
BIOGRAPHICAL SKETCH

NAME: Gordon Freedman

POSITION TITLE: President & Founder, National Laboratory for Education Transformation (CA 501c3)

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE	Completion	FIELD OF STUDY
Michigan State University	BA	6-6-1975	Communications

A. Personal Statement

I am committed to the transformation of education, training and workforce development—from traditional vertically organized institutions driven by compartmentalized structures and program offices, traditional practices and single-function technology and data systems—to more robust, modern, secure, distributed and equity-focused digital infrastructures that favor the individual learner as the central focus of learning, knowledge transfer and employment and further education pursuits. Starting two decades ago with the advent of the Internet, I have been part of or led numerous transformations in higher education, K12, research institutes, museums, education publishing and education technology. The single focus of my work has been the empowerment of all individual learners, and the systems that support them, to build, pursue and control their own learning paths in equity-base systems. This work, of organizational transformation, information architecture and learning identity, follows transformations that have already occurred in the commerce, consumer applications, finance and scientific sectors.

- In 2001, I co-founded the K-8 California Charter International School of Monterey, the first international school to be funded with non-private funds, <https://www.ismonterey.org/history>.
- In 2002, the consulting firm I run, Knowledge Base, LLC, www.KB-LLC.com, won a RFP from the University of California to report on the state-level virtual high school movement in the U.S and to recommend a path of action for California, *A National Survey of Virtual Education Practice and Policy with Recommendations for the State of California*, http://edpath.com/index_htm_files/VHSReport.pdf
- In 2008, while employed by Blackboard, Inc., I authored a multinational examination of online learning which included travel to numerous universities worldwide, discussions with ministries of education and global bodies such as OECD and the World Bank, *Unlocking the Global Education Imperative: Core Challenges, Critical Responses*, [Blackboard 2008](#).

- In 2011, I founded the National Laboratory for Education Transformation, NLET, to support research to help solve core issues in organization, technology, culture and curriculum and training that were not being treated with modern methods. www.NLET.org
- In 2017, I was hired as the lead consultant and a founding fellow of the Precision Institute at National University, a private open access institution, to apply scientific methodologies to improve success rates in developmental and general education courses in the first two years of post-secondary education and to build collaborations with public institutions to scale this work, www.NU.edu/precision

B. Positions

2011-Present, President, National Laboratory for Education Transformation (501c3), www.NLET.org

Freedman was founder and president of NLET, a non-profit focused on the future of education and training. NLET operates in four domains: big data, education research & development, advanced math learning, and the role of identity in learning. NLET operates by designing experiments, conducting research, and forming cross-sector collaborations with education institutions, research institutes, technology corporations and experts to explore new solutions through grant-funding.

1998-Present, Managing Director, Knowledge Base, LLC, www.KB-LLC.com

Freedman leads Knowledge Base LLC, a research, development and business consulting corporation focused on the intersection of technology, knowledge and policy. Knowledge Base provides expert strategy, marketing and business development services to education institutions and corporations.

2005-2012, Vice President, Global Education Strategy, Blackboard, Inc., www.Blackboard.com

Freedman was the public-facing presence for Blackboard in education globally working with and addressing governments, institutions and international organizations worldwide. Freedman assisted in reorienting the company from a technology-only firm to an education value-add firm.

2008-2011, Executive Director, Blackboard Institute

Freedman established the Blackboard Institute focused on learning progression from kindergarten through graduate school, assisting institutions to work together to solve complex education problems.

2002-2004, Acting CEO, TextCentric, Inc.

Freedman led this Carnegie Mellon-associated early pioneer in digital textbook and digital conversion for the textbook publishing industry.

2000-2002, Executive Vice President, Prometheus, George Washington University

Freedman helped build and market the innovative learning management system (LMS) Prometheus. The organization based at George Washington University was the first enterprise learning management system (LMS) and pioneered the distribution of digital text and learning resources.

1999-2000, Vice President, University & Publisher Relations, HungryMinds.com

Freedman ran alliance development and managed strategic accounts with publishers, universities and technology vendors for HungryMinds, the first Internet portal for online education and online textbooks.

1996-1999, New Business Officer, State University Monterey Bay

Freedman ran business development for science, media, and technology. Provided early planning for the science building and served as liaison to University of California Santa Cruz MBEST Center, UC Berkeley's Extension, University of Michigan's Academic Outreach, New York University Online, and UMUC.

1994-1996, Vice President Technology & Media, Knowledge Exchange, Inc.

Freedman led the early technology development and media, including CD-ROMs and the early Web development of Knowledge Exchange, one of the first eLearning companies.

Other Positions (Primary Start-Up Consultant or Advisor).

Nucleos, Inc., www.Nucleos.com, NSF SBIR Recipient, Digital Education/Learning Records for Inmates, 2018-9

Pragya Systems, Inc., www.PragyaSystems.com, NSF SBIR Recipient, Student Data & Employment Search, 2017-9

Zybooks, Inc., www.Zybooks.com, NSF SBIR Recipient, STEM Digital Learning, Sold to Wiley, Inc. 2019, 2

Zaption, Inc., www.Zaption.com, NSF SBIR Recipient, Video Learning System, Sold to Workday, Inc. 2017

GOORU, Nonprofit, www.Gooru.org, Foundation-funded K12 big-data portal

EdCast, Inc., www.EdCast.com, Cloud-based public service and corporation training portal

Edify, Inc., www.Edify.CR, Developer, education technology, assessment, student information systems

C. Contributions to Science

From the early days of the Internet, I have been part of the conversations, have been hired or invited to NSF and other gatherings on how technology, learning culture and STEM will merge.

Consultant, UCSC, NSF BCC grant, 2013-2015

NSF Museum & the Learning Ecosystem: Building the Future of Education, 2013

Participant, NSF/OAS, Radical Innovation Conference, U Illinois, 2013

Consultant, UCSC, NSF DRK12 grant, Agent-Based Modeling, 2011-2014

Participant, NSF Blue-Sky, Future of STEM Curricula-Instructional Design, 2009-2010

Participant, NSF-Department of Ed, STEM Voices from the Community, 2009

Advisor, University of New Mexico Art, Technology and Science (NSF) "Full Dome," 2009

Advisor, American Museum of Natural History, Seminars on Science (NSF), 2006-2007

Consultant, "Try Science" TERC-Leslie College K-8 Science Master's Degree (NSF), 2006

Contractor, Marine Advanced Technology Center (NSF-ATE), Business Plan for Center, 1995

Executive Producer, "Virtual Canyon" Online Web system, (NSF) 1994

D. Additional Information: Publications

Bursting the Campus Technology Bubble, [NLET White Paper, June 2019](#)

Higher Ed Needs to Bridge the 'App Gap,' [EdSurge, November 28, 2018](#),

Can Innovative Companies Supercharge Workforce Development, Forbes.com Blog, [December 21, 2017](#)

Could Universal Transcripts Help Put More Young People to Work? Forbes.com Blog, [November 22, 2017](#)

New Class Of Robots Could Help Identify Training Opportunities, Forbes.com Blog, [June 15, 2017](#)

Google vs. Me Who Owns My Digital DNA, Policy Futures in Higher Education, [Vol. 12, No. 4, 2014](#)

Cloud Technology Can Lift the Fog Over Higher Education, [Chronicle of Higher Education, April 29, 2012](#)

Is the Tipping Point for Education in Sight? Blackboard K20 Progression Council, 2009
Unlocking the Global Education Imperative: Core Challenges, Critical Responses, [Blackboard 2008](#)
Building K-20 Connections: A Review of the Issues & Current Models in K-20 Education, Blackboard, 2007
Discovering and Enacting the "What's Next" in K12 Education, eLearning Guild, Jan 2007
When Governor's Step into the Picture, Converge Online, Dec 2006
Eyes Closed Tight: Digital Revolution Stops at the School Door?, [Technology & Learning, May 15, 2006](#)
Virtual Schools: Planning for Success (Contributor), [Teachers College Press, 2005](#)
The Coming Transformation of the Textbook (Part I & II), [Logos, Vol. 16, Issue 3, 2005](#)
California Virtual School Report: A National Survey of Virtual Education Practice and Policy, [University of California, 2002](#)
Changing Nature of Museums, CURATOR: The Museum Journal, Wiley, [Volume 43, Issue 4](#), October 2000
First website for *Discovery Magazine*, Developer, 1995
First Website for Monterey Bay Aquarium, Monterey, CA, Developer, 1994
Film, [A Brief History of Time](#), Feature Film Documentary, Executive Producer, 1992, worked with Professor Stephen Hawking and director Errol Morris, won Grand Jury Prize at Sundance Film Festival.

D. Additional Information: Funded Grants and Contract

NLET develops projects that it feels will advance the integration of technology, learning, pedagogy and the application of data science to persistent problems in K12 and community college practice and in workforce development through a methodology of cross-sector collaborations. In this work, NLET may propose areas of investigation and then locate appropriate principal investigators, while NLET manages the technology, outreach and dissemination.

2011-2013, "*Collaborative Research: An Agent-Base Simulation Environment for Predictive Longitudinal Modeling of High School Math*," National Science Foundation (DRK12 Exploratory), PI Michael Strong, University of California Santa Cruz, University of Texas Austin (co-PI), Los Alamos National Laboratory, NLET contractor, \$473,511.00, https://www.nsf.gov/awardsearch/showAward?AWD_ID=1119332

2012-13, "*Zero Knowledge Identity Privacy Protection Service, Trusted Identities Network*," National Institute for Standards and Technology (NSTIC), NIST Sub-award for Education to NLET; Prime Awardee: Resilient Networks, Inc, collaborators, Riverside (CA) Unified School District and Pajaro Valley (CA) Unified School District, \$130,000.00, <https://www.nist.gov/news-events/news/2012/09/five-pilot-projects-receive-grants-promote-online-security-and-privacy>

2013-15, *Developing a comprehensive regional approach to data set integration to support data-intensive research in education in Silicon Valley*, National Science Foundation, Building Community Capacity for Data Intensive Research (BCC-Exploratory), University of California Santa Cruz, NLET sub Amount: \$ 356,543.00, https://nsf.gov/awardsearch/showAward?AWD_ID=1338411&HistoricalAwards=false

2014-16, "*Scaled Models for Certificate Delivery*," Bill and Melinda Gates Foundation, Workforce Development Program, direct award to NLET \$ 100,000, Gates Foundation Invitational RFP

2014-5, “Michigan Coalition for Advanced Manufacturing (M-CAM) Technology Assistance,” Sub-award from Macomb Community College, U.S. Department of Labor, TAACCCT funds to Contractor & Sub-contract, \$125,000.00

2015, “Jobs Signals,” Thomas R. Brown Foundations, Tucson, AZ, grant to Pima Community College, pass through to NLET. Developed software specification for system to link employer data to community colleges and jobseekers, contract, \$150,000

2016-7, “Local Control Accountability Plan Data Almanac,” Monterey County Office of Education and Santa Cruz County Office of Education, development of California school district comparative data pilot, contracts, \$72,510 and \$24,500

2017, “Skills Data Integration Project,” U.S. Department of Labor (DOL) sub-award, primary awardee, California State University Chancellor’s Office, development of data technology to improve discoverability and linking of data in the DOL funded skills portal, www.SkillsCommons.org, award \$49,000

No current research support.

Pending Support

IES Thompson (PI) 07/01/20-06/30/24

Using the Common Core Math Analysis Platform (CCMAP) to Track Changes in Third Graders’

Metacognitive Monitoring and Control: CPI; 12% CY effort