

# Boston Public Schools / Superintendent Online Application

Chang, Tommy - AppNo: 13603

Date Last Submitted for Job ID 767:  
2/16/2015

## Personal Data

**Name:** Chang DR Tommy  
(Last) (First) (Middle Initial)  
Other name(s) under which transcripts, certificates, and former applications may be listed:

**Other:** (Last) (First) (Middle Initial)

Email Address: [REDACTED]

## Postal Address

### Permanent Address

Number & Street: [REDACTED]  
City: [REDACTED]  
State: [REDACTED]  
Zip Code: [REDACTED]  
Phone Number: [REDACTED]  
Fax Number: [REDACTED]  
Cell Number: [REDACTED]

### Work Address

Number & Street: 333 South Beaudry Avenue  
City: Los Angeles  
State: CA  
Zip Code: 90017  
Phone Number: 213 241-0100  
Fax Number:

Where would you prefer to be contacted: [REDACTED]

## Current Personal Data

<b>Current Employer:</b>	Los Angeles Unified School District
<b>Current Position:</b>	Instructional Superintendent
<b>Years in Position:</b>	2.5 years
<b>Enrollment:</b>	95,000
<b>Number of Staff:</b>	10,000
<b>Annual Budget:</b>	\$984,000,000
<b>Current Gross Income:</b>	[REDACTED]
<b>Type of District/Organization:</b>	K - 12
<b>Most Recent Degree From:</b>	Loyola Marymount University
<b>Degree Earned:</b>	Ed.D.

## Administrative Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
LAUSD- Local Instructional Area Superintendent, Intensive Support and Innovation Center (I	Los Angeles, CA	07/12 Current	[REDACTED]

Significant accomplishments in this position:

- Developed a new division within LAUSD charged with investing the system's best thinking and resources in schools doing the most challenging and innovative work. Currently, the Intensive Support and Innovation Center (ISIC) supports 23 elementary schools, 24 middle schools, 84 high schools and 4 span schools.
- Support the learning of 95,000 students: 81% Hispanic, 11% Black, 95% Free and Reduced Lunch, 23% English Learners, and 13% Special Education.
- Supervise 20 instructional directors charged with direct support and development of principals to be instructional leaders of their schools by focusing on instructional supervision and creating Instructional Leadership Teams.
- Lead system-wide professional development efforts for principals and teachers that brought together a new Teaching and Learning Framework, the Common Core State Standards, and support for English Learners.
- Supervise implementation of LAUSD's new Teacher Growth and Development Cycle and Pilot Year Roll-out of LAUSD's new School Leader Growth and Development Cycle for ISIC schools.
- Support a portfolio of schools that include network partnerships, pilot schools and traditional schools.

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## Experience Continued

- Responsible for leading and managing a budget of approximately \$984 million.
- Led collaborative strategic planning process to develop ISIC's core beliefs, a why statement, 3-year strategic plan, and yearly action plans.
- Managed 18 school transformation projects in 2012-13 school year that included schools engaged in restructuring, transformation, magnet conversions in partnership with parents and community. These projects came in the form of District-initiated reform initiatives, parent triggers, and School Improvement Grants (SIG).
- Graduation rates have improved 15% from 55.4% in 2011-12 to 70.5% in 2013-14.
- Historic numbers of Free Application for Federal Student Aid applications were completed during the 2013-14 school year as a result of 61% of all seniors in ISIC schools completing the FAFSA, amounting to over 9,000 applications.
- ISIC's 10th grade CA High School Exit Exam pass rate has increased steadily over the last three years, while the rest of the district remained even.
- Nearly half of the growth in AP tests given over the past three years is attributable to ISIC schools, which added over 3,000 tests for a total of 15,466 given in 2013-14 with no decrease in pass rates.
- The percentage of students with at least 96% attendance has increased 5% in ISIC over the past three years to 62% of ISIC students in 2013-14.
- The number of school days lost to suspensions in ISIC has declined by nearly two-thirds over the past three years from 10,429 in 2011-12 to 3,728 in 2013-14.

Reason For Leaving: I am looking for an opportunity to lead a progressive and innovative urban school district.

Enrollment: 95,000 District Type: K - 12

## Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
LAUSD- Special Assistant, Office of the Superintendent	Los Angeles, CA	04/11 06/12	[REDACTED]

Significant accomplishments in this position:

- Supported LAUSD Superintendent and senior management in strategic planning to meet District initiatives, policy and governance development, and problem resolution of complex issues and needs of the District.
- Collaborated with parents and teachers in the DonorsChooseLA.org campaign to fund 8,000 classroom projects and brought \$4 million of funds into LAUSD classrooms over two months.
- Project managed LAUSD's first Parent Access System, a new web-based system that provides parents and guardians a one-stop access to a variety of online tools.
- Directed central office support and intervention to Miramonte Elementary in the aftermath of the child abuse investigation. The team created an enrollment process for parents, offered crisis and professional assistance, and provided various administrative supports needed to prepare new staff.

Reason For Leaving: I received the opportunity to accept the job of leading the most challenging schools in LA

Enrollment: 650,000 District Type: K - 12

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## Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Green Dot Public Schools- Principal	Venice, CA	06/04 03/10	██████████ ██████████
<p>Significant accomplishments in this position:</p> <ul style="list-style-type: none"> <li>- Gained an Academic Performance Index (API) score of 729 in the 2008-09 cycle with a growth of 18 points. Animo Venice has showed a steady increase yearly in API every year since its inception. Animo Venice's statewide API ranking was a 10/10 for similar schools since its inception.</li> <li>- Graduated two senior classes with 100% of graduates applying to a minimum of three four-year universities and 75% of graduates being accepted into at least one university/college.</li> </ul> <p>Reason For Leaving: I accepted an unique opportunity to do advocacy and policy work on behalf of students in Los Angeles</p> <p>██████████ Enrollment: 500 District Type: K - 12</p>			

## Professional Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Animo Inglewood Charter High School- Biology Teacher	Inglewood, CA	08/03 06/04	██████████ ██████████
<p>Significant Accomplishments at this position:</p> <ul style="list-style-type: none"> <li>- Taught advanced placement biology, honors biology, and general biology.</li> <li>- Served as department chair and school accreditation chair for the school.</li> </ul> <p>Reason For Leaving: Took the opportunity to be the founding principal of a new high school.</p> <p>██████████ ██████████</p>			
Compton High School- Biology Teacher	Compton, CA	09/97 06/03	██████████ ██████████
<p>Significant Accomplishments at this position:</p> <ul style="list-style-type: none"> <li>- Taught advanced placement biology, honors biology, general biology, integrated Science, SDAIE biology, life science, and basic math.</li> <li>- Served as/on Science Department Chair, School Leadership Team, Curriculum Council, School Site Council, and Committee Leader for WASC visitation.</li> <li>- Instructor for Compton Unified School District New Teacher Orientation.</li> <li>- Coordinated various outreach programs in conjunction with UCLA's Center X and UCI's Early Academic Outreach Program</li> <li>- Created the AP Biology curriculum and fundraised over \$10,000 from 2001-03 to support the program's vertical teaming efforts, student retreats, and lab materials. Efforts led to the first students to pass an AP science exam in the district's history.</li> <li>- Served as Head Varsity Softball Coach: Coordinated year-long softball program and coached the varsity softball team during the season. Won first league game in 27 years and graduated all of the nine 2001 seniors, six of whom attended University of California schools.</li> </ul> <p>Reason For Leaving: Desired another teaching opportunity at a new high school.</p> <p>██████████ ██████████</p>			

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## Other Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor
California Charter Schools Association- Regional Director of Policy & Advocacy	Los Angeles, CA	02/10 04/11	[REDACTED]
<p>Significant accomplishments in this position:                      - Designed a re-organization of LAUSD's Special Education Local Plan Area to provide charter schools flexibility and autonomy in providing special education services. Briefed and garnered the support of LAUSD board members as well as mobilized the LA charter community for this major policy initiative.</p> <p>Reason For Leaving: I received the opportunity to join senior leadership team with the new Superintendent of LAUSD                      [REDACTED]</p>			

## Education

**High School Attended:** Villa Park High School, Villa Park, CA

### Colleges, Universities and Technical Schools Attended:

Name and location	Major	Degree	Date Conferred
Loyola Marymount University	Education	Ed.D.	December 2013
University of California Los Angeles- Principal's Leadership Institute	Education	M.Ed.	September 2003
University of California Los Angeles - Teacher Education	Education	M.Ed.	June 2001
University of Pennsylvania	Religious Studies	B.A.	August 1997

**List honors, awards or distinctions:**

Association of California School Administrators- Superintendent of the Year Award 2014  
 Aspen Institute Summer Workshop Participant- "Aligning Strategies, Systems and Policy for Powerful Professionals"

**Please list your professional memberships - please indicate leadership roles you may have had with any of them.**

The Broad Academy- Class of 2015  
 Association for Supervision and Curriculum Development- Member

**Please list your community and civic memberships and participation.**

Fenton Charter Public Schools- Board Member

**Please list any publications you may have, including your doctoral and/or master's dissertations, if appropriate.**

Dissertation Title: Leveraging Charter School Tenets in Special Education Reform

**Please list major presentations made to national, state or regional audiences.**

Hawaii School Empowerment Conference 2014  
 - "School Empowerment in LAUSD"

Council of the Great City Schools Annual Conference 2014  
 - "Growing Our Talent: Developing Innovative Practices for CCSS Implementation in LAUSD"  
 - "LAUSD Strategy to Close the Achievement Gap: A Parent Engagement Framework Grounded on Building Team Capacity to Work with Parents as Partners"

Council of the Great City Schools Annual Conference 2013  
 - "Using Strategic Planning Exercises to Bring Cohesion to District Initiatives in Supporting School Turn-Arounds"

**Please list significant workshops or conferences which you would like to highlight.**

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## Certifications

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Open Ended Questions

### For Boston Public Schools / Superintendent:

#### 1. Please share why you are interested in this position and your unique qualifications for it.

I have devoted my career serving urban communities and believe that I am uniquely prepared and positioned to lead and inspire a school district to become a model of urban education in our country. I believe deeply that Boston Public Schools can be the proof point for the rest of the nation for how to provide a world-class education in a diverse community so that every youth graduates college and career ready to contribute to American democracy and to a global society.

Over the past four years, I have had the privilege to serve the communities of the Los Angeles Unified School District, one of the nation's largest and most diverse public school systems. Three years ago, I established LAUSD's Intensive Support and Innovation Center with the mission to "innovate and transform learning to inspire excellence" as its Instructional Area Superintendent. I supervise and provide support for 135 schools and 95,000 students in a portfolio of network partnerships, in-district autonomous pilot schools and traditional neighborhood schools with the mission of "innovating and transforming learning to inspire excellence." I believe deeply that it is our responsibility at the district level to build the capacity and to provide the support educators and communities need to do this work well so our students can thrive. In my local district, we prepared school leaders to transition to the Common Core State Standards through coaching principals to be the instructional leader on their campuses and to develop Instructional Leadership Teams in every building. We also trained every teacher to design rigorous units of instruction and to deliver lessons with instructional strategies that support the key instructional shifts of the Common Core and the needs of diverse students. I believe that my experiences in the Los Angeles Unified School District, as well as my previous experiences, position me to lead Boston Public Schools to fulfill its commitment "to transforming the lives of all children through exemplary teaching in a world-class system of innovative, welcoming schools."

Throughout my career as a teacher and a school administrator, I have partnered with parents and communities to support the learning that goes on in schools. I value listening to the broad range of perspectives and believe innovation must first begin with deep empathy. I have demonstrated through my career that I am youth-focused, a bridge-builder and a constant learner. I work to build consensus and remain ready to take responsibility for making courageous decisions when needed. The next Superintendent of Boston Public Schools must demonstrate exceptional skill and will to attain unprecedented results for the youth of Boston. I believe my experiences and talents makes me well-suited for the second part of Boston Public School's mission to "partner with the community, families and students to develop within every learner the knowledge, skill, and character to excel in college, career, and life."

### For Boston Public Schools / Superintendent:

#### 2. Please list the five accomplishments in your professional career of which you take the greatest satisfaction and why you do so.

1) I led the formation of a new division within Los Angeles Unified School District charged with investing the system's best thinking and resources in schools doing the most challenging and innovative work. The division is called LAUSD's Intensive Support and Innovation Center. Currently, the division supports 135 schools that include the lowest performing schools in the school district as well as the most autonomous schools in the system. These autonomous district schools are called pilot schools, modeled after the Boston Pilot Schools Network. There are currently 49 pilot schools; each of them has autonomy from district policies and utilizes a "thin" teacher contract. A "thin" teacher contract was collectively bargained in LAUSD to streamline several policies affecting teachers on behalf of pilot school teachers. By bringing the most innovative schools and the most challenged schools together for collaboration and sharing of best practices, we are able to see the overall improvement of all schools in the system.

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## Question Continued

<http://achieve.lausd.net/isic>  
<http://weareisic.blogspot.com>  
<http://isicinstruction.blogspot.com>

2) LAUSD's Intensive Support and Innovation Center (ISIC) has created an unique and innovative approach to how a central office can support schools guided by the principles of Michael Fullan's Right Leader Drivers as well as the tenets of design thinking. Support for schools is triaged and provision of services are done as a team, similar to how a pit crew works. Schools are provided a "menu of services" to choose from rather than a prescribed formula that is identical for all schools. We invest in building group quality at the school sites rather than focusing on individuals. Also, our work is deeply grounded in empathy and we believe that only by developing authentic relationships with school communities can the work move forward. As a result, we have seen historic graduation rate increases of 15% over the last two years. High school exit exam rates have increased for ISIC students while the rest of the district remained the same. Over 3,000 more AP exams have been taken by ISIC students over the last three years without a decrease in pass rates. The percentage of students with at least 96% attendance has increased 5% in ISIC over the past three years to 62% while the number of school days lost to suspensions has declined by nearly two-thirds in the same time period.

3) I led the design of a reorganization of Los Angeles Unified School District's Special Education Local Plan Area to provide charter schools flexibility and autonomy in providing special education services. The reorganization provided charter schools more resources and flexibility in return for more accountability and a commitment to share best practices. The sharing of best practices has become a proof point for how charter schools and District schools can collaborate on behalf of the most neediest students in the system. This project has garnered much attention and support by both the District and charter schools. Furthermore, it became the topic of my doctoral dissertation.

[http://www.calcharters.org/Charter\\_School\\_Guide\\_to\\_the\\_LAUSD\\_SELPA\\_Reorganization.pdf](http://www.calcharters.org/Charter_School_Guide_to_the_LAUSD_SELPA_Reorganization.pdf)  
[http://www.calcharters.org/lausd\\_selpa\\_charter\\_operated\\_programs\\_report\\_Aug\\_2013.pdf](http://www.calcharters.org/lausd_selpa_charter_operated_programs_report_Aug_2013.pdf)

4. I project managed and led a collaborative with teachers and parents in the DonorsChooseLA.org campaign. This campaign was the joint effort of Los Angeles Unified School District, the Wasserman Foundation, and DonorsChoose.org. We also elicited support from our union partners as well as key parent groups. The \$4 million campaign funded classroom projects through the provision of \$15 gift cards to LAUSD parents. The campaign was predicted to last two years based on DonorsChoose.org's previous experiences in urban districts; however, it took us just seven weeks to spend the entire \$4 million to fund over 8,000 classroom projects. Just as powerful, thousands of parents throughout the District went online, signed up for email accounts, and became active web users for the very first time in their lives.

5. As a teacher at Compton High School in Compton Unified School District, I developed the AP Biology curriculum and fundraised more than \$10,000 over three years to support the program's vertical teaming efforts, student retreats, and lab materials. Efforts led to the first students to pass an AP science exam in the district's history. During the same time, I served as the head varsity softball coach and coordinated a year-long softball program focused on building true student athletes and provided the opportunity for young ladies to play a sport that was readily unavailable to youth in Compton. As a result of these efforts, the Compton High School Girls Softball Team won its first league game in 27 years and more importantly, graduated all of the nine 2001 seniors, six of who attended University of California schools. In partnering with youth and families, we proved that students from Compton High School are capable of making historical accomplishments.

## Language Skills

Do you know any language other than English? Yes

**Language(s):** Spanish, Mandarin, Taiwanese  
**Oral Level:** Polite  
**Written Level:** Polite

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## Professional References

	<b>Reference 1</b>	<b>Reference 2</b>
<b>Name:</b>	[REDACTED]	[REDACTED]
<b>School/Org:</b>	[REDACTED]	
<b>Current Position:</b>	[REDACTED]	
<b>Home Phone:</b>	[REDACTED]	
<b>Cell Phone:</b>	[REDACTED]	[REDACTED]
<b>Work Phone:</b>	[REDACTED]	
<b>Mailing Address:</b>		
<b>Email:</b>	[REDACTED]	[REDACTED]
<b>Relationship to Candidate:</b>	[REDACTED]	[REDACTED]
<b>Years Known:</b>	[REDACTED]	[REDACTED]
	<b>Reference 3</b>	<b>Reference 4</b>
<b>Name:</b>	[REDACTED]	[REDACTED]
<b>School/Org:</b>	[REDACTED]	[REDACTED]
<b>Current Position:</b>	[REDACTED]	[REDACTED]
<b>Home Phone:</b>		
<b>Cell Phone:</b>	[REDACTED]	[REDACTED]
<b>Work Phone:</b>	[REDACTED]	[REDACTED]
<b>Mailing Address:</b>		[REDACTED]
<b>Email:</b>	[REDACTED]	[REDACTED]
<b>Relationship to Candidate:</b>	[REDACTED]	[REDACTED]
<b>Years Known:</b>	[REDACTED]	[REDACTED]
	<b>Reference 5</b>	<b>Reference 6</b>
<b>Name:</b>	[REDACTED]	[REDACTED]
<b>School/Org:</b>	[REDACTED]	[REDACTED]
<b>Current Position:</b>	[REDACTED]	[REDACTED]
<b>Home Phone:</b>		
<b>Cell Phone:</b>	[REDACTED]	[REDACTED]
<b>Work Phone:</b>		
<b>Mailing Address:</b>	[REDACTED]	
<b>Email:</b>	[REDACTED]	[REDACTED]
<b>Relationship to Candidate:</b>	[REDACTED]	[REDACTED]
<b>Years Known:</b>	[REDACTED]	[REDACTED]

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## Professional References cont.

	Reference 7	
<b>Name:</b>	[REDACTED]	
<b>School/Org:</b>	[REDACTED]	
<b>Current Position:</b>	[REDACTED]	
<b>Home Phone:</b>		
<b>Cell Phone:</b>	[REDACTED]	
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>	[REDACTED]	
<b>Relationship to Candidate:</b>	[REDACTED]	
<b>Years Known:</b>	[REDACTED]	

## General Information

List any additional information which will support your candidacy.

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Are you presently under contract? Yes  
When does contract expire? June 2017  
Have you ever failed to have your contract renewed, be rehired, been asked to resign a position, or resigned to avoid termination? No  
If yes, explain.  
Have you ever had a credential or certificate revoked, suspended or annulled in any state, territory or foreign country? No  
If yes, explain.  
Where did you hear of our vacancy?

## Referrals

How did you hear about employment with us?

Recruited by HYA associate	Other: William Attea	
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## Legal Information

1. Are you eligible to work in the United States? Yes
2. Have you ever been convicted of a felony or misdemeanor involving a sex offense or a controlled substance? No  
If yes, explain, giving dates:
3. Have you ever had any indicated finding of child abuse filed in your name? No  
If yes, explain, giving dates:
4. Have you ever been convicted of any crime? No  
If yes, explain, giving dates:

## Confirmation

I authorize the organization(s) to which I am applying and Hazard, Young, Attea & Associates, Ltd. to contact my references or any other references deemed necessary to ascertain the merits of my candidacy for this position. I authorize references to discuss my application and/or release information concerning me, and agree to hold them, the District, and the consultants harmless for providing and/or utilizing any information requested and/or provided.

I also request that my application and interest in the administrative position remain as confidential as possible under the applicable laws of the state. I understand that my candidacy may become a matter of public record when I am presented to the Board. I further understand that elements of my resume may be available to the public and the news media at such time. However, I request that reasonable effort be taken to maintain the confidentiality of this application and other documents and information which accompany my application for the position for which I am applying. (Note: In some states, such as Florida, there can be no confidential written correspondence. Please call HYA if interested in one of these positions.)

If you answer "yes" to any of the above questions, you must submit official copies of court records including disposition of the case(s).

I hereby affirm that there are no misrepresentations, omissions or falsifications in the foregoing statements and answers, and that the entries made by me are true, complete and correct to the best of my knowledge and belief. I acknowledge that any misrepresentations, omissions or falsifications might be grounds for dismissal if employed for this position.

Tommy . Chang  
(agreed online)