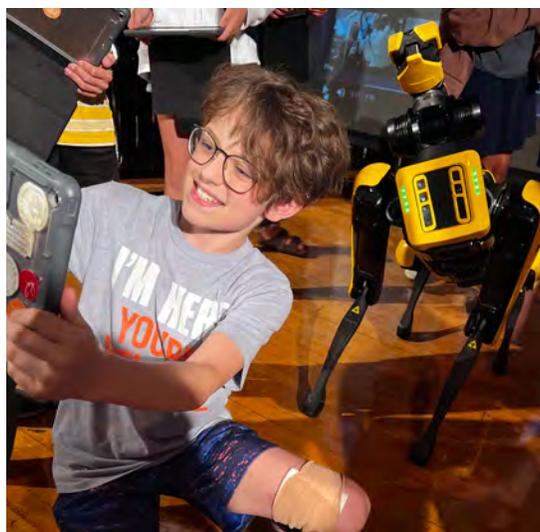




Quality Profile

Challenge and support every student, every step of the way

MARCH 2024



About the Quality Profile

DEAR UPPER ARLINGTON RESIDENTS,

As Upper Arlington Schools launches a strategic planning process to envision our priorities and goals for the next three to five years, I feel excitement for our future and a great appreciation for the foundation that has been built here under our current strategic plan.

To better understand the progress that has been made under our current 2019-2024 Strategic Plan, we are proud to share our Quality Profile, an annual accountability report that gives our community a clear and transparent look at what's happening in our schools.

As you'll see in this document, our 2019-2024 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.*

We believe it is critically important to continue to provide our community with the Quality Profile to measure our progress toward these strategic priorities. I encourage you to spend some time with this document, and if you have any suggestions, please complete the online form available at www.uaschools.org/qualityprofile.

Sincerely,



Robert Hunt, Ph.D.

Superintendent, Upper Arlington Schools

2024 Upper Arlington Board of Education



From left: Liz George Stump, Lori Trent, Vice President Lou Sauter, President Jenny McKenna and Nidhi Satiani

The Board of Education is proud to serve the students, staff, families and residents of Upper Arlington Schools. Our school district 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.

Upper Arlington Board of Education
boe@uaschools.org

Robert Hunt, Ph.D., Superintendent
superintendent@uaschools.org

Andrew Geistfeld, Treasurer/CFO
treasurer@uaschools.org

**The Mincy Center —
Upper Arlington Schools**
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Building Our Future by Building on Our Strengths

The 2019-2024 Strategic Plan guides everything that happens in Upper Arlington Schools — including learning, instruction, resource allocation, physical environment and day-to-day operations. Approved by the Board of Education in August 2019, the strategic plan identifies a focused set of recommendations that support the district’s mission, vision and values.

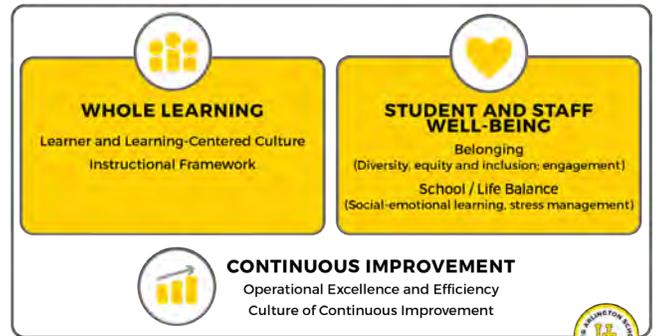
Whole learning is our core business — academics. We are building on the district’s long-running philosophy of educating the whole child by providing rigorous academic content and real-world learning experiences that will give students and even stronger foundation to serve, lead and succeed in life.

Student and staff well-being is critical to the success of our students. Through a focus on two fundamental aspects on well-being — belonging and balance — we are building on our strengths to foster a safe and inclusive environment where every student can thrive.

Continuous improvement is the foundation of the strategic plan. This is the idea of getting better at getting better, and it is threaded through everything we do.

With these priorities, the strategic plan shares a clear vision of student success that reflects the aspirations of Upper Arlington’s students, families, staff and community.

Upper Arlington Schools will remain focused on these priorities through 2024 as it prepares for the launch of its next strategic plan in 2025.



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

Whole learning is our core business — academics. We are building on the district’s long-running philosophy of educating the whole child by providing rigorous academic content and real-world learning experiences that will give our students an even stronger foundation to serve, lead and succeed in life.

College Readiness

Upper Arlington High School students perform significantly above the state and national averages on college readiness and entrance examinations — showing that they are prepared for college and career well before they graduate from high school.

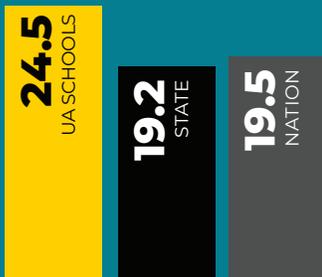
PSAT/NMSQT Mean Score

2022-2023 (Class of 2024)



Average ACT Score

Class of 2023
Highest possible composite score: 36



Average SAT Score

Class of 2023
Highest possible composite score: 1600



Next Steps for the Class of 2023

Upper Arlington Schools is committed to ensuring that students are prepared to serve, lead and succeed in their next step in life — whether it is college, employment or another option. Of the 444 graduates in the Class of 2023, the majority have chosen to pursue their education at colleges and universities across the country and in the United Kingdom.



94%

Planning to attend a four-year or two-year in-state or out-of-state college

104

colleges and universities across the country and in the United Kingdom

3% employment

1% other education

1% other

<1% military

<1% gap year

\$3,785,138

total scholarships accepted

13 National Merit Semifinalists

16 National Merit Commended Scholars



15 International Baccalaureate Diploma recipients

48.5% Honors Diploma recipients



The Ohio School Report Card, produced by the state Department of Education and Workforce, is one of the data points that Upper Arlington Schools reviews to monitor the success of the district and its students. Below is a snapshot of the 2022-2023 report card for Upper Arlington Schools and rankings benchmarking the district against more than 600 other public school districts in the state.

FIVE STARS OVERALL

1 of 2 districts IN CENTRAL OHIO

1 of 8 districts IN THE STATE

And five stars on all five categories on the state report card

ACHIEVEMENT • PROGRESS • GAP CLOSING • GRADUATION • EARLY LITERACY

Funding for Classroom Instruction

77.1% of the UA Schools budget is dedicated to the classroom

#1
IN CENTRAL OHIO

#3
IN THE STATE

Performance Index

101.1

#6
IN CENTRAL OHIO

#55
IN THE STATE

Value Added Growth Index

18.27

#4
IN CENTRAL OHIO

#7
IN THE STATE

College Level Coursework

Upper Arlington Schools is a leader in the state of Ohio in the percentage of students taking college-level courses, giving them stronger transcripts and the ability to earn college credit before graduating high school.

Advanced Placement Participation
66.6%

#3 IN CENTRAL OHIO **#17** IN THE STATE

International Baccalaureate Participation
39.8%

#1 IN CENTRAL OHIO **#2** IN THE STATE

AP and IB Coursework Combined
106.4%*

#1 IN CENTRAL OHIO **#1** IN THE STATE

**Not representative of individual students*

Four-year Graduation Rate

96.9%
CLASS OF 2022

#7
IN CENTRAL OHIO

#186
IN THE STATE (TIE)



College Enrollment

88.2%
Class of 2020 graduates enrolled in college within two years of high school

#3
IN CENTRAL OHIO

#4
IN THE STATE

Remediation Free on ACT

57.3%

#2
IN CENTRAL OHIO

#7
IN THE STATE

Whole Learning

Whole learning is rooted in our district's mission to challenge and support every student, every step of the way. Through the lens of continuous improvement, which is the foundation of the 2019-2024 Strategic Plan, we are taking a disciplined and ongoing approach to improving student outcomes tied to academics and our whole-child philosophy.

Continuous Improvement in Whole Learning

New Educational Pathways

Upper Arlington Schools has an exceptional high school program that offers a wide variety of opportunities to students. As this community prepares to celebrate its 100th graduating class in 2024, it is even more important to explore new opportunities for students to chart their course for their futures in college, career or the workforce.

Beginning with the 2024-2025 school year, Upper Arlington High School will be launching new educational pathways for students that build on the successes of existing district programs led by UAHS educators and harness partnership opportunities with colleges, universities and organizations locally and across the state. These new programs would represent a portion of the student's school day and would continue to allow them to have the Upper Arlington High School experience while gaining college credit, real-world experience and/or professional credentials tuition-free.

UC Early IT Microschool

Upper Arlington Schools is thrilled to be the initial partner in Columbus in a revolutionary educational experience that blurs the line between high school, college and the workforce. The UC Early IT Microschool, powered by the PAST Foundation in collaboration with the University of Cincinnati, will allow students to gain industry credentials as they prepare for high-value careers in information technology.

College Jumpstart

This program, offered in partnership with Columbus State Community College, will allow students to get a jumpstart on college requirements and graduate high school with 24 college credits at no cost through on-site classes in Upper Arlington Schools.

Semiconductor Pathway

This pathway, offered in partnership with Columbus State Community College, will allow students to earn professional credentials for workforce opportunities as a semiconductor manufacturing technician and can be a jumping-off point for further education for in-demand careers at organizations like Intel.



Teaching Professions Pathway

Through this two-year program offered by Upper Arlington High School, students will gain knowledge and experience to pursue a career in education — including opportunities to observe and work in classrooms within the district.

In addition, Upper Arlington Schools will be building on the existing UA Online Academy program to open more opportunities for students to experience online coursework and bringing programs in-house for students needing credit recovery to get back on track.

These opportunities reflect the collective vision for the student experience in the Upper Arlington Schools through the lens of the district's Profile of an Engaged Learner. Through these innovative, high-quality learning experiences, students will develop the skills and characteristics that will prepare them to serve, lead and succeed in college, career or the workforce.



Focus on Literacy

Under the current strategic plan, Upper Arlington Schools has strengthened its commitment to provide students with a strong foundation in literacy by introducing all-day kindergarten for every student; by implementing a personalized student support system known as the multi-tiered system of support; and by grounding instruction in the science of reading.

Now, Upper Arlington Schools is taking the lead across the state in the implementation of a new law on early literacy known as House Bill 436 by:

- Going above and beyond the state requirements to ensure professional training for teachers, intervention specialists and administrators in the science of reading;
- Establishing a framework of screenings and assessments to identify struggling readers for all students in grades K-3 and new students in grades 4-6; and
- Implementing targeted intervention with regular benchmarking to measure progress for those identified as needing additional support.



This supports the district's ongoing commitment to implementing high-quality, evidence-based literacy practices aligned to the science of reading — a systematic, research-supported approach to teaching literacy.



Strengthening PreK Educational Program

Burbank Early Childhood School has long been regarded as one of the highest-quality early childhood programs in the state of Ohio. With the start of the 2023-2024 school year, Upper Arlington Schools began offering an even stronger continuum of services and support at BECS by bringing together the district's full-day, tuition-based preschool program and the early intervention program previously offered by the Educational Service Center in the same building. This allows Upper Arlington educators to support every student, and every family, at BECS while preparing them for their next step in their educational journey.



Now Boarding! Global Education Opportunities

Offering students the option of global educational travel supports Upper Arlington Schools' commitment to ensure they develop the skills they need to succeed in life. For the 2023-2024 and 2024-2025 school years, the district has reinvigorated its global travel program by offering several new and enriching experiences as well as legacy trips such as the Scottish cultural exchange and a science field study in the Bahamas.

Student and Staff Well-Being

Upper Arlington Schools is building on our strengths to foster a safe and inclusive environment for our students and our staff — which we believe is critical to their success. We are focusing on two fundamental aspects of well-being: belonging, a person’s feeling of safety and connectedness, and balance, a person’s feeling of harmony between school and personal time that allows for satisfaction in all areas of life.



Strategies for Success

Belonging in the Classroom

Upper Arlington Schools is continuing to implement research-based strategies and principles for grades K-8 that help to create positive classroom environments to foster belonging, well-being and engagement among students. For example, beginning with a morning meeting builds a strong sense of community and sets children up for success socially and academically each day. The district is continuing to support teachers with professional development opportunities as these strategies become more widely implemented.

School-based Services

Through a network of highly trained staff members and well-being partners, Upper Arlington Schools is supporting a wide range of student needs related to their health and well-being. Mental health services are provided using a tiered system that includes school-wide prevention strategies; small group and individual skill-building support; and targeted interventions to address more significant needs. Open communication and collaboration with families is vital to the success of these strategies for individual students.

Well-Being for Staff

Upper Arlington Schools believes that staff well-being is critical to the academic success of students. Supports are in place for all staff members to easily access information and services to strengthen the many of the dimensions of wellness — including physical, mental, social and financial. New in 2024, UA Schools staff members have access to a virtual platform that offers fitness, nutrition and mindfulness content on demand.

Student Perspectives on Well-Being

Upper Arlington Schools administers a voluntary, anonymous student survey twice a year that informs the design of specific supports for each school and grade level. Below is a sampling of data from the fall 2023 administration, compared with fall 2022 results.

Do you have a teacher or other adult from school who you can count on to help you, no matter what?

ELEMENTARY
(GRADES 3-5)



88% Favorable
NO CHANGE

SECONDARY
(GRADES 6-12)



78% Favorable
▲ 1%

Do you have a friend from school who you can count on to help you, no matter what?

ELEMENTARY
(GRADES 3-5)



89% Favorable
▼ 1%

SECONDARY
(GRADES 6-12)



92% Favorable
▲ 1%

Overall, how much do you feel like you belong at your school?

ELEMENTARY
(GRADES 3-5)



83% Favorable
▲ 2%

SECONDARY
(GRADES 6-12)



72% Favorable
▲ 4%

Continuous Improvement in Well-Being

Through the lens of continuous improvement, which is the foundation of the 2019-2024 Strategic Plan, we are taking a disciplined and ongoing approach to improving outcomes related to all aspects of well-being — including belonging and diversity, equity and inclusion.

Fostering Community Connections

Inspired by student feedback, the hUmAn Connection Festival at Upper Arlington High School celebrates culture, inclusion and understanding and supports new connections within and beyond the UA community. In its second year, the hUmAn Connection Festival has grown to be a two-day celebration, with an evening event open to the community that highlights the diverse experiences and perspectives that make Upper Arlington unique. The 2024 hUmAn Connection Festival is offered with support from the Upper Arlington Community Relations Committee and Upper Arlington Education Foundation.

Welcoming New Families

With student enrollment growing and new families moving into the district throughout the year, Upper Arlington Schools has launched a New Family Welcome Series to offer families who are new to the community an opportunity to feel connected to their children's schools. This series is equipping new families with vital information about navigating their students' educational experience and fostering a sense of belonging both during and outside of the school day. The New Family Welcome Series is offered in partnership with the Upper Arlington Education Foundation and with the support of community organizations.

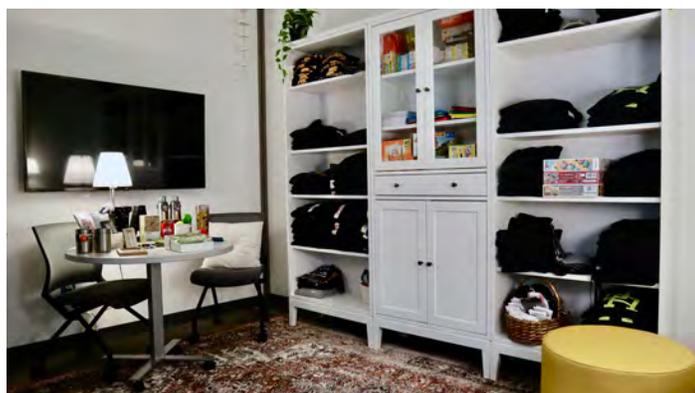


Promoting and Enhancing Safety

Safety is a top priority for Upper Arlington Schools. Since 2023, a state safety grant of \$100,000 for each K-12 school building has resulted in equipment upgrades including additional two-way radios and security cameras on school buses. In the fall of 2023, Upper Arlington Schools, in partnership with the City of Upper Arlington and Upper Arlington safety officials, also launched the first annual UA Safety Week, sharing tips and information with students and families about safety at home, at school, online and on the roads. Students from Upper Arlington High School were an important part of the inaugural Safety Week, producing videos shared with families and the community.

Informing Future of DEI in UA Schools

Since the fall of 2023, Upper Arlington Schools has been working with Insight Education Group to conduct an equity audit of the district. Through focus groups and surveys, more than 5,100 students, staff members and parents/guardians have been a part of the feedback-gathering process. The findings of the audit will help to inform district programming and practices including diversity, equity, inclusion and belonging (DEIB) programming; professional learning; and recruitment/retention.



Creating a Foundation for Success

With the support of the Upper Arlington Education and the school PTO, Upper Arlington High School opened a warm and welcoming free store called Beartique that allows students to discreetly obtain essentials such as school supplies, toiletries and more at no cost. Inspired by Beartique, Hastings and Jones middle schools are planning to launch their own free stores with the support of their PTOs.

Equity audit participation

3,869

Students (K-12)

958

Parents/guardians

287

Staff members

Continuous Improvement

Effective and efficient use of financial resources is crucial to ensuring that Upper Arlington Schools can provide the high quality educational experiences that our community expects. Through the lens of continuous improvement, we are seeking out efficiencies in order to ensure the majority of our budget continues to go to what matters most — the instruction and support of our students.

Fiscal Responsibility

Utilizing Community Expertise

Based on the recommendations stemming from the Listen Learn Lead community engagement process led by the Board of Education, Upper Arlington Schools re-established the Treasurer's Finance Advisory Committee to provide feedback on the financial operations of the district. This builds on the district's long history of utilizing the expertise in the community.

Investing in Facilities Needs

Due to a strong bond investment strategy, higher interest rates and the completion of construction on time and on budget with fewer change orders than expected, Upper Arlington Schools is able to address two significant facilities needs eliminated in the first phase of the master plan. By utilizing remaining bond interest funds, the district is moving forward with window replacement in the older areas of Barrington and Tremont elementary schools.



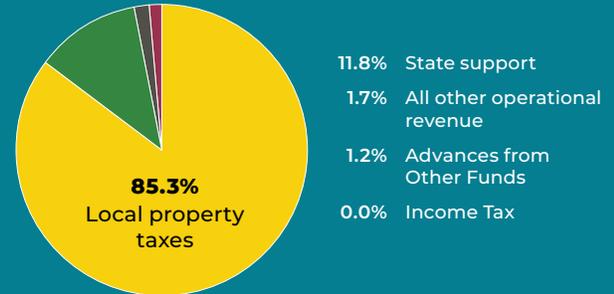
Planning for Future Maintenance Needs

Supporting its commitment to be a good steward of the community's investment in the Upper Arlington Schools, the Board of Education has established a capital project reserve fund to proactively plan for eventual replacement needs for district facilities such as new HVAC systems, roofs or turf fields once they have reached the end of their expected lifespan. This idea had been discussed during the facilities master planning process to enable the district to responsibly plan and care for the new facilities investments by the community.

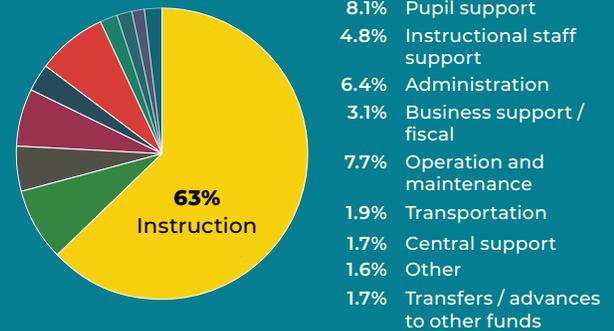
Keeping Efficiencies Top of Mind

Upper Arlington Schools remains focused on the responsible use of taxpayer dollars by continually seeking out cost efficiencies through purchasing consortiums for supply ordering, utilities, trash, insurance and workers' compensation. These consortiums provide the district with better buying power and the best possible value for the community.

General Fund Revenue, FY 2023



Expenditures and Services, FY 2023



2024 (TY 2023) School Property Taxes

Per \$100,000 in county-appraised home value

BEXLEY*	\$1,742
WORTHINGTON	\$1,669
DUBLIN	\$1,646
OLENTANGY	\$1,539
UPPER ARLINGTON	\$1,537
PICKERINGTON*	\$1,431
WESTERVILLE	\$1,365
NEW ALBANY	\$1,303
HILLIARD	\$1,267
GAHANNA	\$1,253
REYNOLDSBURG*	\$1,252
COLUMBUS	\$1,120
GRANDVIEW HEIGHTS	\$1,091
WHITEHALL	\$1,032
GROVEPORT	\$978
SOUTHWESTERN	\$890

*The district's school income tax collection was converted into mills by dividing calendar year 2023 gross income tax distribution by tax year 2023 total property tax valuation and multiplying by 1,000. Information was obtained from the Ohio Department of Taxation website. School district income tax rates are the following: Bexley (.75%), Pickerington (1%) and Reynoldsburg (.5%).

Commitment to community engagement

Listen Learn Lead and UAdventure

In early 2022, the Upper Arlington Board of Education made a commitment to ongoing stakeholder engagement, with the goal of bringing people together for the common purpose of helping Upper Arlington Schools be the best it can be in preparing students for their futures. The resulting Listen Learn Lead community engagement process — and its offshoot, Dr. Hunt's UAdventure — have provided multiple options and opportunities to *listen* to all voices, *learn* from what was heard and use stakeholder feedback to *lead* the school district into an even brighter future.



The second round of Listen Learn Lead community sessions in the spring of 2023 served as an introduction for the district's new superintendent, Robert Hunt, Ph.D., and his new deputy superintendent, Stephanie Siddens, Ph.D., as they sought to meet many stakeholders, learn about Upper Arlington Schools and gather ideas to strengthen the district.

In the fall of 2023, Dr. Hunt continued to build on the momentum of Listen Learn Lead with his UAdventure series, which took him across the district to learn about each school and sit down with students, staff members, parents/guardians and community members to learn what they value about the district and what they would like to see improve.

This has all laid the foundation for the district's next strategic planning process, which draws from the innovative and collaborative vision of stakeholders for the future of education in Upper Arlington. Launched in January 2024, the strategic planning process places an emphasis on community involvement and data-driven decision-making that will continue as the plan is developed for adoption by January 2025.



Focus on Student Voice

Elevating student voice in all aspects of district operations has been a primary focus going back to the initial Listen Learn Lead recommendations in the spring of 2022. Upper Arlington Schools is building on this commitment by providing opportunities that promote student engagement throughout the K-12 educational experience. Superintendent Robert Hunt, Ph.D., is regularly meeting with groups of students to discuss issues of importance for them, their peers and their school communities. Moving forward, the district will be researching best practices in this area and elevating student voice as a component of the district's next strategic plan.

Academic Excellence

Upper Arlington Schools is leading the way in academic excellence here in Ohio and across the country. The district is committed to providing students with a strong foundation in academics and encouraging their success throughout their time here so that they are uniquely accomplished and prepared to serve, lead and succeed, in whatever path they choose in life.

FIVE STARS OVERALL



1 of 2 districts IN CENTRAL OHIO
1 of 8 districts IN THE STATE

And five stars on all five categories on the state report card

ACHIEVEMENT • PROGRESS • GAP CLOSING
GRADUATION • EARLY LITERACY

Financial Excellence



Upper Arlington Schools continues to be one of the top districts in the state of Ohio (#3 in the 2022-2023 state report card) for the percentage of funding dedicated to classroom instruction.

Upper Arlington Schools has received the **Auditor of State Award for 11 consecutive years** in recognition of a commitment to effective and accountable financial practices for our community.

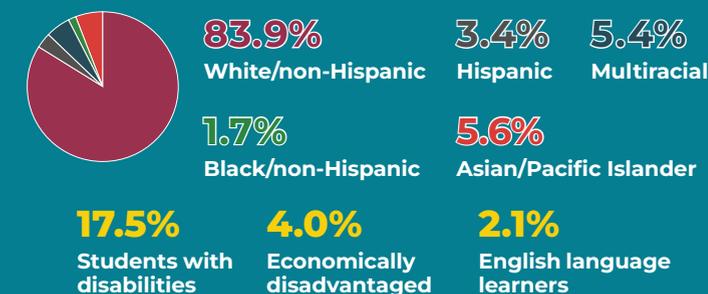


Upper Arlington Schools is one of a handful of Ohio school districts that has the **highest bond rating — AAA** — from S&P Global in recognition of strong financial planning and community support.

Continued Enrollment Growth

Upper Arlington Schools is anticipating its needs for the future by monitoring continued enrollment growth districtwide. This is one of the most exciting challenges for the district and community. K-12 enrollment has grown by nearly 11% over the past 10 years, reaching a total of 6,349 for the start of the 2023-2024 school year. Districtwide K-12 enrollment is projected to grow by an additional 6% — to 6,726 — over the next 10 years.

K-12 Enrollment Demographics, 2022-2023 State Report Card





UPPER ARLINGTON SCHOOLS
1619 Zollinger Road
Upper Arlington, OH 43221

Strategic Planning Process

At the start of 2024, Upper Arlington Schools launched an ambitious strategic planning process that draws from the innovative and collaborative vision of students, staff, parents/guardians and community members for the future of education in Upper Arlington. Feedback from Dr. Hunt's UAdventure tour, the Listen Learn Lead process, the district-wide equity audit and other key data points has provided the foundation for the district's next strategic plan. That feedback has informed the development of three proposed priority areas for the next strategic plan — **engaged learning, well-being and belonging**, and **connection and communication** — each strengthened by a focus on continuous improvement through **excellence and innovation**.

The strategic planning process will continue to unfold over four stages and 12 months, culminating with the adoption of a new strategic plan to launch in 2025.

Furthering the Board of Education's commitment to stakeholder engagement, the process places an emphasis on data-driven decision-making and community involvement. This spring, Upper Arlington Schools will host a Listen Learn Lead community engagement session to learn more about the strategic planning process and share your thoughts.

To follow along with the process and learn about additional engagement opportunities, please visit www.uaschools.org/strategicplan.



Quality Profile

Challenge and support every student, every step of the way

Community Engagement Session on Strategic Planning



THURSDAY, MAY 9
6:00 to 7:30 p.m.

Upper Arlington High School,
1st floor north learning commons,
1625 Zollinger Road



SAVE THE DATE!