

CHRISTINE FOWLER-MACK

School Systems Leader

Cleveland Heights, OH

Christine Fowler-Mack is an experienced school district leader whose vision has raised student achievement and graduation rates dramatically, and increased community and parent engagement.

- ◆ Oversees school accountability, portfolio management, and community engagement functions as Chief of Portfolio Planning, Growth & Management at Cleveland Metropolitan School District (40,000 students); manage \$124 MM budget.
- ◆ Led CMSD's successful Levy campaign in the Fall of 2020 for a \$15 million dollar renewal and \$5 million dollar increase.
- ◆ Recognized for earning trust & coalition-building amongst diverse stakeholders, from business leaders and city & state government officials, to students, parents, and communities.
- ◆ Made 20+ presentations on topics ranging from *Sustaining Excellence at Scale* to *Community-Based Reform*.

EDUCATION & TRAINING

Superintendent's Licensure, 2003

Ashland University, Cleveland, OH

Master of Arts, Administration, 1995

University of Akron, Akron, OH

Bachelor of Science, Elementary Education, 1990

University of Akron, Akron, OH

American Association of School Superintendents' Urban Superintendent Academy: Cohort 1

Chiefs for Change: Future Chiefs Cohort 4

EXPERIENCE

Cleveland Metropolitan School District, Cleveland, OH

2009 – Present

39,000 students in CMSD student population, representing 65% African-American, 16% Latinx, 16% white, 3% others in student population. 100% of students are economically disadvantaged, 22% students with disabilities, 9% multilingual learners, 20% mobility rate. Budget: \$770 Million.

Chief of Portfolio Planning, Growth & Management, July 2013 – Present

Oversee school assessment & accountability, portfolio management, facilities engagement, charter school authorizing, student enrollment, school choice programs, and community & family engagement.

Academic Leadership:

- ◆ Increased enrollment in High-Quality Pre-K programming by 72%
- ◆ Achieved a 4.4% Increase in K-3 Literacy and 1.4% Increase in 3rd Grade Reading Guarantee, while all of our urban peers in Ohio experienced a decrease.
- ◆ CMSD graduation rate increased 22% since 2012. African-American and Latinx students graduate at the same rate as white students in Cleveland.
- ◆ On the 2019 National Assessment of Educational Progress (NAEP), which reported disappointing results nationally, Cleveland's long-term progress held steady or continued, including 4th-grade math results that increased by 3 scaled-score points.
- ◆ 94% of students enrolled in their first or second school choice for the district-wide choice and enrollment strategy.
- ◆ 21.3% fewer students missed more than 10 days in a school year over the last four years.
- ◆ 90.8% of CMSD parents met with their children's teacher last year as result of district's family and community engagement strategy.
- ◆ Established and manage CMSD's School Quality Reviews, which occur in 25-30 schools annually over a 2.5-day visit.
- ◆ Designed and implemented CMSD's academic intervention framework to identify the lowest performing quartile of elementary, middle and high schools for strategic action annually - within the last two cycles, 15 have been identified for intervention or strategic redesign, 4 low-performing schools have been closed, and 4 have begun a four-year phase out.
- ◆ Supervised the administration of 16 statewide assessments and 8 local assessments for 39,000 students K-12.
- ◆ Led the formation of the Cleveland Education District and Charter Compact, which created opportunities for bi-monthly learning community of principals and teachers from district and charter schools where best practices around Special Education, English Language Learning services, and literacy instruction.

District Strategy:

- ◆ Provided leadership and process input around the strategic planning and allocation of CMSD's general operating budget of \$770M. Identified the key priorities for the Academic / Portfolio Divisions, thus influencing its \$124M budget.
- ◆ Led CMSD's successful Levy campaign in the Fall of 2020 for a \$15 million dollar renewal and \$5 million dollar increase, of which an additional \$500,000 would be shared amongst partnering charter schools; levy passed in almost all wards & municipalities served by CMSD.
- ◆ Secured grants in excess of \$12 million from a variety of foundations and other funders.
- ◆ Led the transition of the district governance model.
- ◆ Planned for & engaged CMSD's diverse stakeholder base citywide; conducted over 75 personalized briefings with key constituents, of which over 1,500 attending one of the 30+ regional meetings, 22,000+ visits to the QualitySchoolsforCLEkids.org site, in support of the Board's goal to right-size public schools in Cleveland, with plan adopted by our Board in December 2019.
- ◆ Represented CMSD to the following national organizations: American Association of School Superintendents, Battelle for Kids, STEM Learning Ecosystem Partnerships, Strategic Data Project @ Harvard University, Education Leadership and Learning Collaborative, New Schools Summit, iNacol, Center for Reinventing Public Education, National Association of Charter Schools Authorizers, National Alliance of Black School Educators and additionally actively contributed with Council of Great City Schools organization's work groups.
- ◆ Experienced and regular interaction with CMSD's Board of Education Members, from designing & leading presentations at working sessions & board retreats, to leading most strategic planning processes and creating materials used by the Board.
- ◆ Led most collaborative planning processes with the Business Community in Cleveland, regularly participating in meetings with the leadership of the Greater Cleveland Partnership. Engaged and work across industries to secure interest and engagement in various Cleveland Plan initiatives.
- ◆ Participated in Leadership Cleveland 2015, Leadership Cleveland II 2016.

COVID-19:

- ◆ Led the planning process to convert district to an All-Remote and eventual Hybrid [learning system](#), transitioning the entire district to a 1:1 model.
- ◆ Organized and led cross-functional working groups developing district COVID-19 response, including: Learning & Teaching, Technology & Instructional Supports, Family & Community Engagement, Enrollment, Data & Accountability, School Design, & Food & Nutrition, Transportation, & Facilities.
- ◆ Supervised the design of all communications and publications, including the design of the comprehensive reopening plan.
- ◆ Developed COVID-19 Dashboard, 2020 KPI's, & Continuous Improvement Plan.
- ◆ Designed & made temporary policy recommendations to the Board of Education.
- ◆ Introduced a new Learning Management System to support the student & staff experience

- ◆ Worked with business & civic community to design and open learning pods to service children and families that needed the support while the district was in an all-remote state.
- ◆ Led & facilitated peer district learning sessions.

Chief of New and Innovative Schools and Strategic Initiatives, August 2011-July 2013

Led Performance, Strategy, & Talent Initiatives for the newly structured office.

Accomplishments:

- ◆ Co-authored the district's new strategic plan: *The Cleveland Plan for Transforming Public Education*, recognized nationally as an exemplar in community-based school reform.
- ◆ Led the design of a differentiated compensation system and teacher development and evaluation System in collaboration with the Cleveland Teachers' Union for CMSD's 3,500 teachers and 109 schools.
- ◆ Developed a performance framework to ensure accountability for excellence through clearly defined, collaboratively established and measurable goals with internal and external stakeholder input.
- ◆ Ensured autonomy at the school level for hiring, budget, schedule, curriculum and external advisory in exchange for accountability for performance, where negotiated agreements were allowed.

Chief of Staff, July 2010-August 2011

Led district strategy & personnel initiatives for the Cleveland Metropolitan School District.

Accomplishments:

- ◆ Led the design of a comprehensive financial analysis process, in collaboration with the Greater Cleveland Partnership, that yielded recommendations to address a short-term \$58M deficit and a long-term sustainability plan.
- ◆ Supervised the redesign of the central office, including 48-hour response to schools in communications, talent management, and family engagement.

Interim Senior Executive for New and Innovative Schools, November 2009–July 2010

Led the newly structured office of new and innovative schools. Provided leadership, oversight and design support for the development of the Cleveland Transformation Plan.

Cleveland Heights–University Heights City Schools, Cleveland Heights, OH 2003 – 2009

Over 5,200 students ,from Pre-Kindergarten through 12th Grade, in seven elementary schools, two middle schools, one high school, a career and technical education consortium, an alternative options school, an early childhood learning center and a school for students with emotional needs

Interim Superintendent, December 2008–July 2009

Assistant Superintendent, 2003-2009

Accomplishments:

- ◆ Facilitated a \$2M budget reduction and reduction in force process.
- ◆ Maintained active communication with the Board of Education and accessibility with all key stakeholders with regard to the governor’s education reform package.
- ◆ Co-facilitated successful collective bargaining with Teachers Union (SY 2005 and 2008).
- ◆ Led district learning and implementation of the professional learning community concept districtwide.
- ◆ Increased state academic rating from the lowest state rating — Academic Watch SY 2002 — to the second-highest rating.

ADDITIONAL EXPERIENCE

Deputy Director of Educational Services, Cleveland Heights–University Heights Schools, OH	2002 – 2003
Principal, Wiley Middle School, Cleveland Heights–University Heights Schools, OH	2001 – 2002
Principal, Oxford Elementary School, Cleveland Heights–University Heights Schools, OH	1999 – 2001
Principal, Central Elementary School, Kent City Schools, Kent, OH	1997 – 1999
Assistant Principal: Kent Roosevelt Junior High School, Kent City Schools, Kent, OH	1996 – 1997
Teacher Leader/Student Dean, Akron Public Schools, Akron OH	1995 – 1996
Teacher, The Academy at Robinson, Akron Public Schools, Akron OH	1989 – 1995