

January 10, 2020

TO WHOM IT MAY CONCERN

Mike Morath
Commissioner of Education
Texas Education Agency
1701 N. Congress Avenue
Austin, TX 78701

I am delighted to have been asked to write this letter of recommendation to support the application of Dr. Nathan Balasubramanian to establish a 7Cs Academy in San Antonio. I know that there is great need for more good schools in the area. I am very impressed by the 7Cs philosophy around which the school will be built: Character, Competencies, Communication, Critical thinking, Collaboration, Creativity, and Citizenship.

I have spoken to Dr Balasubramanian on a number of occasions and I am thoroughly impressed by his enthusiasm and his know-how, especially of what works and what does not work in character education, and how high-minded ideals can be operationalised and put into practice. I am also duly impressed by the international group of renowned academics that Dr Balasubramanian has gathered around this project.

Working myself in the world's largest academic research centre on character, virtues and citizenship, with over 20 member of staff, I am ready to offer Dr Balasubramanian continued guidance on the implementation of educational philosophies in his new school.

I wish Dr Balasubramanian all the best in his endeavours and I fully support his application.

Yours sincerely,



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