

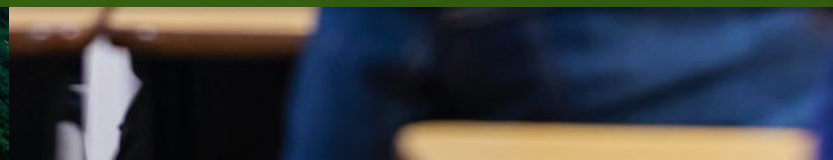


CALSTRS



CalSTRS 2025–28 Strategic Plan cost discussion

May 8, 2025

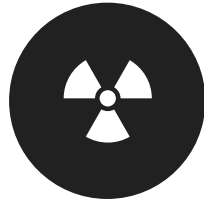


Key benefits of estimating Strategic Plan resources

Value drivers



RESOURCE
ALLOCATION



RISK
MITIGATION



ACCOUNTABILITY
& TRANSPARENCY




OPERATIONAL
EFFICIENCY



LONG-TERM
FINANCIAL
PLANNING



CROSS-
FUNCTIONAL
ALIGNMENT



Methodology and framework

Leading best practices

STANDARDIZED
COSTING

TOOLS AND
TECHNOLOGY

TRANSPARENCY

CONFIDENCE
LEVELS

OPEN-SOURCE
COMMUNICATION

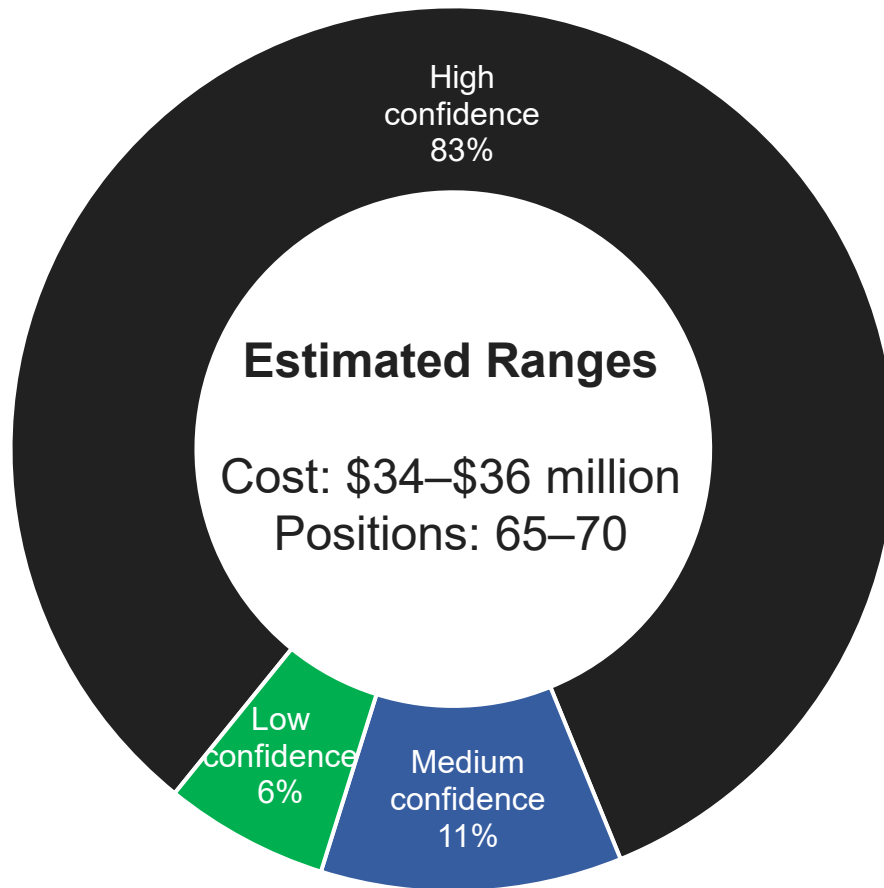
USABILITY AND
ENGAGEMENT

BENEFITS
COMMITMENT

VALUE-DRIVEN
MODEL

2025–28 Strategic Plan resource estimates

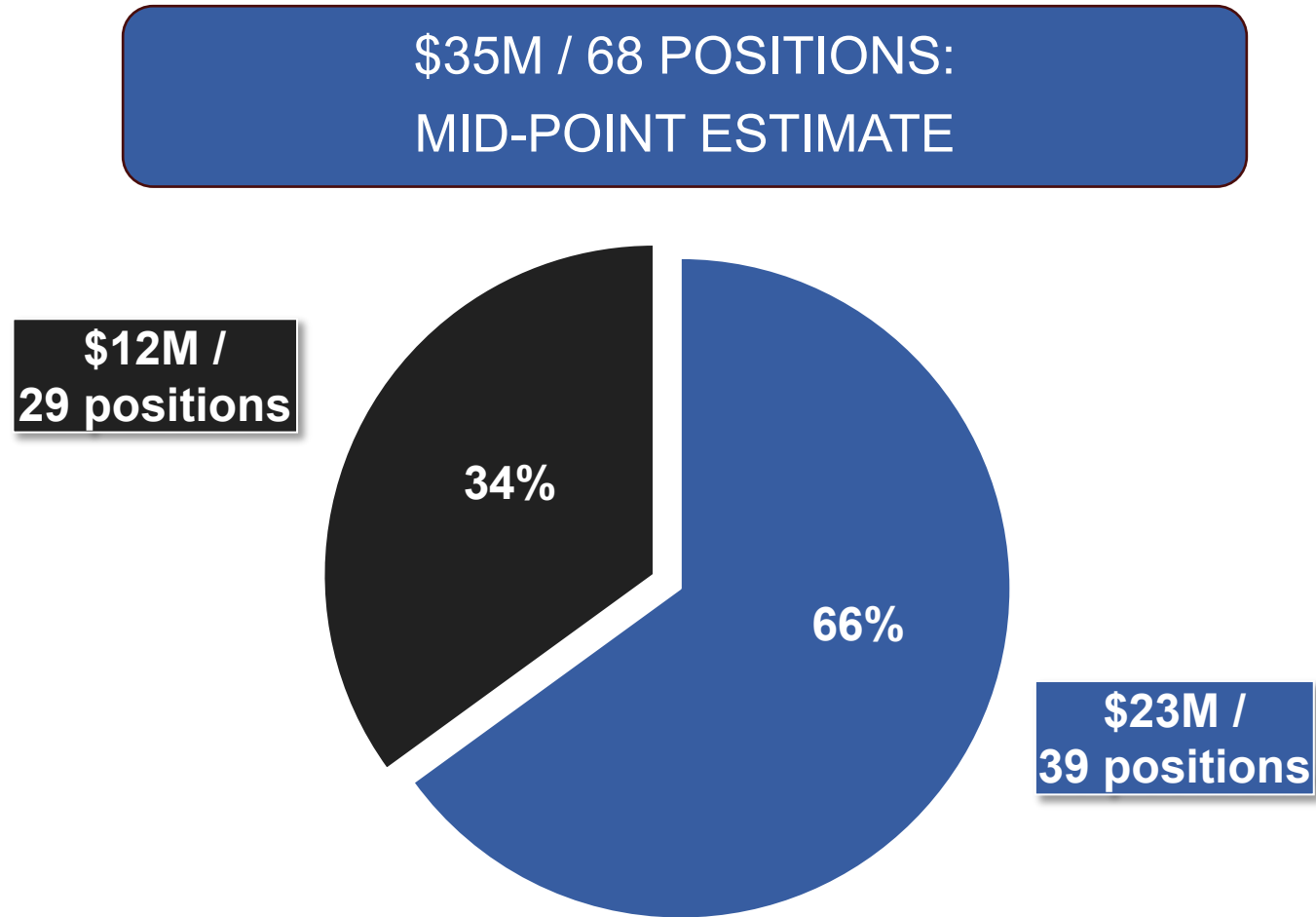
Cost and positions: dispersed over two budget cycles



- BenefitConnect
- Information Technology – AI, cybersecurity, innovation, data governance, cloud services
- Workforce strength
- Cost-Conscious Culture
- Enterprise Compliance
- Pension2
- Member Communications

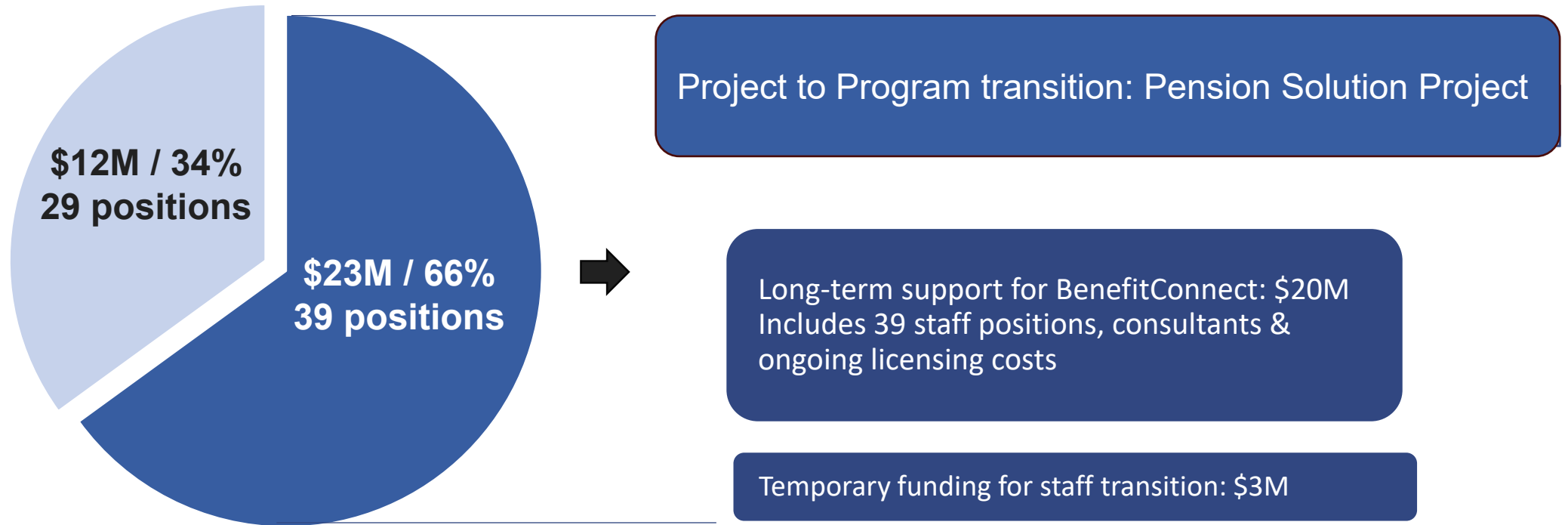
2025–28 Strategic Plan resource estimates

Mid-point estimate highlights



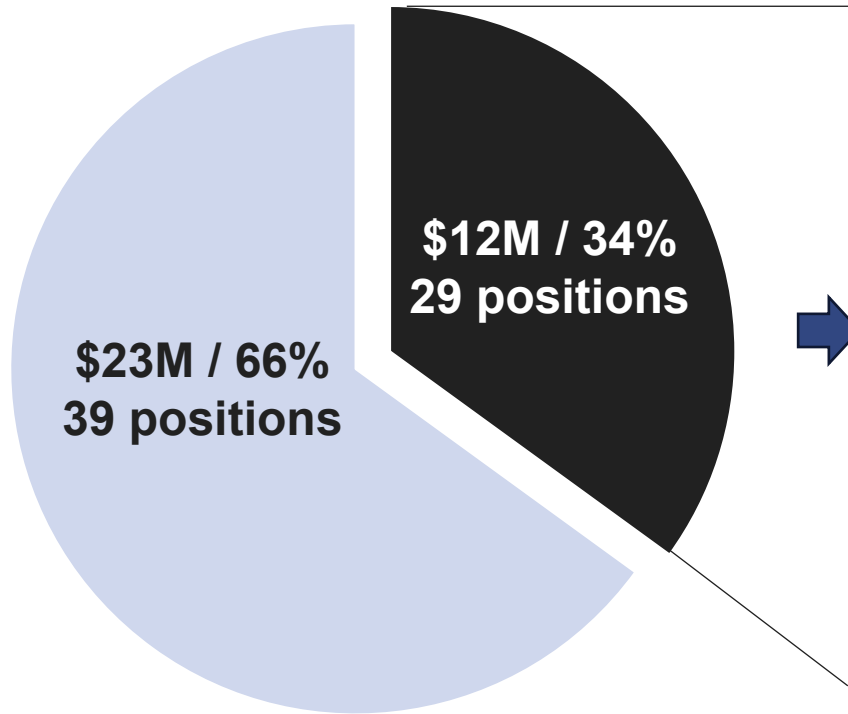
2025–28 Strategic Plan resource estimates

Mid-point estimate highlights (continued)



2025–28 Strategic Plan resource estimates

Mid-point estimate highlights (continued)



Technology \$9.8M
15 positions

- Artificial intelligence
- Innovation
- Cybersecurity
- Data governance
- Cloud services

Workforce \$1.6M
10 positions

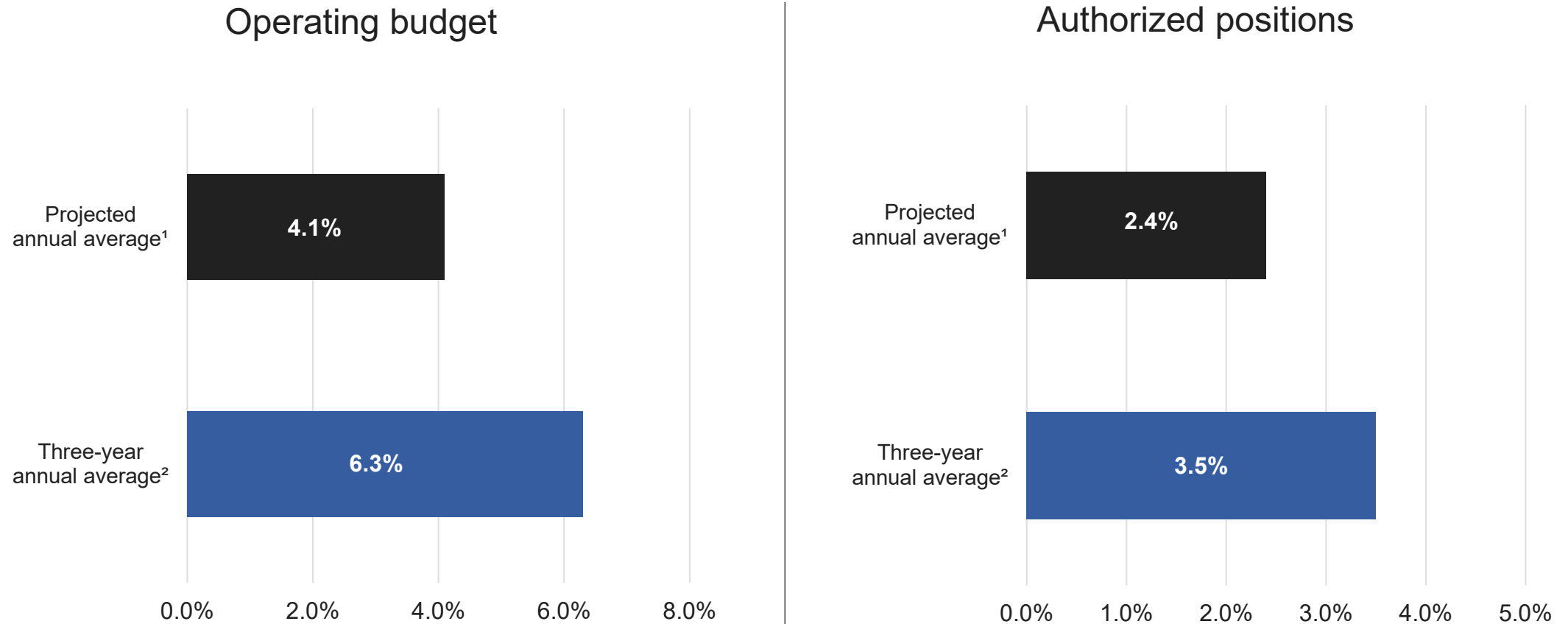
- Workforce strength
- Cost-conscious culture
- Enterprise compliance

Members \$0.6M
4 positions

- Member communications
- Pension2

2025–28 Strategic Plan resource estimates

Historical and projected budget growth analytics



1) Excludes Investments Branch and operational resources.

2) Includes strategic and operational resources over a 3-year average period.



Questions?