Strong Schools

- **Vision**
  The institution is understood to be a living, evolving entity apart from the people who are currently here. The institution needs to own a vision of educational excellence and a sense of how to achieve that vision and it needs to be true to that core while growing and adapting.

- **Culture**
  Culture supports a learning community (culture is manifested through language, rituals and artifacts). Signs of a strong culture include collaboration, behavior norms, honesty, risk-taking, attention to equity and social-emotional wellness, joy and hope.

- **Curriculum and Instruction**
  Curriculum and instruction are aligned across the disciplines and grade levels; supports the learning needs of students with a wide range of proficiency; is authentic, engaging, and communal; and build skills rather than the mastery of discrete isolated facts.

- **Student work**
  Student work demonstrates a vision of what the community believes to be important. At Hillsdale this includes reading, thinking, problem-solving, communicating, collaborating.

- **Personalization**
  Attend to social-emotional needs. Relationships should be sustained and built on trust between adults and students and among adults so that students can learn and grow in a supportive environment and adults take the risks necessary to improve.

Strong Leaders

- Cultivate and stay focused on the institutional shared values (cornerstones) and vision and guard them while maintaining flexibility in most other areas.
- Listen and are humble.
- Understand that they are a steward of the institution's culture and vision, not the driver of those things. Leaders cultivate a culture that facilitates the achievement of the institutional vision.
- Understand what good teaching looks like and how to help teachers become better at their work.
- Ensure equity on campus.

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