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San Francisco Parent Action
www.sfparentaction.org

Questions for SFUSD School Board Candidates 2024

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

<i>Excellent and Equitable Public Schools</i>	<i>Level of Agreement</i>
1. I SUPPORT the SF Parent Coalition Parent Priorities Platform . 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.	4
3. 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 dashboard that shares math and reading assessment data at the school level, updated at least twice a year.	4
4. 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 plan , and makes the necessary changes to our curricula, tools, and instruction methods that will follow an evidence- and standards-based instructional approach.	4
5. GOVERNANCE: An effective 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.	3
6. BUDGET HEALTH: I commit to governing in accordance with nationally-established best financial practices . 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.	4

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

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

For #2, 3 and 4, I would like to add some additional thoughts. In terms of Transparency through measurements, it is important to establish a balanced scorecard for the school district at the consolidated level and then cascade it

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down to each individual school. The balanced scorecard should have metrics that are customer-focused, financial, process-oriented, and people-focused – a comprehensive set of metrics that are set with tangible and intangible targets for the fiscal year. In terms of the curriculum, it is important to emphasize literacy and math, but what about the other core subjects of science, history, civics, etc.? It would be good to assess the entire curriculum for elementary, middle, and high school to better understand the gaps and where to improve. Finally, in terms of governance, it is critical that all stakeholders are involved in improving our schools: families/students, communities, teachers, schools, the superintendent/staff, and the Board. The customers of the school system are the families/students, communities/taxpayers, and the teachers/school staff/principals. It needs to be a collaborative approach built from a bottoms-up perspective first.

对于前述 2、3 和 4，我想分享一些我的额外想法。在衡量透明度方面，重要的是在综合层面上为校区建立平衡计分卡，然后将其逐级分到每所学校。平衡计分卡应该具有以客户为中心、以财务为导向、以流程为导向和以人为中心的指标——一套全面的指标，根据财政年度的有形和无形目标而设定。在课程方面，强调英文读写和数学固然重要，但其他核心科目如科学、历史、公民等呢？最好对小学、初中和高中的整个课程进行评估，以便更好地了解差距和需要改进的地方。最后，在治理方面，所有利益相关者都参与改善我们的学校至关重要：家庭/学生、社区、教师、学校、学监/工作人员和教委会。学校系统的客户是家庭/学生、社区/纳税人、教师/学校工作人员/校长。它首先需要一种从自下而上角度构建的协作方法。

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.

I want to do for public schools, what public schools have done for me. I feel incredibly lucky and fortunate that I had a great experience in public schools early in my life. It allowed me the opportunity to attend some of the best universities and to subsequently earn two bachelors, two masters and a doctorate degree. It allowed me to work for Fortune 100 companies and lead organizations as CEO. None of this would have been possible without the encouragement and support of public-school teachers. It is this critical foundation in those early years that allowed me to excel in my career and life. I feel so lucky that I had these positive experiences, but I do not want our children to depend on luck. Our children should have what I had, supportive schools and teachers, which can expose them to all the possibilities and give them the confidence to grow into their best selves. I know what a good public-school experience should be, and we can bring that to our school system here in SF.

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I am not a politician. I am a mom, and a parent and a taxpayer in SF. I have over 35 years of experience in solving problems collaboratively and I know how to get things done. This is what I do every day at work. I am not running to build a political career; I am a CEO and lead a successful health care company here in SF. I am doing this because I want to give back to our community and use all the things that I have learned in my 35 years of work experience. I believe that we can be effective together and that the SFUSD Board needs someone like me. Because I am not from the educational system, I can bring an outside voice, best practices from the business world like fiscal responsibility and operational excellence as well as different perspectives to challenge the norm and find unique solutions to our problems. I will bring a collaborative approach to problem-solving that starts with working with our customers; our families/students, teachers, and schools.

我想为公立学校做一些公立学校曾为我做的事情。我感到非常幸运，因为我早年在公立学校有过一段美好的经历。它让我有机会进入一些最好的大学，并随后获得两个学士、两个硕士和一个博士学位。它让我能够为财富 100 强公司工作，并担任首席执行官。如果没有公立学校教师的鼓励和支持，这一切都是不可能实现的。正是早年的这一重要基础，让我在事业和生活中都获得了丰收。我觉得自己很幸运，能有这些积极的经历，但我不希望我们的孩子依赖运气。我们的孩子应该拥有我所拥有的——支持性的学校和老师，这可以让他们接触到所有的可能性，让他们有信心成长为最好的自己。我知道良好的公立学校体验应该是什么，我们可以将其带入三藩市的学校系统。

我不是政客。我是三藩市的一位妈妈、家长和纳税人。我在协作解决问题方面拥有超过 35 年的经验，并且知道如何完成工作。这就是我每天工作时所做的事情。我参加竞选不是为了建立政治生涯；我是一名首席执行官，领导着三藩市一家成功的医疗保健公司。我竞选教委是因为我想回馈我们的社区，利用我在 35 年的工作经验中学到的所有东西回馈我们的社区。我相信我们可以共同发挥作用，并且三藩市联合校区教委会需要像我这样的人。因为我不是来自教育系统，所以我可以带来外部声音、商业界的最佳实践（例如财务责任和卓越运营）以及挑战规范并找到解决我们问题的独特解决方案的不同视角。我将采用协作方法来解决这个问题，从与客户合作开始：我们的家庭/学生、老师和学校。

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

I have attended the cycle two resource allocation meetings, the SFUSD Board meetings and I have also visited several schools to hear about their needs/challenges. Based on the information from these meetings and discussions, The budget deficit is a very serious situation and in the business world, this would

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be a crisis in need of a turnaround ASAP. The problem and solution are complex and closing schools may be a short-term fix that can have longer-term detrimental impacts. School closures can lead to more families leaving the public school system and larger class sizes may hinder learning. Teachers I have spoken to and classes that I have sat in on, are large. We will need to look at all options to optimize the class size and the number of schools. I think the approach that we can take is to examine both the top-line, revenue growth component of the budget and figure out how to increase enrollment or to increase the rate/allocation from the state/city or both. Then, we can examine the expenses and determine what is controllable versus non-controllable. By looking at the financials and understanding the drivers and levers of revenues and costs, we can determine the operational changes that are necessary to bring the budget back in line.

我参加了第二轮的资源分配会议、三藩市联合校区教委会会议，并且还参观了几所学校，了解他们的需求/挑战。根据这些会议和讨论的信息，预算赤字是一个非常严重的情况，在商业界，这将是一场需要尽快扭转局面的危机。问题和解决方案都很复杂，关闭学校可能只是短期解决方案，但可能会带来长期不利影响。学校停课可能会导致更多家庭离开公立学校系统，而班级规模扩大可能会妨碍教学质量和学生学习效果。我接触过很多老师；我听过课的课堂规模都很大。我们需要考虑所有选项来优化班级规模和学校数量。我认为我们可以采取的方法是检查预算的收入增长部分，并找出如何增加入学率或增加州/市的比率/分配，或两者兼而有之。然后，我们可以检查费用并确定哪些费用是可控的，哪些是不可控的。通过查看财务数据并了解收入和成本的驱动因素和杠杆，我们可以确定使预算恢复正常所需的运营变化。

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

I believe that excellence and equity can co-exist together in our public school system; it should not be a trade-off. We should raise the bar on all schools and for every student. This can be done by taking the time to better understand the needs of each of our 126 schools in the district and to spend time with the parents and families and schools to learn about their needs. Students learn differently and our communities are diverse and have diverse needs. We should understand them and incorporate as much of these learnings into our curriculum as well as teaching methods and approaches. We do not need to compromise excellence or equity; both can be achieved if we collaborate with our communities and schools to deliver on both.

我相信卓越和公平可以在我们的公立学校系统中共存；这不应该是一种权衡。我们应该提高所有学校和每个学生的标准。要做到这一点，可以花时间更好地了解校区 126 所学校中每一所学校的需求，并花时间与家长、家庭和学校了解他们的需求。我们的社区是多样化的，学生的学习方式不同，有多样化的需求。我们应该理解它们，并尽可能将这些知识纳入我们的课程以及教学方法中。我们不需要

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牺牲卓越或公平；如果我们与社区和学校合作共同致力于这两个目标，那么我们就可以同时实现这两个目标。

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

We need to ensure that all students, including higher achieving ones, receive tailored educational experiences that meet their unique needs. SFUSD can accomplish this by implementing a multifaceted approach, which includes differentiated instruction, acceleration programs like AP and IB, enrichment opportunities such as competitions and clubs, specialized tracks like Gifted and Talented Education (GATE), and ongoing professional development for teachers. Additionally, integrating STEM (Science, Technology, Engineering, and Mathematics) programs into these strategies can further enhance the educational experience for higher achieving students, providing them with opportunities to delve deeper into their interests and prepare for success in STEM fields. By offering flexible learning paths and fostering a culture of academic excellence across all disciplines, SFUSD can empower higher achieving students to thrive and reach their full potential, ultimately contributing to a more inclusive and dynamic educational environment for all.

我们需要确保所有学生，包括成绩较好的学生，都能获得满足其独特需求的量身定制的教育体验。三藩市联合校区可以通过实施多方面的方法来实现这一目标，其中包括差异化教学、AP 和 IB 等加速项目、竞赛和俱乐部等丰富机会、资优教育 (GATE) 等专业轨道以及教师持续的专业发展。此外，将 STEM (科学、技术、工程和数学) 计划融入这些策略可以进一步增强成绩优异的学生的教育体验，为他们提供更深入研究兴趣的机会，并为在 STEM 领域取得成功做好准备。通过提供灵活的学习路径并培养跨学科的卓越学业文化，三藩市联合校区可以帮助成绩优异的学生茁壮成长并使其潜力得以充分发挥，最终为所有人创造一个更具包容性和活力的教育环境。

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?***

We would need to better understand what parents/students need and are looking for from schools whether it be strong curriculum, proximity to their home, special focus areas like the arts or sports, cultural affinity, etc. We would also need to better understand the market or competition for schools, i.e., what other options do parents/students have aside from SF public schools? By knowing these factors, we can develop a strategy on how to increase enrollment by either attracting families/students away from the competition or by bringing families back to SF and SF public schools. We will also need to analyze the “customer journey” or student journey from elementary to middle to high school and understand where they enter and exit through the process. By understanding this customer journey, we can determine how to “interrupt”

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them at the key decision points with the right content so that they choose SF public schools.

我们需要更好地了解家长/学生对学校的需求和期望，无论是强大的课程、家庭学校间通勤的距离、艺术或体育等特殊重点领域、文化亲和力等。我们还需要更好地了解市场或学校竞争，即除了三藩市公立学校之外，家长/学生还有哪些选择？通过了解这些因素，我们可以制定一项策略，通过吸引家庭/学生远离竞争或让家庭回到三藩市和三藩市公立学校来增加入学率。我们还需要分析“客户旅程”或学生从小学、初中到高中的旅程，并了解他们在这个过程中选择或退出公立学校的时间点。通过了解这个客户旅程，我们可以确定如何在关键决策点用正确的内容“打断”他们，以便他们最终选择三藩市公立学校。

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

I understand the reasons behind the lottery system to try and provide better access and equity to all families/students in our district. However, the system is complicated and cumbersome and may not be achieving its intended outcomes. Given that some time has passed since its implementation, I believe that we can do an assessment to determine if there are improvements to be made with this approach.

我理解抽签系统背后的原因是为了尝试为我们校区的所有家庭/学生提供更好的、公平的机会。然而，该系统复杂且繁琐，可能无法达到预期效果。鉴于该系统实施已经有一段时间了，我相信我们可以进行评估，以确定抽签系统是否需要改进。

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 support Prop G and bringing Algebra to eighth grade. Bringing back core subjects of math, science, history, civics, languages etc. is important. We need to have these foundational core subjects back in our curriculum as early as possible. Having lived and worked in six of the seven continents, I have seen other schools in other countries and their curriculums and proficiency standards are oftentimes stronger than ours. It would be good to look at these examples outside of the U.S. to better understand their pros/cons. We can also look within the U.S. for best practices. Eighth grade algebra is just the start; we can look comprehensively to ensure that our students are armed with the best education to compete in the global job market.

我支持 G 提案将代数带到八年级。将数学、科学、历史、公民、语言等核心科目带回课堂都很重要。我们需要尽早将这些基础核心科目重新纳入我们的课程中。我在七大洲中的六大洲生活和工作过，见过其他国家的学校，他们的课程和熟练程度标准往往比我们的要强。最好看看美国以外的这些例子，以便更好地了解它们的优点/缺点。我们还可以在美国寻找最佳实践。八年级代数只是一个开始；我们可

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以全面考虑，以确保我们的学生接受最好的教育，以便在全球就业市场上具有竞争优势。

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

I understand the circumstances around the recall. As a CEO and board member for many companies, I understand the responsibilities of each and the accountability of each to their customers/stakeholders. The school board is responsible for hiring and giving oversight to the superintendent (or CEO of the school district) and his/her staff. The school board is also responsible and accountable for the oversight of the strategic and operational performance of the school district (the company). Boards are responsible for approving business plans and budgets for the fiscal year. If the CEO or board is ineffective at the above, then action needs to be taken.

我了解此次罢免的情况。作为许多公司的首席执行官和董事会成员，我了解每个人的责任以及每个人对客户/利益相关者的责任。教委会负责雇用和监督校区学监（校区首席执行官）及其员工。教委会还负责监督校区（公司）的战略和运营绩效。教委会负责批准本财年的业务计划和预算。如果学监/首席执行官或教委会在上述方面不负责任，则需要采取行动。

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?

I am willing to work with anyone or any group that is committed to progress for our school district. We have several key stakeholders in our school district and all of them are important. As a BOE Commissioner and as a Board, we should partner with families/students, the community, teachers/educators, the school superintendent and staff, the government agencies at the city and state level as well as our community partners and organizations. It is important to engage all stakeholders early in the process to understand their needs and to hear about the opportunities that they see so that they can be incorporated in our solutions moving forward.

我愿意与能推动我们校区进步的任何人或任何团体合作。我们的校区有几个关键的利益相关者，他们都很重要。教委会/教委会委员应该与家庭/学生、社区、教师/教育工作者、学校负责人和工作人员、市和州政府机构以及我们的社区合作伙伴和组织合作。重要的是让所有利益相关者尽早参与到流程中，了解他们的需求并了解他们看到的机会，以便将他们纳入我们未来的解决方案中。