

Suggested revisions to 2031 vision of success

Goal 1: Trusted stewards

Ensure a well-governed, financially sound trust fund.

Pursuing this goal will put CalSTRS on the path to realizing our 10-year future vision as follows:

2031 vision of success measures	As demonstrated by
Funding plan on track	<ul style="list-style-type: none"> • Targeted funding ratio achieved. • Cost savings and added value with an implemented CalSTRS Collaborative Model. • Investment approach is dynamic and flexible, allowing us to innovate and leverage partnerships.
Risk and return-focused	<ul style="list-style-type: none"> • Diversified asset allocation supports benefit payments and actuarial rate of return. • Organizational approach to risk positions us to be responsive, anticipatory and agile.
Members, employers and policymakers support the value of the defined benefit	<ul style="list-style-type: none"> • Productive relationships with key stakeholders. • Proactive, trusted presence in political environments. • CalSTRS plans, programs and policies support the long-term viability of the fund.
Board culture of excellence in governance	<ul style="list-style-type: none"> • Knowledgeable, engaged and participatory trustees. • Cohesive policy board focused on strategy, risk, performance and people. • Board and executive leadership set the tone for organizational culture.
Distinct and trusted identity	<ul style="list-style-type: none"> • Trusted by funding partners, members, employers, decision-makers and oversight entities. • Known for transparency and accountability.
Industry influencers	<ul style="list-style-type: none"> • Recognized staff, corporate and board governance leadership. • Considered as a benchmark organization. • Global investment partner of choice.

Goal 2: Leading innovation and managing change

Innovate to grow resiliency and efficiency in service of our members.

Pursuing this goal will put CalSTRS on the path to realizing our 10-year future vision as follows:

2031 vision of success measures	As demonstrated by
Member-centric culture supports strategic vision of innovation	<ul style="list-style-type: none"> • Effective interactions and communication. • Strong organizational culture that embraces change, opportunities, innovation, and continuous improvement through creativity and learning.
Customer service creates meaningful member experiences and lifelong connections	<ul style="list-style-type: none"> • Engaged, educated and confident members and retirees. • Sponsor of financial literacy and financial wellness solutions.
Operational excellence	<ul style="list-style-type: none"> • Leader of pension industry peers for optimized administrative cost and service value, efficiency, productivity, accuracy and effectiveness. • Leaders in leveraging innovations to improve efficiency. • Anticipatory organization that adapts to change.
Technologically modern, secure operations	<ul style="list-style-type: none"> • Known for accuracy, efficiency, reliability and intuitiveness. • Cybersecurity program supports and protects technology and innovation. • Customer experience and operations benchmarks on par with financial services and institutional investment peers.

Goal 3: Sustainable organization

Fully integrate sustainability in all we do.

Pursuing this goal will put CalSTRS on the path to realizing our 10-year future vision as follows:

2031 vision of success measures	As demonstrated by
Unified sustainability principles embedded as the operating norm	<ul style="list-style-type: none"> • Successfully completed integration plan with defined metrics.
Diversity, equity and inclusion efforts drive organizational outperformance	<ul style="list-style-type: none"> • Employee engagement survey results. • Benchmarking against industry peers. • Achievement of strategic initiatives and operational performance benchmarks.
Premier mission-driven employer that attracts and retains top talent and develops internal staff	<ul style="list-style-type: none"> • Optimized employee benefit and compensation offerings. • Quality candidate pools. • Forward-thinking strategies to recruit, retain and grow the skills of our workforce. • High levels of employee engagement.
Optimized work environment that supports delivery of the mission	<ul style="list-style-type: none"> • Optimized workspace utilization. • Sustainable productivity that meets service level agreements.
Prepared to address change and disruptions with appropriate urgency	<ul style="list-style-type: none"> • Refreshed business continuity capabilities. • Cybersecurity program is at the industry forefront, ahead of risks.