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Quality Profile

**Building Our Future
by Building on Our Strengths**

January 2020

About the Quality Profile

Building Our Future by Building on Our Strengths



This is a historic time for the Upper Arlington Schools. Thanks to our visionary Board of Education, we have embarked on a new strategic plan that defines our goals for the next several years. Our new strategic plan identifies a focused set of priorities that support our position as a national leader in education and continue our focus on challenging and supporting

every student, every step of the way.

This Quality Profile gives our community a clear and transparent look at what's happening in our schools and with our students. It has been updated to align with our new strategic priorities – whole learning and student and staff well-being, with a foundation of continuous improvement.

Whole learning is our core business - academics. We will build on our strengths to provide an even greater integration of rigorous academic content with deeper learning skills through a variety of engaging experiences, environments and relationships.

Student and staff well-being is critical to fostering a safe and inclusive environment. We will focus on two areas of well-being - belonging and balance.

The foundation of the plan is a focus on continuous improvement. This is the idea of getting better at getting better - it started with our Efficiency Project a few years ago, and now we will ensure it's threaded through everything we do.

We believe it is critically important to continue to provide our community with this annual accountability report to measure our progress toward our strategic priorities. If you have any questions or suggestions, please feel free to contact me at (614) 487-5030 or superintendent@uaschools.org.

Sincerely,

PAUL IMHOFF, Ed.D.
SUPERINTENDENT



2020 Upper Arlington Board of Education

Nancy Drees, president
ndrees@uaschools.org

Scott McKenzie, vice president
smckenzie@uaschools.org

Jenny McKenna, member
jcmckenna@uaschools.org

Carol Mohr, member
cmohr@uaschools.org

Lori Trent, member
ltrent@uaschools.org

Stay Connected

Upper Arlington Schools is a national leader in education due in large part to an unprecedented level of partnership with our community. We invite all residents to stay connected with the schools and to reach out with questions or ideas.

Paul Imhoff, Ed.D., Superintendent
superintendent@uaschools.org

Andrew Geistfeld, Treasurer/CFO
treasurer@uaschools.org

1950 North Mallway Drive
Upper Arlington, Ohio 43221
(614) 487-5000

 www.uaschools.org

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 **Upper Arlington City Schools app**
in the App Store and Google Play

Strategic Plan



Upper Arlington Schools Strategic Plan Building Our Future by Building on Our Strengths

The 2015-2018 Strategic Plan guided Upper Arlington Schools to many successes, including the completion of a community-driven facilities master planning process for our aging school buildings and the implementation of our districtwide one-to-one technology program.

Approved by the Board of Education in August 2019, the new Upper Arlington Schools Strategic Plan focuses even more intently on our long-running philosophy of educating and supporting the whole child. The plan is guided by a clear vision of student success that reflects the shared aspirations of our students, families, staff and community. It guides all key decisions regarding learning, instruction, resource allocation, physical environment and day-to-day operations. The plan is grounded in our mission, vision and three core values.

The new strategic plan takes a disciplined approach to the following strategic priorities - whole learning and student and staff well-being. Continuous improvement serves as the foundational element of the plan.



WHOLE LEARNING
Learner and Learning-Centered Culture
Instructional Framework



STUDENT AND STAFF WELL-BEING
Belonging
School / Life Balance



CONTINUOUS IMPROVEMENT
Operational Excellence and Efficiency
Culture of Continuous Improvement

OUR MISSION

CHALLENGE AND SUPPORT EVERY STUDENT, EVERY STEP OF THE WAY.

OUR VISION

UNIQUELY ACCOMPLISHED
STUDENTS PREPARED TO SERVE, LEAD AND SUCCEED.

OUR VALUES

**START WITH HEART
STRENGTH IN TEAM
CONTAGIOUS DRIVE**

Whole Learning

At the core of the new strategic plan is whole learning. This focus is not new – it builds on our long-running philosophy of educating and supporting the whole child. Whole learning integrates rigorous academic content with the deeper learning skills our students need to succeed in life – communication, critical thinking, creativity and collaboration. We want to create those unforgettable learning experiences that allow our students to explore their passions and find their niche – whether it's in science or math, language arts or global language, the visual or performing arts, athletics, or service learning.

Whole Learning in Our Schools



Real-World Learning Experiences

Authentic, hands-on learning experiences such as Project BioEyes are at the heart of whole learning. Barrington Elementary School was proud to be the first in the state of Ohio to host this national hands-on, K-12 science education program. Students participating in the program studied and observed adult zebrafish and their offspring both as embryos and after they hatched. This opportunity was made possible thanks to a partnership with The Ohio State University and additional support from the Barrington PTO and the Upper Arlington Education Foundation – a crucial partner in enhancing the student experience in our schools.

“The BioEyes project was really fun. I really loved doing it because we actually got to be the scientists.”

Tessa, Barrington Elementary student



Innovation and Creation

We are equipping our students with the skills to be fearless creators and innovators in their learning. Through our one-to-one technology initiative, every student, kindergarten through grade 12, has access to a device that supports, maximizes and personalizes their learning. From robotics opportunities at the elementary schools to computer science coursework at the high school, we are committed to providing our students with educational opportunities that will prepare them for their futures.



Whole Learning

Excellence in the Arts

Our widely renowned visual and performing arts program is an essential part of our long commitment to educating and supporting the whole child. We want our students to have the opportunity to explore every facet of the visual and performing arts. From ceramics classes to musical productions to symphony strings, our students have numerous and varied opportunities to find a niche in the arts.

Commitment to Community

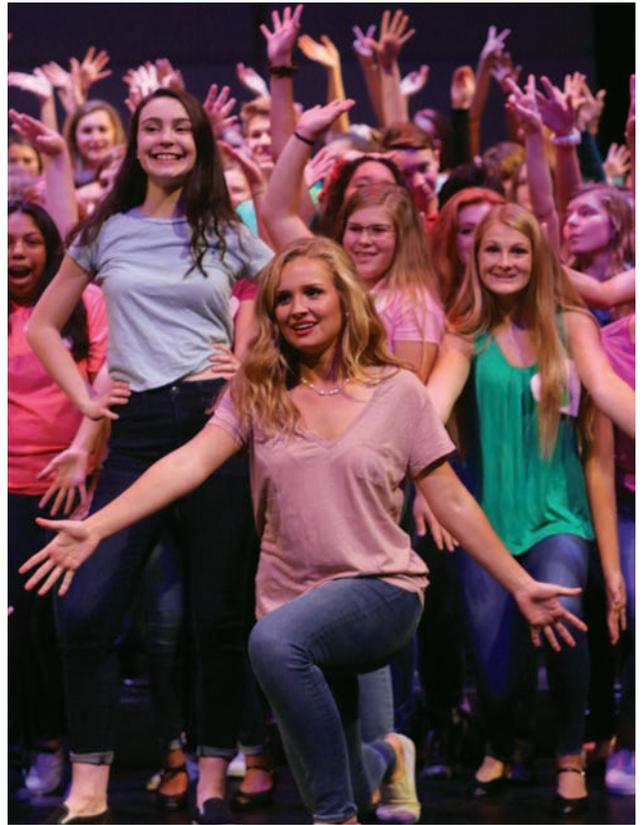
Engaging and relevant service learning experiences that meet real community needs have long been a part of an Upper Arlington education. Students of all grade levels engage in meaningful service learning opportunities, which help to instill a lifelong commitment to community. Over the past two years, three of our schools have become involved in service-learning projects connecting students with adults living with Alzheimer's disease. Several schools have also established strong, long-standing partnerships with local organizations that help adults and children living with food scarcity and poverty.

“It’s my little ‘woosh of joy’ knowing that what our students are doing today is preparing them to positively impact our world tomorrow.”

Amanda Fountain
Upper Arlington High School teacher

Opportunities for Every Learner

Every student has their own unique educational experience in Upper Arlington. For some Upper Arlington High School students, that involves pursuing higher level coursework through the Advanced Placement, International Baccalaureate or College Credit Plus programs. It can also mean learning lifelong, job-related skills through WARL-TV and the Arlingtonian, the UA Rise coffee shop, and more. An essential part of whole learning is educating and supporting the needs of every learner.



Whole Learning

A crucial part of whole learning involves our mission of challenging and supporting every student, every step of the way. We want to provide our students with a strong foundation in academics and encourage their success throughout their time in Upper Arlington so that they are uniquely accomplished and prepared to serve, lead and succeed, in whatever path they choose in life.

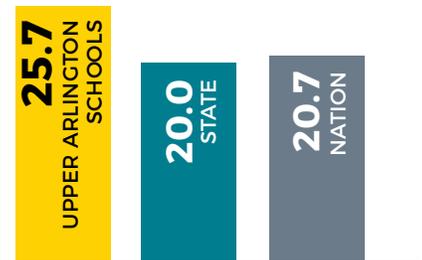
Prepared to Serve, Lead and Succeed



Average ACT Score

Class of 2019

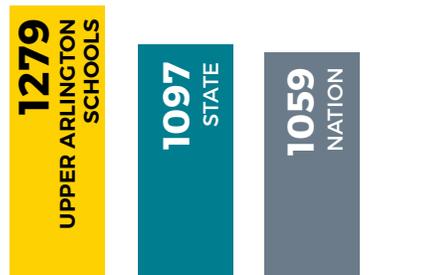
Highest possible composite score: 36



Average SAT Score

Class of 2019

Highest possible composite score: 1600



The Upper Arlington Schools four-year graduation rate continues to exceed similar district (96.8%) and state (85.3%) averages. The Ohio Department of Education reports four year graduation rates on a one year lag to include summer graduates.

The Next Step for Our Golden Bears

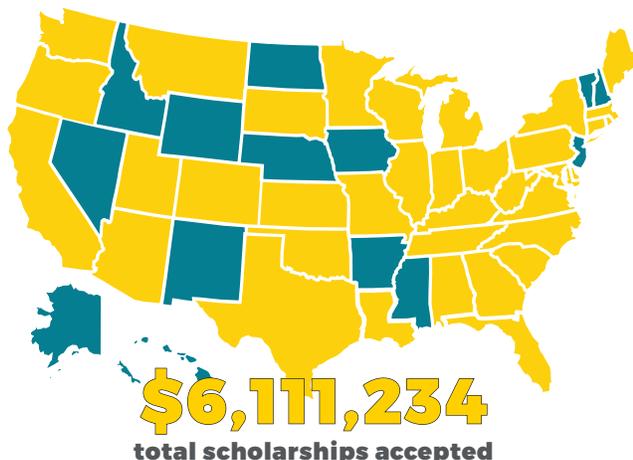
Class of 2019

Upper Arlington Schools is committed to preparing students for their next step in life – whether it is college, employment or another option. For our newest alumni, the majority have chosen to continue to pursue their education at colleges and universities across the country - in all of the gold states below.

92%
attending a four- or
two-year college at

108
colleges and
universities

- 0.6% other education
- 0.2% military
- 4% employment
- 1.7% gap year
- 1.5% other



“I am grateful for the opportunities at Upper Arlington that have allowed me to broaden my understanding of the world – and to think critically and creatively.”

Henry Wu
Upper Arlington
High School
graduate
(Class of 2016,
IB Diploma)
and 2020
Rhodes Scholar



Whole Learning

College and Career Readiness (PSAT)

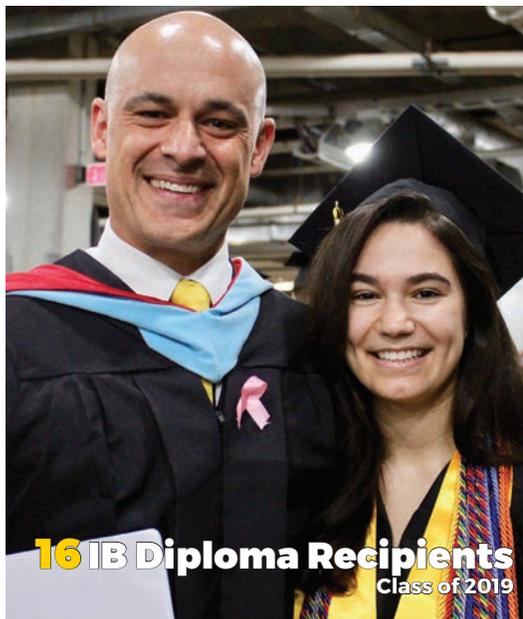
Class of 2020



Upper Arlington High School juniors take the Preliminary Aptitude Test (PSAT)/National Merit Scholarship Qualifying Test (NMQT). During the 2018-2019 school year, 72% of our students met the benchmarks indicating they are college and career ready in their junior year.



10 National Merit Semifinalists
18 Commended Scholars
 Class of 2020



16 IB Diploma Recipients
 Class of 2019

College Level Coursework

Upper Arlington High School students have three opportunities to earn college-level credit through Advanced Placement, International Baccalaureate and College Credit Plus coursework. The numbers below reflect the 2018-2019 school year.

ADVANCED PLACEMENT

730
 student enrollments
 in 21 AP courses offered
 at UAHS

84%
 test passage rate
 indicating a score
 of 3 or higher (out of 5)

INTERNATIONAL BACCALAUREATE

442
 student enrollments
 in 22 IB courses offered
 at UAHS

71%
 test passage rate
 indicating a score
 of 4 or higher (out of 7)

COLLEGE CREDIT PLUS

118
 student enrollments
 in courses at Columbus
 State Community College
 and Ohio State University

97%
 students earning
 college credit

Technology Framework

Our district wants to ensure that our one-to-one technology program has a positive impact on learning outcomes for all students. To inform our instructional practices, we gather data each year on how frequently five key elements of student learning – teamwork, critical thinking, personalized learning, communication and creation, and real-world engagement – are enhanced by technology in the classroom. You can view the annual report at www.uaschools.org/PersonalizedLearning.aspx.



Reading Proficiency

Early literacy skills are the foundation of a positive educational experience. We are focused on improving and personalizing literacy instruction for all students. The majority of our students (88.5% in 2018-2019) achieve proficiency or better on the State Grade 3 English Language Arts Test, exceeding the state average (66.7%). **We are proud that all third grade students in 2018-2019 met one of the benchmarks to advance to fourth grade.**

Well-Being

Upper Arlington Schools believes well-being is critical to fostering a safe and inclusive learning environment where our students and staff can thrive. In our new strategic plan, we have committed to the well-being of both our students and staff and will spend the next few years focusing on two fundamental aspects of well-being: belonging and balance.

Strength in Team

Upper Arlington students have numerous ways they can find their niche in our schools. Our younger learners at the elementary level can explore various teacher-led clubs and activities that engage them in music, writing, service and more. At our middle schools, students can participate in 20 sports and a number of clubs that offer them an opportunity to connect with their peers and teachers. The high school offers our students a wealth of opportunities to explore their interests through athletics, the arts and a wide range of co-curricular and extracurricular clubs. This snapshot from the 2018-2019 school year shows the many ways our high school students are finding their niche.



WE ARE ATHLETES

975

student-athletes competing in 32 varsity sports as well as junior varsity and freshman teams at Upper Arlington High School



WE ARE LEADERS

60

co-curricular and extra-curricular activities and clubs for UAHS students to explore their passions and interests for the future



WE ARE ARTISTS

556

UAHS students sharing their talents in the performing and visual arts



“We want our students to explore their passions. The opportunities for our Golden Bears are limitless inside and outside of the classroom.”

Chris Hayes, Upper Arlington High School teacher

Well-Being in Our Schools

Safer Learning Environments

Our commitment to well-being began to take shape as a result of the districtwide safety recommendations approved by the Board of Education in the summer of 2018. **We believe that student and staff well-being is the foundation for safe learning environments.** Since 2018, we have taken many steps to improve school safety — including the expansion of our school resource officer program in partnership with the City of Upper Arlington. With five school resource officers now serving our district, they are able to engage our students in lifelong learning opportunities regarding safety while also supporting our schools for safety drills and emergencies.

Strengthening Relationships

Our well-being commitment is rooted in relationships — making sure everyone in our schools feels loved, embraced and celebrated. A foundational element of this is the advisories and “family” groups that exist at our elementary and middle schools. The purpose of these groups is very simple - we need to continue to build and strengthen student and staff relationships throughout our buildings.

“Every student here has a voice and a story that’s to be told, and we really need to take the time to get to know each student so that they feel comfortable sharing their stories with us.”

Allison Tomlin
Hastings Middle School teacher

Diversity, Equity and Inclusion

A very important part of our commitment to well-being and belonging is our focus on diversity, equity and inclusion. **In, UA all means ALL. We are committed to challenging and supporting every student, every step of the way.** In our schools, students and staff are working to create more inclusive school communities through groups such as Ambassadors of Change at Upper Arlington High School and schoolwide kindness and inclusivity initiatives like Start With Hello Week. We have expanded this work to include our entire community by becoming the first school district in Ohio to host community screenings and discussions of “America to Me,” a documentary series that looks at the effects of race, equity and culture on educational opportunities.



“When we did Start With Hello Week, we saw more people greeting each other and having a really good time and just like coming together as a school than we ever had.”

Ayah, Upper Arlington High School student

Continuous Improvement

The foundational element of the new strategic plan is continuous improvement. We are building on our strengths to develop a consistent process improvement system and culture. This means taking a disciplined and ongoing approach to improving student and system outcomes tied to our strategic priorities and whole-child philosophy. We are looking at every facet of our district – from teaching and learning to operations and finances – through the lens of continuous improvement.

Our Improvement Process

Throughout the Upper Arlington school district, we are utilizing the design thinking process to challenge our assumptions, redefine problems and create innovative solutions. **Education is a people business – rooted in the children we educate and the community we serve – and this five phase process reframes problems and challenges in a human-centric manner** to help us find new ways to meet the needs of the individuals we serve. Our students, staff members and administrators are already utilizing the design thinking process to create innovative solutions for the upcoming construction moves and to tackle social-emotional concerns to improve the high school experience for our students.



Design Thinking Process

- EMPATHIZE
- DEFINE
- IDEATE
- PROTOTYPE
- TEST

Building on Our Strengths

At Upper Arlington Schools, we will not rest on our laurels. We have established the Quality Profile to provide a continual focus on our strategic priorities and identify whether we are meeting or exceeding the expectations of our students, families and community. **There is no finish line – just a contagious drive to provide the highest quality of education to current and future generations of students.** One of the most meaningful measures of our success comes from a regular scientific survey of Upper Arlington residents. This survey offers an opportunity for our community to tell us how we're doing.

“We have been so incredibly impressed by the schools and how our children are learning not just academically - they're also learning to be good people.”

Kyleene Chillinsky
Upper Arlington Schools parent



87.9%
total positive rating
on the quality of education provided
by Upper Arlington Schools

4.5% fair
0.9% total negative rating
6.7% Unsure/no answer

Source: Fall 2019
Community Survey by
Fallon Research and
Communications Inc.

Margin of error: +/-5.62%

Continuous Improvement



Building Our Future

Beginning in the spring of 2019, our district embarked on the six projects in the first phase of the facilities master plan for our schools. Developed through a community-driven planning process, the master plan tackles what had been identified as the greatest threat to the district's long-term financial health: our aging school buildings. The \$230 million bond issue, approved by Upper Arlington voters in 2017, has allowed our district to keep our financial focus on what matters most: supporting what's happening in our classrooms each and every day.

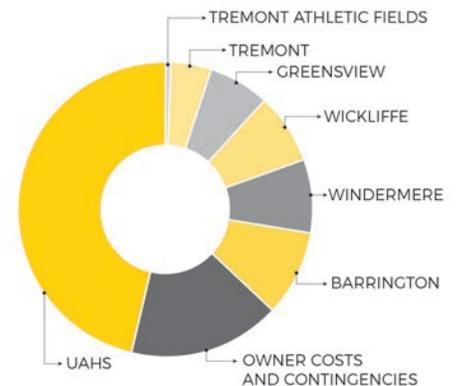
ON BUDGET AND ON SCHEDULE: Construction is underway on the first phase projects to build a new Upper Arlington High School and renovate or rebuild all five elementary schools. All projects are on budget and on schedule in preparation for opening to students over the next two years.

200,000 SQUARE FEET OF ADDITIONAL LEARNING SPACE: The projects will provide a significant and much-needed increase in learning space for our district's growing enrollment. These new and renovated spaces will support our students with high-quality and safe learning environments where they can thrive and develop the skills that will prepare them for their futures.

\$7.5 MILLION PRIVATE FUNDRAISING COMMITMENT: The Board of Education committed to raising private dollars to offset the cost of the master plan to Upper Arlington homeowners and enhance our excellence in education. No other public school district in the state of Ohio has taken on a fundraising project of this magnitude. As of the start of 2020, the Legacy Capital Campaign is nearing its \$7.5 million goal.

SECOND PHASE OF THE MASTER PLAN: After completion of the first phase of the facilities master plan, the Upper Arlington Board of Education and the community will need to revisit the second phase, including the two middle schools and Burbank Early Childhood School.

Allocated Budget First Phase of the Master Plan



Project Costs	\$235,000,000
Less: Private Fundraising	(\$5,000,000)
Total	\$230,000,000

“Our community’s investment in our schools has helped us keep our financial focus on our academic program and avoid emergency repairs that would have been more costly long term.”

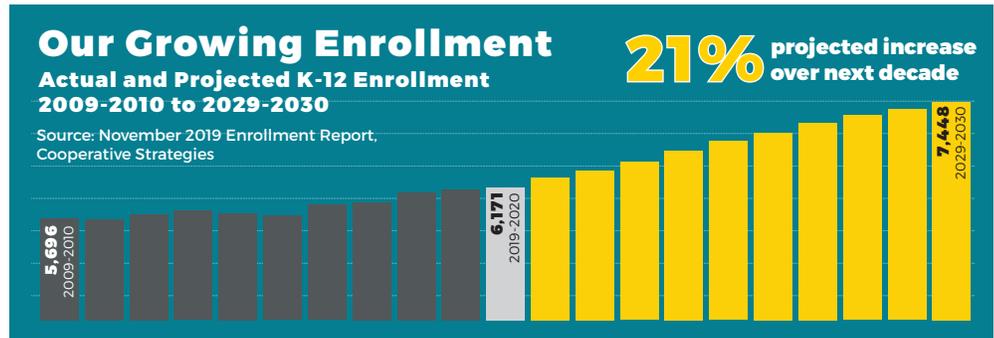
Andrew Geistfeld
Treasurer / CFO

Continuous Improvement

Efficient and effective use of our financial resources is crucial to ensuring that we can provide the high-quality educational experiences that our community expects. By utilizing our continuous improvement process to seek out efficiencies, partnerships and creative solutions, our district is able to ensure the majority of our budget goes to the instruction and support of our students.

Funding Our Future

Our district continues to seek out efficiencies and cost-avoidance opportunities without negatively impacting the educational experience of students, but **our growing enrollment combined with flat state funding present significant financial challenges for our district in the near future.**



RESPONSIBLE FINANCIAL PLANNING: Our district is committed to being a good steward of our community's investment in our schools. We consistently earn the **Auditor of State Award** for sound financial practices. We also maintain a **Standard and Poor's AAA bond rating**, the highest possible rating. A higher bond rating means lower borrowing costs for the district and taxpayers.

ENROLLMENT GROWTH: The number of students we serve is growing quickly. **District enrollment has grown by 8%, or about 500 students, over the past 10 years, and projections indicate even more significant growth over the next decade – up to 21%, or nearly 1,300 students.** That would be an increase of 31%, or approximately 1,800 students, over two decades. More students create a need for more supplies, space and staff.

FLAT STATE FUNDING: State funding represents only **14% of our total revenue.** It has remained relatively flat for the past two decades despite significant enrollment growth and is not anticipated to change.

HOUSE BILL 920 IMPACT: Because of this state law, **the district's revenue stays flat even when property values increase**, with few exceptions. That creates the need to return to voters to keep up with the cost of doing business.

PLANNING FOR OUR FUTURE: Upper Arlington Schools anticipates placing an operating levy on the **November 2020 ballot** in order to address the funding gap created by these revenue constraints and to continue meeting the needs of our growing student population.

Revenue Sources

General Fund, FY 2019

82.7%

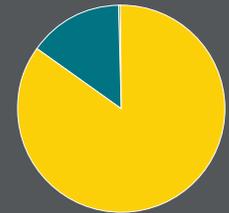
local property taxes

14.3% State support

2.9% All other operational revenue

0.1% Advances from other funds

0.0% Income tax



\$15,586
cost per student
(2018-2019)

2020 School Property Taxes

This chart illustrates the residential property tax collected in 2020 on a county-appraised \$100,000 home for various school districts in Franklin County. These amounts, which are rounded to the nearest dollar, include the portion the state pays directly for state credits such as Homestead (owner-occupied) and Rollback for levies passed before November 2013.

DUBLIN	\$2,024
WORTHINGTON	\$2,016
HILLIARD	\$1,966
WESTERVILLE	\$1,901
NEW ALBANY	\$1,891
OLENTANGY	\$1,871
BEXLEY*	\$1,845
UPPER ARLINGTON	\$1,842
WHITEHALL	\$1,613
COLUMBUS	\$1,594
REYNOLDSBURG*	\$1,571
GAHANNA	\$1,544
SOUTHWESTERN	\$1,489
GRANDVIEW HEIGHTS	\$1,414
GROVEPORT MADISON	\$1,361
PICKERINGTON*	\$1,246

* These districts also collect income tax that is not included in the amounts.

Our Future

Over the next several years, Upper Arlington Schools will continue building our future by building on our strengths through the implementation of our new strategic plan. Although we are at the very beginning of realizing our new strategic goals, we are proud of the work that is starting to unfold to shape Upper Arlington's next generation of uniquely accomplished students prepared to serve, lead and succeed.

Profile of a Learner

Since the launch of our new strategic plan, we have already begun work on a Profile of a Learner for Upper Arlington Schools, an important focus of our whole learning priority. The Profile of a Learner will articulate the knowledge, skills and attributes that we believe will prepare our students to serve, lead and succeed in Upper Arlington and beyond. This document will reflect our vision for all Upper Arlington learners at every stage and grade because we value the experience of every student, at every point in the Upper Arlington education. Teachers across our district are continuing their work on this document, which we anticipate having completed during the 2020-2021 school year.



Understanding Our History

A crucial part of our work in the area of diversity, equity and inclusion – which falls under the well-being priority in our new strategic plan – will be expanding the local history curriculum to tell the full story of the area that has become Upper Arlington and the diverse group of individuals who made significant contributions to this area. In UA, All Means ALL, and we believe that extends to our predecessors.

Our Next Generation

As more and more families continue to choose Upper Arlington to raise their children, our district must responsibly plan for more significant enrollment growth into the future. This is both one of our greatest and most exciting challenges as a district and a community. Through our continuous improvement process, we will continue to keep a keen eye on operational efficiencies and monitor enrollment trends. We will continue our efforts to be responsible financial planners for this growth including the upcoming levy request in November 2020.





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