



Regular Meeting

Item Number 14 – Open Session

Subject: Exploring Innovation and Strategy at CalSTRS

Presenter(s): Cassandra Lichnock

Item Type: Information

Date & Time: September 14, 2023 – 15 minutes

Attachment(s): None

PowerPoint(s): Innovation Project Update

Item Purpose

During this session, we will present the results of the assessment phase for the CalSTRS innovation project. This includes finalized guiding principles.

We'll also look ahead to design phase activities, which include developing a playbook to guide our future innovation efforts.

Executive Summary

In June, Accenture, our innovation consultant, finished an assessment of CalSTRS' innovation readiness and maturity. Staff and leadership involved in innovation took part in culture assessments, benchmarking surveys, focus groups and a vision session. The results show CalSTRS staff has a strong innovative mindset and strategic alignment with the mission. But, in order to grow our innovation capabilities, we'll need to increase our bandwidth, velocity and speed of decisions, prioritization and implementation, and understanding of innovation.

During the assessment phase, the Teachers' Retirement Board and Executive Staff participated in several working sessions to draft guiding principles to create a common understanding of innovation at CalSTRS. In a final interactive workshop at the July board offsite, the board and executives used early assessment phase results to strengthen the guiding principles. Accenture and CalSTRS staff refined the workshop results into finalized principles to use as a foundation of the innovation program.

Using the guiding principles and assessment phase insights, we began the innovation design phase in August. During this phase, we will assemble a working group to develop a playbook

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that codifies the process for launching innovations. The playbook includes an operating model, roles and responsibilities, and metrics.

Other design phase activities include collecting a pipeline of ideas and testing our playbook using one or two concepts.

2022–25 Strategic Plan Linkage

Goal 2: Leading innovation and managing change

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