



三藩市家长在行动 (SF Parents Action)

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

Reina Tello

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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><i>Excellent and Equitable Public Schools</i></p> <p>卓越和公平的公立学校</p>	<p><i>Level of Agreement</i></p> <p>同意程度</p>
<p>1. I SUPPORT the SF Parents Parent Priorities: 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>2. DISTRICT 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>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>	<p>4</p>

<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 continues to implement and fully support a comprehensive plan, and makes 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>	4
<p>4. EFFECTIVE GOVERNANCE: An effective School Board 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:一个有效的校区教委会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>5. BUDGET HEALTH: I commit to governing in accordance with nationally-established best financial practice. 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

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

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。

I strongly support increased accountability and transparency, but public school-level dashboards based on standardized test scores may be harmful because test scores correlate most strongly with socio-economic status, and could lead to schools pushing out lower-performing students and English learners as this has happened in other states

where such dashboards are required. So we need to be thoughtful about how we use data to improve outcomes for all students without unintended consequences.

- 我非常支持提高问责性和透明度，但基于标准化考试成绩的学校层级公开数据看板可能会带来负面影响，因为考试成绩与社会经济状况之间的相关性最强，这可能导致一些学校为了提高指标表现而排挤成绩较低的学生和英语学习者，而这种情况在其他要求使用类似数据看板的州已经发生过。因此，我们需要谨慎思考如何使用数据，在不产生意外负面后果的前提下，真正改善所有学生的学业成果。

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

a. I spent 13 years at SFUSD as a student. I've also spent the last 13 years as a parent at SFUSD. I am mother to a 7th grader at James Lick with an IEP, and a 12th grader at June Jordan School for Equity. I also work with an active multigenerational group of community members, that include SFUSD families.

a. 我在三藩市联合校区(SFUSD)度过了十三年的学生时光，同时也在过去13年中以家长身份参与校区事务。我是一名家长，有一个孩子就读于詹姆斯李克中学(James Lick Middle School)七年级，参加个别化教育计划(IEP)；另一位是就读于朱恩·乔丹公平教育高中(June Jordan School for Equity)的十二年级学生。我也与一个活跃的跨代社区成员群体合作，其中包括三藩市公立学校的家庭。

b. As a community organizer, I've spent decades advocating for good governance of our public school system and our city. Good governance means ensuring that government works for everyone, especially impacted communities.

b. 作为一名社区组织者，我多年来一直致力于推动公共教育系统以及城市治理的良好运行。良好的治理意味着确保政府服务于所有人，尤其是那些受影响最深的社区。

c. Academic excellence and equity support each other. When students who need

the most support have their needs met, the students already excelling aren't held back. Equity means all students have the support necessary so everyone achieves academic excellence.

c. 学术卓越与教育公平是相互促进的。当最需要支持的学生获得必要资源时，原本表现优秀的学生并不会因此被拖慢。公平意味着为所有学生提供实现学业成功所需的支持，从而让每一位学生都有机会达到学术卓越。

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？

As a parent of a high needs student I know there is a wealth of expertise and knowledge parents carry, and that understanding is invaluable to achieve academic excellence. I have a real track record of working well with others to achieve a goal. I would love to have as many working relationships as possible in order to achieve the good governance I demand from SFUSD. I would be thrilled to have the endorsement of the SF Parents Coalition.

作为一名高需求学生(high needs student)的家长，我深知家长所承载的专业经验与知识是极其丰富的，这种理解对于实现学术卓越至关重要。我有与他人有效合作并达成目标的实际经验记录。我也希望建立尽可能多的合作关系，以实现我对三藩市联合校区所要求的良好治理。我也非常期待获得三藩市家长联盟的支持与背书。

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？

(1) I was disappointed that there were 11 months of failed attempts at negotiation before the strike. SFUSD Leadership had ample time to negotiate in good faith, but the District waited until the last moment to take it seriously, which led to the strike.

(1)我对在罢工发生前长达11个月的谈判未能取得实质进展感到失望。三藩市联合校区管理层本有充足时间在诚信基础上进行谈判，但校区直到最后时刻才认真对待这一问题，最终导致罢工发生。

(2)Although it's not the job of the Board of Education to negotiate directly with the union, the Board could have intervened sooner and told SFUSD staff to responsibly spend down the \$400 million reserve and make a deal for fully staffed schools.

(2)虽然教委会并不直接参与与工会的谈判，但教委会本可以更早介入，并要求SFUSD管理层合理动用约4亿美元储备金，以促成一项能够保障学校充分配备人员的协议。

(3)The demands of the union were reasonable. Educators did not want to strike but had to do so when SFUSD staff would not negotiate seriously. After the strike, the Superintendent certified that SFUSD can afford the cost of the agreement and said that fully funded benefits would be a great recruitment tool for the positions at SFUSD that have been a challenge to fill.

(3)工会的诉求是合理的。教育工作者并不希望罢工，是在三藩市联合校区管理层未能认真谈判的情况下被迫采取的行动。罢工结束后，学监确认校区有能力承担该协议的成本，并表示全额保障福利将成为吸引人才的重要工具，有助于填补三藩市联合校区长期难以招聘的岗位。

4.With my track record of working in coalitions, I will use my skills to make sure we can have good communication. Good communication leads to understanding and compromise.

(4)凭借我在跨组织合作中的经验，我将运用相关能力确保各方之间建立良好的沟通机制。良好的沟通能够促进理解，从而推动协商与妥协。

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

Good oversight includes good communication and mutual understanding, while respecting roles (so no micromanaging from the Board). Working together and keeping each other accountable is key to success when working as a team. The board and superintendent must have a good working relationship built on trust. Board decisions must be followed in order to build the trust. Staff is paid to dedicate the necessary time to do the work to achieve the goals set by the governance team.

良好的监督包含有效的沟通与相互理解, 同时也要尊重各自的角色分工(因此教委会不应进行微观管理)。在团队合作中, 彼此协作并相互问责是成功的关键。教委会与学监之间必须建立基于信任的良好工作关系。教委会的决策必须得到落实, 这样才能建立信任。行政人员也需要投入必要的时间与精力来完成工作, 以实现治理团队所设定的目标。

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?

Strong criticism is a good indicator to pause, reflect, bring those voices in to truly understand why there is pushback. Sometimes decisions move so fast they come at the expense of unintended consequences. An open door and open mind are a good solution for understanding. As a community organizer, I have been trained and developed my skills at listening and building relationships across differences; this is a skill set I will bring to the Board.

强烈的批评是一个重要信号, 表明需要暂停、反思, 并把这些声音纳入进来, 真正理解反对意见背后的原因。有时决策推进得过快, 会以产生意想不到的后果为代价。保持开放的沟通渠道与开放的心态, 是理解问题的重要方式。作为一名社区组织者, 我接受过相关训练, 并在跨差异群体中发展了倾听与建立关系的能力, 这些都是我将带入教委会的能力。

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？

Every decision SFUSD makes—including decisions whether to close schools—must be made with community input and equity at the center. Closing schools does not save much money, so they should only be done if there is a clear benefit to students, especially the most vulnerable and at-risk students.

三藩市联合校区所做的每一项决策，包括是否关闭部分学校的决定，都必须以社区参与和教育公平为核心。关闭学校并不会节省大量资金，因此只有在对学生、尤其是最脆弱和高风险学生群体有明确益处的前提下，才应当考虑进行。

Decisions about school closures need to be made in accordance with Guardrail One (meaningful consultation in decision making) and in line with the community guidelines expressed by the community engagement ad hoc committee:
[https://go.boarddocs.com/ca/sfusd/Board.nsf/files/DTUKY5541830/\\$file/Recommendations%20from%20the%20Ad-hoc%20Committee%20on%20Public%20Engagement_05.07.26.pdf](https://go.boarddocs.com/ca/sfusd/Board.nsf/files/DTUKY5541830/$file/Recommendations%20from%20the%20Ad-hoc%20Committee%20on%20Public%20Engagement_05.07.26.pdf)

关于学校关闭的决策，必须遵循“护栏一 (Guardrail One)”，即在决策过程中进行有意义的协商与咨询，并且应符合社区参与特别委员会 (Ad Hoc Committee on Public Engagement) 所提出的社区参与指导原则。

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？

For many years, there have been valid critiques of the current “lottery” enrollment system, and in 2019-2020 the Board of Education made a commitment to fix the enrollment system. I am disappointed that the current school board has been unable to follow through on that commitment. I see an opportunity to make neighborhood schools work for students and avoid the unnecessary anxiety and travel time, and when I am on the Board I will push to make sure it actually happens.

多年来，对当前“抽签制”(lottery) 入学体系一直存在合理的批评。在2019-2020年期间，教委会曾承诺改革并修复入学派位系统，但我对现任教委会未能兑现这一承诺感到失望。我认为这是一个重要机会，可以让社区学校真正服务于学生需求，从而减少不必要的焦虑和通勤时间。当我进入教委会后，我将推动确保这些改革能够真正落地实施。

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？

The structural budget challenges faced by SFUSD have their root causes in the high cost of living, which is driving families out of the city, and the state of California's unwillingness to invest adequately in our public schools, even though we have the 4th largest economy in the world. These challenges are happening across the Bay Area and the state.

三藩市联合校区所面临的结构性预算挑战，其根本原因在于湾区高生活成本持续推高家庭迁出，同时加州对公共教育的投入不足，尽管其经济规模位居全球第四。这些问题在湾区乃至全州范围内普遍存在。

In addition to advocating for state-level changes, what we can do locally is to have a clear vision of the thriving school district we want, and then use the resources we have today to create the path. We can responsibly spend down our \$400 million reserve to improve SFUSD and attract more families. At the same time, we must look for every opportunity to bring in new dollars, find misspent dollars to serve all students at SFUSD, especially those in most need. We have a real opportunity to be creative with solutions that bridge the gap to a better future for SFUSD.

除了推动州级层面的政策改革之外，在地方层面我们可以明确我们希望建立一个怎样的“充满活力的校区愿景”，并利用现有资源为这一目标铺路。我们可以审慎且负责地动约4亿美元的储备金，用于提高三藩市联合校区，从而吸引更多家庭回流。同时，我们也必须尽一切可能争取新增资金来源，识别并纠正资源使用不当的部分，将资金真正用于服务所有学生，尤其是最需要支持的学生群体。我们有真实的机会通过创造性解决方案，缩小现实与理想之间的差距，为三藩市联合校区构建一个更好的未来路径。

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 mistake our current Board made on the 8th grade Algebra policy was not following the recommendations of educators, backed by research from Stanford, about what works best to improve student outcomes. Instead, the Board re-wrote a convoluted placement policy during the meeting—an example of micro-management that removes accountability from the Superintendent and makes it harder for educators to do their jobs.

关于八年级代数政策,我们当前教委会的错误在于没有遵循教育工作者的建议,以及斯坦福大学等研究机构关于“什么最能改善学生学业成果”的研究结论。相反,教委会在会议过程中重新起草了一套复杂的分班政策,这是一种典型的微观管理,它削弱了学监的责任体系,也让教育工作者更难开展工作。

To expand access to advanced coursework and improve outcomes for historically underserved students, the most important thing we can do is listen to educators and what outcomes data tells us. A good example is ethnic studies, where 15 years of data shows that SFUSD's year-long ethnic studies course is linked to higher grades and UC eligibility, especially for students of color. We should continue to follow educators' recommendations and support programs like this that promote equity and academic excellence.

为了扩大高阶课程的可及性,并改善历史上未得到充分服务学生群体的学习成果,我们最重要的做法是倾听教育者的专业意见,并以数据为依据来评估成果。一个很好的例子是民族研究(ethnic studies)。过去15年的数据显示,三藩市联合校区提供的为期一年的民族研究课程,与更高的成绩表现以及更高的加州大学(UC)录取率相关,尤其是在有色人种学生群体中表现更为明显。因此,我们应继续遵循教育工作者的专业建议,支持那些既促进教育公平、又提升学术卓越的项目。