

**TEACHER RETIREMENT SYSTEM OF TEXAS MEETING  
BOARD OF TRUSTEES  
AND  
STRATEGIC PLANNING COMMITTEE**

*(Committee Chair and Members: Brittney Allred, Chair; Michael Ball, David Corpus,  
John Elliott, James Dick Nance)*

*All or part of the December 7, 2023, meeting of the TRS Strategic Planning Committee and Board of Trustees may be held by telephone or video conference call as authorized under Sections 551.130 and 551.127 of the Texas Government Code. The Board intends to have a quorum and the presiding officer of the meeting physically present at the following location, which will be open to the public during the open portions of the m **1000 Red River, Austin, Texas 78701 in the TRS East Building, 5<sup>th</sup> Floor, Boardroom.***

*The open portions of the December 7, 2023, meeting are being broadcast over the Internet. Access to the Internet broadcast and agenda materials of the meeting is provided at [www.trs.texas.gov](http://www.trs.texas.gov). A recording of the meeting will be available at [www.trs.texas.gov](http://www.trs.texas.gov).*

**AGENDA**

**December 7, 2023 – 11:00 a.m.**

1. Call roll of Committee members.
2. Consider the approval of the proposed minutes of the September 2023 committee meeting – Committee Chair.
3. Discuss and review the Results Forum for FY 2023-27 TRS Strategic Plan Objectives: Don Green and Michelle Pagan.
  - A. Attract, retain, and develop a diverse and highly competent staff;
  - B. Execute on TRS facilities needs;
  - C. Improve strategic communications; and
  - D. Evaluate automation and technology solutions to enhance existing processes.
4. Receive an update on Member Satisfaction Survey results – Sunitha Downing and Dr. Rene Paulson, Elite Research.

NOTE: The Board of Trustees (Board) of the Teacher Retirement System of Texas will not consider or act upon any item before the Strategic Planning Committee (Committee) at this meeting of the Committee. This meeting is not a regular meeting of the Board. However, because the full Committee constitutes a quorum of the Board, the meeting of the Committee is also being posted as a meeting of the Board out of an abundance of caution.