



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
- T-PESS, T-TESS & AEL
- Completed TASA's Academy for Transformational Leadership
- *Licensed Curriculum Auditor* trained to review alignment of the written, taught, and tested curriculum for increased productivity in districts.
- *Certified LSG Coach and TEA Charter-Certified Provider* to train Trustees of ISDs and Directors of Charter Boards for academic & operational excellence.

ABOUT ME: Education executive with 30+ years leading PreK-12 systems to deliver measurable academic growth through disciplined governance, fiscal stewardship, and transparent performance management.

From classroom to cabinet, I align board priorities to budgets, talent strategy, instructional execution, and data systems that produce documented results. I connect policy to practice so governance decisions drive measurable classroom improvement.

As a senior executive in one of the nation's largest districts, I advanced enterprise strategy through performance management at scale, restoring public confidence through improved academic outcomes. In other districts, I contributed to district turnaround efforts that improved state accountability ratings and delivered double-digit performance gains.

My operating model integrates governance alignment, academic rigor, financial discipline, and evidence-based performance management to close gaps and sustain growth across student subgroups.

As a trained Baldrige Examiner and Founder of iLearn, LLC, I build durable accountability systems that strengthen institutional integrity and advance long-term system improvement.

PROFESSIONAL HIGHLIGHTS

- Executive Team leader (5 years) in the nation's 6th largest district (270,000 students); oversaw enterprise performance management, student assessment & research across a \$2.2B system.
- Advanced governance alignment and systemwide data transparency, strengthening public trust and contributing to voter approval of Broward's first bond since 1987 (\$800M, 2014).
- Led competitively awarded (\$143,375) iLearn engagement resulting in double-digit state accountability gains within one year in Columbia Public Schools, MO (18,000 students), including a 16.4-point state increase (70.1 → 86.5 APR; 55% normalized growth).
- Directed systemwide performance recovery (F → B in 18 months) in a 9,445-student district in TX; securing \$280M bond approval (2019) through aligned stakeholder engagement.
- Senior advisor to boards across CO, FL, and TX, advancing normalized growth frameworks and accountability guardrails across diverse policy environments.

PROFESSIONAL EXPERIENCE 2008 – Present

Interim Superintendent of Schools

Executive Director, School Improvement and Accountability

Executive Director, Strategy and Continuous Improvement

Director, School Accountability and Accreditation

Director, Analysis and Assessment

George Gervin Academy (TX) | 2021 – 2022

Manor Independent School District (TX) | 2017 – 2019

Broward County Public Schools (FL) | 2012 – 2017

Thompson Public Schools (CO) | 2011 – 2012

Centennial BOCES (CO) | 2008 – 2010

ENTREPRENEURIAL & BOARD ADVISORY ROLES (Concurrent)

President and CEO (Advisory)

Chief Education Officer (Advisory)

iLearn, LLC. (TX) | 2021 – Present

7CsThrive, Inc. (TX) | 2020 – Present

EXECUTIVE LEADERSHIP EXPERIENCE

ILEARN, LLC. – Leander, Texas

07/2021 – Present

President & CEO (Concurrent Advisory Role)

<https://A-ZforLife.com>

Summary: President & CEO of iLearn, LLC, an education research, evaluation, and systems improvement organization serving K–12 districts nationwide. Apply enterprise-level accountability, governance alignment, and normalized growth frameworks refined through prior district executive leadership roles. Advise boards and executive leadership teams on aligning research, governance, and instructional systems to improve measurable student performance and institutionalize continuous improvement at scale.

- Directed implementation of district accountability and normalized growth frameworks in a 33,575-student district aligned to Texas Education Agency performance expectations by student, student groups, campus, and the district.
- Designed and operationalized institutional research and evaluation structures supporting strategic planning and multi-year improvement cycles.
- Oversaw district assessment analysis, data governance, and performance reporting systems to strengthen transparency and inform board-level decisions.
- Led performance recovery initiatives and institutionalized balanced scorecard systems in an 18,000-student district resulting in a documented 16.4 point increase in Missouri’s Annual Performance Report (APR).

7CsThrive, Inc. – Leander, Texas

01/2020 – Present

Chief Education Officer (Concurrent Nonprofit Advisory Role)

<https://7CsAcademy.net>

Summary: Chief Education Officer of 7CsThrive, a 501(c)(3) education organization advancing district accountability, leadership systems, and evidence-based improvement structures. Previously served as Founder-Superintendent and currently provide executive oversight for SB 1882 partnership implementation in Texas.

- Directed district improvement planning cycles aligned to state accountability systems and strategic performance targets.
- Established leadership accountability structures integrating governance oversight, instructional systems, and ongoing evaluation of performance outcomes.
- Instituted data governance and decision protocols strengthening transparency, compliance, and execution discipline.
- Implemented organizational performance dashboards and reporting systems to monitor measurable student growth outcomes through research-informed data analytics.

GEORGE GERVIN ACADEMY – San Antonio, Texas

09/2021 – 02/2022

Interim Superintendent of Schools

Summary: Appointed by the board during executive transition to stabilize district operations, academic strategy, and governance performance across three campuses serving 776 students. Served concurrently as Chief Instructional Officer and executive lead for academic and operational outcomes.

- Designed and implemented a district-wide instructional and accountability framework aligning curriculum, assessment systems, leadership oversight, and resource deployment.
- Operationalized governance performance cadences and executive calibration cycles aligning board priorities with campus execution and measurable student outcomes.
- Led high-velocity system stabilization over a six-month transition period, restoring governance clarity and instructional coherence.
- Embedded the A–Z for Life character framework to strengthen student and staff agency and reinforce growth expectations across campuses.
- Secured a “B” state accountability rating in a district serving 100% economically disadvantaged students, the first “B” earned in four years.

MANOR INDEPENDENT SCHOOL DISTRICT – Manor, Texas**11/2017 – 11/2019****Executive Director, School Improvement & Accountability**

Summary: Senior executive leadership team member responsible for redesigning districtwide accountability, performance management, and instructional improvement systems across a 9,445-student PreK–12 district.

Key Accomplishments:

- Led the strategic redesign of the district’s accountability and performance management infrastructure, resulting in improvement from an “F” to a “B” state accountability rating within 18 months.
- Directed systemwide continuous improvement by strengthening assessment literacy, embedding tiered campus support structures, and aligning curriculum and performance monitoring systems to accelerate measurable student outcomes across subgroups.
- Realigned board governance priorities, central office metrics, and campus execution into a unified accountability framework that clarified performance expectations and reduced initiative fragmentation.
- Provided executive oversight for key academic initiatives including IB®, New Tech Network, Fine Arts, and Gifted & Talented programming, achieving the highest relative district performance (89%) in district history.
- Led leadership development through the AP® Institute and Aspiring Principals Academy, while partnering with executive and community stakeholders to secure approval of a \$280 million bond initiative.

BROWARD COUNTY PUBLIC SCHOOLS – Fort Lauderdale, Florida**10/2012 – 10/2017****Executive Director, Strategy and Continuous Improvement**

Summary: Senior executive team member in the sixth-largest school district in the nation (270,000+ students; \$2.2B annual budget), responsible for enterprise strategy execution, performance management, assessment and research, program evaluation, grants administration, and strategic initiatives. Served as principal operating partner to the Superintendent, translating district strategy into measurable systemwide outcomes.

Key Accomplishments:

- Directed the design and operationalization of the district’s strategic planning and performance management architecture, aligning policy, accountability, resource allocation, and service delivery across schools and central office divisions.
- Institutionalized a student growth and mastery framework in English Language Arts and Mathematics, resulting in consistent year-over-year increases in students meeting acceptable achievement levels (Level 3+), including improvement from 64% (2015–16) to 77% (2016–17) in key tested areas.
- Advanced postsecondary readiness initiatives, increasing SAT participation (50% to 87%), AP participation (+25%) with rising pass rates (50.7% to 54.5%), and elevating four-year federal graduation rate from 74% to 81%, the highest in district history at that time.
- Strengthened data transparency and governance alignment, contributing to voter approval of an \$800 million General Obligation SMART Bond (2014) with 74% support – the district’s first successful bond approval since 1987.
- Served as Superintendent’s designee in monthly engagement sessions with union leadership and teachers during implementation of the Beyond Expected Student Targets (BEST) initiative, facilitating dialogue between performance reform teams and labor stakeholders to maintain trust and execution stability.
- Strengthened transparency around subgroup performance and growth metrics with DAC and community stakeholders, reinforcing data-informed governance practices.

Florida Atlantic University – Fort Lauderdale, Florida
Department of Educational Leadership and Research Methodology,
College of Education, Florida
Associate Graduate Faculty

06/2014 – 11/2017

Summary: Associate Graduate Faculty member instructing the Capstone Course in the Principal Rapid Orientation and Preparation in Educational Leadership (PROPEL) program, delivering graduate-level data analytics, research methodology, and applied statistics to aspiring school leaders.

Key Accomplishments:

- Led graduate instruction in data literacy and applied research, strengthening leadership candidates' capacity to interpret assessment data and institutionalize evidence-based instructional decision-making aligned to measurable student outcomes.
- Integrated real-world district performance data into leadership preparation coursework, bridging theory and practice to develop system-ready instructional leaders.

THOMPSON SCHOOL DISTRICT – Loveland, Colorado

04/2011 – 10/2012

Director, School Accountability and Accreditation

Summary: Senior district leader in a 15,300-student PreK-12 system, responsible for designing and operationalizing the district's accountability and accreditation architecture to drive measurable student growth and achievement across student subgroups. Key member of the superintendent's leadership team shaping data-informed system improvement.

Key Accomplishments:

- Designed and led the district's PreK-12 accountability and accreditation framework, integrating assessment, research, and evaluation into improvement planning and strategic decision-making.
- Strengthened board and leadership assessment literacy by clarifying statistically significant change versus performance volatility in disaggregated district and campus achievement and survey data to enable equity-informed decision-making across student subgroups.
- Coached superintendents, directors, and principals to institutionalize data-driven instructional alignment and performance management practices.
- Directed districtwide assessment and research functions, embedding state and local performance data into accreditation processes and enterprise performance monitoring.
- Recognized by external examiners during the Foothills Award onsite review for systems-level leadership that contributed to the district's 2011 award recognition.
- Collaborated with the District Accountability Committee to make performance data accessible and actionable for families, school leaders, and board members, strengthening shared ownership of student growth outcomes.
- Represented the district on state and national committees, advancing evidence-based accountability and performance management policy.

Facet Innovations, LLC – Seattle, Washington

08/2010 – 04/2011

Consultant

Summary: Advanced K-20 science improvement initiatives by designing analytic frameworks and instructional mapping tools that translated research into actionable classroom and district-level improvement strategy.

- Conducted multilevel statistical analyses to evaluate the impact of coaching and instructional interventions on student outcomes, informing district-level improvement strategy.

- Partnered with educators and program leaders to translate research into implementation frameworks that strengthened evidence-based decision-making and accelerated measurable gains in learning.

Centennial BOCES – Longmont, Colorado

07/2008 – 08/2010

Director, Analysis and Assessment

Summary: Senior regional leader serving 15 member districts and over 57,000 students across Northern Colorado. Directed regional research, assessment, and performance analysis functions, providing strategic leadership in data evaluation, psychometrics, and evidence-based instructional improvement. Led statewide training and grant initiatives to strengthen assessment literacy, instructional alignment, and system-level accountability.

Key Accomplishments:

- Led regional research, assessment, and performance analytics across 15 member districts, embedding state and local data into system-level instructional planning and enterprise performance monitoring.
- Designed and delivered statewide professional development in assessment literacy, psychometrics (classical and modern test theory), and performance calibration to strengthen instructional alignment and improve measurable student outcomes.
- Secured over \$500,000 in competitive state grants, including:
 - \$192,218 for the Developing 21st Century Learners initiative
 - \$312,250 for the Technology Literacy Initiative (Stage 1 Pilot)
- Developed and implemented innovative instructional improvement frameworks, including the Designing Learning Model, integrating assessment-driven, technology-infused, and project-based instructional design to advance continuous improvement in PreK–12 systems.
- Served as a thought leader on state committees and Race to the Top–aligned initiatives, advancing teacher and leader effectiveness through outcome analytics and disciplined performance monitoring.
- Published the Designing Learning Model in Principal Leadership (2008), promoting assessment-driven system design to support higher-order thinking and long-term student success.

Overland High School – Aurora, Colorado

07/2006 – 06/2008

AP® Physics Teacher

Summary: Led Advanced Placement and honors physics instruction at a Title I high school, resulting in measurable gains in student achievement across all subgroups, with students performing at or above the 90th percentile on district benchmark assessments.

Key Accomplishments:

- Secured grant funding to design and implement an activity- and project-based instructional model later adopted across subject areas to strengthen Tier 1 instruction. Trained teachers across disciplines in model implementation and performance alignment, supporting schoolwide improvement efforts.
- Directed schoolwide implementation of *Designing Learning*, an assessment-driven instructional model, aligning curriculum, standards, and performance expectations to drive measurable gains across core content areas (ELA, Math, Science, and Social Studies) and student subgroups.
- Initiated and led legislative strategy culminating in passage of HB1243, establishing a statewide funding stream for after-school STEM programs (MESA – Minority Engineering Science Association) serving underrepresented students, grounded in science-literacy research and advancing equitable access.
- Contracted by Colorado MESA as Project Evaluator to design and implement multi-county evaluation systems measuring STEM competency growth, curriculum effectiveness, and WIRED Grant outcomes across nine counties.
- Elected (pro bono) to a three-year term as President, Colorado Technology Education Association (CTEA), advancing statewide STEM and technology education policy and instructional initiatives.

OTHER RELEVANT PROFESSIONAL EXPERIENCE:

Angevine Middle School (Title I) – Lafayette, Colorado

2003 – 2006

Taught Science and Pre-Engineering in a Title I setting, reinforcing equity-centered instructional practice and sustaining high academic expectations in diverse classrooms.

Emirates International School – Dubai, UAE

1994 – 2002

Taught IB® and IGCSE Physics; served as GCSE Coordinator, leading standards alignment, performance calibration, and academic coherence across international programs.

The School of the Krishnamurti Foundation – Madras, India

1989 – 1993

Taught Science and Physics; served as Textbook Coordinator, directing faculty teams in rigorous curriculum vetting to ensure alignment between written, taught, and tested curriculum.

- Led cross-national faculty teams across international IB/IGCSE and U.S. Title I environments to align curriculum, instruction, and assessment – establishing early systems-level accountability practices.
- Strengthened curriculum coherence and instructional integrity through textbook adoption processes, standards alignment, and structured performance monitoring across diverse educational contexts.

LIST OF PROFESSIONAL AFFILIATIONS

Member

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

SELECTED SPEAKING ENGAGEMENTS & PRESENTATIONS

Select list of publications and presentations **accessible online** at <https://A-ZforLife.com/president-and-ceo>

National & International Conferences

- American Educational Research Association (AERA) – “Instructional and Program Effectiveness: From Data to Action” (2010)
- American Evaluation Association (AEA) – Think Tank Session on Teacher Effectiveness (2010)
- Council of Chief State School Officers (CCSSO) – National Conference on Student Assessment (2012)
- International Society for Technology in Education (ISTE) – Annual Conference (2010)
- American Productivity & Quality Center (APQC) – Process & Performance Management Conference (2018)
- Mexican American School Boards Association (MASBA) – Annual Conferences (2020; 2019)

State & Governance Engagements

- Testified before the Colorado General Assembly (Joint Senate & House Education Committees) to secure STEM funding (2007)
- Filed testimony with the Texas House of Representatives in support of HB 1244 (2019)

Professional Associations & System Leadership Forums

- Council of Great City Schools (CGCS) – Chief HR Directors Conference (2015)
- Destination High Performance Conference (2019)
- SITE – Society for Information Technology & Teacher Education (2006)

SELECTED ACCOMPLISHMENTS

Executive & Superintendent Preparation

- Completed Region 4 ESC Superintendent Certification Program (2016–2017)
- Completed TASA 25th First-Time Superintendents' Academy (2017)

State-Level Influence

- Testified before the Colorado General Assembly to secure funding for after-school STEM programs
- Filed testimony with the Texas House of Representatives in support of HB 1244 (2019)
- Selected by the Florida Commissioner of Education to serve on a 16-member Reactor Panel to recommend cut scores for new state education standards (2015)
- Selected by the Colorado Department of Education to participate in CSAP/TCAP Content Validity, Alignment Review, and Science Standard Setting panels (2006, 2008, 2012)

National Professional Leadership

- Chair, Integrating Technology into Evaluation (ITE) TIG, American Evaluation Association (2013–2019)
- Program Chair, ITE TIG, American Evaluation Association (2009–2012)
- Planning Committee Member, CCSSO National Conference on Student Assessment (2010–2016)
- Supervised Agency Fellow (Cohort 6), Strategic Data Project (SDP), Harvard University (2014–2016)

Academic & Advisory Recognition

- Associate Graduate Faculty, Florida Atlantic University (5-year term)
- Adjunct Member, Colorado Gifted Education State Advisory Committee (2010–2013)
- Best Paper Award, EISTA Conference (2005)
- Recognized by the National Archives as the 75th American to complete the Presidential Libraries Passport Program (2017)

SELECTED SCHOLARLY PUBLICATIONS

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

SELECTED HONORS & AWARDS

- Most Engaged Executive Award, Executive Leadership Orientation (ELO), Greater Fort Lauderdale Chamber of Commerce (2016)
- Order of the Filament Award, Colorado Technology Education Association – Highest annual honor across the PreK–20 continuum (2007)
- Commendation Letter, Dean of Admissions, Massachusetts Institute of Technology (MIT) (2000)