



California State Teachers' Retirement System (CalSTRS)

Diversity, Equity, and Inclusion (DEI)
Update

November 7, 2024

CALSTRS®

Presentation overview

- **Overview of enterprise DEI project**
- **Quick wins/accomplishments**
- **Inclusive culture recommendations**
 - Structural recommendations
 - Behavior recommendations
- **Knowledge management**
- **Plan moving forward**
 - Next steps
 - Proposed governance structure
 - DEI strategy map

Overview of enterprise DEI project

PHASE	RESULTS
<p>Phase 1: Assessment March 2023 – September 2023</p>	<ul style="list-style-type: none">• CalSTRS is a “proactive” DEI organization• Five inclusive culture recommendations
<p>Phase 2: Design & Evolve October 2023 – April 2024</p>	<ul style="list-style-type: none">• Change management plan• Five action plans• CalSTRS equity definition
<p>Phase 3: Implementation May 2024 – December 2024</p>	<ul style="list-style-type: none">• Completed quick wins/accomplishments

Quick Wins/Accomplishments

Definition

High inclusive culture impact and low level of effort (LOE) to build momentum.

Business Value

Provides CalSTRS with baseline DEI strategy documents.

Status

100% of quick wins/accomplishments submitted for review by end of POP.

Inclusive culture recommendations

Structural recommendations

Establish the DEI strategy

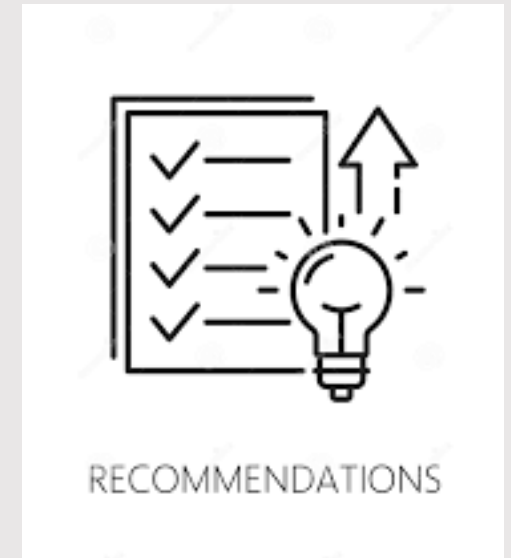
Govern the DEI Strategy

Behavioral recommendations

Create a learning environment

Hold all accountable

Develop a DEI narrative



Structural recommendations

Recommendation #1: Establish the strategy
Recommendation #2: Govern the strategy

Quick wins/ Accomplishments

- DEI strategy
- DEI report outline
- DEI metrics
- DEI dashboard
- Guiding coalition charter
- Leadership buy-in
- Feedback strategy
- Proposed governance structure

1. Embed DEI recommendations into strategic plan
2. Implement DEI governance structure

Plan moving forward

Behavioral recommendations

Recommendation #3: Create learning environment

Recommendation #4: Hold all accountable

Recommendation #5: Develop DEI narrative

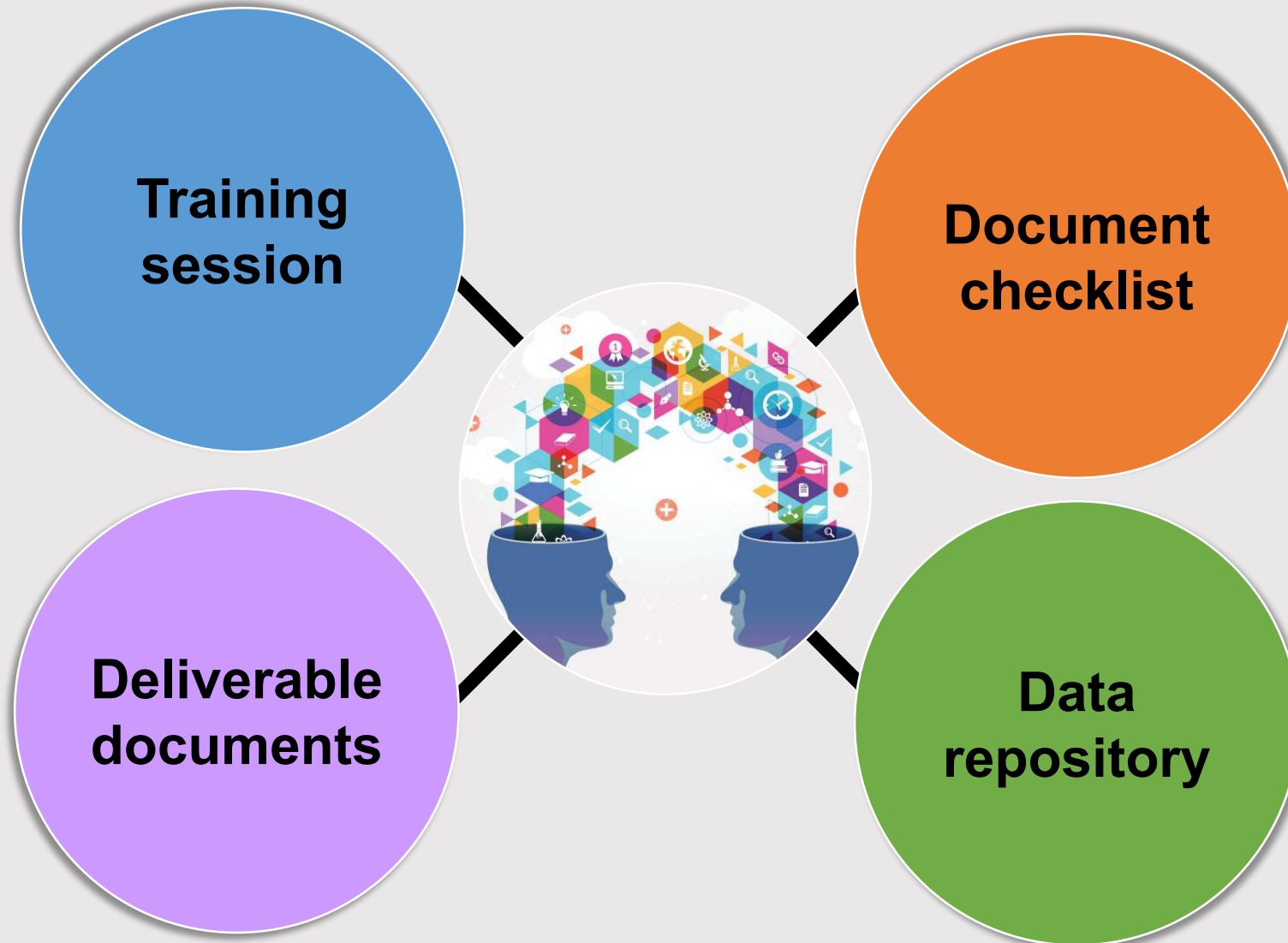
Quick wins/ Accomplishments

- DEI training catalog
- Accountability research
- Internal DEI communication plan and toolkit

1. Develop DEI training plan
2. Assess metrics and determine evaluation plan
3. Align DEI communications with existing initiatives

Plan Moving Forward

Knowledge management



Plan moving forward: next steps

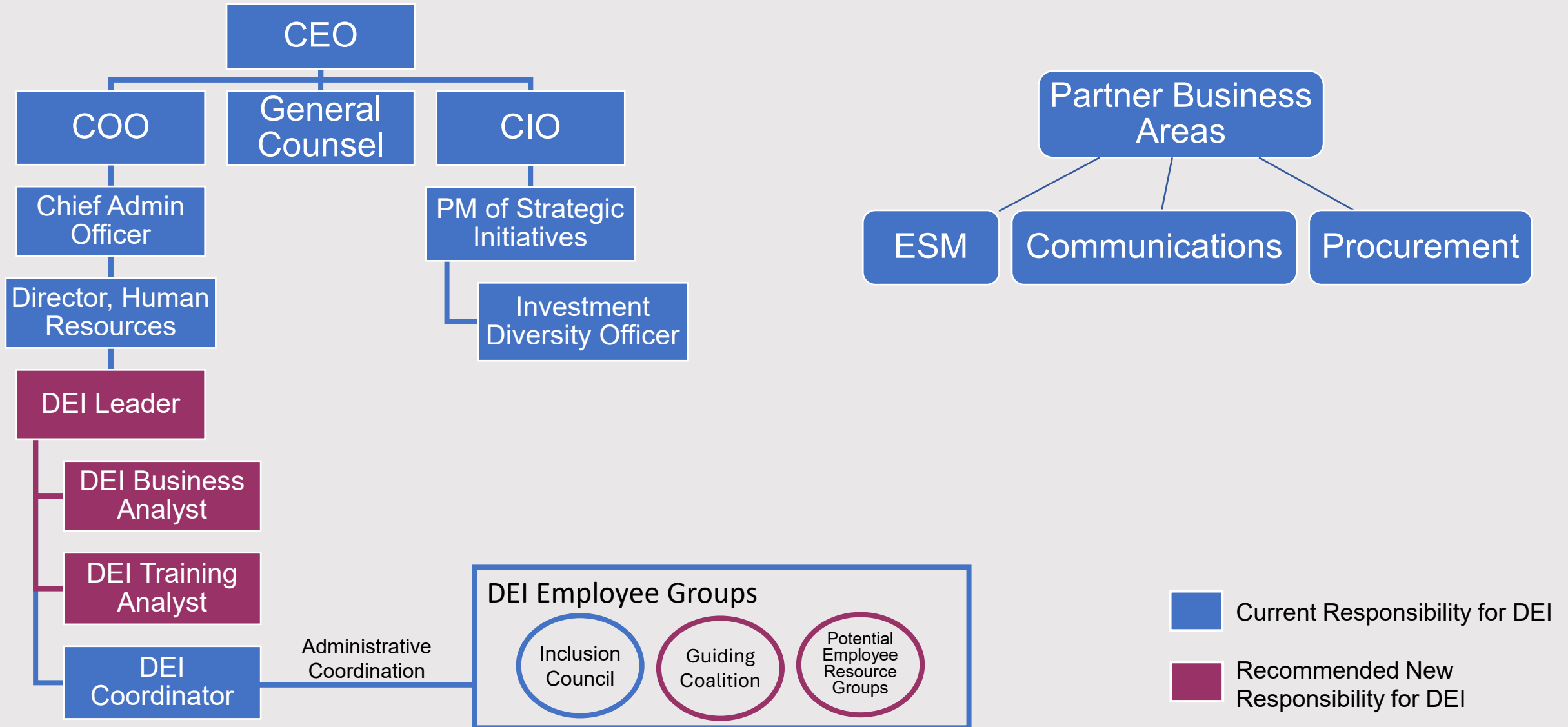
- Work with business partners to align DEI recommendations with 2025-28 strategic plan
- Identifying resourcing needs to support efforts
- Develop and share annual DEI reporting

Plan moving forward: DEI strategy map

Aligned Guidehouse action steps to 2025-28 strategic map

DEI Workstreams	Fiscal Year 24/25	Fiscal Year 2025/2026				Fiscal Year 2026/2027				Fiscal Year 2027/2028			
	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
		Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Build a Structural Inclusive Culture	Establish The DEI Strategy Incorporate a DEI focus into CalSTRS current Strategic Plan that outlines CalSTRS DEI vision, mission, goals, strategies,												
	<p><i>Present - FY 25/26 Activity 1 - CalSTRS DEI Strategy and goals are aligned with the overall 2025-2028 Strategic Plan.</i></p> <p><i>FY 25/26 Activity 2 - DEI integrated into Mission, vision, core value of CalSTRS.</i></p> <p><i>FY25/26 - FY 27/28 Activity 3 - Determine appropriate metrics to monitor progress and determine level of success.</i></p>												
Build a Structural Inclusive Culture	Govern The DEI Strategy Develop a DEI Governance Structure with responsibility, budget, and authority to monitor DEI initiatives, policies, processes, and procedures;												
	<p><i>Present - FY 24/25 Activity 1 - Identify roles, responsibilities, accountabilities, policies, and decision making to operationalize CalSTRS' DEI section of the Strategic Plan and initiatives.</i></p> <p><i>FY 25/26 Activity 2 - Identify required level of staff, budget, DEI empowerment, and partnerships needed for a functioning DEI governance structure.</i></p> <p><i>FY25/26 - FY 27/28 Activity 3 - Determine appropriate metrics to monitor progress and determine level of success resulting in a data and evaluation plan.</i></p>												
Build a Behavioral Inclusive Culture	Create A Compelling CalSTRS DEI Narrative In All Aspects Develop a DEI Communications Strategy that leverages transparency, inclusive language, inclusive imagery, engagement, and diverse voices, to communicate CalSTRS DEI intent.												
	<p><i>FY 25/26 Activity 1 - CalSTRS DEI Communications are aligned with existing communications initiatives.</i></p> <p><i>FY 25/26 Activity 2 - DEI Communications are collaborative, transparent, and tailored uniquely to CalSTRS.</i></p> <p><i>FY25/26 - FY 27/28 Activity 3 - Determine appropriate metrics to monitor progress and determine level of success resulting in a data and evaluation plan.</i></p>												
	Apply Accountability Across All Levels												
	<p><i>FY 25/26 Activity 1 - Review organizational position descriptions to determine applicability for DEI performance evaluation element.</i></p> <p><i>FY 25/26 Activity 2 - CalSTRS individual accountability expectations are defined, and consequences/rewards are developed.</i></p> <p><i>FY25/26 - FY 27/28 Activity 3 - Determine appropriate metrics to monitor progress and determine level of success resulting in a data and evaluation plan.</i></p>												
	Leverage CalSTRS As A "Learning Organization" To Create A Learning Environment for Inclusion Develop a comprehensive, curriculum-based inclusion training program focusing on topics such as cultural competency, unconscious bias, intersectionality,												
<p><i>FY 25/26 Activity 1 - CalSTRS DEI Learning and Development is aligned with existing learning and development initiatives.</i></p> <p><i>FY 25/26 Activity 2 - DEI learning and development addresses social equity, results in behavior change, and is integrated into all learning opportunities.</i></p> <p><i>FY25/26 - FY 27/28 Activity 3 - Determine appropriate metrics to monitor progress and determine level of success resulting in a data and evaluation plan.</i></p>													

Plan moving forward: proposed DEI governance structure



QUESTION AND ANSWER

