An effective secondary school design incorporates 10 integrated principles to meet the demands of the Common Core. These were developed through a scan of design principles used by New York City Department of Education, New Visions for Public Schools, and other high-performing school networks, and refined with the feedback and contributions of experienced educators.

### A High Performing Secondary School...

- **Integrates positive youth development to optimize student engagement & effort**
  - Caring, consistent student-adult relationships that communicate high expectations for student learning and behavior
  - Clear expectations for student competencies and standards of performance
  - Opportunities for students to contribute to the school environment and have a voice in decisions
  - Encouragement of student responsibility for meeting learning and personal goals
  - Openness to and encouragement of family participation
  - Integration of community participation, assets, and culture

- **Develops & deploys collective strengths**
  - Teacher teaming that strengthens instructional design and delivery and enables professional growth
  - Mechanisms that promote innovation and initiative among teachers and staff
  - Differentiated roles for adults (e.g., multiple “teacher” roles) that enable effective implementation of the school model

- **Empowers & supports students through key transitions into & beyond high school**
  - Explicit linkages between future academic and career pathways and current learning and activities
  - Transparency regarding student status and progress toward graduation for students and parents/guardians

- **Remains porous & connected**
  - Effective partnerships with organizations that enrich student learning and increase access to community resources and supports
  - Participation in a network of schools that share knowledge and assets

- **Prioritizes mastery of rigorous standards aligned to college & career readiness**
  - Curriculum that enables all students to meet rigorous standards.
  - Multiple opportunities for students to show mastery through performance based assessments
  - Student advancement based on demonstration of mastery of knowledge and skills

- **Manages school operations efficiently & effectively**
  - Purposeful use of time, people, and technology to optimize teachers’ ability to support student learning
  - All elements of school design organized to maximize efficient use of resources
  - Flexible, customizable scheduling
  - Clear operational performance goals and accountability mechanisms
  - Automation of basic tasks whenever possible

- **Has a clear mission & coherent culture**
  - Clearly defined purpose, goals, and school culture
  - Mission and culture embodied in all aspects of school design

- **Maintains an effective human capital strategy aligned with school model & priorities**
  - Consistent, high-quality systems for sourcing and selecting teachers and staff
  - Individualized professional development that cultivates teachers’ strengths and meets school needs and priorities, including use of blended learning
  - Fair and equitable teacher evaluation
  - Leadership development opportunities and a leadership pipeline

- **Personalizes student learning to meet student needs**
  - Instruction in a variety of learning modalities, linked to students’ strengths and learning goals
  - Data-driven, real-time feedback for students and teachers
  - Embedded, performance-based formative assessments
  - Effective use of technology for anytime, anywhere learning

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