



# Quality Profile

Challenge and support every student, every step of the way

MARCH 2025



## Dear Upper Arlington residents,

At the start of this year, the Upper Arlington Board of Education approved a new strategic plan for our schools to guide our work for the next five years. The Excellence & Innovation 2030 Strategic Plan was informed by more than 9,000 touchpoints with stakeholders and developed through extensive collaboration with staff, students and community members.

To better understand our new strategic plan and our progress on these new priorities, we are proud to share our Quality Profile, an annual accountability report that gives our community a clear and transparent look at what is happening in our schools.

As you will see, our new strategic plan reaffirms our district's commitment to providing an exceptional education for every student and positions us to embrace new challenges and opportunities with confidence and purpose. It also reinforces our district's mission, vision and values.



### OUR MISSION

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

### OUR VISION



### OUR VALUES

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

As we embark on this exciting journey, I want to express my gratitude to everyone who contributed to our strategic planning process. Your partnership and support are the foundation of our success. Together, we will ensure that Upper Arlington Schools will continue to lead the way in educational excellence and innovation.

Sincerely,

**Robert Hunt, Ph.D.**

Superintendent, Upper Arlington Schools

## 2025 Upper Arlington Board of Education

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.



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

Upper Arlington Board of Education  
[boe@uaschools.org](mailto:boe@uaschools.org)

Robert Hunt, Ph.D., Superintendent  
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Andrew Geistfeld, Treasurer/CFO  
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**The Mincy Center —  
Upper Arlington Schools**

1619 Zollinger Road  
Upper Arlington, OH 43221  
(614) 487-5000

 [www.uaschools.org](http://www.uaschools.org)

 @UpperArlingtonSchools

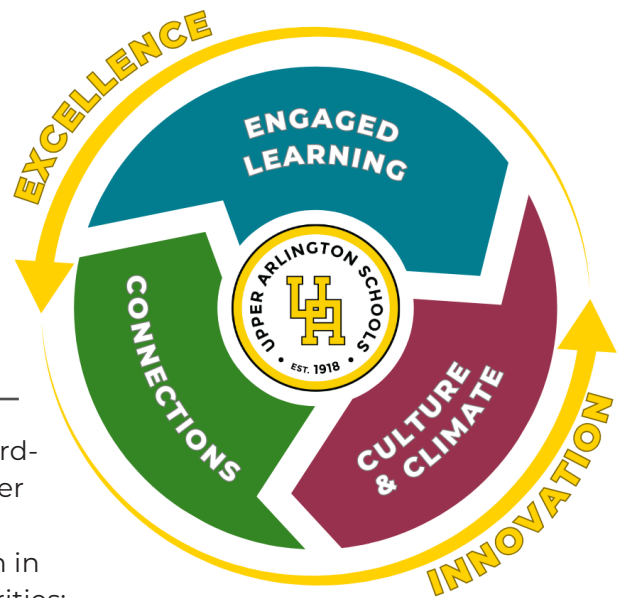
 @ua\_schools

 @UA\_Schools

 [www.youtube.com/UpperArlingtonSchools\\_OH](http://www.youtube.com/UpperArlingtonSchools_OH)

# EXCELLENCE & INNOVATION 2030

## Upper Arlington Schools Strategic Plan



The Excellence & Innovation 2030 Strategic Plan is a forward-thinking roadmap for our district that is designed to further our commitment to challenge and support every student, every step of the way. Approved by the Board of Education in January 2025, this strategic plan centers on three key priorities:



**Our students thrive when they are actively engaged in their education.** This priority is rooted in our Profile of an Engaged Learner, emphasizing the creation of meaningful and challenging learning experiences that inspire curiosity, critical thinking and a love of learning. By personalizing education and fostering innovation in the classroom, we aim to prepare every student for personal success in an ever-changing world.



**We are committed to fostering an environment that values the unique experiences and perspectives of all students, staff and families.** This priority focuses on building systems and structures that amplify student and staff voices and strengthen school culture. By prioritizing authentic representation and supporting individual needs, we create a school community where everyone feels they belong and can thrive.



**Strong relationships are the foundation of a thriving school community.** This priority emphasizes the importance of those relationships with families, community members, businesses and local organizations. By working together, we can enhance opportunities for students and strengthen the connections that make our schools and community such a unique place.

**Wrapped around the plan is our unwavering focus on Excellence and Innovation.** These guiding principles are embedded in everything we do, ensuring our district remains a leader in educational excellence while embracing new ideas and practices to meet the evolving needs of our students.



### PROFILE OF AN ENGAGED LEARNER

Threaded throughout the Excellence & Innovation 2030 Strategic Plan is the Profile of an Engaged Learner, which was developed with input from students and all teachers across the district and solidified by a districtwide work group of educators. The Profile of an Engaged Learner identifies six skills and characteristics that we believe will prepare our students to serve, lead and succeed in Upper Arlington Schools and beyond: **Solution Seeker**, **Creative**, **Skilled Communicator**, **Open-Minded & Empathetic**, **Responsible & Resilient**, and **Well-Balanced**.



#### Watch to Learn More

Hear from strategic planning volunteers and learn more about the Excellence & Innovation 2030 Strategic Plan.





## STRATEGIC PRIORITY AREA 1

# ENGAGED LEARNING

**Our students thrive when they are actively engaged in their education.** This priority is rooted in our Profile of an Engaged Learner, emphasizing the creation of meaningful and challenging learning experiences that inspire curiosity, critical thinking and a love of learning. By personalizing education and fostering innovation in the classroom, we aim to prepare every student for personal success in an ever-changing world.

To challenge and support every student every step of the way and prepare them for their future, not the past, we will enact these strategies.

**1a**

### **Authentic Academic Experiences »**

Strengthen academic excellence in foundational learning while integrating the characteristics within the Profile of an Engaged Learner by prioritizing authentic academic experiences such as service learning, real-life learning opportunities, and personalized pathways.

**1b**

**Professional Learning »** Develop, implement and evaluate a comprehensive professional learning plan that connects district goals to the needs of each school's student population.

**1c**

**Emerging Technologies »** Evaluate, monitor and facilitate the balanced and safe use of digital landscapes and emerging technologies while supporting staff learning along the way.

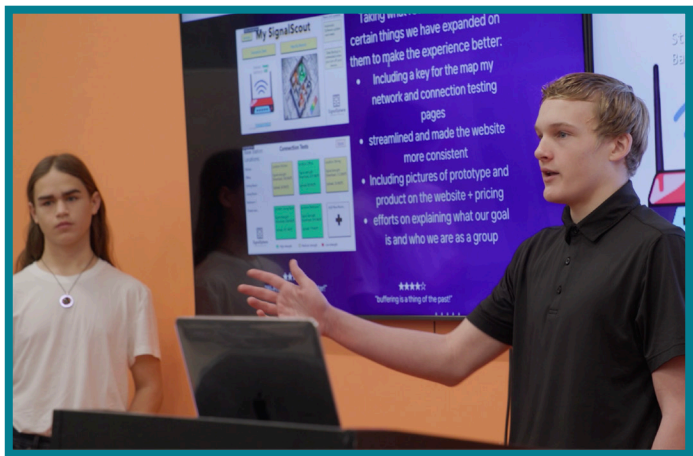


# Excellence & Innovation in Engaged Learning

**Authentic academic experiences empower students to think critically, collaborate and apply their learning in meaningful ways.** By fostering real-world learning opportunities and the development of lifelong skills identified in the Profile of an Engaged Learner, Upper Arlington Schools will prepare students to serve, lead and succeed in this ever-changing world.

## » Authentic Academic Experiences

The district is committed to creating clear academic pathways that allow students to explore their passions and interests while preparing for their future. A prime example is the launch of the UA Hub, home to innovative programs like College Jumpstart and the University of Cincinnati Early IT Program, which offer students a head start in higher education and career readiness. Looking ahead to the 2025-2026 school year, a number of new state-approved academic pathways at Upper Arlington High School will further expand the ways students can tailor their educational experiences to their individual aspirations.



## High School Career Pathways and Opportunities

All offered at Upper Arlington High School, unless noted

- Business
- College Jumpstart through the UA Hub
- Education in Training
- Engineering
- Logistics and Supply Chain
- Marketing
- Media Arts
- IT (Computer Science)
- Pre-Apprenticeship
- UC Early IT Program through the UA Hub

### Watch to Learn More

Hear from students and educators about the programs offered through the UA Hub.



## Every Student, Every Step of the Way

Student Services numbers as of September 2024

**1,300 students**

identified as having a disability and have an **Individualized Education Plan**

**434 students**

identified as having a disability and have a **504 Plan**

**1,403 students**

identified as gifted and receiving **gifted services**

**15%**

percentage of students identified as gifted who earned the **highest level of achievement on above-grade level Ohio State Tests**



## Focus on Literacy

### PreK-12

All preK-12 teaching staff have completed the state-required *Science of Reading* training, and all K-5 teachers have gone above and beyond that.

### Elementary Level

77% of all K-5 intervention specialists will complete rigorous Orton-Gillingham instructional training by the end of 2024-2025.

### Secondary Level

7 educators will complete Orton-Gillingham training by the end of 2024-2025.

## Future Focuses in Engaged Learning

### » Professional Learning

Over the past year, literacy has been a primary focus of professional learning for Upper Arlington Schools educators and will continue to be in the future. The district is committed to developing a comprehensive professional learning framework that fosters ongoing growth for educators, ultimately benefiting student success and achievement.

### » Emerging Technologies

Upper Arlington Schools is bringing together a committee of stakeholders and experts to evaluate emerging technologies, determine professional development needs, collaborate with families on parent education and inform information-security practices, all while nurturing balanced, safe and healthy technology use for preK-12 students.



2023-2024 STATE REPORT CARD

# DISTRICT SNAPSHOT



**Five Stars on the State Report Card  
for a Third Consecutive Year**

**1 of 3 districts**  
in central Ohio

**1 of 18 districts**  
in the state



**102.3**

**Performance Index**

**#5** in central Ohio  
**#44** in the state

**65.4%**

**Advanced  
Placement  
Participation**

**#3** in central Ohio  
**#18** in the state

**41.2%**

**International  
Baccalaureate  
Participation**

**#1** in central Ohio  
**#1** in the state

**98.4%**

**Four-Year  
Graduation Rate**  
Class of 2023

**#3** in central Ohio  
**#82 (tie)** in the state

**24.04**

**Value Added  
Growth Index**

**#5** in central Ohio  
**#6** in the state



**106.6%**

**AP and IB  
Coursework  
Combined**

**#1** in central Ohio  
**#1** in the state

**57.1%**

**Remediation  
Free on ACT**

**#1** in central Ohio  
**#8** in the state



**76.8%**

**Funding Dedicated  
to Classroom  
Instruction**

**#1** in central Ohio  
**#2** in the state

**87.3%**

**College Enrollment  
within Two Years  
of High School**

Class of 2021

**#1** in central Ohio  
**#4** in the state





## College Readiness

**PSAT/NMSQT  
Mean Score**  
Class of 2025



**Average ACT  
Score \***  
Class of 2024



**Average SAT  
Score \***  
Class of 2024



\* Highest possible composite scores: ACT, 36; SAT, 1600



## Serve, Lead, Succeed: UAHS Class of 2024 By the Numbers

**96%**

planning to attend  
a four-year or  
two-year college

**129**

colleges and  
universities across  
the country

**1.4%** Career  
Education/Vocational

**0.5%** Military

**0.5%** Employment

**1.4%** Gap Year

**<1%** Other

**23**

International  
Baccalaureate  
Diploma  
Recipients

**9**

National Merit  
Semifinalists

**47.9%**

Honors Diploma  
Recipients

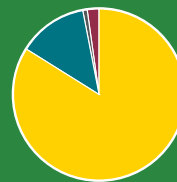
**16**

National Merit  
Commended  
Scholars

**\$7,268,940**

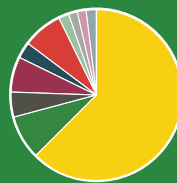
total scholarships accepted

## Fiscal Year 2024 Snapshot



**84.1%**  
of the district's  
general fund  
revenue comes from  
local property taxes

**13%** State support  
**0.8%** All other  
operational revenue  
**0.0%** Income tax  
**2.1%** Investment  
income



**62.8%**  
of the district's  
general fund  
expenditures go  
toward instruction

**8.3%** Pupil support  
**4.7%** Instructional  
staff support  
**6.6%** Administration  
**3.0%** Business  
support/fiscal  
**7.6%** Operation and  
maintenance  
**1.9%** Transportation  
**1.6%** Central support  
**1.6%** Other  
**1.9%** Transfers/  
advances from  
other funds

### School Property Tax Rates for 2025 (Tax Year 2024)

BEXLEY*	\$1,904
WORTHINGTON	\$1,741
DUBLIN	\$1,655
UPPER ARLINGTON	\$1,540
OLENTANGY	\$1,531
HILLIARD	\$1,506
PICKERINGTON*	\$1,429
WESTERVILLE	\$1,359
NEW ALBANY	\$1,351
GRANDVIEW HEIGHTS	\$1,328
GAHANNA	\$1,256
REYNOLDSBURG*	\$1,179
COLUMBUS	\$1,118
WHITEHALL	\$1,020
GROVEPORT	\$970
SOUTHWESTERN	\$891

\*The district's school income tax collection was converted into mills by dividing calendar year 2024 gross income tax distribution by tax year 2024 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%).

For a detailed look at district  
finances, review the district's  
Financial Update at [www.uaschools.org/treasurer](http://www.uaschools.org/treasurer).





## STRATEGIC PRIORITY AREA 2

# CULTURE & CLIMATE

**We are committed to fostering an environment that values the unique experiences and perspectives of all students, staff and families.** This priority focuses on building systems and structures that amplify student and staff voices and strengthen school culture. By prioritizing authentic representation and supporting individual needs, we create a school community where everyone feels they belong and can thrive.

To ensure our students, staff and families are safe, valued and heard, and experience belonging, equity and access, we will enact these strategies.

**2a**

### **Valuing Experiences and Perspectives »**

Cultivate intentional structures and systems for authentic representation using an inclusive approach.

**2b**

**Onboarding and Welcoming »** Design and implement consistent, evidence-based onboarding and retention approaches, including entrance and exit feedback, for new residents, students and staff.

**2c**

**Equitable Access »** Refine policies to strategically align resources, curriculum offerings and school participation.



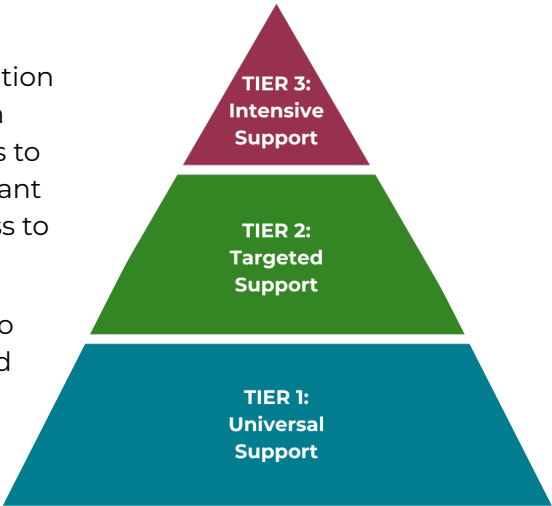
# Excellence & Innovation in Culture & Climate

Culture and climate shape both individual experiences and the broader school community, impacting how students and staff learn, collaborate and support one another. Upper Arlington Schools is dedicated to creating a welcoming environment where every voice matters and every student has the resources needed to achieve academic success and personal well-being.

## » Equitable Access

Student mental health services follow a three-tiered system, with strong collaboration between families and staff to ensure open communication and involvement. Thanks to thoughtful planning and the pursuit of grant funding, students and families have access to these new resources:

- In-house mental health specialists who are supporting individual students and well-being activities in grades 6-12
- A Tier 3 telehealth service for K-5 students with licensed therapists



## » Valuing Experiences and Perspectives

Upper Arlington Schools values student voice in fulfilling its mission to challenge and support every student, every step of the way. To gather insights, the district conducts both formal and informal feedback opportunities with students — including online surveys connected to the Profile of an Engaged Learner and the Culture & Climate strategic priority. These surveys provide vital data that is closely analyzed at the building level to support the well-being and success of students.

## Future Focuses in Culture & Climate

### » Valuing Experiences and Perspectives

The district intends to deepen its commitment to student involvement in decision-making by formalizing a commitment to elevate student voice and expanding leadership opportunities for a wide range of students, fostering a sense of belonging and ownership in their educational experience.

### » Onboarding and Welcoming

Over the next five years, the district will strengthen its efforts to be a welcoming community by implementing onboarding and offboarding programs that prioritize connection, including mentorships, personalized check-ins and meaningful support for new residents, students and staff as they transition into and out of the schools.

## Engaged Learner Competency and Well-Being Survey

Fall 2024

### Supportive Relationships

% Favorable Results

81%  
K-2

92%  
3-5

90%  
6-12

### Perseverance

% Favorable Results

89%  
K-2

61%  
3-5

68%  
6-12

### Sense of Belonging

% Favorable Results

77%  
K-2

68%  
3-5

67%  
6-12

## New Culture & Climate Survey

Winter 2024-2025  
(baseline data)

### Teacher-Student Relationships

% Favorable Results

88%  
K-2

71%  
3-5

57%  
6-12

### School Climate

% Favorable Results

73%  
K-2

64%  
3-5

53%  
6-12

### School Safety

% Favorable Results

79%  
K-2

70%  
3-5

73%  
6-12

For the grades K-12, results are based on student responses using three types of emojis. For grades 3-12, results are based on student responses on a scale of 1 to 5, with 4 and 5 considered favorable.



## STRATEGIC PRIORITY AREA 3

# CONNECTIONS

**Strong relationships are the foundation of a thriving school community.** This priority emphasizes the importance of those relationships with families, community members, businesses and local organizations. By working together, we can enhance opportunities for students and strengthen the connections that make our schools and community such a unique place.

To engage the community and strategically leverage our resources to accomplish our collective vision of Uniquely Accomplished students prepared to serve, lead and succeed, we will enact these strategies.

**3a**

**Community Engagement »** Enhance and streamline communication systems and expand opportunities for two-way community engagement with district staff and Board of Education members.

**3b**

**Partnerships »** Strategically cultivate partnerships to support engaged learning, well-being, family school connections, and the enhancement of resources.

**3c**

**Facilities Improvement »** Establish a process for reviewing and updating the facility master plan options, cost estimates, community desires and funding strategies.

**3d**

**Resource Allocation »** Formalize and prioritize resource allocation that supports our strategic plan.



# Excellence & Innovation in Connections

Ensuring that students, families, staff and community members have a voice in shaping the future of the Upper Arlington Schools is essential to the district's success. By fostering open communication and actively seeking input, the district is able to make informed decisions that support student success and reflect the values of the community.

## » Facilities Improvement

In the fall of 2024, the district launched phase two of facilities master planning to work together with the community to develop a fiscally responsible, long-term plan for the aging middle schools and Burbank Early Childhood School. Stakeholder engagement is critical throughout the process to better understand the needs and expectations of the community to inform future decisions.



Learn more about the facilities master planning process and how to get involved by scanning the QR code or visiting [www.uaschools.org/facilities](http://www.uaschools.org/facilities).



## » Community Engagement

Building off the success of the UAdventure series in the fall of 2023, Upper Arlington Schools created more opportunities for families and community members to engage directly with district leaders through an expanded Coffee & Conversation series for the 2024-2025 school year. These informal gatherings provide stakeholders with an opportunity to discuss key initiatives with district leaders and ask questions. Over the next five years, even more opportunities for engagement will be implemented to strengthen relationships, provide insight into the school experience and address stakeholder questions.



Coffee & Conversation  
WITH DR. HUNT

# Future Focuses in Connections

## » Partnerships

Supporting the work in the Engaged Learning priority, including a long-standing commitment to service learning, the district will be systemizing a process to connect students with community partners to enhance their educational experiences and set them up for success after graduation based on their individual needs.

## » Resource Allocation

Over the next five years, the district is committed to implementing a strategic, data-driven approach to resource allocation that aligns with the Excellence & Innovation 2030 Strategic Plan, enrollment growth projections and the Five Year Forecast. This approach will prioritize fiscal responsibility and continued educational excellence.



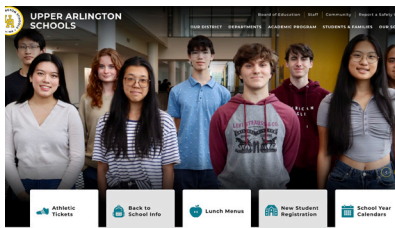
Upper Arlington Schools again received the Auditor of State Award for a 12th consecutive year in recognition of a commitment to effective and accountable financial practices for our community.

S&P Global

Upper Arlington Schools continues to be 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.



Upper Arlington Schools received a "Best of the Best" award in the state of Ohio from the Ohio School Public Relations Association for the effectiveness of the community engagement efforts for Dr. Hunt's UAdventure in the fall of 2023.



Informed by feedback from stakeholders, Upper Arlington Schools launched a new [www.uaschools.org](http://www.uaschools.org) in the summer of 2024. The district will continually seek feedback to ensure the website meets the needs of stakeholders.



UPPER ARLINGTON SCHOOLS  
1619 Zollinger Road  
Upper Arlington, OH 43221



# Quality Profile

Challenge and support every student, every step of the way







## It's time to get involved in Upper Arlington Schools!

### Phase two of the facilities master planning process

is underway, focusing on the needs of the district's aging middle schools and Burbank Early Childhood School. Nearly a decade ago, during the first phase of facilities master planning, the decision was made to hold off on the needed work at these schools until a future phase — one the community is fully engaged in today. Your involvement and input are essential to determining a long-term, financially responsible plan to ensure these buildings continue to support students for many years to come.

You can also get involved by attending a **Coffee & Conversation event with Superintendent Robert Hunt, Ph.D.** These informal gatherings provide stakeholders with an opportunity to discuss key initiatives with district leaders and ask questions. We encourage you to join us for these opportunities to be part of the conversation about our schools.

## MARK YOUR CALENDARS!

### Community Engagement Session #4: Revised Draft Options



**Your Voice  
Matters**

**MAY 12 at 6:30 P.M.**

Upper Arlington High School,  
1625 Zollinger Road

**MAY 13 at 9 A.M.**

The Graf Center,  
2020 Builders Place

### Spring Coffee & Conversation Events

**APRIL 16 at 6 P.M.**

**District Updates**

UA Hub, 1950 North Mallway Drive

**APRIL 24 at 9 A.M.**

**Year in Review**

Giant Eagle Market District  
upstairs meeting room,  
3061 Kingsdale Center



*Coffee &  
Conversation*  
WITH DR. HUNT

# 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 3 districts** **1 of 18 districts**  
**IN CENTRAL OHIO** **IN THE STATE**

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

**ACHIEVEMENT • PROGRESS • GAP CLOSING  
GRADUATION • EARLY LITERACY**

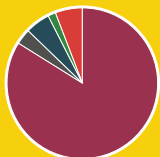
# Continued Enrollment Growth

Upper Arlington Schools is anticipating its needs for the future by monitoring continued enrollment growth. Districtwide enrollment is projected to increase by nearly 1,000 K-12 students over 20 years — from 5,732 students in 2014-2015 to 6,726 in 2033-2034.

**+1,000 students  
over 20 years**



## K-12 Enrollment Demographics, 2023-2024 State Report Card



**83.8%**

**White/non-Hispanic**

**3.6%**

**Hispanic**

**5.2%**

**Multiracial**

**1.5%**

**Black/non-Hispanic**

**5.8%**

**Asian/Pacific Islander**

**18.5%**

**Students with  
disabilities**

**7.3%**

**Economically  
disadvantaged**

**2.4%**

**English language  
learners**

# Financial Excellence



Upper Arlington Schools continues to be one of the top districts in the state of Ohio (#2 in the 2023-2024 state report card) for **the percentage of funding dedicated to classroom instruction**.

Upper Arlington Schools has received the **Auditor of State Award for 12 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.