



ANNUAL REPORT

2017

CUSTOMIZING LEARNING | NURTURING POTENTIAL | DELIVERING EXCELLENCE

From the Superintendent Dr. Patrick T. O'Toole

It is with tremendous pride that I present the 2017 Annual Report to the Upper St. Clair community. The following pages provide a snapshot of our collective accomplishments of 2017, details regarding the school district's budget as well as important information regarding the district's strategic direction — established by our committed board of school directors.



This marks my final report to the community as I will retire from Upper St. Clair this June and join the ranks of the "gig economy."

In total, I have spent 39 years in public education — having the good fortune to serve as your superintendent of schools for the last 11 years. Upper St. Clair is truly a special place. Although no school district is perfect, Upper St. Clair comes awfully close.

The cooperation and collaboration that happen between and among our school board, administration, faculty, staff and students are simply unparalleled. And, the community's support of and commitment to the highest quality education are unwavering. The student-centered culture and collegial climate are ideal for continued success for our district and, most importantly, our students.

Serving the community of Upper St. Clair has been the greatest honor of my career. Thank you for allowing me to share in this journey with you.

Sincerely,

Patrick T. O'Toole, Ed.D.
Superintendent of Schools

OUR STUDENTS



USCSD Student Enrollment:

4,036

Home Languages Spoken:

41



2017 Graduates seeking
2 or 4 year degree:

96%

OUR TEACHERS



Number of Teachers:

292

Teachers with a master's
degree or higher:

79%



Average years of teaching
experience:

15



STRATEGIC PLAN



by ensuring that they obtain STEAM content, pedagogy and technology experience through professional development.

Technology

- Determine the best practices and strategies for expanding 1:1 learning opportunities.
- Define the necessary infrastructure, tools and human capital to support the district's tagline, "Customizing Learning, Nurturing Potential and Delivering Excellence."
- Research and implement best practices for self-directed, self-paced and personalized learning in blended and online environments.

Strategic Plan Visioning Team Goals: 2015 - 2020 (adopted Jan. 2016)

Professional Learning Communities (PLC)

- Develop and implement Beliefs for Student Learners to guide programmatic and instructional decision-making.
- Establish consistent Professional Learning Community practices that are in alignment with our Beliefs for Student Learners.

- Enhance the implementation of programming and services that respond to students' personal well-being and safety concerns, as well as those that enhance student relationships and connectivity to school.

STEAM

- Increase the depth and breadth of STEAM curriculum offerings and improve the integration of STEAM across the curriculum.
- Enhance inquiry-based instructional practices and project-based learning opportunities.
- Equip teachers to educate students in STEAM areas

Safety & Security

- Examine and prioritize safety and security needs for the district's physical plants.
- Systematically monitor and adjust policies and procedures to maximize the safety and security of students and staff.

The High School Experience

- Establish a systematic process for teachers to collaborate, plan and deliver instruction that is responsive to the unique needs of all learners.
- Customize structures and learning opportunities to meet the academic and developmental needs of each learner by creatively using time, schedules and resources.
- Provide a comprehensive school experience in which students feel healthy, safe, engaged, supported, challenged and empowered.
- Leverage technology to create learning opportunities that empower students to become active learners in a dynamic and interconnected world.

DISTRICT GOALS



USC School Board: Goal Statements

(adopted Feb. 13, 2017)

The USC Board of School Directors adopted the following Goal statements for 2017 in its ongoing effort to **Customize Learning, Nurture Potential** and **Deliver Excellence** in all that we do for the students, families, staff and community of Upper St. Clair.

Customizing Learning & Nurturing Potential:

- Take action on the Strategic Plan Goal (2015-2020) related to Safety and Security.
- Take action on the Strategic Plan Goal (2015-2020) related to Technology with specific emphasis on the 1:1 implementation at the high school, continuous improvement at Boyce and Fort Couch, expansion of technology resources at the elementary buildings and improved infrastructure throughout the district.
- Take action on the Strategic Plan Goal (2015-2020) related to Professional Learning Communities with a continued focus on our Beliefs of Student Learners and with additional emphasis on the high school teams.
- Take action on the Strategic Plan Goal (2015-2020) related to STEAM with curriculum recommendations that expand opportunities, especially at the elementary and middle school levels and address learning space configurations for STEAM instruction.
- Take action on the Strategic Plan Goal (2015-2020) related to the High School Experience through collaborative processes that enhance our responsiveness to social/emotional learning needs of students, the structure of time and a growth mindset for all teaching and learning practices.

Delivering Excellence:

- Evaluate the leadership succession plans to address the administrative needs of the district resulting from personnel changes, budget limitations and personnel development.
- Energize the Total Leaders staff development initiative to support and grow new leaders.

- Inject an entrepreneurial spirit of innovation, collaboration and problem-solving in student programs including leadership academies, STEAM and more.
- Engage the expertise of alumni and other external professionals to assist students and staff with field expertise and career guidance.
- Update district policies related to changes in law and practice.
- Oversee the leadership transition for district Finance and Human Resources management as well as the Board Secretary function.

Facilities & Finance:

- Continue community engagement and public education advocacy efforts to address the negative impact of additional unfunded state/federal laws and mandates, such as significant increases to the district's pension (PSERS) costs, and insufficient state/federal funding.
- Expand our Advancement function to supplement traditional funding of school programs, such as curriculum enhancements, professional development and technology investments.
- Decide on the scope of the identified capital improvement and investment projects to be completed while continuing to develop an advancement plan that addresses the means of funding the projects.
- Continue to make improvements to learning space design and furniture that supports the Strategic Plan Goals related to 21st century teaching and learning and, thus, attracts grant and private funding.





BUDGET & FINANCE

2017-18 Budget

The Upper St. Clair School Board approved the 2017-18 final budget totaling \$79,704,071 in June 2017. The budget included a millage increase of 0.8172 mills – resulting in a 2017-18 millage rate of 25.156 mills.

The 2017-18 budget represents an increase of nearly \$3.5 million or 4.59 percent over the previous year. More than \$1 million of this increase is attributed to mandated increases to the Public School Employees Retirement System, which has ballooned from an expense of \$2 million in 2007-08 to more than \$11,380,880 in 2017-18. Other notable increases include the areas of salaries, special education and transportation.

Despite state and federal mandates, funding levels remain at 21 percent and two percent, respectively. The vast majority of Upper St. Clair's budget (77 percent) is locally funded.

"The theme of school budgets continues to be increased mandates from both the state and federal levels with an absolute failure to adequately fund," Dr. Patrick T. O'Toole, superintendent of schools, said. "In effect, our legislators at every level have passed the buck of school funding to local school boards."

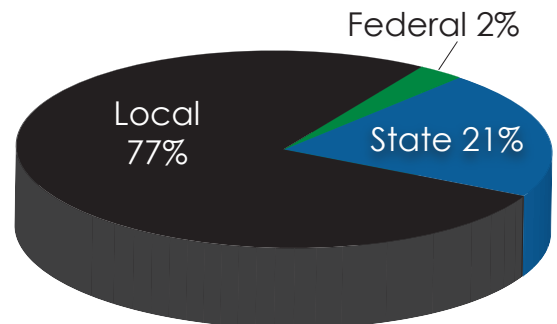
The budget provides for additional teaching positions at the high school to accommodate an increase in enrollment due to a larger-than-average class of ninth graders. There were 361 students in the recently graduated class of 2017. The current ninth grade class has nearly 400 students.

Also included in the spending plan is the addition of an assistant principal at Boyce Middle School, which serves 647 students in grades 5 and 6.

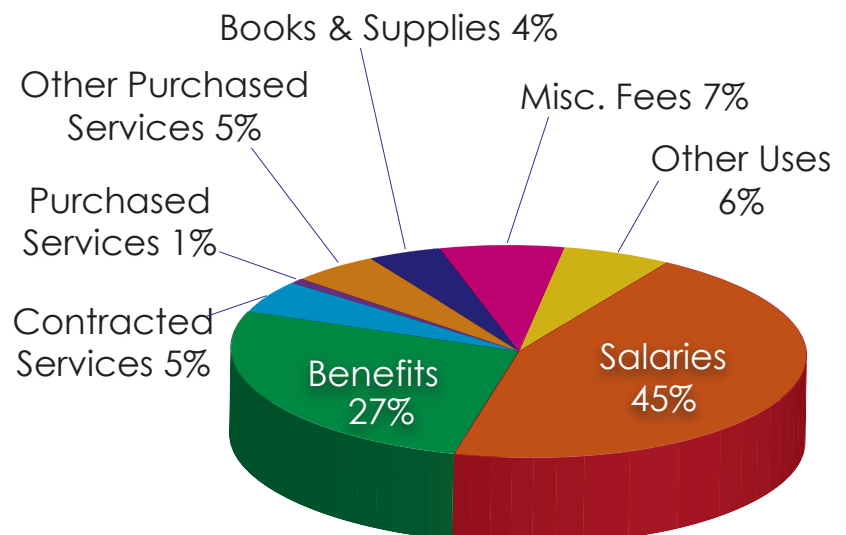
"For years, we have struggled with this staffing decision and have attempted several lower-cost support solutions, including paid interns, sharing an assistant principal between buildings and, most recently, utilizing a curriculum leader," Dr. O'Toole said. "The reality we now face is that school leadership is more complex at this level and the new teacher evaluation process is much more time intensive than before."

In April 2017, the district approved a lease for seven new school buses that will have an annual budget impact of \$93,032 over a seven-year term. In addition, several capital projects were included within the 2017-18 budget including carpet replacement in the elementary schools; the creation of an Innovation Hub@Fort Couch; the expansion of the SHOP@USC program to Boyce Middle School; technology infrastructure improvements; and security camera installation at Boyce Middle School.

2017-18 Budgeted Revenue: \$79,701,363



2017-18 Budgeted Expenditures: \$79,704,071



Students Excel on National Exams

26

Twenty-six seniors were recognized by the 2017 National Merit Scholarship Program. Eleven were named Semifinalists – scoring in the top one percent of all test takers – and 15 earned recognition as Commended Students. Students enter the National Merit Scholarship Program by taking the PSAT during the fall of their junior year.

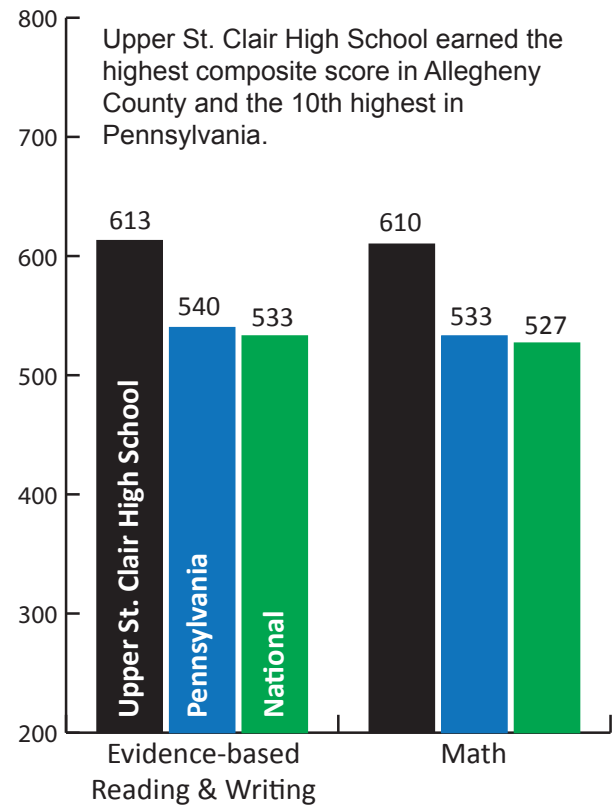
138

138 USC students earned the designation of AP Scholar – including six National AP Scholars. These students earned recognition for their exceptional achievement in the college-level Advanced Placement Program.

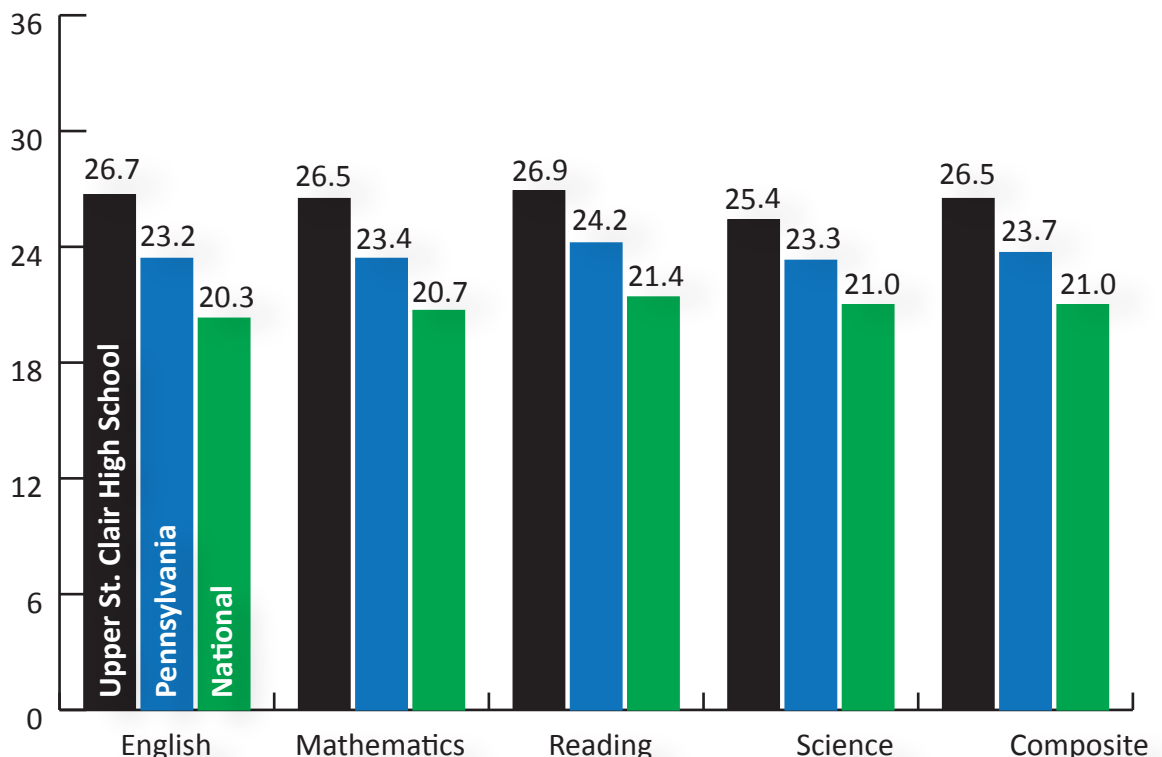
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Five students earned perfect scores on the 2017 ACT. Seniors Kevin Chen, Steven Cheung, Michael Hrehocik and Abigail Wagner as well as junior Dina Leyzarovich are among less than one-tenth of one percent of ACT test takers earning the top composite score of 36.

SAT average scores



ACT average scores





STUDENT ACHIEVEMENT

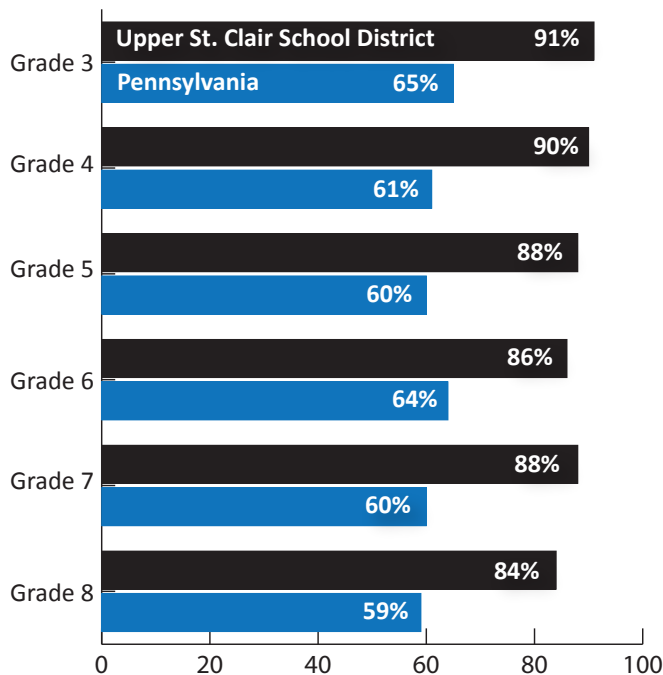


Statewide Testing Results

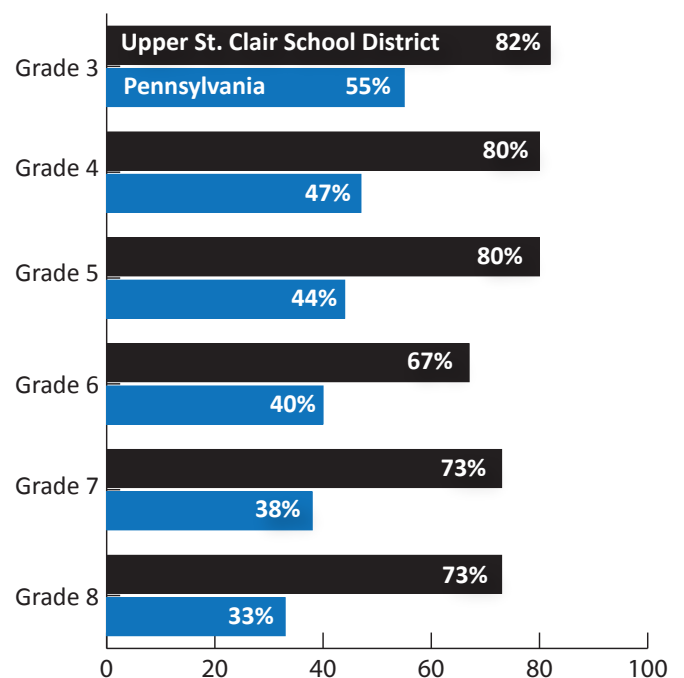
The Pennsylvania System School Assessment is a standards-based, criterion-referenced assessment used to measure students' attainment of academic standards. Students in grades 3 through 8 are assessed in English Language Arts and math. Students in grades 4 and 8 are also assessed in science.

Keystone Exams are end-of-course assessments designed to measure proficiency in the subject areas of algebra, literature and biology. Exams are administered as students complete each course. For most students, biology is completed in grade 9; literature in grade 10; and Algebra I ranges from as early as grade 6 through grade 9.

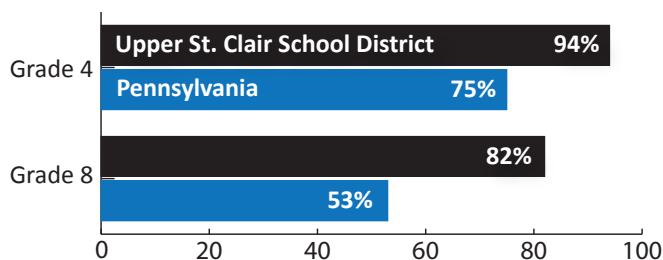
PSSA: English Language Arts



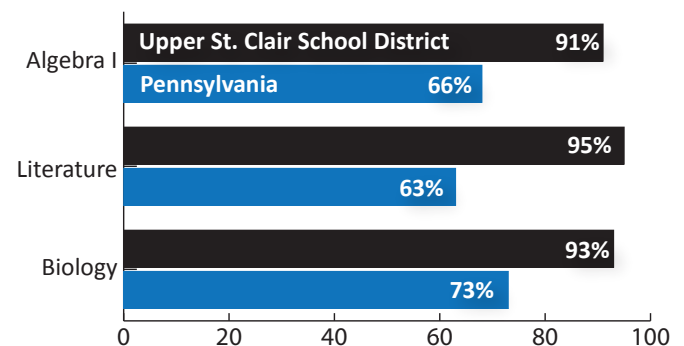
PSSA: Mathematics



PSSA: Science



Keystone Exams



STUDENT ACHIEVEMENT



class of
2017
USC



Where are they now?

Alderson-Broadbuss College
Allegheny College
American University
Baldwin Wallace University
Bethany College
Bowdoin College
Bowling Green State University
Brown University
Bucknell University
California University of Pa.
Capital University
Carlow University
Carnegie Mellon University
Case Western Reserve University
Coastal Carolina University
College of William and Mary
Community College of Allegheny County
Denison University
DePaul University
Dickinson College
Drexel University
Duquesne University
Eastern Gateway Community College
Edinboro University of Pa.
Flagler College
Florida State University
Franciscan University
Furman University
Gannon University
Georgia Institute of Technology
Grove City College
Harvard University
High Point University
Indiana University Bloomington

Indiana University of Pa.
James Madison University
John Carroll University
Kent State University
Lehigh University
LIM College
Loyola University Chicago
Lynn University
Marquette University
Mercyhurst University, North East
Miami University
Michigan State University
Middle Tennessee State University
Muskingum University
New York University
Oakland University
Ohio Northern University
Ohio University
Pennsylvania College of Technology
Pennsylvania State University
Point Park University
Pontifical Catholic University of Argentina
Princeton University
Rensselaer Polytechnic Institute
Rider University
Robert Morris University
Rosedale Technical Institute
Rutgers University
Saint Vincent College
Santa Clara University
Seton Hill University
Slippery Rock University
St. John's University
Tarrant County College

Temple University
The George Washington University
The Ohio State University
The University of Akron
The University of Alabama
The University of Arizona
The University of Scranton
The University of Tampa
U.S. Air Force Academy
U.S. Military Academy
University of California, Berkeley
University of Dayton
University of Delaware
University of Denver
University of Florida
University of Kentucky
University of Maryland
University of Michigan
University of Nevada, Las Vegas
University of North Carolina
University of Notre Dame
University of Pennsylvania
University of Pittsburgh
University of Richmond
University of South Alabama
University of South Carolina
University of Tartu
University of Tennessee, Knoxville
University of Vermont
University of Virginia
University of Washington, Bothell
Vanderbilt University
Villanova University
Virginia Tech
Washington & Jefferson College
Washington University in St. Louis
Waynesburg University
West Virginia University
Western Michigan University
Westminster College
Yale University





YEAR IN REVIEW

2017 Highlights...

District Awards & Recognitions

- Upper St. Clair High School was one of only 25 schools nationwide to be selected as a national model of Innovative Successful Practices by the Successful Practices Network and AASA, The School Superintendents Association.
- Upper St. Clair High School ranks among the 2017 Best High Schools in the nation according to U.S. News & World Report. USC ranks 12th in Pennsylvania and third in Allegheny County. Nationally, it ranks 666 out of more than 22,000 high schools in the nation – among the top three percent.
- For the second year in a row, Upper St. Clair was named among the nation's Best Communities for Music Education by the NAMM Foundation. USC is one of only 11 school districts in Allegheny County, 72 in Pennsylvania and 527 from across the country to earn the distinction in 2017.
- Upper St. Clair School District was selected as one of three national Grand Prize Winners in the 23rd annual Magna Awards program sponsored by the American School Board Journal. Specifically, Upper St. Clair was recognized for its SHOP@USC program. The Magna Awards recognize school districts and their leaders for taking bold and innovative steps to improve the lives of their students and their communities.

Advancement

- The Lawrence & Rebecca Stern Family Foundation generously provided funding to support an alumni initiative designed to enhance the learning experience for USC students.

- Through the Steelcase Pilot Program, SHOP@USC was expanded to provide opportunities for students in grades 5 and 6 at Boyce Middle School and the Innovation Hub @ Fort Couch was created.
- A \$42,320 contribution from an anonymous donor family enabled USC to host Pennsylvania's first Professional Learning Communities at Work Institute in July 2017. Conference attendees hail from 22 states and one Canadian province. The donor's contribution underwrote the registration cost for USC attendees.

Leadership

- Dr. Sharon Suritsky, assistant/deputy superintendent, was named one of two finalists in the Women in School Leadership Award in the Central Office/Principal category, sponsored by the Bill & Melinda Gates Foundation and AASA, The School Superintendents Association.
- Upper St. Clair High School Associate Principal for Program Planning & Innovation Timothy M. Wagner, Ed.D. was honored with the Outstanding Young Alumni Award by his alma mater, Washington & Jefferson College. In addition, he was named an Early Career Awardee from the University of Pittsburgh School of Education.
- Matt Henderson, STEAM design teacher and 1:1 Initiative facilitator at Boyce Middle School, was selected as a National School Boards Association's 20 to Watch educator for the 2016-17 school year.

- Pam Dillie, science curriculum leader and third grade teacher at Baker Elementary, was selected by the Pennsylvania Department of Education to participate on a PSSA Exam review committee.
- Christy Mikolaj, a special education teacher at Boyce Middle School, was honored with two awards from the Educational Leadership program at Duquesne University. A doctoral candidate, Ms. Mikolaj was awarded the Horton C. Southworth Endowed Scholarship for Educational Leaders as well as the Mind, Heart, and Spirit of Educational Leadership Award.
- Fort Couch Middle School Librarian Mary Grace Kelly completed the Sustaining Leaders Academy for Pennsylvania School Librarians.
- Upper St. Clair High School Technology Education Teacher Fred Peskorski was selected as an Honorable Mention for the 2017 Carnegie Science Awards in the High School Educator award category.
- Steve Miller, high school mathematics teacher and curriculum leader, was named one of four Pennsylvania finalists for the Presidential Award for Excellence in Mathematics and Science Teaching.

