



三藩市家长在行动 (SF Parents Action)

[www.sfparentaction.org](http://www.sfparentaction.org)

Questions for November 2026 SFUSD School Board Candidates

2026年11月三藩市联合校区教委会委员候选人问卷调查

**Laurance Lee**

林灼世

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

<p><b><i>Excellent and Equitable Public Schools</i></b> 卓越和公平的公立学校</p>	<p><b><i>Level of Agreement</i></b> 同意程度</p>
<p><b>1. I SUPPORT the SF Parents Parent Priorities:</b> A focus on equity and excellence going hand-in-hand, improving student outcomes in our district, building 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 2026-27.</p> <p>1. 我支持三藩市家长联盟的家长优先事项。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2026-2027学年教委会的首要任务。</p>	<p>4</p>
<p><b>2. DISTRICT TRANSPARENCY:</b> 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 <a href="#">public dashboard</a> that shares math and reading assessment data at the school level, updated at least twice a year.</p> <p>2. 社区透明度: 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<a href="#">公开的平台</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。</p>	<p>4</p>
<p><b>3. LITERACY AND MATH:</b> I believe in the urgency of improving student outcomes in literacy and math at SFUSD. I commit to ensuring that SFUSD continues to implement and fully support a comprehensive plan, and makes</p>	<p>4</p>

<p>the necessary adjustments to curricula, tools, and instructional methods that follow an evidence- and standards-based approach.</p> <p>3.读写能力与数学:我认为提高三藩市联合校区的学生在读写能力和数学方面的学习成果具有紧迫性。我承诺确保校区继续实施并全面支持一项综合性计划,并根据以证据和标准为基础的方法,对课程设置、教具和教学方式作出必要调整。</p>	
<p><b>4. EFFECTIVE GOVERNANCE:</b> An <a href="#">effective School Board</a> centers on 1) supporting the superintendent and cabinet to ensure student-focused leadership, 2) setting a clear, shared vision, and 3) defining goals rather than managing day-to-day operations or unnecessary interference in implementation or policy execution.</p> <p>4.有效治理:一个<a href="#">有效的校区教委会</a>应当以如下几点为核心:1)支持学监及其领导团队,确保以学生为中心的领导力;2)制定清晰且共同认同的发展愿景;3)专注于设定目标,而不是介入日常运营管理,或对具体实施及政策执行进行不必要的干预。</p>	4
<p><b>5. BUDGET HEALTH:</b> I commit to governing in accordance with nationally-established <a href="#">best financial practice</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.</p> <p>5.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。</p>	4

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

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。

Enthusiastic support for the above statements from SF Parents Action! Your leadership and dedication to these goals and standards are sorely needed as we work to make San Francisco public schools the best in the country! Board of Education Commissioners are public servants who work with the community.

对以上来自三藩市家长联盟 (SF Parents) 的声明表示热烈支持！在我们努力让三藩市公立学校成为全国最好的学校体系之际，你们在这些目标与标准上的领导力与投入是极其迫切且不可或缺的。教育委员会委员是与社区合作、为公众服务的公职人员。

As we are in our fourth year of student outcomes focused government, with the vision, values, goals and guardrails governance, I would like to share my priorities as I see my efforts for the next several years. I will work with the Board to 1) continue to include community voices in district direction; 2) keep pushing us to make data-informed decisions; 3) make our culture one of continuous improvement. Let's together make San Francisco schools the best in the country!

在我们进入以“学生学业成果为核心的治理模式”(student outcomes focused government) 的第四年，并以愿景、价值观、目标与“护栏”(vision, values, goals and guardrails) 作为治理框架之际，我想分享我对未来几年工作的优先关注事项。我将与教委会合作：1) 继续将社区声音纳入校区决策方向；2) 持续推动以数据为依据的决策；3) 建立持续改进的组织文化。让我们携手努力，共同把三藩市的学校建设成为全国最优秀的公立教育体系！

**2. Why are you running for the Board of Education, and why now? Within your response, please describe:**

- **Your connection to SFUSD students and families**
- **The leadership experience that prepares you to govern a public education system**
- **Your views on both academic excellence and equity in education**

**2. 您为什么竞选校区教委会委员？为什么现在参加竞选？请在回答中说明：**

- 您与三藩市联合校区学生及家庭的联系
- 哪些领导经验使您具备治理公立教育体系的能力
- 您对于教育中的学业卓越与教育公平的看法

As a San Francisco native and a K-12 product of SFUSD, the honor and privilege of my lifetime has been growing up in our public schools here. This son of an illegal Chinese immigrant rose to much academic and professional achievement thanks to the support of my many educators here. I am now fortunate to be able to give back my time and resources in appreciation.

作为一名三藩市本地人，也是从幼儿园到12年级都在三藩市公立学校体系中成长。我一生中最大的荣幸之一，就是在这里的公立学校度过童年与青少年时光。作为华裔非法移民的

儿子，在三藩市我曾得到了众多教育工作者的支持，取得了较高的学业与职业成就。如今，我很幸运能够回馈社会，投入自己的时间与资源，以表达感激之情。

Looking back over those years, I now recognize I had traits of someone on the autism spectrum, when autism was less understood. I leaned toward the sciences and felt uncomfortable in social situations. My educators accepted and encouraged me, both in my studies, and in supporting me to become more well-rounded. Today I have a soft spot for neurodiverse students, particularly those with less than strong emotional skills.

回顾这些年，我现在意识到自己在成长过程中可能具有一定自闭谱系的特征——那时人们对自闭症的理解还没有现在这样深入。我更偏向理科，在社交场合中也常感到不自在。我的老师们既接纳我，也鼓励我，不仅在学业上支持我，也帮助我全面发展。今天，我对神经多样性 (neurodiverse) 的学生有一种特别的情感与关注，尤其是那些情绪表达和社交能力相对较弱的孩子。

Over the past few years since the pandemic, I have volunteered for our public schools in a number of different roles. I have been an active member of the Citizens Bond Oversight Committee for the past several years, now in the role of Vice Chair. I have helped give out college scholarships to hundreds of students, many first generation. I have recently begun volunteering in a Kindergarten class at Drew Elementary in the Bayview neighborhood, through the non-profit San Francisco Education Fund.

在疫情之后的几年，我以多种身份为公立学校做志愿服务。过去数年，我一直积极参与公民债券监督委员会 (Citizens Bond Oversight Committee) 的工作，目前担任副主席。我也捐助数百名学生的大学奖学金，其中很多是家中第一代大学生。最近，我开始通过三藩市教育基金会 (San Francisco Education Fund) 在海景 (Bayview) 社区的德鲁 (drew) 小学小学幼儿园课堂做志愿者服务。

We live in a city where excellence and equity have proven to produce NFL stars, academic and professional leaders, authors and musicians, And I see bright futures in the Kinder class I volunteer with. Let's keep doing the hard needed work to support and uplift.

我们生活在这样一座通过卓越与公平共同成就了很多美国国家橄榄球联盟 (NFL) 球星、学术与职业领袖、作家与音乐家的城市。我也在我所服务的幼儿园课堂中看到了充满希望的未来。让我们继续做这份艰难但必要的工作，去支持和托举下一代。

**3. Why do you want the SF Parents endorsement? How will you uplift the voices of parents across SFUSD as a Board of Education decisionmaker?**

**3. 您为什么希望获得三藩市家长联盟(SF Parents)的背书？作为校区教委会决策者，您将如何提升三藩市联合校区全体家长的声音？**

I have had the privilege to meet the most dedicated and passionate and wonderful parents supporting the school district here through SF Parents. They know all the challenges in running the school district, and are still working hard to make it better. That vision and community sustain me as I follow my passion to help public school families here in San Francisco.

我有幸通过三藩市家长联盟(SF Parents)结识了一群最敬业、最热情、也最出色的家长，他们一直在支持着我们校区的工作。他们非常清楚校区运营所面临的各种挑战，但依然坚持不懈地努力，让学校变得更好。这种愿景与社区力量，在我持续追随自己的热情、致力于服务三藩市公立学校家庭的过程中，一直激励着我。

I will regularly work with members of SF Parents to uplift their voices, especially the voices of those who are afraid to speak up and/or have language difficulty and/or can't make it to Board Meetings.

我将定期与三藩市家长联盟的成员合作，帮助放大他们的声音，尤其是那些不敢发声、语言能力受限，或无法参加教委会会议群体的声音。

I am particularly attached to the "SF Kids Can't Wait" campaign for improved student reading and math outcomes. I will keep this effort the main focus of my work as a Board of Education Commissioner.

我对“三藩市的孩子不能再等了(SF Kids Can't Wait)”这一提升学生英文阅读与数学成绩的倡议尤为认同。我也将持续把这一努力作为我在教委会工作的核心重点。

**4. What's your perspective on the teacher strike that happened in February, including what could have been handled differently by 1) SFUSD leadership, 2) Board of Education, and 3) the Teacher's Union? What can the School Board do to promote a more collaborative relationship between the teacher's union and the district going forward?**

**4.您如何看待今年二月发生的教师罢工？有哪些方面本可以由以下几方处理得更好：1)校区领导层；2)校区教委会；3)教师工会？未来校区教委会可以采取哪些措施，促进教师工会与校区之间建立更加协作的关系？**

I was an SFUSD student during the long teachers strike in 1979 and remember how disruptive it was for everyone. We all wish the strike could have been avoided. I heard from many families during this strike how hard it was to plan for the strike days, and how afraid they were that the strike could go on for weeks. I heard from many teachers how hard the strike was on them, and I donated to support them.

我在1979年教师罢工期间还是三藩市联合校区的一名学生，仍记得那段时间对所有人造成的影响多么大。今年二月份的教师罢工，我们当时都希望能够避免。在这次罢工期间，我理解到许多家庭在安排停课期间的学生的生活与照护方面有巨大困难，并且非常担心罢工可能会持续数周。我也从许多教师那里了解到罢工对他们造成的艰难处境，并为支持他们进行了捐助。

I am all for finding ways to build on and improve collaborative relations between the teachers union and the district. As a School Board member, I will be in regular contact with teachers and union leadership, and I will be in regular contact with the Superintendent. We can continue to emphasize our many areas of agreement as we seek to improve the lives of our 50,000 students.

我完全支持寻找方式，在教师工会与校区之间建立并深化更加合作的关系。作为教委会成员，我将与教师及工会领导保持定期沟通，同时也会与校区学监保持密切联系。在致力于改善我们5万名学生生活的过程中，我们可以继续强调彼此的众多共识领域，并在此基础上推动进一步改进。

**5. What does effective Board governance look like in practice? In your response, describe how you would:**

- **Work with the Superintendent while maintaining appropriate oversight**
- **Ensure Board decisions are followed through on, without overstepping into staff work**

**5. 在实践中，什么样的校区教委会治理才算有效？请在回答中说明您将如何：**

- 在保持适当监督的同时，与学监合作
- 确保校区教委会的决定得到落实，同时不过度介入教职员工的具體工作

Effective Board governance is having our district improve student outcomes. We can do better.

有效的教委员会治理，本质上是推动校区持续改善学生学业成果。我们可以做得更好。

School Board members work with the Superintendent in public and in private. I would encourage the Superintendent in private to prepare good options for the Board to consider at Board Meetings. Too many times the public has found the choices presented by district staff to be between two less than good options. In public, I would encourage the Superintendent to keep aligned with our Visions, Values, Goals, and Guardrails, especially when we are not making good progress on student outcomes.

校区教委会既在公开场合也在非公开场合与校区总监协作。我会鼓励校区总监在非公开沟通中，为教委会准备更优质的备选方案，以供会议讨论与决策。很多时候，公众会发现校区工作人员所提供的选择，往往是在两个都不够理想的方案之间所作的取舍。在公开场合，当我们在学生学业成果方面进展不理想时，我也会鼓励校区学监始终与我们的愿景、价值观、目标与“护栏”(Visions, Values, Goals, and Guardrails)保持一致。

As a volunteer for several schools, and an active Board Meeting attendee, I know many examples of how plans are rolling out with gaps, how staffing makes achieving goals hard, and how uneven schools do in trying to achieve goals. One of my major efforts as a Board Member will be pushing to ensure the district is tracking goals on a monthly basis, and giving help should things not be tracking in a good direction.

作为一名在多所学校担任志愿者、并持续参与教委会会议的参与者，我看到许多项目在实施过程中存在执行缺口，也看到人员配置在实现目标方面带来的困难，以及不同学校在达成目标方面存在显著不均衡的情况。作为教委会委员，我的一个重要工作重点将是推动校区按月跟踪各项目标进展，并在发现偏离正确方向时及时提供支持与调整。

**6. Board decisions often face strong public criticism. How would you respond if a decision you supported was met with significant pushback from: 1) families? 2) teachers? What would you say, and what would you do next?**

**6. 校区教委会的决定常常会面临强烈的公众批评。如果您支持的一项决定遭遇以下群体的强烈反对，您会如何回应：1) 家庭/家长？2) 教师？您会说什么？接下来又会采取什么行动？**

I know I will face pushback from families and teachers, even when I have their

interests at heart in every vote and every comment. I have spoken with many prior Board of Education Commissioners and understand what they have gone through.

我知道，即便每一次投票和每一次发言都出于对家庭与教师利益的考虑，我仍然会面临来自家长和教师的不同意见甚至反对。我也与多位前任教委交流过，对他们所经历的压力与挑战有所了解。

I will be available and a good listener in their criticism. I will explain my decision making process and reasons for my votes. And I will continue to work with them regardless of their tough words and emotions.

面对批评，我会保持开放态度，愿意倾听，也会认真回应。我会清楚解释自己的决策过程以及投票的原因。同时，无论对方的言辞或情绪多么激烈，我都会继续与他们保持合作，并坚持共同推进工作。

***7. Does the district need to close schools, and if so, why? To what extent should community input, equity, and enrollment demand shape these processes and final decisions?***

7. 校区是否需要关闭部分学校？如果需要，原因是什么？在这一过程中，社区意见、教育公平以及招生需求应在多大程度上影响相关程序与最终决定？

Most likely the district will need to close/co-locate/combine schools. Given how recent cuts have started to affect classrooms, the district needs to find places to reduce expenses, get back into positive certification, and eliminate its structural deficit. I would much prefer reductions in unneeded consultants, lawyers, and district staff.

最有可能的是，一些校区将不得不关闭、合并或共用校舍。鉴于近期的预算削减已经开始影响课堂教学，校区需要找到降低开支的方法，恢复财政认证的良好状态，并消除其结构性赤字。我更希望削减的是那些不必要的顾问、律师以及校区行政人员的开支。

We do have to come to terms that some less well-attended schools are receiving thousands of dollars more per student and are not producing outsized student outcomes. With the money redeployed, we could give more schools the needed staff, including literacy coaches, assistant vice-principals, and mental health support.

我们也必须正视这样一个现实：一些入学人数较少的学校，每名学生获得的经费要高出数千美元，但却没有带来特别突出的学业成果。如果能够重新调配这些资金，我们就可以为更多学校提供所需的人手，包括英文读写能力辅导教师、副校长以及心理健康支持人员。

The recent effort to close schools under the prior Superintendent did a decent job in soliciting community input, and trying to put equity in consideration. Yet the plan failed largely because the plan ignored all the community input. I protested closures at many of the planned schools.

前任学监领导下最近一次试图关闭部分学校的工作，在征求社区意见以及将公平因素纳入考量方面，其实做得还算不错。然而，该计划最终失败，很大程度上是因为它忽视了社区提出的大部分意见。我曾在许多计划被关闭的学校参与抗议。

We are seeing now the fear and worry of so many families as the Newcomer schools and the Academy are closing. Should schools close, I would push hard to ensure that affected families would get all the support and services they can to keep their communities together and to help them transition into their new school.

我们现在看到，随着新移民学校 (Newcomer schools) 和学院 (Academy) 正在关闭，许多家庭正感到恐惧与忧虑。若学校不得不关闭，我将强力推动确保受影响的家庭获得尽可能充分的支持与服务，以维系他们原有的社区联系，并帮助他们顺利过渡到新的学校。

**8. What are the biggest challenges and opportunities you see with the district's current student assignment ("lottery") system?**

**8.您认为校区当前的学生派位（“抽签”）制度面临的最大挑战与机遇是什么？**

The current student assignment system does give a large majority of families one of the schools of their choice. Yet, the overwhelming feeling I hear is that it really needs to change. It comes too late, it is too opaque, and it often forces families to have their kids travel quite a distance to their schools.

目前的学生分配制度，确实让绝大多数家庭能够进入自己所选择的学校之一。然而，我听到的普遍感受是：这个制度真的需要改变。它公布结果太晚、缺乏透明度，而且经常迫使孩子们长途跋涉去上学。

I am excited for the district's plan for zone-based school assignments and want to learn more. Families I speak with from the Bayview to Noe Valley to the Sunset would love their kids to go to their neighborhood schools.

我对校区推行“分区制”学校派位计划很期待，也希望进一步了解其具体内容。我接触到的家庭，无论是在湾景区(Bayview)、诺伊谷(Noe Valley)，还是日落区(Sunset)，都希望自己的孩子能够就读社区附近的学校。

Let's work to make each neighborhood school special, popular, and growing, Let's make each school a great community, and a place where students have really great student outcomes.

让我们一起努力，把每一所社区学校都建设得有特色、受欢迎、并不断发展。让每一所学校都成为一个优秀的社区，让学生们能够真正取得优异的学习成果。

**9. SFUSD is facing structural budget challenges, including declining enrollment, rising costs, and pressure on reserves. What do you see as the root causes of this situation, and how should the Board respond within its governance role?**

9. 三藩市联合校区当前正面临结构性预算挑战，包括入学人数下降、成本上升以及储备资金压力等问题。您认为造成这一局面的根本原因是什么？校区教委会应如何在其治理职责范围内作出回应？

Budget challenges are definitely hurting students, and I see it every time I volunteer in classrooms. I have worked hard to try to understand how we can run our school district better, and increase enrollment.

预算方面的挑战无疑正在伤害学生，而我每次到课堂做志愿服务时都能亲眼看到这一点。我一直努力想弄清楚，我们怎样才能更好地运营校区，并提高学生注册人数。

One area I am excited to support is the district's plans to open a new K-8 Mandarin Immersion school. There are literally hundreds of families wanting to join this new school. Let's give families what they seek, and we will grow enrollment.

我特别期待支持校区开办一所新的 K-8 中文普通话沉浸式学校(Mandarin Immersion school)的计划。事实上，已经有数百个家庭希望加入这所新学校。我们应该提供家庭真正想要的教育选择，这样才能提高入学人数。

At the same time, I must admit that one big root cause of our budget challenges is

that the money is hard to follow. I remember LCAP meetings a few years ago where the district was going to do zero-based budgeting and really sort things out. Nothing came of it.

与此同时，我也必须承认，预算挑战的一个重要根源在于资金流向难以追踪。我记得几年前在地方控制与问责计划(LCAP)会议上，校区曾表示要推行“零基预算”(zero-based budgeting)，真正把财政问题理清楚，但最终并没有落实。

I have been working hard with my fellow members of the Citizens Bond Oversight Committee to get district staff to clearly share how money is spent. This process has been taking years and we have made some good progress. Yet there is still much to do to be even more transparent.

我一直与公民债券监督委员会(Citizens Bond Oversight Committee)的成员们努力合作，推动校区工作人员更清楚地公开资金的使用情况。这个过程已经持续了数年，我们也取得了一些不错的进展，但在提高透明度方面，仍然有很多工作要做。

Our Board of Education can follow best practices in other school districts like Dallas that provide guardrails to the Superintendent about spending limited funds to best help student outcomes.

我们的教委会可以借鉴其他校区的最佳实践，例如达拉斯(Dallas)校区，为学监设定明确的财政“护栏”，确保有限的资金能够最大程度地改善学生的学业成果。

***10. The Board's 2014 decision to change 8th grade algebra policy did not produce the intended results, and the current Board's recent revisions have drawn mixed reactions from teachers and families. What does this case reveal about how the San Francisco Board of Education should handle decisions around academic policy? If elected, what specific, measurable actions would you take to: 1) expand access to advanced coursework, and 2) improve outcomes for historically underserved students?***

***10.*** 校区教委会于2014年作出的八年级代数课程政策调整，并未达到预期效果，而现任校区教委会近期所做的修订，也在教师与家庭之间引发了不同反应。您认为这一案例揭示了三藩市联合校区教委会在制定学术政策时应如何开展决策？如果当选，您将采取哪些具体且可衡量的行动来：***1)*** 扩大学生修高阶课程的学习机会；***2)*** 改善“历史上未得到充分服务学生群体”(historically underserved students)的学习成果？

The 8th grade algebra policy was not proposed well and may need further work. I

agree with the majority of the Board that we need to provide clear pathways for all students to take 8th grade algebra. And I agree with the minority of the Board that would like means to support students that would need help to prepare for 8th grade algebra.

八年级代数课程政策的提出方式并不理想，可能还需要进一步完善。我赞同教委会大多数成员的观点：我们需要为所有学生提供清晰的路径，让他们都有机会在八年级学习代数。同时，我也认同教委会少数成员的看法，即应当为那些需要额外帮助来准备八年级代数课程的学生提供支持。

The Board can encourage the Superintendent to work to make good options for students that follow good practices, are data-based, and have teacher and family support.

教委会可以鼓励学监制定对学生更有利的方案，这些方案应当符合良好的教育实践、以数据为依据，并得到教师与家庭的支持。

I myself took algebra in 7th grade and know many current students that are frustrated that they need to take classes twice. We can find ways to encourage accelerated students to continue on their pace, even if above their grade level.

我自己当年是在七年级学习代数的。我认识许多现在的学生，他们对于不得不重复修同样课程感到沮丧。我们可以找到办法，让学习进度较快的学生继续按照自己的节奏前进，即使他们所学内容超过当前年级水平。

And let's keep working on bringing in well-proven, data-tracked methods to bring all students up to grade level math.

让我们继续努力，引入那些已经被充分验证、并有数据支持的方法，帮助所有学生的数学水平达到年级标准。