



# Pillars Project closeout

Investment Committee  
January 2023



# Pillars Project significant accomplishments

- Revised CalSTRS travel policy to enhance cost savings, effectiveness and efficiency.
- Established consistent messaging about the project and presentation materials.
- Established an expanded succession-readiness plan that expands beyond critical positions.
- Established an investment technology vision and road map with newly created Investments Data Solutions team.
- Created the environment for better collaboration, support and consistency by assigning attorneys to a particular asset class.
- Successfully sponsored procurement legislation and established Investment Procurement Policy.
- Enhanced oversight controls of fair value market measurement and reporting.
- Improved recruitment successes throughout organization.





## Four project pillars





## HUMAN RESOURCES

# Overview

- *Vision* - Effectively & efficiently hire, develop & retain a highly skilled diverse investment team to support investment strategies.
- 7 Objectives
- 28 Deliverables
- 194 Action Items





## Branch Succession Planning







## Travel Pillar accomplishments

**Vision:** Cost-rational travel policy that is efficient to manage and monitor, effective for the traveler and complies with state regulations.

### Accomplishments

- Established guiding principles for the development and implementation of enhancements to the CalSTRS travel program.
- Revised *CalSTRS Travel, Expense and Reimbursement Manual* to enhance support for travelers, approvers and administrative support staff.
- Developed training programs and resources for the travel process.



## Travel Pillar: travel survey

### Question

**Taking into account the recent changes to the travel process, how satisfied are you with the CalSTRS travel process overall?**

**How would you rate your level of knowledge about the CalSTRS travel process?**

**CalSTRS provides various resources on the travel process. Rate the level of usefulness for each resource (travel manual).**



## Procurement Pillar accomplishments

**Vision:** An open and flexible process that attracts and hires high quality investment managers, consultants, advisors and other investment services within two to three months.

### Accomplishments

- Eliminated physical proposal requirements for vendors, streamlined document preparation, handling and approvals, which reduced overall processing time by 50%.
- Assembly Bill 539 (Cooley) was signed, which allowed the Teachers' Retirement Board to adopt an Investment Procurement Policy. The policy establishes the framework for a competitive and prudent procurement process while still upholding the governing principles of the state's contracting process.





# Procurement Pillar process time savings

Process	Before	After	Time Savings
System Approvals	Step-by-step	Parallel	11 days
Bid Submittals	Paper-based	SharePoint Portal	14 days
Q&A Written Response	Step-by-step	SharePoint (parallel)	14 days
Personnel Services Justification	Paper-based	SharePoint	30 days
Signatures	Handwritten	DocuSign	90 days



## Hybrid Pillar: Communication accomplishments

**Vision:** CalSTRS is viewed by key audiences as a partner of choice, a thought leader in institutional investing and a trusted provider of a secure retirement.

### Accomplishments

- Developed a clear definition of the Collaborative Model that was used as the basis for all communications materials.
- Produced a suite of key messages and communications materials and that were used for outreach and presentations to support the budget requests and communication with member groups.





## Hybrid Pillar: Technology accomplishments

**Vision:** An innovative and secure technological environment to gather and share detailed, accurate investment data that can be easily accessed, analyzed, used and trusted to provide comprehensive information to support informed and timely decisions.

### Accomplishments

- Accelerated visioning process involving stakeholder input and surveys, resulting in identifying personas and a blueprint.
- Established the Investment Data Solutions group.
- Implemented multiple applications to improve efficiency across the Investments Branch.



## Hybrid Pillar: Legal accomplishments

**Vision:** Office of General Counsel has the expertise and resources to support the CalSTRS Collaborative Model.

### Accomplishments

- Assigned dedicated internal counsel to each asset class to transition CalSTRS investment attorneys from generalization to specialization.
- Internally developed a formal legal request intake process and working case management dashboard.





## Hybrid Pillar: Financial accomplishments

**Vision:** Streamlined fiscal processes to support the CalSTRS Collaborative Model to provide efficient and effective services, enhanced financial transparency and accountability while preserving key internal controls.

### Accomplishments

- Completed a white paper that identified opportunities for enhancing our cash position and forecasting tool. We included a recommendation to transition to a new treasury management system.
- Completed a review of fair-value measurement and reporting of private asset investment processes and policies with a consultant, which were determined to be in alignment with industry standards.



# CALSTRS

HOW WILL YOU SPEND YOUR FUTURE?