

# Map of Primary Inbound Communication *(illustrative)*

*This map shows how inbound communications are managed by staff through established processes and how the board is informed and engaged when matters rise to a governance, fiduciary, or policy level.*

Topic	Benefits & Services (Members & Employers)	Investment-Related (Divestment, Labor, GP, Social, Other)	Ethics, Compliance, and Independent Reporting Channels (e.g., Ombuds, Whistleblower, HR, Financial Misconduct)	Media and Public Communications
<b>Staff Response Process</b>	<ul style="list-style-type: none"> <li>Managed by Benefits &amp; Services (contact center / service center); others engaged as appropriate.</li> <li>Reviewed for prompt, accurate benefits and service.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by Investments and External Affairs; General Counsel, other executives, board, and its leadership are engaged as needed.</li> <li>Reviewed for alignment with Board-adopted policy, fiduciary duty, and applicable law.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by the appropriate independent or designated office (e.g., Ombuds office, Office of General Counsel; Human Resources, or External Authorities), depending on the nature of the matter.</li> <li>Reviewed to preserve confidentiality, independence, security and due process, and to prevent financial, investment, and pension abuse.</li> </ul>	<ul style="list-style-type: none"> <li>Managed by Public Affairs; Office of General Counsel and others engaged as needed.</li> <li>Reviewed to ensure the information requested is permissible under law and information provided represents CalSTRS position.</li> </ul>
<b>Associated Board Policy</b>	<a href="#">BGM B&amp;S Policy.</a>	<a href="#">Investment Policies</a> , <a href="#">Corporate Governance Principles</a> , and <a href="#">CalSTRS Stewardship Priorities</a> .	BGM <a href="#">ARM Committee Charter</a> and <a href="#">ARM Policy</a> .	<a href="#">BGM Ethical &amp; Fiduciary Conduct</a> and <a href="#">Duties of the Board Chair and Vice-Chair</a>
<b>Board Reporting</b>	<ul style="list-style-type: none"> <li>Board informed of trends, recurring issues, significant issues, or policy implications.</li> <li>Unless administrative appeal, individual cases are not board business.</li> </ul>	<ul style="list-style-type: none"> <li>Board informed of organization, matter, response, and next steps.</li> <li>Summary reporting at each IC meeting (as open or closed item, as authorized by law).</li> </ul>	<ul style="list-style-type: none"> <li>Aggregate or anonymized summaries of themes/trends.</li> <li>Annual report from Enterprise Compliance Services to ARM Committee.</li> <li>Quarterly confidential ethics and personnel report from CEO to board.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting on significant or emerging issues.</li> <li>Daily news clips via clips to board members via email.</li> <li>Closed session briefings when warranted and authorized by law.</li> </ul>
<b>Requests Sent to Board Outside of Meetings</b>	<b><i>Weekly email to board leadership from Executive Office support team on requests directed to the board with summary reporting before/at each board meeting.</i></b>			