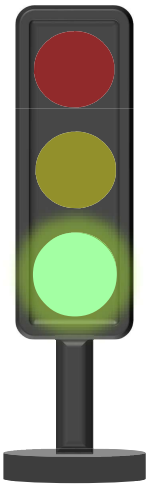
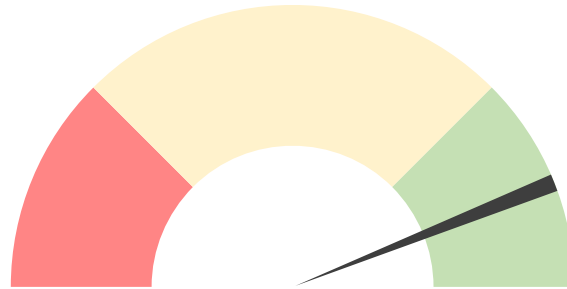


Pillars Project Overall

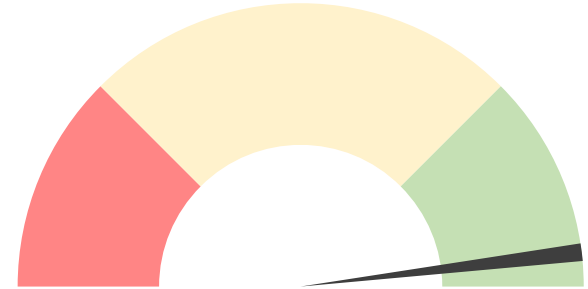


27 Objectives
113 Deliverables
612 Action Items

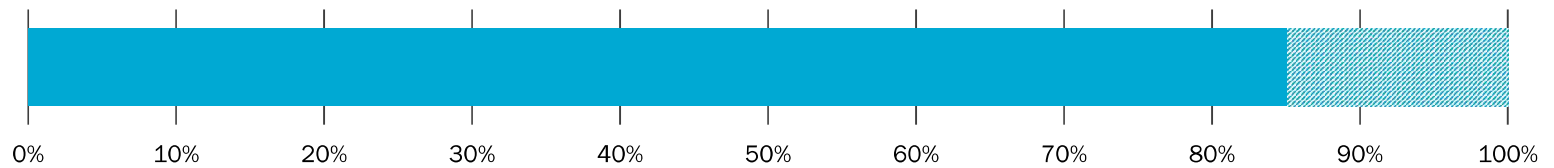
86.9% of Overall Objectives On Target or Accomplished



95.1% of Overall Deliverables On Target or Accomplished



85% of Overall Action Items Completed



The Pillars Project		FY 2019-20		FY 2020-21				FY 2021-22	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Project Overall									
Human Resources									
Obj. A	Establish strong partnerships between HR and Investments to grow quality investment talent.								
Obj. B	Strengthen professional, ethical, and collaborative team environment and employee experience.								
Obj. C	Enhance recruitment process to ensure positive candidate experience.								
Obj. D	Streamline hiring processes (time- to- fill) to avoid rework for business area and HR.								
Obj. E	Plan for succession readiness.								
Obj. F	Develop classification and compensation strategy plan to support the CalSTRS Collaborative Model.								
Obj. G	Implement a flexible workforce environment for the Investment Branch.								
Procurement									
Obj. A	Establish an expedient and efficient procurement process.								
Obj. B	Negotiate legislation to amend Teachers' Retirement Law to grant the board authority over the investment procurement process, effective July 1, 2021.								
Travel									
Obj. A	Improve travel expense process by identifying areas of inefficiency.								
Obj. B	Improve traveler productivity and satisfaction by increasing focus on traveler time and efficiency to maximize effectiveness when carrying out CalSTRS business.								
Obj. C	Establish guiding principles that allow for a reasonable policy exception when warranted.								
Obj. D	Explore solutions to address Government Code 11139.8 from Assembly Bill 1887.								
Obj. E	Expand understanding of travel rules and regulations to enhance compliance.								
Technology									
Obj. A	Develop a recommendation for a single data platform for all asset classes supporting a total fund view.								
Obj. B	Implement technology solution(s) that streamline the complexities of managing multi-asset class portfolios and address the needs of the Investment Branch.								
Obj. C	Develop collaborative communication framework supporting investment technology service needed to effectively and efficiently manage the fund.								
Obj. D	Provide effective delivery of IT services to improve investment stakeholder experience and satisfaction.								
Communication									
Obj. A	Communicate a clear and comprehensive definition of the CalSTRS Collaborative Model for internal and external audiences.								
Obj. B	Strengthen trusted investment-related reputation with stakeholders.								
Obj. C	Enhance partnership between Public Affairs and Investments to support and advance the CalSTRS Collaborative Model.								
Obj. D	Strengthen Investment Brand to be competitive in the marketplace.								
Legal									
Obj. A	Expand internal and external legal expertise for all asset classes.								
Obj. B	Review legal process workflow in relation to Investments.								
Financial									
Obj. A	Streamline the disbursement processes to provide the most efficient and effective services.								
Obj. B	Evaluate and enhance financial reports to support financial transparency and accountability.								
Obj. C	Evaluate organizational needs and reporting to determine and forecast budgetary and staffing resources needed to support the CalSTRS Collaborative Model.								

Unlikely to Accomplish
 Some Setbacks
 On Target to Accomplish
 Accomplished

Objectives - Pillar Level: sum of objectives Accomplished or On Target divided by total Pillar Objectives
(Accomplished/On Target = 1 pt., Some Setbacks/Unlikely to Accomplish = 0 pt.)
Overall Collaborative Model: sum of objectives Accomplished or On Target divided by total Objectives
(Accomplished/On Target = 1 pt., Some Setbacks/Unlikely to Accomplish = 0 pt.)
Color formatting based on 25/50/25 - R/Y/G