

CALSTRS

October 2022

Innovation readiness at CalSTRS

Executive staff



2022–25 Strategic Plan



Goal 2: Leading innovation and managing change

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

Objective B: Grow capabilities and culture to support a strategic and innovation mindset.

Innovation activities so far

- Established innovation goal in the *2022–25 Strategic Plan*.
- Started consultant procurement process.
- Began interactive executive staff and board innovation engagement work.
- Developed October board meeting workshop.



Executive Staff innovation survey



Draft CalSTRS definition of innovation

Applying creative ways of thinking and operating to add value in the execution of CalSTRS' mission and in service to our members.



Innovation principle 1

We are inspired by our members,
beneficiaries and each other.



Innovation principle 2

We are comfortable with exploration and trying new ways of working within reasonable, defined parameters, while recognizing legal considerations.



Innovation principle 3

As leaders among U.S. public pensions, we look to other innovators to develop an approach that is unique to CalSTRS.

Innovation principle 3, cultural concepts

- We all model a mindset to create a safe environment that enables innovation to flourish.
- All our core values—but especially strength, trust and respect—are honored as we embrace innovation.
- Innovation is a shared responsibility that is supported and celebrated across the organization.
- Fiduciary responsibility; sustainability; and diversity, equity and inclusion are at the heart of what we do.



Innovation principle 4

We demonstrate an unwavering commitment to sustained innovation through prudent resource allocation.



Innovation principle 5

We maintain transparency across all levels of the organization to foster trust in the practice of innovating and support decision-making.

Next steps

- Onboard innovation consultant, early 2023.
- Align the organization around innovation through communication and activities.
- Provide innovation update, May 2023 board meeting.



Small group breakout discussion