

**Board Strategic Plan Priorities Determined for the  
FY 2022-23 Board and Committee Workplans  
As of April 2022**

<b>GOAL 1: Trusted stewards</b> Ensure a well-governed, financially sound trust fund.	What role is needed from the board to be successful in accomplishing the Objective?		
<b>OBJECTIVES:</b>	<b>ROUTINE OVERSIGHT</b>	<b>ENHANCED OVERSIGHT</b>	<b>LEADERSHIP PRIORITY</b>
A. Achieve full funding of the Defined Benefit Program by June 30, 2046.	X		
B. Operationalize sustainable investment beliefs to create long-term value.	X		
C. Execute the CalSTRS Collaborative Model 2.0 phase of the continuum.			X
D. Grow strategic relationships with policymakers, stakeholders, and partner organizations.			X
E. Enhance how risks are defined, viewed, and managed.			X

<b>GOAL 2: Leading innovation and managing change</b> Innovate to grow resiliency and efficiency in service of our members.	What role is needed from the board to be successful in accomplishing the Objective?		
<b>OBJECTIVES:</b>	<b>ROUTINE OVERSIGHT</b>	<b>ENHANCED OVERSIGHT</b>	<b>LEADERSHIP PRIORITY</b>
A. Implement and integrate a highly adaptive pension administration system to modernize transactional capabilities.		X <sup>1</sup>	
B. Grow capabilities and culture to support a strategic and innovation mindset.			X
C. Enhance the customer experience to improve engagement and reduce effort.	X		
D. Explore advanced technology to securely gain business agility and enhance user interface experience.	X		
E. Innovate, streamline, and automate processes to increase efficiency.	X		
F. Transform business processes and drive digital adoption.	X		

<sup>1</sup> The pension administration system implementation is currently supported by a board “committee of two” governance structure.

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<b>GOAL 3: Sustainable organization</b> Fully integrate a unified environmental, social, and governance ethos in all we do.	What role is needed from the board to be successful in accomplishing the Objective?		
<b>OBJECTIVES:</b>	<b>ROUTINE OVERSIGHT</b>	<b>ENHANCED OVERSIGHT</b>	<b>LEADERSHIP PRIORITY</b>
A. Shape a resilient, sustainable, blended workforce that reflects fully integrated diversity, equity, and inclusion practices.			X
B. Integrate and align ESG principles across the organization.	X		
C. Complete headquarters expansion and transition activities.		X <sup>2</sup>	
D. Strengthen preparedness capabilities to address change and disruptions.			X

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<sup>2</sup> The headquarters expansion is currently supported by a board “committee of two” governance structure.