

DEBRA SMITH



With deep expertise in executive leadership, risk, compliance and investment operations, Debra helps Mosaic’s clients cultivate strong leadership pipelines and foster resilient, values-driven organizational cultures.

Debra recently retired as Chief Operating Investment Officer at the California State Teachers’ Retirement System (CalSTRS), where she led high-performing teams and drove operational excellence in one of the largest public pension funds in the United States. She is also the founder of Montage Careers LLC, an executive coaching firm focused on career development and advancing inclusive workplace cultures.

Debra currently serves on the Advisory Council of a global organization dedicated to funding women and minority owned businesses. Her previous advisory roles include the Robert F. Kennedy Workplace Dignity Initiative (2019–2021) and the Public Company Accounting Oversight Board (PCAOB) Standing Advisory Group (2017–2019).

She holds a B.S. in Business Administration (Finance and Marketing) from California State University, Fresno, and is a 2022 graduate of the Herndon Directors Institute, a board education program promoting diverse corporate board representation.

