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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

Parag Gupta

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 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. 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。	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 dashboard 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 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。	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 plan , 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 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。	4
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. 治理: 一个 有效的 教委会应该听从学监的领导, 支持学监和教职员工的工作让他们成为专家, 对校区的工作提供建议。	4
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. 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。	4

SFPARENTS

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.

The next four years are going to be critical for SFUSD with a potential \$421 million deficit, school closures, and failing standards in K-8 math and literacy to name a few. How we address these challenges will determine the viability of SFUSD and our city's ability to attract and retain families for years, if not decades to come. We must elect four school board candidates who will bring excellence and the ability to make difficult decisions.

As a newly-elected member of the San Francisco's Democratic County Central Committee (DCCC), I am centering the San Francisco Democratic Party on the ideals mentioned above. The first thing I did was introduce the [SF Democratic Party's SFUSD platform resolution](#) that promotes a public school system centered on student outcomes; quality neighborhood school system that is attractive to all families and prioritizes both excellence and equity; and encourages fiscal responsibilities and policies that will lead to the retention and growth of overall SFUSD attendance and eventual student graduation. The resolution was drafted after seeking input from School Board members. I will continue to emphasize these ideals and work shoulder to shoulder with the current School Board, teachers, and families.

I have the ability and a proven track record to make difficult decisions that SFUSD needs. I will be a board member who will support SFUSD staff and teachers and set students up for success.

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。

未来四年对三藩市联合校区(SFUSD)来说将至关重要, 其面临着潜在4.21亿美元的赤字、学校关闭以及K-8数学和识字水平下降等诸多挑战。我们如何应对这些挑战将决定三藩市联合校区的可持续性, 以及我们城市能否吸引更多的家庭回归公立学校或更多的家庭留在公立学校, 未来数十年都是如此。我们必须选出四名优秀和胜任的教委, 使得教委会能够对困难的问题做出决定。

作为三藩市县民党中央委员会(DCCC)的新当选成员, 我将三藩市民主党置于上述理念的中心。我首先提出了三藩市民主党的“[三藩市联合校区平台决议](#)”, 以其促进建立一个以学生学业成果为中心的公立学校系统; 一个从卓越和公平角度, 吸引所有家庭的高质量社区学校系统; 同时, 鼓励采用财政责任和政策, 促进三藩市联合校区的整体出勤率的保持和提高, 最终实现学生毕业率的生长。该决议是在征求教委会的意见后起草的。我将继续强调这些理念, 并与现任教委、教师和家庭并肩工作。

我有能力和已经证明自己能够做出三藩市联合校区需要做出的艰难决定。我将成为支持三藩市联合校区教职员、为学生成功打下基础的教委会委员。

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 am a proud SFUSD parent. Ava, my daughter, is graduating from Chinese Immersion School (CIS) at DeAvila and will attend Roosevelt Middle School next year. I served on CIS' School Site Council (SSC) for five years including three as the Chair. I was part of the inaugural SF Parents Board Bootcamp and served on the implementation workgroup for 8th Grade Algebra. Most recently, [I was elected to the DCCC](#), having received the most votes out of any first-time candidate in AD-19.

I've worked in community for 25 years. I started as a [Bridgespan](#) consultant where I created strategy recommendations for leading non-profit organizations. I also have a Masters in Public Policy from the Harvard Kennedy School. Previously, as a foundation Chief Program Officer, I developed a nine-figure philanthropic strategy to provide 10,000 youth from low-resource Bay Area families with postsecondary opportunities that would otherwise

SFPARENTS

have been unavailable. Examples include coordinating with SFUSD to fund existing nonprofit partners to create a college-going mindset or provide holistic mentoring for Sunnydale youth.

As the Mercy Housing Chief Program Officer, I oversee the impact created with residents through financial well being, health, and youth programming. Mercy Housing is the largest nonprofit affordable housing organization in the US with 45,000 residents and \$4.4B in assets. In three years, I've changed the culture in the 40-year old institution from a compliance mindset to one of impact measurement and accountability to its residents.

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。

我是三藩市联合校区的一位自豪的家长。我的女儿Ava即将从迪维拉(DeAvila)的中文沉浸学校(CIS)毕业，并将在明年就读罗斯福中学(Roosevelt Middle School)。我在CIS的学校委员会(SSC)任职了五年，其中三年担任主席。我曾参与三藩市家长联盟的首届教委培训营(SF Parents Board Bootcamp)，并参与了八年级代数课程的实施工作小组。最近，我当选为[三藩市县民主党中央委员会\(DCCC\)](#)的委员，成为AD-19地区首次竞选的候选人中得票最多的人。

我在社区工作了25年。我最初是一名Bridgespan的咨询师，在那里为领先的非营利组织制定战略建议。我还拥有哈佛肯尼迪政府学院(Harvard Kennedy School)的公共政策硕士学位。此前，作为基金会的首席项目官员，我制定了一个数亿美元的慈善战略，为三藩市湾区低资源家庭的1万名青少年提供上大学的机会，否则他们将无法上大学。例如，与三藩市联合校区协调资助现有非营利合作伙伴，帮助森尼戴尔(sunnydale)的青年树立起一个需要进入大学深造的心态、为其提供全面辅导等。

作为Mercy Housing的首席项目官，我负责监督经济状况、健康和青年计划对居民产生的影响。Mercy Housing是美国最大的非营利性可负担住房组织，拥有4.5万名居民和44亿美元的资产。在过去的三年里，我改变了这个有着40年历史的机构的文化，从一个纯粹遵守法规的思维方式转变为一种关注效果评估和对居民负责的文化。

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

Having attended two Resource Alignment Initiative town halls, I support the process and commend the Superintendent for addressing a structural deficit problem that has materialized over many years. We don't yet have enough information to assess what has been presented so far. As a Board Member, I will make difficult budget decisions while also focused on narrowing student achievement gaps and balancing important factors such as equity and accessibility.

I recognize that potential school closures will result in meaningful disruptions to impacted students, teachers, and families and that is why thorough stakeholder engagement must continue. Ultimately, the goal is to find a solution that best supports the needs of all SFUSD students while ensuring the long-term financial sustainability of the district. I strongly believe that SFUSD needs to remain in control by San Franciscans, and not be taken over by the State of California.

I also believe there is opportunity in the school closures to focus on excellent neighborhood schools that provide predictability to our SFUSD families and instill confidence in the school excellence their child(ren) will attend. Consolidating resources into fewer schools provides the opportunity to create excellence but must be handled delicately to build trust.

Finally, the central office can take stock of initiatives that are critical towards the achievement of student outcomes and cut those that are non-critical. I will also look into additional areas for budget reduction such as administrative cost and revenue such as from philanthropy.

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？

SFPARENTS

我参加了两次致力于资源调整倡议的市政厅会议，我支持这一过程，并赞扬学监针对多年来出现的结构性赤字问题所采取的行动。目前我们还没有足够的信息来评估所呈现的内容。作为教委会成员，我将在做出艰难的财务决策的同时，也专注于缩小小学生学业成绩差距，并平衡重要因素，如公平和可及性。

我认识到潜在的学校关闭将对受影响的学生、教师和家庭造成重大影响，这就是为什么利益相关者必须继续有机会参与此项决策。最终目标是找到最能支持三藩市联合校区所有学生需求的解决方案，同时确保校区的财务的长期可持续性。我坚信三藩市联合校区需要由三藩市人控制，而不是被加州接管。

我也相信在学校关闭中存在机会，可以专注于提高社区学校的优越性，这将提供给我们三藩市联合校区的家庭更多的可预见性，并使他们对孩子将要就读的学校的卓越表现充满信心。将资源整合到较少的学校，会提供创造卓越的机会。但为建立相互的信任，必须谨慎处理。

最后，中央办公室可以认真考虑对提高学生学业成果至关重要的举措，并削减那些非关键的项目。我还将探索其他可以削减预算的领域，例如节约行政成本，同时增加收入，例如获得慈善捐助等。

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

First, it is important to recognize the step forward by the School Board in adopting the Council of the Great City Schools (CGCS) Vision Values Goals and Guardrails in October 2022 so that we can hold ourselves accountable. We must build on this work.

SFUSD has identified interim goals and guardrails such as kinder end-of-year reading for Black and Pacific Islander students or chronic absenteeism¹ which disproportionately affects Black, Pacific Islander, and American Indian populations at 50%+ rates². Understanding this data, the Board can then prioritize the most critical drivers with the superintendent, partner with the city government or third-party sources, and continue to hold the school district accountable for achieving results in a transparent manner.

From my 25 years of working in community, I've learned to consider the whole child - not only in the classroom but the other 18 hours as well. Many student challenges come from Adverse Childhood Experiences (ACES), unstable housing, food insecurity, additional family or work responsibilities, and so on. We should share this data with relevant city departments to target solutions such as prioritizing low-income families with children attending public schools to attain affordable housing - something Mercy Housing has done in King County with the Seattle municipality.

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？

首先，重要的是要认识到教委会在2022年10月采纳了“大城市学校理事会(CGCS)的愿景、价值观、目标和警示”(Vision Values Goals and Guardrails)，以便我们可以让自己肩负起责任。我们必须在这项工作的基础上继续努力。

三藩市联合校区已确定了过渡性目标和警示(goals and guardrails)，如关于黑人和太平洋岛民学生或者长期缺勤的幼儿的年终阅读水平，长期缺勤在黑人、太平洋岛民和美洲印第安人群体中的比例超过50%。了解这些数据后，教委会可以与学监共同确定最关键的推动因素，与市政府或第三方合作伙伴合作，并继续以透明的方式要求校区为达到最终成绩目标肩负起责任。

通过我在社区工作的25年经验，我学会了从整体上考虑一个孩子——不仅仅是在教室里，还包括学校外的18个小时。许多学生的挑战来自不利的童年经历(ACES)、不稳定的住房、食品不安全、额外的家庭或工作责任等。我们应该与相关的市政部门共享这些数据，以便有针对性地解决方案，例如是否可以优先考虑有子女就读于公立学校的低收入家庭获得可负担性住房——这是Mercy Housing在西雅图与其市政府已经做过的事情。

¹ [SFUSD Updated Interim Goals and Guardrails](#)

² [SFUSD Data Department](#)

SFPARENTS

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

We can't have a world class city without a world class public education system. We need to promote excellence that attracts and retains families of all economic backgrounds. When I knocked on over 1,000 doors for my DCCC campaign, I heard frustration from families about needing to "put up with the school system" or sharing they are leaving San Francisco public schools to get their children a quality education. We should celebrate Lowell and sustain it AND create excellence within all neighborhood schools.

To create excellence in all schools, the evidence base points to the most important factors being teacher quality, academic rigor, and a positive school culture³. To attract and retain high quality teachers, we must pay them well and on time. This requires fiscal discipline. To ensure academic rigor and a positive school culture, we must require transparency and accountability with what we prioritize and continually improve upon. An important benefit of doing so is being able to also better track when predictable achievement gaps and take early steps to address them.

Finally, we need to have high expectations for all children and provide support needed so that they can reach their potential. For example, we need to add courses that will interest students such as computer science and art. We also need to include more AP classes and CTE pathways and dual enrollment in City College at all high schools.

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？

如果没有世界一流的公立教育系统，我们不能拥有世界一流的城市。我们需要推广和促进卓越，以吸引和留住所有经济背景的学生。我在参加DCCC竞选时曾敲过1000多户家庭的门，我听到了一些家庭对于需要“忍受学校系统”的沮丧，或者他们要离开三藩市公立学校来为孩子获取优质教育的感叹。我们应该庆贺我们拥有洛威尔高中，并应持续支持它，同时也在所有社区学校内创造卓越。

为了在所有学校创建卓越，证据基础指向最重要的因素包括教师素质、学术严谨性和积极的校园文化。要吸引和留住高质量的教师，我们必须及时且优厚地支付他们的工作报酬。这需要财务纪律。为了确保学术严谨性和积极的校园文化，对我们所重视的内容，必须要求透明度和问责制，并进行持续改进。这样做的一个重要好处是能够更好地追踪到可预测的成绩差距，并采取早期措施加以解决。

最后，我们需要对所有孩子有着高期望，并提供所需的支持，以便他们能够发挥自己的潜力。例如，我们需要增加一些对学生感兴趣的课程，如计算机科学和艺术。我们还需要在所有高中增设更多的AP课程和职业技术教育(CTE)途径，以及在高中阶段可以在市立大学注册学习。

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?

Increasing enrollment to SFUSD may depend on external factors: demographic shifts and high cost of living. However, SFUSD can focus to improve its credibility with the public and narrow student achievement gap:

- 1) Elementary School: Revising the school lottery system that is simple for families to understand, balances family choice and equity, and allows families to stay closer to their neighborhoods. Predictability helps build trust between families and the school system, leading to a higher likelihood of continued enrollment in subsequent years. Families entering elementary schools particularly find the current lottery system overwhelming. Those with options move to other jurisdictions or apply to independent schools.
- 2) Middle School: Providing strong 8th grade Algebra instruction is an important factor for many families to stay in SFUSD. In addition, promoting a sense of belonging within the school community is crucial for middle school students. This involves fostering an inclusive environment where students feel valued, and encouraged to participate in extracurricular activities.

³ “[Factors Contributing to School Effectiveness: A Systematic Literature Review](#)”, [Eur J Investig Health Psychol Educ](#). 2023 Oct; 13(10): 2095–2111

SFPARENTS

3) High School: Offering high-quality education across the City and at all schools. This encompasses several aspects, such as employing well-trained teachers, maintaining facilities and equipment, and implementing evidence-based curricula with strong student outcomes. Keeping Lowell and SOTA as merit-based schools is important AND need to ensure that all high schools across the City provide high quality education, with AP classes and CTE pathways at all high schools.

Enrollment and student retention should be an important school district dashboard indicator so SFUSD may better understand key issues that are retaining or driving away families.

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?

增加三藩市公立学校的入学人数可能取决于外部因素: 人口结构变化和高昂的生活成本。然而, 三藩市联合校区可以集中精力改善其在公众中的信誉, 并缩小学生成绩差距:

1) 小学: 修订学校抽签系统, 使家庭易于理解, 平衡家庭选择和公平性, 允许家庭选择社区内的就近学校。可预测性有助于建立家庭与学校系统之间的信任, 从而增加了在随后几年继续入学的可能性。特别是进入小学的家庭认为当前的抽签系统令人不知所措。那些可以做选择的家庭会搬到其他地区或申请独立招生的学校。

2) 中学: 提供强有力的八年级代数教学是许多家庭会选择留在三藩市联合校区的一个重要因素。此外, 营造学校社区归属感对初中生至关重要。这涉及营造一个包容的环境, 让学生感到受到重视, 并鼓励他们参加课外活动。

3) 高中: 在全市范围内提供高质量的教育。这包括几个方面, 如雇佣经过良好培训的教师, 维护设施和设备, 并教授有证据支持的有良好学生学业成果的课程。保持洛威尔高中 (Lowell) 和艺术高中 (SOTA) 高中的择优录取制很重要, 同时需要确保全市各高中都提供高质量的教学, 所有高中都开设 AP 课程和提供职业技术教育 (CTE) 培训。

学生注册人数和学生持续留在校区人数应该是重要的指标, 三藩市公立学校可以据此更好地了解决定家庭留下与离开的关键因素。

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

I have experienced the SFUSD lottery twice. The first time was for my daughter's elementary school, which was a nerve-wracking experience. I found the process to be confusing with many options. We entered over 20 schools and were very fortunate to have received our first choice at CIS. We have truly loved the six years at CIS. The second time was this year as my daughter applied for middle school. This was a better experience given the feeder system provided more predictability. However, we still have several friends who weren't able to get into their feeder schools in the first round.

I have observed that the current lottery system creates confusion and barriers for many families considering entering and staying in the SFUSD system. [PPSSE](#) has also shared low engagement from families of color and low-income families. As such, the well-intentioned aim of the lottery is not achieving its desired outcome.

What will be important is to create a revised system where we can optimize for the following: family choice, predictability, proximity to home and workplaces, equity, and excellent neighborhood schools. I recognize that this is difficult and complex to balance. I look forward to seeing the [revised school assignment system](#) soon. While I would have hoped that the new system could be implemented sooner than 2026, after the BOE called for one in 2018, I recognize that budget deficit and potential school consolidation priorities may add an additional layer of complexity.

7. 您如何看待三藩市联合校区 (SFUSD) 的入学抽签系统?

SFPARENTS

我曾两次经历了三藩市联合校区的入学抽签系统。第一次是为了我女儿的小学，那是一次令人紧张的经历。我觉得这个过程很混乱，选择太多了。我们申请了20多所学校，非常幸运地在CIS得到了我们的首选。我们在CIS度过的六年很愉快。第二次是今年，我女儿申请中学。由于预先指定学校提供了更多的可预见性，所以这是一次更好的经历。然而，我们仍然有几个朋友在第一轮中没能进入他们的预选学校。

我观察到，当前的抽签派位系统对许多考虑进入和留在三藩市联合校区的家庭造成了困惑和障碍。[三藩市公立学校家长\(PSSSF\)](#)也分享了有色人种家庭和低收入家庭的参与度较低。因此，抽签的良好目的并没有实现预期的结果。

重要的是要创建一个经过修订的系统，我们可以优化以下内容：家庭选择、可预见性、与家庭和工作地点的接近程度、公平性以及卓越的社区学校。我意识到它的难以平衡和复杂性。我期待着很快看到[修订的学校派位系统](#)。教委会在2018年就呼吁需要新的派位系统，我希望新系统能在2026年以前尽快实施，但我认识到财政预算赤字和潜在的学校合并这些优先事项可能会为解决此问题增加额外的复杂性。

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?

While it was a non-binding proposition, I [was in strong support](#) for Prop G as it was critical for San Francisco voters to send a strong message to the Board of Education on the importance of a strong math foundation for our students. Beyond 8th grade algebra, however, I was disappointed to see the results of the [SFUSD Math Audit](#) found meaningful deficiencies for K-8 grades. I was disheartened to see the SFUSD Math Task Performance levels in the [SFUSD Student Performance Analysis](#). African American students performed math tasks at 41% proficiency compared to 80+% proficiency for white or Asian peers indicating SFUSD has a far way to go in closing the achievement gap.

The [Math Audit findings](#) and recommendations touch upon my earlier focus in question 5 on academic excellence. Specifically:

- 1) High Quality Teachers: Providing more guidance and support for teachers
- 2) Academic Rigor: Streamlining math content and using high quality material called for by standards
- 3) Positive School Culture: Creating an expectation of achievement and a sense of belonging

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？

尽管这是一项不具约束力的提案，但我[强烈支持G提案](#)，因为这是三藩市选民向教育委员会传递了一个重要的信息，即学生打下坚实的数学基础的重要性。然而，除了八年级代数之外，我对三藩市联合校区[数学审计](#)结果发现K-8年级存在实质性不足感到失望。我对[三藩市联合校区学生成绩分析](#)中的数学成绩水平感到沮丧。相比之下，非洲裔学生的数学综合熟练程度的比例为41%，而白人或亚裔同龄人的则超过80%，这表明三藩市联合校区在缩小成绩差距方面还有很长的路要走。

[数学审计](#)的发现和建议涉及了我在前述第5个问题中提到的学术卓越的早期关注事宜。具体是：

- 1) 高质量的教师队伍：为教师提供更多指导和支持；
- 2) 严谨的学术：简化数学内容，使用符合标准的高质量教材
- 3) 积极的校园文化：营造成就预期和归属感

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

When the pandemic first started, my daughter was in 1st grade and those were the critical years for reading and number sense. At the time, I was the Chair of the School Site Council, and I saw the data that showed meaningful learning loss as a result of the 1.5-year long school closure for many children at my daughter's school. While my family had flexible jobs that enabled us to provide supplemental teaching at home, many families were not able to do so.

SFPARENTS

Therefore, I was in strong support for the school board recall. I was actively involved in gathering the signatures needed for the recall within my school community. I was particularly concerned about the lack of urgency in even discussing the reopening of the schools, which I believe to show a negligence of duty by the BOE members, and a complete disregard for student well-being and student outcome.

During my DCCC campaign, I heard from many voters on what they seek in an elected official: someone who listens, someone who puts the public interest above their own best interest, and someone who makes decisions based on data and evidence. That is my philosophy as an elected member of the DCCC and will be my intent if I were fortunate enough to be elected as a BOE member.

9. 您对2022年2月的教委会的罢免持什么立场，为什么？

当疫情刚开始时，我的女儿在一年级，那时正是培养和建立阅读和数学意识的关键时期。当时，我是她的学校校园委员会(the School Site Council)的主席，我看到的数据显示，由于一年半的学校关闭，我女儿所在学校的许多孩子出现了实质性的学习损失。虽然我的家人有灵活的工作，使我们能够在家提供额外的教学，但许多家庭无法做到这一点。

因此，我坚决支持对教委会的罢免。我积极参与了在我的学校社区内收集罢免所需签名的工作。我特别关注的是当时教委会竟然存在“学校重新开放缺乏紧迫性”的讨论，我认为这显示了教委会成员的玩忽职守，完全不顾学生福祉和学生学业成绩。

在我的DCCC竞选中，我听到许多选民在寻找具有一定特质的候选人：一个倾听的人，一个将公共利益置于个人最佳利益之上的人，一个基于数据和证据做出决策的人。这是我作为DCCC当选成员的理念，如果我有幸当选教委会委员，也将是我的工作哲学。

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?

When I was at the Stupski Foundation, I made a practice of starting with the evidence base so I could understand which issues to prioritize, what questions to ask and which communities to center on. After gathering the data, I would then discuss directly with communities most impacted by the policies of SFUSD. I would speak to students, families, teachers, and principals to understand their challenges and their recommendations. Through my active engagement with the SF Parents Coalition and the Westside Families Democratic Club, I would in particular seek feedback from parents on the best student-centered approach. It will also be important to consider the perspectives of SFUSD staff, teachers, and labor partners including, United Educators of San Francisco, SEIU 1021, and Building Crafts.

I would also seek to hear from voices that may be less well represented such as the English Language Learner community as I actively sought to do when I was SSC Chair. I also would seek perspectives from families in Bayview/Hunters Point and Excelsior, which have some of the highest per capita number of youth. I would also actively engage with voices that I may not completely agree with to hear from diverse voices. I would also seek counsel from current and former Board of Education Commissioners with experience on how to balance and weigh competing issues, such as Commissioners Weissman-Ward, Motamedi and Lam (who has offered to continue to offer guidance even if she does not continue as a School Board Member).

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？

当我在斯托普斯基基金会(Stupski Foundation)工作时，习惯于从证据基础开始，这样可以了解要优先考虑哪些问题，要提出什么问题，以及应该重点关注哪些社区。在收集相关数据后，我会直接与受到三藩市联合校区政策影响最大的社区进行讨论。我会与学生、家庭、教师和校长交谈，了解他们面临的挑战和建议。通过与三藩市家长联盟(SF Parents Coalition)和西區家庭民主俱乐部(the Westside Families Democratic Club)的积极互动，我尤其会用“以学生为中心”的最好方法，来向家长们寻求反馈意见。考虑到三藩市联合校区教职工和劳工合作伙伴的观点也很重要，包括三藩市联合教育工作者联合会(United Educators of San Francisco)、国际服务业雇员工会的本地组织(SEIU 1021)和建工协会。

SFPARENTS

我还会寻求来自少数群体的声音，例如英语学习者社区的声音，就像我在担任SSC主席时所积极寻求的那样。我还会听取湾景/猎人角(Bayview/Hunters Point)和怡东区(Excelsior)等人口数量最多的社区家庭的观点。我还会积极倾听我可能不完全同意的声音，以听取多元化的声音。我还会寻求来自具有经验的现任和前任教育委员会委员的建议，了解如何平衡和权衡竞争性问题，例如李慧文、黎美儿和林谦悦委员(她表示即使不继续担任教委会委员，也愿意继续提供帮助)。