
BOARD INNOVATION PRINCIPLES IN PRACTICE

Attachment(s): Innovation Session Pre-Reading

PowerPoint(s): Strengthening Our Innovation Principles

PURPOSE

In this interactive working session, the Teachers' Retirement Board and CalSTRS Executive Staff will engage in an exercise led by our principle innovation consultant Jennifer Hall, an Accenture Managing Director/Public Sector Innovation Lead. She will guide session participants through CalSTRS' innovation assessment results and executive vision workshop outputs and answer questions. Then, the board and executives will use those findings to strengthen and refine our innovation guiding principles and create a common understanding of innovation at CalSTRS.

The guiding principles, which were developed by the board and executives in the [2022 October board offsite](#), are the starting point for establishing an innovation program for CalSTRS. As our innovation efforts evolve, the principles will be refined and ultimately lead to the final development of the program, principles and vision. The program furthers our [2022–25 Strategic Plan](#) goal of leading innovation and managing change.

During the working session, board members and executives will work in groups to reflect on innovation assessment results to date (see Innovation session pre-read, attached). Then, in a facilitated discussion, participants will evaluate how each principle can be activated to achieve the goal of the *Strategic Plan*. Finally, the board will be asked to recommend possible next steps for the guiding principles.

BACKGROUND

In March 2023, we began our three-year effort to establish a CalSTRS innovation program. The purpose is to advance our strategic plan objective of growing capabilities and culture to support a strategic and innovation mindset. To start the process, Accenture, our consultant, assessed CalSTRS' innovation readiness and maturity. They conducted culture assessments, benchmarking surveys and focus groups with our staff and leadership involved in innovation.

To conclude the assessment phase, Executive Staff and Accenture held a vision session in June 2023 to create a strategic direction for CalSTRS innovation. Executives engaged with the assessment results to gain an understanding of the innovation climate at CalSTRS. They then participated in an activity to describe the behaviors needed to bring the original guiding principles to life. They discussed how the principles might fail and how we can strengthen them. Through this exercise, we learned the principles will need modification in order to succeed.

The assessment phase results are in development and will be finalized in Q1 of fiscal year 2023–24. The results will inform our strategic direction as we move into the program design phase where we will develop a roadmap for CalSTRS innovation.