

2009 Candidate Questionnaire

SECTION I

BASIC CANDIDATE INFORMATION

1. Name as it will appear on the ballot

First Name	Middle Initial or Nickname	Last Name
Charlie	S	Mas

2. Office sought (include office, jurisdiction, position/district number):

Seattle School Board, District 7

3. Are you the incumbent? Yes No

4. How long have you resided in this district/city?

17 years

5. How long have you resided in King County?

22 years

6. Is the office sought partisan or nonpartisan? Partisan Nonpartisan

7. If partisan, please indicate party:

CAMPAIGN CONTACTS

Campaign Name: Mas for Schools

Address: 3422 – 16th Avenue South

City/State/Zip: Seattle, WA 98144

Campaign Phone: 206-726-1763

Campaign Fax: _____

Campaign E-mail: Charlie@mas4schools.com

Campaign Website: www.mas4schools.com

POLITICAL BACKGROUND

1. Beginning with the most recent position, please list public offices you have held. Include positions on appointive boards or commissions.

Public Office	Elective or Appointive?	Dates Held	Leadership Role (if any)
School-Family Partnerships Advisory Committee	Appointive	2007-present	None
APP Advisory Committee	Appointive	2005-2007	None
Highly Capable Steering Committee	Appointive	2003-2005	None

2. If you ran for public office but were not elected, please list those races below:

Office Title	Year of Run
Seattle School Board, District 7	2001

SECTION II

In this section, we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

- **Involvement:** What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?
 - **Effectiveness:** Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?
 - **Character:** Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?
 - **Knowledge:** Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?
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1. In one page or less, why are you running for this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I am running for the School Board to do the work that isn't getting done.

The Board is supposed to function as the policy-making body for the District. The current Board has made little or no progress on the huge backlog of policies that need to be written, revised and repealed. I want to do that work and get it done.

More than that, the Board can write policy, but if they don't enforce policy, then they haven't really made policy. The current board has not enforced policy. I want to do that work.

No one wants the Board to micro-manage the Superintendent, but they do have a duty to manage her. It is the Board's job to hold her accountable, but they aren't doing it. I want to do that work.

It is appropriate and necessary for the Board to review the Superintendent's decisions to confirm that they conform with Board Policy, comply with state and federal law, and are consistent with the District's Guiding Principles. The current Board isn't doing this work. I want to do it.

It is also appropriate and necessary for the Board to review the Superintendent's recommendations submitted for Board approval to confirm that they are data-based, founded on sound rationale, and reflect best practices. The current Board isn't doing this work. I want to do it.

Finally, the Board members are the elected representatives of the public. As such they have a duty to represent the public. There is no one else in the District who are accountable to the public, so if the Board does not insist on public input, present the public perspective, or advocate for the public perspective, it will not happen. The Board has not been an effective advocate for the public perspective. I want to do that work, too.

Institutional culture flows down from the top. So I am also running for the School Board to help change the District culture from a dysfunctional, political culture, to a functional professional culture by modeling and expressing that culture.

2. Describe your most important personal characteristics or traits as they relate to the office you seek.

I work every day as part of a collegial, professional team in a culture of mutual respect and accountability. I would bring those traits, skills, and that culture to the School Board and to the School District.

I have strong analytical skills and critical reasoning skills that I would apply to the work of the School Board.

The School District needs reform and cultural change. I know how to be an agent for change – when to work with patience and enthusiasm and when to be opportunistic and share a sense of urgency.

The Board needs to demonstrate integrity and model the principles they espouse. I mean what I say and I say what I mean. I will not complain without offering a solution. I will not accuse others of faults I share.

Finally, while it is necessary for a Board member to be able to work as a member of a team and while it is necessary for a Board member to maintain positive relationships with the District staff, it is also necessary for Board members to demand accountability. Sometimes that just can't be done without confrontation and a Board member needs the moral courage to enter confrontations for the sake of the students and the community.

3. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

I was awarded a Golden Acorn Award from the Lowell Elementary School PTA in 2007 for my individual efforts to preserve the unity of the Accelerated Progress Program at the middle school level. I used my knowledge of School District Policies and procedures to compel a Board review of the decision to split middle school APP. During the Board review, I helped the Board members ask the questions that revealed the capricious nature of the decision. Before the Board review was complete, the Chief Academic Officer withdrew the decision. Not only did this save the program's unity for two years, it also led to the District's Program Placement Policy and resulted in a reduction in the number of capricious decisions by the District Staff.

I am proud of the work that I do every day to create materials that make the complex world of investments clear to my clients.

I am proud of my children and the progress they are making towards becoming responsible, contributing adult members of our society.

4. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

As a member of the School-Families Partnership Advisory Committee since 2007, as well as during my membership and participation on other school district advisory committees, I have met and established relationships with a number of people within the school district. These relationships have been founded on mutual respect and trust. In addition, I have learned the practical concerns and political constituencies that must be addressed before processes can move forward.

I have also developed positive relationships with members of the district staff, with the local media, and with the members of the school district community. I believe I have a reputation as trustworthy.

I have worked effectively as a member of teams, including groups with diverse perspectives, such as the Second Highly Capable Review and the Advanced Learning Steering Committee. In those teams we came to respect and trust the other members and work together towards a shared vision.

5. Please describe the duties of the office you seek. Which are the most important duties and why?

The school board serves as a policymaking body for the School District and has governance responsibility. The school board sets curriculum for students, approves courses of study and instructional materials. The school board sets annual appropriations for the four District funds, approves all warrants, grants, and any contracts in excess of \$250,000. The school board fulfills a number of other administrative duties as required by state law. The Board also hires and evaluates the performance of the superintendent. The Board's most important duty, however, is to act as the elected representatives of the public within the District. No one else within Seattle Public Schools is accountable to the public. No one else within the District has any obligation to respond to the public, work for the public's interest, or advocate for the public's perspective. If the Board doesn't do it, no one will.