



# SUPERINTENDENT'S ENTRY PLAN

Stephen C.  
Bigelow, Ph.D.

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MARCH 2024



ROCHESTER  
COMMUNITY SCHOOLS

PRIDE IN EXCELLENCE

# BIO

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## Dr. Stephen C. Bigelow

Dr. Stephen C. Bigelow is the superintendent of Bay City Public Schools and resides with his wife and two children in Bay City. He earned his Ph.D. and Education Specialist degree from Oakland University and an M.P.A. and B.S. from the University of Michigan. His career in education spans over 25 years and includes teaching roles at the elementary and middle school levels before taking on middle and high school administrative roles. Dr. Bigelow served as Superintendent of Capac Community Schools before his current position in Bay City.

Committed to enhancing educational policy and community development, Dr. Bigelow leads several organizations:

- Governing board member of the American Association of School Administrators
- Executive Board for the Michigan Alliance for Student Opportunity
- Board of Directors for the Bay Area Chamber of Commerce
- Board of Directors for the Dow Bay Area YMCA
- Saginaw Valley State University Advisory Boards for the School of Education and the College of Business and Management
- New superintendent mentor through the Michigan Association of School Administrators and Horizons Leadership Academy

Dr. Bigelow is involved with several service organizations, including the American Red Cross, First Robotics, Great Lakes Bay Economic Club, Rotary Club, Lions Club, and United Way. He was recently recognized for his innovative spirit by being accepted into the first cohort of the Google GSV Education Innovation Fellowship.



As Bay City Public Schools superintendent, Dr. Bigelow moved the district from fiscal distress to a healthy, sustainable fund balance of 17% within the first two years of his leadership. He led the rebranding and restructuring of the district and developed a hybrid alternative high school and virtual school. Dr. Bigelow bolstered PreK through college programs by implementing an early middle college, expanding early childhood offerings, and introducing an elementary athletics program. He led the district in passing a \$7 million sinking fund, a \$14 million sinking fund renewal, and a \$28.4 million facilities, technology, and transportation bond. Dr. Bigelow is a 2023 recipient of the U.S. Department of Defense Patriot Award for exemplary leadership practices and support policies for military members employed by the district.

# ACTION PLAN

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Thank you for considering me for the superintendent position. I am excited about the prospect of returning to the metro Detroit area and joining the Rochester community. I aim to continue the legacy of excellence and introduce innovative practices to further our impact on student success. My plan focuses on six areas to prioritize a rapid transition from input to action, focusing on student-centered growth and decisive leadership.

## 1. Zero-Based Budget Process: Financial Innovation and Accountability

- **Revolutionizing Financial Strategy:** Implementing zero-based budgeting across the board, evaluating each expense from the ground up to ensure maximum efficiency and alignment with our educational goals.
- **Community and Stakeholder Financial Collaboration:** Creating a participatory budgeting model in decision-making, fostering a sense of collective responsibility.
- **Data-Informed Financial Decisions:** Leveraging data analytics to align budgeting with student achievement and school needs, ensuring every dollar is optimally spent.
- **Continual Financial Evolution:** Establishing dynamic budget reviews, adapting to changing educational landscapes and emerging needs.
- **Empowering Through Financial Literacy:** Organizing workshops on financial management for staff and community, demystifying budget processes and enhancing collective understanding.

## 2. Exemplary Student Achievement: A New Era of Learning Excellence

- **Student Achievement Forensics:** Undertaking an in-depth analysis of student performance data to uncover hidden trends and tailor educational strategies.
- **Curricular Rejuvenation:** Collaborating with educational leaders to revitalize the curriculum, ensuring it meets contemporary standards and student needs.
- **Empowering Educators:** Transforming professional development to focus on innovative teaching methods and student engagement.
- **Pathways to Excellence:** Expanding access to advanced courses, preparing students for college and career success through enriched learning opportunities.





### **3. Productive Board-Superintendent Governance: Synergistic Leadership**

- **Fostering Collaborative Governance:** Building a cohesive relationship with the Board, grounded in trust and open communication.
- **Strategic Vision Alignment:** Working closely with the Board to develop and implement a strategic vision that resonates with the community's aspirations.
- **Governance with Purpose:** Clarifying roles and promoting a unified approach to tackling educational challenges.

### **4. Efficient and Effective Organizational Capacity: Streamlining for Success**

- **Operational Excellence:** Conducting a comprehensive review of central office operations, identifying areas for innovation and improvement.
- **Cultural Shift in Administration:** Promoting a culture of accountability and results-oriented performance among administrative staff.
- **Breaking Old Patterns:** Challenging the status quo by revisiting and updating antiquated policies and practices to better serve our students and community.

### **5. Respectful Climate: Cultivating Positive Partnerships**

- **Community and Leader Connectivity:** Establishing solid bonds with local leaders and stakeholders, fostering a collaborative environment for educational success.
- **Communication Revamp:** Enhancing communication channels within the school system, ensuring clarity, transparency, and responsiveness.
- **Engaging Dialogue Platforms:** Actively involving all stakeholders in meaningful and constructive discussions about our future.

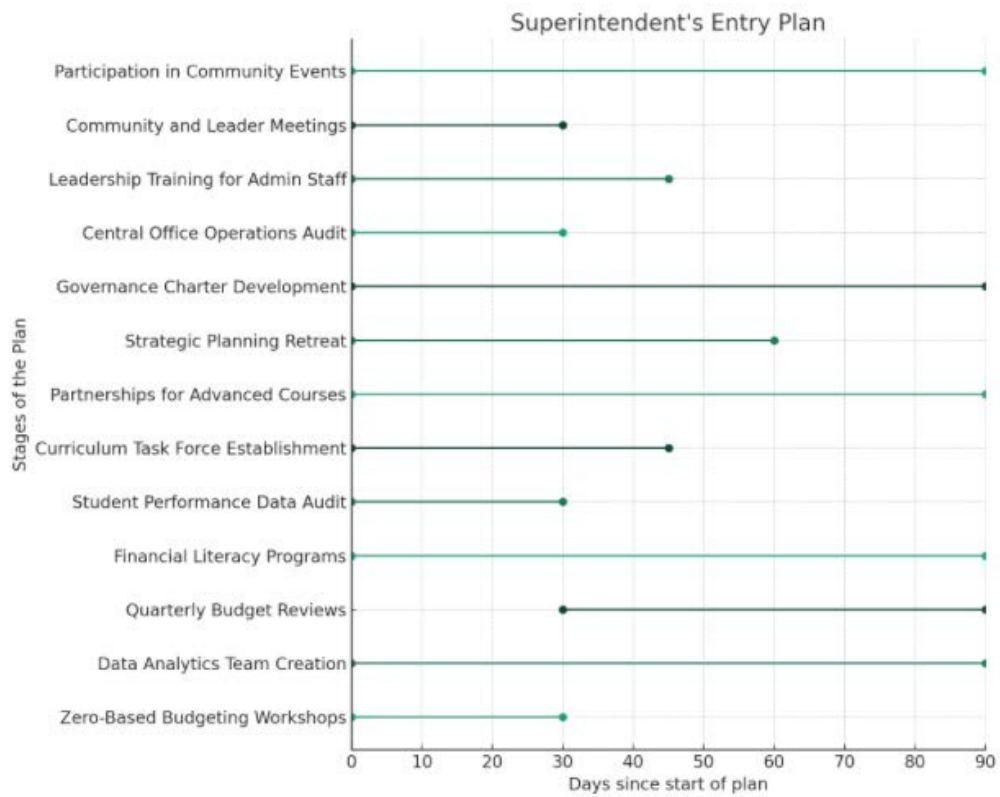
### **6. Public Trust: Building Confidence Through Transparency**

- **Community Integration:** Actively engaging with various community groups, establishing a visible and approachable presence.
- **Transparent Leadership:** Maintaining an open and honest communication channel, ensuring all stakeholders are well-informed and involved in decision-making.



# TIMELINE

First ninety days



# PROFILE OF A GRADUATE

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Recent work accomplished in current district



# Stephen C. Bigelow, Ph.D.

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## Educational Administrative Executive

### Leadership | Performance | Training

Visionary and strategic superintendent with a robust track record of fostering academic excellence and financial stability. Renowned for a collaborative leadership approach, innovation in educational technology, and a solid commitment to community engagement. Seeking to leverage extensive experience in transformative educational strategies and fiscal management to drive Rochester Community Schools towards a future where every student achieves their highest potential. Passionate about cultivating an inclusive, dynamic learning environment and dedicated to empowering educators to deliver top-tier education.

- Philosophy, Mission, & Vision Setting
- Policy Design & Implementation
- Curricula & Operational Improvements
- Staffing & Organizational Development
- Interpersonal Skills / Relationship Building
- Community Engagement
- Innovative Leadership
- Regulatory & Standards Compliance
- Multisite Operations Oversight
- Instructional Technology
- Pupil Accounting Compliance
- Dynamic and Enthusiastic Teaching
- Transparent Communication
- Financial Stewardship
- Data-Driven Decision Making

## PROFESSIONAL EXPERIENCE

Bay City Public Schools, Bay City, MI

**SUPERINTENDENT** {2017 - Present}

Oversee daily school operations across all administrative processes, including curriculum, technology, human resources management, facilities, athletics, student services, transportation, early childhood, office processes, teacher/staff relations, student guidance programs, and family/parent relationship management. Supervise, manage, and evaluate faculty and staff members. Identify, troubleshoot, and implement resolution standards for issues from faculty, staff, parents/family members, and students. Manage budgets and oversee school resource allocation. Develop and maintain positive relations with local, state, and federal political representatives to advance the district.

- Moved district from Department of Treasury Fiscal Distress status in 2017 to a healthy, sustainable fund balance of 17% within two years.
- Led a 5-Year Strategic Plan in 3 years; Implemented a new 5-Year Strategic Plan.

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- Led rebranding and restructuring of the district, developing a hybrid alternative high school and a virtual school, and implemented 1:1 technology.
- Bolstered PreK through college programs, implemented an early middle college, expanded dual enrollment, and expanded early childhood programs.
- Passed a \$7 million sinking fund and over \$10 million sinking fund renewal, providing financial relief for maintenance needs. Passed a \$28.4 million facilities, technology, and transportation bond.
- Developed and consolidated several district properties while managing multiple construction projects.
- Achieved the prestigious U.S. Department of Defense Patriot Award for exemplary leadership practices and support policies that contributed to the sustainability of National Guard and Reserve staff members' well-being and job performance.
- Led teams that developed a district Graduate Profile in collaboration with the community, initiating a shift to student-centered learning, critical thinking, collaboration, and real-world application.
- Engaged the community in events, including forums, task forces, and summits, to foster consensus among parents, educators, and local leaders, addressing district challenges through collaborative decision-making and diverse stakeholder input.
- Leader in state and national advocacy, focusing on growing student-centered learning initiatives, strengthening postsecondary pathways and partnerships, and investigating the growing role of artificial intelligence in education.

Capac Community Schools, Capac, MI  
**SUPERINTENDENT** (2015 - 2017)

- Restructured district which increased course offerings in the arts, sciences, robotics, and AP courses.
- Consolidated a sprawling multi-site district into one campus.
- Implemented two 5-year strategic plans for school programs across multiple areas of study including academics and social programs.
- Implemented an award-winning branding campaign and redesigned district logo.
- Negotiated contracts with administration, transportation, support staff, and teachers.
- Promoted issues of equity and diversity in a traditionally resistant community.

Paul K. Cousino High School, Warren, MI  
**PRINCIPAL** (2009 - 2015)

Managed daily program and process operations to include administrative oversight of HR programs, budgets, and planning for short- and long-range success of school programs. Mentored faculty and staff and performed detailed curriculum evaluation for all grades and all levels of academic study. Coordinated with faculty, staff, parents/ family members, and students.

- Served as liaison between community and school to align programs with overall organizational mission.
- Designed school improvement initiatives with a focus on creating culture of college readiness which generated the school's highest ACT average.

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Carleton Middle School, Sterling Heights, MI  
**PRINCIPAL (2005 - 2009)**

Initiated Professional Learning Community (PLC), providing direction for students and staff while transforming the educational environment. Delivered guidance and provided evaluations to faculty and staff on programs, curriculum, instruction, and classroom performance.

- Received an "A" rating from Michigan Department of Education (moving from a "C").
- Led restructuring of the district middle school science curriculum.

Agnes E. Beer Middle School, Warren, MI  
**ASSISTANT PRINCIPAL (2002-2005)/TEACHER (1999-2002)**

As Assistant Principal, administered discipline and attendance for 770 students. Served as liaison with faculty, staff, parents, and students. Created curriculum, lesson plans, educational activities, exams, tests, and assignments for middle school students. Led parent-teacher conferences.

- Participated in interviewing, selection, hiring, and development of dedicated teaching staff.
- Organized and facilitated workshops to sharpen staff expertise in development of curriculum and extended learning programs.

Dolsen Elementary School, South Lyon, MI  
**ELEMENTARY TEACHER (1998 -1999)**

Taught kindergarten through fifth-grade elementary classes, developing standard and special needs curriculum for diverse subjects and age groups.

- Led courses and set assessment tools to verify completion and comprehension.
- 1999 South Lyon New Teacher of the Year, Nominated for Oakland County Teacher of the Year.

## **EDUCATION & CREDENTIALS**

Oakland University, **Doctor of Philosophy in Education (Ph.D.);**  
**Education Specialist in Leadership (Ed.S.)**

The University of Michigan-Dearborn, **Master of Public Administration (M.P.A.)**

The University of Michigan-Ann Arbor, **Bachelor of Science in Kinesiology (B.S.)**

**Michigan School Administrator Certificate**  
Central Office (CO); Elementary & Secondary Administration K-12 (ES)

**Minnesota Professional Administration**  
District Superintendent Certificate

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## **Michigan Professional Teaching Certificate**

Social Science (CX) 6-12

Physical Education (MB) K-12

### **SERVICE & LEADERSHIP**

- American Association of School Administrators Governing Board
- American Education Research Association
- American Red Cross Mid-Michigan Ambassador
- Bay Area Chamber of Commerce Board of Directors & Director of Commerce Foundation
- Bay-Arenac Career & College Access Network Leadership Committee
- Bay-Arenac County Superintendents' Council
- Bay City Area & Issue Media Group Coalition
- Bay City Lions Club
- Bay City Morning Rotary
- Bay Commitment Steering Committee
- Council for the Accreditation of Education Preparation Advisory Committee
- Delta College Presidential Search Committee, 2020
- Dissertation Committee, The Chicago School of Professional Psychology
- Dissertation Committee, Western Michigan University
- Dow Bay Area YMCA Board of Directors
- Education East Congress, Delegate, 2018
- First Robotics Judge - Michigan Championships, 2019
- Future of Learning Council - Michigan
- Google GSV Education Innovation Fellowship
- Great Lakes Bay Economic Club
- Great Lakes Bay Regional Alliance Leadership Academy Graduate and Ambassador
- Horizons Leadership Academy Graduate, Mentor, and Advisor
- Innovation West Congress, Delegate, 2019
- Leadership Bay County Academy, Graduate, Ambassador
- Macomb County Principals Association - Past President
- Michigan Association of School Administrators Professional Growth and Leadership Committee
- Michigan Association of School Administrators Superintendent Coach & Mentor
- Michigan Alliance for Student Opportunity Executive Board
- Michigan Leadership Institute Graduate
- Michigan Negotiators' Association
- Michigan School Public Relations Association
- Oakland Superintendents' Leadership Institute, 2015
- Saginaw Valley State University College of Business & Management Advisory Committee
- Saginaw Valley State University College of Education Advisory Board
- St. Clair County Superintendents' Council, 2015- 2017
- University of Michigan Alumni Club of Bay City President
- United States Education Delegate - London, England, 2022
- United States Education Delegate - Sustainability World Summit, Berlin, Rome, & Naples, 2023
- United Way Campaign Chair
- Warren Administrators' Association - Past Vice President