

# SFPARENTS

San Francisco Parent Action

## Questions for SFUSD School Board Candidates 2024

2024年三藩市联合校区教委会委员候选人问卷调查

**John Jersin**

1 = Strongly Disagree, 2 = Somewhat Disagree, 3 = Somewhat Agree, 4 = Strongly Agree

1 = 强烈不同意, 2 = 有些不同意, 3 = 有些同意, 4 = 强烈同意

Excellent and Equitable Public Schools 卓越和公平的公立学校 - 同意程度	Level of Agreement
1. I SUPPORT the <a href="#">SF Parent Coalition Parent Priorities Platform</a> . A focus on equity and excellence going hand-in-hand, improving student outcomes in our district, regaining trust and rebuilding community morale, improving the fiscal health of SFUSD, and overall good governance should be the top priorities of the School Board going into 2024-25. 我支持 <a href="#">三藩市家长联盟的家长优先事项平台</a> 。将公平和卓越并重, 改善我们校区的学生学业成果, 重建信任和社区士气, 改善三藩市联合校区的财务状况, 以及整体良好的治理应是2024-25年教委会的首要任务。	4
2. TRANSPARENCY: I support increased transparency of school performance that enables San Francisco to evaluate and improve the quality of our public schools. This should include a public <a href="#">dashboard</a> that shares math and reading assessment data at the school level, updated at least twice a year. 透明度: 我支持增加学校工作的透明度, 以便三藩市评估和改进我们公立学校的质量。这应包括一个公开的 <a href="#">平台</a> , 在学校一级分享数学和英文阅读评估数据, 且每年至少更新两次。	4
3. LITERACY AND MATH: I believe in the urgency of improving student outcomes in literacy and math at SFUSD. I commit to ensuring that SFUSD adopts a comprehensive and fully funded <a href="#">plan</a> , and makes the necessary changes to our curricula, tools, and instruction methods that will follow an evidence- and standards-based instructional approach. 识字和数学: 我认为迫切需要改善三藩市联合校区的识字和数学学业成果。我承诺确保三藩市联合校区采用一项全面资助的 <a href="#">计划</a> , 并对我们的课程、教具和教学方法进行必要的改变, 这些改变将遵循有证据支持的和有标准的教学方法。	4
4. GOVERNANCE: An <a href="#">effective</a> School Board follows the lead of and supports the superintendent and staff, letting them be the experts and making recommendations for the direction of the district. 治理: 一个 <a href="#">有效的</a> 教委会应该听从学监的领导, 支持学监和教职员工的工作让他们成为专家, 对校区的工作提供建议。	3
5. BUDGET HEALTH: I commit to governing in accordance with nationally-established <a href="#">best financial practices</a> . I will hold District leadership accountable for presenting the budget clearly. When fixing our budget deficit, I support SF Parents' call for minimizing negative impacts to our most vulnerable students while ensuring a baseline of excellence across all schools. 财务健康: 我承诺按照国家建立的 <a href="#">最佳财务实践</a> 进行管理。我将要求校区领导层提供清晰的财务预算。在解决我们的预算赤字时, 我支持三藩市家长联盟的呼吁, 尽量减少对我们最脆弱的学生群体的负面影响, 同时确保所有学校都保持基准的卓越。	4

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## **OPEN-ENDED: (all responses should be 250 words or fewer)**

开放性问题: (每个回答应不超过250字)

### **1) Optional: Expand on any of your responses to the statements above, in 250 words or fewer.**

Regarding short question #4 on Governance:

I have spent my career leading teams, small and large, and building services that help people get jobs. I have been a CEO, executive, and board member of several companies, and have mostly operated in what would be widely considered governance roles.

I largely agree with the statement on governance, however, I believe an effective board also holds the superintendent and staff accountable. There are times at which accountability is at odds with merely allowing the superintendent and staff to lead and providing recommendations. The linked document includes accountability, but the statement as written in the questionnaire does not.

### **1) 选择性问题: 对上述您的任何一个回答进行扩展说明, 字数不超过250字。**

关于前述第4题——治理的扩展说明

我一直致力于领导各种规模的团队, 并建立服务来帮助人们找到工作。我曾担任过几家公司的首席执行官、高管和董事会成员, 大部分时间都在被普遍认为是治理角色的领域工作。

我在“治理”这个问题上, 基本上同意这份《声明》, 然而, 我认为一个有效的董事会还应该要求学监和员工负起责任。有时, “问责”(accountability) 与仅仅允许总监和工作人员领导并提出建议是相互对立的。链接的文件包括“问责”, 但是调查问卷中的陈述没有包含。

### **2) Why are you running for the Board of Education? Within this response, please describe a) your connection to SFUSD students and families, and b) a description of your leadership style, experience, and/or training.**

My two daughters are the center of my life. As they are about to spend 13 years in SFUSD, now is the time for me to get involved for them, and for the nearly 50,000 other students who aren't getting the education they deserve. Our public schools are a key pillar of the city, a key influence for other districts in California, and even other states. We must set a better example and serve students better.

I am also motivated because my experience and skill set match the core challenges the district faces. While SFUSD recently projected a \$421 million budget deficit, I would bring needed financial experience to the board. I have led organizations with budgets into the billions of dollars, and have already found millions of dollars of savings for SFUSD in my role on CBOC which oversees a piece of SFUSD's spending.

Our schools face a recruiting crisis with many teaching, paraeducator, and other positions not filled by qualified staff quickly enough. This places unreasonable demands on teachers and staff, and hurts students. My experience running the world's largest professional recruiting platform as an executive at LinkedIn, would enable me to implement best practices in recruiting to ease these painful issues.

As a leader, my style is inspirational and collaborative, while pragmatic and analytical. I invite people into the process, and craft a vision that motivates people. My analytical background helps me ensure that a strategy is grounded in reality.

### **2) 您为什么要竞选教育委员会委员? 在回答中, 请描述a) 您与三藩市联合校区(SFUSD)学生和家庭的联系, 以及b) 您的领导风格、经验和/或所获得的培训。**

我的两个女儿是我生活的中心。随着她们即将在三藩市联合校区度过13年的时光, 现在是我为她们和其他将近50,000名没有得

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到应有教育的学生投身其中的时候了。我们的公立学校是这座城市的重要支柱，对加州甚至其他州的其他地区都有重要影响。我们必须树立更好的榜样，为学生提供更好的服务。

我也因为我的经验和技能与校区面临的核心挑战相匹配而感到动力十足。虽然三藩市联合校区最近预计将出现4.21亿美元的预算赤字，但我将为教委会带来其所需的财务经验。我曾领导过预算规模达数十亿美元的组织，并在我担任监管三藩市联合校区部分支出的公民债券监督委员会(CBOC)的角色中，已经为校区节省了数百万美元。

我们的学校面临招聘危机，许多教师、辅助教育者和其他职位没有被合格的员工迅速填补。这给教师和员工带来了不合理的压力，也伤害了学生。作为领导者，我具有激励性和协作性的领导风格，同时又兼具务实和理性。我邀请人们参与制定一个能够激励人们的愿景。我的善于对问题进行研究分析的背景经验帮助我确保未来制定的战略立足于现实。

### 3) Do you support the superintendent's [plan](#) to fix SFUSD's budget deficit, including but not limited to classroom consolidations and school closures?

At the time of this writing, there is little "plan" to agree or disagree with. The superintendent and staff have recently stated that fiscal responsibility cannot be restored without the incredibly painful and distressing closing of schools, though little data has been shared to justify that position. In my oversight role as a member of SFUSD's Citizens' Bond Oversight Committee, I have found millions of dollars in potential budget savings, demonstrating that closing schools is happening before the budget has been fully and competently reviewed. This fiscal mismanagement and resulting stress on families is part of what I intend to fix as a member of the Board of Education.

Further, I believe this moment of numerous potential school closures was avoidable if we had addressed fiscal mismanagement earlier. I strongly disagree with the way the district and board have led us to this point. The constant budget management failures have cost us the opportunity to approach school closures using best practices. Specifically, if closures are necessary the district should start with a single test case and engage deeply with the community before, during, and after to craft a shared closure plan and to study unforeseen impacts during the process. These lessons could be applied to the second school and so on. Instead, the district appears to be planning to close numerous schools all at once, causing unnecessary errors and harm that I would have avoided.

### 3) 您是否支持学监的[计划](#)，用来解决三藩市联合校区(SFUSD)的财政赤字，包括但不限于课堂整合和关闭学校？

在撰写本文时，还没有什么“计划”可供同意或反对。最近，校区学监和工作人员表示，如果不进行令人痛苦和苦恼的大规模关闭学校，财务问题将无法得到改善和解决，尽管他们并未提供足够的数据来证明这一说法。作为三藩市联合校区公民债券监督委员会(Citizens' Bond Oversight Committee)的一员，在我的监督下，我发现了数百万美元的潜在预算节省，这表明在完全和充分审查预算之前就进行关闭部分学校是不合适的。这种财务管理不善及其对校区家庭所造成的压力是我作为教委打算解决的问题之一。

此外，我相信，如果我们早些解决了财务管理不善的问题，就可以避免出现目前可能大规模关闭学校的情况。我对校区和教委会导致我们走到这一步的方式非常不满意。不断的预算管理失败使我们失去了运用最佳实践方法来处理关闭学校的机会。具体来说，如果关闭是必要的，校区应该从一个单一的测试案例开始，并在整个过程中深入与社区进行接触，制定一个共同的关闭计划，并在过程中研究未预见到的影响。然后，这些经验可以应用到第二所学校，以此类推。相反，校区似乎计划一次性关闭多所学校，必然会导致不必要的错误和伤害，而这种情况本可以避免。

### 4) How can SFUSD increase academic [outcomes](#) for the most underserved students and close the racially predictable achievement gap?

The district has failed to approach equity seriously, failing so many students and families who have not been supported well. The most visible equity related effort - banning Algebra 1 in 8th grade - was a failure for students it claimed to help, and a disaster for students overall. Such politically flashy moves don't help, and get in the way of real solutions.

More recently, the district has relied on an ad hoc set of organizations to promote equity through an eclectic mix of

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mechanisms such as learning certain students by name, or surveying certain parental groups about feelings on the district. These efforts may help, but they utterly fail to provide a coherent, strategic, and systematic approach to addressing the harm to students whom the district leaves behind.

A serious strategy to improve equity must start with early childhood development. Studies show that achievement gaps already exist on a student's very first day of school. Some families can afford support such as private nannies, daycare, and enrichment programs well before TK, while many families are not as privileged. Engaging students early and providing strong consistent support during early childhood is a scientifically sound, pragmatic, and high impact means of addressing achievement gaps where they start. The district's current "Facts at a Glance" sheet shows preK is under enrolled by at least 85%, meaning the vast majority of preK students are not getting this support. This is a huge and mostly ignored issue essential to improving the lives of so many students.

## 4) 三藩市联合校区 (SFUSD) 如何提高历史上别边缘化的群体学生的学业成果并缩小种族可预测的成绩差距？

校区未能认真对待公平问题，没有能为许多未得到良好支持的学生和家庭提供帮助。最为显著的与公平有关的实践——禁止八年级学生修读代数1——对声称要帮助的学生而言是失败的，对整体学生而言是灾难性的。这种政治上的花哨举措并没有起到帮助作用，反而妨碍了真正的解决方案的产生。

最近，校区依赖一些临时的组织来通过一系列机制促进公平，例如通过一些方式了解某些学生的情况，或者调查某些家长群体对校区的感受。这些努力可能会有所帮助，但它们完全未能提供一个连贯、战略性和系统性的方法来解决校区对落后学生所造成的伤害。

改善公平的严肃策略必须从儿童早期发展开始。研究表明，学生在上学的第一天就已经存在成就差距。一些家庭在TK之前就能够负担得起私人保姆、托儿所和丰富多彩的培训计划，而许多家庭则没有这样的特权。在儿童早期吸引学生并提供强有力的持续支持是一种科学上可靠、务实且高效的方式，用来解决成就差距从何处开始的问题。校区目前的“一览表”显示学前教育注册率低于85%，这意味着绝大多数处于学龄前儿童没有得到应有的学龄前教育。这是一个巨大而被大多数人忽视的问题，对改善许多学生的生活至关重要。

## 5) How can SFUSD challenge and create learning opportunities for higher achieving students?

In my many years of public school, I grew to love my classes, found joy in learning, and thrived. My public schools fostered and celebrated excellence. I see too many students aren't getting the same from SFUSD right now.

Most importantly, the Board of Education maintains a set of goals and guardrails which define the priorities for the entire school system. Each of the 12 primary and interim goals are about getting students to some minimum level of achievement- e.g. getting 70% of 3rd graders to read at grade level. There are no goals related to students achieving their full potential. By adding goals focused on higher achievement, we can ensure it will become a focus. A simple but imperfect example would be a measure of how many AP classes students pass. This example goal would naturally drive availability of AP classes, and effort to prepare students for them.

We must also ensure that there are merit based pathways for high achieving students, including at Lowell. We must ensure that advanced classes such as compression courses are available options, and that the implementation of Algebra 1 in 8th grade works for students. Finally, we should work to ensure achievement is recognized by stopping grade inflation which effectively lowers the bar for an A and therefore fails to challenge students who are eager to to achieve. All of these goals require cultural change away from only looking at who is behind to helping more kids get ahead.

## 5) 三藩市联合校区 (SFUSD) 如何挑战并为成绩更好的学生创造学习机会？

在我长达多年的公立学校学习中，逐渐爱上了我的课程，在学习中找到了快乐，并茁壮成长。我的公立学校培养并鼓励卓越。我看到现在太多的学生并没有从三藩市联合校区中获得同样的经历。

最重要的是，教育委员会制定了一系列目标和底线，定义了整个学校系统的优先事项。这些主要目标和临时目标中的每一个都是关于让学生达到一定的最低成就水平——例如，让70%的三年级学生达到所在年级的相应的阅读水平。没有与学生发挥他们全

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部潜力相关的目标。通过增加专注于更高成就的目标，我们可以确保其成为一个关注重点。一个简单但不完美的例子是衡量学生通过了多少门AP课程。这个例子的目标自然会推动学校提供更多的AP课程，并努力为学生做好准备。

我们还必须确保为高成就的学生提供基于成绩的而不断发挥其全部潜能的方式，例如洛威尔中学。我们必须确保高级课程，如压缩课程，是可供选择的，以及八年级代数1的教学达到一定的教学效果。最后，我们应该努力确保成就得到认可，停止成绩膨胀——降低获得A的门槛，该做法未能挑战那些渴望取得更高成就的学生。所有这些目标都需要文化变革，不再只关注谁落后，而是帮助更多的孩子走在前面。

## 6) What should SFUSD do to increase enrollment and to attract more students and families to the San Francisco Unified School District, at elementary, middle, and/or high school entry points?

I know public school is right for my two young daughters. Public schools are more diverse, and big enough to support more varied opportunities from sports to science fairs. Yet the harsh reality is that three times as many families choose private school in SF compared to elsewhere, and SF public schools have lost students to private schools for many years. Yet these depressing facts point to hopeful truths - it wasn't always this way in SF, it's not like this elsewhere, and it doesn't have to be this way anymore.

First, we must fix the budget. SFUSD recently projected a \$421,000,000 deficit. I hear stories of schools without a nurse, students hating the low quality meals, and principals teaching classes to cover for our teacher shortage. These frustrating problems simply don't happen at well funded private schools, and they scare families away from public school. My financial experience can help prevent these issues from happening at our public schools too.

Second, we must improve hiring. We don't hire teachers, paraeducators, and other staff fast enough, often taking months to reply when quality teachers apply to SFUSD jobs. My experience running the world's largest professional recruiting platform can significantly improve our process to hire quality teachers and staff faster, so students get the support and instruction they deserve.

Finally, with improved finances and staffing, we can focus on things private schools tend to market to families, such as plans for high achieving students (see related question).

## 6) 三藩市联合校区(SFUSD)应该采取哪些措施来增加入学人数，吸引更多学生和家庭到三藩市公立学校就读，无论是在小学、中学还是高中入学阶段？

我知道公立学校对我两个年幼的女儿来说是正确的选择。公立学校更加多元化，规模也更大，可以提供从体育活动到科学展览等更多样化的机会。然而，残酷的现实是，在三藩市，选择私立学校的家庭数量是其他地区的三倍之多，多年来，三藩市的公立学校一直在失去学生，面对这些令人失望的现实，我们还是看到了希望——在三藩市历史上并不总是这样，其他地方也不是这样，而且三藩市不必再继续这样下去了。

首先，我们必须解决财政赤字问题。三藩市联合校区最近预计会出现4.21亿美元的赤字。我听到了一些学校没有护士，学生讨厌质量低劣的餐食，校长们要教课来弥补我们教师短缺的问题。这些令人沮丧的问题在资金充裕的私立学校中根本不会发生，这些问题会让家庭远离公立学校。我的财务经验可以帮助防止这些问题在我们的公立学校中发生。

其次，我们必须改善招聘工作。我们无法快速招聘到教师、助理教师和其他员工，往往需要几个月的时间才能回复那些申请三藩市联合校区工作的优秀教师。我在世界上最大的专业招聘平台担任领导职位的经验可以大大改善我们的招聘流程，以便更快地招聘到优秀的教师和员工，从而让学生得到他们应得的支持和教育。

最后，随着财务和人员配备的改善，我们可以关注私立学校通常向家庭营销的事项，比如针对高成就学生的计划(请参见相关问题)。

## 7) What do you think of SFUSD's lottery system of enrollment?

The lottery (aka school assignment policy) is broken. I see the stress it causes for each of my friends going through it:

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it stresses me out too. The district has acknowledged there are significant problems by announcing changes starting in 2026, which unfortunately don't address most of the issues.

As the nickname "the lottery" suggests, many parents feel like they are gambling with their child's future. I've heard stories of how siblings end up in different schools far apart, or how families aren't considered "in the neighborhood" of a school three blocks away. Many community members aren't inclined to help their nearest school because they feel it isn't really a neighborhood school.

The upcoming changes won't solve these problems. In fact, they may make some problems worse by prioritizing mixing students geographically, meaning the likelihood that a family gets into their nearest school or top choice school will likely go down.

Sadly, there have been better solutions available. In 2009 a group from Harvard, Stanford, Duke and MIT, and including a Nobel Prize winner, offered to redesign the lottery for free, which could have led to massive improvements. The board accepted the offer, but district staff turned it down and implemented their own system, leading to the broken system we have today. The board should have held staff to the offer, and as a board member I would look to reopen this or similar opportunity to engage with leading experts to improve school assignment.

## 7) 您如何看待三藩市联合校区 (SFUSD) 的入学抽签系统？

抽签 (又称学校派位政策) 是有问题的。我看到了它给我的每一个朋友所带来的压力; 它也曾让我感到压力山大。校区已经承认存在着重大问题, 宣布从2026年开始进行改变, 但遗憾的是, 这些改变并不能解决大部分问题。

正如“抽签”(lottery) 这个单词本身所暗示的, 许多家长感觉自己在用他们孩子的未来做赌注。我听过这样的故事, 即兄弟姐妹最终被分配到相距甚远的学校, 或者家庭被认为不属于位于距离仅三个街区的学校的“邻近区域”。许多社区成员不愿意帮助他们最近的学校, 因为他们觉得那并不是真正的他们的社区学校。即将进行的变化不会解决这些问题。事实上, 它们可能会使一些问题变得更糟, 因为它们将优先考虑将地理位置远近不同的学生做混合派位, 这意味着一个家庭被分配到最近的学校或首选学校的可能性会降低。遗憾的是, 曾经有更好的解决方案可供选择, 但没被采用。2009年, 来自哈佛、斯坦福、杜克和麻省理工学院等一些知名学府的团队, 包括一位诺贝尔奖得主, 曾提出免费帮助重新设计入学派位抽签系统, 这可能会带来巨大的改善。教委会接受了这一提议, 但校区人员拒绝了它, 实施了他们自己的系统, 导致了今天我们所面临的破碎的系统。教委会本应该要求校区接受这个提议, 如果我当选教委, 我将寻求重新开放这个或类似的机会, 与领先的专家合作, 改善学校拍位系统。

## 8) How did you vote on Prop G (8th Grade Algebra) and why? What are the top three areas to focus on in math currently to improve math outcomes for kids at SFUSD?

I voted yes. I was a leading supporter of Prop G and played a role on the "Bring Algebra Back 2024" campaign. When I was in 5th and 6th grade I attended a public school that enabled students to learn math at their own pace. By the end of 6th grade I had reached precalculus. Yet when I transitioned to my public middle school I was put back in Algebra 1 in 7th grade. I recall my love of math diminishing with years of boredom while retaking math I had already learned. I supported Prop G because we need to foster love of math, not dampen it, and we should celebrate and encourage students taking advanced classes, not force them to stop. From my analysis published in the SF Voter Information Pamphlet, 53% of students were directly hurt from the policy Prop G helped stop.

First, in light of the recent audit, I would continue the existing effort to find new math curriculum to ensure we are teaching quality material. Second, SFUSD is already piloting Lesson Study, a professional development structure, in some elementary schools and it shows promise. With new curriculum coming, I would double down on professional development and expand to the rest of our schools. Finally, SFUSD schools currently spend a variable number of minutes on math, and often too few for such an important subject. Improvements have been made, but we need to ensure students have ample time to learn.

8). 您对G提案(八年级代数)投了什么样的票, 为什么? 目前在数学方面, 三藩市联合校区(SFUSD)孩子们的数学成果要如何提高? 最需要关注的三个领域是什么?

我投了赞成票。我是提案G的主要支持者之一, 并在“2024把代数还给学生”(Bring Algebra Back 2024)运动中扮演了一定角色。在我读五年级和六年级时, 我所就读的公立学校让学生能够按照自己的节奏学习数学。到了六年级末, 我已经学到了预备微

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积分。然而，当我转到我所就读的公立中学时，我被重新安排到了七年级的代数1课程中。我记得，我对数学的热爱在多年重复学习已掌握的数学知识后逐渐减弱。我支持提案G，因为我们需要培养学生们对数学的热爱，而不是扼杀它，我们应该赞扬并鼓励学生参加高级课程，而不是强迫他们停止学习。根据我在三藩市《选民信息手册》中发表的分析，53%的学生直接受到了提案G所阻止的政策伤害。

首先，在最近的审计结果出台后，我将继续努力寻找新的数学课程，以确保我们正在教授的是优质的教材。其次，三藩市联合校区已经在一些小学中试点了“课程研究”(Lesson Study)，这是一种专业发展结构，显示出了一些潜力。随着新的课程的推出，我将加倍努力进行专业发展，并将其扩展到我们所有的学校。最后，三藩市联合校区学校目前在数学上花费的时间是不固定的，通常对于如此重要的科目来说时间太少。虽然已经有所改进，但我们需要确保学生有足够的时间来学习。

## 9) What was your position on the school board recall of February 2022, and why?

I supported the recall effort. Among my reasons was the board's frustrating failure to prioritize students. Regardless of whether renaming schools, and spending more than \$500,000 to cover up art were good or bad ideas, they were a distraction from what mattered to families when schools were closed. The delay from board resistance to a contractor to craft a reopening plan caused families great stress. Schools educate, but also provide a safe supervised environment, nutrition, firstline healthcare through nurses, and counseling services. Many types of education such as performance, art, and physical education are not possible remotely. The board failed to realize and prioritize these impacts on students and families.

The board also implemented bad policy. Historic merit based admissions policies have enabled specialization in schools, such as the Ruth Asawa School of the Arts. This specialization enables the district to better serve specific groups of students without spending more or less money on any one group. By breaking with historic merit based admissions policies, the board stopped serving students as well, and broke dearly held plans of hardworking students.

Even further, the board failed in its budget oversight role. In addition to a budget shortfall of over \$100 million, the board put off making required budget cuts until a single day before the state deadline and potential state takeover. This is exactly the "kick the can down the road" attitude that has led us to school closures, and that I would stop as a board member.

## 9). 您对2022年2月的教委会的罢免持什么立场，为什么？

我支持了罢免运动。我支持的原因之一是教委会令人沮丧地未能将学生置于优先位置。无论重新命名学校，花费了超过50万美元来掩盖艺术壁画是好主意还是坏主意，教委会都为未将重点放在学校关闭时家庭最关切的事项上。教委会拒绝承包商制定重新开放学校的计划，该阻滞给三藩市的家庭造成了极大的压力。学校不仅提供教育，还提供安全的监督环境、营养、通过护士提供的第一线医疗服务和咨询服务等。许多类型的教育，如表演、艺术和体育教育，无法通过远程方式进行。教委会未能意识这些，未能将对学生和家庭的影晌置于优先考虑位置。

教委会还实施了不良政策。历史上基于成绩的入学政策使学校能够专注于特定的学生群体，例如鲁斯·阿萨瓦艺术学校(the Ruth Asawa School of the Arts)。这种专业化使得校区能够更好地为特定的学生群体提供服务，而不需要在任何一个群体上花费更多或更少的资金。通过打破历史上基于成绩的入学政策，教委会停止了对学生的优质服务，并打破了努力学习的学生的深爱的政策。

此外，教委会在其预算监督角色中也失败了。除了超过1亿美元的预算赤字之外，教委会还推迟了对必要预算削减的决定，直到州政府的最后期限和潜在的州政府接管之前的一天。正是这种“将问题推给下一个人”的态度导致了学校的关闭，我将作为教委会成员而停止这种做法。

## 10) Who will you look to as your trusted sources of feedback, information, and advice as you make decisions as a BOE Commissioner? In what ways will you engage with and solicit feedback from community members?

Having been a leader of an organization of thousands of people, I'm familiar with the need to use a mix of official and unofficial channels to build a complete perspective. Surveys, town halls, and organized meetings have their place, but so do direct lightweight relationships with staff and families. These kinds of interactions have already broadened my perspective well beyond that public discourse and my peer group. From my neighbors, to old college friends, to

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teachers I've visited in their classrooms. I greatly value the trust and openness I've already experienced from SFUSD staff and families.

Any member of the Board of Education will end up representing hundreds of schools and groups they have no direct connection with, and recognizing this and working to build connections is vital work. Thoughtful care and consideration of students and families hopes and pains is the most important aspect of the role.

While I already have a set of relationships with teachers, including my own brother-in-law, and others, as well as parents who I am personally connected to, it's the role of a BoE member to continually work to understand the views and priorities of the community they represent. To that end, I aim to work with existing organizations including SF Parents Coalition, and others such as AAALI, in addition to fostering my own direct contact with students, staff, parents, and community members.

**10) 如果您成功当选，作为一名教委，您将寻求谁作为您信任的意见反馈、信息和建议来源？您将如何与社区成员进行接触和征求反馈？**

作为一个拥有数千名成员的组织的领导者，我知道需要使用正式和非正式渠道来搜集信息，从而建立全面的视角。调查、市政厅会议和组织会议都有其作用，但与员工和家庭直接建立轻量级的关系也同样重要。这些交流已经使我对公共话语和我的同龄人的观点有了更广泛的了解。从我的邻居到大学老同学，再到我曾在教室里访问过的老师，我非常重视我已经从校区的员工和家庭那里获得的信任和坦诚。

教委会的任何成员都将代表数百所学校和那些他们没有直接联系的团体，认识到这一点并努力建立联系是至关重要。认真关心和考虑学生和家庭的希望和关切是这个角色中最重要的方面。

虽然我已经与教师建立了一些关系，包括我自己的姐夫、其他一些我认识的家长等，但教育委员会成员的角色是不断努力理解他们所代表的社区的观点和优先事项。为此，我打算与现有组织合作，包括三藩市家长联盟，此外还要促进自己与学生、员工、家长和社区成员的直接联系。