



BETHLEHEM ACADEMY SCHOOL STRATEGIC PLAN

(OBJECTIVE 1) Bethlehem Academy will maintain an environment which nurtures a personal and communal commitment to following Jesus Christ through academic, liturgical and reflective prayer experiences.

(STRATEGY 1) Bethlehem Academy will increase prayer opportunities while promoting greater student participation.

	Timeline	Responsibility	Progress Report
(Action Step 1) BA students will regularly visit the Adoration chapel for prayer and reflection.	Fall 2021	Religion teachers	<i>2021-22: Theology teachers scheduled regular Adoration time, increasing this prayer time during Advent and Lent.</i>
(Action Step 2) BA will develop prayer services throughout the year based on the liturgical cycles to strengthen students' appreciation of the Church year.	Fall 2021	Mission coordinators, religion teachers	<i>2021-22: The BA Peer Ministry coordinated both prayer services and retreats throughout the school year for: Lady Guadalupe Mass; Advent; Lent; 6-7th grade retreat.</i>
(Action Step 3) BA will provide prayerful commemorations of Founder's Day (Samuel Mazzuchelli), patron St. Joseph and have Mass celebrations in honor of all cultures, including Our Lady of Guadalupe Mass.	Fall 2022	Mission coordinators, religion teachers	<i>2021-22: The BA Peer Ministry coordinated a Special Lady Guadalupe Mass and honored our sisters on Founder's Day.</i>
(Action Step 4) BA will assist students through the Peer Ministry Group in developing student-led opportunities for prayer and Adoration.	Fall 2023	Mission coordinators, religion teachers	

(STRATEGY 2) Bethlehem Academy will study and explore Christian service opportunities to be incorporated into the curriculum as part of the Dominican pillar of Service.

	Timeline	Responsibility	Progress Report
(Action Step 1) BA will review opportunities for service to those in need in our community and in the world.	Winter 2022	Total staff	
(Action Step 2) BA will contact other schools and area institutions to explore on-going service opportunities for possible incorporation into the regular curriculum.	Summer 2023	Principal, Team Leaders	

(Action Step 3) BA will initiate additional service opportunities throughout the year across all disciplines.	Fall 2025	All faculty	
(STRATEGY 3) Bethlehem Academy will live out the school mission through a social/emotional program that respects the dignity of every student and staff member.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will survey students and staff regarding social emotional learning and bullying.	Winter 2021	Admin Team & Marketing Director	<i>2021-22: Bethlehem Academy surveyed scholars and families in 2021 on several issues including social emotional needs, academics, and bullying.</i>
(Action Step 2) BA will review the results and implement a Catholic Social Justice committee to develop a plan to support all students of all backgrounds.	Spring 2021	Admin & Team Leaders	<i>2021-22: A Catholic Social Justice committee was created with scholars invited to be a part. Events planned this year were: A Lady Guadalupe Mass, Houses were adopted; and two presentations. In addition, the committee helped to lead programming for "Hispanic Heritage Month," "Black History Month" and women's history.</i>
(Action Step 3) BA will review current available social/emotional programs and review "house" school programs.	Summer 2022	Principal & Team Leaders	<i>2021-22: Bethlehem Academy implemented Houses in the fall of 2021.</i>
(Action Step 4) BA will adopt a social/emotional schoolwide program.	Fall 2022	Principal & Team Leaders	<i>2021-22: Bethlehem Academy adopted the Positivity Project for our social and emotional learning curriculum across all grades, taught in theology classes.</i>
(Action Step 5) BA will provide professional development to all faculty for the chosen social/emotional program.	Fall 2022	All staff	<i>2021-22: A Theology teachers' attended the Positivity Project training during workshop week of 2021.</i>
(Action Step 6) BA will implement the chosen social/emotional program to support best practices for social and emotional support for middle and high school students.	Winter 2023	All staff; Tech Coordinator	<i>2021-22: The Positivity Project was implemented school wide, shared in morning announcements and reviewed each week in theology classes. In addition, counselor class presentations and "Weekly Wisdom" videos highlighted key areas of the SEL program.</i>
(Action Step 7) BA will survey and evaluate the social/emotional implemented program to further expand the program for best results.	Spring 2023	Administrators	
(OBJECTIVE 2) Bethlehem Academy will foster academic excellence.			
(STRATEGY 1) BA will monitor student academic success using a variety of assessments.			
	Timeline	Responsibility	Progress Report

(Action Step 1) Students needing academic assistance will be identified and modifications and support systems created.	Winter 2022	Administration Counselor Faculty	<i>2021-22: Bethlehem Academy created a Student Intervention Team (SIT) to meet monthly and review student academic and behavior needs/concerns. A tutor for high school support was hired.</i>
(Action Step 2) Professional Development opportunities will be created to further enhance the use of assessments to direct teaching strategies.	Summer 2023	Principal, counselor	
(Action Step 3) BA will initiate regular vertical conversations regarding curricular expectations with Divine Mercy Catholic School (gr 5-6) and between middle school and high school.	Spring 2024	Principal, Involved faculty	
(Action Step 4) BA will review the weighting of classes and grades and standards for assessments with other high schools to ensure best practices are implemented.	Fall 2025-Spr. 2026	Principal, counselor, faculty	
(STRATEGY 2) BA will implement curriculum that challenges students to reach their highest potential.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA staff and departments will review, write and edit subject philosophies and objectives.	Winter 2021	Admin, Teachers, Team Leaders	<i>2021-22: Bethlehem Academy department chairs re-wrote or created subject philosophies and objectives for each subject area.</i>
(Action Step 2) BA will implement the revised objects and learning goals in each subject area.	Fall 2021	Principal, Counselor, Faculty	<i>2021-22: Bethlehem Academy faculty implemented the objectives stated in the revised/written philosophies during the 2021-22 academic year.</i>
(Action Step 3) BA will research the possibility of expanding AP and CIS courses based on student interest and faculty expertise.	Fall 2022	Admin Team, Team Leaders, Faculty	
(Action Step 4) BA will add new curriculum to our school courses offerings.	Spring 2023	Admin Team, Team Leaders, Faculty	
(Action Step 5) BA will review course objectives and standards and refocus core instruction around their top ten standards.	Fall 2023-Spr. 2024	Admin Team, Team Leaders, Faculty	

(STRATEGY 3) BA will revise strategies to better meet the needs of diverse learners.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Bethlehem Academy will review the student conflict and resolution plan.	Summer 2022	Admin, Leadership Team, Faculty	<i>2021-22: Bethlehem Academy faculty created a Student Intervention Team which in part, began to focus more closely on student behaviors and resolutions to support behavior improvements.</i>
(Action Step 2) Bethlehem Academy will implement a revised student conflict and resolution plan with staff and in the handbook.	Fall 2023	Leadership Team, Faculty	
(Action Step 3) Bethlehem Academy will review best strategies to support students who struggle, gifted students and EL students.	Winter 2023	Leadership Team, Faculty	
(Action Step 4) BA will explore the researched results to plan for professional development or program implementation to support all BA school students.	Fall 2024	Administration, Board of Directors	
(Action Step 5) Bethlehem Academy will implement the new strategies within the classroom and outside of the classroom to support student needs.	Fall 2025	Faculty, Administration	
(Action Step 6) Bethlehem Academy will further research the need to expand programming for students who struggle or accelerated students.	Fall 2026	Faculty, Administration	
(Action Step 7) Bethlehem Academy will create an annual plan for evaluation of student support programs for all students.	Spring 2027	Faculty, Administration, Counselor	
(STRATEGY 4) As part of a global society Bethlehem Academy will expand cultural experiences for all students.			
	Timeline	Responsibility	Progress Report
(Action Step 1) Bethlehem Academy will promote international student exchange programs for both foreign students and BA students going abroad after COVID.	Spring 2023	Admissions Director, faculty	<i>2021-22: Bethlehem Academy hosted five exchange scholars this year and had KOAM come and do a presentation to students on Korea.</i>
(Action Step 2) Bethlehem Academy will develop and encourage cultural study opportunities within	Winter 2024	Faculty	<i>2021-22: Bethlehem Academy hosted a trip to Belize during Spring Break this school year.</i>

the curriculum in keeping with Dominican social justice charism.			
(Action Step 2) Bethlehem Academy will develop cultural activities and celebrations at BA.	Spring 2025	Faculty	
(OBJECTIVE 3) Bethlehem Academy will empower teachers and staff to help students reach their highest potential through support and professional development.			
(STRATEGY 1) BA will support staff through multiple programs from date-of-hire hire to retirement.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will create policies or review current policies to evaluate all faculty, including administration, and write or rewrite this policy into the faculty handbook.	Summer 2021	Admin & All Staff	<i>2021-22: Bethlehem Academy evaluated all staff in winter and spring of 2021 with formal evaluations under the new administration using the Danielson framework. In the fall of 2021, all staff had informal, unplanned walk throughs as well as formal observations using Danielson. Peer observations were also offered this year and about half of the faculty participated.</i>
(Action Step 2) BA staff will set annual goals and these will be reviewed with administration for progress throughout the year.	Fall 2021	Admin and All Staff	<i>2021-22: Bethlehem Academy staff set annual goals during workshop week in 2021. These goals were revisited and revised during the academic year during observation and follow up meetings, with some staff having targeted goals added through a performance improvement plan.</i>
(Action Step 3) BA will review the faculty mentorship booklet/guide.	Summer 2022	Administrator & Team Leaders	
(Action Step 4) BA will establish clear expectations for the mentor and hold quarterly sharing sessions.	Fall 2022	Administrators	
(Action Step 5) BA will review and revise all areas of the faculty and staff handbook, specifically putting into the handbook the staff conflict and resolution policy.	Spring 2022	Admin & Team Leaders	
(Action Step 6) BA will evaluate the staff and faculty handbook annual during the summer to ensure all faculty feel supported and understand BA policies.	Summer 2022	Admin & Team Leaders and All Faculty	

(STRATEGY 2) Bethlehem Academy will support professional development for teachers to develop innovative practices in their respective areas of expertise.

	Timeline	Responsibility	Progress Report
(Action Step 1) BA will develop and implement a cyclic plan for professional development based on total faculty and staff needs and MN licensure requirements that is updated every two years while building in budgetary funds.	Fall 2021	Administrators	<i>2021-22: Bethlehem Academy created a cycle of review for professional development, with a focus added to work on specific areas of need. This year staff attended workshops on differentiated instruction and mental health. In addition, individual money is set for each faculty member to attend outside workshops and seminars.</i>
(Action Step 2) BA will continue to update and evaluate learning outcomes and curriculum standards to ensure we offer a rigorous education with newly revised MN standards	Fall 2022-Spring 2023	Principal, faculty	
(Action Step 3) BA will educate staff on the use of Professional Learning Communities (PLC) for growth and implement PLC strategies effectively for staff.	Fall 2024	Administration, Faculty	
(Action Step 4) BA will review the curriculum textbook cycle and update textbooks and resources to ensure standards are met and implemented.	Fall 2026	Administration, Faculty	
(Action Step 5) BA will re-evaluate the financial support available for professional development to ensure goals and needs of staff were met.	Fall 2027	BOD, Administration, Finance	

(OBJECTIVE 4) Bethlehem Academy will provide a 21st century rich learning environment.

(STRATEGY 1) Bethlehem Academy curriculum will enable all students to maximize their use of technology.

	Timeline	Responsibility	Progress Report
(Action Step 1) BA will revise the middle school curriculum to include current 21 st learning needs.	Summer 2022	Administrator tech teacher	
(Action Step 2) BA will implement new middle school curriculum for all entering students.	Fall 2023	Technology teacher	

(Action Step 3) An intense introduction to the new technology and programs will be offered for students and families within one month of enrollment.	Fall 2024	Tech coordinator & student helpers	
(Action Step 4) The BA technology handbook will be revised and posted online.	Fall 2024	Tech coordinator	
(Action Step 5) BA will evaluate all student clubs and activities to further enhance 21 st century learning programs outside of the classroom.	Winter 2025	Tech coordinator	
(STRATEGY 2) Bethlehem Academy will encourage and provide professional growth opportunities furthering technology integration within the curriculum.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will create a process to ensure all faculty understand new PowerSchool/Schoology updates or evaluate other School Information System programs.	Summer 2023	Tech coordinator	<i>2021-22: Bethlehem Academy implemented Schoology this year. All staff attended training during workshop week and throughout the year.</i>
(Action Step 2) Individual sessions for teachers needing assistance with technology will be held.	Fall 2023	Tech coordinator	<i>2021-22: Bethlehem Academy technology coordinator assisted staff with individual support in schoology during this school year.</i>
(Action Step 3) BA teachers will be made aware of and encouraged to attend off-site professional development seminars focused on technology integration.	Winter 2024	Administrator teachers	
(Action Step 4) BA will encourage exploration and creative use of technology by faculty within their classes to create more engaging opportunities.	Winter 2026	Principal, Tech coordinator	
(OBJECTIVE 5) Bethlehem Academy will thrive, attracting and retaining students and staff by enhancing institutional advancement.			
(STRATEGY 1) BA will strengthen and maintain a strong financial basis.			
	Timeline	Responsibility	Progress Report
(Action Step 1) The BA Board will maintain a balanced budget that supports short and long-term operations.	Spring 2021	Board of Directors	<i>2021-22: Bethlehem Academy balanced the budget in the 2021-22 academic year, ending our year with a surplus. Our budget for 2022-23 is also approved and set for a small surplus.</i>

(Action Step 2) BA will pursue additional revenue streams to supplement and stabilize tuition costs.	Winter 2022	BOD, administration, faculty	<i>2021-22: Bethlehem Academy added a new raffle and increased the Annual Fund by 24% this year.</i>
(Action Step 3) BA will build a budget that supports the hiring of a fundraising coordinator.	Spring 2023	BOD, Administration	<i>2021-22: Bethlehem Academy hired a new marketing and fundraising coordinator this fall as our balanced budget allowed us to move forward more quickly on this step.</i>
(STRATEGY 2) Bethlehem Academy will develop a comprehensive fundraising program with staff and volunteers to coordinate.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will create an advancement staff or volunteers to coordinate fundraising events and meet goals.	Winter 2022	BOD, Administration, Advancement Committee	<i>2021-22: Bethlehem Academy hired a new marketing and fundraising coordinator. This person met with the volunteer Advancement Committee to report on plans and results for fundraisers this year.</i>
(Action Step 2) BA will analyze data from current events considering costs, income, and time commitments for all personnel.	Fall 2024	BOD Advancement committee	
(Action Step 3) Based on the analysis BA will determine the continuation/revision/termination of individual events.	Winter 2025	BOD Advancement committee	
(Action Step 4) BA will establish an Investment Advisory committee to guide investment decisions.	Spring 2026	BOD, administrator	
(Action Step 4) BA will create a calendar of events for alumni, supporters and families to attend to support the mission with financial gifts.	Summer 2027	Advancement Committee & Advancement Coord.	
(OBJECTIVE 6) Bethlehem Academy will strengthen and maintain strong leadership and partnerships.			
(STRATEGY 1) BA will expand and broaden the base and outreach for the Board of Directors.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will provide initial orientation for new Directors.	Fall 2021	BOD, Governance committee/Sinsinawa Council	<i>2021-22: Bethlehem Academy Board members all attended training with the Sinsinawa Council in the fall.</i>
(Action Step 2) BA will invite and select candidates based on expertise and experience to balance membership.	Spring 2022	Sponsorship Council/BOD	<i>2021-22: Bethlehem Academy has extended several invitations to new Board members this spring.</i>

(Action Step 3) Regular in-service opportunities will be provided to Directors to deepen understanding of the Dominican charisms and role of the Board.	Winter 2023	Sponsors Council/BOD	
(Action Step 4) Directors will be encouraged to participate in off-site development opportunities.	Fall 2024	BOD chair, administration	
(Action Step 5) The BA Board will maintain strategic vision and planning to support long-term sustainability of the school and communicate strategic plan initiatives more comprehensively to all stakeholders.	Fall 2026	BOD committees as appropriate	
(STRATEGY 2) BA will develop a strong admissions program that retains and attracts students to grow enrollment.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will create a strong marketing and admissions program to attract and grow enrollment by looking at what other schools have done successfully.	Spring 2021	BOD, Admissions Dir., Administration	<i>2021-22: Bethlehem Academy wrote a marketing and advancement plan for the year, shared with the Board and implemented through staff and subcommittees.</i>
(Action Step 2) BA will build a stronger admissions committee and an ambassador team.	Fall 2022	BOD, Admissions Dir., Administration	
(Action Step 3) BA will expand the schools that it reaches out to and evaluate transportation needs to broaden the enrollment potential base.	Fall 2023	BOD, Admissions Dir., Administration	
(Action Step 4) BA will evaluate progress on enrollment growth, set new goals and obtain feedback.	Fall 2024	Admissions Dir., Administration	
(STRATEGY 3) BA will further expand alumni communications and opportunities for both financial and enrollment growth.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will evaluate current alumni communication strategies used in successful schools.	Spring 2023	BOD, Admissions Dir., Administration	
(Action Step 2) BA will create and implement an alumni plan.	Summer 2023	BOD, Admissions Dir., Administration	

(Action Step 3) BA will further expand alumni relations through this plan.	Fall 2024	BOD, Admissions Dir., Administration	
(Action Step 4) BA will evaluate progress and support of alumni communications and programs for further development and planning.	Fall 2025	Admissions Dir., Administration	
(STRATEGY 4) BA will evaluate expanding partnerships with Divine Mercy Catholic Church and School, Dominican Schools, and other Nonprofits.			
	Timeline	Responsibility	Progress Report
(Action Step 1) BA will evaluate the relationship with Divine Mercy Catholic School (DMCS) and Church to benefit both BA and DMDCS.	Spring 2022	BOD, Admissions Dir., Administration	<i>2021-22: Bethlehem Academy rewrote the collaboration agreement with DMCS/DMCC to share faculty and resources, moving 6th grade under BA for the next two years.</i>
(Action Step 2) BA will implement strong partnership strategy plans including exploring new joint building opportunities.	Summer 2023	BOD, Admissions Dir., Administration	
(Action Step 3) BA will further explore other partnerships with area colleges, fair grounds, and Dominican schools or nonprofits.	Summer 2024	BOD, Admissions Dir., Administration	
(Action Step 4) BA will adopt positive partnership plans explored through relationships with other organizations to benefit both BA and the partner.	Spring 2025	Admissions Dir., Administration	
(Action Step 5) BA will evaluate all partnerships annually to create plans for further support.	Summer 2026	Admissions Dir., Administration	