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### 1. Motivation -- Why did you choose to run for School Board?

Public education is built on the idea of serving all students. Schools are responsible for teaching the children in their neighborhood irrespective of their race, income or level of ability. This is a belief I take to work with me every day and why I choose to work in public education. My son turning four and living next door to Anne Yates, reminds me that I have a responsibility to my community to support this idea. I do not want to live in a city, state, or country that does not provide everyone with a quality education, which is why I chose to run for school board.

### 2. Program and Priorities -- Elected office provides the opportunity to proactively lead by placing new ideas on the agenda for consideration and development. What are some specific ideas you intend to pursue if elected? What do you believe are the main priorities for the School Board?

Education in California is undergoing major shifts in numerous areas: from its funding model to the standards. For me, everything starts with quality first instruction. There are multiple factors in providing that instruction. First and foremost is getting students into the classrooms every day. Once at school, students need to be greeted by skilled teachers that provide rigorous and relevant curriculum in an environment built on relationships. Those teachers need administrators that act as

instructional coaches to provide them the support they need to flourish. Administrators interact with the community, who in turn sends their kids to Emery. My first priority is to insure that the district hires quality leaders, who will recruit the best teacher. To do this, the district needs to maximize its resources and be fiscally responsible so it can invest in human capital and not waste its limited funds. In summary, my priorities are hiring quality staff that engage the community and being fiscally responsible to compensate the staff so we can recruit and retain them so they grow into the next generation of leaders.

**3. Qualifications -- Please give a brief summary of your background and qualifications for the office of School Board member. If you are a current School Board member, what issues can you point to in your time as Board member that have had a positive impact? As a Board member what can you tell us about your service on the Board, and share with us the decisions you have made in this capacity that you believe made a difference in the functioning of the School Board?**

I have worked in public education for over a decade. I have a Master's degree in Special Education and my Doctorate in Educational Leadership. My tenure on the school board has just begun but I feel I have already had a positive impact. In my time on the board, I helped with the Local Control Accountability Plan, the vetting of new staff, and reducing fiscal waste. As the district begins its ambitious construction projects, I bring fresh eyes that are not connected to educational entrepreneurs, architectural firms, or construction companies.

**4. School Ratings and Evaluations -- How do you rate the Emeryville schools? Name the success and shortcomings?**

Emery's ratings are not good. The district scores below the State average across the board (see table below). This is worrisome and one of the reasons that the district struggles in recruiting students. The district does graduate students at the same rate as the state; about an eighty percent overall graduation rate. The district is successful at graduating students of color. Statewide only sixty-eight percent of African-American students graduate, but eighty percent of Emery's African American students graduated in 2013.

**STAR-Percent of Students Scoring at Proficient or Advanced  
Emery Unified School District, 2012-13**

Subject	District	State
English-Language Arts	44%	55%
Mathematics	38%	50%
Science	41%	59%
History - Social Science	31%	49%

5. Budget -- What changes to the EUSD budget would you suggest? (include changes to revenue). How do you see the impact of the new Local Control Funding Formula and the role of staff and parents/community in LCAP?

Emery needs to focus its funds on the classroom. The district spends too much money on Educational Entrepreneurs and consultants. The Board is proposing to continue the current parcel tax, which I support. The community has made it clear how they want district funds spent: music, art, technology, and PE. I look forward to working on the LCAP with the community in the coming years.

6. Properties -- The District controls three properties. How should it allocate resources amongst these properties? Assuming the completion of the Emeryville Center of Community Life (ECCL) in 2016 and the use of the San Pablo Avenue site for K-12 instruction and administrative offices, what should the District do with the Anna Yates and Ralph Hawley sites?

As a special education person, I would love to see the district house programs that benefit kids with unique needs. It is a positive way to generate income and keep the sites focused on education. In an urban area as densely populated as the East Bay, real estate is a precious commodity. The district should not give up any land it already owns.

7. Fundraising -- What role should a Trustee play in District fund-raising from businesses, non-profits, and grant-making institutions?

This is my area of greatest need for growth. I have very little experience in fund raising and grant writing.

**8. Contributions -- Should Emeryville schools receive contributions directly, or should they be managed by a third party?**

Directly, I hate paying commissions.

**9. Charter Schools -- What is your view of charter schools? How should the District respond to any applications it might receive to create a charter school within District boundaries?**

My view of charter schools is not positive. Overall I am against them, as they take away funding from traditional public schools. Charter Schools lack oversight of academics, finances, and administration. They pay teachers less (the average charter school teacher's salary is about \$32,000 vs. the average traditional public school teacher's salary of about \$34,700, according to a National Bureau of Economic Research report). This can lead to higher staff turnover. The biggest reason I am against charter schools is that they do not serve all students. They can send a struggling student or student with an IEP back to their home school. Traditional public schools cannot and do not do this. It can be another blow to that student's morale and grades. Traditional public schools serve all the students that live in their area, without regard to their status. I see charter schools as instruments of exclusion.

I would only support a charter school if it would be a benefit to Emery USD. Most of the charter schools in the East Bay do not. Instead they pull students out of local schools and decrease the amount of available funds to serve kids. Especially in a District as small as Emery's, it is hard to imagine a charter school coming in that would benefit Emery.

**10. Testing and Teacher Evaluations -- What should the EUSD policy be regarding student testing and teacher evaluation? How would you use the scores? Should scores be used to evaluate the performance of administrators or teachers?**

These are three very different questions.

- a. Standardized test are here to stay. America's move to Common Core and smarter balance provide a vast improvement to the bubble and score tests of the pasts. Testing is a federal mandate. That means that public schools are in the testing business and will be held accountable for their scores. The district cannot

afford to lose out on federal funds, so the roles of the tests are to ensure that the funds keep coming to help our students.

- b. Even a broken clock is right twice a day. I wish I could use test scores to adjust the tests to ensure they are measuring what we want them to measure. Barring that, we use the scores to assess how we as a district are doing. If we find a pattern, we can focus our attention on how to improve in that area. For example, when I co-taught biology, we used the STAR scores to identify a certain concept that the students were struggling to understand. The whole science department brainstormed ways to improve the unit. A hands-on lab was developed that demonstrated the concept. Student scores improved, but more importantly, instruction and student understanding increased.
- c. Data used incorrectly is not only unhelpful but detrimental, so I do not support its use for teacher evaluations. The data set is too limited and out of date. For administrators, it is a different story. As data sets get larger, they provide a clearer picture of situations. Schools will be judged on their test scores, so they have to be part of the equations. The annual school climate survey is another tool for evaluating administration.

**11. Relationship to Teachers -- As an individual trustee, how would you want to interact with teachers? Would you want to meet with teachers as a group, individually, and if so, how frequently? Or would you primarily rely on the superintendent or public Board meetings to communicate with teachers?**

Balance is critical; it is the role of the superintendent to meet with staff members on an ongoing basis. As a Trustee, my role would be to listen to teachers when I am on campus and hear their individual voices. I hope to talk with ETA regularly to hear their collective voice. I want to see not just hear what teachers are doing. I want to hear their voice when ETA speaks, when the superintendent speaks, and when the board votes.

**12. Outsourcing -- In recent years the District has fired or reduced the hours of some staff in favor of outsourcing school services such as the breakfast and lunch programs. When is it appropriate to outsource an existing school service? What factors should guide these decisions?**

Schools and government are inefficient by design; they are turtles not rabbits. The services they provide are too important and too ripe for corruption so they have to be done in a deliberate fashion. The scope of work done by a \$10 million dollar entity has to have a set of criteria for what can be done in house and what has to be outsourced. The closest I can come to a guiding principle is: tasks done every day should be done in house and things done irregularly should be outsourced. It appears to me looking at EUSD's budget, we are outsourcing too many things.

**13. City Government Relations -- How should the City of Emeryville support the EUSD, and education in general?**

The City and the district have a strong, solid and supportive relationship. I think it important that this continue. I see the city as a partner with the district, not just a bank. They share many mutual interests. I have actively sought to build relationships with members of the council. The honorable Mayor Jac Asher and candidates Martinez and Donahue have endorsed my candidacy.

**14. Accountability -- How do you propose making yourself accountable and accessible to the citizens of Emeryville?**

I hold myself accountable for the students we serve. Over 40% of the students at Emery schools do not live in Emeryville. It is important that I am accessible to them in addition to residents and staff. I have scheduled meetings with ETA and attend city events. As the school year starts, I hope to reach out to families. I have scheduled to be present the first day of school.

**15. Endorsements -- Who has endorsed you so far? Who do you expect to endorse you?**

The only endorsement I am actively seeking is ETAs. I have been endorsed by Jac Asher, the Mayor. city council candidates Diane Martinez and Scott Donahue have endorsed me and I them. Fellow board member Dwin and I have endorsed each other.

I interviewed with RULE and the Democratic Party of Alameda County. I hope they choose to endorse me.

**16. Campaign Funding -- How much money do you currently have for this race? How much money do you plan to raise? Where will the money come from? Describe sources of financial contributions for your campaign that you would refuse to accept (if any).**

My campaign will be small and my fund raising goals are modest. I hope to raise about \$2,000. That should cover my printing and mailing costs. The money will come from my neighbors, my friends, and hopefully some small businesses in the area. If a person wants to donate to my campaign, they are welcome to do so. If they think it will impact my decision making, they will be disappointed twice. Once, when they find out it did not and again when they find out there are no refunds.

I plan to list every donation and its source on my web page. I will also be listing expenditures.

**17. Anything Else? -- Is there anything else you would like us to know about you?**

Emery schools are experiencing unprecedented levels of change with LCAPP, Common Core, LCFF, and the reopening of the high school. My experience as a teacher and administrator make me uniquely qualified to help Emery with these new opportunities. I am the only educator currently on the board or a candidate. I have successfully worked with students and families across the spectrum. I understand firsthand how every decision the board makes effects students, families and the community. As a former teacher, I understand the pressure of ever increasing demands and decreasing compensation. Over the tenure of my career, salaries have remained stagnant, while employee's portion of benefits has increased exponentially. The enrollment in teaching programs continues to drop while more and more educators leave the profession. I will work to make Emery a destination for quality teachers.