



*Memo from the Office of the Superintendent  
Millville Area School District*

**To: Board of Education**  
**From: Dr. Joseph Rasmus, Superintendent of Schools**  
**Date: 11.10.2025 Approved by BOE**  
**Superintendent Goals: 2025-2026**

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The Millville Area School District Board of Education has formally approved the Superintendent's goals for the 2025–2026 school year. These goals reflect our district's commitment to transparency, continuous improvement, and student-centered decision-making. Each goal is intentionally aligned with the Pennsylvania Superintendent Standards and PSBA Superintendent Evaluation Tool and focuses on strengthening instructional quality, fostering positive student outcomes, enhancing operational effectiveness, and deepening community engagement. By publishing these goals, the district reaffirms its dedication to accountability and shared progress as we work collaboratively to advance the success and well-being of every student we serve.

**Standard 1: Shared Vision, Goals & Objectives**

***SMART Goal 1:***

**Specific:**

The Superintendent will lead quarterly collaborative work sessions with the Board of Education to review progress toward mutually agreed-upon district goals.

**Measurable:**

Each session will include a comprehensive written report containing progress metrics, visual and written data points, and an analytical summary. Progress will be documented and posted publicly on the district website, and shared during a public board meeting each quarter.

**Achievable:**

The Superintendent will utilize existing data systems, administrative reports, and board meeting structures to support regular progress monitoring and transparent communication.

**Relevant:**

This goal supports Standard 1 by promoting shared vision, collaboration, and accountability between the Superintendent, the Board, and the community.

**Time-Bound:**

By June 2026, four (4) quarterly collaborative work sessions will have been conducted, with all corresponding reports completed, posted publicly, and presented during public board meetings.

## Standard 2: Student Growth & Achievement

### *SMART Goal 2:*

#### **Specific:**

The Superintendent will lead districtwide efforts to increase student proficiency in Mathematics and English Language Arts on the PSSA and Keystone Exams by implementing targeted instructional supports, progress monitoring systems, and intervention strategies.

#### **Measurable:**

By Spring 2026, overall student proficiency in Math and ELA will increase by 5 percentage points compared to 2025 baseline data. Student progress will be measured using diagnostic, benchmark, and state assessment data, with disaggregated reporting for key subgroups (students with disabilities, economically disadvantaged students, etc.).

#### **Achievable:**

This will be accomplished through expanded MTSS interventions. Building principals and instructional leaders will receive and analyze data reports to inform instructional planning and intervention design.

#### **Relevant:**

This goal directly supports Standard 2 by ensuring continuous improvement in student learning outcomes and equitable academic growth across all subgroups.

#### **Time-Bound:**

Progress will be reviewed three times per year following each diagnostic assessment window, with formal reports presented to the Board of Education, staff, and community. A comprehensive board report summarizing student achievement data from the PSSA and Keystone Exams will be provided at the board meeting prior to the start of the 2026–2027 school year.

## Standard 3: Governance & Administration

### *SMART Goal 3:*

**Specific:** Strengthen board–superintendent working relationships by increasing policy review frequency and clarifying communication practices.

**Measurable:** Hold bi-monthly policy committee meetings; provide board members with executive summaries of policy changes; Develop a committee meeting schedule for the entire school year that accounts for anticipated frequency and need to which the board and administration maintain with fidelity. Administration will ensure that minutes are prepared for subsequent board meetings to garner approval and then post for public. The collective board is responsible to read committee minutes to limit the need for redundant communication by the superintendent

**Achievable:** Supported by superintendent’s existing expertise in state and federal compliance.

**Relevant:** Addresses board request for more timely responses and clearer summaries.

**Time-bound:** Policy review cycle completed by June 2027.

## Standard 4: Effective Management – District Operations

### *SMART Goal 4:*

#### **Improve Operational Efficiency and Resource Management**

**Specific:** Ensure more timely decision-making on facilities, safety, and contracts by strengthening administrative oversight.

**Measurable:** Reduce “last-minute” board approvals by ensuring 90% of contracts are submitted at least 30 days before board votes; revise and implement the MASD All Hazards Plan in conjunction with the Center of Safe Schools; and complete All Hazards Safety Drill no less TWO times per school year. Superintendent provides reports to board of education within one week of drill completion and provides an assessment of district performance and areas for growth.

**Achievable:** Processes are already in place but require stronger timelines.

**Relevant:** Directly responds to board concerns about decision deadlines and resource allocation.

**Time-bound:** First drill cycle complete by December 2025; compliance report delivered by June 2026.

## Standard 5: Effective Management – Personnel

### *SMART Goal 5:*

**Specific:** Reduce teacher attrition and strengthen staff morale by implementing exit interviews and expanding support for new and existing staff.

**Measurable:** Conduct 100% exit interviews for departing staff; implement a bi-annual staff climate survey; establish a new teacher mentoring feedback loop with quarterly reports.

**Achievable:** Builds on current professional development and induction programs.

**Relevant:** Addresses board concerns about high attrition and lack of structured feedback from staff.

**Time-bound:** First staff climate survey by December 2025; attrition analysis report by June 2026.