

# Investment Data and Technology Modernization Initiative

Robert Paterson

Investment Director

Investment Technology,  
Data & Performance

Jennifer Hafner

Investment Manager

Investment Technology,  
Data & Performance

March 17, 2025

# Agenda

- Review Business Case
- Project Approach
  - Timeline
  - Governance
- Recent Accomplishments and Next Steps
- Future Board Updates

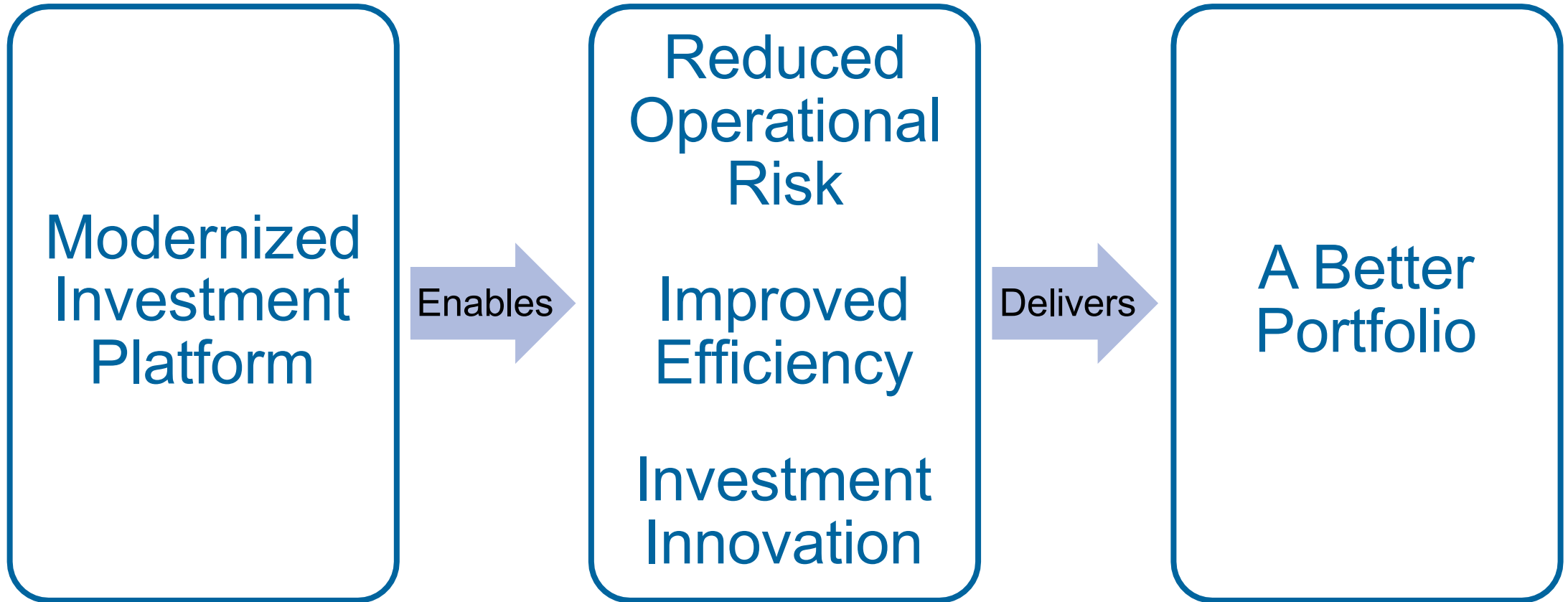
# Business Case

In recent years, portfolio management innovation has outpaced the investment in data and technology

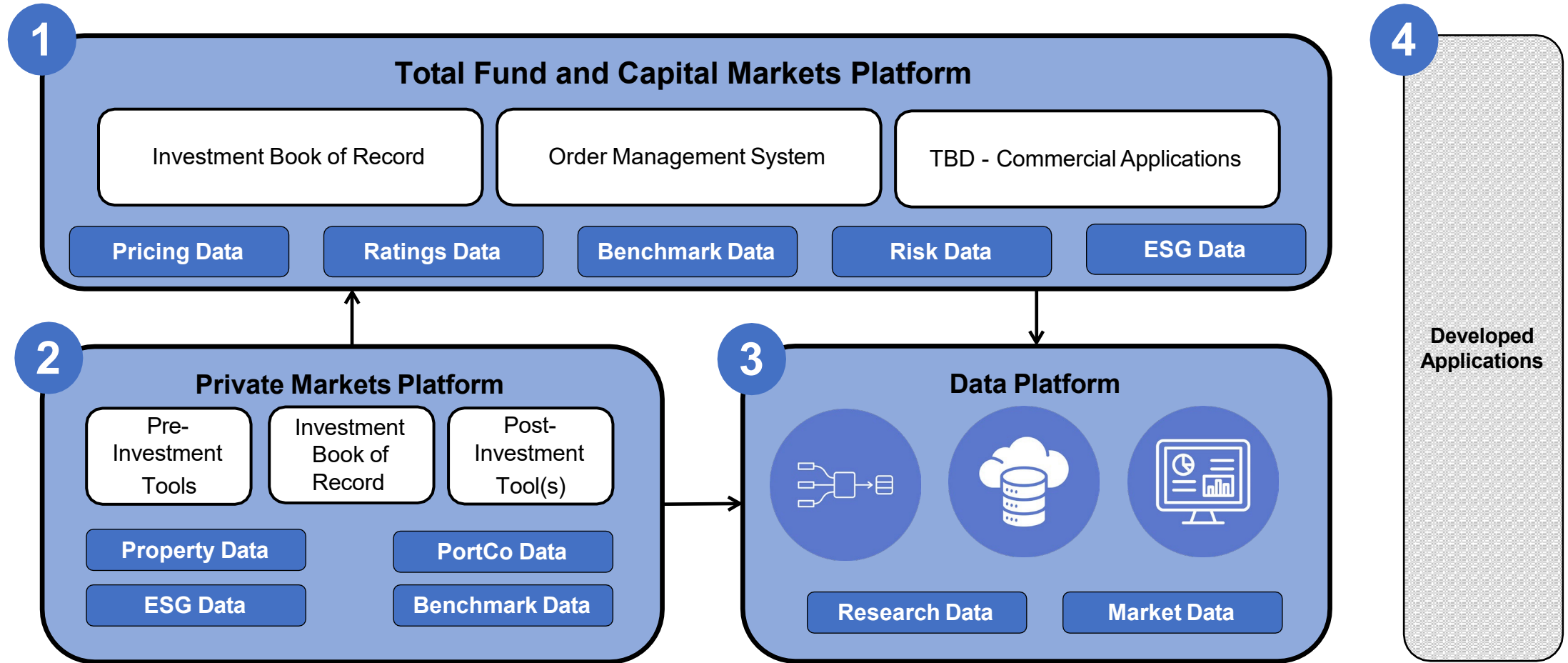


# Business Case

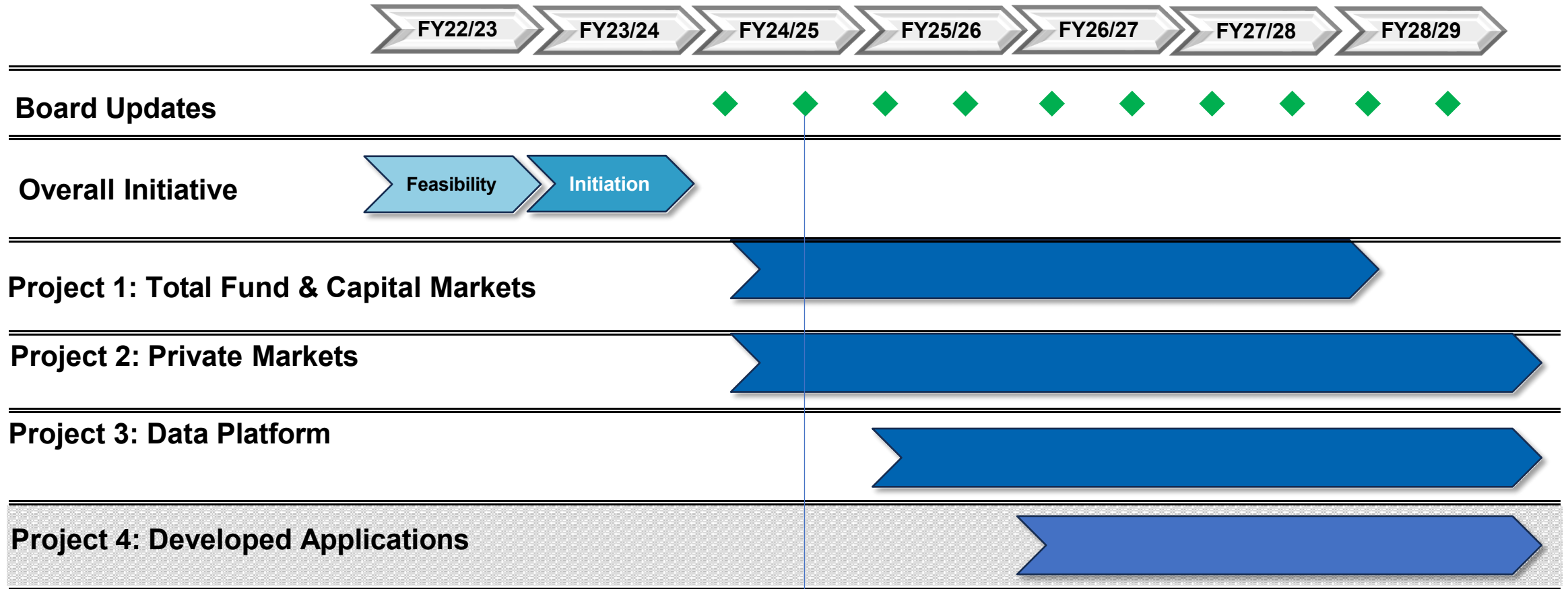
## A Modern Investment Platform Enables Better Portfolio Outcomes



# A Modern Investment Platform With Four Components



# Initiative is Structured into Four Projects



# Governance & Leadership for Transformational Success

## Senior-Level Sponsorship & Engagement

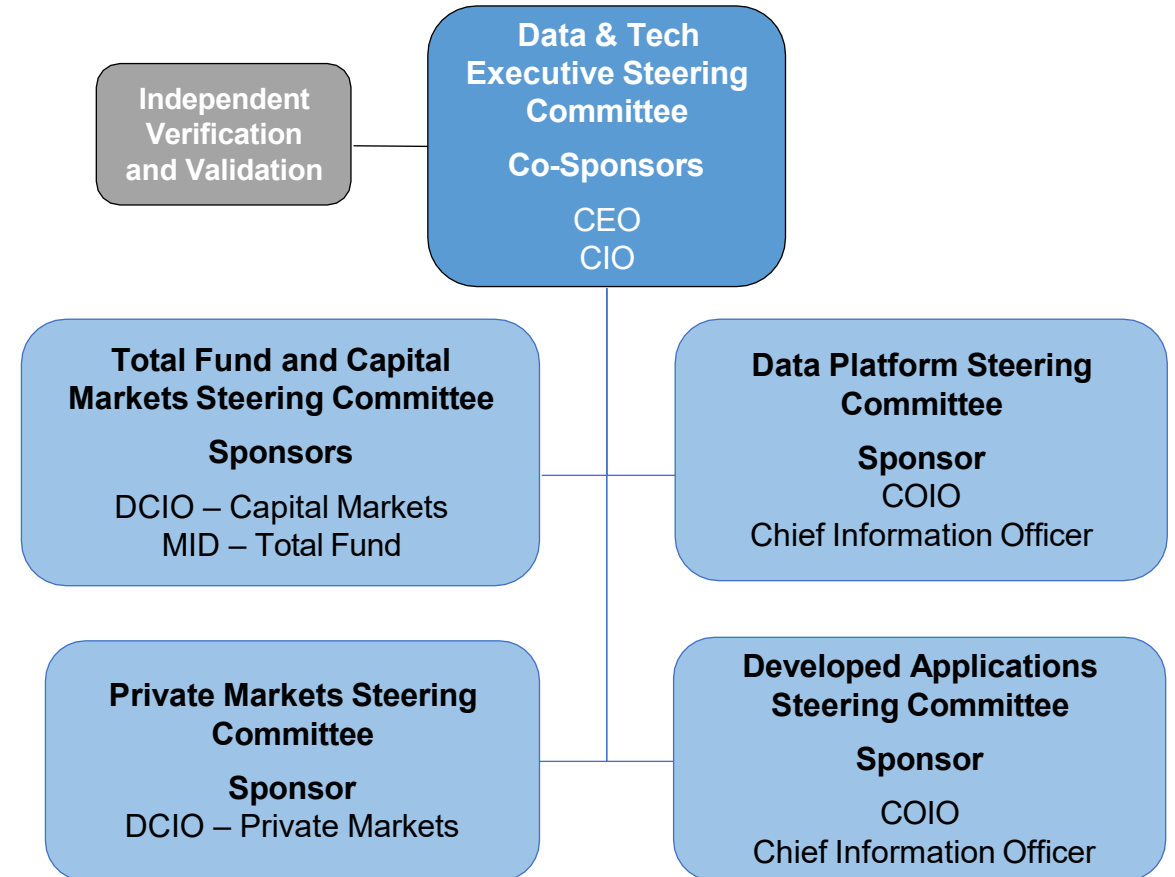
- Essential for ensuring alignment with transformational goals
- Supports the resolution of complexity and challenges

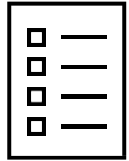
## Structured Governance Framework

- Provides clarity, accountability, and transparency
- Drives success through effective resource alignment

## Proactive Steering Committee Oversight

- Regularly addresses key issues, including budgeting
- Ensures continuous alignment with project objectives





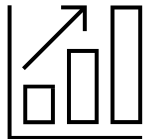
## Initiative

### Key Accomplishments

- ✓ Built out detailed multi-year plan
- ✓ Finalized staffing plan
- ✓ Assigned Initiative Director

### Next Steps

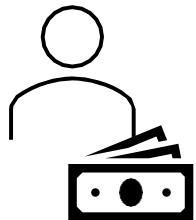
- Initiate recruitment
- Build out initiative core team



## Project 1 Total Fund and Capital Markets

- ✓ Firm selected for current state documentation
- ✓ Conducted initial sessions with subject matter experts

- Document current state architecture and data flows
- Design infrastructure required to support new platform
- Document system configuration
- Complete planning for system implementation



## Project 2 Private Markets

- ✓ Firm selected for market analysis
- ✓ Completed review of user requirements
- ✓ Reviewed initial short list of solutions

- Complete peer reviews
- Complete market assessment of tools for pre/post investment activities
- Define people, process, and technology to support holdings level analysis



# Future Board Updates

- April FAC meeting: present 2025-26 funding request
- June and Sept IC meeting: provide status update
- Interim updates to the Board as needed