

**Friday, July 25, 2025, 8:30 a.m.**

**WSI Board Room (In-Person), 1600 E Century Ave, Bismarck, ND**

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**AGENDA**

- I. CALL TO ORDER AND ACCEPTANCE OF AGENDA (*Board Action*)**
    - A. Pledge of Allegiance
    - B. Conflict of Interest Disclosure
    - C. Introduction of Investment Intern
  - II. ACCEPTANCE OF MINUTES (May 16, 2025 & June 3, 2025) (*Board Action*)**
  - III. ELECTION OF OFFICERS & COMMITTEE APPOINTMENTS (15 minutes)**
    - A. Chair & Vice Chair– *Board Action*
    - B. Parliamentarian – *Appointed by Chair*
    - C. Audit Committee – *Board Action*
    - D. Governance & Policy Review Committee – *Board Action*
    - E. Executive Review & Compensation Committee – *Appointed by Chair*
    - F. Investment Committee – *Appointed by Chair*
    - G. Securities Litigation Committee – *Appointed by Chair*
  - IV. INVESTMENTS (30 minutes) (*Board Action*)**
    - A. Staff Quarterly Performance Update – Mr. Anderson
  - V. GOVERNANCE (45 minutes)**
    - A. Investment Committee Update (*Information*) – Treasurer Beadle, Mr. Anderson
      - 1. State Bonding Fund and Fire & Tornado Fund IPS Approval (*Board Action*)
    - B. Annual Governance & Policy Review Report (*Board Action*) – Dr. Lech, Ms. Smith
    - C. Audit Committee Update (*Information*) – Treasurer Beadle, Ms. Seiler
    - D. Securities Litigation Committee Update (*Information*) – Commissioner Heringer, Ms. Smith
    - E. Legacy and Budget Stabilization Fund Advisory Board (*Information*) – Ms. Smith
    - F. Code of Conduct Affirmation (*Information*) – Ms. Smith
- (Break)
- G. Governance & Policy Review Committee Update (*Information*) – Dr. Lech, Ms. Smith
      - 1. Governance Audit RFP<sup>1</sup> (*Board Action*) – Dr. Lech, Ms. Smith
- VI. QUARTERLY MONITORING REPORTS (30 minutes) (*Board Action*)**
  - A. Quarterly Investment Ends – Mr. Cox
  - B. Quarterly Update & Annual Strategic Communications Plan – Ms. Mudder
  - C. Executive Limitations/Staff Relations – Ms. Smith
- VII. OTHER**
  - A. Next Meetings:
    - Investment Committee – August 8 & September 12, 2025, at 9:00 a.m.
    - Audit Committee – August 13, 2025, at 2:30 p.m.
    - SIB GPR Committee – September 9, 2025, at 10:00 a.m.
    - Securities Litigation Committee – September 16, 2025, at 10:00 a.m.
    - SIB Meeting – September 26, 2025, at 8:30 a.m.

**VIII. ADJOURNMENT**

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<sup>1</sup> Executive Session pursuant to N.D.C.C. 44-04-19.2(6) and 54-44.4-10(2) to receive and discuss exempt proposal procurement information during a competitive bidding process.

**NORTH DAKOTA STATE INVESTMENT BOARD  
MINUTES OF THE  
MAY 16, 2025, BOARD MEETING (IN-PERSON)**

**MEMBERS PRESENT:**

Kelly Armstrong, Governor, Chair  
Dr. Rob Lech, TFFR Board, Vice Chair  
Thomas Beadle, State Treasurer, Parliamentarian  
Rep. Glenn Bosch, LBSFAB  
Gerald Buck, PERS Board  
Joseph Heringer, Commissioner of Univ. & School Lands  
Pete Jahner, Investment Professional  
Sen. Jerry Klein, LBSFAB  
Cody Mickelson, TFFR Board  
Adam Miller, PERS Board  
Joe Morrisette, Director of OMB  
Dr. Prodosh Simlai, Investment Professional  
Art Thompson, Director of WSI

**STAFF PRESENT:**

Scott M. Anderson, CIO  
Eric Chin, Deputy CIO/Head of AFM  
Jac Collins, Sr. Investment Analyst  
Cory Cox, Public Funds Analyst  
Derek Dukart, Sr. Investment Analyst  
Jennifer Ferderer, Fiscal/Investment Admin.  
Chirag Gandhi, Portfolio Mgr.  
Shiv Khare, Investment Intern  
Missy Kopp, Executive Assistant  
Robbie Morey, Investment Accountant  
George Moss, Portfolio Mgr.  
Sarah Mudder, Communications/Outreach Dir.  
Matt Posch, Portfolio Mgr.  
Emmalee Riegler, Procurement/Records Coord.  
Chad Roberts, DED/CRO  
Mike Schmitcke, Sr. Investment Accountant  
Sara Seiler, Supervisor of Internal Audit  
Jodi Smith, Interim Executive Director  
Nitin Vaidya, Chief Risk Officer  
Jason Yu, Risk Officer  
Lance Zietlow, Portfolio Mgr.

**GUESTS:**

Kirsten Tuntland, Assistant Attorney General  
Members of the Public

**CALL TO ORDER:**

Gov. Armstrong, Chair, called the State Investment Board (SIB) regular meeting to order at 8:30 a.m. on Friday, May 16, 2025. The meeting was held virtually.

**The following members were present representing a quorum: Treasurer Beadle, Rep. Bosch, Mr. Miller, Mr. Buck, Mr. Thompson, Commissioner Heringer, Dr. Simlai, Mr. Mickelson, Sen. Klein, Dr. Lech, Mr. Morrisette, Mr. Jahner, and Gov. Armstrong**

**AGENDA:**

The Board considered the agenda for the May 16, 2025, SIB meeting.

**IT WAS MOVED BY TREASURER BEADLE AND SECONDED BY DR. LECH AND CARRIED BY A VOICE VOTE TO APPROVE THE MAY 16, 2025, AGENDA.**

**AYES: COMISSIONER HERINGER, TREASURER BEADLE, MR. MILLER, MR. BUCK, REP. BOSCH, MR. THOMPSON, DR. SIMLAI, MR. MICKELSON, SEN. KLEIN, DR. LECH, MR. MORRISSETTE, MR. JAHNER, AND GOV. ARMSTRONG**

**NAYS: NONE**

**MOTION CARRIED**

### **MINUTES:**

The Board considered the minutes of the April 25, 2025, SIB meeting.

**IT WAS MOVED BY DR. LECH AND SECONDED BY TREASURER BEADLE AND CARRIED BY A VOICE VOTE TO APPROVE THE APRIL 25, 2025, MINUTES AS DISTRIBUTED.**

**AYES: MR. MICKELSON, COMMISSIONER HERINGER, MR. MORRISSETTE, MR. THOMPSON, TREASURER BEADLE, DR. LECH, MR. JAHNER, MR. BUCK, SEN. KLEIN, REP. BOSCH, MR. MILLER, DR. SIMLAI, AND GOV. ARMSTRONG**

**NAYS: NONE**

**MOTION CARRIED**

### **INVESTMENTS:**

#### **Performance Report Discussion:**

Ms. Smith shared an update on the investment performance report that was originally on the board agenda. The performance report was not completed in time for the Board meeting. Because the May board meeting is earlier in the month and there are some additional challenges, as a result, staff and the consultant could not complete the report on time. Board discussion followed.

### **EDUCATION:**

#### **Committee Overview:**

Ms. Smith provided information on each of the SIB subcommittees. The presentation included the composition, authority, and scope of each subcommittee. Board discussion followed.

### **GOVERNANCE:**

#### **2025 Legislative Session Review:**

Ms. Smith reviewed key outcomes from the 2025 legislative session. HB 1022, RIO's appropriation bill, included \$25,000 for TFFR member education initiatives. The TFFR Board will discuss those initiatives at their retreat in July. The agency also received funding for an additional auditor FTE, business process mapping (BPM), and fiscal software identification. The BPM request for proposal (RFP) has been issued and scoring is underway. HB 1319, the Legacy Fund website, will be addressed after July 1, as resources become available. Other tracked bills and outcomes were provided in the board materials. Board discussion followed.

#### **Investment Committee (IC) Update:**

Treasurer Beadle provided an update from the May 9, 2025, IC meeting. NEPC presented an update on their ongoing asset allocation analysis for the pension systems, with final recommendations expected in September. The committee reviewed the progress on investment strategy adjustments, data warehousing, and operational improvements. In closed session, two fund manager actions were approved. A \$35 million commitment to a private credit opportunity in the medical space and the addition of a new international equity manager as part

of the 2.0 strategy. Upon returning to open session, it was announced that Castlake was added to the private credit portfolio with a \$50 million commitment from the Legacy Fund.

#### Governance & Policy Review (GPR) Committee Update:

Dr. Lech provided an update from the April 30, 2025, GPR Committee meeting. The committee discussed the RFP process, which has been divided into two priorities: (1) a board governance model assessment and (2) an optional update of the governance policy program manual. The governance model assessment will focus on evaluating the current governance framework, identifying strengths and gaps, assessing related risks, and making recommendations for improvements along with board education to support potential transitions. The optional component involves updates to the program manual and related education. Vendor selection is anticipated by the end of July, with the contract expected to begin in August.

#### Audit Committee Update:

Treasurer Beadle provided an update from the May 14, 2025, Audit Committee meeting. UHY was awarded the contract for the financial audit, and the state auditor's office is finalizing the contract details, which will require a special Audit Committee meeting for approval. The internal audit work plan was reviewed, including efforts to shift some duties to support agency operations and address staffing gaps. Weaver continues to assist with investment-related audits and advisory work, helping to build systems, transfer knowledge, and provide potential backup support for the fiscal team. The Committee acknowledged the importance of maintaining appropriate firewalls when reallocating Weaver's resources and expressed appreciation for the progress made in strengthening the internal audit function.

#### Executive Search Committee Update:

Dr. Lech provided an update from the May 15, 2025, Executive Search Committee meeting. The committee met with staff from CBIZ to review the potential candidates for the ED position. The committee chose two finalists, Jodi Smith and Eli Martinez. The committee will conduct interviews with each candidate and will bring one or two finalists to the board for a second interview if desired, and appointment.

Ms. Smith shared an update on the CFOO search. The posting was reopened because of the low number of applicants. The initial round of interviews will be conducted while still accepting applications. Board discussion followed.

### **REPORTS:**

#### Quarterly Audit Activities Report:

Ms. Seiler provided the Audit Activities Report for the quarter ending March 31, 2025. The Executive Limitations Audit is in progress, and surveys for executive and board assessments have been completed and reported. Exit interviews for the former Executive Director and CFO were conducted and shared with the interim director. Weaver was engaged as a co-sourcing partner, launching the external investment oversight audit and supporting development of the investment compliance program. The TFFR project successfully went live in February with internal audit participation.

#### Executive Limitations/Staff Relations Report:

Ms. Smith provided the Executive Limitations/Staff Relations report. Updates included staffing changes and efforts to address organizational disruptions, and implementation of strategic goals. Initiatives are underway to transition to SharePoint, implement an investment operations compliance plan, and develop succession plans for key leadership roles. Internal realignment, office space planning, and IT system improvements are ongoing, along with the project to identify a new system for fiscal and investment operations. Board discussion followed.

**IT WAS MOVED BY TREASURER BEADLE AND SECONDED BY REP. BOSCH AND CARRIED BY A ROLL CALL VOTE TO ACCEPT THE QUARTERLY AUDIT ACTIVITIES AND EXECUTIVE LIMITATIONS/STAFF RELATIONS REPORTS.**

**AYES: REP. BOSCH, SEN. KLEIN, COMMISSIONER HERINGER, DR. SIMLAI, MR. BUCK, MR. MORRISSETTE, MR. MICKELSON, MR. MILLER, TREASURER BEADLE, MR. JAHNER, MR. THOMPSON, DR. LECH, AND GOV. ARMSTRONG**

**NAYS: NONE**

**MOTION CARRIED**

**ADJOURNMENT:**

With no further business to come before the SIB, Gov. Armstrong adjourned the meeting at 9:48 a.m.

Prepared by: Missy Kopp, Assistant to the Board

**NORTH DAKOTA STATE INVESTMENT BOARD  
MINUTES OF THE  
JUNE 3, 2025, BOARD MEETING (REMOTE)**

**MEMBERS PRESENT:**

Kelly Armstrong, Governor, Chair  
Dr. Rob Lech, TFFR Board, Vice Chair  
Gerald Buck, PERS Board  
Pete Jahner, Investment Professional  
Sen. Jerry Klein, LBSFAB  
Cody Mickelson, TFFR Board  
Adam Miller, PERS Board  
Joe Morrisette, Director of OMB  
Dr. Prodosh Simlai, Investment Professional  
Art Thompson, Director of WSI

**MEMBERS ABSENT:**

Thomas Beadle, State Treasurer, Parliamentarian  
Rep. Glenn Bosch, LBSFAB  
Joseph Heringer, Commissioner of Univ. & School Lands

**STAFF PRESENT:**

Scott M. Anderson, CIO  
Eric Chin, Deputy CIO/Head of AFM  
Jac Collins, Sr. Investment Analyst  
Cory Cox, Public Funds Analyst  
Derek Dukart, Sr. Investment Analyst  
Jennifer Ferderer, Fiscal/Investment Admin.  
Chirag Gandhi, Portfolio Mgr.  
Deneen Gathman, Retirement Accountant  
Jayme Heick, Retirement Specialist  
Shiv Khare, Investment Intern  
Missy Kopp, Executive Assistant  
Denise Leingang-Sargeant, Retirement Specialist  
Robbie Morey, Investment Accountant  
George Moss, Portfolio Mgr.  
Sarah Mudder, Communications/Outreach Dir.  
Matt Posch, Portfolio Mgr.  
Emmalee Riegler, Procurement/Records Coord.  
Chad Roberts, DED/CRO  
Sara Seiler, Supervisor of Internal Audit  
Jodi Smith, Interim Executive Director  
Dottie Thorsen, Internal Auditor  
Nitin Vaidya, Chief Risk Officer  
Susan Walcker, Sr. Financial Accountant  
Tami Volkert, Retirement Compliance Specialist  
Denise Weeks, Retirement Program Manager  
Alex Weissman, Fixed Income Analyst  
Jason Yu, Risk Officer  
Lance Zietlow, Portfolio Mgr.

**GUESTS:**

Eileen Neill, Verus  
Members of the Public

**CALL TO ORDER:**

Gov. Armstrong, Chair, called the State Investment Board (SIB) regular meeting to order at 9:02 a.m. on Tuesday, June 3, 2025. The meeting was held virtually.

**The following members were present representing a quorum: Mr. Miller, Mr. Buck, Mr. Thompson, Dr. Simlai, Mr. Mickelson, Sen. Klein, Dr. Lech, Mr. Morrisette, Mr. Jahner, and Gov. Armstrong**

**EXECUTIVE SEARCH COMMITTEE RECOMMENDATION:**

Dr. Lech provided an overview of the search process for the Executive Director (ED) position. The Committee worked with an executive search firm, CBIZ, and had over 30 candidates from a nationwide search. CBIZ presented six candidates to the Committee, all of whom were extremely qualified. The Committee conducted interviews with two finalists, but it was very clear that Ms. Smith was the best candidate. The Committee recommends that the Board appoint Ms. Smith. The salary and leave recommendations were provided. Board discussion followed.

**IT WAS MOVED BY DR. LECH AND SECONDED BY MR. THOMPSON AND CARRIED BY A ROLL CALL VOTE TO APPOINT JODI SMITH AS THE ED OF THE RETIREMENT AND INVESTMENT OFFICE AT THE SALARY OF \$244,536 ANNUALLY AND 16 HOURS OF ANNUAL LEAVE PER MONTH.**

**AYES: MR. MILLER, MR. BUCK, REP. BOSCH, MR. THOMPSON, DR. SIMLAI, MR. MICKELSON, SEN. KLEIN, DR. LECH, MR. MORRISSETTE, MR. JAHNER, AND GOV. ARMSTRONG**

**NAYS: NONE**

**ABSENT: TREASURER BEADLE, REP. BOSCH, AND COMMISSIONER HERINGER  
MOTION CARRIED**

**INVESTMENTS:**

**Quarterly Performance Update:**

Ms. Neill summarized economic factors impacting capital markets. GDP grew 2%, inflation eased to 2.8%, and unemployment held at 4.2%. Global equities declined amid tariff concerns and shifting sentiment, while fixed income saw gains from rate drops. Private assets outperformed public markets long term, though private real estate recovery remains slow post-COVID. Ms. Neill reported that all funds performed within policy corridors. The pension fund showed muted negative cash flow, the Legacy Fund's private equity lagged due to its early stage, and the Insurance Fund demonstrated consistent returns and fiscal year-to-date outperformance across most asset classes. Board discussion followed.

**IT WAS MOVED BY DR. LECH AND SECONDED BY DR. SIMLAI AND CARRIED BY A ROLL CALL VOTE TO ACCEPT THE QUARTERLY INVESTMENT PERFORMANCE UPDATE.**

**AYES: MR. MICKELSON, MR. MORRISSETTE, MR. THOMPSON, DR. LECH, MR. JAHNER, MR. BUCK, SEN. KLEIN, MR. MILLER, DR. SIMLAI, AND GOV. ARMSTRONG**

**NAYS: NONE**

**ABSENT: TREASURER BEADLE, REP. BOSCH, AND COMMISSIONER HERINGER  
MOTION CARRIED**

**ADJOURNMENT:**

With no further business to come before the SIB, Gov. Armstrong adjourned the meeting at 9:45 a.m.

Prepared by: Missy Kopp, Assistant to the Board

## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Elections & Appointment of Officers**

Pursuant the SIB Program Manual, Section VIII: By-Laws Chapter 3.1:

The officers of the SIB are a Chair and Vice Chair, one of which must be an appointed or elected member of the TFFR or PERS Board. The officers will be elected by the SIB to a one-year term at the first regularly scheduled meeting following July 1 of each year. Vacancies will be filled by the SIB at the first scheduled meeting following the vacancy.

- SIB Chair  
(Currently Governor Armstrong)
- SIB Vice Chair  
(Currently Dr. Lech – TFFR Trustee)

Pursuant to the SIB Program Manual, Section II: D(1)d:

The chairperson shall appoint a parliamentarian.

- Parliamentarian – Appointed by SIB Chair  
(Currently Treasurer Beadle)

**Board Action Requested:** The State Investment Board approve the following officer elections and appointment for the 2025–2026 fiscal year, pursuant to Chapter 3 of the SIB By-Laws and Policy B-4(1)(D):

1. **Governor Armstrong** is elected to serve as **Chair** of the State Investment Board.
2. **Dr. Rob Lech**, TFFR Trustee, is elected to serve as **Vice Chair** of the State Investment Board.
3. The Chair appoints **Treasurer Beadle** to serve as **Parliamentarian** of the State Investment Board.

These actions are effective as of today's meeting and shall remain in effect until the first regularly scheduled meeting following July 1, 2026, or until successors are elected or appointed.



## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Audit Committee Appointments**

Pursuant the SIB Program Manual, Section II F Standing Committees:

An Audit Committee has been established as a standing committee of the State Investment Board (SIB). The Audit Committee will assist the SIB in carrying out its oversight responsibilities as they relate to the Retirement and Investment Office (RIO) internal and external audit programs, including financial and other reporting practices, internal controls, and compliance with laws, regulations, and ethics.

The committee charter states:

The Committee will consist of five members, selected by and approved by the SIB. Three members of the Committee will represent the three groups on the SIB: Legacy & Budget Stabilization Fund Advisory Board, a pension representative, member-at-large, and two members selected from outside of the SIB and the RIO. The SIB should select committee members who are both independent and financially literate.

Membership on the Committee will be for one year or termination of term on the SIB. Vacancies will be filled by the SIB at the first scheduled meeting following the vacancy. There will be no limit to the number of terms served on the Committee.

Current Committee members are:

- Treasurer Beadle (Chair)
- Cody Mickelson (TFFR Trustee)
- Adam Miller (PERS Trustee)
- Dina Cashman (External); and
- Todd Van Orman (External).

**Board Action Requested:** The State Investment Board re-appoint the current members of the Audit Committee to serve for the 2025–2026 term, pursuant to Section II.F of the SIB Program Manual and the Audit Committee Charter. The members to be appointed are:

- **Treasurer Thomas Beadle** (Chair; representing the Legacy & Budget Stabilization Fund Advisory Board)

- **Cody Mickelson** (TFFR Trustee; pension representative)
- **Adam Miller** (PERS Trustee; member-at-large)
- **Vacant** (External member)
- **Todd Van Orman** (External member)

These re-appointments shall be effective as of today's meeting and continue through the end of the 2025–2026 term, or until successors are appointed.

## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Governance & Policy Review Committee Appointments**

Pursuant the SIB Program Manual, Section II F Standing Committees:

A Governance and Policy Review Committee has been established as a standing committee of the SIB. The Governance and Policy Review Committee will assist the SIB in fulfilling its fiduciary oversight responsibilities to fulfill its responsibilities regarding matters that relate to governing the SIB, policies, and identifying and making recommendations to the SIB.

The Governance & Policy Review Charter States:

The Governance Committee shall be composed of at least three members. They will be nominated and approved by a majority vote of the SIB. This is a standing committee with no term limits. The Executive Director will be responsible for meeting preparation.

Current board members assigned are:

- Dr. Lech (TFFR Trustee) Chair
- Thomas Beadle (State Treasurer); and
- Joe Morrisette (OMB Director).

**Board Action Requested:** The State Investment Board approve the reappointment of the following members to the **Governance and Policy Review Committee** for the 2025–2026 fiscal year, pursuant to Section II.F of the SIB Program Manual and the Governance and Policy Review Committee Charter:

- **Dr. Rob Lech** (TFFR Trustee) – Chair
- **State Treasurer Thomas Beadle**
- **Joe Morrisette** (Director of OMB)

These appointments are effective as of today's meeting and will remain in place until successors are nominated and approved by a majority vote of the Board.

## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Executive Review and Compensation Committee Appointments**

Pursuant the SIB Program Manual, Section II F Standing Committees:

An Executive Review and Compensation Committee (ERCC) has been established as a standing committee of the SIB. The ERCC will assist the SIB in fulfilling its fiduciary oversight responsibilities of “monitoring executive performance (which) is synonymous with monitoring organizational performance against board policies on Ends and Executive Limitations”. The ERCC will also assist the SIB in developing compensation goals and strategies for the agency as a whole that are in alignment with the strategic plan of the agency. The Chief Financial Officer/Chief Operating Officer (CFO-COO) will be responsible for the preparation of all committee materials with the exception of internal survey and audit materials. Internal audit will be responsible for preparing an annual summary of the required reports submitted to the SIB by the Executive Director and Chief Investment Officer in connection with its review of policy adherence to Ends and Executive Limitations. Internal audit will also assist the ERC in completing annual surveys of the Executive Director with the SIB, SIB clients, and RIO team members, and Executive Director and Deputy Executive Director- Chief Retirement Officer with the TFFR Board, TFFR stakeholders, and RIO team members.

The ERCC Charter States:

The ERCC shall be composed of at least three SIB members as appointed by the SIB Chair at the first SIB meeting in July of each year or when a vacancy arises. This is a standing committee with no term limits. At least one committee member must be an elected or appointed official.

Current board members assigned are:

- Dr. Rob Lech (TFFR Trustee) - Chair
- State Treasurer Thomas Beadle (Elected Official)
- Senator Jerry Klein

**Board Action Requested:** Board Chair to appoint.

- **Dr. Rob Lech** (TFFR Trustee)
- **Gerald Buck** (Appointed Official)
- **Senator Jerry Klein** (Elected Official)

- These appointments fulfill the ERCC Charter requirement that at least one member be an elected or appointed official. Appointments are effective as of today's meeting and shall remain in effect until successors are appointed or as otherwise determined by the Board.

## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Investment Committee Appointments**

Pursuant the SIB Program Manual, Section II F Standing Committees:

The Investment Committee (the “Committee”) is created to provide oversight of SIB investments within the parameters established by the SIB. Oversight will include an analysis of risk and return at the portfolio, asset class, and client fund levels. Additionally, the Committee will provide input to the Board on asset allocation and benchmark recommendations. The committee charter states:

The Investment Committee Charter states:

The Investment Committee shall be composed of two members of the SIB board, two external investment professionals and two RIO staff appointed by the SIB Chair. The SIB Chair will also appoint a Chair and a Vice Chair of the Committee. The two external investment professionals may be either currently active or retired and have substantial institutional investment experience. Membership on the Committee will be for one year or termination of term on the SIB. Vacancies will be filled by the SIB Chair at the first scheduled meeting following the vacancy. There will be no limit to the number of terms served on the Committee.

Current board members assigned are:

- State Treasurer Thomas Beadle – Board Member (as Chair)
- Commissioner Joseph Heringer – Board Member (as Vice Chair)
- Prodosh Simlai – Board Member External professional
- Pete Jahner – Board Member External professional
- CIO Scott Anderson – RIO Staff
- Deputy CIO Eric Chin – RIO Staff

**Board Action Requested:** Board Chair to appoint members, Chair, and Vice Chair of committee.

- State Treasurer Thomas Beadle – Board Member (Chair)
- Prodosh Simlai – Board Member (Vice Chair)
- Pete Jahner – Board Member External professional
- CIO Scott Anderson – RIO Staff
- Deputy CIO Eric Chin – RIO Staff
- Todd Van Orman – External Representative

## MEMORANDUM

**TO: SIB**  
**FROM: Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Securities Litigation Committee Appointments**

Pursuant the SIB Program Manual, Section II F Standing Committees:

A Securities Litigation Committee (SLC) has been established as a standing committee of the State Investment Board (SIB). The SLC will assist the SIB in fulfilling its fiduciary oversight responsibilities of monitoring the investment assets entrusted to it by the various statutory and contracted funds, and to serve as a communications link for the SIB, RIO's management and staff, third party securities litigation firms, and others. The SLC will determine when an active role should be pursued in regard to securities litigation affecting investments within the SIB's portfolios based on the SIB approved Securities Litigation Policy and approved SIB Securities Litigation Committee Charter.

The Securities Litigation Charter States:

The Committee will consist of three members of the SIB appointed by the Chair. Membership on the Committee will be for one year or termination of term on the SIB. Vacancies will be filled by the SIB Chair at the first scheduled meeting following the vacancy. There will be no limit to the number of terms served on the Committee.

Current board members assigned are:

- Land Commissioner Joe Heringer – Chair
- WSI Director Art Thompson; and
- Joe Morrisette (Director of OMB).

**Board Action Requested:** Board Chair to appoint.

- **Land Commissioner Joe Heringer**
- **Art Thompson**
- **Representative Glenn Bosch**

These appointments are effective as of today's meeting and shall remain in effect through the 2025–2026 term or until successors are appointed.

# INVESTMENT PERFORMANCE

Scott M. Anderson, CFA – Chief Investment Officer

July 25, 2025



Retirement & Investment



# PERFORMANCE – BENCHMARK INDICES

Summary of Returns April 30, 2025					
Benchmark Indices (% change, annualized)	YTD	1 Yr	5 Yr	10 Yr	10 Yr Volatility
Russell 1000	-5.1%	11.9%	15.4%	12.0%	18.6%
Russell 2000	-11.6%	0.9%	9.9%	6.3%	23.4%
S&P 500	-4.9%	12.1%	15.6%	12.3%	18.4%
MSCI ACWI IMI Net	-0.7%	11.1%	12.8%	8.4%	14.7%
MSCI World ex US	11.0%	13.1%	11.6%	5.5%	14.8%
MSCI Emerging Markets	4.3%	9.0%	6.3%	3.1%	16.1%
Bloomberg Aggregate	3.2%	8.0%	-0.7%	1.5%	4.8%
Bloomberg Gov/Credit	3.1%	7.7%	-0.7%	1.7%	5.1%
Bloomberg US High Yield	1.0%	8.7%	6.3%	4.9%	5.2%
NCREIF Property Index (03/31/2025)	1.3%	2.7%	3.2%	5.4%	4.1%

Source: Bloomberg

# PERFORMANCE – BENCHMARK INDICES

Summary of Returns July 16, 2025					
Benchmark Indices (% change, annualized)	YTD	1 Yr	5 Yr	10 Yr	10 Yr Volatility
Russell 1000	7.2%	12.3%	15.6%	13.1%	18.6%
Russell 2000	0.6%	-0.3%	10.2%	7.2%	23.5%
S&P 500	7.3%	12.0%	16.0%	13.4%	18.4%
MSCI ACWI IMI Net	10.3%	12.0%	12.6%	9.5%	14.7%
MSCI World ex US	17.2%	13.0%	10.3%	6.2%	14.7%
MSCI Emerging Markets	17.1%	13.4%	6.0%	5.3%	16.1%
Bloomberg Aggregate	3.1%	3.4%	-1.1%	1.7%	4.8%
Bloomberg Gov/Credit	3.0%	3.2%	-1.2%	1.8%	5.1%
Bloomberg US High Yield	4.5%	8.6%	5.5%	5.3%	5.2%
NCREIF Property Index (03/31/2025)	1.3%	2.7%	3.2%	5.4%	4.1%

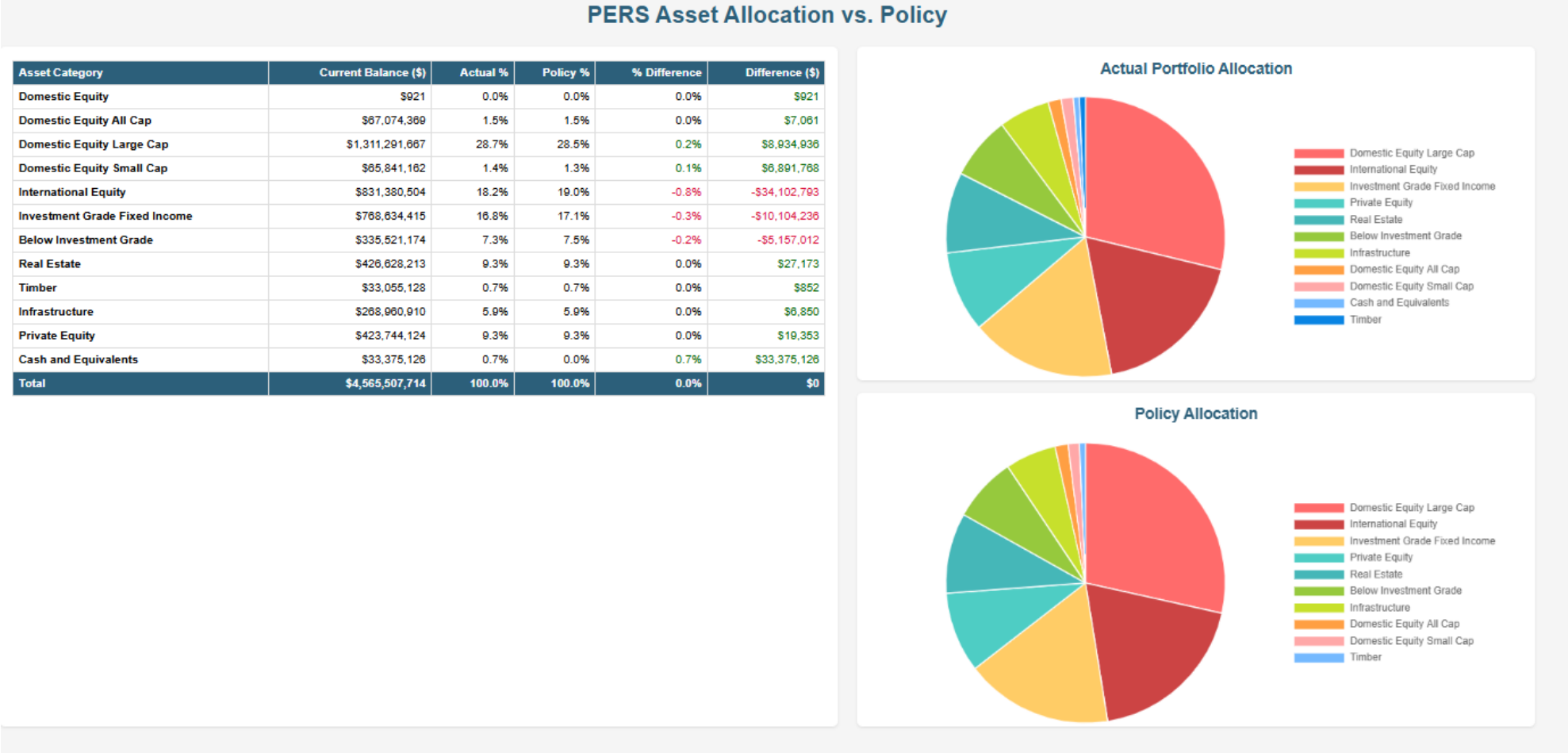
Source: Bloomberg

# PERFORMANCE

N O R T H  
**Dakota**  
Be Legendary.

Retirement & Investment

# PERS ASSET ALLOCATION



1. April 2025 values – Verus

# PERS PERFORMANCE

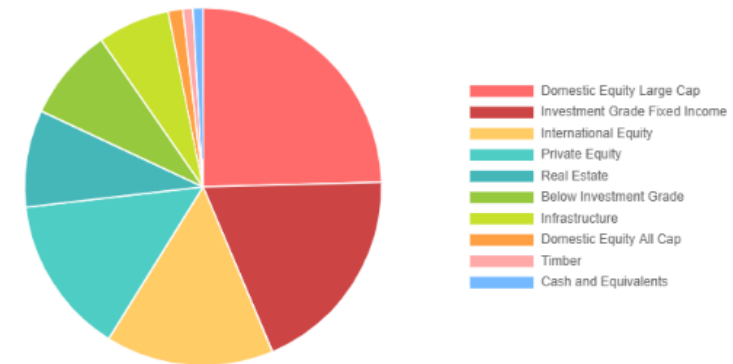
PERS \$4.6 Billion	Year to Date	1 Year	3 year	5 Year	10 Year	Risk (5 Year)
Total Fund Return - Net	0.9%	8.9%	5.9%	9.2%	7.3%	9.9%
Policy Benchmark Return	0.6%	8.5%	5.5%	8.5%	6.6%	10.4%
Total Relative Return <sup>1</sup>	0.3%	0.4%	0.4%	0.7%	0.7%	

# TFFR ASSET ALLOCATION

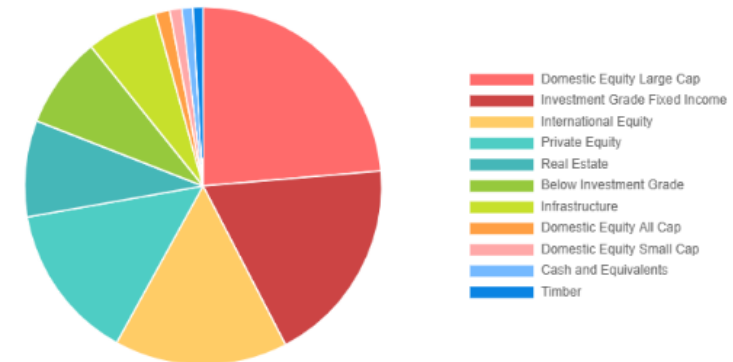
TFFR Asset Allocation vs. Policy

Asset Category	Current Balance (\$)	Actual %	Policy %	% Difference	Difference (\$)
Domestic Equity	\$578	0.0%	0.0%	0.0%	\$578
Domestic Equity All Cap	\$42,528,930	1.3%	1.3%	0.0%	-\$4,393
Domestic Equity Large Cap	\$822,539,833	24.4%	23.7%	0.7%	\$24,027,332
Domestic Equity Small Cap	\$31,031,513	0.9%	1.1%	-0.2%	-\$5,054,298
International Equity	\$508,844,749	15.1%	15.7%	-0.6%	-\$22,686,760
Investment Grade Fixed Income	\$638,803,064	18.9%	18.7%	0.2%	\$8,634,754
Below Investment Grade	\$279,315,190	8.3%	8.3%	0.0%	-\$763,365
Real Estate	\$292,647,920	8.7%	8.7%	0.0%	\$11,907
Timber	\$29,505,954	0.9%	0.9%	0.0%	\$2,681
Infrastructure	\$220,332,827	6.5%	6.5%	0.0%	\$3,464
Private Equity	\$480,530,681	14.2%	14.2%	0.0%	\$5,403
Cash and Equivalents	\$29,579,304	0.9%	1.0%	-0.1%	-\$4,177,301
<b>Total</b>	<b>\$3,375,660,542</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>\$0</b>

Actual Portfolio Allocation



Policy Allocation



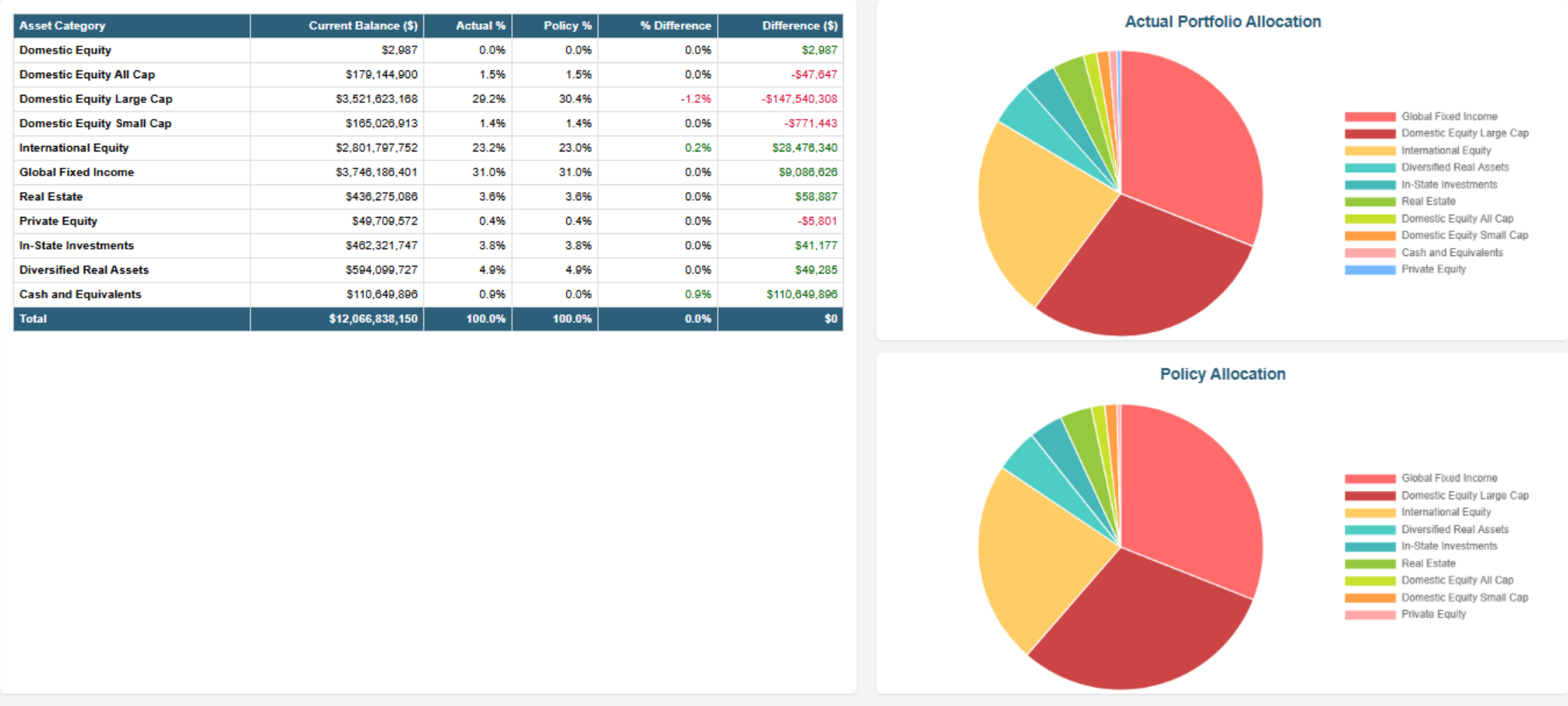
1. April 2025 values – Verus

# TFFR PERFORMANCE

TFFR \$3.4 Billion	Year to Date	1 Year	3 year	5 Year	10 Year	Risk (5 Year)
Total Fund Return - Net	1.1%	8.7%	5.5%	8.9%	7.1%	9.4%
Policy Benchmark Return	0.8%	8.2%	5.1%	8.2%	6.4%	9.8%
Total Relative Return <sup>1</sup>	0.3%	0.5%	0.4%	0.7%	0.7%	

# LEGACY ASSET ALLOCATION

LEGACY Asset Allocation vs. Policy



1. April 2025 values – Verus



# LEGACY PERFORMANCE

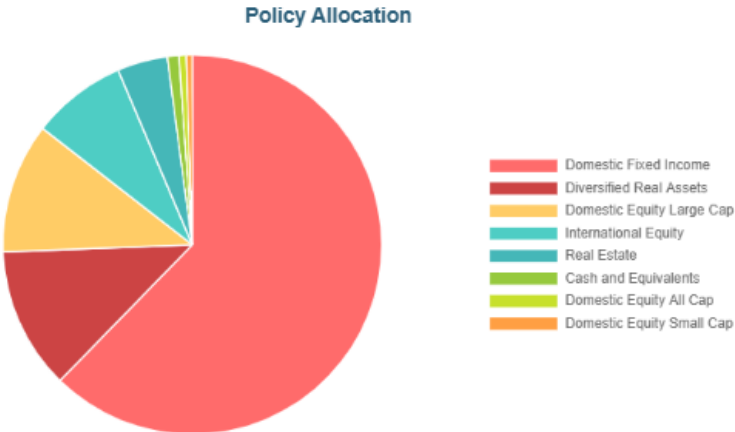
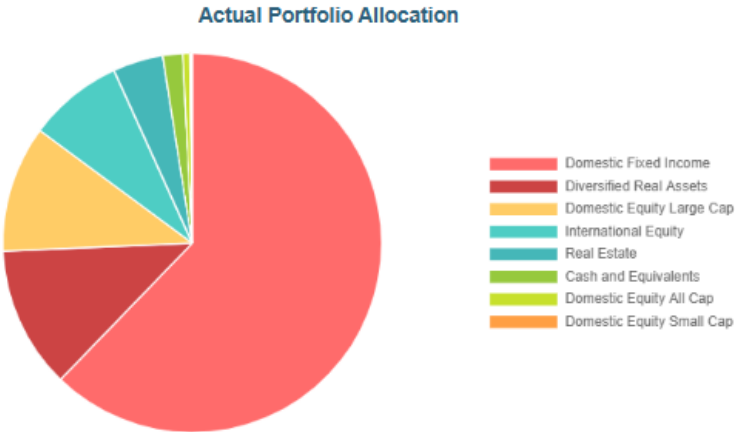
Legacy Fund \$12.1 Billion	Year to Date	1 Year	3 year	5 Year	10 Year	Risk (5 Year)
Total Fund Return - Net	1.3%	9.5%	6.8%	8.2%	6.5%	10.7%
Policy Benchmark Return	1.0%	9.3%	5.6%	6.9%	5.6%	10.6%
Total Relative Return <sup>1</sup>	0.3%	0.2%	1.2%	1.3%	0.9%	

1. Corridor benchmark applied only in year-to-date numbers

# WSI ASSET ALLOCATION

WSI Asset Allocation vs. Policy

Asset Category	Current Balance (\$)	Actual %	Policy %	% Difference	Difference (\$)
Domestic Equity	\$298	0.0%	0.0%	0.0%	\$298
Domestic Equity All Cap	\$12,635,987	0.6%	0.6%	0.0%	-\$187,765
Domestic Equity Large Cap	\$237,441,423	10.8%	11.1%	-0.3%	-\$6,429,818
Domestic Equity Small Cap	\$3,733,625	0.2%	0.5%	-0.3%	-\$7,288,443
International Equity	\$178,579,281	8.1%	8.1%	0.0%	\$124,570
Domestic Fixed Income	\$1,369,477,069	62.3%	62.3%	0.0%	-\$530,724
Real Estate	\$94,518,415	4.3%	4.3%	0.0%	\$987
Diversified Real Assets	\$268,912,611	12.1%	12.1%	0.0%	-\$10,589
Cash and Equivalents	\$36,315,626	1.7%	1.0%	0.7%	\$14,319,483
Total	\$2,199,614,335	100.0%	100.0%	0.0%	\$0



1. April 2025 values – Verus

# WSI PERFORMANCE

<b>WSI \$2.2 Billion</b>	<b>Year to Date</b>	<b>1 Year</b>	<b>3 year</b>	<b>5 Year</b>	<b>10 Year</b>	<b>Risk (5 Year)</b>
<b>Total Fund Return - Net</b>	<b>2.4%</b>	<b>8.5%</b>	<b>3.8%</b>	<b>4.0%</b>	<b>4.6%</b>	<b>7.5%</b>
<b>Policy Benchmark Return</b>	<b>2.5%</b>	<b>7.5%</b>	<b>3.3%</b>	<b>2.6%</b>	<b>3.5%</b>	<b>7.0%</b>
<b>Total Relative Return<sup>1</sup></b>	<b>-0.1%</b>	<b>1.0%</b>	<b>0.5%</b>	<b>1.4%</b>	<b>1.1%</b>	

## MEMORANDUM

**TO:** Investment Committee  
**FROM:** Scott Anderson, Chief Investment Officer  
**DATE:** July 25, 2025  
**RE:** Investment Committee Update

Investment Committee meetings were held on June 13 and July 11, 2025. The meetings were called to order and there was an acceptance of the agenda followed by an acceptance of the minutes from the prior meeting.

At the June meeting, Mr. Barakat and Mr. Anderson provided a discussion regarding the investment attestation process. This was followed by a discussion of the committee regarding covered people. Next, Mr. Gandhi and Mr. Moss presented a strategy review of the internal investment program. This was followed by a private markets manager recommendation presented by Mr. Collins and Mr. Zietlow in the closed session which was approved in the open session. The manager's name will be made public once contract negotiations are complete. Lastly, Mr. Zietlow and Mr. Collins made an announcement that a contract was signed for a \$150 million commitment to Grosvenor to manage the Legacy Fund in-state infrastructure program.

At the July meeting, Ms. Neill, Mr. Gesell, and Mr. Whalen provided a presentation regarding a study of the RIO investment manager fees. This was followed by a private markets manager recommendation presented by Mr. Collins and Mr. Zietlow in the closed session which was approved in the open session. The manager's name will be made public once contract negotiations are complete.

In the open session, Mr. Zietlow and Mr. Collins provided a private equity strategy review. This presentation was followed by an internal investment update by Mr. Anderson, Mr. Gandhi, and Mr. Moss.

Lastly, Mr. Chin provided the Fire and Tornado as well as the State Bonding investment policy statements for recommendation of approval to the SIB. The investment committee recommends the approval of the policy statements by the SIB.

<https://www.rio.nd.gov/sites/www/files/documents/PDFs/SIB%20Investment/Board/Materials/sibinvestmat20250613.pdf>

<https://www.rio.nd.gov/sites/www/files/documents/PDFs/SIB%20Investment/Board/Materials/sibinvestmat20250711.pdf>

**BOARD ACTION REQUESTED: Information Only.**

# **NORTH DAKOTA STATE BONDING FUND**

## **INVESTMENT POLICY STATEMENT**

### **1. FUND CHARACTERISTICS AND CONSTRAINTS.**

The State Bonding Fund (the Fund) was established for bonding public employees and public officials in accordance with Chapter 26.1-21 of the North Dakota Century Code (NDCC). Annual collections to the Fund are in the form of fees and restitution. However, the primary funding source for the Fund is investment return.

A minimum balance of \$2.0 million must be maintained at all times. If reserves drop below this statutory minimum, premiums will be assessed against all bondholders in accordance with NDCC 26.1-21-02. Such premiums will continue to be charged until the Fund balance reaches \$3.0 million. This situation must be avoided.

Claims paid from the Fund are on an as-needed basis and are highly unpredictable. A judgment against the guilty party is required prior to the Fund making a claim payment. Generally, there is a 60-90 day lead-time to prepare for a claim payment. Appropriations from the Fund are exclusively for administrative costs.

### **2. FUND MISSION**

The primary mission of the Fund is to maintain an adequate balance in the fund to avoid the necessity of assessing premiums to bond holders.

### **3. RESPONSIBILITIES AND DISCRETION OF THE STATE INVESTMENT BOARD (SIB)**

The Fund is charged by law under NDCC 21-10-02.1 with the responsibility of establishing policies on investment goals and asset allocation of the Fund. The SIB is charged with implementing policies and asset allocation and investing the assets of the legacy fund in the manner provided in Section 21-10-07--the prudent institutional investor rule. The fiduciaries shall exercise the judgment and care, under the circumstances then prevailing, that an institutional investor of ordinary prudence, discretion, and intelligence exercises in the management of large investments entrusted to it, not in regard to speculation but in regard to the permanent disposition of funds, considering probable safety of capital as well as probable income.

Management responsibility for the investment program not assigned to the SIB in Chapter 21-10 is hereby delegated to the SIB, which must establish written policies for the operation of the investment program consistent with this investment policy.

The SIB may delegate investment responsibility to professional money managers, which are also required to employ investment strategies consistent with the investment policy. Where a money manager has been retained, the SIB's role in determining investment strategy and security selection is supervisory not advisory.

At the discretion of the SIB, the fund's assets may be pooled with other funds. In pooling funds, the SIB may establish whatever asset class pools it deems necessary with specific quality, diversification, restrictions, and performance objectives appropriate to the prudent investor rule and the objectives of the funds participating in the pool.

The SIB is responsible for establishing criteria, procedures, and making decisions with respect to hiring, retaining, and terminating money managers. The SIB investment responsibility also includes selecting performance measurement services, consultants, report formats, and frequency of meetings with managers.

The SIB shall notify the board within 30 days of any substantial or notable changes in money managers; performance measurement services; and consultants, including hiring or terminating a money manager, performance measurement service, or a consultant.

The SIB will implement necessary changes to this policy in an efficient and prudent manner.

**4. RISK TOLERANCE** The investment objectives of the Fund reflect the long-term nature of the Fund, but also the low risk tolerance and shorter-term liquidity needs.

**5. INVESTMENT OBJECTIVES.**

The Fund's investment objectives are expressed in terms of reward and risk expectations relative to investable, passive benchmarks. The Fund's policy benchmark is comprised of policy mixed weights of appropriate asset class benchmarks as set by the SIB:

- a. The Fund's rate of return, net of fees and expenses, should at least match that of the policy benchmark over a minimum evaluation period of five years.
- b. The Fund's risk, measured by the standard deviation of net returns, should be within 1% of the policy benchmark over a minimum evaluation period of five years. For example, if the policy benchmark is 4%, the Fund's risk should range between 3% and 5% over a five-year period.
- c. The risk-adjusted performance of the Fund, net of fees and expenses, should at least match that of the policy benchmark over a minimum evaluation period of five years.

**6. POLICY ASSET MIX**

After consideration of all the inputs and discussion of its own risk tolerance, the Fund has chosen the following asset allocation:

Large Cap Domestic Equity	0%
Small Cap Domestic Equity	0%
International Equity	0%
Fixed Income	55%
Real Estate	0%
Cash Equivalents	45%

Rebalancing of the Fund to this target will be done in accordance with the SIB's rebalancing policy, but not less than annually.

## 7. RESTRICTIONS

While the SIB is responsible for establishing specific quality, diversification, restrictions, and performance objectives for the investment vehicles in which the Fund's assets will be invested, it is understood that:

- a. Futures and options may be used to hedge or replicate underlying index exposure, but not for speculation.
- b. Derivative use will be monitored to ensure that undue risks are not taken by the money managers.
- c. No transaction may be made that would threaten the tax-exempt status of the Fund.
- d. All assets will be held in custody by the State Investment Board's master custodian or such other custodians as are acceptable to the State Investment Board.
- e. No unhedged short sales or speculative margin purchases shall be made.
- f. Social investing is prohibited unless it meets the Exclusive Benefit Rule and it can be substantiated that the investment must provide an equivalent or superior rate of return for a similar investment with a similar time horizon and similar risk.

For the purpose of this document, Social Investing is defined as the consideration of socially responsible criteria in the investment or commitment of public fund money for the purpose of obtaining an effect other than a maximized return to the Fund.

- g. Economically targeted investing is prohibited unless the investment meets the Exclusive Benefit Rule.

For the purpose of this document economically targeted investment is defined as an investment designed to produce a competitive rate of return commensurate with risk involved, as well as to create collateral economic benefits for a targeted geographic area, group of people, or sector of the economy.

Also, for the purpose of this document, the Exclusive Benefit Rule is met if the following four conditions are satisfied:

- (1) The cost does not exceed the fair market value at the time of investment.
- (2) The investment provides the Fund with an equivalent or superior rate of return for a similar investment with a similar time horizon and similar risk.
- (3) Sufficient liquidity is maintained in the Fund to permit distributions in accordance with the terms of the plan.
- (4) The safeguards and diversity that a prudent investor would adhere to are present.

Where investment characteristics, including yield, risk, and liquidity are equivalent, the Fund's policy favors investments which will have a positive impact on the economy of North Dakota.

## 8. INTERNAL CONTROLS

A system of internal controls must be in place by the SIB to prevent losses of public funds arising from fraud or employee error. Such controls deemed most important are the separation of responsibilities for investment purchases from the recording of investment activity, custodial safekeeping, written confirmation of investment transactions, and established criteria for investment manager selection and monitoring. The annual financial audit must include a comprehensive review of the portfolio, accounting procedures for security transactions, and compliance with the investment policy.

## 9. EVALUATION AND REVIEW

Investment management of the Fund will be evaluated against the Fund's investment objectives and investment performance standards. Emphasis will be placed on five year results. Evaluation should include an assessment of the continued feasibility of achieving the investment objectives and the appropriateness of the Investment Policy Statement for achieving those objectives.

Performance reports will be provided to the Insurance Department periodically, but not less than annually. Such reports will include asset returns and allocation data as well as information regarding all significant and/or material matters and changes pertaining to the investment of the Fund, including, but not limited to:

1. A list of the advisory services managing investments for the board.
2. A list of investments at market value, compared to previous reporting period, of each fund managed by each advisory service.
3. Earnings, percentage earned, and change in market value of each fund's investments.
4. Comparison of the performance of each fund managed by each advisory service to other funds under the board's control and to generally accepted market indicators.
5. All material legal or legislative proceedings affecting the SIB.
6. Compliance with this investment policy statement.

**Approved by:**

**OMB-RISK MANAGEMENT**

**STATE INVESTMENT BOARD**

  
\_\_\_\_\_  
**Tag Anderson**  
**Director of Risk Management**

\_\_\_\_\_  
**Scott Anderson**  
**Chief Investment Officer**

**Date: 07/08/2025**

**Date:**

Approved by SIB

July 25, 2025 (Target)



# **NORTH DAKOTA FIRE AND TORNADO FUND**

## **INVESTMENT POLICY STATEMENT**

### **1. FUND CHARACTERISTICS AND CONSTRAINTS.**

The State Fire and Tornado Fund (the Fund) was established in 1919 to insure the various state industries and political subdivisions against direct physical loss to public buildings, fixtures, and permanent contents due to the perils named in 26.1-22-02 of the North Dakota Century Code (NDCC). All state buildings and universities must be covered by the Fund. School districts and counties may participate at their option. Funding is primarily provided by annual premiums charged to policy holders in accordance with NDCC 26.1-22.

Effective August 1993, the state's boiler inspection program was placed under the direction of the Insurance Department. The costs of this program are appropriated from the Fund. Fees collected for boiler inspections and licensing will be the primary source of funding for the program. The 1995 Legislature added anhydrous ammonia storage facilities to the Fund's inspection responsibilities.

A minimum balance of \$12.0 million must be maintained at all times. If reserves drop below this statutory minimum, additional premiums, as specified under NDCC 26.1-22, would be assessed. This situation must be avoided.

The Fund retains liability for the first \$1 million on each and every loss. Any loss over this amount, up to a maximum of \$100 million, is covered by reinsurance through a commercial reinsurance carrier. Reinsurance coverage is bidded by the North Dakota Insurance Reserve Fund at least once every two years.

Claims paid from the Fund are highly unpredictable. Weather damage accounts for the majority of claims. Fires generally result in the most extensive damage. Generally, there is a two-week lead time to prepare for a claim payment. Large claim payments have a longer lead time and are spread out in multiple payments whenever possible.

Operating expenses are paid from the Fund as incurred. These include Fund administration, boiler inspection program, anhydrous ammonia storage facility inspections, State Fire Marshall's Office, and the North Dakota Firefighter's Association.

### **2. FUND MISSION**

The primary mission of the Fund is to maintain an adequate balance in the fund to avoid the necessity of assessing additional premiums to policy holders.

### **3. RESPONSIBILITIES AND DISCRETION OF THE STATE INVESTMENT BOARD (SIB)**

The Fund is charged by law under NDCC 21-10-02.1 with the responsibility of establishing policies on investment goals and asset allocation of the Fund. The SIB is charged with implementing policies and asset allocation and investing the assets of the Fund in the manner provided in Section 21-10-07 the prudent institutional investor rule. The fiduciaries shall exercise the

judgment and care, under the circumstances then prevailing, that an institutional investor of ordinary prudence, discretion, and intelligence exercises in the management of large investments entrusted to it, not in regard to speculation but in regard to the permanent disposition of funds, considering probable safety of capital as well as probable income.

Management responsibility for the investment program not assigned to the SIB in Chapter 21-10 is hereby delegated to the SIB, which must establish written policies for the operation of the investment program consistent with this investment policy.

The SIB may delegate investment responsibility to professional money managers, which are also required to employ investment strategies consistent with the investment policy. Where a money manager has been retained, the SIB's role in determining investment strategy and security selection is supervisory not advisory.

At the discretion of the SIB, the Fund's assets may be pooled with other funds. In pooling funds, the SIB may establish whatever asset class pools it deems necessary with specific quality, diversification, restrictions, and performance objectives appropriate to the prudent investor rule and the objectives of the funds participating in the pool.

The SIB is responsible for establishing criteria, procedures, and making decisions with respect to hiring, retaining, and terminating money managers. The SIB investment responsibility also includes selecting performance measurement services, consultants, report formats, and frequency of meetings with managers.

The SIB shall notify the board within 30 days of any substantial or notable changes in money managers; performance measurement services; and consultants, including hiring or terminating a money manager, performance measurement service, or a consultant.

The SIB will implement necessary changes to this policy in an efficient and prudent manner.

#### **4. RISK TOLERANCE**

The investment objectives of the Fund reflect the long-term nature of the Fund, but also the low risk tolerance and shorter-term liquidity needs.

#### **5. INVESTMENT OBJECTIVES.**

The Fund's investment objectives are expressed in terms of reward and risk expectations relative to investable, passive benchmarks. The Fund's policy benchmark is comprised of policy mixed weights of appropriate asset class benchmarks as set by the SIB:

- a. The Fund's rate of return, net of fees and expenses, should at least match that of the policy benchmark over a minimum evaluation period of five years.
- b. The Fund's risk, measured by the standard deviation of net returns, should be within 1% of the policy benchmark over a minimum evaluation period of five years. For example, if the policy benchmark is 4%, the Fund's risk should range between 3% and 5% over a five-year period.

- c. The risk-adjusted performance of the Fund, net of fees and expenses, should at least match that of the policy benchmark over a minimum evaluation period of five years.

## 6. POLICY ASSET MIX

After consideration of all the inputs and discussion of its own risk tolerance, the Fund has chosen the following asset allocation:

Global Public Equity	35.00%
Fixed Income	55.00%
Real Estate	0%
Cash Equivalents	10.00%

Rebalancing the Fund to this target will be done in accordance with the SIB's rebalancing policy, but not less than annually.

## 7. RESTRICTIONS

While the SIB is responsible for establishing specific quality, diversification, restrictions, and performance objectives for the investment vehicles in which the Fund's assets will be invested, it is understood that:

- a. Futures and options may be used to hedge or replicate underlying index exposure, but not for speculation.
- b. Derivative use will be monitored to ensure that undue risks are not taken by the money managers.
- c. No transaction may be made that would threaten the tax-exempt status of the Fund.
- d. All assets will be held in custody by the State Investment Board's master custodian, or such other custodians as are acceptable to the State Investment Board.
- e. No unhedged short sales or speculative margin purchases shall be made.
- f. Social investing is prohibited unless it meets the Exclusive Benefit Rule, and it can be substantiated that the investment must provide an equivalent or superior rate of return for a similar investment with a similar time horizon and similar risk.

For the purpose of this document, Social Investing is defined as the consideration of socially responsible criteria in the investment or commitment of public fund money for the purpose of obtaining an effect other than a maximized return to the Fund.

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For the purpose of this document economically targeted investment is defined as an investment designed to produce a competitive rate of return commensurate with risk

involved, as well as to create collateral economic benefits for a targeted geographic area, group of people, or sector of the economy.

Also, for the purpose of this document, the Exclusive Benefit Rule is met if the following four conditions are satisfied:

- (1) The cost does not exceed the fair market value at the time of investment.
- (2) The investment provides the Fund with an equivalent or superior rate of return for a similar investment with a similar time horizon and similar risk.
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Where investment characteristics, including yield, risk, and liquidity are equivalent, the Fund's policy favors investments which will have a positive impact on the economy of North Dakota.

## **8. INTERNAL CONTROLS**

A system of internal controls must be in place by the SIB to prevent losses of public funds arising from fraud or employee error. Such controls deemed most important are the separation of responsibilities for investment purchases from the recording of investment activity, custodial safekeeping, written confirmation of investment transactions, and established criteria for investment manager selection and monitoring. The annual financial audit must include a comprehensive review of the portfolio, accounting procedures for security transactions, and compliance with the investment policy.

## **9. EVALUATION AND REVIEW**

Investment management of the Fund will be evaluated against the Fund's investment objectives and investment performance standards. Emphasis will be placed on five year results. Evaluation should include an assessment of the continued feasibility of achieving the investment objectives and the appropriateness of the Investment Policy Statement for achieving those objectives.

Performance reports will be provided to the Insurance Department periodically, but not less than annually. Such reports will include asset returns and allocation data as well as information regarding all significant and/or material matters and changes pertaining to the investment of the Fund, including, but not limited to:

1. A list of the advisory services managing investments for the board.
2. A list of investments at market value, compared to previous reporting period, of each fund managed by each advisory service.
3. Earnings, percentage earned, and change in market value of each fund's investments.
4. Comparison of the performance of each fund managed by each advisory service to other funds under the board's control and to generally accepted market indicators.
5. All material legal or legislative proceedings affecting the SIB.
6. Compliance with this investment policy statement.

**Approved by:**

**OMB-RISK MANAGEMENT**



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**Tag Anderson**  
**Director of Risk Management**

**Date: 07/08/2025**

Approved by SIB

**STATE INVESTMENT BOARD**

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**Scott Anderson**  
**Chief Investment Officer**

**Date:**

July 25, 2025 (**Target**)

## MEMORANDUM

**TO: SIB**  
**FROM: Dr. Rob Lech, Chair & Jodi Smith, Executive Director**  
**DATE: July 25, 2025**  
**RE: Annual Governance & Policy Review Report**

Over the course of the prior fiscal year the GPR committee met to review and recommend changes to the SIB Governance Manual. The committee discussed changes at its meetings in September 2024, October 2024, November 2024, March 2025 and April 2025 meetings.

An overview of the past year's activities is as follows:

### **September 2024**

Internal Audit recommends creating a Board Request policy to ensure consistency, clarity, and proper documentation when board members request information, and has contacted Weaver for assistance with benchmarking and policy development. The proposed policy would include routing all requests through the Executive Director, disclosing all requests to the full board, evaluating confidentiality, and defining the purpose and fiduciary relevance of the information requested.

**\*\*Note,** a Statement of Work was negotiated but a contract was not executed. This policy will be addressed in the 2025 Governance Audit project.

### **October 2024**

GPR Committee discussed the Governance Manual Review schedule and structure.

### **November 2024**

GPR Committee reviewed the Code of Ethics Policy recommended by the Investments Committee and a minor revision in the Proxy Voting Policy that changed the definition of an investment manager to be both an external institutional investment manager and any manager of internal investment portfolios.

### **March 2025**

GPR Committee recommended SIB to approve the GPR Committee procuring an external audit of the Governance Manual.

### **April 2025**

GPR Committee reviewed the RFP for a Board Governance Model Assessment Service.

**Board Action Requested:** Information only.

## MEMORANDUM

**TO:** State Investment Board  
**FROM:** Treasurer Thomas Beadle, Chair and Sara Seiler, Supervisor of Internal Audit  
**DATE:** July 14, 2025  
**RE:** Audit Committee Update

The SIB Audit Committee met for a special meeting on June 19, 2025. It was the kick-off meeting for the external auditors, UHY, LLP, for the fiscal year financial statement audit and the GASB 68 audit from July 1, 2024, to June 30, 2025. The engagement scope, work plan, and timeline were presented and approved. Both audits are scheduled for completion by the end of the calendar year 2025.

The following link has the committee materials that were presented for your reference:

<https://www.rio.nd.gov/sites/www/files/documents/PDFs/SIB%20Audit/Board/Materials/sibauditmat20250619.pdf>

**Board Action Requested:** Information only.

## MEMORANDUM

**TO:** SIB  
**FROM:** Commissioner Heringer, Chair & Jodi Smith, Executive Director  
**DATE:** July 25, 2025  
**RE:** Securities Litigation Committee Update

On June 17, 2025, the committee convened to review the May 2025 Status Report from Financial Recovery Technologies (FRT), which details ongoing securities litigation proceedings managed on behalf of the State Investment Board (SIB). FRT is a technology-driven services firm that supports institutional investors by identifying claim eligibility, filing claims, and recovering funds from securities class action, global, and antitrust settlements.

[Meeting Materials](#)

**Board Action Requested:** Information only.



## MEMORANDUM

**TO:** SIB  
**FROM:** Jodi Smith, Executive Director  
**DATE:** July 25, 2025  
**RE:** Legacy Fund and Budget Stabilization Advisory Board Update

At the May 2025 Legacy Fund and Budget Stabilization Advisory Board meeting a report was provided on the most recent reporting period (i.e., February 2025 performance report).

### LEGACY FUND PERFORMANCE REPORT

The Legacy Fund held \$12.1 billion in assets and the fund delivered a net return of 2.5% year-to-date and 10.0% over the past year, outperforming its policy benchmark by 0.2% in both the year-to-date and one-year periods.

Fees: ~ 0.43%

<b>AS OF February 28, 2025 Legacy \$12.1 Billion</b>	<b>Year to Date</b>	<b>1 Year</b>	<b>3 year</b>	<b>5 Year<sup>1</sup></b>	<b>10 Year</b>	<b>Risk (5 Year)</b>
<b>Total Fund Return - Net</b>	<b>2.5%</b>	<b>10.0%</b>	<b>5.3%</b>	<b>7.5%</b>	<b>6.5%</b>	<b>10.7%</b>
<b>Policy Benchmark Return</b>	<b>2.3%</b>	<b>9.8%</b>	<b>4.2%</b>	<b>6.7%</b>	<b>5.8%</b>	<b>10.6%</b>
<b>Total Relative Return<sup>1</sup></b>	<b>0.2%</b>	<b>0.2%</b>	<b>1.1%</b>	<b>0.8%</b>	<b>0.7%</b>	

### BUDGET STABILIZATION FUND PERFORMANCE REPORT

The Budget Stabilization Fund held \$1.0 billion in assets and the fund achieved a year-to-date net return of 1.2%, matching its policy benchmark, and posted a 6.9% return over the past year—outperforming the benchmark by 1.4%.

Fees: ~ 0.11%

<b>AS OF February 2025 Budget Stab \$1.0 Billion</b>	<b>Year to Date</b>	<b>1 Year</b>	<b>3 year</b>	<b>5 Year<sup>1</sup></b>	<b>10 Year</b>	<b>Risk (5 Year)</b>
<b>Total Fund Return - Net</b>	<b>1.2%</b>	<b>6.9%</b>	<b>3.7%</b>	<b>2.5%</b>	<b>2.3%</b>	<b>3.0%</b>
<b>Policy Benchmark Return</b>	<b>1.2%</b>	<b>5.5%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>1.7%</b>	<b>1.8%</b>
<b>Total Relative Return<sup>1</sup></b>	<b>0.0%</b>	<b>1.4%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.6%</b>	

Since the LFBSAB meeting, RIO has received March and April performance reports. A synopsis of April's performance is below.

## LEGACY FUND PERFORMANCE REPORT

The Legacy Fund, valued at \$12.1 billion, achieved a net return of 1.2% year-to-date and has consistently outperformed its policy benchmark over 3-, 5-, and 10-year periods. Over the past 5 years, the fund earned an average annual return of 8.0%, exceeding the benchmark by 1.1% with comparable risk.

**Fees:** ~ 0.43%

<b>AS OF April 30, 2025 Legacy \$12.1 Billion</b>	<b>Year to Date</b>	<b>1 Year</b>	<b>3 year</b>	<b>5 Year<sup>1</sup></b>	<b>10 Year</b>	<b>Risk (5 Year)</b>
<b>Total Fund Return - Net</b>	<b>1.3%</b>	<b>9.5%</b>	<b>6.8%</b>	<b>8.2%</b>	<b>6.5%</b>	<b>10.7%</b>
<b>Policy Benchmark Return</b>	<b>1.0%</b>	<b>9.3%</b>	<b>5.6%</b>	<b>6.9%</b>	<b>5.6%</b>	<b>10.6%</b>
<b>Total Relative Return<sup>1</sup></b>	<b>0.3%</b>	<b>0.2%</b>	<b>1.2%</b>	<b>1.3%</b>	<b>0.9%</b>	

## BUDGET STABILIZATION FUND PERFORMANCE REPORT

The Budget Stabilization Fund, valued at \$1.0 billion, returned 2.0% year-to-date but underperformed its policy benchmark by 0.4% but outperformed for the total one-year period by 0.2%. Over the 5-year period, the fund delivered an average annual return of 3.3%, outperforming the benchmark by 1.7% with slightly higher risk.

**Fees:** ~ 0.11%

<b>AS OF April 30, 2025 Budget Stab \$1.0 Billion</b>	<b>Year to Date</b>	<b>1 Year</b>	<b>3 year</b>	<b>5 Year<sup>1</sup></b>	<b>10 Year</b>	<b>Risk (5 Year)</b>
<b>Total Fund Return - Net</b>	<b>2.0%</b>	<b>7.0%</b>	<b>5.0%</b>	<b>3.4%</b>	<b>2.5%</b>	<b>3.0%</b>
<b>Policy Benchmark Return</b>	<b>2.4%</b>	<b>6.7%</b>	<b>3.5%</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.8%</b>
<b>Total Relative Return<sup>1</sup></b>	<b>-0.4%</b>	<b>0.3%</b>	<b>1.5%</b>	<b>1.8%</b>	<b>0.7%</b>	

**Board Action Requested:** Information only.

## **Memorandum**

**To: State Investment Board**  
**From: RIO Compliance**  
**Date: July 18, 2025**  
**RE: Annual Affirmation of Code of Conduct Policy**

Governance Process Policy 2-H, Board Members' Code of Conduct, which is attached to this memorandum, details the Code of Ethical Responsibility for the SIB. Item #10 of this policy indicates that each Board Member is required to reaffirm their understanding of this policy annually and disclose any conflicts of interest. Therefore, please read and sign the statement below to comply with this requirement.

"I have read and understand SIB Governance Process Policy 2-H Board Members' Code of Conduct. I have disclosed any conflicts of interest as required by this policy."

Name (printed) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Detail of any conflicts of interest (if any):

## H. Board Members' Code of Conduct

The following will be the Code of Ethical Responsibility for the SIB:

1. SIB members owe a duty to conduct themselves so as to inspire the confidence, respect, and trust of the SIB members and to strive to avoid not only professional impropriety but also the appearance of impropriety.
2. SIB members should perform the duties of their offices impartially and diligently. SIB members are expected to fulfill their responsibilities in accord with the intent of all applicable laws and regulations and to refrain from any form of dishonest or unethical conduct. Board members should be unswayed by partisan interest, public sentiment, or fear of criticism.
3. Conflicts of interest and the appearance of impropriety shall be avoided by SIB members. Board members must not allow their family, social, professional, or other relationships to influence their judgment in discharging their responsibilities. Board members must refrain from financial and business dealings that tend to reflect adversely on their duties. If a conflict of interest unavoidably arises, the board member shall immediately disclose the conflict to the SIB. A board member must abstain in those situations where the board member is faced with taking some official action regarding property or a contract in which the board member has a personal interest. Conflicts of interest to be avoided include but are not limited to: receiving consideration for advice over which the board member has any direct or indirect control, acting as an agent or attorney for a person in a transaction involving the board, and participation in any transaction involving for which the board member has acquired information unavailable to the general public, through participation on the board.
4. "Conflict of Interest" means a situation in which a board member has a conflict of interest as that term is defined in North Dakota statute and rules promulgated by the North Dakota Ethics Commission under N.D.A.C. Chapter 115-04-01.
5. The board should not unnecessarily retain consultants. The hiring of consultants shall be based on merit, avoiding nepotism and preference based upon considerations other than merit that may occur for any reason, including prior working relationships. The compensation of such consultants shall not exceed the fair value of services rendered.
6. Board members shall perform their respective duties in a manner that satisfies their fiduciary responsibilities.
7. All activities and transactions performed on behalf of public pension funds must be for the exclusive purpose of providing benefits to plan participants and defraying reasonable expenses of administering the plan.
8. Prohibited transactions are those involving self-dealing. Self-dealing refers to the fiduciary's use of plan assets or material, non-public information for personal gain; engaging in transactions on behalf of parties whose interests are adverse to the plan; or receiving personal consideration in connection with any planned transaction.
9. Violation of these rules may result in an official reprimand from the SIB. No reprimand may be issued until the board member or employee has had the opportunity to be heard by the board.

10. Board Members are required to affirm their understanding of this policy annually, in writing, and must disclose any conflicts of interest that may arise.

Policy Implemented: June 23, 1995.

Amended: January 22, 1999, February 25, 2011, January 27, 2012, February 27, 2015.

## MEMORANDUM

**TO:** State Investment Board  
**FROM:** Dr. Rob Lech, Chair and Jodi Smith, Executive Director  
**DATE:** July 25, 2025  
**RE:** Governance & Policy Review Committee Update

At the March 28, 2025, State Investment Board (SIB) meeting, the SIB approved “the GPR Committee to complete a SIB governance audit. Delegate authority to the GPR Committee to issue the RFP, select a firm, and complete the SIB governance audit with final report and recommendation given to the SIB.”

On April 30, 2025, the GPR met and reviewed the proposed Request for Proposal for the Board Governance Model Assessment Services (RFP).

The following is a summary of the RFP:

### RFP Schedule

EVENT	DATE and TIME
RFP issued	May 1, 2025
Deadline for submission of Questions and Objections	May 9, 2025, by 12:00 PM, CT
Solicitation Amendment with responses to Questions issued approximately (if required)	May 15, 2025
Deadline for receipt of proposals (Solicitation Closing)	May 28, 2025, by 12:00 PM, CT
Presentation to GPR Committee	June 2025
Proposal evaluation completed by approximately	July 25, 2025
Notice of intent to award issued approximately	July 28, 2025
Secretary of State Registration, if determined to be required.	Prior to Contract Signing
Contract start approximately	August 15, 2025

### Scope of Work

All work should be done with the following goals in mind:

1. To ensure that the SIB is in compliance with applicable laws;
2. To determine appropriate structures and oversight responsibilities.
3. To enable an appropriate board culture, operational expectations, Board/Staff relations, and results;
4. To ensure an appropriate level of risk oversight, management and measurement; and
5. To enhance time efficiencies and streamline documentation.

Project 1: Board governance model assessment:

- a. Review SIB's Program Manual.
- b. Review SIB's governance model, including roles and responsibilities of the board, staff, and committees.
- c. Meet with key stakeholders regarding current governance model (Board/committee members, executive staff, etc.)
- d. Evaluate all Program Manual to ensure compliance with applicable law, administrative rules and policies.
- e. Assess the organization's framework for directing, controlling, and monitoring operations, ensuring compliance with applicable law, administrative rules and policies and evaluate the effectiveness of decision-making structures.
- f. Evaluate the reports to the board and committees from staff and consultants, including their frequency and complexity as it relates to governance decisions and provide suggestions for improved transparency and public trust.
- g. Benchmark the SIB governance model and Program Manual against best practices from comparable institutional investors or public pension systems.
- h. Recommend or develop a governance review process.
- i. Develop a governance risk heat map identifying key vulnerabilities and oversight priorities.
- j. Provide recommendations to the GPR Committee and the SIB related to items a-h above.
- k. Provide education to the SIB related to the importance of governance framework, how it is essential for long-term sustainability and success, and an overview of a range of governance models.
- l. Attend GPR Committee meetings remotely as needed.
- m. Attend at least 2 SIB meetings in person as needed.

Project 2: SIB Program Manual update (optional to the STATE):

- a. Develop a plan and timeline in coordination with the GPR committee to update the SIB Program Manual.
- b. Complete a comprehensive review and update of the SIB Program Manual in collaboration with the GPR Committee.
- c. Recommend and assist in the development of additional governance policies to assist SIB and staff in fulfilling their fiduciary duties.
- d. Develop and recommend a regular cadence for internal review of the SIB Program Manual by staff and the GPR Committee.
- e. Provide a high-level implementation roadmap with timelines, responsible parties, and milestones for any recommended changes.
- f. Provide education to the SIB related to program manual updates as needed.
- g. Attend GPR Committee meetings remotely as needed.
- h. Attend at least 2 SIB meetings in person as needed.

Staff performed a group evaluation of the proposals received in June 2025. On July 16, 2025, the GPR Committee heard a presentation from the recommended vendor addressing the following:

1. Team leads

2. Firm Experience and Clients
3. SIB Self-Assessment
4. Key Project Steps and Schedules
5. Cost

The GPR committee voted to recommend the board direct staff to enter into contract negotiation with the firm most susceptible to award.

**Board Action Requested:** The SIB directs staff to enter into contract negotiation with the firm most susceptible to award



# Quarterly Report on Ends

## Quarter ending June 30, 2025

### Investment Program

#### **Portfolio Changes & Investment Consultant**

- Internally managed Equity & Fixed Income
- Addition of WorldQuant Millennium Advisors to US Equity Portfolio

#### **Public Markets:**

Over the past quarter, the Alpha and Funds Management (AFM) team continued its work to enhance the structure and effectiveness of the public markets portfolio. A recommendation for a new fund in the international portfolio was approved by the Investment Committee. A key development on the US large cap equity portfolio was the funding of WorldQuant Millennium Advisors.

We also welcomed Shiv Khare and Jin Xi Chen as summer interns. With both Shiv and Jin Xi working in Bismarck, they support research and external manager underwriting and evaluation. The intern program will assist with key project initiatives and contribute to building our long-term talent pipeline.

#### **Private Markets:**

The Team completed due diligence on a private credit manager and a private equity manager that were recommended and approved by the Investment Committee. The private credit manager recently held its fund closing. The private equity manager is still in legal due diligence. The team also finalized the legal negotiations and closed on a \$150 million commitment with GCM Grosvenor, the new in-state real asset manager.

The Private Markets Team conducted approximately 108 introductory, due diligence, and monitoring meetings with prospective and current managers and strategies. The Team also continues to onboard Mr. Collins on investment strategies, introductions to existing manager, internal processes and due diligence.

#### **Risk:**

The implementation of the Order and Execution Management System (OEMS) and Portfolio Management System (PMS) within the Aladdin Enterprise platform commenced limited trading on April 1<sup>st</sup>. However, there were several operational issues that remained unresolved and work on those continued thru the quarter. By the end of Q2 most outstanding issues had been resolved and the project is approaching closure in early Q3. The internal direct investments team is pursuing a phased rollout, adding strategies and increasing trading complexity incrementally.

Risk Analyst Jason Yu resigned this quarter and his work regarding OEMS data validation, client onboarding, Market Risk and Country Risk has been transitioned in the short-term to intern Shiv Khare while redevelopment of Aladdin Risk reports has been transitioned to Alex Weissman in the interim. Data quality challenges also remain, resolution of which is expected to lead to more accurate and timely reporting.

**Internal Management:**

Additional capital (\$307 million) was added during the pilot phase as part of a rebalancing effort and to accumulate funding for the July 1, 2025, Legacy Fund distribution. In response to the personnel activity within the fiscal / operations team, additional funding to get to the originally planned 15% of assets has been postponed until September. The postponement will also provide additional time for the internal investment team to plan for enhanced index strategies.

The hiring process is ongoing for the Public Markets Investment Analyst position.

**Other:**

- Staff continues to conduct due diligence on prospect managers/products for future consideration.
- Staff continues to monitor each client's asset allocation monthly and makes rebalancing decisions based on rebalancing policy and cash flow requirements.
- Staff attended meetings with many SIB client boards, sub-committees and/or legislative committees or representatives including TFFR, PERS, and WSI.

**MEMORANDUM**

**TO: State Investment Board**

**FROM: Sarah Mudder, communications and outreach director**

**DATE: July 25, 2025**

**RE: FY2025, Q4 Communications and Outreach Report**

**MEDIA INQUIRIES – Date, Subject, and Publication**

- April 2, 2025, Launch of internal investment program, Pitchbook Data
- April 2, 2025, HB 1570, Bismarck Tribune
- April 7, 2025, Quantitative Portfolio Manager position, Fin News
- April 9, 2025, Quantitative Portfolio Manager position, with Intelligence
- April 9, 2025, Stock market drop impact on Legacy Fund, ND Monitor
- April 10, 2025, Stock Market drop impact on Legacy Fund, Forum
- April 25, 2025, New mandates/external manager hires, Pensions & Investments
- May 8, 2025, Pension pool asset allocation adjustment, MandateWire
- May 12, 2025, Public markets manager recommendations, Pensions & Investments
- May 16, 2025, Executive Director search, Fin News
- June 3, 2025, Executive Director search, ND Monitor
- June 9, 2025, Executive Director search, Pensions & Investments
- June 10, 2025, Executive Director search, Markets Group
- June 25, 2025, Sr Investment Operations and Dpty CFO/COO search, Fin News

**MEETINGS – Date and Activity**

- April 1, 2025, TFFR Executive Steering Committee PAS Project Meeting
- April 9, 2025, SIB Executive Review & Compensation Committee
- April 10, 2025, TFFR Governance & Policy Review Committee
- April 17, 2025, SIB Investment Committee Meeting
- April 24, 2025, RIO Executive Steering Committee Investment Management Strategy
- April 24, 2025, TFFR Board
- April 25, 2025, SIB Board
- April 30, 2025, SIB Governance & Policy Review Committee
- May 9, 2025, SIB Investment Committee
- May 14, 2025, SIB Audit Committee
- May 15, 2025, SIB Executive Search Committee
- May 16, 2025, SIB Board
- May 21, 2025, Legacy and Budget Stabilization Fund Advisory Board
- May 22, 2025, SIB Executive Search Committee
- May 27, 2025, NDPERS Investment Subcommittee
- June 3, 2025, SIB Special Board
- June 13, 2025, SIB Investment Committee
- June 16, 2025, TFFR Special Board
- June 16, 2025, Financial Literacy Commission
- June 17, 2025, SIB Securities Litigation Committee
- June 19, 2025, SIB Audit Committee Special

## OUTREACH – Date, Activity and Attendance

### TFFR Member

- April 4, 2025, Retirement 101, Bismarck, 90 attended

### TFFR Business Partner

- April 24, 2025, MyTFFR Office Hours Year-end Reporting, 95 attended

### Partner Event

- April 7-11, 2025, Alex Weissman, PGIM Ascent Asset Owner Workshop, Newark, NJ
- April 13-16, 2025, Chad Roberts, Denise Weeks and Sarah Mudder, PRISM Conference, Memphis, TN
- May 6, 2025, Tami Volkert and Sarah Mudder (presenters), NDASBM Spring Workshop, Bismarck
- May 9, 2025, Sarah Mudder (presenter) NDPC Spring Conference, Minot, ND
- May 13, 2025, Chirag Gandhi (presenter), 11<sup>th</sup> Annual Redefining Fixed Income Forum, Chicago, IL
- June 8-10, 2025, Jayme Heick, NCTR Customer Service Workshop, Sacramento, CA
- June 17, 2025, Jodi Smith (presenter, ND Petroleum Foundation Teacher Education Seminar, Bismarck
- June 18, 2025, Jodi Smith (presenter), National Association of Royalty Owners, Bismarck

## PUBLICATIONS – Date, Bulletin and Open Rate

### GovDelivery

#### TFFR Business Partner newsletters and updates

- April 1, 2025, "TFFR Retirement Process Update," sent to 532 recipients (79% open rate)
- April 4, 2025, "TFFR reporting grace period... terminate April 15," sent to 533 recipients (85% open rate)
- April 9, 2025, "TFFR reporting grace period... terminate April 15," sent to 532 recipients (81% open rate)
- April 16, 2025, "Navigating the new system... year-end reporting," sent to 532 recipients (48% open rate)
- April 23, 2025, "Navigating the new system... year-end reporting," sent to 556 recipients (81% open rate)
- May 7, 2025, "TFFR Business Partner News," sent to 556 recipients (86% open rate)
- June 5, 2025, "TFFR reporting deadline and support reminder," sent to 555 recipients (41% open rate)

#### TFFR Active Member newsletters and events

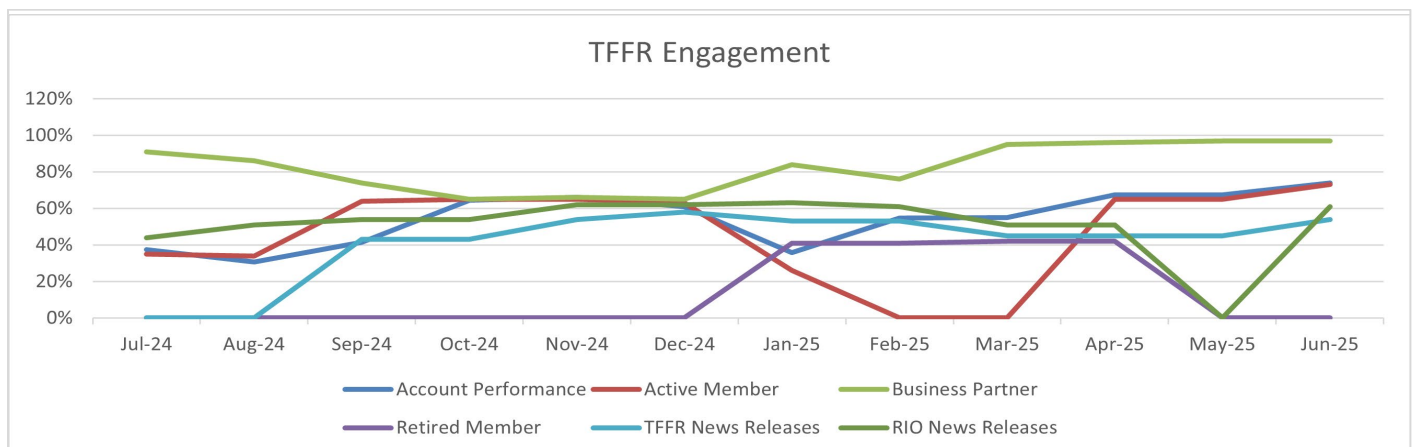
- April 2, 2025, "Active Member News" to 15,730 recipients (66% open rate)
- June 3, 2025, "Get retirement ready... workshop registration," sent to 15,170 recipients (34% open rate)
- June 24, 2025, "Limited seats remain... retirement workshop," sent to 15,101 recipients (34% open rate)

#### TFFR news releases

- June 3, 2025, "SIB appoints Smith as... RIO executive director," 1,145 recipients (45% Open Rate)

### TFFR Engagement Rate Monthly Metrics

From April 1 to June 30, most to least engaged topics were Business Partner at 97%, Active Members at 73% and TFFR News Releases at 54%. Retired Members dropped off due to lack of communication. Per GovDelivery, the median engagement rate for education communications in 2024 was 65%. The median engagement rate for government emails overall was 61%.



**SIB/Fiscal newsletters and updates**

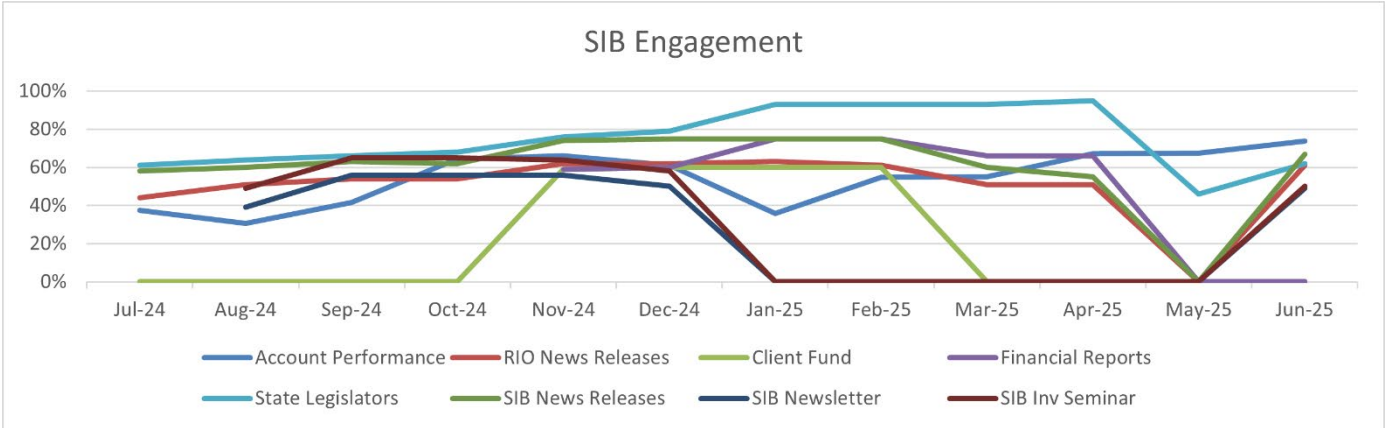
- June 25, 2025, “State Investment Board News,” 1,078 recipients (51% Open Rate)

**SIB/Fiscal news releases**

- June 3, 2025, “SIB appoints Smith as permanent RIO executive director,” 1,145 recipients (45% Open Rate)
- June 13, 2025, “Legacy Fund’s in-state investment program expanded,” 907 recipients (52% Open Rate)

**SIB Engagement Rate Monthly Metrics**

From April 1 to June 30, most to least engaged SIB topics were SIB News Releases 67%, State Legislators at 62% and RIO News Releases at 61%. Client Funds dropped off because of a lack of communication. Per GovDelivery, the median engagement rate for Finance & Commerce communications in 2024 was 53%. The median engagement rate for government emails overall was 61%.



**SOCIAL MEDIA**

LinkedIn	Page Views	Unique Visitors	New Followers
	1,371	565	145
Most Popular Posts (Engagement Rate)	Impressions	Clicks	Likes
Internal Inv Program Launch Celebration	1,883	198	58
Welcome Alexander Weissman	4,352	333	83
Seeking Quantitative Portfolio Manager	1,173	198	19
YouTube	Views	Watch Hours	New Subscribers
	1,174	76.7	10
Top Content	Views	Average Duration	
MyTFFR Member Login Instructions	426	2:19	
MyTFFR How to Update Beneficiaries	92	2:04	
MyTFFR Retirement Benefit Estimate	78	1:58	

**BOARD ACTION REQUESTED: Board Acceptance**

## MEMORANDUM

**TO: State Investment Board**

**FROM: Sarah Mudder, communications and outreach director**

**DATE: July 25, 2025**

**RE: 2025-27 Strategic Communications Plan**

The Retirement and Investment Office's 2025–2027 Strategic Communications Plan is attached to this memo. It reflects input from agency leadership and external stakeholders and is designed to guide the agency's communications efforts over the next biennium.

The plan focuses on five strategic goals:

1. Position RIO as an Industry Leader – support innovation, modernization, and talent development while reinforcing the agency's reputation as a trusted fiduciary.
2. Strengthen Transparency and Demonstrate Value - build public trust and confidence by communicating how the agency manages public funds and complies with legal and legislative mandates.
3. Modernize Digital and Public Communications - improve the effectiveness, reach, and accessibility of agency communications.
4. Educate and Engage Stakeholders - ensure all key stakeholders are informed, supported, and empowered.
5. Support Continuity and Crisis Readiness - promote organizational resilience through proactive communication and contingency planning.

The plan outlines our target audiences, communication methods, and delivery channels, and it introduces performance metrics to assess impact.

The plan is a flexible framework intended to ensure communications are purposeful, consistent, and aligned with agency priorities. As implementation progresses, the plan will be refined to reflect emerging needs, feedback, and resource availability.

**BOARD ACTION REQUESTED: Board Acceptance**

# **STRATEGIC COMMUNICATIONS PLAN 2025-2027**



1600 East Century Avenue, Suite 3  
PO Box 7100  
Bismarck, ND 58507-7100  
(701) 328-9885 | (800) 952-2970 | [rio@nd.gov](mailto:rio@nd.gov)

## **EXECUTIVE SUMMARY**

The Retirement and Investment Office's (RIO) 2025-27 Strategic Communications Plan was developed by the communications and outreach director using feedback gathered from stakeholders and input from the executive team.

The plan is focused on five main goals.

1. Position RIO as an Industry Leader – support innovation, modernization, and talent development while reinforcing the agency's reputation as a trusted fiduciary.
2. Strengthen Transparency and Demonstrate Value - build public trust and confidence by communicating how the agency manages public funds and complies with legal and legislative mandates.
3. Modernize Digital and Public Communications - improve the effectiveness, reach, and accessibility of agency communications.
4. Educate and Engage Stakeholders - ensure all key stakeholders are informed, supported, and empowered.
5. Support Continuity and Crisis Readiness - promote organizational resilience through proactive communication and contingency planning.

The plan identifies RIO's target audiences, the form communications take, and the channels used. It also identifies how success will be measured (i.e., the metrics used).

The intention of the plan is to guide RIO's communications to ensure they are purposeful. It will be updated and refined as implementation details, stakeholder concerns, and available resources are determined.



# OVERVIEW

## Agency Background

North Dakota's Retirement and Investment Office (RIO), as stated in [NDCC § 54-52.5](#), coordinates the activities of the State Investment Board (SIB) and the Teachers' Fund for Retirement (TFFR).

In addition to being the oversight board for RIO, the SIB is responsible for the investment of the assets of the Legacy Fund, a sovereign wealth fund, and the pension and insurance funds listed in [NDCC § 21-10-06](#). Subject to agreement with the North Dakota Industrial Commission, the SIB provides investment management services to and manages money for any agency, institution, or political subdivision of the state. Currently, the SIB is responsible for the management of more than two dozen client funds with assets under management of \$24 billion.

The TFFR board of trustees has statutory responsibility for a retirement program for more than 25,000 North Dakota educators of whom 11,945 are active members employed by public schools and state institutions.. [NDCC § 15-39-1](#) contains the statutory language governing the fund. It is supplemented by [ND Admin. Code Title 82](#).

## Mission Statement

To provide prudent and transparent investment services for our client funds and support North Dakota public school educators with responsible benefit administration.

## Vision Statement

To be recognized as a trusted and innovative provider of investment and pension services.

## Core Values

Integrity - We value honesty and are committed to doing what's best for our customers.

Accountability - We are responsible for our actions and work as a team to produce the desired outcomes.

Service - We care about the people we serve and take time to understand their unique needs.

## Communications Statement

RIO is committed to and actively pursues the timely dissemination of accurate information regarding agency and board activities and actions to our stakeholders.

The communications and outreach director works closely with the executive team and the agency's program managers to implement and maintain a regular and active flow of information of scheduled events, activities, and announcements.

The communications and outreach director also acts as the agency's public information officer, and understands this function, especially as it relates to the media, helps to build rapport and trust, and positions RIO as a thought leader, readily available to engage.

## **Plan Principles**

1. A communication plan's goals should support the agency's goals.
2. A plan should be research-based, using input from stakeholders to develop messages and materials that demonstrate an understanding of the issues and audiences.
3. It should be intended primarily for the stakeholders who are most affected by the agency's actions.
4. Relevant stakeholder thoughts and expertise should be sought in a plan's development.
5. It should be expected to produce results for all the relevant stakeholders.
6. Monitoring should be used to improve the communications plan.

## **AUDIENCE(S)**

Successful communication encourages growth and development. It helps the agency to retain existing and to attract new clients, employees, and supporters.

### **Internal Stakeholders**

Internal stakeholders have the closest tie to the agency and the most influence on its identity. It is imperative that their messages are consistent when interacting with external audiences. These stakeholders include:

- Board and committee members.
- Employees.

### **External Stakeholders**

External stakeholders shape opinions of the agency and its programs. By consistently sharing information through these groups, RIO creates ambassadors who market the agency. These stakeholders include:

- Agency
  - Lawmakers – state legislators and congressional delegation.
  - Media – local and industry.
  - Public.
  - State agencies (i.e., Governor's office and Office of Management and Budget).
- State Investment Board
  - Client funds.
  - Fund managers.
  - State agencies (i.e., Bank of North Dakota, Commerce, Treasurer, Securities, Trust Lands and Workforce Safety & Insurance).
  - In-state banks.
  - Peers (i.e., investment boards in other states).
  - Industry groups – associations.

- Teachers' Fund for Retirement
  - Employers – administrators, business managers, human resource professionals and board members.
  - Members – active, inactive, retired and beneficiaries.
  - State agencies (i.e., Career and Technical Education, Dept. of Public Instruction).
  - Peers (i.e., retirement systems in other states).
  - Industry groups – associations and unions.

## Audience Analysis

Audiences have different levels of importance. Primary audiences have the greatest need to receive and understand agency or division messages. Secondary audiences are important, but not primary. Other audiences are nice to have, but not essential.

Division	Primary	Secondary	Other
Agency	Board/committee members Employees Lawmakers	Media	Peers Public State agencies
SIB	Board/committee members Client funds Employees Fund managers Lawmakers	Industry groups In-state banks Media Service providers	Peers Public State agencies
TFFR	Board/committee members Business partners Employees Lawmakers Members	Industry groups Media Service providers	Peers Public State agencies

## KEY MESSAGES

Key messages are what you want your audience to understand, remember, and act upon. They create focus, control, and influence, forming the foundation of communication strategy and ensuring consistent messaging.

### Agency

The Retirement and Investment Office (RIO) is a trusted and innovative provider of investment and pension services.

- RIO serves the State Investment Board's client funds and Teachers' Fund for Retirement members with integrity, accountability and service.
- MyTFFR, the Teachers' Fund for Retirement's new pension administration system, streamlined employer reporting and enabled members to manage a wide range of account transactions online.
- The Retirement and Investment Office's internal investment program aims to reduce client costs and provide greater control over investment decisions.

## **Investment**

The Retirement and Investment Office provides prudent and transparent investment services for the State Investment Board's (SIB) client funds.

- Investments are managed with a sole focus on meeting each fund's specific objectives.
  - Client funds direct fund mission and goals through an asset allocation.
  - The SIB implements the asset allocation to meet the goals of the client fund.
- RIO has earned the Certificate of Achievement for Excellence in Financial Reporting for 26 consecutive years.
- North Dakota's Legacy Fund earned a perfect 10 out of 10 on the Linaburg-Maduell Transparency Index, which rates the transparency of sovereign wealth funds.

The Legacy Fund was established to ensure financial stability and deliver lasting economic benefits for the people of North Dakota.

- The Legacy Fund's investment strategy emphasizes diversification to protect North Dakota's financial interests while supporting investments that benefit the state's economy.
- Over the past four bienniums, more than \$2.4 billion in Legacy Fund earnings have transferred to the general fund, providing North Dakotans with tax relief.

## **Retirement**

The Retirement and Investment Office supports North Dakota public school educators through responsible benefit administration.

- The Teachers Fund for Retirement (TFFR) serves over 25,000 participants, including approximately 12,000 active members working in public schools and state institutions.
- A defined benefit plan, TFFR provides retirees with a stable monthly retirement income averaging \$29,030 per beneficiary in FY2024.
- TFFR's long-term funding outlook is strong. In FY2024, the funded ratio rose to 71.63%, up from 71.21%, reflecting steady progress toward full funding and benefit security for current and future educators.

The Teachers' Fund for Retirement (TFFR) is recognized as a comprehensive benefit plan.

- TFFR has earned the Public Pension Standards Award for Funding and Administration for eight consecutive years.
- Sound plan design, strong investment performance, professional management, and exceptional service provide a secure, stable retirement foundation.

## **GOALS**

Agency goals guide day-to-day and long-term decision making. By adhering to and supporting RIO's goals, board and committee members and employees help to ensure that agency resources are deployed strategically to meet its priorities.

RIO's communications goals for the coming year follow:

1. Position RIO as an Industry Leader – support innovation, modernization, and talent development while reinforcing the agency’s reputation as a trusted fiduciary.
2. Strengthen Transparency and Demonstrate Value - build public trust and confidence by communicating how the agency manages public funds and complies with legal and legislative mandates.
3. Modernize Digital and Public Communications - improve the effectiveness, reach, and accessibility of agency communications.
4. Educate and Engage Stakeholders - ensure all key stakeholders are informed, supported, and empowered.
5. Support Continuity and Crisis Readiness - promote organizational resilience through proactive communication and contingency planning.

## OBJECTIVES, TACTICS AND METRICS

The tactics listed will guide RIO’s communication efforts. Success will be measured on outputs and behavior changes.

The communications and outreach director and the agency’s staff retain the right to alter or eliminate tactics based on changing needs and an evolving landscape.

### Goal 1: Position RIO as an Industry Leader.

Support innovation, modernization, and talent development while reinforcing the agency’s reputation as a trusted fiduciary.

#### Objective 1: Leadership Transition Messaging.

Tactic	Assigned	Metrics and/or Notes
Develop messaging announcing the onboarding of the new executive team members, including bios with headshots, media Q&As, and welcome statements.	Communications Director	Completion
Distribute coordinated announcements via press release, social media posts, newsletters, and the agency website.	Communications Director	Media mentions, engagement

#### Objective 2: Promote Operational Innovation (i.e., MyTFFR, Internal Investment Program, etc.).

Tactic	Assigned	Metrics and/or Notes
Inform stakeholders about the benefits of agency innovation through coordinated announcements, by providing factsheets or how-to guides, FAQs, timelines, etc.	Communications Director and Division Directors	Media mentions, engagement, customer satisfaction

Feature program improvements in stakeholder newsletters and annual reports as part of the agency's modernization story.	Communications Director	Engagement, brand awareness
Use internal communications (i.e., staff meetings, Teams and email) to reinforce how innovations support better service, transparency, and fiduciary performance.	Communications Director and Division Directors	Customer satisfaction

**Objective 3:** Establish Thought Leadership.

<b>Tactic</b>	<b>Assigned</b>	<b>Metrics and/or Notes</b>
Launch a video series (i.e., revised Board Education) to showcase agency operations with contributions from staff across departments.	Communications Director and Division Directors	Engagement
Secure speaking opportunities for leadership at industry conferences, webinars, regional forums, and stakeholder events.	Communications Director and Division Directors	Brand awareness

**Objective 4:** Visual and Brand Elevation.

<b>Tactic</b>	<b>Assigned</b>	<b>Metrics and/or Notes</b>
Continue refreshing the agency's visual identity (i.e., templates, decks, fact sheets and brochures) to reflect a modern, professional tone.	Communications Director and Administrative Staff	Brand awareness

**Objective 5:** Recognition and Benchmarking.

<b>Tactic</b>	<b>Assigned</b>	<b>Metrics and/or Notes</b>
Apply for relevant awards (e.g., Certificate of Excellence for Financial Reporting, Public Pension Standards Award).	Communications Director and Division Directors	Media mentions, engagement, brand awareness
Publish factsheets or infographics that package accomplishments and set a forward-looking tone.	Communications Director and Administrative Staff	Brand awareness

Benchmark in-state investment program against peer agencies and share comparisons to demonstrate progress.	Communications Director and Administrative Staff	Media mentions, engagement, brand awareness
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## Goal 2: Strengthen Transparency and Accountability

Build public trust by making the agency's pension and investment programs more accessible and understandable.

**Objective 1:** Make Investment Performance Understandable and Accessible.

Tactic	Assigned	Metrics and/or Notes
Develop and promote the Legacy Fund Transparency Website (i.e., HB 1319) as a centralized hub for fund performance, allocations, and impact stories.	Vendor with Communications Director and Division Directors	Website traffic, brand awareness
Engage stakeholders to ensure RIO's website and reports meet user needs and expectations.	Communications Director and Division Directors	Website traffic, customer satisfaction, brand awareness

**Objective 2:** Use Clear, Consistent Messaging.

Tactic	Assigned	Metrics and/or Notes
Utilize a strategic message framework that communicates fiduciary duty, long-term value, investment discipline, and transparency through unified messaging across all platforms to build credibility and stakeholder confidence.	Communications Director	Brand awareness
Equip leadership and spokespeople with talking points, media briefs, and presentation templates to ensure alignment in all communications.	Communications Director	Brand awareness

**Objective 3:** Demonstrate Impact and Value.

Tactic	Assigned	Metrics and/or Notes
Include member, employer, and public testimonials in annual updates or campaign materials to reinforce how pension and	Communications Director	Engagement, brand awareness

investment programs deliver meaningful benefits.		
Develop messages that summarize program impacts (i.e., case studies) and share them with relevant stakeholders.	Communications Director	Engagement, brand awareness

### Goal 3: Modernize Digital and Public Communications

Improve the effectiveness, reach, and accessibility of agency communications.

**Objective 1:** Upgrade digital communication tools to better support transparency, education, and engagement.

Tactic	Assigned	Metrics and/or Notes
Evaluate and implement communication platform enhancements (i.e., API integration, email automation) to improve responsiveness, personalization, and insight into stakeholder wants and needs.	Communications Director	Engagement, brand awareness
Design an agency intranet to align with the transition to SharePoint and support internal collaboration and knowledge sharing.	Communications Director and Administrative Staff	Brand awareness

**Objective 2:** Enhance the usability and visibility of the agency website.

Tactic	Assigned	Metrics and/or Notes
Conduct a user experience (UX) audit of the agency website to identify navigation issues, accessibility gaps, and content pain points.	Communications Director	Website traffic
Improve accessibility, organization and searchability of website content.	Communications Director	Website traffic



## Goal 4: Educate and Engage Stakeholders

Ensure key stakeholders are informed, supported, and empowered.

**Objective 1:** Provide governance and fiduciary education for SIB and TFFR board members to support sound decision-making and strategic alignment.

Tactic	Assigned	Metrics and/or Notes
Launch a video series (i.e., revised Board Education) to showcase agency operations with contributions from staff across departments.	Communications Director and Division Directors	Engagement, brand awareness

**Objective 2:** Continue to improve engagement with legislators.

Tactic	Assigned	Metrics and/or Notes
Develop legislative briefing materials and provide regular updates	Communications Director and Division Directors	Engagement, brand awareness and legislative action
Host legislator-focused events and engagement opportunities	Communications Director and Division Directors	Engagement, brand awareness and legislative action
Build ongoing, personalized relationships	Communications Director and Division Directors	Engagement, brand awareness and legislative action

**Objective 2:** Educate and improve client fund relationships.

Tactic	Assigned	Metrics and/or Notes
Establish regular interaction between client funds and RIO's fiscal and investment teams. Provide onboarding, education, and periodic check-ins.	Communications Director and Division Staff	Engagement, brand awareness

**Objective 4:** Strengthen and improve TFFR member engagement and education.

Tactic	Assigned	Metrics and/or Notes
Provide TFFR members with the knowledge and tools they need to understand their retirement benefit and make informed decisions.	Communications Director and Division Staff	Customer satisfaction

Use newsletter spotlights to answer common questions and to highlight testimonials.	Communications Director and Division Staff	Engagement and brand awareness
Participate in and promote financial literacy (i.e., BND's Smart with my Money program)	Communications Director	Brand awareness

**Objective 5:** Strengthen and improve TFFR employer engagement and education.

Tactic	Assigned	Metrics and/or Notes
Develop a comprehensive employer education program.	Communications Director and Division Staff	Customer satisfaction
Use newsletters and targeted reminders and alerts to share important deadlines, upcoming trainings, legislative updates, etc.	Communications Director and Division Staff	Engagement and brand awareness

## Goal 5: Support Continuity and Crisis Readiness

Promote organizational resilience through proactive communication planning.

**Objective 1:** Ensure rapid, coordinated messaging during critical events.

Tactic	Assigned	Metrics and/or Notes
Develop a crisis communications plan that includes response protocols, message templates, and contact lists.	Communications Director	Completion

**Objective 2:** Build a Culture of Preparedness Through Communications.

Tactic	Assigned	Metrics and/or Notes
Equip leadership with talking points, media briefs, and presentation templates to ensure alignment in all communications.	Communications Director	Engagement, brand awareness
Educate internal teams on communication expectations during disruptions including who speaks for the agency, where information will be posted, and how updates are coordinated	Communications Director	Engagement, brand awareness
Conduct an annual review and update of readiness messaging across channels.	Communications Director	Completion

## STAKEHOLDERS/CHANNELS MATRIX

	Direct, major email	Education/Events (hosted by RIO)	Evaluations	Education/Events (hosted by others)	Intranet	Hearings	Meetings	Newsletters	Media Announcements	Mission, Vision & Values	My TFR (PAS)	Promotional Items	Reports	Social Media	Trade Shows	Website
Board and committee members	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Business Partners	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Client Funds	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Employees, current and future	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Fund Managers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Industry groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
In-state banks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Lawmakers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Media	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Members, active/inactive	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Members, retired/beneficiaries	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Peers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
State agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Legend: ☒ Active ☐ Inactive, included in plan.

## **APPENDIX**

### **Research summation**

Evaluation tools and resources referenced in the development of the Retirement and Investment Office's Strategic Communications Plan includes the following:

- Teachers' Fund for Retirement event evaluations, 2023-25.
- Teachers' Fund for Retirement comment cards/feedback, 2023-25.
- Teachers' Fund for Retirement Board and Stakeholder Retreat, July 2025
- State Investment Board self-assessment, 2023-25.
- State Investment Board client fund surveys, 2023-25.
- Retirement and Investment Office strategic goals, March 2025.

## MEMORANDUM

**TO:** State Investment Board

**FROM:** Sarah Mudder, communications and outreach director

**DATE:** July 25, 2025

**RE:** 2025 SIB Client Fund Survey

The Retirement and Investment Office conducted a survey of the State Investment Board's (SIB) client funds in June.

Evaluation forms sent: 40 individuals (28 funds)

Responses received: 10 individuals (14 funds)

Attached are the 2025 survey results. A summary of the 2025 survey ratings and two prior years are provided below.

### 2025 Summary of Client Satisfaction Survey Ratings

	Excellent	Above Average	Average	Poor	N/A
Totals	56	63	10	0	0
Weight	4	3	2	1	0
Percent	43%	49%	8%	0%	0%
<b>Average</b>	<b>3.23 on a 4 pt scale</b>				

### 2024 Summary of Client Satisfaction Survey Ratings

	Excellent	Good	Fair	Poor	Very Poor
Totals	67	27	2	0	0
Weight	5	4	3	2	1
Percent	75%	24%	1%	0%	0%
<b>Average</b>	<b>3.74 on 4 pt scale (4.68 on 5 pt scale)</b>				

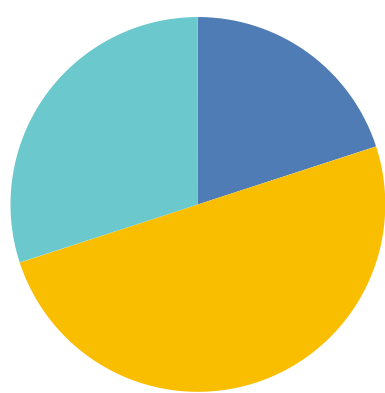
### 2023 Summary of Client Satisfaction Survey Ratings

	Excellent	Above Average	Average	Poor	N/A
Totals	16	22	1	0	0
Weight	4	3	2	1	0
Percent	40%	55%	3%	3%	0%
<b>Average</b>	<b>3.33 on a 4 pt scale</b>				

**BOARD ACTION REQUESTED:** Board Acceptance

Q1 Overall, how satisfied are you with the services overseen by the SIB?

Answered: 10    Skipped: 0

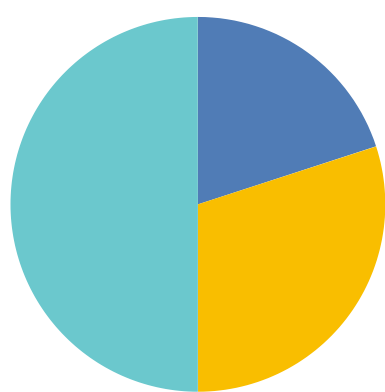


Poor    Average    Above Aver...    Excellent

	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	20.00% 2	50.00% 5	30.00% 3	10	3.10

Q2 How would you rate the value of the SIB’s services?

Answered: 10    Skipped: 0

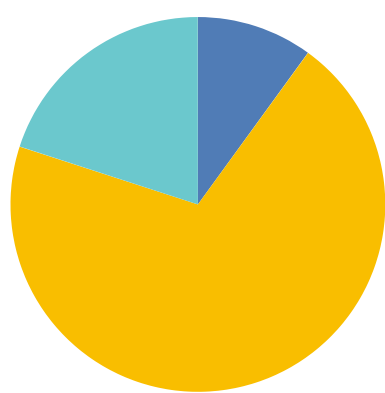


Poor    Average    Above Aver...    Excellent

	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	20.00% 2	30.00% 3	50.00% 5	10	3.30

Q3 How would you rate presentations by the investment staff?

Answered: 10    Skipped: 0

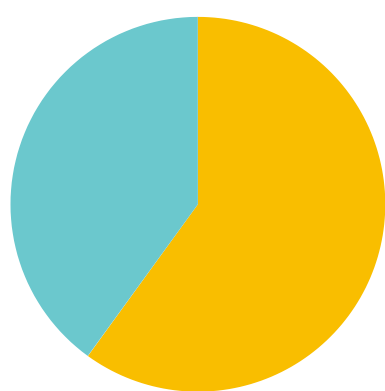


Poor Average Above Aver... Excellent

	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	10.00% 1	70.00% 7	20.00% 2	10	3.10

Q4 Are you satisfied with the content included in the investment performance reports and financial statements?

Answered: 10    Skipped: 0

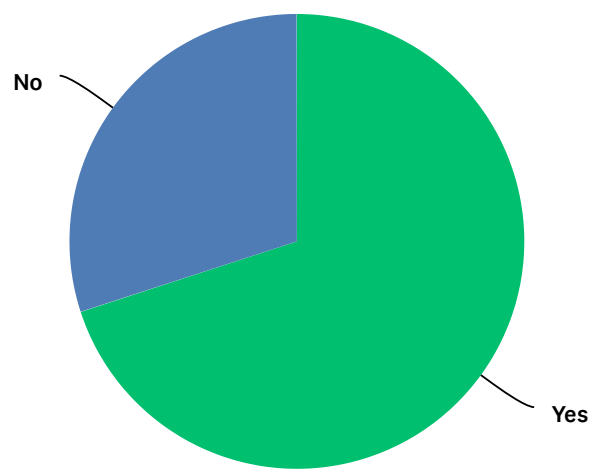


Poor Average Above Aver... Excellent

	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	60.00% 6	40.00% 4	10	3.40

Q5 Do you receive your performance reports and financial statements in a timely manner?

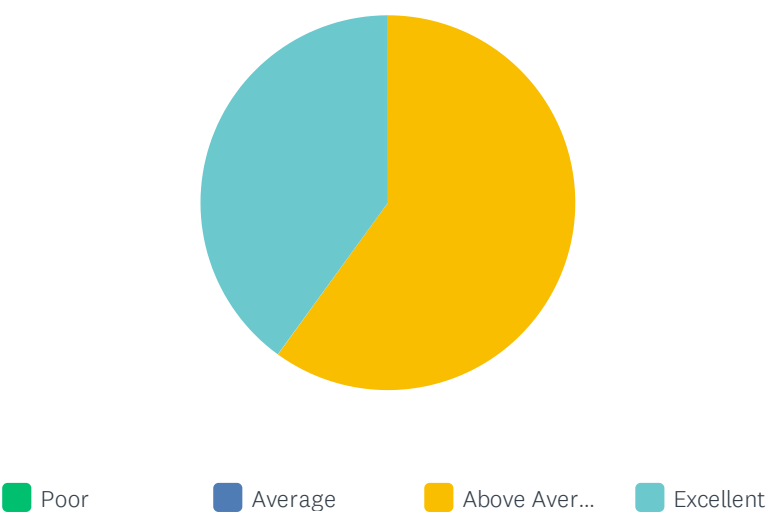
Answered: 10    Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	70.00%	7
No	30.00%	3
TOTAL		10

Q6 How would you rate staff knowledge of the investment program?

Answered: 10    Skipped: 0



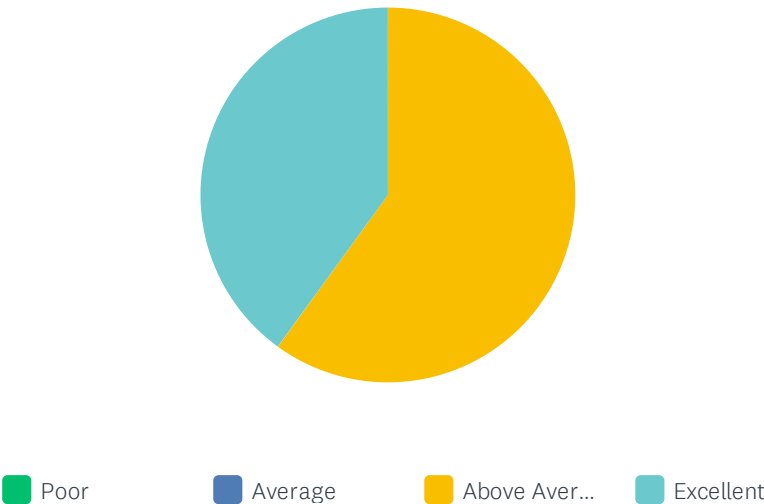


2025 Client Satisfaction Survey

	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	60.00% 6	40.00% 4	10	3.40

Q7 How responsive is RIO’s staff to your questions or concerns?

Answered: 10    Skipped: 0



	POOR	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	60.00% 6	40.00% 4	10	3.40

Q8 Do you have any specific suggestions for how the SIB or RIO can better serve you?

Answered: 4    Skipped: 6

#	RESPONSES	DATE
1	Continue to be responsive and proactive to the questions and any concerns of the client boards.	6/26/2025 7:59 AM
2	Our only issue continues to be the timing of the performance reports and financial statements. This causes a delay in preparing our financial statements.	6/25/2025 10:01 AM
3	Continue to leverage Sarah Mudder's expertise in Coms. Give Jodi Smith opportunities to build collaborative relationships with legislators. Continue to report on progress of alternative (or innovative) investments in plain English.	6/14/2025 11:47 AM
4	You should add an NA option to this survey as some of the questions are not applicable (didn't have a presentation, didn't inquire of staff, etc.). Would like to receive the reports in a more timely manner.	5/29/2025 1:33 PM

## MEMORANDUM

**TO:** State Investment Board  
**FROM:** Jodi Smith, Interim Executive Director  
**DATE:** July 25, 2025  
**RE:** Executive Limitations

Ms. Smith will provide a verbal update at the meeting on staff relations and strategic planning. Including updates on the following topics:

### I. Retirements/Resignations/FTE's/Temporary Assistance

Position Title	Status
Internal Auditor	Posting Pending
Investment Administrative Assistant (new)	Posting Pending
Public Markets Investment Analyst (new)	Interviewing
Portfolio Manager of Quantitative Risk and Fund Management (Risk Officer Replacement)	Offer Pending
Accountant	Interviewing
Senior Investment Operations Manager	Interviewing
Deputy Chief Financial Officer	Position Posted
Chief Financial Officer	Position Posted

### II. Current Project Activities/Initiatives

#### 2025 Strategic Goals

##### Industry Leader Initiative – Innovation in operations to excel in education, technology, and talent pool.

- Recruitment and Onboarding of Executive Director and CFO
- Transition from network folders and Teams to SharePoint
- Implementation of investment operations compliance plan

##### Succession and Business Continuity Planning

- Create Succession Plans for Executive Director, Deputy Executive Director, CIO, and CFO/COO

##### Alignment thru Continuous Improvement

- Identify pockets of innovation across the organization during regular check-ins. Small, compounding changes and innovations add up to outsized results over time.
- Governance Review

##### Strategic Implementation of New Statutes

- HB 1330 – Divestment from Direct Chinese Investments
- HB 1319 – Creation of Legacy Fund Transparency Website

### **Industry Leader Initiative**

- Onboarding of Executive Director
- Recruitment of CFO
- Transition from network folders and Teams to Sharepoint – RIO Procurement Officer is finalizing RFP to be released utilizing the preferred vendor pool contract 095.
- Implementation of investment operations compliance plan - We are finalizing a revised SOP for Internal Trade Approvals and Escalations, with the goal of standardizing the escalation process for exceptions in the Order Management System, and plan to present it at the next Investment Committee meeting. Concurrently, we are working to align External Manager compliance data between Aladdin and Northern Trust, progressing efforts on NPX and 13F filings with legal counsel, and have distributed the quarterly Code of Ethics attestations.

### **Succession and Business Continuity Planning**

- Create succession plans for the Executive Director, Chief Retirement Officer, Chief Investment Officer, and Chief Financial Officer/Chief Operations Officer – DRAFT succession plans have been created for the Chief Retirement Officer and Chief Investment Officer.

### **Alignment thru Continuous Improvement**

- Identify pockets of innovation across the organization during regular check-ins. Small Compounding changes and innovations add up to outsized results over time.
  - Reconfiguration of RIO office to ensure appropriate permanent and temporary office space has been completed. RIO is working with WSI to identify additional working space in anticipation of staff growth in the next legislative session.
  - Realignment of job descriptions for team members impacted by the implementation of the new teacher's retirement system to capture efficiencies, ensure separation of duties and enactment of a compliance program.
  - Restructuring of Fiscal Division to realign skills and functionality of the division. Additionally, all open positions have been posted with updated job descriptions.
  - Issuance of the Bold and the Balanced Project RFP to provide subject matter expertise in governmental and specialized investment accounting, operations, and business processes to support a rolling business process re-engineering study for RIO. This includes documenting and analyzing workflows between RIO, custodians, and financial systems; identifying inefficiencies; recommending improvements; and advising on the timing of new processes aligned with upcoming IT system enhancements.

The current state business process maps will be provided to RIO by June 30, 2025, with the identification of quick wins to implement and create efficiencies.

- Governance Review - Please see July GPR update.

### **Strategic Implementation of New Statutes**

- HB 1330 – This bill failed in the Senate. No further action.
- HB 1319 – Creation of Legacy Fund Transparency Website. No progress.