

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

Matt Alexander

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
<p>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.</p> <p>我支持三藩市家长联盟的家长优先事项平台。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。</p>	4
<p>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 dashboard that shares math and reading assessment data at the school level, updated at least twice a year.</p> <p>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平台, 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>	4
<p>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 plan, and makes the necessary changes to our curricula, tools, and instruction methods that will follow an evidence- and standards-based instructional approach.</p> <p>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计划, 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。</p>	4
<p>4. 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.</p> <p>治理: 一个有效的教委会应该听从学监的领导, 支持学监和教职员的工作让他们成为专家, 对校区的工作提供建议。</p>	4
<p>5. 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.</p> <p>财务健康: 我承诺按照国家建立的最佳财务实践进行管理。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

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

www.sfparentaction.org

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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.

My priorities on the board have mirrored your Parent Priorities Platform. Here are some key accomplishments in the platform areas:

Focus on student outcomes:

- Collaborated with President Motamedi to co-lead implementation of Student Outcomes Focused Governance approach
- Worked with colleagues to adopt [ambitious academic goals, along with guardrails reflecting our San Francisco values](#)
- Worked with the Board of Supervisors [to secure \\$8 million to expand a highly effective math program](#) from John Muir Elementary to other schools
- Connected staff with resources based on my expertise as an educator (e.g., advance copies of [Redesigning High Schools: 10 Features for Success](#), which I co-authored with State Board of Education President Linda Darling-Hammond)

Fixing the budget deficit:

- Worked with colleagues to close a \$125 million deficit while giving educators the largest raise in history, to attract and retain the best possible staff
- [Co-authored Proposition G, the Student Success Fund](#), which passed with 78% of the vote and is now bringing in \$35-60 million annually to support whole-child community schools
- Fought to uncover past fiscal mismanagement and [realign SFUSD's budget to prioritize schools and students over upper management](#)

Transparency and accountability:

- Worked with the Board of Supervisors to get the City's Budget and Legislative Analyst to produce an [independent report on SFUSD's excessive central office spending compared to peer districts](#)
- Worked with immigrant parents to write SFUSD's first-ever [policy on translation and interpretation](#)
- Collaborated with LGBTQ families and staff to develop [the District's guide for gender inclusive forms and communication](#)

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

我在教委会工作的重点将与家长优先事项平台相一致。以下是相关领域我取得的一些关键成就:

关注学生学业成果:

- 与黎美儿主席合作, 共同领导实施了以学生学业成果为重点的治理方法
- 与同事们合作制定了 [雄心勃勃的学术目标, 以及反映我们三藩市价值观的标准](#)
- 与市参事会合作, [获得了800万美元资金, 将约翰缪尔小学\(John Muir Elementary\)的高效数学课程扩展到其他学校](#)
- 根据我作为教育工作者的专业知识, 为员工提供了资源(例如, 我与州教育部主席琳达·达林汉蒙共同撰写的[《重塑高中: 成功的十个特点》](#))

解决财政预算赤字:

- 与同事们合作, 解决了12.5亿美元的赤字, 同时为教育工作者提供了历史上最大的加薪, 以尽可能吸引和留住最好的员工
- [与其他人共同起草了提案G](#), 即学生成功基金, 该提案以78%的选票通过, 现在每年带来3500万至6000万美元的资金, 用于支持全面儿童社区学校
- 努力揭露过去的财务管理失误, 并 [重新调整三藩市联合校区的预算, 以优先考虑学校和学生, 而不是上级管理人员](#)

透明度和问责制:

- 与市监事会合作, 让市政府的预算和立法分析员就与同级校区相比, [三藩市联合校区的中央办公室的过度支出, 编写独立报告。](#)
- 与移民家长合作, 撰写了三藩市联合校区有史以来第一个[有关翻译和口译的政策](#)
- 与LGBTQ家庭和员工合作, 制定了[校区的性别包容表格和沟通指南](#)

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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'm running for School Board to continue the work I've started, alongside my colleagues, to create the schools our students deserve.

I started my teaching career at Balboa High School in 1996, and over the past three decades I've seen SFUSD's many strengths, but I also watched the growth of some deep systemic problems, including fiscal and operational mismanagement, lofty rhetoric about equity and excellence but a lack of accountability for results, and a bureaucratic culture that's been unresponsive to the needs of students, families, and school-based staff. My colleagues and I on the current School Board have taken concrete steps to address these issues and lay the foundation for a much stronger SFUSD.

What I bring to the Board:

- Two decades of experience as a SFUSD teacher and principal, with deep educational expertise and a track record of success as an educator
- Four years of experience on the School Board during the most challenging times in recent memory, including this year as Vice President
- A grassroots community organizer and good listener who values the experiences and viewpoints of students, families, and school-based staff
- A values-based leader whose views are rooted in the needs of people not ideology
- A bold leader who is willing to hold people accountable and challenge the status quo when needed
- A team player who works well with others and finds common ground across difference
- A collaborator who has built relationships with City officials to bring in resources for SFUSD

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。

我参加学校教委选举，是为了继续我已经开始的工作，与我的同事们一起，为我们的学生创建他们值得拥有的学校。

我于1996年开始我的教学生涯，当时在巴尔博亚高中(Balboa High School)任教，三十年来，我见证了三藩市联合校区的许多优点，但我也看到了一些深层次的系统性问题的增长，包括财务和运营管理的失误，对公平和卓越的浮夸言论，对结果却缺乏问责，以及对学生、家庭和学校工作人员需求反应迟钝的官僚文化。我和现任学校教委会的同事们已经采取了切实的措施来解决这些问题，为一个更强大的三藩市联合校区打下了基础。

我会为教委会带来：

- 二十年作为三藩市联合校区教师和校长的经验，具有深厚的教育专业知识和作为教育工作者的成功经验
- 在最具挑战性时期在教委会任职四年，包括今年担任教委会副主席
- 作为一名基层社区组织者和善于倾听的人，我重视学生、家庭和学校工作人员的经验 and 观点
- 一个以价值观为基础的领导者，我的观点根植于人们的需求而不是意识形态
- 一个敢于追究责任和必要时挑战现状的大胆领导者
- 一个团队合作者，与他人合作良好，在差异中找到共同点
- 一个与市政府官员建立了关系，为三藩市联合校区带来资源的合作者

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

Yes. President Motamedi and I meet weekly with Superintendent Wayne to help guide the plan.

In 1996, the year I started teaching in SFUSD, we had 64,000 students, and this year we have 49,000. Fewer students means less state funding, so we have to decide if we want to keep spreading our resources thinly across 120 campuses, or if it makes more sense to have fewer schools which are each better resourced. For example, merging two tiny elementary schools can allow us to have one school with a full-time social worker, literacy coach, teacher collaboration teams, and better facilities.

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But the track record of school closures in some other cities has been awful, and SFUSD's own past school closures have been deeply flawed, [with a disproportionate impact on the Black community and low-income students](#). So we need to get the process right. The Board is holding the Superintendent accountable to [our Guardrails](#), as well as [Attorney General Bonta's guidance](#), both of which require an authentic community engagement process and an equity impact assessment.

Our plan is still very much a work in progress, and we need your voice to help shape it. We've already heard that we should ensure historically marginalized students are not adversely impacted, and that we should protect options such as K-8s and small high schools for students who need them. I believe with community input and an equity lens, we can use our limited resources more effectively and create the schools our students deserve.

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？

是的。黎美儿(Motamedi)主席和我每周与学监韦恩(Wayne)会面，以帮助指导这项计划。

1996年，我开始在三藩市联合校区教书时，我们有64,000名学生，而今年我们只有49,000名学生。学生减少意味着州政府拨款减少，因此我们必须决定是继续将资源分散到120个校园，还是更合理地将资源集中到更少的学校。例如，合并两所小型小学可以让我们有一所拥有全职社会工作者、阅读教练、教师协作团队和更好设施的学校。

但其他一些城市的学校关闭记录很糟糕，三藩市联合校区自己过去的学校关闭也存在严重缺陷，[对黑人社区和低收入学生的影响不成比例](#)。因此，我们需要搞清楚整个过程。学监督将根据[教委会制定的警戒线](#)以及[司法部长罗伯·邦塔](#)的指导，对此担负起责任，这两者都要求进行真正的社区参与过程和公平影响评估。

我们的计划仍在积极进行中，我们需要您的声音来帮助塑造它。我们已经听到，我们应确保历史上被边缘化的学生不受负面影响，并保护K-8和学生们需要的小型高中。我相信通过社区的参与和公平的视角，我们可以更有效地利用有限的资源，创建我们的学生他们值得应有的学校。

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

There are examples of teachers across SFUSD, and in a few cases entire schools, showing what's possible when we have high expectations for all students, coupled with the supports needed to meet them.

For example, in mathematics, only 11% of Black SFUSD students and 18% of Latino students met or exceeded standards on the 2023 state tests. But at John Muir Elementary School, 45% of Black students and 42% of Latino students met or exceeded standards. Back in 2015, Muir's test results looked almost exactly like SFUSD's, but the district's results have remained flat over the past 8 years, while Muir's have increased dramatically.

What's John Muir's secret? The school has carefully and consistently implemented an approach to elementary mathematics called Teaching Through Problem Solving, which includes a rigorous curriculum as well as a sophisticated instructional approach, alongside a program for in-depth teacher professional development known as Lesson Study.

What Muir's experience shows is that if we invest deeply in educators and build a culture of excellence, we can dramatically increase academic outcomes for all kids. That's why I worked with the Board of Supervisors to secure \$8 million in City funding to expand the John Muir project as a pilot at Malcolm X, Flynn, and Sanchez over the past two years. Now the approach is spreading to even more schools using the Student Success Fund. Even as we face budget challenges, we need to continue these kinds of targeted investments to improve student outcomes for all 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？

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在三藩市联合校区，有一些教师，甚至在少数情况下整个学校，展示了当我们对所有学生都有很高的期望，并提供满足这些期望所需的支持时，可以实现什么。

例如，在数学方面，仅有11%的黑人学生和18%的拉丁裔学生在2023年的州考中达到或超过标准。但在约翰·缪尔小学(John Muir Elementary School)，有45%的黑人学生和42%的拉丁裔学生达到或超过了标准。早在2015年，缪尔的考试成绩几乎和三藩市联合校区的相同，但在过去的8年里，校区的成绩一直保持平稳，而缪尔的成绩却大幅提高。

约翰·缪尔的秘密是什么？对于基础数学，学校精心而一贯地实施了一种称为“通过解决问题进行教学”的方法，该方法包括严格的课程以及复杂的教学方法，以及一种被称为“课程研究”的深度教师专业发展计划。

缪尔的经验表明，如果我们深入投资于教育工作者，并建立卓越的文化，我们就可以大幅提高所有学生的学业成果。这就是为什么我与市参事会合作，获得800万美元的城市资金，通过过去两年，将约翰·缪尔项目作为试点项目扩展马尔科姆X、弗林和桑切斯(Malcolm X, Flynn, and Sanchez)。现在，通过学生成功基金，这种方法正在传播到更多的学校。即使面临预算挑战，我们也需要继续进行这类有针对性的投资，以改善所有学生的学术成果。

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

Just as SFUSD has historically struggled to close opportunity gaps, we've also struggled to challenge students when they're ready to go beyond grade-level standards. This is important not just for a subset of students, but for all of our children: All students are capable of high achievement when they feel safe, valued, and seen for who they are.

When the Board adopted our Goals and Guardrails in 2022, I helped craft the Curriculum and Instruction guardrail in a way that emphasizes how students should not just be given “the basics” but also challenged to meet standards of excellence: “The superintendent will not allow curriculum and instruction that is not rooted in excellence, challenging and engaging, student-centered, culturally responsive, or differentiated to meet the academic needs of all students.” SFUSD’s “Deeper Learning” pedagogical approach is consistent with these expectations, as is the new literacy curriculum we adopted—but we still have work to do in ensuring that teachers have the training, support, and collaboration needed to create these opportunities in every classroom.

At the secondary level, the Board adopted a student outcome goal based on [California's College and Career Readiness indicator](#), through which a student is considered “College/Career Ready” if they meet different combinations of criteria, including:

- Passing AP exams
- Taking college courses
- Completing a Career Technical Education Pathway (including internships)
- Completing UC/CSU requirements

These are all challenging learning opportunities, and now we need to enhance our high school offerings so that all students have access to them.

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？

正如三藩市联合校区历史上一一直在努力消除机会差距一样，我们也一直在努力挑战那些准备超越年级水平标准的学生。这不仅对于一部分学生来说很重要，而且对于我们所有的孩子来说都很重要：当他们感到安全、受到重视，并认识到自己的潜能时，所有学生都有可能取得很高的成就。

当教委会在2022年通过我们的《目标和警戒线》(Goals and Guardrails)时，我在制定课程和教学目标时强调，学生不仅应该被赋予“基础知识”，而且应该被挑战以达到卓越标准。“学监不会允许课程和教学的设置不是以卓越、具有挑战性和吸引力、以学生为中心、具有文化响应性或差异化，并满足所有学生学术需求为目标的”。三藩市联合校区的“深层学习”教学方法与这些期望一致，我们采纳的新的识字课程也一样，但我们仍需努力确保教师拥有培训、支持和合作所需，以在每个教室中创造这些机会。

在中学阶段，教委会根据《[加州大学和职业准备指标](#)》，制定了的学生学业成果目标，通过该目标，如果学生达到不同的标准组合，就被认为是“大学/职业准备”的，其中包括：

- 通过AP考试
- 参加大学课程

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- 完成职业技术教育学习(包括实习)
- 完成加州大学/加州州立大学的要求。

这些都是具有挑战性的学习机会,现在我们需要加强我们的高中课程,以便所有学生都能够获得这些机会。

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?

My children are 21-year-old twins, but I'm still on the email list from their co-op preschool. Last week, the preschool newsletter included an article from a parent who commented, "My husband and I always joked that we would leave San Francisco by the time our eldest was ready for kindergarten. The [SFUSD] lottery system felt way too complicated and intimidating."

This parent's feelings about SFUSD's enrollment system are widely shared, including among parents who can't afford to move or choose private schools. I believe the most important thing we can do to increase enrollment is to fix our broken enrollment system (more on that in #7).

Of course, we also need to ensure that all of our schools are safe learning environments where students are challenged and supported academically. If SFUSD schools are fully staffed, serve the whole child, and promote academic excellence, more families will want to enroll.

Finally, SFUSD's enrollment will increase if more families live in San Francisco. One area where this is happening now is among asylum-seeking immigrants. Last year SFUSD had over 1500 new immigrant students, and this year we've already enrolled nearly 1600—the largest numbers by far in the past decade. We need to continue welcoming these newcomer families, in line with our values as a Sanctuary City, and we need to advocate with the City to provide more affordable housing for them and other working-class and low-income families, so they are not forced out due to the high cost of housing.

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?

我的孩子是21岁的双胞胎,但我仍然在他们的幼儿园的邮件列表中。上周,幼儿园的《时事资讯》中有一位家长的文章,她提到:"我丈夫和我总是开玩笑说,等我们的大孩子上幼儿园的时候,我们会离开三藩市。三藩市联合校区的抽签系统太复杂,令人生畏。"

这位家长对三藩市联合校区的招生系统的感受是具有普遍性的,那些无法搬离三藩市或选择私立学校的家长都有这样的感受。我认为我们可以做的最重要的事情之一是修复我们破损的招生系统(有关这方面的详细信息请参见第7点)。

当然,我们还需要确保我们所有的学校都是安全的学习环境,学生在其中受到学业挑战和支持。如果三藩市联合校区的学校人员配备齐全,全面关注学生的整体发展,并提倡学术卓越,将会有更多的家庭选择入学。

最后,如果有更多的家庭居住在三藩市,三藩市联合校区的入学人数也会增加。目前这种情况正在寻求庇护的移民中发生。去年,三藩市联合校区有超过1500名新的移民学生,今年我们已经登记了将近1600名——这是过去十年里迄今为止数量最多的。我们需要继续欢迎这些新来的家庭,这符合我们作为庇护城市的价值观,我们还需要与市政府合作,为他们和其他工薪家庭和低收入家庭提供更多的可负担住房,这样他们就不会因为高昂的住房成本而被迫搬离。

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

SFUSD spends millions of dollars a year on an enrollment system that offers an illusion of choice while actually creating high levels of anxiety for students and families. The system also creates unpredictable school enrollments, which makes it challenging for schools to do budgeting and for district staff to allocate resources effectively.

The Board of Education voted in 2018 to change the elementary assignment system and then in 2020 voted to move to a zone-based system. The new system still has not been implemented.

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It's time to stop kicking the can down the road and actually fix our broken assignment system. I believe that our new system should include not only elementary, but also middle and high schools. Families deserve a predictable enrollment system that assigns students to schools reasonably close to where they live and offers alternative options for students who need them—with a minimum of anxiety and stress.

It's also worth considering the fiscal impacts. SFUSD has a department called the Educational Placement Center that manages our complex enrollment system and helps families navigate it. This department, which doesn't exist in most school districts, costs us over \$3 million a year. It's not clear how that investment is leading to improved student outcomes.

Finally, the current system was originally adopted with the stated purpose of desegregating schools, which it has not accomplished. A simpler and more transparent system would be cheaper, less stressful, and more likely to produce the diverse schools most San Franciscans want.

7. 您如何看待三藩市联合校区(SFUSD)的入学抽签系统？

三藩市联合校区每年在一个招生系统上花费数百万美元，这个系统表面上提供了选择的幻觉，但却给学生和家庭带来了高度焦虑。该系统还导致学校的入学人数不可预测，这使得学校很难进行预算编制，也使得校区工作人员难以有效地分配资源。

教育委员会在2018年投票决定改变小学派位系统，然后在2020年投票决定转向区域性分配系统。新系统仍然没有得到实施。

现在是时候停止拖延，真正修复我们破损的分配系统了。我认为我们的新系统应该不仅包括小学，还应包括初中和高中。家庭应该得到一个可预测的入学系统，将学生分配到他们居住地附近的学校，并为那些需要的学生提供替代选择——尽量减少焦虑和压力。

另外，还需要考虑财政影响。三藩市联合校区有一个叫教育安置中心的部门，负责管理我们复杂的招生系统，并帮助家庭进行导航。这个在大多数校区中都不存在的部门每年花费我们超过300万美元。目前尚不清楚这项投资如何促进学生学业成果的提升。

最后，当前的系统最初被采纳是为了实现学校的去种族隔离，但这一目标并没有实现。一个更简单、更透明的系统将更便宜、更少压力，并更有可能产生大多数三藩市人想要的多样化学校。

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" on Prop G because I support all SFUSD students having access to algebra in 8th grade, both the content of algebra as well as UC/CSU approved credit.

I know there are some who oppose 8th grade algebra due to legitimate concerns about tracking. I share these concerns, but I don't think the answer is to limit access to algebra. There are examples of schools and districts that have implemented 8th grade algebra equitably, and we can too.

Providing access alone will not ensure that students are ready for algebra. To accomplish that, and to meet our 8th grade math goal, we can do what John Muir Elementary did (see #4) and adopt a research-based approach that follows the example provided by Japan, which has among the highest elementary mathematics achievement in the world. The three focus areas would be:

- 1 Adopt a new math curriculum that is problem-based—organized around problems that are carefully selected to motivate students to think, to analyze different ways of solving problems, and to develop their understanding of key mathematical concepts
- 2 Adopt an instructional approach that is student-centered—including time for individual thinking and writing, informal small group conversation with peers, and whole-class discussion where students explain and defend their ideas, and the teacher helps the class process key learnings
- 3 Adopt a teacher professional development approach such as Lesson Study, which involves in-depth study of the curriculum, instructional methods, and the students, coupled with live lesson observations and debriefs, supported by outside experts

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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?

我投票赞成G提案,因为我支持所有三藩市联合校区八年级学生有机会学习代数,无论是代数内容还是加州大学/加州州立大学认可的学分。

我知道有些人反对八年级代数,因为他们担心学生分级。我理解这些担忧,但我认为答案不是限制学生接触代数。有一些学校和校区已经公平地实施了八年级代数,我们也可以做到。

仅提供机会并不能确保学生准备好学习代数。为了实现这一目标,以及实现我们的八年级数学目标,我们可以采取类似于约翰·穆尔小学所做的方式(见#4),采用一个以日本为榜样的研究为基础的方法,日本在世界范围内拥有最高的小学数学成绩。三个重点领域将是:

1. 采用以问题为基础的新数学课程——围绕精心选择的问题组织课程,以激发学生思考、分析不同的问题解决方法,并发展他们对关键数学概念的理解
2. 采用以学生为中心的教学方法——包括个人思考和写作时间,与同龄人进行非正式小组对话的时间,以及整班讨论时间,学生在讨论中解释和辩论他们的想法,老师帮助班级整理重要的学习内容
3. 采用课堂研究等教师专业发展方法,涉及课程、教学方法和学生的深入研究,结合现场课堂观察和总结,由外部专家支持

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

I opposed the February 2022 recall because [it was backed by over \\$2 million from billionaires and venture capitalists](#). I don't think they should be the ones making decisions about our public schools.

At the same time, I understand and respect that many SFUSD parents supported the recall for good reasons having nothing to do with big money. It's also true that in the months after the recall, thanks to Commissioner Lam's leadership in a very challenging time, the school board stabilized itself, hired a new superintendent, and embarked on Student Outcomes Focused Governance— all of which laid the foundation for the progress we're now beginning to see in SFUSD.

In the regular November 2022 elections, with local campaign finance rules in place, the three winning candidates collectively spent less than \$150,000. And thanks to that decision of the voters, I have the honor of working with three fantastic colleagues, Commissioners Weismann-Ward, Motamedi, and Fisher. Moving forward, I hope we can all work together to avoid recalls and ensure that school board elections are not big money affairs but rather models of grassroots democracy.

9. 您对2022年2月的教委会的罢免持什么立场,为什么?

我反对2022年2月的罢免,因为它得到了来自亿万富翁和风险投资家的超过200万美元的支持。我认为他们不应该是我们公立学校决策的主导者。

与此同时,我理解并尊重许多三藩市联合校区的家长出于与大笔资金无关的良好原因支持罢免。事实上,在罢免之后的几个月里,得益于林委员在一个非常具有挑战性的时期的领导力,学校教委会会稳定下来,聘请了新的学监,并着手实施以学生学业成果为中心的治理方式——所有这些为我们现在的三藩市联合校区开始看到的进步奠定了基础。

在2022年11月的常规选举中,由于有了当地的竞选资金规则,三名获胜候选人总共花费不到15万美元。感谢选民的这一决定,我有幸与三位出色的同事,李慧文,黎美儿,和斐羲莎。展望未来,我希望我们都能共同努力,避免罢免,并确保教委会委员选举不是大笔资金的事务,而是基层民主的典范。

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?

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In my time on the Board, I've prioritized listening to students, families, and front-line staff who work in our schools. Too often in the past, these groups have been ignored or overlooked by decision-makers in SFUSD, such as when prior district management decided to change school start times without any input from families.

This is especially true for groups that have been historically marginalized, such as Black families, immigrant families, students with IEPs, and others. I've worked to shift that dynamic, such as when I collaborated with immigrant parents at Buena Vista Horace Mann [to get SFUSD to keep a promise made back in 2016 for much-needed renovations](#), or when I worked with Grattan parents to ensure their school had adequate staffing for students with IEPs.

It's also important that whenever possible, we have collaborative relationships with the unions representing our workers, such as the educators represented by UESF and the clerks, cafeteria workers, and custodians represented by SEIU. These are the staff who have the greatest impact on the daily experience and education of our kids.

The first Guardrail my colleagues and I adopted in 2022 tells the Superintendent that he may not make major decisions without "meaningful consultation with the parents/guardians, students, and staff who will be impacted by those decisions." One example of improvement is that this year, for the first time ever, draft school budgets were released in January rather than March, allowing time for school communities to request changes when needed.

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？

在我担任教委期间，我优先倾听学生、家庭和我们学校一线员工的意见。在过去，三藩市联合校区的决策者经常忽视或忽略这些群体，例如，之前的校区管理层决定更改学校的开学时间，但没有征求家庭的意见。

对于历史上被边缘化的群体，如黑人家庭、移民家庭、有个人学习计划(IEP)学生的家庭等，尤其如此。我努力改变这种局面，例如，我与布埃纳维斯塔·霍雷斯曼学校(Buena Vista Horace Mann)的移民家长合作，让三藩市联合校区兑现了2016年做出的亟需翻修的承诺，或者我与格拉坦学校(Grattan)的家长合作，确保他们的学校为有IEP的学生提供了足够的员工。

另外，尽可能与代表我们工人的工会建立合作关系也很重要，例如由UESF代表的教育工作者以及由SEIU代表的文员、餐厅工人和看护人员。这些员工对我们孩子的日常体验和教育产生了最大的影响。

我和我的同事们在2022年采纳的第一个警戒线(Guardrail)提示是，告诉学监不能在“没有与将受到这些决定影响的家长/监护人、学生和员工进行有意义的磋商”的情况下做出重大决定。一个改进的例子是，今年首次将学校的预算草案在一月份发布，而不是在三月份发布，这样学校社区有时间在需要时提出变更请求。