

Attachment 1.
Recommended Board Strategic Plan Priorities for the
FY 2026/27 Board and Committee Workplans

Overview

Recommended Board *Strategic Plan* Priorities for the FY 2026/27 Board and Committee Workplans are presented on the following pages.

GOAL 1: Trusted stewards Ensure a well-governed, financially sound trust fund.	<i>What engagement/involvement is needed from the board to be successful in accomplishing the Objective?</i>		
OBJECTIVES:	ROUTINE OVERSIGHT	ENHANCED OVERSIGHT	LEADERSHIP PRIORITY
A. Achieve full funding of the Defined Benefit Program by June 30, 2046.	X		
B. Develop and launch implementation of the Investment Branch’s shared vision.			X
C. Deliver on the Investment Branch’s long-term fund sustainability efforts.		X	
D. Strategically evolve relationships with members, employers, policymakers and partner organizations.	X		
E. Enhance board practices to evolve excellence in governance.			X

GOAL 2: Leading innovation and managing change Innovate to grow resiliency and efficiency in service of our members.	<i>What engagement/involvement is needed from the board to be successful in accomplishing the Objective?</i>		
OBJECTIVES:	ROUTINE OVERSIGHT	ENHANCED OVERSIGHT	LEADERSHIP PRIORITY
A. Transition services and operations to the new pension administration system platform.		X ¹	
B. Expand and extend capabilities and culture to support a strategic and innovation mindset.	X		X
C. Enhance the customer experience.	X		
D. Enhance operational agility, efficiency and effectiveness.	X		
E. Leverage relevant opportunities in disruptive technologies.	X	X	

¹ The pension administration system implementation is currently supported by a board “committee of two” governance structure.

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GOAL 3: Sustainable organization Fully integrate sustainability in all we do.	<i>What engagement/involvement is needed from the board to be successful in accomplishing the Objective?</i>		
OBJECTIVES:	ROUTINE OVERSIGHT	ENHANCED OVERSIGHT	LEADERSHIP PRIORITY
A. Shape a resilient, sustainable workforce.	X		X
B. Advance sustainability efforts across the organization.			X
C. Mature how risks are identified, defined, viewed and managed.		X	
D. Strengthen preparedness capabilities.	X		
E. Mature cybersecurity program to further anticipate risks.		X	
F. Establish and scale centralized approach to resource allocation and reallocation.	X		