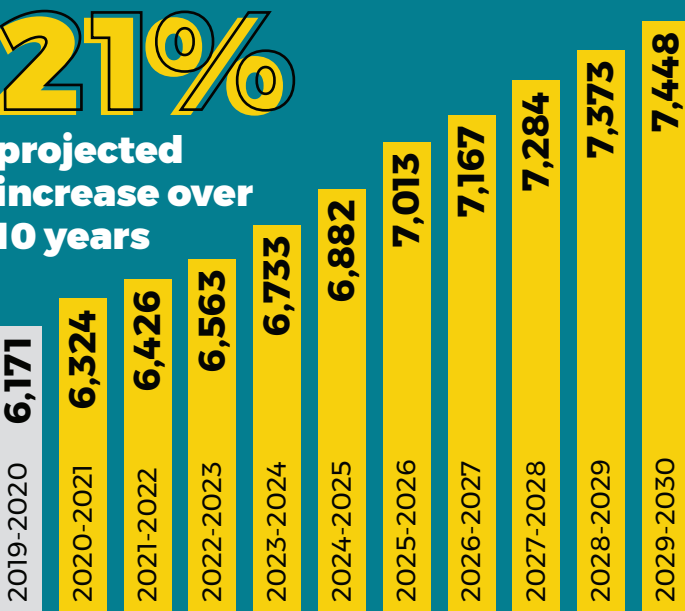


Building Our Future by Building on Our Strengths

Projected K-12 Enrollment 2019-2020 to 2029-2030



Source: November 2019 Enrollment Report, Co-operative Strategies

The number of students we serve is growing quickly. **District enrollment has grown by 8%, or about 500 students, to 6,176 over the past 10 years, and projections indicate even more significant growth over the next decade – up to 21%, or nearly 1,300 students.**

This is both one of our greatest and most exciting challenges as a district and a community. More students create a need for more staff, space and supplies. Through our continuous improvement process, we will continue to keep a keen eye on efficient and effective use of our financial resources while also responsibly planning for this growth.



This is a historic time for the Upper Arlington Schools as we continue building our future by building on our strengths. 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 recommendations 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.

The document you are reading is the executive summary of our Quality Profile, an annual accountability report. 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.

We believe it is critically important to continue to provide our community with tools to measure our progress toward our strategic priorities. **We encourage you to read the full Quality Profile on our website at www.uaschools.org.** If you have any questions or suggestions about this document or our schools, please feel free to contact me at (614) 487-5030 or superintendent@uaschools.org.

Sincerely,

Paul Imhoff, Ed.D.
Superintendent, Upper Arlington Schools

2020 Upper Arlington Board of Education



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Building Our Future by Building On Our Strengths

THE UPPER ARLINGTON SCHOOLS STRATEGIC PLAN

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 the district's 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 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.

THESE ARE ALL GROUNDED IN OUR MISSION, OUR VISION AND THREE CORE VALUES.

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**

SERVE



LEAD



SUCCEED



Quality Profile

Building Our Future by Building on Our Strengths

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.

Prepared to Serve, Lead and Succeed

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 Golden Bear alumni from the Class of 2019, the majority have chosen to continue to pursue their education at colleges and universities across the country.

92%
Attending a four or two year college at

\$6,111,234
total scholarships accepted

108
Colleges and universities

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

Average ACT Score
Class of 2019
Highest possible composite score: 36



Average SAT Score
Class of 2019
Highest possible composite score: 1600



"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) and 2020 Rhodes Scholar

Whole Learning in Our Schools



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 in two fourth grade classes 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.

Student and Staff 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, from teacher-led clubs and activities at the elementary level to a wealth of co-curricular and extracurricular opportunities at the high school level. 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 freshmen teams at Upper Arlington High School



WE ARE ARTISTS

556

UAHS students sharing their talents in the performing and visual arts



WE ARE LEADERS

60

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

Well-Being in Our Schools

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.

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. Students and staff are also working to create a 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**.



"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

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.

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.



87.9%

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

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

"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

Building Our Future

Beginning in the spring of 2019, our district embarked on the first phase of the community-developed facilities master plan for our schools. All projects — a new Upper Arlington High School and five new or renovated elementary schools — are **on budget and on schedule** in preparation for opening to students over the next two years. Our new and renovated schools will provide **an increase of approximately 200,000 square feet of learning space** — providing much-needed learning space for our growing enrollment. The \$230 million bond issue, approved by Upper Arlington voters in 2017, has allowed our district to keep our financial focus on supporting what's happening in our classrooms each and every day.



The Legacy Capital Campaign is nearing its **\$7.5 million goal** as of the start of 2020. The Board of Education committed to this private fundraising effort to offset the cost of the master plan to Upper Arlington homeowners and enhance our excellence in education.

To donate and learn more, please visit www.uaschools.org/legacy.

upper arlington
legacy
HONOR ► BUILD ► EXCEED
a capital campaign to enhance
our excellence in education

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 and flat state funding present significant financial challenges for our district in the near future.

2020 School Property Taxes per \$100,000 in home value

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.

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, **when property values increase, tax rates decrease so that the school district receives essentially the same** amount of money on voted operating levies, with few exceptions.

PLANNING FOR OUR FUTURE

UA 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.