Children’s environments, experiences, and relationships drive how they learn and develop—more so than their genes. This finding, which is supported by burgeoning scientific research, poses both challenge and opportunity. Because the brain’s developing structures and the expression of genetic endowment are sensitive to context, children exposed to stress and adversity can face tremendous obstacles in school, work, and life. But because the brain is malleable and context sensitive, educators can transform students’ lives by designing learning environments that nurture their skills and talent, buffer against and alleviate stress and trauma, and unleash potential.

Given the right conditions, what any child is capable of, almost all children are capable of. Furthermore, research reveals what the right conditions are. State boards of education can help ensure that these conditions are built into all educational settings.

When the American education system was designed almost two centuries ago, its purpose was to produce efficient, effective workers who could support the industrial revolution. Educators prioritized delivery of content over higher order skills such as agency, problem solving, and critical thinking. Rote memorization and the preparation of select students for postsecondary education were marks of success.

The job market has changed significantly since then. More jobs require higher order skills and postsecondary training than not. Scientific understanding of how children learn and develop also evolved. Yet the education system has remained largely the same—organized around antiquated goals and false assumptions not grounded in science, with enormous risk for students who
are marginalized because of race, gender, and
economic background.\textsuperscript{5}

Based on preconceived notions about
individuals’ potential and with inadequate
approaches to measuring individual progress,
schools have sorted students into groups—those
who are ready for and deserving of postsecondary
education and well-paying jobs and those
who are not. In doing so, the education system
perpetuates institutional racism, sexism, and
classism. It continues to reinforce zip code as
destiny. By applying the core principles of the
science of learning and development and attend-
ing to students’ health and well-being, however,
educators and state policymakers can transform
education in the service of equity, ensuring that
to children can thrive.

Core Principles

Malleability and the Role of Context. Genes
are chemical followers. Although humans have
over 20,000 genes, fewer than 10 percent are
ever expressed. The contexts to which people are
exposed determine which genes are expressed
and how and when.\textsuperscript{6} This malleability, coupled
with the fact that humans develop well into early
adulthood,\textsuperscript{7} means that contexts have tremendous impact. There is no such thing as develop-
ment independent of context.

The most common example of negative context is the experience of stress. Stress causes
release of the hormone cortisol, which produces a “fight, flight, or freeze” response. When stress
is mild or tolerable, the release of cortisol is healthy and adaptive; it helps individuals
prepare for important events or respond to threatening situations by increasing focus, atten-
tion, and concentration.

However, stress that is extreme, long-lasting,
severe, and unbuffered by the presence of a
trusted adult exacerbates cortisol’s effects,
impeding healthy development. Research on
adverse childhood experiences (ACEs)—including exposure to violence, neglect, abuse, and
racism—has documented the impact of these
stresses.\textsuperscript{8} Children with multiple ACEs are
likely to experience health, behavior, and learn-
ing challenges because of what stress does to
their brains and bodies.

The extent to which a child’s stress response
to adversity becomes toxic and leads to serious
health and mental health problems depends on
the child’s biological makeup, the characteristics
of the adverse conditions (such as intensity and
duration), and the presence of other positive
childhood experiences.\textsuperscript{9} At school, children
experiencing significant, unbuffered stress are
often easily triggered and struggle to focus,
creating challenges for learning readiness and
learning itself.

The most powerful example of positive context
is having positive developmental relationships,
such as those between educators and students.\textsuperscript{10} These relationships produce the hormone oxyto-
cin—the “love hormone.” Oxytocin counterbalances cortisol. It literally protects children, at a
cellular level, from the negative effects of stress and adversity. Positive developmental relation-
ships are characterized by consistency, emotional
attachment, reciprocal interactions, and trust.
They create feelings of safety, predictability, and
belief in oneself.\textsuperscript{11} Learning environments that
promote physical and emotional safety, predict-
ability, and sense of belonging are another
example of positive context. Effective learning
environments help deactivate the hyper-alert
stress response systems of students who have
experienced significant adversity, enabling
students to engage and invest in their own learn-
ing and development.

Individuality and Variability. There is
tremendous variation in how individuals
develop and learn, and no two individuals
develop in the same way.\textsuperscript{12} Individual interests,
values, performance on tests, and other attri-
butes also vary over time. If we quantified and
plotted these attributes over time, they would
form a jagged, not straight, line. As Cantor et
al. explain, complex skills develop in fits and
starts, with forward movement and backward
transitions.\textsuperscript{13} These facts reveal the inher-
ent flaws in quantifying individual and group
progress through averages and annual snapshot
measures. Indeed, no one score or average
adequately represents the attributes or potential
of a person in any sample or population.

Skills and Mind-Sets. Our organization,
Turnaround for Children, has developed the
Building Blocks for Learning Framework that
articulates skills and mind-sets that research
across many disciplines has shown to be critical
for success in school and beyond. These include
self-regulation, attachment, self- and social
awareness, and stress management, which in turn lay the groundwork for resilience and agency.\textsuperscript{14} Each of the skills and mind-sets included in the framework is measurable, malleable, and correlated with academic achievement.\textsuperscript{15} They are also extremely sensitive to stress and thus are likely to be underdeveloped in students who have experienced unbuffered stress. This research underscores the critical importance of explicit instruction around these skills and mind-sets, opportunities for students to practice them during daily instruction and classroom activities, and targeted, developmental supports for students who struggle with them.

**Whole-Child Development and Thriving**

Students’ range of skills—and ultimately their potential as human beings—can be significantly enhanced by exposure to highly favorable conditions: learning environments and experiences designed to optimize their development (see also the article by Linda Darling-Hammond and Jennifer DePaoli, page 6).\textsuperscript{16} Based on the principles articulated above, we propose a setting-agnostic framework to make whole-child development and thriving a reality (figure 1).\textsuperscript{17} It includes these elements:

- **positive developmental relationships** characterized by trust, consistency, and reciprocity to buffer the effects of stress and provide a critical foundation for students’ engagement, positive identity formation, healthy development, and academic success;
- **environments filled with safety and belonging**, including physical and emotional safety;
- **integrated supports** to identify variations in students’ wellness and readiness for learning and to provide universal, group, and individualized supports to ensure that each student’s needs are met, enabling them to engage effectively in learning;
- **intentional development of critical skills, mind-sets, and habits** that are integrated with

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**Figure 1. Five Non-Negotiables for Whole-Child Design**

supports; and that educators use tools and platforms to integrate academic instruction with intentional development of skills and mind-sets of successful learners. Settings designed in these ways optimize each student’s developmental range and reveal the talent, skills, and potential that all children have.

Turnaround for Children helps build educators’ capacity to transform schools into spaces that optimize whole-child development, promote student engagement and positive identity formation, engage learners in rigorous instruction, and drive authentic equity for students. Our “Vision for School and Student Success” articulates the integrated systems, structures, and practices of a school that is organized to effectively promote each child’s learning and development (figure 2).

The whole child stands at the center of this vision. A focus on whole-child development

academic instruction, prioritized through daily routines, and reinforced through individual supports as necessary; and

rich instructional experiences, characterized by rigor, personalized student-centered curriculum, engaging instructional practices, and scaffolded support for content and skill acquisition.

Learning environments designed with these integrated elements can serve as an ecological vaccine, inoculating children against the effects of adversity while promoting and accelerating healthy development and learning.18

Bringing whole-child development to life in educational settings requires that environments be designed to promote safety, belonging, and relationships; that adults have knowledge of how the brain develops and how learning happens; that adults provide integrated, individualized supports; and that educators use tools and platforms to integrate academic instruction with intentional development of skills and mind-sets of successful learners. Settings designed in these ways optimize each student’s developmental range and reveal the talent, skills, and potential that all children have.

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A redesigned education system will recognize that talent is plentiful and that skills exist in a potential state in all children.

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grounded in science ensures that schools are not focused just on what students learn, but also how they learn, their interests and identities as learners, and their holistic needs as they develop.20 This focus has implications for school-level decision making and prioritization of time, resources, commitments, and energies.

Surrounding this central purpose are supportive environment, developmental relationships, and integrated academic, skill, and mind-set development—three key elements to positive youth development. Children develop most fully when they feel emotionally and physically safe, connected and valued, and challenged and supported to develop relevant skills for their future. Relationships are the active ingredient of the environment’s influence on healthy development because they show students that they are valued and help them define and achieve their goals.

The three elements are actualized through a set of schoolwide systems, classroom structures, and educator practices. These systems, structures, and practices are associated in the graphic with one of the three elements to ensure that they are visible and actionable. But in practice, they are multifunctional and integrated to bring coherence to the school’s purpose and capitalize on the integrated nature of development. For example, a school may redo its master schedule to include a daily advisory or class meeting that is a predictable and sacred space to build relationships, cultivate a sense of inclusion and belonging, and support students’ skill and mind-set development.

Transformational school change relies on consistently strong school leadership and shared ownership of all school community members. Leaders must articulate clear roles and expectations for staff, create a team that monitors progress toward goals, and distribute responsibility across staff members. These practices build relational trust and collective responsibility, which in turn help educators work through challenges, implement sustainable change, and continuously improve toward their goals.

**Conclusion**

Education leaders can help transform the antiquated U.S. education system into one that drives toward equity and prepares all students for thriving in school and in life. Informed by recent advances in the science of learning and development and building on years of practice knowledge and experience, schools can be designed to foster the holistic development of engaged, self-directed learners who have the knowledge, competencies, and higher order skills they need for success in a changing world.

A redesigned education system will recognize that talent is plentiful and that skills exist in a potential state in all children. Such a system will be equitable and consist of schools with a shared goal of revealing the talents, passions, and interests of students; building on their skills and competencies; and addressing the effects of adversity on development and learning. Students will attend schools designed for positive developmental relationships; environments that foster safety and belonging; integrated individualized supports; the intentional development of the skills, mind-sets, and habits of all successful learners; and rich instructional experiences that achieve mastery-level competencies and enable students to know what they are capable of.

Education leaders should broaden their definition of student success and adopt new measurement techniques that reflect a holistic view of student development and the reality of diverse, variable, adaptive development and performance. This shift would transform the existing system and should be the goal and charge of the entire education ecosystem.

State boards of education play a critical role. They have the power to articulate a vision and mission for the state’s education system that is grounded in a broader conceptualization of student success and a new purpose of education—to create educational contexts that develop the whole child and enable all children to succeed as learners and to thrive.

State boards can promote policies that incentivize and support schools to become positive environments for development and learning, with educators who see and unleash the talents of all students. They can require educators to be trained in the science of learning and development and ground preservice training and ongoing professional development in scientifically grounded practices and tools to more effectively drive learning and development.

State boards can implement teacher residencies that further the profession of teaching.

cont’d on page 48
cont’d from page 11... While School Climate Matters

cont’d from page 16... What Learning and Developmental Science Says
They can adopt new measurement and evaluation techniques that rely less on averages and instead measure individual growth over time. In doing so, state boards can significantly contribute to transformative, equitable change from the goals and purpose of the current system to a new system that establishes positive life trajectories and substantially different outcomes for many more students.

11Ibid.; Cantor et al., Whole-Child Development.
13Drawn from scientific literature as summarized in three papers published in Applied Developmental Science, with emphasis on the 2019 article “Implications for Educational Practice of the Science of Learning and Development,” by Linda Darling-Hammond and others. We modified the graphic to ensure applicability to and beyond K-12 settings while retaining the core design principles.
14Cantor et al., Whole-Child Development.
16Cantor et al., Whole-Child Development; Lerner, Concepts and Theories of Human Development.

cont’d from page 27... School Climate and Measurement
English only. The EDSCLS can be downloaded and administered free of charge. Education agencies administering the survey can store the data locally; ED has no access to the data.

Directories of Federal School Climate and Discipline Resources. This set of directories, last updated in 2017, includes federal resources on school discipline and climate for different groups of education stakeholders. The directories contain information on capacity-building tools; data, measurement, and reporting; policy guidance; and a compilation of technical assistance centers. There are specific resources for state staff.

2For example, Linda Darling-Hammond et al., “Implications for Educational Practice of the Science of Learning and Development,” Journal of Applied Developmental Sciences (February 2019).
4See, for example, David Osher, Deborah Moroney, and Sandra Williamson, Creating Safe, Equitable, Engaging Schools: A Comprehensive, Evidence-Based Approach to Supporting Students (Cambridge, MA: Harvard Education Press, 2018).