

1. *Once you are in this seat, you are required to represent all of your constituents, not just those that agree with you. Share a couple sentences on how you'll manage being open minded to hear opinions different from yours and representing those from your Board seat to ensure our students' needs are met.*

If selected for this position, I will work with all with the following intentions:

- Serve ethically and with integrity, loyalty, impartiality, and objectivity;
- Put the interests of the students, teachers, DPS staff and families ahead of my own personal interests;
- Maintain and enhance the community/public's trust and confidence in my service as a DPS Board of Education member by listening to all constituents' opinions from a place of open mindedness, and a willingness to learn from others even though I may have differing opinions.

2. *Serving also requires a large time commitment. Please share how you expect to juggle the demands of meetings, readings, and preparing.*

I am not concerned about the time commitment provided there is advanced notification, when possible, concerning meetings, prep work, etc. My employer supports my aspiration of serving on the DPS board, and if selected, will allow me to adjust my work schedule to accommodate the DPS Board work as required. I am a very organized person who is able to meet deadlines and work on the fly, when required, always producing quality, thoughtful work.

3. *I have attached the Board DiSC plot from December 2021 so you can see where the current Board lands. As you can see, we have 4 Ds, 2 Is, and Dr. Olson is the lone S. Share your thoughts on how your profile will complement the current board to enhance our work together for the students, families, and staff of DPS.*

My DiSC profile indicates that I am an Is (capital I, small s). However, if you look closely, I fall on the I and S line. Some of the qualities for people with this profile are optimism, enthusiasm, outgoingness, even-temperedness, patience, humbleness and tactfulness. My experience serving on boards has taught me that being patient, optimistic, and even-tempered allows for relationship and trust building with other board members. Operating from a place of understanding, trust, and respect allows us to recognizing the unique assets each board member brings to the table. For me, working collectively - by knowing (Work Place profiles), and capitalizing on one another's strengths - is a key tenet of successful teamwork.

4. *I acknowledge the strengths each of you would bring to the role of the Board and I know how important it is to consider the areas that might be challenging in this role. Please read the portion of your DiSC report from page 6, "What is stressful for you?" Instead of asking each of you individual questions, share some ways you'll work to overcome some of the areas that might become more pronounced by serving on the Board. For example, my DiSC report states that I have a hard time arguing for my point of view. To that end, I have been working on raising my thoughts and point of view even though it is uncomfortable for me by getting coaching, writing things out ahead of time, and talking through my thoughts with trusted friends. I also value building relationships with my board colleagues where we can build trust and will look forward to doing the same with whomever is appointed.*

On page 6 of my profile, the reports list aspects of my work that could be stressful. Some of the aspects listed are:

- Pushing others to meet deadlines
- Giving people unpleasant feedback
- Being direct with others about expectations

While at times, these situation can be a little uncomfortable for me, it is not something I shy away from. As the Assistant Dean of a college, I frequently have to push my team to meet deadlines. I manage a large team of Student Services and Student Success staff. I often have to be direct about expectations. I approach these situations from points of clarity, honesty, and straightforwardness. I am always willing to have conversations about what is expected, the importance of what's at hand, and offer assistance or additional resources if appropriate, or as needed. Being aware of these personal challenges, I often make sure from the beginning that there is a clear understanding of what is expected and how each person involved is accountable for their part.

5. *What role do you think DCTA, DAEOP, FMA, and ABGW should have within DPS?*

These organizations are responsible to their members. They collectively represent teachers, though not all, and others that work for DPS. These organizations play an important role in the public school ecosystem. At times, their objectives may not align with the realities of a large public school system or the limitations of the DPS budget. However, I do believe there should be active dialog with these organizations when shaping policies about a healthy workplace, and pathways for employee opportunity and advancement. DCTA and DAEOP should play a role as advocates for educators.

6. *Do you believe that DPS should be transparent with public taxpayer dollars? How can DPS be transparent and accountable to the public on how taxpayer AND private grant funding are spent?*

Yes, I believe it is imperative that DPS is transparent with public taxpayer dollars. Transparency is necessary for accountability. Denver citizens, including DPS parents, do not only engage with the DPS Board of Education by voting; it is also necessary for them to know what is going on in their schools and with their taxpayer dollars so they can ensure whoever they voted for is making good on their promises, and if they are not, to hold them accountable. Through this public process, the Board is accountable to insure those they hire to run and manage DPS schools are fulfilling the public's expectation in the areas of equity, accelerated learning, social-emotional and mental health, while ensuring the health and safety of all students and employees, and specifically how taxpayer dollars are spent.

In general, I think DPS has been operating in a transparent way often with insistence of Board of Education members, parents, and the press. I think more work can be done at the community level, especially in communities where English is not the first language. That being said, I think it is important that the Board be aware of various special interests groups and understand the motivations behind these groups. If appointed, I would take a balanced approach, collect data, meet with constituents, listen to administrators, and help guide decisions that are in the best interest of the students and Denver Public Schools.