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Introduction

Jesus said, “Go, therefore, and make disciples of all nations…” (Mt 28:19). Today’s Catholic schools are the current bearers of a long and rich tradition that can be traced right back to the early centuries of the Church’s existence. That tradition, the teaching mission of the church, comes from Christ Himself. Catholic education remains critically important in the formation of the human person by teaching how to live well now so as to be able to live with God for all eternity.

Mission and Intent:
The Catholic schools of the Diocese of Kalamazoo strive to provide a Christ-centered, educational community that provides a solid foundation for students to learn and grow in faith, knowledge and service.

Faith: Our school communities have a dynamic way of living our faith. Our Catholic schools are distinctive in what a Catholic faith is and brings to each individual and their relationship with Jesus Christ. In all things, we are devoted to our faith.

Knowledge: Each of our schools offers their own dynamic learning environment. Our teachers educate in distinctive and innovative ways rooted in the Catholic faith. Our parents, teachers, and administrators are devoted to the success of each student.

Service: Students participate in service opportunities that provide a dynamic impact. Our schools provide distinctive opportunities for students to serve all of God’s creations. Graduates of our Catholic schools are devoted to serving others.
Dear Sisters and Brothers in Christ,

Our Catholic schools are an integral and important part of the way our Church fulfills her mission. In order to guide us in that mission, the Diocese of Kalamazoo's Office of Schools is pleased to present a Strategic Plan for the advancement of the 21 schools of the Diocese.

Our Catholic schools proudly assist parents in forming students in their faith, in addition to helping to equip them with tools to be successful in life. Each school is committed to providing a distinctive and dynamic learning environment that allows students to grow in their faith; helping to shape them into devoted missionary disciples who will go forth into their communities and transform the world.

The goal of this Strategic Plan is to keep student and school success at the forefront of our efforts. The Strategic Plan is designed to provide schools with the goals, objectives and direction that will assist them in carrying out their mission. Our efforts are focused on four key areas: 1-Mission and Catholic Identity; 2-Academic Excellence; 3-Leadership and Governance; and 4-Operational Vitality. Each of these areas are pillars identified by the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools.

Outlined in the Strategic Plan are various opportunities for growth and improvement within our Catholic schools. These opportunities have been identified through the work of our Strategic Planning Committee and feedback provided to us through regional focus groups. The Strategic Plan is a starting block for the continued efforts of improvement, discussion and reflection that will allow us to continue in the pursuit of being models of the Catholic faith and academic excellence.

Our Catholic school students in the Diocese encounter Jesus alive in our schools. It is our hope that our strategic planning, diligent work and commitment to our students’ formation today will ensure quality and excellent Catholic schooling for generations still to come.

Thank you for holding our Catholic school students, schools and communities in your prayers. May God bless our Catholic school community as we continue to strive to be a beacon of light and hope for all.

Sincerely yours in Christ,

Most Rev. Paul J. Bradley
Bishop of the Diocese of Kalamazoo

Mrs. Margaret Erich
Superintendent of Schools
During the 2018 Lenten season the Diocese of Kalamazoo announced the following goals and priorities that aim to shape the focus and direction of the diocese over the next two years. These diocesan priorities are reflected in this five-year strategic plan for our Catholic schools where and when they may be appropriately integrated.

**Fostering Priestly Vocations**
- Increase the number of inquiries to the vocations office
- Institute a support and formational plan for priests
- Develop a diocesan prayer plan for vocations

**Accompanying Families Toward Holiness**
- Develop guidelines for infant Baptismal prep
- Create an accompaniment ministry
- Increase the use of Theology of the Body Curricula
- Establish a list of resources for Theology of the Body

**Activating Missionary Disciples**
- Increase the understanding of our Baptismal call
- Developing trainings for those in Liturgical roles
- Developing trainings for those parish Leaders
- Establishing a Diocesan-wide stewardship wide plan
- Increase number of RCIA participants through training RCIA Leaders
Current Status of the Diocese of Kalamazoo

68+
Support Staff

9 schools are located in larger cities, while the remaining are in smaller towns and rural areas.

21
Various configurations of PK-5 to PK-8 as well as 3 high schools

215
All teachers are required to hold appropriate teacher certification.

Each high school has been assigned a chaplain.

2637
2201 elementary and 436 high school students

Each school is parish-supported and receives other operating funds through tuition and outside sources.

$2637
Most schools have established tuition assistance programs to aid families in financial need.

NWEA
Students in grades K-8 are administered NWEA MAP assessments to measure student growth and inform teachers on instructional practice.

MANTS
All schools are fully accredited, with the exception of Light of Christ Academy, which is in candidacy status as a new school.

The Catechesis of the Good Shepherd program has been implemented in every elementary school.

Fall of 2018, the former schools, St. Ann Montessori Preschool and Vineyard Academy, merged to form Light of Christ Academy, which offers a classical Catholic education.

iObservation
Each school has adopted Marzano’s model for teacher and school leader evaluations that incorporate the work and research of Robert Marzano’s best practices.
Education in our diocese has changed dramatically over the last twenty years. In the past, all of our schools operated independently from one another, rarely gathering for discussions on best practice or common professional development that was geared towards school goals, rather teacher professional development was left to the discretion of each individual. Additionally, classroom instruction was viewed as an independent activity between teachers and students with little collaboration between grades.

In 2004, the principals of the Diocese of Kalamazoo asked the Office of Schools if it was possible for the schools to begin to work together on one or more initiatives for the purposes of: building camaraderie among the schools and teachers, saving money through common purchasing and professional development, and engaging in opportunities to learn ‘best practices’ from one another. The pursuit of each of these initiatives would be under the leadership of the Office of Schools.

Out of that initial conversation, a vision was set for our schools that recognized that affirming and strengthening our Catholic Identity was a priority. In addition to focusing on each school’s strong foundation, rooted in our Catholic faith, it was recognized that purposeful and strategically planned professional development was necessary to foster the continued learning of each of our teachers and administrators, as well as ensuring that the growth and development of each student was nurtured. Each of these initiatives is achieved through collaborative efforts within and across our school communities as we continue to promote transparency and fully recognize each parent as the primary educator of their child.

Since 2004, our cohort of principals has formed a cohesive team that has

- Strengthened our Catholic Identity by requiring all primary schools to bring the Catechesis of the Good Shepherd program to their schools, as well as working to continually improve our Catechist Certification Program;
- Developed a common professional development plan for all diocesan teachers and administrators based on educational ‘best practices’ as identified by well-known researcher and educational expert, Dr. Robert Marzano;
- Reinforced our accreditation process by aligning it with the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools as published by Lorraine Ozar through Loyola University;
- Continued development of our standards-based curriculum and report cards;
- Enhanced our data analysis skills to better inform teacher instruction and support student learning;
- Implemented a diocesan-wide Student Information System to assist schools in better managing communications and other business practices;
- Established branding and common marketing initiatives to help advance all twenty-one schools;
- Upgraded the teacher and administrator evaluation process with the implementation of Marzano’s Focused Teacher and Administrator Evaluation Model; and
- Assisted our schools in saving thousands of dollars through our common purchasing of programs and textbooks.

The development of this Strategic Plan is the next step in ensuring that our schools remain dynamic communities that are distinctive in their Catholic Identity, and devoted in their pursuit of academic excellence and financially stability.
• Our schools will continue to support and educate in the mission of the Church.
• Our schools will continue to be centers of evangelization for both new and current families.
• Our schools will continue to provide the foundational values of our Catholic faith and promote our Catholic identity though curriculum integration.
• The Catholic identity of our schools will be evident to all through faith integration in all subject areas.
• Teachers and administrator will grow in proficiency in recognizing educational best practices.
• Our teachers and administrators will be able to analyze and utilize test data to modify instruction based on the needs of individual students.
• Students will continue to grow in knowledge and proficiency in all subject areas.
• Each school will have a strategic enrollment management plan that will help grow enrollment.
• The diocese will be able to provide financial support to the schools through grants and/or scholarships.
• All constituents will recognize the governance and leadership structure of their school.
• Salaries for teachers and administrators will have increased to a level of at least 75-80 percent of their local public school counterparts.
• Schools and parishes will continue to foster a collaborative working relationship and mutual support of each other.

To achieve this vision the following strategic plan outlines goals and tasks which will help to ensure the longterm vitality and availability of Catholic education in the schools of the Diocese of Kalamazoo well into the future.
First Goal:
Ensure that all schools are centers for the New Evangelization, welcoming all to share and grow in their faith.

Strategy I:
Ensure all school personnel clearly understand the term “New Evangelization” and how it applies to them as a Catholic educator.
Tasks:
• Provide a standard definition of New Evangelization for staff and parent handbooks.
• Provide list of activities/resources to schools to aid in implementation of New Evangelization ideas and techniques.

Strategy II:
Be receptive to opportunities to open new schools in underserved areas or reopen previously closed schools if local demand exists.
Tasks:
• Work with parishes that contact the Office of Schools to begin feasibility study.
• For successful feasibility study locales the Office of Schools will work collaboratively with local parish personnel to plan and develop next steps.

Strategy III:
Participate in the University of Notre Dame’s Latino Enrollment Institute (LEI) to learn how to engage Hispanic families in Catholic schools.
Tasks:
• Continue to promote the LEI program to assist our schools and support administrators who attend LEI program training.
• Assist administrators in obtaining Catholic extension grants or other funding to attend LEI programs.
• Provide schools support in the development of resources.
**Second Goal:**
Establish, publish and promote a clearly articulated statement of the purpose and benefits of a Catholic school education.

**Strategy I:**
Highlight and publicize integral character of a Catholic school education to show spiritual and human formation.

**Tasks:**
- Revisit diocesan mission statement for schools and update as necessary.
- Continue to publish an Annual Report and provide regular communication through various mediums from the Office of Schools.
- Utilize social media and other relevant mediums to promote Catholic schools.

**Strategy II:**
Publicly share statistics highlighting academic achievement in our Catholic schools.

**Tasks:**
- Utilize social media and other relevant methods to highlight student academic achievement.
- Continue to publish an Annual Report from the Office of Schools.

**Strategy III:**
Host and attend multi- and single-school events celebrating our Catholic schools.

**Tasks:**
- Plan and execute an all diocesan schools’ Mass.
- Office of Schools will attend, at minimum, one event per school per year.
Third Goal:
Continue integration of Apologetics and Theology into all content areas to ensure faith is the heart of our Catholic education.

Strategy I:
Hire teachers, administrators, and staff who support the mission of our Catholic schools.

Tasks:
- Review and update hiring process and school policies to reflect “hiring to mission”.

Strategy II:
Make Apologetics a priority in high school theology curriculum.

Tasks:
- Integrate and fully implement Apologetics throughout high school curriculum.
- Expand Catechesis of the Good Shepherd to levels II and III as appropriate.

Strategy III:
Equip all teachers to speak to the Catholic intellectual tradition in their subject areas.

Tasks:
- Provide ongoing professional development and catechetical opportunities on Catholic intellectual traditions for all staff.
- Research and distribute to staff professional development opportunities offered by Catholic colleges and universities.
- Develop and provide trainings to teachers on the effective integration of our Catholic faith across content areas.

Strategy IV:
Ensure all K-12 teachers of Theology are able to address fundamental questions of God’s existence, good and evil, etc. in a developmentally age-appropriate way.

Tasks:
- Provide professional development opportunities to K-12 Theology teachers at least once annually.
- Promote classes offered through the Institute of Missionary Discipleship.
Fourth Goal:
Implement use of Theology of the Body ideology in all schools.

Strategy I:
Develop and build a resource library dedicated to the research and resources aligned to Theology of the Body.

Tasks:
- Investigate branded Theology of the Body programs that fit within established curriculum.
- Research materials to identify a K-12 Theology of the Body curriculum.

Fifth Goal:
Promote opportunities for faith formation and spiritual growth for parents, faculty/staff and other adults both Catholic and non-Catholic.

Strategy I:
Continue to strengthen the faith formation relationship between schools/families and schools/parishes.

Tasks:
- Provide quarterly opportunities for adult faith formation topics such as faith and reason, religion and science, social justice, scripture, living in an anti-Christian atmosphere.
- Encourage family and school participation in Eucharistic Adoration, Liturgical events, school Masses, etc.
- Use various means (e.g. bulletins, newsletters, social media) to communicate faith formation opportunities between schools and parishes.
- Celebrate Catechetical Sunday in all schools.

Sixth Goal:
Promote religious vocations in all schools.

Strategy I:
Celebrate Vocations Awareness Week in all schools.

Tasks:
- Plan annual Vocations Awareness Week activities and celebrations in all schools.
- Assist in distributing vocational awareness posters in schools.
DIOCESE OF KALAMAZOO

Strategic Plan
Mission and Catholic Identity

Seventh Goal:
Make Catholic culture observable in all school communities.

Strategy I:
Promote Virtues in all schools.

Tasks:
• Collaborate with each school to develop a plan to teach and celebrate Virtues in their schools.
• Annually renew and share best practices on promoting virtues.

Strategy II:
Focus on Catholic Identity in School Improvement Plans.

Tasks:
• Promote Corporal and Spiritual Works of Mercy both as information (content) as well as practice.
• Prioritize Standard 1 of the Catholic Schools Standards Project Used for accreditation.
• Achieve an average of 3 (Fully Meeting Expectations) on Standard 1 of the Catholic Schools Standards Project used for accreditation.
DIocese OF Kalamazoo

Strategic Plan
Academic Excellence

First Goal:
Continue to provide academically rigorous teaching and learning, supported by the very best instructional resources/practices as identified by Dr. Robert Marzano to ensure that all students learn.

Strategy I:
An instructional leader in each school community will have the responsibility of implementing and maintaining the curriculum framework designed by a team from the Diocesan Office of Schools.

Tasks:
- Continue to identify and implement current educational best practices.
- Continue to provide training for instructional leaders.

Strategy II:
School administrators and teachers will collaborate on analysis of NWEA MAP data with the aim of closing student achievement gap.

Tasks:
- Ensure that 100% of K-8 students show growth on annual NWEA assessments.
- Ensure that 75% of K-8 students are scoring in the 75th percentile on NWEA assessments.

Strategy III:
School will prepare students for college, trade school and/or future employment by fostering their individual strengths and interests.

Tasks:
- Continue to provide rigorous academic curriculum infused with Catholic truth and values.
- Offer information, support and opportunities for students pursuing employment, college, or trade school.
- Offer support that nurtures religious vocations.
- Offer activities based on student interest and school resources.
- Communicate diocesan curriculum through website, newsletters, and other relevant mediums.
Strategy IV:
Offer opportunities for high school students to take classes for college credit.

Tasks:
- Educate students on their access to dual enrollment opportunities.
- Offer AP classes at all high schools and ensure student understanding of the necessary scores to receive college credit.

Strategy V:
Within available resources, each school will provide their students diverse and cutting-edge educational opportunities that will prepare them for the 21st century, including but not limited to: STREAM, foreign languages, AP offerings, technology, health, nutrition and fine arts.

Tasks:
- Provide training for administration and teachers on how to implement 21st century learning.

Strategy VI:
Each school will establish guidelines for the admission of special needs students based on Diocesan policy and will pursue access to the appropriate personnel to assist in assessing students with special needs.

Tasks:
- Evaluate current local special needs policies in each school.
- Identify personnel in each school to assist and assess students with special needs.
- Maintain relationships with local educational authority to obtain Title funding to assist students as needed.
Second Goal:
Attract and retain highly skilled and faith-filled educators.

Strategy I:
Develop and continually evaluate a plan for competitive compensation for all educators within our Catholic schools in order to retain quality teachers.

Tasks:
- Research and maintain current records of salaries of neighboring school communities.
- Equip Administrators, Pastors, and Local Community Advisory Board (LCAB) at local level with sufficient information to develop local competitive compensation packages.

Strategy II:
Teachers will grow in the craft of teaching, supported through professional development and accountability systems.

Tasks:
- Participation by all teaching staff in iObservation growth plans.
- Expect teachers with 3+ years of service to achieve and maintain a minimum overall ranking of 3 (Effective) as measured by iObservation practices.

Strategy III:
Administrators will grow in the craft of instructional and operational leadership through professional development and accountability systems.

Tasks:
- Participation by all administrators in iObservation growth plans.
- Expect administrators with 3+ years of service to achieve and maintain a minimum overall ranking of 3 (Effective) as measured by iObservation practices.

Strategy IV:
Develop and implement an enhanced teacher recruitment initiative through presence at job fairs and development of university partnerships for student teachers and tutoring programs.

Tasks:
- Participate in regional job fairs.
- Explore partnerships with universities to secure student intern teacher opportunities.
- Explore opportunities to utilize Sisters from Religious Orders to fill teacher vacancies.
DIOCESE OF KALAMAZOO

Strategic Plan
Academic Excellence

Third Goal:
Explore/research alternative methods of instructional delivery and methodology.

Strategy I:
Explore cyber schools and distance learning as alternative schooling options.

Tasks:
- Explore alternative methodologies for student learning such as virtual schools.
- Seek a school community to pilot virtual learning opportunities to their students.
Fourth Goal:
Ensure all teachers and administrators have the support, tools and resources to be effective teachers.

Strategy I:
Provide training and professional development for teachers and administrators.

Tasks:
- Continue to provide annual, on-going and relevant professional development.
- Utilize feedback from iObservation to assist in determining areas of focus for teacher and administrative professional development.
- Continue to strategize with Professional Development Committee on areas of training.
First Goal:
Clearly identify to constituents governance structures in each school as well as the role of all parties.

Strategy I:
Create and publish for parent handbooks an organizational chart with clearly defined roles for each school or system.

Tasks:
- Create and publish for parent handbooks an organizational chart with clearly defined roles.
Second Goal:
Improve communications from Office of Schools, principals and teachers to all constituents.

Strategy I:
Create newsletters from Superintendent.

Tasks:
• Send quarterly communications from the office of schools to school communities.

Strategy II:
Publish an annual report that summarizes accomplishments from previous school year.

Tasks:
• Continue to publish an Annual Report from the Office of Schools.
• Provide annual report to schools and parishes as well as promote through website and social media.

Strategy III:
Provide weekly communication/newsletter from schools in a timely manner.

Tasks:
• Use various means (e.g. website, newsletter, email) to communicate weekly updates.

Strategy IV:
Equip all parish leaders to speak positively about the role of Catholic education and recognize the importance of Catholic schools in building and sustaining the Catholic Church.

Tasks:
• Provide talking points to parish leadership.
• Network with priests and families at parishes without schools to provide information on the value of a Catholic school education.
**Third Goal:**
Acknowledge and respect the differences between small and system schools.

**Strategy I:**
Review policies and diocesan services to assess financial and human resource capabilities to meet the needs of all schools.

**Tasks:**
- Evaluate various support Office of Schools provides to all Administrators.
**Fourth Goal:**
Recognize and value volunteers at the local level.

**Strategy I:**
Provide newsletter during volunteer week celebration.

**Tasks:**
- Compose newsletter featuring volunteers.

**Strategy II:**
Encourage parishes to celebrate Volunteer Recognition Mass.

**Tasks:**
- Remind parishes of Volunteer Week one month in advance.

**Strategy III:**
Track volunteer hours at local level.

**Tasks:**
- Use data to celebrate volunteerism in our schools.
<table>
<thead>
<tr>
<th>Fifth Goal:</th>
<th>Continue formation of Local Community Advisory Board (LCAB) members.</th>
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<tbody>
<tr>
<td><strong>Strategy I:</strong></td>
<td>Expect LCAB members to share/live mission of the school.</td>
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<tr>
<td><strong>Tasks:</strong></td>
<td>Require new LCAB members to attend annual training in the Fall.</td>
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<tr>
<td>Sixth Goal:</td>
<td>Continue program to recruit highly qualified Administrators.</td>
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<tr>
<td><strong>Strategy I:</strong></td>
<td>Continue Aspiring Principal Group.</td>
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<tr>
<td><strong>Tasks:</strong></td>
<td>Create nomination process for Aspiring Principal group.</td>
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<td></td>
<td>Set annual meeting with principals to inform them of Aspiring Principal group and nomination process.</td>
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<tr>
<td></td>
<td>Continue mentoring program for Aspiring Principals.</td>
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<td><strong>Strategy II:</strong></td>
<td>Collaborate with universities to identify qualified candidates.</td>
</tr>
<tr>
<td><strong>Tasks:</strong></td>
<td>Continue working with University of Notre Dame Focus program and other similar programs to surface available administrative candidates.</td>
</tr>
</tbody>
</table>
**First Goal:**
Increase affordability thru increased tuition assistance and scholarship.

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**Strategy I:**  
Work with Diocesan Development Office to explore various opportunities to grow a scholarship fund at diocesan level.

**Tasks:**  
- Partner with Diocesan Development Office to develop a planned giving program.  
- Continue to market and utilize funds from National Catholic Education Association “Day of Giving”.  
- Develop lists of friends and partners of advancing Catholic education.

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**Strategy II:**  
Encourage schools to offer financial planning information for families to emphasize the importance of planning for their future in Catholic schools.

**Tasks:**  
- Assist schools in developing a planned giving program.  
- Assist schools in developing a donor database and relationships.

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**Strategy III:**  
Continue to advocate at the state level for funding for our non-public schools.

**Tasks:**  
- Work with Michigan Catholic Conference for outreach to legislators.  
- Encourage Administrators to develop relationships with office legislators to build their awareness of Catholic schools.  
- Invite legislators into schools or to school events as appropriate.

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**Strategy IV:**  
Diocese will explore and apply for grants and foundation funding for schools.

**Tasks:**  
- Research and continue to report available grant opportunities.
**Second Goal:**
Increase retention of quality teachers.

**Strategy I:**
Utilize non-salary incentives to reward teachers.

**Tasks:**
- Create list of suggested ways to reward teachers.

**Strategy II:**
Research public and non-public teacher salaries within diocesan boundaries to build database for purpose of comparison.

**Tasks:**
- Create plan to bring diocesan teacher starting salaries to at least 80% of local average.
Third Goal:
Assess the community perception of the value of our school.

Strategy I:
Strategize and implements marketing plans to address public perception and promote the value of Catholic education.

Tasks:
- Continue developing higher-level marketing strategies at the diocesan level.
- Assist schools in creating and updating their marketing materials.
- Develop plans and strategies of outreach outside of school communities.

Strategy II:
Continue to educate pastors, administrators, and parishes on the importance of marketing and social media tools for school promotion.

Tasks:
- Provide pastors/parishes with Diocesan marketing materials and best practices information to promote Catholic school education.
- Continue updating parishes on talking points and highlights of our schools.

Strategy III:
Promote parent ambassador teams in all schools to help publicize their schools to the larger community.

Tasks:
- Continue to recruit and train interested parents for the Parent Ambassador Program.
- Encourage school participation in community events and interaction with relevant community organizations.
- Assist parent ambassadors in identifying the best means of outreaching to their new and current school families.

Strategy IV:
Continue to encourage all schools to develop modern and effective websites and utilize relevant social media.

Tasks:
- Provide website design and maintenance information and resources to schools.
- Provide best practices for utilizing social media to promote Catholic schools.
**Strategy V:**
Ensure school communities know how to market their schools.

**Tasks:**
- Continue working with Partners in Mission or other Catholic education advancement groups to equip schools with best practices to market and outreach to communities.
- Research and share current marketing best practices.
- Provide training and resources to carry out more advanced marketing strategies.
- Review and provide feedback to schools on ways to improve their marketing.
Fourth Goal:
Promote parish engagement in supporting a Catholic school education.

Strategy I:
Inform pastors, parish secretaries and parish finance councils on the importance of a Catholic school education in building and sustaining the Catholic Church.

Tasks:
- Provide resources and data from reputable sources (e.g. CARA) regarding the importance of a Catholic school education in building and sustaining the Catholic Church.
- Establish a committee comprised of clergy and lay leaders to identify ways to market a Catholic school education.
Fifth Goal:
Ensure that the safety of our students is a priority and that the necessary training and protocols are being implemented in each of our schools.

Strategy I:
Continue to work with school personnel on the appropriate security training and protocols necessary to respond to threats and violence present in today’s current society that have the potential to impact our school communities.

Tasks:
- Ensure compliance with all state and federal guidelines in regards to student safety in schools.
- Provide Administrators with information on updated security training programs available.
### Member List

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation During Strategic Planning Process</th>
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<tbody>
<tr>
<td>Karen Ristau</td>
<td>Chairperson</td>
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<tr>
<td>Michael Ogrin</td>
<td>Parent, CSGK Board President</td>
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<tr>
<td>Lori Pearson</td>
<td>Principal, St. Rose of Lima School, Hastings</td>
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<tr>
<td>Michelle Radomsky</td>
<td>Principal, St. Mary Catholic School, Paw Paw</td>
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<tr>
<td>Jan Hall</td>
<td>Principal, St. Margaret Catholic School, Otsego</td>
</tr>
<tr>
<td>Annika Otto</td>
<td>Teacher, St. Basil Catholic School, South Haven</td>
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<tr>
<td>Sara Myers</td>
<td>Principal, St. Joseph Elementary School, Battle Creek</td>
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<tr>
<td>Fr. Francis Marotti</td>
<td>Pastor, St. Ann Parish, Augusta</td>
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<tr>
<td>Jen Whiting</td>
<td>Teacher, St. Monica School, Kalamazoo</td>
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<tr>
<td>Trena Kerrins</td>
<td>Parent, St. Monica School, Kalamazoo</td>
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### Office of Schools Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Margaret Erich</td>
<td>Executive Director, Secretariat for Catholic Education and New</td>
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<td></td>
<td>Evangelization/ Superintendent of Schools</td>
</tr>
<tr>
<td>Jillian Kellough</td>
<td>Associate Superintendent of Schools</td>
</tr>
<tr>
<td>Nina Laney</td>
<td>Catholic School Advancement Coordinator</td>
</tr>
<tr>
<td>Laurie Tichvon</td>
<td>Executive Assistant, Catholic Education and New Evangelization</td>
</tr>
</tbody>
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