



## **Strategic Planning Frequently Asked Questions (FAQs)**

### **Why does St. Francis need a strategic plan?**

A well-developed strategic plan communicates the mission and vision of St. Francis and guides our short and long-term future. Tapping into all constituencies, the plan collaboratively defines our goals and positions our school to most effectively deliver on our mission, which creates a sustainable advantage relative to the competition in our market.

Six (6) years ago, St. Francis embarked on a formal strategic planning process. [Click here to view the previous plan](#), which expires in 2025.

### **What about the newly accessible land on Couper Campus? Will the strategic plan inform how that land is used?**

St. Francis recently worked with the Army Corp of Engineers and Harris County Flood District to fill in the ravine running along the west and northwest sides of the Couper Campus, diverting the bayou tributary to underground culverts, and ultimately unlocking our ability to access the five additional acres of our property.

While the strategic plan will inform the overall goals the school wants to achieve, a campus master plan will need to be completed to inform the best long-term use of this land. Since our school continues to experience tremendous growth, the land may be used in short-term capacities as the longer-term campus master plan, and accompanying capital project timelines, are developed.

### **What is the difference between a strategic plan and campus master plan?**

A strategic plan guides what the school wants to achieve while a campus master plan provides a blueprint for the physical space needed to support those goals. We intend to continue work on our campus master plan in conjunction with and directed by the development of the Strategic Plan.

### **Will the campus master plan only include Couper Campus?**

No, the Strategic Plan informs our goals and vision for our entire school community. The campus master plan will take into account facility needs and available land, space, and building restrictions across Piney Point and Couper Campuses.

## **How long does the process take?**

From now through the end of the 2024–25 school year, the St. Francis community will engage in a participative and collaborative process.

- November 2024 - Community Survey
- January 2025 - Triangle Associates Campus Visit and Constituent Focus Groups
- March 2025 - Strategic Planning Committee and Board of Trustees Workshop
- May–August 2025 - Strategic Plan Finalization and Design
- Fall 2025 - Strategic Plan Rollout

## **Who is on the Strategic Planning Committee?**

The Strategic Planning Committee is composed of members of the [Board of Trustees and Leadership Team](#) of St. Francis Episcopal School including our Head of School, Dr. Chelsea Collins. The committee is charged with reviewing the survey and listening session responses to provide guidance, recommendations, and direction to the full Board of Trustees.

### **Strategic Planning Committee:**

- **Maggie Stacy, Strategic Planning Committee Chair and Board Secretary**
- **Rob Pierce, Board Chair**
- **Chelsea Collins, Head of School**
- Stuart Bates, Rector, St. Francis Episcopal Church
- Christina Blackwell, Board
- Lorin Crater, Head of Institutional Advancement
- Justin Doran, Assistant Head of School
- Jennifer Glover, Head of Admissions
- Julie Grandt, Board
- Alan Hunt, Chief Financial Officer
- Alan Smith, Board
- Shelby Stratmann, Board Vice Chair
- Mark Stringer, Board Treasurer

## **Who is on the Board of Trustees?**

St. Francis Episcopal School's [Board of Trustees](#) are dedicated volunteers who provide the overall strategic vision and fiduciary oversight that sustains and enhances St. Francis now and in the future. New trustees are nominated by the Board annually and can serve for a maximum of three terms of three years each.

## **What is the role of the strategic planning consultant, Triangle Associates?**

Based in St. Louis, [Triangle Associates](#) is a highly respected consultancy focused on strategy, governance, and leadership. They have worked with hundreds of independent schools both domestically and abroad, including other independent schools in Houston. Guided by their [seven steps for developing strategy](#), Triangle Associates supports our process from kick-off and ratification to implementation and annual reviews.