

Shaun M. Black, Ph.D.

EXECUTIVE LEADERSHIP | STRATEGIC PLANNING | CHANGE MANAGEMENT PROJECT MANAGEMENT | LEADERSHIP DEVELOPMENT

PROFESSIONAL SUMMARY

I am an influential, ambitious, and dedicated leader skilled in steering the direction of strategic priorities, resulting in increased impact and growth. I have ten-plus years of progressive experience in non-profit organizations, providing leadership to high-performing teams, implementing solutions impacting positive outcomes, and partnering across functions to achieve common goals. I have fostered a culture of excellence in diverse populations and developed innovative systems aligned with the organizational mission to transform and improve continually.

AREAS OF EXPERTISE

Leadership | Strategic Solutions | Cross-functional Collaborations | Team Leadership | Budgeting
Data Analysis & Reporting | Assessment Implementation | Leadership Development | Coaching Relationship
Building | Diversity, Equity, & Inclusion | Curriculum & Instruction

GRADUATE EDUCATION

WAYNE STATE UNIVERSITY | Detroit, MI |

Doctor of Philosophy: Educational Leadership & Policy Studies, Minor: Curriculum & Instruction

Education Specialist: Organizational Leadership, Minor: Supervision

Master of Education: Educational Leadership

EXECUTIVE LEADERSHIP EXPERIENCES

HARPER WOODS SCHOOL DISTRICT | Harper Woods, MI | **2023 – Present**

Executive Director of Academics

I was promoted to this district-level leadership position after my academic gains as a principal to coach the other principals in the district to meet the college and career readiness benchmarks for our 1,700 students. I developed a professional coaching plan for each principal to address key performance indicators to improve student achievement.

DETROIT PUBLIC SCHOOLS COMMUNITY DISTRICT | Detroit, MI | **2019 – 2022**

Assistant Superintendent of Schools

I served as a thought leader to provide vision and develop plans to execute the district's strategic plan focused on enabling a transformative culture, building effective teams, and equitably allocating resources to continually improve the quality of learning experiences, resulting in academic success for 50,000 students.

- Oversaw operations for 25 schools in urban district public schools and Partnership Schools with the Michigan Department of Education and Wayne RESA; Supervised 25 principals, 750 employees, and 8,700 students.
- I enhanced collaboration and cohesion to ensure commitment and execution of shared goals. I established and maintained effective relationships with staff to drive performance, resulting in a **93% satisfaction rating** from direct reports.
- I developed instructional systems designed for high student achievement, implemented plans, and monitored to track the progress of initiatives, resulting in **81%** of schools within the cohort being

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released from state monitoring.

- Managed federal and state grants totaling **\$16.74 million**; Deployed funding to support student and staff safety and success.

VAN DYKE PUBLIC SCHOOLS | Warren, MI | 2017 – 2018

Assistant Superintendent for Curriculum & Instruction

I developed the short and long-term instructional vision and established a culture of continuous improvement to close the achievement gap. I Utilized current research, performance data, and feedback to make decisions about improving curriculum and instruction.

- I pioneered the development and implementation of a new district discipline process, resulting in decreased out-of-school suspensions by 37%.
- I led the implementation of systematic student interventions, resulting in removal from the Michigan Department of Education Priority Schools List.
- Student proficiency on the M-STEP increased by 18.9%, following a 12.3% decrease before tenure.
- Oversight of federal and state grants totaling \$3.69 million.

LEADERSHIP DEVELOPMENT AND LEADERSHIP COACHING EXPERIENCES

DETROIT PUBLIC SCHOOLS COMMUNITY DISTRICT | Detroit, MI | 2018 – 2019

Deputy Executive Director of Schools for Leadership Development

Spearheaded initiatives to design and coordinate the delivery of a leadership professional development program to ensure new principals, assistant principals, and teacher-leaders are supported by leveraging industry best practices for career advancement.

- I authored district-level plans approved by the Detroit Board of Education on Anti-Bullying, Athletics, High School Reform, and Leadership Development.
- Liaised with internal and external partners to ensure alignment on leadership excellence and collaboratively build meaningful learning experiences; Facilitated professional development sessions and received a **94%** satisfaction rating.
- I mentored, coached, and developed 22 new principals, resulting in three new principals achieving the highest scores and increases in the district, including recognition from *The Mackinac Center for Public Policy* for outstanding achievement.
- I was promoted to Assistant Superintendent after the 2018-2019 school year.

THE ACHIEVEMENT NETWORK | Boston, MA | 2015 – 2017

Director of School Support

I coached and developed district leaders and school leaders in the areas of strategic data analysis, curriculum, instruction, assessment implementation, and strategic planning. I developed leadership strategies to improve teacher practices, which resulted in improved student performance in my cohort of schools

- I had a **100% satisfaction rating** on my mid-year and end-of-year principal surveys.

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- I had a **94.4% satisfaction rating** for facilitating professional development sessions.
- A cohort of middle school students at one of my partner schools increased their proficiency on the M-STEP from below 5% to 52% (**+47%**) in two years in Math.

SITE-BASED LEADERSHIP EXPERIENCES

HARPER WOODS SCHOOL DISTRICT | Harper Woods, MI | 2022 – 2023

Principal

- State standardized test scores increased by **3%** after several years of decline before my tenure.
- Promoted to a central office position to oversee academics for the district.

CHANDLER PARK ACADEMY HIGH SCHOOL | Harper Woods, MI | 2014 – 2015

Principal

- State standardized test scores increased by **6.79%**, and student discipline infractions decreased by **70%**, resulting in the school being given **Reward School** status by the Michigan Department of Education.

BATTLE CREEK PUBLIC SCHOOLS | Battle Creek, MI | 2012 – 2014

Assistant Principal

- State standardized test scores increased by **3.72%**, the course failure rate decreased by **36%**, the graduation rate increased by **eight percent**, the dropout rate decreased by **five percent**, and student safety incidents decreased by **76%**, resulting in the school's removal from the Priority Schools List (i.e., Bottom Five Percent).

TEACHING EXPERIENCES

SOUTHFIELD PUBLIC SCHOOLS

Social Studies Teacher

- I taught at the elementary, middle, and high school levels. I also taught at the district's alternative and magnet high schools. While employed here, I also taught Science and English Language Arts despite being certified to teach Social Studies.

DETROIT PUBLIC SCHOOLS

Social Studies Teacher

- I taught at the middle and high school levels. I also taught at a magnet high school. While employed here, I also taught Algebra 1 despite being certified to teach Social Studies.

AFFILIATIONS

WAYNE STATE UNIVERSITY, COLLEGE OF EDUCATION

Educational Leadership & Policy Studies Program Advisory Committee Member | 2022 – Present

EASTERN MICHIGAN UNIVERSITY, COLLEGE OF EDUCATION

Superintendents Advisory Board Member | 2019 – Present

CERTIFICATIONS

MICHIGAN DEPARTMENT OF EDUCATION

School Administrator Certificate | Professional Teaching Certificate

REFERENCES

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

Service	Percentage
Online banking	95%
Mobile banking	90%
ATM	85%
Branch	75%

[illegible]

Jennifer Herbstreit Ed. S.

PROFESSIONAL PROFILE

I am a high performing instructional leader seeking a school Superintendency. Passionate about leading staff in developing caring and supportive programs to ensure the success of every student and the organization as a whole. Dedicated, hardworking, and resourceful with a proven ability to: develop a culture that ensures a safe, rigorous and responsive learning environment for all; establish effective communication with all stakeholders; builds and creates strong relationships based on trust, specializes in creative and strategic problem solving; professional growth and collaboration; values school-community connections; and establishes effective and efficient systems of operation.

PROFESSIONAL EXPERIENCE

ASSISTANT SUPERINTENDENT - CURRICULUM & INSTRUCTION

Holly Area Schools, Holly, MI

2018 - Present

- ◆ Active member of the Executive Leadership Team.
- ◆ Lead Teaching and Learning for 3,400 students and 190 Instructional Staff.
- ◆ Established and leading team to reimagine what education looks like for all students.
- ◆ Lead Board of Education Curriculum Committee.
- ◆ Developed high quality, job embedded, professional learning with 90% favorable rate from teaching staff.
- ◆ Created and Lead Instructional Coaching Team.
- ◆ Provide vision for instructional innovation and growth.
- ◆ Led development of K-8 STEM program for all students.
- ◆ Established High School Construction Trades program through acquisition of Marshall Grant.
- ◆ Assisted in development of a new virtual learning school.
- ◆ Executed creation of innovative summer programs.
- ◆ Collaborated on development of MTSS systems of support.
- ◆ Lead online and face to face professional learning around literacy and math instruction as well as technology integration for student engagement.
- ◆ Partnered with the Executive team to manage district's 44.9 million dollar budget.
- ◆ Increased fund balance from 7% to 14% in past five years.
- ◆ Collaborated on development and execution of two successful bond elections.
- ◆ Leading design team for the construction of new 65 Million Dollar Middle School.
- ◆ Initiated, organized and led district strategic planning process.
- ◆ Actively involved in district collective bargaining, contract development, and human resources.
- ◆ Collaborate with Oakland Schools ISD on Literacy Instruction, Principal Learning, Technology Integration and more.

Professional Experience – continued

SAYRE ELEMENTARY PRINCIPAL

South Lyon Community Schools, South Lyon, MI

2015 - 2018

- ◆ Visionary Instructional leader of 610 student elementary school.
- ◆ Manage and evaluate the daily operations of 50 member staff.
- ◆ Develop and manage budget of \$150,000.
- ◆ Develop innovative programs from playground to the classroom.
- ◆ Introduced process and procedures for personalized learning.
- ◆ Established PLC's and building PBiS system.
- ◆ Conduct technology based Professional Learning for staff.
- ◆ Utilize data based decision making processes.
- ◆ Oversee federal and state mandates and reporting requirements.
- ◆ Increased communications via technology sources.
- ◆ Serve as administrative representative on SIS committee.
- ◆ Focus on developing a school community based on trust, open communication, and transparency.

**DISTRICT CURRICULUM - TECHNOLOGY DIRECTOR
PRINCIPAL- BYRON ELEMENTARY SCHOOL**

Byron Area Schools, Byron, MI

2012 – 2015

- ◆ District Assessment Coordinator – NWEA, MEAP, DiBLES.
- ◆ Initiated the process of curriculum mapping and pacing.
- ◆ Active member in the planning and implementation of systematic assessment program.
- ◆ Developed and Implemented Enrichment program.
- ◆ Serve as instructional leader of a 430 student elementary school.
- ◆ Served as district representative for county curriculum and technology committees.
- ◆ Fostered and built a culture of support, trust, and encouragement.
- ◆ Facilitated a collaborative atmosphere through grade level PLC's.
- ◆ Implemented the evaluation process for 25 instructional staff members.
- ◆ Developed and Implemented Standards Based Reporting.
- ◆ Utilize student performance and growth data to guide decision making.
- ◆ Manage and oversee Title I and At-Risk Programming.
- ◆ Implemented Grade Level Data Teams for effective data based decision making.
- ◆ Implemented a systems approach to school improvement.
- ◆ Led process of RTI implementation and development.
- ◆ Jump started a 1:1 district technology initiative.

Professional Experience – continued

Fenton Area Public Schools, Fenton, MI	1995 – 2012
• Middle School Mathematics Teacher	
• IB MYP Curriculum Coordinator	

Lompoc Unified School District, Lompoc, CA	1994 - 1995
• Middle School Mathematics Teacher	

Additional Positions Included

• Drivers Education Instructor	2006 - 2012
• Negotiations Chair	2003 - 2010
• Cheer Coach	1995 - 1999

ACKNOWLEDGEMENTS

“Jen, you are the most humble and gracious person I know. Every team needs a "leader", and you have set a wonderful example for all of us! Thanks for being such a great boss!”

-Current Faculty Member

“YOU are a BEAUTIFUL person...I sincerely believe God put an Angel at Sayre when he brought YOU into our lives. God Bless!”

-Former Parent

“Thanks so much for your time and more importantly your compassion at Byron Elementary!! Doing the job is one thing but taking the kids feelings’ into consideration is another and I think you have a great balance! You are firm but fair and take the time to love them as little people!! Great job!!”

-Former Elementary Parent

“I appreciate everything you do for Byron and sense you are a member of the staff please consider this one of many thanks that you will receive. "Thank You"

- Former Board Member

“I applaud your efforts to proactively change the security procedures. It needed to be done long ago. You have demonstrated strong and caring leadership.”

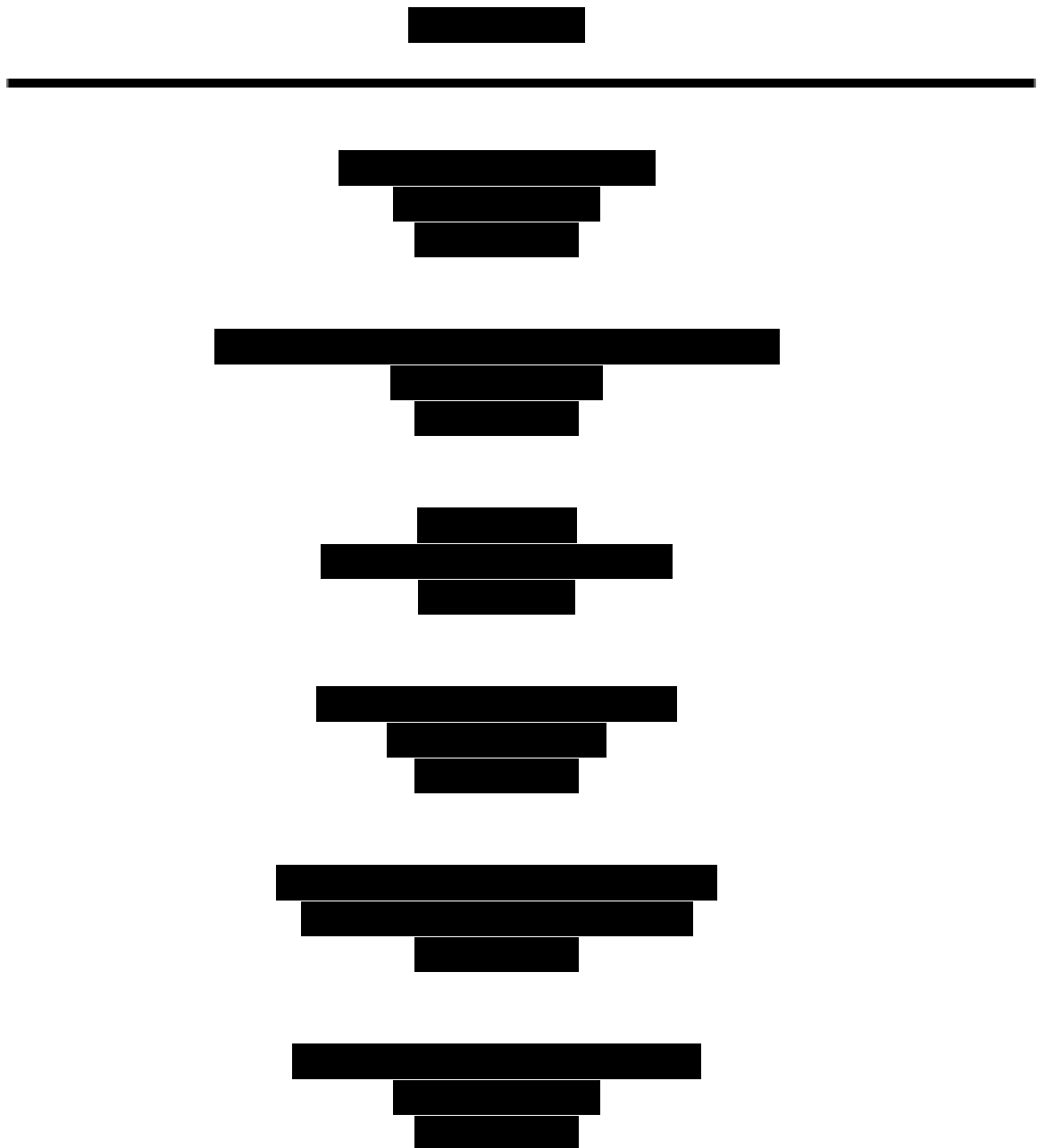
-Former Byron Superintendent

EDUCATION & CERTIFICATION

ED. Specialist – Leadership University of Michigan, Flint, MI	May, 2013
MA Curriculum and Teaching Marygrove College, Detroit, MI	December, 2000
BA Elementary Education, minors: Math, Science Michigan State University, E. Lansing, MI	May, 1994
Michigan Administrator's Certificate Central Office Endorsement	Exp. 2019
Michigan Teaching Certification	Exp. 2022
IB MYP Coordinator	January, 2010
IB MYP Mathematics Instructor	February, 2008

SPECIALIZATIONS

Visionary Instructional Leadership	Cognitive Coaching Training
Strategic Planning	Competency Based Learning
Curriculum Design/Personalized Learning	Data Based Decision Making
International Baccalaureate	Technology Integration



AJ Staniszewski

PROFESSIONAL SUMMARY

Bilingual educational leader with 16 years experience serving underrepresented populations with a commitment to building a positive, trusting culture within each system. With 300+ staff members and more than 3,000 students, my approach has been to educate them, support them, love them, and provide them with choices to better their futures. I am caring, empathetic, and motivate through servant leadership. My goal is to lift up every organization and the communities they serve, from within.

EDUCATIONAL BACKGROUND

Alverno College 2021–23
EdD in K–12 Educational Leadership, Superintendent Endorsement

- Degree to be conferred December 2023
- Dissertation Topic: How Leaders Create Conditions Critical to Educator Success and Conducive to Student Learning

University of Denver, Morgridge College of Education 2012–14
Executive Leadership for Successful Schools Program

- M.A. in Educational Leadership and Policy
- Principal Licensure

University of Colorado–Denver 2010–11

- English Language Acquisition Teacher Courses

Metropolitan State University 2008–09

- Teacher in Residence Program
- Earned President's Honor Roll

University of Michigan 2004–07

- Bachelor of Arts
- Major: Spanish, Minor: Earth Sciences
- Earned University Honors

RELEVANT TEACHING EXPERIENCE

Greenwood Academy, Denver, CO

- Principal's Intern (2012–2013)
- Teacher Leader: Data Strand (2012–2013)
- Sixth Grade Teacher, English Language Acquisition– English, Science and Social Studies (2012–2013)

PROFESSIONAL EXPERIENCE

Consultant September 2023–Present
University of Virginia, Charlottesville, VA (Remote)
Partnership for Leaders in Education (PLE)

- Serve as a thought partner with school principals to explore updates and progress on their 90-day plans, support and guide next steps

Director 2020–Present
Global Intermediate Academy, Mapleton Public Schools, Denver, CO

- Sole principal representative for the district during teacher's union contract negotiations in 2023
- Contributed to design, planning, and development of new intermediate school building, serving as educational programming expert on the Owners, Architects, and Contractors meetings and furniture committee
- Opened new intermediate school building and implemented COVID-19 safety protocols for in-person learning
- Designed Administrator Evaluation Instrument for Directors
- Participating in University of Virginia's Partnership for Leaders in Education for transformational leadership and to implement 90-day plans and Paul Bambrick-Santoyo's data driven instruction
- Founded first chapter of National Junior Honor Society in Mapleton
- Nominated for Administrator of the Year in 2021

Director 2015–2020
Global Primary Academy, Mapleton Public Schools, Denver, CO

- Evaluated licensed and classified staff and ensured implementation of instructional infrastructure
- Managed school-based budget, work orders, and custodial team
- Contributed to design, planning, and development of new primary school building, serving as educational programming expert on the Owners, Architects, and Contractors meetings and furniture committee
- Opened new school building in second year as a Director
- Led school from Turnaround Status to Performance Plan in two years
- Achieved IB World School authorization in 2019
- Awarded Administrator Rookie of the Year with 10 nominations

Assistant Director 2014–2015
Global Leadership Academy, Mapleton Public Schools, Denver, CO

- Instituted data team process for K–6 grade levels to create learning targets and progress monitor student learning on those targets
- Created new Positive Behavioral Interventions and Support systems

Administrative Teacher on Special Assignment 2013–2014
Altura Elementary, Aurora Public Schools, Aurora, CO

- Led Positive Behavioral Interventions and Support systems to establish accountability and support for students and families
- Served as internal coach for Colorado Reading Corps

Greenwood ECE–8 School, Denver, CO

- Tutor, Each One Teach One (2012)
- Data Team Teacher Leader (2011–2012)
- Second Grade Teacher, English Language Acquisition – English and Spanish, Math and Science (2009 –2012)
- Kindergarten Teacher, English Language Acquisition – English and Spanish (2008–2009)

Stephen Doerr

Objective	Advocate for public education while using my talents and training as an educator to provide leadership for an educational agency.
Experience	<p>Superintendent</p> <p>East Jackson Community Schools, Jackson, MI</p> <p><i>August, 2016 – Present</i></p> <p>Serve as chief operations officer for the district; oversaw all district operations, communications, policy updates, union negotiations, budgeting, and facility updates in order to benefit students wellbeing and achievement.</p> <p>School Improvement and Data Consultant</p> <p>Jackson County ISD, Jackson, MI</p> <p><i>July, 2013 – August, 2016</i></p> <p>Coordinated countywide professional development for teachers, principals, and district leaders in the areas of school improvement, data analysis, student assessment, and program evaluation.</p> <p>High School Teacher</p> <p>East Jackson Community Schools, Jackson, MI</p> <p><i>August, 1994 – June, 2013</i></p> <p>Served as classroom teacher, athletics coach, academic coach (Science Olympiad and FIRST Robotics), science department chair, and school improvement team leader</p>
Education	<p>MA in Instructional Design and Educational Technology</p> <p>Michigan State University, East Lansing, MI</p> <p>August, 1999</p>
Certification	<p>K-12 Administrative Certificate (ES) w/ Central Office Sp.</p> <p>Secondary Professional Teaching Certificate (EX, DX)</p>

Leadership

Successfully led East Jackson Community through 4 ballot initiatives—2 operating millage renewals, 1 operating millage increase, and 1 capital improvement bond. I currently serve as the president of the Jackson County Superintendents Association, chairing monthly collaborative meetings of all district leaders.

References

Available upon request.

CORMAC J. LYNN

EDUCATION

University of Michigan, Flint, MI

Educational Doctorate, Educational Leadership (Doctoral Candidate)

(Expected early spring 2024)

Oakland University, Rochester, MI

Education Specialist, Educational Leadership

Michigan School Administrator Certificate, K-12

2013

Madonna University, Livonia, MI

Michigan Teaching Certification, 6-12, RX, CC

2011

Michigan State University, East Lansing, MI

Master of Arts, History - Secondary School Teaching

2007

The Ohio State University, Columbus, OH

Bachelor of Arts, History

2001

PROFESSIONAL EXPERIENCE

Catholic Diocese of Saginaw

7/2018-Present

Superintendent of Schools

- Oversee 12 schools, three of which are K-12 systems, across Mid-Michigan, serving +/-2,000 students.
- Helped to slow long-term enrollment decline and saw a 6% increase in 2020-21, retaining a majority of new students in the 2021-22 academic year and beyond
- Oversee and support review of core content curriculum (one subject per year) with educators from across the "district"
- Plan and execute annual professional development days for instructional staff
- Currently guiding the schools through an initiative to revitalize the schools and promote academic excellence, financial vitality, marketing and enrollment. Included the creation of a School Council and various subcommittees
- Completing safety grants totaling over \$350,000 related to school safety
- Implemented Behavioral Threat Assessment
- Serve as a resource to governing and advisory school boards as well as school principals on internal and external matters and important policy matters
- Guided schools through the COVID-19 pandemic, providing in-person instruction for 94% of the 2020-21 school year, when not virtual due to a state order. Formed a Back-to-School Task Force consisting of educators, parents, medical professionals, facility managers, IT professionals and others to establish a return to learn plan. (Committees: Instruction, Wellness, Facilities, and Operations)
- Updating school policy handbook
- Provide support for legal issues related to students and employees

Orchard Lake St. Mary's Preparatory, Orchard Lake, MI

8/2002 – 7/2018

Headmaster (Principal) (June 2013 – July 2018)

- Responsible for development of and maintenance of shared—time program, relationship with public school partner

- Spearheaded project to renovate one-third of existing classrooms (2 million dollar project) and gained commitment from board to construct an additional school building with over twenty classrooms (10-15 million dollar project)
- Responsible for working with Board to establish and execute strategic plan
- Serve as an authority on educational and school related matters to the school board to ensure that the school maintains its competitive advantage and is well positioned to successfully address future challenges and capitalize on opportunities
- Responsible for establishing and maintaining high school budget (in excess of seven million dollars)
- Oversee organization responsible for annual fundraising (annual minimum commitment of \$350,000 to school's operating budget)
- Serve as senior leader (primary school contact) for largest high school fair in Michigan, with over 100,000 guests over four days (work with media, parent volunteers, public safety officials, and vendors)
- Implemented new student based programs focused on 11th/12th graders to strengthen ties between school, alumni, and community, as well as to enhance opportunities available to students. (career symposium, alumni speaker series, senior internship program)
- Developed ACT/SAT and college-career readiness enrichment class for 10th graders to improve college preparedness, selection, and placement
- Expanded extracurricular activities available to students (Quiz Bowl, Catholic Athletes for Christ, Ping pong, Fishing Club. Sporting Clays)
- Enhanced school safety through staff training, implementing improved security measures, and collaboration with local law enforcement, including full-time officer on campus
- Lead school staff/faculty through re-accreditation process to maintain MNSAA / MANS accreditation
- Developed a collaborative process for review, interview, and selection of potential faculty/staff members
- Developed reciprocal tuition agreements for staff/faculty with local all-girls high school
- Initiated and executed golf outing to enhance faculty/staff compensation, raised nearly \$40,000 in profit in two years
- Developed and maintain a school curriculum that ensures all students have access to a high quality, comprehensive education appropriate to their individual needs, given the resources available
- Manage the development, implementation and monitoring of the school's professional development plan to increase the professional skills and knowledge of staff members and the achievement of the schools' goals and objectives
- Conduct observations / evaluations of teaching faculty and when necessary create personal development plans
- Responsible for all hiring/terminations of high school related staff/faculty
- 2017 Catholic League School of the Year

Vice Headmaster (Vice Principal) (June, 2011- 2013)

- Responsible for overseeing day-to-day academic activity throughout school
- Assist Headmaster and Dean of Students in establishing procedures to be used in event of school crisis and provide leadership in event of such incidents
- Responsible for creating Master Schedule (teachers, courses, hours offered...)
- Monitor curriculum and instructional implementation to determine that state guidelines are met
- Provide curriculum and instructional leadership
- Monitor effectiveness of guidance and counseling functions and practices
- Monitor substitute teacher selection and assignments, with assistance from Dean of Students
- Develop and coordinate the school technology plan
- Confer with students, parents, and teachers to resolve problems which inhibit learning
- Created and instituted orientation program for new faculty and incoming students
- Supervise and monitor faculty; advise Headmaster on human resource issues
- Conduct initial review of all applicants for teaching positions
- Revised grading scale to improve course placement and assist in college application process

- Instituted practice ACT test and results session for junior and sophomore classes
- Responsible for creating and writing various internal and public school documents
- Serve as faculty leader on retreats (single day, overnight, Kairos, ...)
- Represent school at “High School Nights” at local middle schools
- Supervise after school activities and events
- Attend and speak at parent meetings
- Train faculty in various Archdiocese programs
- Taught a social studies elective class

Academic Dean (June, 2006-2011)

- Responsible for 9th and 10th grade students (academic progress)
- Developed new program (Academic Referral) to assist teachers and students in improving academic performance / support at-risk students
- Meet with incoming students and current 9th graders to create academic schedule for upcoming school year and review and long-term academic goals
- Work with teachers to support student growth
- Work with department chairs to establish departmental goals
- Conduct teacher observations/evaluations
- Coordinate school wide standardized testing (PLAN/PSAT/MME /ACT Accommodations)
- Advanced Placement Coordinator / Supervise National Honors Society
- Serve on review/selection committee for new faculty members
- Taught a social studies elective class

Teacher / Class Master / Coach (2002-2013)

- Taught AP US History, Standard US History, Geography, Current Events, Economics, Government, World War II
- Selected to teach Advanced Placement course after first year of teaching
- Improved average AP test scores by over 1 full point (5 point scale)
- Developed College Board (Course Audit) approved AP syllabus
- Campaigned for and created a new U.S. History elective class
- Responsible for updating textbooks and drafting new syllabus for both AP and standard U.S. History Course
- Selected by Headmaster to serve as Class Master to Class of 2007
- Served as Assistant Jr. Varsity, Head Jr. Varsity, and Asst. Varsity hockey coach. (2002-2007)

Madonna University, Livonia, MI

2012 – Present

Adjunct Assistant Professor

- Foundations in Social Studies for Elementary School Teachers (SSC/EDU 3070)
- Theory & Techniques of Instruction (Secondary teachers, Social Studies) (SSC/EDU 4580)
- Member of Teacher Education Committee

Franklin Hills Country Club, Franklin, MI

2002 – 2010

Assistant Director of Golf Operations

- Manage a staff of over 180 caddies and golf service team members
- Responsible for training, maintaining, and growing the caddie program
- Directly responsible for billing / payroll of over 15,000 dollars per week related to caddie program
- Grew program over 25% under my supervision
- Responsible to daily member service related to golf facilities, daily rounds, and tournaments

PROFESSIONAL DEVELOPMENT

- ALICE certified instructor Behavioral Threat Assessment (Basic and Advanced)
- Bleeding control course (Stop the Bleed)
- Active Shooter Training, Oakland County Sheriffs
- Active Shooter Training, Oakland County, Oakland Schools
- ACT 2013 Michigan State Organization Conference
 - Teacher Evaluations
 - College Counseling for High School Counselors
 - Using PLAN and ACT data effectively to advance student growth
- Collaborated with NAEP on national assessment initiative
- U.S. Department of Education, High School Longitudinal Study
- The Excellence in Teaching Conference, University of Notre Dame
- Understanding Teen Depression (University of Michigan Depression Center)
- College Board Advanced Placement Seminar (U.S. History)
- College Board Advanced Placement Seminar (AP Coordinator)
- Called to Serve Program. (Archdioceses of Detroit)
- Called to Protect Program (Archdioceses of Detroit)

COMMITTEES, APPOINTMENTS AND SPEAKING ENGAGEMENTS

- Executive Council of the Tri-Valley Conference.
- Michigan Association of Nonpublic Schools, Board.
- Michigan Catholic Conference, Education Committee.
- Michigan Nonpublic Schools Accrediting Association, Leadership Council.
- Speaker - Michigan Association of Non-Public Schools 2022 Education Conference and Expo: An Enduring Light in Education
- MDE Suburban Work Group, supporting the Return to School Advisory council (Spring/Summer of 2020)
- MDE, Social Studies Task Force, History Work Group, 2018-19 (Revised MI Social Studies Standards).
- Catholic League Executive Board (elected position)
- Teacher Education Committee, Madonna University
- Served on *Ora, Labora, Vince* Capital Campaign
- Served as Internal Chair on the *Growth Vision Plan* for St. Mary's Preparatory
- Adam Cardinal Maida Alumni Library Committee
- Served on St. Mary's Preparatory Residence Life (Dorm) Committee
- MANS/AOD Accreditation Site Team
- OLSM Financial Aide Committee
- Orchard Lake Schools Finance Committee
- Founder 's Day Committee
- Speaker - *D-Day + 70 Years*, Dwight D. Eisenhower Presidential Library, Museum, and Boyhood Home, June 6, 2014, Abilene, Kansas
- Speaker - 75th Anniversary of the Invasion of Poland, WWII Begins, Polish Mission, September 11th, 2014, Orchard Lake, Michigan

References: available upon request

Stephen Bigelow, Ph.D.

EDUCATIONAL ADMINISTRATION EXECUTIVE

Educational Leadership / Student Performance / Teacher Training

Offering over 25 years of progressive experience in developing and overseeing academic programs, policies, and initiatives to promote student growth and achievement. Senior leadership experience serving over 7000 students across multiple schools, with expertise in developing, implementing, evaluating, and continuously improving challenging and inspiring curricula. Passionate education advocates successfully drive regulatory and standards compliance, directing instructional programs to meet the needs of at-risk youth; building top-performing teams wholly committed to each student's academic success.

Core competencies include

- Philosophy, Mission, & Vision Setting
- Policy Design & Implementation
- Curricula & Operational Improvements
- Staffing & Organizational Development
- Interpersonal Skills / Relationship Building
- Regulatory & Standards Compliance
- Multisite Operations Oversight
- Instructional Technology
- Pupil Accounting Compliance
- Dynamic and Enthusiastic Teaching

PROFESSIONAL EXPERIENCE

Bay City Public Schools, Bay City, MI
SUPERINTENDENT (2017 – Present)

Oversee daily school operations across all administrative processes, including human resources management, 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. Review and improve curriculum / instructional practices. Develop positive relations with local, state, and federal political representatives to advance the district.

- Moved district from Department of Treasure Fiscal Distress status to 17% fund balance
- Completed a 5-Year Strategic Plan in 3 Years; Implemented New 5-Year Strategic Plan
- Rebranded district
- Restructured district
- Increased student enrollment
- Passed \$7 million sinking fund, providing financial relief for maintenance needs
- Passed \$28.4 million facilities, technology, and transportation bond
- Updated evaluation system
- Developed a new hybrid high school
- Developed a new k-12 virtual school
- Implemented a 1:1 technology program
- Opened Early College and Early Middle College
- Sold several district properties while managing multiple construction projects
- U.S. Department of Defense Patriot Award, 2022

...continued...

Capac Community Schools, Capac, MI
SUPERINTENDENT (2015 – 2017)

Selected accomplishments:

- Restructured district which increased course offerings in the arts, sciences, robotics and AP courses.
- 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.

Selected accomplishments:

- 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

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.

Selected accomplishments:

- 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.

Selected accomplishments:

- Designed district middle school lunch program
- Participated 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

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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

Selected accomplishment:

- 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.)**

COMMUNITY SERVICE

- | | |
|---|---|
| <ul style="list-style-type: none">• American Association of School Administrators Governing Board• American Red Cross Mid-Michigan Ambassador• Bay Area Chamber of Commerce Foundation Board of Directors• Bay-Arenac Career & College Access Network Leadership Committee• 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• Covid Community Response Coalition – Bay County• Delta College Presidential Search Committee• Dissertation Committee, The Chicago School of Professional Psychology• Education East Congress – Delegate• First Robotics Judge – Michigan Championships• Future of Learning Council – Michigan• Google GSV Fellow• Great Lakes Bay Economic Club• Great Lakes Bay Regional Alliance Leadership Academy, Class of 2019• Great Lakes Bay Regional Alliance STEM | <ul style="list-style-type: none">• Steering Committee• Horizons Leadership Academy• Innovation West Congress – Delegate• Leadership Bay County Academy• Macomb County Principals Association – Past President• Michigan Association of School Administrators Professional Growth and Leadership Committee• Michigan Association of School Administrators Superintendent Coach & Mentor• Middle Alliance for Student Opportunity Executive Board• North Central Google Cooperative• Polio Plus Foundation – Rotary International• Saginaw Valley State University College of Business & Management Advisory Committee• Saginaw Valley State University College of Education Advisory Board• School Research Nexus• University of Michigan Alumni Club of Bay City - President• United States Education Delegate – London, England• United States Education Delegate, Berlin Summit• United Way Campaign Chair |
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CONFERENCE PRESENTATIONS

High School Student Engagement in Online and On-Ground Courses, 13th Annual Research Symposium, Rochester, Michigan, 2016.

Know Thyself: The Awareness Journey, Thought Exchange Leadership Empowerment for Superintendents Conference, San Diego, California, March 20, 2019.

Leadership Discovery, National Superintendents Forum, Miami, Florida, October 11, 2021.

What Does a Superintendent Do?, University of Michigan Alumni Club Annual Meeting, Bay City, Michigan, June 14, 2019.

The Resurgence of Zero-Based Budgeting (ZBB), MASA Fall Conference, Traverse City, Michigan, September 19, 2019.

Andrea C. Tuttle, Ed.D.

Education:

- 2006 Ed.D. | Education Leadership
Central Michigan University, Mt. Pleasant, Michigan
Dissertation: Humor and Leadership: Subordinate Perceptions of Principal Effectiveness as Influenced by Humor.
- 1998 M.A. | Education Administration and School Principalship
Central Michigan University, Mt. Pleasant, Michigan
- 1995 B.A. | Management and Fine Arts
Alma College, Alma, Michigan · Majors | English and Education (Elementary and Secondary Certification) · Minors | Exercise and Health Science

Administration:

- 2010-Present Superintendent/Human Resource Director
Owosso Public Schools, Owosso, Michigan
- 2008-2010 Principal · Owosso Public Schools, Owosso, Michigan
- 1999-2008 Principal · Corunna Public Schools, Corunna, Michigan
- 2001-2006 Technology Director · Corunna Public Schools, Corunna, Michigan

Teaching and Coaching:

- 1995-1998 5th grade Teacher
Ovid–Elsie Area Schools, Ovid, Michigan and girls' basketball coach
- 1995 HS English -1995, Perth, Western Australia
- 1991-1995 Secondary English Teacher (English and Health Science) and basketball coach.
Corunna Public Schools, Corunna, Michigan

Pertinent Information and Accomplishments:

Instructional Leadership/Programming/Curriculum

- Leading an International Baccalaureate school district that prepares students to be risk-takers, thinkers, problem-solvers, carrying, knowledgeable, communicators, researchers, and balanced and principled members of society all while creating a better world through

intercultural understanding and respect. This background has prepared me to encourage and model the same culture for your organization.

- Leading the day to day operations of Preschool thru Early College district which also includes an alternative education high school and an adult education program.
- Implementing data-driven decision making. Using facts, metrics, and data to guide strategic decisions that align with district and building goals and objectives to make thoughtful educational decisions and developing district improvement plans and goals.
- Establishing the Virtual Enterprises International (VEI) entrepreneurship program/global business simulation program in Owosso in 2012.
- Expanding the district's Career and Technical Education (CTE) offerings so as to provide the most CTE opportunities in the county.
- Maintaining and advancing a world-class early childhood program inclusive of Head Start and GSRP.
- Providing an in-person Alternative Education high school program for credit deficient students so they have an opportunity to earn a high school diploma.
- Modifying the curricula to better meet the demands of today's learners. Such changes have included the additions of the following classes at the secondary level: 4-year biomedical science sequence; 4-year Engineering sequence; 4-year culinary arts sequence; 4-year Entrepreneur sequence (VEI); AgriScience, Construction Trades, Woodworking, and many others too numerous to list. At the elementary level changes include the Project Lead the Way (Engineering); Young Entrepreneur Curriculum which I developed; a full day kindergarten curriculum including STEAM (Science, Technology, Engineering, Arts and Mathematics); 6 year (K-5) integrated world and language and cultural arts elementary sequence, and many others too numerous to list.
- Establishing and directing initiatives and professional development to bring world class technology to the Owosso community as a means of establishing a learned community by offering learning strategies for knowledge and information in a global market place through the use of various technological resources including but not limited to: Google Suites, Zoom, Laptops, Chromebooks, Microsoft Education platform, Clarity classroom voice amplification, etc.
- Expanding opportunities for Advanced Placement and Dual Enrollment.
- Overseeing both an Alternative Education and Adult Education programs.
- Educating students about pride in our Veterans and establishing Veterans Day ceremonies throughout the district with over 500 veterans in attendance each year.
- Writing a Young Entrepreneur Curriculum and utilizing it with all elementary students.
- Developing and Organizing a robust professional development program for district team members.
- Developing the Blue and Gold after school program for learning opportunities beyond the classroom. Community members volunteered to teach their passion to our students at no cost to our students.
- Role-Modeling exemplary instruction that is engaging and relevant to students.
- Developed and implemented the full day kindergarten curriculum in the district.
- Learning about and embracing Artificial Intelligence (AI).
- Establishing Owosso as the District of OPPORTUNITY.

Culture

- Building positive relationships. Theodore Roosevelt said and I agree: “People don’t care how much you know until they know how much you care.”
- Recruiting and retaining high quality team members—people make the difference.
- Collaborating with team members/leaders with proactive and reactive problem-solving of issues.
- Advocating for all students, including those who have unique needs.
- Recruiting the very best talent in every department (administration, teacher, transportation, custodian, paraprofessionals, administrative assistants, maintenance, food service) and serving as a mentor to assist our human resources in reaching their potential.
- Meeting the increasing mental health issues faced by students and staff by providing opportunities for counseling, mentoring and supportive understanding.
- Collaborating with the team on programs such as multi-tiered systems of support (MTSS) to provide support to all students.
- Establishing clear expectations and guidelines.
- Developing and implementing the Human Being Project.
- Talks with Tuttle—meeting with students and parents to hear positives and areas needing improvement.
- Developing surveys for all team members and using the data to maintain positive findings and improve where necessary.

Human Resources

- Ensuring that the district recruits and retains the exemplary people first.
- Establishing a comprehensive evaluation system.
- Engaging in courageous conversations with team members who are not meeting expectations, providing supports and finding opportunities for their success, and if all else fails, moving in a different direction.
- Providing team building
- Onboarding new team members and providing orientations that include team building and engaging professional development to learn about the district including the people, facilities, opportunities and the supportive community.

Leading/Managing

- Negotiating contracts with 4 union leadership teams, achieving over 40 successfully negotiated contracts.
- Becoming well versed in Title IX; Restorative Practices; Equity, Diversity and Inclusion.
- Merging knowledge, experience, and expertise of various entities including the Board of Education, Administration, teachers, etc., to steer the district on a path of continuous improvement involving significant change resulting in a top 5% ranking of High Schools in Michigan as published by US News and World Report.
- Consulting, advising and providing guidance and recommendations to county-wide leaders.
- Applying for grants to support students and team members.
- Evaluating teachers to drive evidenced-based improvements and practices.
- Developing and implementing policies.

- Leading a variety of different departments including transportation, food service, custodial, maintenance, technology, building and grounds in addition to professional and support staff as well as a 20-member administrative team.
- Writing and receiving State and Federal Grants.
- Ensuring the district is the leader in technology with implementing state-of-the-art interactive flat panels and one to one devices for every student.
- Exploring opportunities related to Artificial Intelligence.

Mental Health

- Implementing the Navigate 360 program district-wide.
- Hiring 3 district nurses.
- Establishing programs and providing supports such as: Peer 2 Peer, Therapy Dogs, Liaison Officers, Student Success Coaches, Student Mentors, PBIS Rewards, School Nurses, Check in Check Out, Human Being Project, etc.

Communication (written and verbal)

- Presenting various initiatives to audiences on a variety of topics.
- Writing weekly education articles to educate and promote the organization.
- Communicating with a variety of entities including a 7-member Board of Education, 400 staff members, 3000 students and their families, community members, community business and organizations.
- Providing Board of Education a Friday letter each week informing them of the week's events so there are no surprises.

Leadership:

- BUILD POSITIVE RELATIONSHIPS
- Recruit and retain people
- Articulate clear expectations—no surprises
- Collaborate and Support
- Decision Maker: Authoritative, Input, Consensus
- Communicator
- Open Door policy
- Trust
- Respect time
- Disagree Respectfully
- Listen to understand
- Team player
- Innovate
- Think
- Well balanced
- Engaging, Relevant, Rigorous

Finance

- Stabilizing the financial position of the district by correcting an inherited \$6.5 million projected general fund deficit, which threatened a potential state takeover of the district,

so as to reach the district's current financial state of a 15% fund balance. In order for this to occur, many changes were needed including closing buildings, relocating team members, reducing human resources, negotiating contracts, developing programming guidelines, and tending to a myriad of budgetary details. Understandably, most of these were not popular decisions, but due to the relationships that I built with the stakeholders, these necessary changes were received as positively as possible.

- Providing fiscal responsibility for a \$45M budget to support over 3000 students and 400 team members.

Marketing

- Marketing Owosso as the district of opportunity.
- Writing weekly articles for the local newspaper about our district.
- Producing biannual newspapers which highlight the district and are sent to the entire community.
- Ensuring a social media presence that highlights areas of excellence or student engagement.
- Developing billboards.

Safety and Security

- Writing and receiving safety grants.
- Hiring 5 liaison officers.
- Installing 260 cameras district-wide, panic buttons, radios, telephone upgrades, etc.
- Providing keyless entry throughout the district.
- Conducting due process and discipline hearings and making determinations.

Facilities/Building/Grounds

- Changing the educational delivery system from a traditional setting to a hybrid approach with anytime/anywhere learning to meet the needs and demands of current day learners. This involves continuously working with and listening to stakeholders so that they understand the need for change, along with sharing information on the effects of the change, and assuring that needed support be constantly provided for the success of changes.
- Achieving voter approval of a \$45M school district bond proposal in a district that had not passed a bond in over fifty years. Accomplishing this required delicate, informative, thoughtful, focused and varied presentations to a diverse set of voters including business leaders, community members, tax payers, team members, students, and skeptics. Passing 4 other educational ballot initiatives.
- Providing a clean and pristine learning environment.

Legislation

- Leading legislative changes to meet the needs of public schools. I am the Region 6 legislative representative (there are 10 regions representing 600 districts). As such, I serve as a liaison between schools and legislators to enact necessary legislation for support of the ever-changing landscape of education. I have testified before committees and work directly with legislators on the issues related to education.

Personal and District Recognition

- Region 6 Superintendent of the year.
- District ranked top 5% of high schools (U.S. News and World Report).
- District received Academic All State Champions recognition (Bridge Magazine).

Professional Organizations

- MASA, Michigan Association of Superintendents and Administrators
- NAGC, National Association for the Gifted Children
- NAESP, National Association of Elementary School Principals
- NCTE, National Council for Teachers of English
- NASSP, National Association of Secondary School Principals
- ASCD, Association for Supervision and Curriculum Development
- Rotary
- Shiawassee Economic Development Partnership (SEDP)
- Chamber of Commerce

Community and Organizational Involvement

- Future of Learning Council (FLC)
- Rotary
- Shiawassee Economic Development Partnership (SEDP)
- Chamber of Commerce
- YMCA
- Governor's Tenure Commission
- Baker College Student Advisory Board
- Michigan Association of School Administrators Region 6 President
- Chair of Shiawassee Leadership Council
- 4North Project
- Voices for Children—Child Advocacy
- Region 6 Superintendent representative on the Government Relations and Policy Committee (GRPC)