



# NATHAN BALASUBRAMANIAN, Ph. D.

**EDUCATION**

**University of Colorado**  
*Doctor of Philosophy in Educational Leadership & Innovation*

**University of Sheffield**  
(United Kingdom)  
*Master of Education in Educational Management*

**Loyola College**  
(Madras, India)  
*Master of Science in Physics*

**University of Madras**  
*Bachelor of Science in Physics*

**CERTIFICATIONS**

- Superintendent
- Principal
- Physical Science (Grades 6-12)
- Science (Grades 4-8)
- T-PESS, T-TESS & AEL
- Completed TASA's Academy for Transformational Leadership
- *Licensed Curriculum Auditor* to review alignment of the written, taught, and tested curriculum for increased productivity in districts.
- *Certified LSG Coach* Reg. ID. 2020-2-10-AP44 and TEA *Charter-Certified Provider* to train Trustees of ISDs and Directors of Charter Schools Boards.

**ABOUT ME:** I am an innovative, impactful, and influential quality improvement leader with over 30 years of experience in PreK-20 education, who came from **humble beginnings** in India. Strategy creation and execution is my forte. Thriving in the fields of a) IB® and AP® physics, engineering, and technology education; b) instructional design; and c) measurement research, I utilize my extensive experience and expertise to lead and create a **performance-driven culture** in organizations by first helping schools and communities **establish common ground**.

I served in the rank of an Assistant Superintendent at Broward County Public Schools (Florida) as their Founding Executive Director of Strategy and Continuous Improvement for five years. Considered the sixth largest school district in the nation with over 270,000 students, I successfully spearheaded quality improvement efforts to **increase student success every year**. Additionally, I connected families with the educational process; guided improvement planning for the District and 234 traditional schools with data analytics to align their strategic, academic, and budgetary decision-making to increase students' academic growth and learning every day.

Using **values-based accountability**, I inspire, lead, and educate communities to create **hope & provide opportunities** for students and families as they create their own great American stories.

***Personal Note:** Having recently relocated to Texas, the state where I met and married my wife, Gita, 19 years ago, I served as the Executive Director of School Improvement & Accountability at Manor ISD. I guided continuous improvement at Manor to move the letter grade of the District from an **F** to a **B** in just 18 months!*

## PROFESSIONAL HIGHLIGHTS

- Thought leader in official committees at the state and national levels since 2005
- Led School Board presentations in CO, FL, and TX with **student-level academic growth and mastery** data in English Language Arts and Math for highest outcomes in districts
- Ensured the percentage of Broward's students scoring at or above acceptable **achievement** levels (Level 3 in Florida) **increased every year** in over 75% of the tested areas
- Level 3 achievement was 64% in 2015-16 and 77% (17 out of the 22 tested areas) in 2016-17
- SAT® participation increased from 50% of juniors in 2015 to 87% of juniors in 2016-17
- AP® passing rate increased from 50.7% in 2014-15 to 54.5% in 2016-17 while participation increased to 25% in 2016-17 (18,084 students taking 33,059 exams)
- Federal graduation rate grew from 74% in 2013-14 to **District's highest 81%** in 2016-17

## SUMMARY OF WORK HISTORY (2007 – Present)

Interim Superintendent of Schools	George Gervin Academy	2021 – 2022
Exec. Dir., School Improvement and Accountability	Manor Independent School District (TX)	2017 – 2019
Exec. Dir., Strategy and Continuous Improvement	Broward County Public Schools (FL)	2012 – 2017
Director, School Accountability/Accreditation	Thompson Public Schools (CO)	2011 – 2012
Director, Analysis/Assessment	Centennial Board of Coop. Educ. Services (CO)	2008 – 2010
<b>OTHER RELEVANT POSITIONS</b>		
Superintendent / CEO	7Cs Academy ( <a href="https://7CsAcademy.org">https://7CsAcademy.org</a> )	2020 – Present
Associate Graduate Faculty	Florida Atlantic University (FL)	2014 – 2017
President & CEO	iLearn, LLC. (CO & TX)	2007 – Present

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## DETAILED SUMMARY OF PROFESSIONAL WORK HISTORY (chronological order)

**GEORGE GERVIN ACADEMY (& YOUTH CENTER)**

**09/2021-02/2022**

**San Antonio, Texas**

**Interim Superintendent of Schools and Director of Learning & Talent Acquisition**

**Summary:** I was the Interim Superintendent of Schools, Director of Learning and Talent Acquisition, District Coordinator of School Improvement, District Coordinator of Gifted/Talented and District Coordinator of Social Emotional Learning and Character Development, Coordinator of Curriculum, Instruction, and Assessment in San Antonio and the District Liaison to George Gervin Prep Academy in Arizona.

**MANOR INDEPENDENT SCHOOL DISTRICT**

**11/2017-11/2019**

**Manor, Texas**

**Executive Director, School Improvement & Accountability**

**Summary:** I was the Chief Architect to catalyze the “**Manor Miracle**” to prove that **poverty was not destiny** at Manor ISD (over 9,445 student) as a key member of the district’s executive leadership team.

### **Key Accomplishments:**

- I guided continuous improvement efforts using data analytics across the district by increasing assessment and data literacy to maximize **student academic growth and mastery** throughout the PreK-12 continuum which resulted in the District moving from an **F to a B in 18 months!**
- I improved leadership and support to my peer group, District staff, principals, and Board of Trustees by establishing and progress monitoring goal attainment for central office positions from coordinators and above on the **IB<sup>®</sup>, New Tech Network, Fine Arts** programs of the District to deliver highest relative performance of 89 percent in Manor’s history.
- I trained assistant principals by leading the **AP Institute and Aspiring Principals Academy** to start the ABC’s (academics, behavior, and classroom grades) of whole child education to improve school culture and partnered with stakeholders to ensure community approved a **\$280 million** bond in 2019.

**BROWARD COUNTY PUBLIC SCHOOLS**

**10/2012 – 10/2017**

**Ft. Lauderdale, Florida**

**Executive Director, Strategy and Continuous Improvement**

**Summary:** I was a key member of Executive Team at the sixth largest school district in the nation (over 270,000 students). My job directly influenced and improved the areas of **performance management**, student assessment and research, program evaluation, grants administration, Broward Education Foundation, Partners in Education, and strategic initiative management. I served as the **Chief Data Evangelist** and Coach to improve processes and practices on both the academic and business management areas that positively impacted the District’s **\$3.7 billion annual expenditure** to **achieve maximum organizational impact**.

### **Key Accomplishments:**

- I institutionalized a **student growth and mastery** lens in English Language Arts and Mathematics at School Board presentations. This ensured the percentage of Broward’s students scoring at or above acceptable achievement levels (Level 3 in Florida) consistently increased every year in most tested areas. For instance, it was 64% in 2015-2016 and 77% (17 out of the 22) in 2016-17.
- I maintained a relentless focus on postsecondary readiness. SAT<sup>®</sup> participation increased from 50% of juniors in 2015 to 87% in 2017. Performance also increased. AP<sup>®</sup> passing rates increased from 50.7% in 2015 to 54.5% in 2017. Participation increased to 25%. The **4-year Federal graduation rate** increased from 74% in 2013-14 to the **District’s highest at 81% in 2016-2017**.

- I successfully nominated Mr. Robert Runcie to become Florida’s 2016 Superintendent of the Year.
- I effectively supported Superintendent Runcie and the School Board to rebuild trust and confidence in the District with data and transparency. This resulted in the Broward community, for the **first time since 1987**, overwhelmingly approve an **\$800 million General Obligation SMART Bond** in 2014 with 74% voter approval. Prior bond proposals failed from 1987 to 2014!
- I earned & maintained the **trust** of Board members, Superintendent, labor groups, and businesses.
- I maximized people’s performance. In Smith’s words: *“Just wanted to thank you for the level and degree of thoughtfulness you put into my evaluation. It is deeply appreciated as is the tremendous amount of knowledge that I’ve gained through working for you!”* I constantly removed roadblocks. In Jane’s words: *“Thank you for helping out with the transportation issues. You’ve no idea what a big storm you put out!”* In Doe’s words: *“One of the things that you brought to Broward which is lacking since you left is the focus on academic growth of children!”*

Florida Atlantic University

6/2014 – 11/2017

Department of Educational Leadership and Research Methodology, College of Education, Florida

Associate Graduate Faculty

**Summary:** I was the first instructor to make 'Data and Statistics' relevant and accessible to teachers, counselors, and leaders in the *Principal Rapid Orientation and Preparation in Educational Leadership* (PROPEL) Program.

THOMPSON SCHOOL DISTRICT

4/2011 – 10/2012

Loveland, Colorado

Director, School Accountability/Accreditation

**Summary:** I served the 16th largest school district in Colorado with over 15,300 students. I was their **Chief Architect** to maximize the **growth and achievement** of all students in the PK-12 continuum and was a key member of the district leadership team. I provided leadership and support to the District and schools for improvement planning, assessment, research development, and evaluation using student data from state and district assessments. I served as a thought leader in official committees at the state and national levels.

**Key Accomplishments:**

- I developed deeper understanding among Board members; District Accountability Committee members; and District and School Leadership to distinguish between real (statistically significant) changes and noise in both student achievement and survey results.
- I coached Superintendents, Directors, and Principals to build capacity on assessment literacy and instructional effectiveness for organizational success.
- I was **recognized by examiners** of onsite visit of the Foothills Award for my **deep understanding of systems and processes** that helped the District win the Award in 2011.

iLEARN, LLC

8/2010 - Present

Boulder, Colorado

President & CEO

**Summary:** I strive to understand and maximize human capital every day. Our passion - eliminating “DRIP,” “Data Rich and Information Poor” and transforming “DRAPE,” Data Rich Action Poor Educators” in public education. At iLearn, LLC. we design and employ powerful, custom outcome analytics to drive continuous instructional improvement in PreK-12 systems. I routinely share my thoughts in <https://HarnessData.com> to disseminate information on how we can strengthen public schools and communities in the United States. For example, I share tools and resources to help stakeholders become good stewards of the **annual \$700 billion tax spending in PreK-12 education**. To improve student learning outcomes across the country, iLearn, LLC. harnesses data from student attendance; behavior; classroom grades; student, teacher, and family engagement; and local, district and state assessments.

Facet Innovations, LLC  
Seattle, Washington  
Consultant

8/2010 – 8/2011

**Summary:** FACET Innovations is an educational research and development company dedicated to the improvement of learning and teaching in K-20 science. At FACET Innovations, I created Facet Maps for **Energy** and all its associated resources; I ran **Hierarchical Linear Models (HLMs)** with coaching and student outcome data. FACET is committed to connecting educational research to the realities of the classroom. FACET provides tools and services in support of educators, schools, and educational programs to improve instruction through fostering and attending to deep learning.

The STEM Academy  
Peoria, Arizona

8/2010 – 4/2011

**Associate Director of Analysis & Evaluation**

**Summary:** The STEM Academy Inc. is a national non-profit organization dedicated to advancing the economic development in communities by improving STEM literacy for all students. I advised and helped the leadership team use the curricular resources to improve student growth, close achievement gaps, decrease dropout rates, increase high school graduation rates, and improve **teacher and principal effectiveness** on campuses to provide access to a large number of under-represented minority and low-income students in STEM.

Centennial Board of Cooperative Educational Services (CBOCES)  
Longmont, Colorado

7/2008 – 8/2010

**Director, Analysis/Assessment**

**Summary:** CBOCES is a political subdivision of the state of Colorado with over 57,600 students and 15-member school districts. I provided leadership for **planning, assessment, research development, and evaluation** of student data in state and district assessments. I led the training of district and school administrators across the state to advance **highly effective instruction** (teaching and learning) in school districts across the state. I designed training resources for easy access and provided actionable information with compelling visual representations to help administrators understand the psychometrics behind state and district assessments based on classical and modern test theory. I served as a thought leader in official committees and statewide grant applications (like the Race to the Top) for highly effective teachers and leaders. I submitted grants to obtain resources and funding for educational improvements.

#### **Key Accomplishments:**

- I championed successful grant applications with the Colorado Department of Education to obtain \$192,218 for “*Developing 21st Century Learners*” (Administrators, Teachers, and Students) using my innovative instructional model: **Designing Learning** and “*Leveraging Innovation: Teacher and Leader Effectiveness Initiative*” using powerful outcome analytics to drive continuous improvement in PreK-12 systems.
- I authored a successful *Technology Literacy Initiative* grant application for \$312,250 to develop Stage 1 of the Pilot (Proof of Concept) *Technology Literacy Assessment* for students in grade eight.
- I published the **Designing Learning Model** in *Principal Leadership* – an assessment-driven, technology-infused, and activity- and project-based instructional model that incorporates higher-level thinking to boost student achievement and prepare students for long-term success.

#### **OTHER RELEVANT EMPLOYMENT HISTORY:**

- ❖ My past job history includes teaching STEM at Title I public schools in the United States: I taught Advanced Placement AP® Physics and Physics Engineering Technology & was Director of Designing Learning at Overland High School (Title I school) in Aurora, Colorado for two years.

- I **increased student achievement with 100% of subgroups**; my students posted scores in the 90th percentile and above in physics assessments
- As Director, I secured funding and delivered results to **train teachers across subject areas** with activity- and project-based instructional model to deliver High Quality Tier 1 Instruction in English Language Arts, Math, Science, and Social Studies (I also published this study in *Principal Leadership* in 2008)
- I was a thought leader for legislative bodies, official agencies and educational organizations charged with setting scientific standards and creating effective instructional models
- ❖ I taught Science and Pre-engineering at Angevine Middle School (Title I school) in the East Boulder area of Colorado for three years.
- ❖ I was nominated by my peers to serve a 3-year term (pro bono) as **President** of the Colorado Technology Education Association (CTEA).
- ❖ I taught IB® Physics and was the **GCSE Coordinator** at Emirates International School in Dubai, United Arab Emirates for eight years.
- ❖ I taught Physics and was the **Textbook Coordinator** at The School of the Krishnamurti Foundation India in Madras for five years. Textbooks, as we know, have tended to be the default, taught curriculum in classrooms. I led a team of teachers to help with a rigorous vetting of textbooks to ensure that the **written, taught, and tested curriculum** were **aligned** for student success.

#### LIST OF PROFESSIONAL AFFILIATIONS

- American Association of School Administrators (AASA)
- American Evaluation Association (AEA)
- Association for Moral Education (AME)
- American Statistical Association (ASA)

#### SELECTED SPEAKING ENGAGEMENTS & PRESENTATIONS

- I presented "Personalize Learning for Every Student" at the **50<sup>th</sup> Mexican American School Boards Association Annual Conference** (2020) in San Antonio
- I presented "Maximize Impact: Improving our Service to Schools" at the **2019 Destination High Performance Conference** in San Antonio
- I presented "Transforming Public Education: Let's Do Something, Together" at the **American Productivity & Quality Center (APQC)** 2018 Process and Performance Management Conference
- I presented "Common Core and HR Implications" at the **Council of Great City Schools (CGCS)** 2015 Chief Human Resource Directors Conference
- I presented "Robust Learning: Personalized and Prioritized" at **Council of Chief State School Officers (CCSSO)** 2012 National Conference on Student Assessment
- I presented Think Tank Session "Teacher Effectiveness and Teacher Quality: What's the Difference" at the 2010 Annual Meeting of the **American Evaluation Association (AEA)**
- I presented "Instructional and Program Effectiveness: From Data to Action" at the 2010 **American Educational Research Association (AERA)**
- I presented "Administrative and Teacher Leadership: Modeling 21st Century Learning" at the 2010 **International Society for Technology in Education (ISTE)** Annual Conference
- I testified at the Joint Senate and House Education Committee of the **Colorado General Assembly** in February 2007 to secure funding for STEM teaching and learning
- I presented "Increasing Student Achievement by Meaningful, Authentic Assessment" in Orlando, Florida in March 2006 at the **Society for Information Technology and Teacher Education**

#### SELECTED ACCOMPLISHMENTS

- I successfully completed the 2016-2017 **Region 4 ESC** Superintendent Certification Program

- I was recognized by the National Archives and Records Administration as the **75th American** who has completed the Presidential Libraries Passport Program upon visiting *all* 13 Presidential Museums on **April 9, 2017**. I learned in the process, key leadership lessons focused on strategic visioning, consensus building and collaborative decision making
- I successfully completed **TASA's 25<sup>th</sup> First-time Superintendents' Academy** in 2017
- I was the **Chair** of the ITE TIG at the American Evaluation Association, 2013 - 2019
- I was on the **Planning Committee** of CCSSO's National Conf. on Student Assessment, 2010-2016
- I was selected by Commissioner of Education in Florida to serve on a 16-member **Reactor Panel** to review and recommend reasonable cut scores on what students should know and are able to do on the new education standards in 2015
- I successfully championed and supervised a Cohort 6 *Agency Fellow* of the **Strategic Data Project (SDP)** at the Center for Education Policy Research at **Harvard University**, 2014-2016
- I was recognized by the Dean and peers in the College of Education Graduate Programs Committee at Florida Atlantic University, Boca Raton, Florida to be nominated as an **Associate Graduate Faculty** from June 2014 until 08/26/2019
- I was adjunct Member of the Gifted Education **State Advisory Committee** in Colorado, 2010-2013
- I was selected by peers at the American Evaluation Association to be the **Program Chair** for Integrating Technology into Evaluation (ITE) Topical Interest Group (TIG), 2009 – 2012
- I was selected by the Colorado Department of Education to participate in the 2006 and 2008 CSAP, and 2012 TCAP Content Validity & Alignment Review and Science **Standard Setting** meetings
- I **helped pass bill** and secured funding to support after-school STEM programs
- The paper I presented was selected as the **best paper** in Education of Science and Engineering at Education and Information Systems, Technologies, and Applications (EISTA) Conference in 2005

#### SELECTED SCHOLARLY PUBLICATIONS

- **Designing Learning** (2008) Article published in Principal Leadership. Reston, VA: National Association of Secondary School Principals.
- Learning by Design: **Teachers and Students as Co-creators of Knowledge** (2007) Book chapter published in Educational Technology: Opportunities and Challenges. Edited by Kari Kumpulainen, University of Oulu, Finland
- **Innovative Methods of Teaching Science and Engineering in Secondary Schools** (2006) Paper published in Journal of Systemics, Cybernetics and Informatics (JSCI), Vol. 4 (No. 6)
- **Increasing Student Achievement through Meaningful, Authentic Assessment** (2006) Paper presented at Society for Information Technology & Teacher Education (SITE) 2006 Conference
- **Games and Simulations** (2006) Invited ForeSITE article for SITE's interest group at the 17th International Conference of the Society for Information Technology & Teacher Education (SITE)

#### SELECTED HONORS & AWARDS

- I was nominated and selected by my peers to win the **Most Engaged Executive Award** at the 2016 Executive Leadership Orientation (ELO) Program of the Greater Fort Lauderdale Chamber of Commerce and Leadership Broward Foundation
- I received the prestigious **Order of the Filament Award** in 2007 from the Colorado Technology Education Association for Technology Innovation Design and Engineering (TIDE) educators. This is the highest honor bestowed to a single educator, each year, from the PK-20 continuum
- I received a **Commendation Letter** from the Dean of Admissions at **Massachusetts Institute of Technology (MIT)** in 2000 for being named by my former student as a teacher “who has been especially influential in their development.” (See Oct 2, 2000 letter at <https://innathansworld.com/>)