Summary of 2025–26 Business Plan accomplishments

The following tables summarize the status as of June 30, 2026, of our business plan initiatives in support of the *2025–28 CalSTRS Strategic Plan*.

Goal 1: Trusted stewards

■ Accomplished ● On target ▼ Some setbacks

Objective A: Achieve full funding of the Defined Benefit Program by June 30, 2046.

Initiative	2025–26
1 Monitor and share our funding progress through regular studies and reports.	●
2 Research the effects of the Defined Benefit Program on the education workforce.	●

Objective B: Develop and launch implementation of the Investments Branch's shared vision.

Initiative	2025–26
1 Review and assess total fund risks and opportunities.	●
2 Conduct outreach to key stakeholders to inform the shared vision.	■
3 Implement approved Investments Branch's shared vision recommendations from outreach, reviews and assessments.	●

Objective C: Deliver on the Investments Branch's long-term fund sustainability efforts.

Initiative	2025–26
1 Implement the Portfolio Resiliency board work plan.	●
2 Execute the Diversity in the Management of Investments work plan.	■
3 Implement activities to support CalSTRS' net zero pledge.	●

Objective D: Strategically evolve relationships with members, employers, policymakers and partner organizations.

Initiative	2025–26
1 Continue ensuring the long-term sustainability of the fund on behalf of California's public educators.	●

Objective E: Enhance board practices to evolve excellence in governance.

Initiative	2025–26
1 Implement best practices in board oversight of technology and innovation.	●
2 Enhance communication of risks between committees and the full board.	●

Goal 2: Leading innovation and managing change

■ Accomplished ● On target ▼ Some setbacks

Objective A: Transition services and operations to the new pension administration system platform.

Initiative	2025–26
1 Execute business realignment plan.	●
2 Execute training and change management plans.	■
3 Complete implementation and stabilization activities.	●
4 Execute member and public communication and outreach plan.	●

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

Initiative	2025–26
1 Establish staffing and structure of the Innovation Program.	■
2 Develop our culture of innovation at CalSTRS.	■

Objective C: Enhance the customer experience.

Initiative	2025–26
1 Improve service delivery to enhance customer experience.	●
2 Enhance the telephony system to improve user experience.	●

Objective D: Enhance operational agility, efficiency and effectiveness.

Initiative	2025–26
1 Leverage technologies to gain business agility and enhance user experience.	●
2 Implement organizational structure for defined contribution program to support existing operational and participant needs.	●
3 Strengthen our cost-conscious culture throughout the organization.	●
4 Integrate artificial intelligence capabilities into Business Intelligence and Data Warehousing processes.	●
5 Implement an integrated data management system.	●
6 Implement enterprise resource planning business management software solution.	●
7 Modernize enterprise resource planning system and ancillary solutions.	●
8 Implement a treasury management system.	▼

Objective E: Leverage relevant opportunities in disruptive technologies.

Initiative	2025–26
1 Explore potential applications of artificial intelligence on our business processes.	●
2 Implement and integrate secure and sustainable artificial intelligence initiatives and provide resources to equip employees to use artificial intelligence effectively.	●
3 Enhance financial accounting and reporting processes through automation.	■

Goal 3: Sustainable organization

■ Accomplished ● On target ▼ Some setbacks

Objective A: Shape a resilient, sustainable workforce.

Initiative	2025–26
1 Implement policies and practices to support a workplace where differences are welcomed, and each employee has the opportunities and resources to succeed.	●
2 Implement forward-thinking practices to recruit and develop staff.	●
3 Develop and transition talent to evolving workforce needs.	●

Objective B: Advance sustainability efforts across the organization.

Initiative	2025–26
1 Grow and develop flexible facilities plans through sustainable facilities management practices.	●
2 Expand staff and board education about our sustainability principles.	●

Objective C: Mature how risks are identified, defined, viewed and managed.

Initiative	2025–26
1 Operationalize and integrate Enterprise Risk Management and Enterprise Compliance Services maturity plan objectives.	●

Objective D: Strengthen preparedness capabilities.

Initiative	2025–26
1 Evolve our business continuity planning and resilience.	●
2 Migrate business applications to cloud-hosted data center solution.	■

Objective E: Mature cybersecurity program to further anticipate risks.

Initiative	2025–26
1 Implement and automate a unified cloud security posture management solution.	■
2 Expand the implementation of zero-trust architecture.	▼
3 Explore solutions to secure artificial intelligence from cybersecurity risks and data loss.	●
4 Explore potential applications of artificial intelligence to enhance cybersecurity defenses.	■

Objective F: Establish and scale centralized approach to resource allocation and reallocation.

Initiative	2025–26
1 Review resource management governance and processes to find opportunities to streamline.	●