, employers, the media and general public is highly desirable.
- The ability to travel to meet with groups across the state and to participate in national industry conferences and events.

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PERSONAL CHARACTERISTICS

- Unassailable personal character, values and integrity.
- Projects confidence but with humility; a servant leader.
- Ability to develop and communicate a vision, combined with strong strategic skills.
- Open and welcoming; approachable and visible to board, staff, employers and members; empathetic, with strong emotional intelligence.
- A thoughtful decision-maker who values both people and process; willing to get input in the decision-making process; makes the decision and is willing to admit mistakes in adverse situations if necessary.
- Outstanding interpersonal skills; possesses both the desire and ability to relate to many kinds of people and groups.
- Ability to be sensitive to the concerns of all members and staff, and a commitment to dealing fairly with all.
- Integrity and backbone; will do what's right for PSRS/PEERS and its members.
- Excellent communication skills, including outstanding presentation speaking skills, writing and listening.
- Demonstrated commitment to member service.
- High energy level and strong work ethic.
- Commitment to the mission and vision of PSRS/PEERS.
- Flexible, versatile, persuasive and influential.

COMPENSATION

Compensation will be commensurate with qualifications and market factors. The total compensation package includes a competitive base salary, and benefit plan including medical, dental and vision, life and AD&D insurance, long-term disability insurance, health savings account, flexible spending account, identity theft protection and employee assistance program, plus the use of an automobile. All employees are contributory members of either PSRS or PEERS. PSRS/PEERS also offers a generous paid time off and holiday policy. Relocation assistance will be negotiated on an individual basis.

APPLICATION PROCESS

EFL Associates, an executive search firm, is assisting PSRS/PEERS with this important search. All calls and inquiries should be made through the search firm. Referrals and applications will be held in confidence. Review of applications will begin immediately and will continue until the position is filled.

NON-DISCRIMINATION

PSRS/PEERS of Missouri and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.
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