

SMALL GROUP BREAKOUT DISCUSSION

Background

In their offsite prework, Executive Staff examined the future success statements in light of the SWOT priorities they identified. We acknowledged that organizations cannot excel in every area simultaneously; prioritization is essential. To facilitate prioritization, we tasked them with reviewing the future success statements and SWOT priorities and identifying the following:

- Where CalSTRS must lead or excel over the next three years (FY 25 – 28).
- Where CalSTRS is already leading or excelling and therefore, may require less focus in the coming three years.

The outcomes of this discussion will be incorporated into Executive Staff's thinking as they prepare a draft FY 2025-28 strategic plan document.

Direction for Small Group Discussion

Over the next 30 minutes, you'll work with your small group to discuss your perspectives on areas where CalSTRS must lead in the next three years. We ask that you engage in listening and perspective sharing to find common ground and highlight areas of differing views.

1. A Mosaic or CalSTRS Enterprise Strategy Management (ESM) team member will serve as the team's facilitator and scribe to document the discussion and share the outcomes with the larger group upon reconvening.
2. Privately reflect on your individual perspective.
3. Discuss the questions provided within your small group.
4. Your facilitator will focus discussion on areas where different views exist to create consensus.
5. They will capture the majority view for each question.

Small Group. Evaluating CalSTRS Position (30 minutes)

Now that you've had the chance to discuss Executive Staff's proposed Future Success Statements, and heard their report on the SWOT priorities, we ask you to revisit each future success statement with a fresh outlook. Next to each success statement mark either an "M" or an "D", as follows:

Definitions

- **M for Maintain:** These are areas where CalSTRS already has a strong foundation due to previous efforts and existing systems, structures, and processes. While these areas require support and maintenance to achieve future success, they do not require significant changes or developments to supporting infrastructure
- **D for Develop:** These are areas where, to be successful, CalSTRS will need to undertake significant development in supporting infrastructure -- systems, structures, processes or talent -- over the next three years. Achieving success here will require resources but also focused effort, energy, and attention.

A suggested starting point has been provided below for your reaction based on the results of the Executive Staff’s offsite prework. Please reflect on each statement and mark your viewpoint – either an M (Maintain) or a D (Develop) in the space provided below.

Future Success Statement	Suggested Categorization (M or D)	Your Categorization (M or D)
1. Funding Plan on Track	D	
2. Risk and return-focused	M	
3. Members, employers and policymakers support the value of the defined benefit	M	
4. Board culture of excellence in governance	M	
5. Distinct and trusted identity	M	
6. Industry influencers	M	
7. Member-centric culture supports strategic vision of innovation	D	
8. Customer service creates meaningful member experiences and lifelong connections	D	
9. Operational excellence	D	
10. Technologically modern, secure operations	D	
11. Unified sustainability principles embedded as the operating norm	D	
12. Diversity, equity and inclusion efforts drive organizational outperformance	D	
13. Premier mission-driven employer that attracts and retains top talent and develops internal staff	D	
14. Optimized work environment that supports delivery of the mission	M	

15. Prepared to address change and disruptions with appropriate urgency	D	
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Discussion Question:

1. Where did your categorization differ from the suggested categorization?
2. Other questions or comments?

Large Group Discussion - Share Back Time (30 minutes)

In this segment, we will:

- Report the findings from each group for each question.
- Identify areas of agreement and/or areas to explore further.
- Name next steps.